MEETING
POLICY AND RESOURCES COMMITTEE
DATE AND TIME
TUESDAY 28TH JUNE, 2016
AT 7.00 PM
VENUE
HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF POLICY AND RESOURCES COMMITTEE (Quorum 3)

Chairman: Councillor Richard Cornelius
Vice Chairman: Councillor Daniel Thomas BA (Hons)

Councillor Dean Cohen   Councillor Tom Davey   Councillor Paul Edwards
Councillor Anthony Finn   Councillor Ross Houston   Councillor Alison Moore
Councillor Alon Or-bach   Councillor Sachin Rajput   Councillor Barry Rawlings
Councillor Joan Scannell

Substitute Members

Councillor Melvin Cohen   Councillor Geof Cooke   Councillor Arjun Mittra
Councillor Alan Schneiderman   Councillor Mark Shooter   Councillor Reuben Thompstone

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 10AM on Thursday 23 June 2016. Requests must be submitted to Kirstin Lambert; 02083592177 kirstin.lambert@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Kirstin Lambert; 02083592177 kirstin.lambert@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

15.	Committee Forward Work Programme	475 - 486
16.	Any other item(s) the Chairman decides are urgent	
17.	Motion to Exclude the Press and Public	
18.	Any other exempt item(s) the Chairman decides are urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Kirstin Lambert; 02083592177 kirstin.lambert@barnet.gov.uk. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our committee rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

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Decisions of the Policy and Resources Committee

17 May 2016

Members Present:-

Councillor Richard Cornelius (Chairman)
Councillor Daniel Thomas (Vice-Chairman)

Councillor Dean Cohen
Councillor Tom Davey
Councillor Paul Edwards
Councillor Anthony Finn
Councillor Ross Houston

Councillor David Longstaff
Councillor Alison Moore
Councillor Alon Or-Bach
Councillor Sachin Rajput
Councillor Barry Rawlings

Also in attendance

Cllr Gill Sargeant

1. MINUTES OF LAST MEETING

RESOLVED- That the minutes of the meeting held on 22 March 2016 be approved as a correct record.

2. ABSENCE OF MEMBERS

There were none.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

Councillor Ross Houston declared a non-pecuniary interest in item 8, as he was a member of the Barnet Group Board.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Public questions were received from Theresa Musgrove and Amo Amatare.

Details of the questions asked of, and the answers given by the Chairman were circulated and published on the Council's website prior to the meeting. Verbal responses were given to supplementary questions asked at the meeting.

6. MEMBERS' ITEMS (IF ANY)

The Chairman varied the order of business to consider the Member's Item in the name of Councillor Barry Rawlings as the next item.

(a) MEMBER'S ITEM - CLLR BARRY RAWLINGS

Councillor Barry Rawlings introduced the Member's Item in his name which considered the matter set out at paragraph 1.1 of the report.

The Commissioning Director, Jamie Blake provided the committee with background on the issues and an update on current status. It was noted that work was under way to look into the processes followed and review and update the council's eligibility criteria.

Councillor Barry Rawlings recommended that the committee request that:

- The recently reinstated Disabled Persons Freedom Passes should be renewed to 2020.
- No new restrictions to the eligibility criteria for discretionary disabled persons' Freedom Passes should be proposed going forward.
- Where the Council needs to set-out / confirm eligibility criteria for discretionary Passes these criteria should not result in any current Pass-holders losing their Pass.
- The eligibility criteria for discretionary disabled persons' Freedom Passes must be agreed by the P&R committee and be subject to consultation, including in Easy Read. This consultation must also include Adult & Community Services.
- The new 0-25 team should ensure service users are enabled to have choices and independence (as required by the Care Act), and that they are not disadvantaged when turning 18 by losing the ability to travel freely if it restricts their ability to study, work and socialise.
- The eligibility criteria for discretionary Passes should comply with the Care Act, including the requirement to enable choice and independence.
- Only 20% of Adults with long term needs have a Care Plan therefore LB Barnet should not use 'known to Adult Services' as a local criteria for discretionary granting of Freedom Passes.
- If an assessment decides someone is no longer entitled to a discretionary pass they need to be assessed against their ability to have a driving licence before a final decision is made.
- If a Pass is to be removed there must be a right of appeal - and the status quo must be observed until the end of the appeal process.

Following consideration the committee:

RESOLVED – That the Committee request that officers report back to Policy and Resources Committee as early as possible on the results of the review and the proposed new eligibility criteria. It was noted this work should include benchmarking against other councils, comparison with London Councils set eligibility criteria, and address the recommendations put forward by Cllr Rawlings, including explanation for any not recommended for approval.

(b) **MEMBER'S ITEM - CLLR ROSS HOUSTON**

Councillor Ross Houston introduced the Member's Item in his name which considered the matter set out at paragraph 1.1 of the report.

The committee considered the matters raised in the report, in particular the matter of affordable housing in the context of strategy, implementation and meeting performance targets.

It was noted that the matters raised in the members item fell under various committees' terms of reference. Policy and Resources Committee's remit was to consider the matters in the context of the council's overall strategic direction, with reference to the London Plan and the Housing Strategy. It was noted that particular consideration of statistics relating to targets and performance regarding provision of affordable housing fall under the remit of Housing Committee and Assets Regeneration and Growth Committee. Housing Committee has responsibility for 'Housing Strategy' and 'work with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing'. Assets Regeneration and Growth Committee has responsibility to 'Develop and oversee a Regeneration strategy' and to 'Oversee major regeneration schemes including those of key social housing estates'. It was noted that future reports to Housing and Assets Regeneration and Growth Committees will include information on progress and performance in these areas.

It was further noted that the new incoming London Mayor may set new targets which would need to be considered by Policy and Resources Committee.

(c) **MEMBER'S ITEM - CLLR ALON OR-BACH**

Councillor Alon Or-bach introduced the Member's Item in his name which considered the matter set out at paragraph 1.1 of the report.

The IT Account Director, Brett Holtom provided an update on the issues raised in the report. It was noted that a detailed report on the issues was due to be considered at Performance and Contract Management Committee on 31 May.

Officers confirmed that a report on smarter working would be considered by Assets Regeneration and Growth Committee in July 2016, and that a report on the Customer Access Strategy, including the IT strategy, is scheduled for consideration by Policy and Resources Committee meeting in October 2016.

The committee was also assured that work was under way to address the problems which have been reported as part of business as usual,

and that this work would continue alongside the work to develop a robust strategy for approval in october.

RESOLVED – That the committee note that a report on the Customer Access Strategy, including the IT strategy, will be considered by Policy and Resources Committee meeting in October 2016.

7. BRENT CROSS FUNDING STRATEGY

The Chairman noted that if Members had any questions relating to information contained in the exempt report they would need to be heard at the end of the meeting in exempt session. There were no such questions.

The Committee considered the report.

RESOLVED – That the Committee

1.1   Approves the addition of the GRIP 4 detailed design costs to the capital programme as per para 1.4.8;

1.2   Approves the increase to the capital financing requirement and required changes to the Treasury Management Strategy to accommodate borrowing requirement in relation to Brent Cross Cricklewood programme, as set out in para 1.6.6;

1.3   Notes the total funding requirement as detailed in para 1.6.6 and notes that it will be requested to consider and to approve this in subsequent relevant budget setting cycles (as detailed in para 1.6.5);

1.4   Approves engagement with the council's treasury advisors to find more preferential rates than Public Works Loan Board (PWLB) to secure funding;

1.5   Authorises officers to continue to work with DCLG and GLA to ring fence the growth in business rates from Brent Cross North in order to pay back the borrowing requirement.

8. BARNET'S LOCAL PLAN -DRAFT GRAHAME PARK ESTATE DEVELOPMENT SUPPLEMENTARY PLANNING DOCUMENT (SPD)

The Committee considered the report with an amendment to recommendation two in the report to read 'Recommend the Graham Park SPD attached at Appendix B for adoption by Council'. This was agreed by the Committee.

Councillor Gill Sargeant had requested to address the Committee on this item and made comments in relation to the item.

Having been put to the vote the Committee voted:

For: 7
Against: 5
Abstain: 0

RESOLVED – That the Committee

1. **Note the public responses to the consultation carried out on the Grahame Park SPD and agree the Council responses in the consultation report attached at Appendix A;**

2. **Recommend the Graham Park SPD attached at Appendix B for adoption by Council.**

9.   **CORPORATE GRANTS PROGRAMME - APPROVAL OF GRANTS UNDER DELEGATED POWERS**

The Committee considered the report.

For the future officers were requested to align the reporting process to Policy and Resources Committee regarding the award of corporate grants by delegated powers and the award of grants by Area Committees, to enable Members to have an oversight of all successful applications.

RESOLVED – That the Committee note the decisions to award six grants of less than £5,000 under delegated powers from the corporate grants programme in 2015/16.

10.   **ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

There were none.

11.   **MOTION TO EXCLUDE THE PRESS AND PUBLIC**

There was no motion that the public be excluded from the meeting as the Committee had advised it had no matters for discussion in exempt session.

12.   **BRENT CROSS FUNDING STRATEGY (EXEMPT)**

The Committee considered the report.

RESOLVED – That the Committee

1.1   **Note the contents of the exempt report**

1.2   **In addition to the capital expenditure detailed in para 1.6.6 of the public report, approve the increase to the capital financing requirement and amend the Treasury Management Strategy to accommodate the borrowing requirement in relation to Brent Cross Cricklewood programme, as set out in para 1.6.6 of the exempt report;**

1.3 In addition to the total funding requirement detailed in para 1.6.8 of the public report, note the additional funding requirement as detailed in para 1.6.8 of the exempt report and considers this in subsequent budget setting cycles;

1.4 Approves the principle of a Social Infrastructure Fund as set out in para 1.6.12 of the exempt report.

13. **ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

There were none.

The meeting finished at 8.45 pm

BARNET
LONDON BOROUGH

Policy and Resources committee

28 June 2016

Title	**Member's Item – Cllr Ross Houston Retirement and sheltered housing**
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Kirstin Lambert kirstin.lambert@barnet.gov.uk 02083592177

Summary

The report informs the Policy and Resources Committee of a Member's Item and requests instructions from the Committee.

Recommendations

1. **That the Policy and Resources Committee's instructions in relation to this Member's item are requested.**

1.   WHY THIS REPORT IS NEEDED

1.1   Councillor Ross Houston has requested that a Member's Item be considered on the following matter:

'Recommendation: To identify, inspect and monitor retirement/sheltered housing in Barnet both in the private and public sector and to produce a report that will provide clarification around the level of service residents or potential residents can expect to receive and to ensure their safeguarding and measure it against new legislation.

On 1 June 2016 the ARHM (Association of Retirement Home Managers) code received government approval and came into force in order to protect those living in Retirement homes.

While there are existing checks of Care Homes by among others, the Care Quality Commission, measured against national care standards such as:

- *a written agreement in a format you can understand that outlines your occupancy rights and the terms and conditions of your residence*
- *be treated with dignity and respect at all times*
- *have your privacy and property respected (for example, to have a lock on your bedroom door and for staff to knock and wait for permission to enter)*
- *make informed choices about your life in the care home, how you spend your time and how you receive support*
- *feel safe, secure and free from bullying, harassment and discrimination*
- *make complaints without worrying about the consequences*

these rights are often denied to residents in retirement properties where checks are not carried out, and elderly, vulnerable residents are often too timid to speak out fearing the consequences. There are also issues of the Health and Safety, provision of emergency support, management of finances, breaches of Age Discrimination and Data Protection, etc.

The ARHM (Association of Retirement Home Managers) Code of Practice for England, which was approved by the Government under the Leasehold, Housing and Urban Development Act 1993, aims to promote best practice in the management of leasehold retirement housing, regardless of whether the services are provided by private companies or housing associations. It not only sets out the statutory obligations that apply to the management of leasehold properties, but also sets out additional requirements which should be followed as a matter of good practice. The Code has just been updated and offers parameters against which the standard of retirement homes can be measured.'

2.   REASONS FOR RECOMMENDATIONS

2.1   The Committee are therefore requested to give consideration and provide instruction.

3.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   Not applicable.

4.   POST DECISION IMPLEMENTATION

4.1   Post decision implementation will depend on the decision taken by the Committee.

5.   IMPLICATIONS OF DECISION

5.1   **Corporate Priorities and Performance**

5.1.1   As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1   None in the context of this report.

5.3   **Legal and Constitutional References**

5.3.1   The Council's Constitution (Meeting Procedure Rules, Section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves.   Members' items must be within the terms of reference of the decision making body which will consider the item.

5.3.2   The Council's Constitution, Responsibility for Functions (Annex A) states that *'If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.* As this report falls under the remit of two committees' terms of reference (Adults and Safeguarding Committee and Housing Committee) it is appropriate it be considered by Policy and Resources Committee.

5.3.3   Officers considered which committee would be the appropriate committee to consider this Members Item. It is noted that the matters raised concerning consideration of care homes operated by LBB, the existence of a written agreement including occupancy rights and conditions of residence fall under the terms of reference of the Housing Committee which has responsibility for 'All matters related to Private Sector Housing..' and 'Housing licensing and housing enforcement'. The consideration of the level of care provided both by LBB units and those in private ownership fall under the terms of reference of the Adults and Safeguarding Committee which has responsibility for 'promoting the best possible adult social care'. On balance it is considered that the matters in the Members Item fall under the remit of both the

committees, potentially in equal measure, and it is therefore considered appropriate that this report is considered by the Policy and Resources Committee.

5.4   **Risk Management**

5.4.1   None in the context of this report.

5.5   **Equalities and Diversity**

5.5.1   Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6   **Consultation and Engagement**

5.6.1   None in the context of this report.

6.   BACKGROUND PAPERS

6.1   None.

Policy and Resources committee

28 June 2016

Title	**Member's Item – Cllr Barry Rawlings - Creative Resourcing of Affordable Housing to Benefit Barnet**
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Kirstin Lambert, kirstin.lambert@barnet.gov.uk 020 8359 2177

Summary

The report informs the Policy and Resources Committee of a Member's Item and requests instructions from the Committee.

Recommendations

1. **That the Policy and Resources Committee's instructions in relation to this Member's item are requested.**

1. WHY THIS REPORT IS NEEDED

1.1 Councillor Barry Rawlings has requested that a Member's Item be considered on the following matter:

'To ask for a report to come back to the 5 October P&R meeting on the feasibility of:

A) using the council's pension fund; and

B) joining the UK Municipal Bond Agency - public body aiming to facilitate long term borrowing for local authorities below PWLB rates

in order to help the council fund the building of more affordable homes for home ownership and rent including at social rents in the borough which in turn will:

- *help with the recruitment and retention of key frontline workers like teachers, social workers, street sweepers, refuse workers, carers, nurses and many others,*

- *reduce spend on the temporary accommodation budget,*

- *reduce the housing benefit bill,*

- *create more jobs and apprenticeships,*

- *tackle child poverty,*

- *improve the health of those otherwise living in substandard private rented accommodation,*

- *tackle increasing homelessness in the borough*

- *ensure a mixed, sustainable community.'*

2. REASONS FOR RECOMMENDATIONS

2.1 The Committee are therefore requested to give consideration and provide instruction.

3.   **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1   Not applicable.

4.   **POST DECISION IMPLEMENTATION**

4.1   Post decision implementation will depend on the decision taken by the Committee.

5.   **IMPLICATIONS OF DECISION**

5.1   **Corporate Priorities and Performance**

5.1.1   As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1   None in the context of this report.

5.3   **Legal and Constitutional References**

5.3.1   The Council's Constitution (Meeting Procedure Rules, Section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members' items must be within the terms of reference of the decision making body which will consider the item.

5.4   **Risk Management**

5.4.1   None in the context of this report.

5.5   **Equalities and Diversity**

5.5.1   Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6   **Consultation and Engagement**

5.6.1   None in the context of this report.

6.   **BACKGROUND PAPERS**

6.1   None.

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BARNET
LONDON BOROUGH

Policy and Resources Committee

28 June 2016

Title	**Resolution of Full Council – 4 April – Opposition Motion in the name of Councillor Alon Or-bach – EU Referendum**
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Kirstin Lambert, Governance Team Leader kirstin.lambert@barnet.gov.uk, 020 8359 2177

Summary
The report informs the Policy & Resources Committee of a resolution of Full Council on 4 April 2016. At that meeting Council considered an Opposition Motion in the name of Councillor Alon Or-bach requesting that Policy & Resources Committee discuss the impact of the result of the EU Referendum on Barnet. Details of the motion as passed are contained in this report.

Recommendation
That the Policy and Resources Committee instructions are required in relation to this item.

1. WHY THIS REPORT IS NEEDED

1.1 On 4 April 2016 Councillor Alon Or-bach submitted an Opposition Motion to Full Council requesting that Council ask that Policy & Resources Committee discuss the impact of the two possible outcomes of the EU Referendum on Barnet at its next meeting in May.

1.2 Councillor Richard Cornelius subsequently moved an amendment in his name proposing that the Council ask that Policy & Resources Committee consider the implications of the result of the EU Referendum on Barnet at a meeting following the vote on 23 June. The amendment was put to the vote and declared carried.

1.3 The full text of the motion as passed is as below:

RESOLVED –
Council welcomes the forthcoming EU Referendum on 23 June and the opportunity it gives to the residents of Barnet to have their say on whether the UK remains in or leaves the EU.
Council notes that there are many EU citizens, including many communities and families that have lived in Barnet most of their lives, that help make our borough the diverse place it is, and stresses the importance of European co-operation whatever the outcome of the Referendum.
Council asks that Policy & Resources Committee consider the implications of the result of the EU Referendum on Barnet at a meeting following the vote on 23 June.

2. REASONS FOR RECOMMENDATIONS

2.1 No recommendations have been made. The Policy and Resources Committee are therefore requested to give consideration to the motion and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**

5.1.1 If the committee propose to action in relation to this motion, any actions arising will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1 None in the context of this report.

5.3 **Legal and Constitutional References**

5.3.1 Council Constitution, Responsibility for Functions, Annex A – the terms of reference of the Policy and Resources Committee includes:

'(1) To be the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues… (2) To be responsible for the overall strategic direction of the Council…and (5) To consider and take any necessary action upon proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally where not the specific concern of any other committee(s).'

5.3.2 There are no legal references in the context of this report.

5.4 **Risk Management**

5.4.1 None in the context of this report.

5.5 **Equalities and Diversity**

5.5.1 All of these issues must be considered for their equalities and diversity implications.
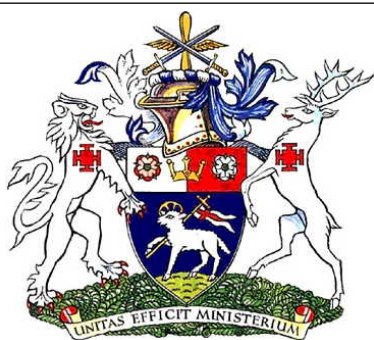
5.6 **Consultation and Engagement**

5.6.1 None in the context of this report.

6. **BACKGROUND PAPERS**

6.1 Minutes of the meeting of Full Council, 4 April 2016, http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4

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AGENDA ITEM 8

Policy & Resources Committee
28th June 2016

Title	**Business Planning 2017-20**
Report of	Interim Chief Executive Interim Chief Operating Officer Director of Resources
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Updated Medium Term Financial Strategy (MTFS) to 2020 Appendix B – Adults and Family Services amended budget for 2016/17
Officer Contact Details	Patricia Phillipson – Interim Head of Finance, Commissioning Group patricia.phillipson@barnet.gov.uk Hannah Chillingworth – Strategy Officer Hannah.chillingworth@barnet.gov.uk

Summary

This paper sets out the council's updated Medium Term Financial Strategy (MTFS) to 2020. The paper sets out the proposed revenue and capital budget amendments for 2016/17 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2017-20.

In relation to funding from central Government, this paper sets out how we propose to engage with the Department for Communities and Local Government (DCLG) in order to access a multi-year settlement and contribute to consultations on the localisation of business rates – both of which were announced during the 2015 Spending Review.

This report seeks approval from Policy and Resources Committee on the following:
  a) The process by which Theme Committees will confirm the delivery and achievement of savings plans already agreed;
  b) Movements to the budget in 2016/17; and
  c) Amendment to the capital programme.

Recommendations

The report recommends that the Committee:

1. **Notes the updated Medium Term Financial Strategy (MTFS) to 2020 as set out at appendix A and the assumptions underpinning this in para 1.3.3;**

2. **Approves the proposal to engage with DCLG to seek a multi-year funding settlement to 2020, which requires the council to submit an 'Efficiency Plan' to DCLG by 14 October 2016, as set out in para 1.2.18-22;**

3. **Delegates authority to the Chief Finance Officer, in consultation with the Chairman of Policy and Resources Committee, to submit the 'Efficiency Plan';**

4. **Notes the distribution of savings across Theme Committees for the period 2017-20, which have previously been agreed, and the process to confirm delivery and achievement of these savings during the autumn, ahead of a draft budget report being presented to Policy and Resources Committee in December 2016;**

5. **Approves the budget amendments in respect of 2016/17 as shown in section 1.4; and**

6. **Approves the amendments to the current capital programme as shown in section 1.6.**

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

1.1.1 In March 2016, the council set a Medium Term Financial Strategy (MTFS) covering the period 2016 – 2020. The MTFS for this period identified a total budget gap (including proposed pressures) of £80.1 million with savings identified to meet this gap.

1.1.2 The business planning process works on an annual cycle to confirm the council's budget each year. The council typically re-assesses the assumptions underpinning the MTFS once a year through a report to Policy and Resources Committee during the summer, ahead of the draft budget for the year ahead being presented in the autumn ahead of consultation. The final budget is presented to Policy and Resources Committee and Full Council for agreement in the spring.

1.1.3 This report sets the national and local context in which Local Government and the council is operating and updates Members on changes to the council's future budget assumptions. It also sets out amendments to the current year's budget and the process for confirming the achievement of savings for 2017/18.

1.2 **Strategic Context**

1.2.1 The past five years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the council sought to meet this challenge through savings to the 'back office' and non-front line services. During this time of significant challenge, the council has seen levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with a range of local services. According to the Autumn 2015 Residents' Perception Survey, 88 per cent of residents are happy with Barnet as a place to live, and 74 per cent are satisfied with how the council runs things. This is part of an upwards trend in satisfaction since 2012.

1.2.2 Between 2016 and 2020, a further £81.8 million of savings needs to be made as a result of increasing demand on services – driven largely by a growing population and changing demographic – and continued reductions in central Government funding.

1.2.3 However, in spite of these challenges, there are significant opportunities for Barnet. As funding from central Government is likely to reduce to zero, the council will need to generate its income through local and regional sources of funding – Council Tax, Business Rates, fees and charges and the commercialisation of some of our services, where appropriate. Whilst challenging, this also provides all authorities with an opportunity as the further devolution of funding means that, increasingly, councils will become masters of their own destinies.

UK economy to 2020

1.2.4 At this year's Budget in March 2016, the Chancellor re-confirmed plans to achieve a UK budget surplus of £10.4 billion by 2020, which will result in further reductions to funding for non-ring fenced departments, including Local Government.

1.2.5 The Government plans to eradicate the national debt – and move to a surplus position – will be achieved through reductions to public spending and income that will be generated by economic growth. The Budget set out forecasts showing that the Government currently expects the UK economy to grow faster than any other major advanced economy in 2016 with GDP in quarter 4 2015 being 12.6% higher than in quarter 1 2010. However, the economic outlook globally has deteriorated since the Spending Review and Autumn Statement 2015, with the International Monetary Fund (IMF) and Organisation for Economic Cooperation and Development (OECD) revising down their global forecasts for GDP in 2016. The OBR forecasts GDP growth to be 2% in 2016, rising to 2.2% in 2017 and 2.1% in 2018. The main reason for the reduced GDP forecast is a lower forecast for potential productivity growth (the amount of output growth per hour worked the economy is capable of producing sustainably).

Public spending to 2020

1.2.6   The Government's Spending Review in autumn 2015 set out total public spending reductions of £21.5 billion to 2020. This was subsequently revised at the 2016 Budget, with a further £3.5 billion of savings to be made in 2019/20. The Government will take forward a series of 'efficiency reviews' across departments to achieve these additional reductions, which will report in 2018. There are no further details at this stage, although Local Government funding will be in scope.

Service specific national context

Academies and schools improvement

1.2.7   The Queen's Speech on 18 May confirmed the Government's intention to bring forward the 'Education for All' Bill, which will set out the Government's strategy to move towards a system where all schools are academies, and all schools are funded fairly. The ambition is for the conversion of local authority maintained schools to academies in the worst performing local authorities and in those areas that can no longer viably support their remaining schools because a critical mass of academies in the area has been reached.

1.2.8   The Government has already launched the first part of its consultation to prepare the move towards a national funding formula for schools with further consultation expected in autumn this year. Barnet's Schools Forum and the Children, Education, Libraries and Safeguarding Committee have received reports setting out what is currently known but it is too early to indicate the financial impact on school funding in Barnet.

Adult Social Care

1.2.9   In October 2015, a national plan 'Building the Right Support' and a national service model for learning disability services was published to help Transforming Care Partnerships (TCPs) meet NHS England's (NHSE) commitment to reduce the length of stay in hospitals and stop admissions to assessment and treatment units (such as the former Winterbourne Unit). Barnet CCG forms part of the North Central London TCP alongside Camden, Enfield, Haringey and Islington. An implementation plan is being developed to be in place by July 2016 for delivery by March 2019..

1.2.10 In 2016/17 Barnet Council and Barnet CCG received a combined total of £24.3 million to spend on services which will achieve the goals set out in our Better Care Fund Plan; of a joined up health and social care system that is built around the needs of an individual and their carer, delivers the best outcomes when needed and provides the best value for public money as well as providing services closer to home in the community. The Relative Need Formula allocation of £6.7m has been applied for the protection of adult social care in the Better Care Fund, along with the nationally mandated amount for Care Act 2014 new burdens (£833k); £782k dedicated funding for Integrated Care teams and £1.9m Disabled Facilities Grant (DFG) allocation. The detailed spending plan submitted in the NHSE Submission demonstrates the breadth of the Barnet BCF plan in investing in NHS commissioned services out of hospital. This includes not only NHS community services and social care services but a range of prevention services included in the Ageing Well

programme, the mobilisation of Dementia Hubs, the carers support services, palliative/end of live services and the locality teams. Given the financial position of the Barnet health economy, significant emphasis will still be applied to delivery of targets related to reducing non-elective emergency admissions for the cohorts identified within the plan, alongside supporting the required improvements in relation to delayed transfers of care as well as a reduction in residential placements.

1.2.11 During 2016, every health and care system will work together to produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision. Local health and care systems have come together in STP 'footprints' with Barnet included in the North Central London sub-regional area. The health and care organisations within these geographic footprints will work together to narrow the gaps in the quality of care, their population's health and wellbeing, and in NHS finances.

Housing

1.2.12 In 2012 the Government ended the Housing Revenue Account (HRA) Subsidy System and moved towards a self-financing system where local authorities fund their own ring-fenced HRAs through rental income and other direct service charges. This settlement saw Barnet move away from having to pay circa £11m of council rents it collected to the Treasury to a position whereby the HRA is self-sufficient and able to meet the on-going investment needs of council homes. In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.

1.2.13 It was announced in last year's Budget (2015) that from April 2016 council housing rents for existing tenants have to reduce by 1% each year for four years up to 2020. The aim of this is to reduce the amount of housing benefit paid out which in turn aims to halt the trend of increasingly higher rents. At this point it is too early to say what the impact on Barnet will be. The HRA and headroom is currently being remodelled to take account of these changes.

1.2.14 The recently enacted Housing and Planning Act 2016 ("the 2016 Act") will require all stock holding local authorities, including Barnet, to pay a levy to the Treasury based on an estimate of the higher value empty stock that councils own. Councils with a housing development pipeline may be able to reduce the levy paid which is also being used to fund the extension of the Right to Buy for housing association tenants. Other reforms set out in the 2016 Act, but yet to come into force include charging market rents for council tenants defined as 'high income tenants', (the Secretary of State may produce regulations pursuant to sections 80 - 81 of the 2016 Act defining what constitutes a 'high income tenant'), and the phasing out of council tenancies for life. The 2016 Act also provides a new requirement for councils to promote the supply of Starter Homes, which are to be sold at a discount of at least 20% of market value (subject to a maximum price cap of £450,000). Starter Homes are to be available for first time buyers between the ages of 23 and 40. Starter homes are going to be "affordable housing" for the purposes of the National Planning

Policy Framework and, therefore will count towards Councils' affordable housing targets as well as the provision of "affordable housing" by developers under Section 106 Agreements. The provisions relating to Starter Homes are yet to be brought into force.

1.2.15 The new Mayor has also indicated that he will wish to introduce a number of measures in relation to housing, the impact of which is not yet known.

Changes to Business Rates

1.2.16 In the Budget 2016, the Chancellor announced that from April 2017, small businesses that occupy a property with a rateable value of £12,000 or less will not pay business rates. There will be a tapered rate of relief on properties worth up to £15,000, exempting 600,000 businesses from business rates. This will support the growth of small businesses in the borough. The council's share of the additional relief will be repaid by CLG through a s31 grant.

1.2.17 Crucially for local government funding, the Chancellor also announced that Government will explore options for moving to 100 per cent of business rates retention by 2020. It was also announced that this would be trialled in London ahead of the full roll-out of reforms. Full details of this have not yet emerged but a consultation will be launched in July 2016. The council is preparing a response to this by evaluating its business rates offer and likely impact of the changes.

Multi-year Settlement Deal

1.2.18 Following the Spending Review and Autumn Statement 2015, Rt Hon Greg Clarke, Secretary of State for DCLG, wrote to local authorities inviting them to submit 'Efficiency Plans' detailing their plans to 2020 responding to the funding challenge in return for a minimum funding commitment as set out in the provisional local government finance settlement released on 17 December 2015.

1.2.19 The minimum funding guarantee only relates to the Revenue Support Grant, Transitional Grant and Rural Services Grant. There are, of course, a raft of specific grants including the Better Care Fund and New Homes Bonus, which also form a significant part of our budget but are not included in the settlement deal and further details on the future levels are yet to emerge. Despite this, it is recommended that the council engages with DCLG with a view to agreeing the multi-year settlement to 2020.

1.2.20 Officers from DCLG have confirmed that accepting the multi-year settlement provides clarity on the minimum funding guarantee but doesn't preclude Members from further lobbying of Government. It is recommended that Barnet, along with other outer London boroughs, continue to lobby Government on adjusting the existing funding formula.

1.2.21 There isn't any prescriptive guidance in respect of drawing up Efficiency Plans. The steer is that these should be locally driven and locally owned. The main elements of the plan need to cover:
- Plans to achieve a balanced budget;

- Benefits it will bring to the council and community;
- Collaboration with neighbours and partners;
- Cover the period up to 2020.

1.2.22 Barnet, due to its forward planning, is one of the few councils that has a Corporate Plan and MTFS that stretches to 2020. Officers will use these documents as foundations for drawing up the Efficiency Plan. This will be finalised by the Chief Finance Officer and chairman of Policy and Resources Committee, ahead of submission to DCLG on 14 October 2016.

Barnet's priorities – how we will meet the financial challenge

Responsible growth and regeneration

1.2.23 As the council becomes less reliant on central Government funding, more of the council's revenue must be generated locally. Barnet now has the largest population of any London borough and this has placed an increased demand on housing. The council has plans to build more than 20,000 new homes by 2025 – the most in outer London – and 700 homes on council land, 320 of which will be council affordable homes. The increased housing in the borough will increase income through Council Tax, which will benefit our residents by helping us maintain lower Council Tax bills.

1.2.24 Most residents will benefit from the opportunities that a growing local economy will bring. Barnet, working across a range of partners, is developing space for 30,000 new jobs, most of which will be at the Brent Cross Cricklewood development. These jobs will help get more people into employment and contributing to the local economy.

1.2.25 However, some residents will need additional support to get a job and this is an area where Barnet has been successfully working together with other public sector agencies to improve outcomes through co-located teams such as the Welfare Reform Task Force and 'BOOST' at Burnt Oak and the Workfinder project on regeneration estates.

Managing demand for services

1.2.26 As far as possible, the council has sought to make savings through efficiencies and changes to the 'back office' in order to provide a degree of relative protection to front line services. Pressure on budgets is driven by rising demand for services as well as continued reductions to central funding. In order to meet £61.5m budget gap in 2017 - 2020 the council will need to focus even more on reducing demand on services through supporting residents to change their behaviour and developing early interventions to prevent residents as much as possible from reaching a stage where they become dependent on council services.

1.2.27 The council is already involved in a range of demand management activities, including early intervention in family services to safely reduce the rate of children in care and measures taken in Adult Social Care to better enable people to stay in their own homes. However, over the next few years, demand management will become more central to the council's approach, with all

services reviewing what can be done to reduce demand in light of the increasing population and reduced funding.

Transforming services

1.2.28 The way in which local services are designed and delivered will also continue to change to ensure that the best outcomes are achieved in the most effective way. Through its service transformation plans, the council is also looking at how to make a range of services more accessible and convenient to those that use them.

1.2.29 The council has a variety of transformation programmes underway including a push towards 'digital by default' and working closely with partners to trial place-based commissioning approaches. The council is developing a Customer Access Strategy which aims for the majority of contact with the council to be online or via other digital means by 2020 – this aims to save customers time and save the council money which can be directed at those most in need. In doing so, it is important that we ensure that those unable to access services digitally are still supported.

1.2.30 Place based commissioning has been successfully trialled in Burnt Oak where efforts have been coordinated to address a number of local issues including health and well being, community, business support, waste management and Anti-Social Behaviour. This process involves collaboration between various council departments, local community groups and organisations. The community has been involved in developing a Town Centre plan for the area that proposes a number of improvements to the physical environment as well as a number of local priorities. This period of focus on Burnt Oak has already started delivering benefit including:

- a 20% reduction in reports of Anti- Social Behaviour compared with the previous two years;
- recruitment of 10 volunteer health champions who are working with GPs and the community to offer a range of support; and
- introduction of multiagency employment support through the Burnt Oak Opportunity Support Team (BOOST) who have supported 161 people to find work in the past year.

The intention is that the learning from Burnt Oak will now be rolled out more widely across other town centres in the borough.

More resilient communities

1.2.31 A key part of Barnet's strategy, which complements demand management, is equipping residents to help themselves and tailoring services to their needs, therefore increasing self-sufficiency and reducing reliance on statutory services. This includes encouraging civic engagement through residents taking on greater responsibility for their local areas and where appropriate, being involved in the design and delivery of services – this will ensure that services are suited to specific needs in a given area so that resources are targeted and outcomes reached in the most efficient and effective way.

1.2.32 The council has developed a Community Participation Strategy, which outlines the development of an interactive database showing the support provided by the voluntary organisations in the borough, and a comprehensive volunteering brokerage service, which will put residents and council staff interested in volunteering in touch with local opportunities.

1.3 **Medium Term Financial Strategy**

1.3.1 The MTFS to 2020, set out at Appendix A, takes into account national economic factors such as forecasts to Government spending and inflation, along with local factors which will have an impact on the council's budget such as population change, housing and development and other demand pressures on services.

1.3.2 Given the uncertainty with local government funding beyond 2020 due to the changes in Revenue Support Grant and Business Rates, the current MTFS is not extended beyond this period. It is intended that the council will conduct another 'Priorities and Spending Review' (PSR) – as it did between 2013/14 to fully revise the MTFS through to 2023 and present options to the new administration after the May 2018 local elections. The PSR will begin again next summer.

1.3.3 The assumptions within the MTFS are:

- **Pressures:** an assumption has been made in the MTFS for future demographic pressures specifically for Adults and Children's Social Care costs. This is based on the latest demographic projections from the GLA and specific data from the Projecting Older People Population Information System (POPPI) and the Projecting Adult Needs and Service Information System (PANSI). An assumption has also been included for increased costs relating to complexity of cases in Special Education Needs (SEN) and Learning Disabilities (LD);
- **Inflation (pay):** the local government pay award has been confirmed as 1% increase for two years;
- **Inflation (non-pay):** contractual inflationary amounts have been included, but general inflation has to be met from existing budgets;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA, but doesn't take into account the upgrade to the plant required as decisions on this are still to be taken by members of the NLWA;
- **Capital financing costs:** the council's borrowing requirement have been reviewed, taking into account the latest projections on the capital programme spend, this has resulted in a reduction of approximately £1million on the interest costs from the original requirement;
- **Contingency:** A provision was added from 2017/18 to cover general risks;
- **Concessionary fares:** increases have been projected in line with demographic changes of the 60+ population in Barnet;
- **Business rates:** the council, along with other London boroughs, have noticed a decrease in business rates due to an increase in successful appeals against rateable values; therefore a decrease in the baseline has

been factored in to reflect this, however successful appeals have brought about an increase in backdated refunds;

- **Revenue Support Grant (RSG):** the assumption for reduction in RSG reflects the Government's aspiration to have a budget surplus by 2018/19, and is based on local government finance settlement released by DCLG on 17 December 2015;
- **Education Services Grant;** the 'Autumn Statement 2015' announced a £600m reduction in this budget. A 10% year on year reduction in this grant has been factored into the MTFS.
- **General Council Tax:** a proposed freeze to general Council Tax i.e. the proportion of council tax that goes to services other than adult social care has been factored into the MTFS for 2017/18, with a proposed increase of 2% per annum beyond that. The setting of the council tax will be subject to consultation and an Equality Impact Assessment.
- **Social Care Precept element of council tax:** the precept has been applied at 1.7% for 2016/17 and is recommended at 2% for 2017/18 – this will see an increase to Council Tax for spending exclusively on adult social care, including care for the elderly.

1.3.4 Savings plans to close the £80.1 million gap (2016-20) were agreed by Full Council in March 2016, with £5million to be funded by reserves in 2019/20. Funding savings from reserves is not sustainable in the long term, however, the chief financial officer recognises that the council tax base beyond 2020 is expected to increase, based on projected council tax receipts from new housing in the west of the borough and therefore the use of reserves is projected to be necessary for one year only.

1.3.5 In 2016/17, the council introduced the Social Care Precept at 1.7% on Council Tax for spending exclusively on adult social care. This will generate £2.4m which will be used to support the pressures in the service area and will provide approximately 32 residential placements for older adults, 27 nursing placements for older adults with dementia and 86 packages of domiciliary care.

Savings proposals 2017-20

1.3.6 The proposed budget to 2020 reflects a budget gap of £61.5m, with savings proposals to reach a balanced position.

1.3.7 The 2017-20 savings targets by Theme Committees are as below:

Theme Committee Savings	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000
Adults & Safeguarding	5,412	5,161	4,497	15,070
Assets, Regeneration & Growth	6,362	5,132	48	11,542
Children, Education, Libraries & Safeguarding	4,062	2,596	5,818	12,476
Community Leadership			243	243
Environment	2,315	2,165	2,080	6,560
Health & Wellbeing Board				
Policy & Resources	3,720	4,389	2,544	10,653
Policy & Resources Reserve			5,000	5,000
	21,871	**19,443**	**20,230**	**61,544**

1.3.8   Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2016 Council meeting. Theme Committee meetings are intended to take place over the autumn, with a draft budget for 2017/18 being presented to Policy and Resources Committee in December 2016, ahead of the public consultation and the final budget being brought back to Policy and Resources in February 2016 and Full Council in March 2016 with a full Equality Impact Assessment.

1.3.9   The overall targets for Theme Committees remains the same and any proposals that are not either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.

1.4   **Budget Management 2016/17**

Transfers from contingency and reserves

1.4.1   Each year the council sets aside an amount of money in contingency to cover costs of pay awards and inflation. In accordance with the council's financial regulations, budget virements from contingency over £250,000 have to be approved by the Policy & Resources Committee.

1.4.2   The **public health grant**, when announced, was £489k lower than originally anticipated; this requires a reduction in both the public health expenditure and public health grant income to be processed.

1.4.3   Due to the lower Revenue Support Grant (RSG) allocation, a **transitional grant** was allocated to some councils. For Barnet, this meant that £1.4 million was allocated for both 2016/17 and 2017/18. This amount requires a transfer to contingency in 2016/17.

1.4.4   On-going allocation from contingency for pressures in Family Services Social Care, as detailed below:

Reason	Cost £000
Increase in demand at the front door	444.0
Increase in demand in the rest of the system	670.5
Adjustments to transformed structure	175.0
Early Years places	160.0
Child Sexual Exploitation & Missing	110.0
Caseload reduction	343.0
Other Family Services Pressures	1,445.0
Total	**3,347.5**

1.4.5   On-going allocation from contingency for pressures in Adult Social Care, as detailed below:

Reason	Cost £000
Demand and other service pressures	1,500
Non pay contractual inflation and	1,500

living wage	
Total	**3,000**

Appendix B details all of the additions that have been made to Adults and Family Services delivery units.

1.4.6 Pay inflation: Due to national pension changes, the council will pay national insurance contributions at the rate of 13.8% of all earnings above the 'secondary threshold'. Between the 'secondary threshold' and the 'upper accrual point', the rate prior to 1st April 2016 was 10.4% but the Council no longer receives the 3.4% rebate. In accordance with the agreement made with the Greater London Provincial Council, inner and outer London pay spines are increased in line with NJC pay settlements and a four-year settlement has been agreed. The figures exclude those on Hay grades.

Delivery Unit	**NI @ 3.4%**	**1% Pay Award**	**Total**
	£000	**£000**	**£000**
Adults and Communities	264.1	76.7	340.8
Assurance	53.7	16.2	69.9
Children's Education & Skills	27.7	14.7	42.4
Children's Family Services	518.6	214.6	733.2
Commissioning	175.5	28.1	203.6
Parking & Infrastructure	25.0	10.5	35.5
Streetscene	233.7	179.5	413.2
Grand Total	**1,298.3**	**540.3**	**1,838.6**

Transfers between Delivery Units

1.4.7 Following the transfer of Education and Skills to Cambridge Education, a number of services were retained within the council. These are Schools Causing Concern, Virtual Head Teacher and Caretakers' Rents. The total retained budget is £128,530 and responsibility for these budgets will transfer to the Commissioning Group.

1.5 **Transformation**

1.5.1 In December 2014, Policy and Resources Committee agreed to set up a reserve for transformation projects of £16.1m. An initial drawdown of £2.7m was approved and the remaining £13.4m was approved by this committee in July 2016 to be released as the projects had reached the appropriate gateways. An additional £4.3 m was approved by this committee in February 2016. The following table indicates by Portfolio where the reserve of £12.7m remains to be drawn down.

Portfolio	**£000**
Growth & Development	784
Environment	1,954
Children's & Families	4,573
Adults & Health	2,048

Central		3,294	
Overall Total		12,653	

1.6 Capital Programme

1.6.1 Investing in the future is a key strand of the council's response to the scale of the challenge facing Local Government from funding reductions and increasing demand. Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future. The capital programme doesn't only support the growth agenda but also includes a number of additions that enable the achievement of the revenue savings proposals.

1.6.2 The current approved capital programme totals £565m, from 2016 up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The MTFS includes provisions for future capital expenditure on council priorities through 2020.

1.6.3 Additions and deletions to the capital programme need to be approved by Policy and Resources Committee, the following have been identified for approval:

Directorate	Capital Programme	Amount £'000	Narrative
Additions & Deletions 15/16			
Adults and Communities	Autism Innovation Grant	1.89	Utilisation of additional Department of Health grant monies to match in-year related expenditure on the Autism and Innovation capital project.
Regional Enterprise	TFL 2014-15	108.73	Finalisation of 2014/15 Local Implementation Plan works, to be funded from Transport for London grant monies.
Regional Enterprise	TFL 2015-16	5.20	Finalisation of 2015/16 bridge assessment works, to be funded from Transport for London grant monies.
Regional Enterprise	Outer London Fund - Cricklewood	0.17	Utilisation of additional S106 monies to match in-year related capital expenditure on Outer London Fund (Cricklewood).
Regional Enterprise	Outer London Fund - North Finchley	0.30	Utilisation of additional S106 monies to match in-year related capital expenditure on Outer London Fund (North Finchley).
Children's Families Services	Education Systems	-50.00	The Education System project was wholly funded from revenue. No additional capital requirement, hence deletion of

Directorate	Capital Programme	Amount £'000	Narrative
			project.
Additions & Deletions 16/17			
Barnet Homes (Housing General Fund)	Housing	126.00	Essential fire safety works to be carried out at Chilvins Court (General Fund property) which will ultimately be funded from Leaseholder contributions.
Regional Enterprise	Bus Stop Accessibility	400.00	Additional bus stop accessibility works to be carried out, to be funded from Transport for London grant monies.
Regional Enterprise	Brent Cross	11,750.00	Thameslink project increased from £4.9m to £16.65m, funded by grants.

2.   REASONS FOR RECOMMENDATIONS

2.1   Local Government as a whole, not just Barnet, continues to face significant reductions in funding and demand for services, as set out in the strategic context. These require continual longer term robust financial planning and the recommendations in this report support the plan to ensure that adequate budget provision is allocated to the council's service areas.

3.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   None

4.   POST DECISION IMPLEMENTATION

4.1   Following approval of these recommendations, the budget changes will be processed in the financial accounting system.

5.   IMPLICATIONS OF DECISION

5.1   **Corporate Priorities and Performance**

5.1.1   This supports the Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets outs the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:
- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly;
- Where services are delivered efficiently to get value for money for the taxpayer.

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

5.2.1 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.

5.2.2 The council's financial regulations require that virements for allocation from contingency for amounts over £250,000 and capital programme additions must be approved by Policy and Resources Committee.

5.3 **Social Value**

5.3.1 None applicable to this report, however the council has to take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

5.4 **Legal and Constitutional References**

5.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.4.2 Council Constitution Responsibilities for Functions Annex A sets out the terms of reference of the Policy and Resources Committee which include:

- To be the principal means by which advice on strategic policy and plans is given and co-ordinated on strategic issues such as the Council's Capital and Revenue Budget setting, Medium Term Financial Strategy and ensuring effective Use of Resources and Value for Money.
- To be responsible for the overall strategic direction of the Council including strategic partnerships, Treasury Management Strategy and internal transformation programmes.
- To consider and take any necessary action on proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally, where not the specific concern of any other committee(s). The promotion of Bills and Provisional and Statutory Orders in parliament shall be dealt with by the Council.

5.4.3 The council's financial regulations state that amendments to the revenue budget can only be made with approval as per the scheme of virement table below:

Revenue Virements

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer

Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements

Performance and Contract Management approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: i) Budget transfers between projects and by year;   ii) Funding transfers between projects and by year; and   iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contracts Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.5 Risk Management

5.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency was a step to mitigate the pressures that had yet to be quantified during the budget setting process.

5.5.2 In December 2015, the Government confirmed spending totals for Councils for 2016/17 and indicative figures from 2017-20. Ahead of this the Spending Review and Autumn Statement 2015 has confirmed that the deficit elimination and debt reduction programme is set to continue until the end of the decade. For this reason, it is important that the Council continues to be prudent with its use of reserves and contingency to mitigate future cuts.

5.5.3 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.

5.5.4 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through

improved preventative work and social work practice should lead to better outcomes. However the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not able be deliverable as the Council must always ensure that safeguarding of adults, children and young people remains paramount.

5.6 **Equalities and Diversity**

5.6.1 The Equality Act 2010 and The Public Sector Equality Duty outlined in statute, require elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing all the proposals which emerge from the finance and business planning process, and considered together with any mitigating factors. As part of the council's approach to strengthening how due regard is paid to equalities in decision making, the council will analyse the equality impact of each of those proposals in the budget year in question and will also develop a cumulative impact assessment of all the proposals. The council's Annual Equalities Report for 2015/16 reports on how this process was carried out in 2015/16.

5.6.2 Similarly, all human resources implications will be managed in accordance with the council's Managing Organisational Change policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

5.7 **Consultation and Engagement**

5.7.1 Preliminary engagement will inform the development of the council's budget proposals, to be put forward for formal consultation on the budget for 2017/18.

5.7.2 As part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters will be sent out to all the council's NNDRs inviting them to comment on the 2017/18 budget.

5.7.3 In terms of service specific consultations the Council has a duty to consult on proposals to vary, reduce or withdraw services in the following circumstances:
• where there is a statutory requirement in the relevant legislative framework;
• where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
• exceptionally, where the matter is so important that there is a legitimate expectation of consultation.

5.7.4 Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equalities duties. Consultation will take place on individual proposals linked to projects as they are developed, and the outcome of the consultation will need to feed into Committees as decision are taken.

5.8 **Insight**

5.8.1 Not applicable.

6.   BACKGROUND PAPERS

6.1   Full Council, 1 March 2016, agenda item 11.1 Business Planning 2016 – 2020

http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8343&Ver=4

APPENDIX A - Medium Term Financial Strategy	2016/17	2016/17 Revised	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Budget brought forward	**282,927**	**282,927**	**283,451**	**271,349**	**259,879**
Statutory/cost drivers					
Inflation (pay)	1,097	1,097	1,108	1,119	1,130
Inflation (non-pay)	3,309	3,309	3,376	3,443	3,512
Capital financing costs	0	0	1,000	1,000	2,500
Public Health	4,209	3,720	(438)	(881)	(837)
Statutory/cost drivers sub-total	**8,615**	**8,126**	**5,046**	**4,681**	**6,305**
Contingency - general risks	(2,380)	(958)	(1,660)	(723)	3,843
Homelessness	500	500			
North London Waste Authority (NLWA) levy	1,366	1,366	937	758	1,035
Proposed Pressures	3,972	3,972	2,287	3,616	3,936
Social Care Precept	2,571	2,571	3,092		
Concessionary Fares	227	227	255	292	346
Central Expenses sub-total	**6,256**	**7,678**	**4,911**	**3,943**	**9,160**
Balances to/(from) reserves					
Specific reserves contribution 2015/16 NHB	(7,416)	(7,416)			
Specific reserves contribution 2016/17 NHB	10,735	10,735	(10,735)		
Specific reserves contribution 2017/18 NHB			10,548	(10,548)	
Specific reserves contribution 2018/19 NHB				9,897	(9,897)
Specific reserves contribution 2019/20 NHB					7,583
Transfer from reserves	955	955			
Reserves sub-total	**4,274**	**4,274**	**(187)**	**(651)**	**(2,314)**
Total expenditure	**302,072**	**303,005**	**293,220**	**279,322**	**273,030**
New Formula grant funding					
Business Rates	35,484	35,484	36,182	37,250	38,440
Business Rates- Top up	18,265	18,265	18,624	19,173	19,786
Revenue Support Grant (RSG)	36,849	36,849	23,413	14,865	6,182
New Formula grant sub-total	**90,598**	**90,598**	**78,219**	**71,288**	**64,408**
Council Tax					
Council Tax (CT)	146,884	146,884	146,473	149,409	152,826
Social Care precept 2016-17	2,571	2,571	2,571	2,571	2,571
Social Care precept 2017-18			3,092	3,092	3,092
Collection Fund contribution (CT)	3,636	3,636	2,000		
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235	2,235
Education Servcies Grant	3,521	3,521	3,169	2,852	2,567
NHB	12,307	12,307	12,548	9,897	7,583
Housing and CT Benefit Administration Grant	2,223	2,223	2,001	1,801	1,621
Public Health	18,543	18,054	17,616	16,735	15,898
Transitional grant			1,422	1,426	
Other funding sub-total	**191,920**	**192,853**	**193,130**	**188,592**	**188,393**
Total Income from grant and Council Tax	**282,518**	**283,451**	**271,349**	**259,879**	**252,800**
Budget Gap before savings & pressures	**19,554**	**19,554**	**21,871**	**19,443**	**20,230**
Proposed Savings	**(19,554)**	**(19,554)**	**(21,871)**	**(19,443)**	**(15,230)**
Budget Gap after savings	**0**	**0**	**0**	**(0)**	**5,000**

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Adult Social Care Budget 2016/17

Revised Budget 2015/16		**86,378,114**
Savings for 2016/17		**- 3,383,000**
Base Budget 2016-17		**82,995,114**
Social Care precept	2,571,156	
Demand and Other Service Pressures	1,500,000	
Non Pay Contractual Inflation-National Living Wage	1,500,000	
Pay Inflation agreed with Greater London Provincial Council increased in line with NJC pay settlements	76,670	
National Insurance (employers) costs increased due to removal of rebate due to pension changes	264,080	
		5,911,906
Revised Budget		**88,907,020**

Adult Social Care Budget 2015/16

Base Budget 2015-16		**81,816,126**
On-going virements		
Pay Inflation agreed with Greater London Provincial Council increased in line with NJC pay settlements	180,140	
Non pay inflation	1,027,520	
Procurement Savings not achieved	2,000,000	
HRA Wheelchair savings not achieved	1,500,000	
Virements to other service areas	-145,672	
		4,561,988
Revised Budget 2015/16 (ongoing)		**86,378,114**
One-off virements from contingency		1,400,000
Total Resources 2015/16		**87,778,114**

Children's Family Services Budget 2016/17

Revised Budget 2015/16		**48,466,663**
Savings for 2016/17		**- 1,986,000**
Base Budget 2016-17		**46,480,663**
Increase in demand at the front door	444,000	
Increase in demand in the rest of the system	670,500	
Adjustments to transformed structure	175,000	
Early Years places	160,000	
Child Sexual Exploitation & Missing	110,000	
Caseload reduction	343,000	
Other Family Services Pressures	1,444,500	
Pay Inflation agreed with Greater London Provincial Council increased in line with NJC pay settlements	214,590	
NI costs increased due to removal of rebate due to pension changes	518,620	
		4,080,210
Revised Budget		**50,560,873**

Children's Family Services Budget 2015/16

Base Budget 2015/16		**47,717,064**
On-going virements		
CAMHS	200,000	
Pay Inflation agreed with Greater London Provincial Council increased in line with NJC pay settlements	355,370	
Non-pay inflation	419,270	
Virements to other service areas	-225,041	
		749,599
Revised Budget 2015/16 (ongoing)		**48,466,663**
One-off virements from contingency		9,530
Total Resources 2015/16		**48,476,193**

AGENDA ITEM 9

Policy and Resources Committee
28th June 2016

Title	**Community Benefit Assessment Tool**
Report of	Interim Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Annex A – CBAT Screenshots Annex B - Business Case Template Annex C1 - Confidence Criteria – Governance and financial viability Annex C2 - Confidence Criteria – Capacity to deliver Annex D- Full Equalities Impact Assessment
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Summary

The Community Asset Strategy (CAS) Implementation Plan (agreed by Assets, Regeneration and Growth Committee in September 2015) set out that a new process would be developed for agreeing **rent subsidies and leases, including lease renewals**

and new leases, with voluntary and community sector (VCS) organisations leasing the Council's community buildings. The aims of the CAS are to increase **transparency and consistency** in the way that subsidies are awarded to VCS organisations; to recognise the important contribution to the borough that VCS organisations make by awarding subsidies informed by the level of **community benefit** the organisation delivers; and to ensure that the Council's buildings are used in a way that **benefits Barnet residents** by making sure organisations leasing Council buildings are financially viable, sustainable and governed appropriately.

The council has developed and piloted a new process for determining rent subsidies for VCS organisations and assessing their overall suitability to take on a new or renewed lease. Under the new process, VCS organisations will make a **business case** to the council to demonstrate their viability, sustainability, governance arrangements and capacity to deliver activities of benefit to the community; and to demonstrate that awarding them a rent subsidy represents value for money to the taxpayer. To support the business case, a **Community Benefit Assessment Tool (CBAT)** has been developed to provide a fair assessment of the level of community benefit delivered by different organisations through their use of the building they wish to lease, and establish an appropriate level of rent subsidy in light of this.

The information provided by the business case and CBAT will be used to support **negotiations** related to the renewal or agreement of a lease and the final level of rent subsidy awarded. If the business case supports agreement of the organisation's lease, the Council's Estates service will negotiate the specific terms of that lease including lease length. If the community benefit assessment supports award of a rent subsidy, this will be awarded through a grant agreement with the organisation, and credited against the gross debit on the rent account, which will represent the full rent of the property to be leased. The community benefit assessment and rent subsidy will be reviewed every five years to ensure that the organisation continues to deliver benefits to residents.

This is not about re-negotiating existing leases- the council will seek to apply this new approach where possible **when VCS organisations have a lease renewal scheduled or when they approach the Council to take on a new lease**. With regards to renewals, the Community Asset Strategy implementation plan has identified circa 140 properties leased to VCS organisations and of those, circa 66 with expired leases that would be prioritised for review. Review of the leases for these organisations will consider what automatic renewal rights, lease terms or rent level the organisation may already be entitled to as a prerequisite to approaching negotiation with the organisation.

The business case and CBAT approach was **piloted** with five VCS organisations between February and May 2016. This report sets out in further detail the business case and CBAT methodology. It asks Policy and Resources Committee to **agree that the CBAT and business case approach should be rolled out**, based on findings from the pilot that the process is an effective way to ensure **consistency and transparency** in how rent subsidies and leases are negotiated with VCS organisations, which robustly assesses and considers **benefit to the community** and **value for money**.

Although the Community Asset Strategy was agreed through Assets, Regeneration and Growth Committee, the recommendation on rolling out the methodology is being brought to Policy & Resources Committee. This is because the methodology is about ensuring value for money in the way the Council allocates its resources through rental subsidies.

Recommendations
That the Committee agree that the business case and community benefit assessment tool approach to rent subsidies and leases, including renewals and new leases, set out in this report should be rolled out to all VCS organisations, as and when their leases are due for renewal or on first grant. .

1. WHY THIS REPORT IS NEEDED

The Community Asset Strategy (CAS)

1.1 The CAS Implementation Plan was agreed by Assets, Regeneration and Growth Committee in September 2015. It set out that the council would develop a new process for awarding rent subsidies and leases to VCS organisations.

1.2 The aims of the new process are:
- To increase **transparency and consistency** in how rent subsidies and leases, including lease renewals and new leases, are agreed with VCS organisations.
- To develop a more consistent approach to understanding and recognising the valuable contribution made by VCS organisations to the borough by awarding rent subsidies that reflect the level of **community benefit** they deliver.
- To ensure Council assets are used to deliver **maximum benefit** to Barnet's residents by developing an approach that robustly assesses community benefit, financial viability, sustainability and governance arrangements.

1.3 The CAS set out three core elements of the new process that would be developed to support these aims:
- A **business case** for VCS organisations to demonstrate to the Council that they are capable of taking on a lease and that awarding them a rent subsidy represents value for money to the taxpayer. This would include details on financial viability, sustainability of the organisation, governance arrangements, community benefit delivered, and capacity to deliver.
- A **business case coach** to support VCS organisations to develop their business cases.
- A **community benefit assessment tool** to sit as part of the wider business case and provide an objective assessment of level of community benefit, which will inform the level of rent subsidy awarded.

Development of community benefit assessment tool (CBAT) and business case

1.4 After an open procurement process, an organisation called **Simetrica**[1] was procured to develop the CBAT and business case template.
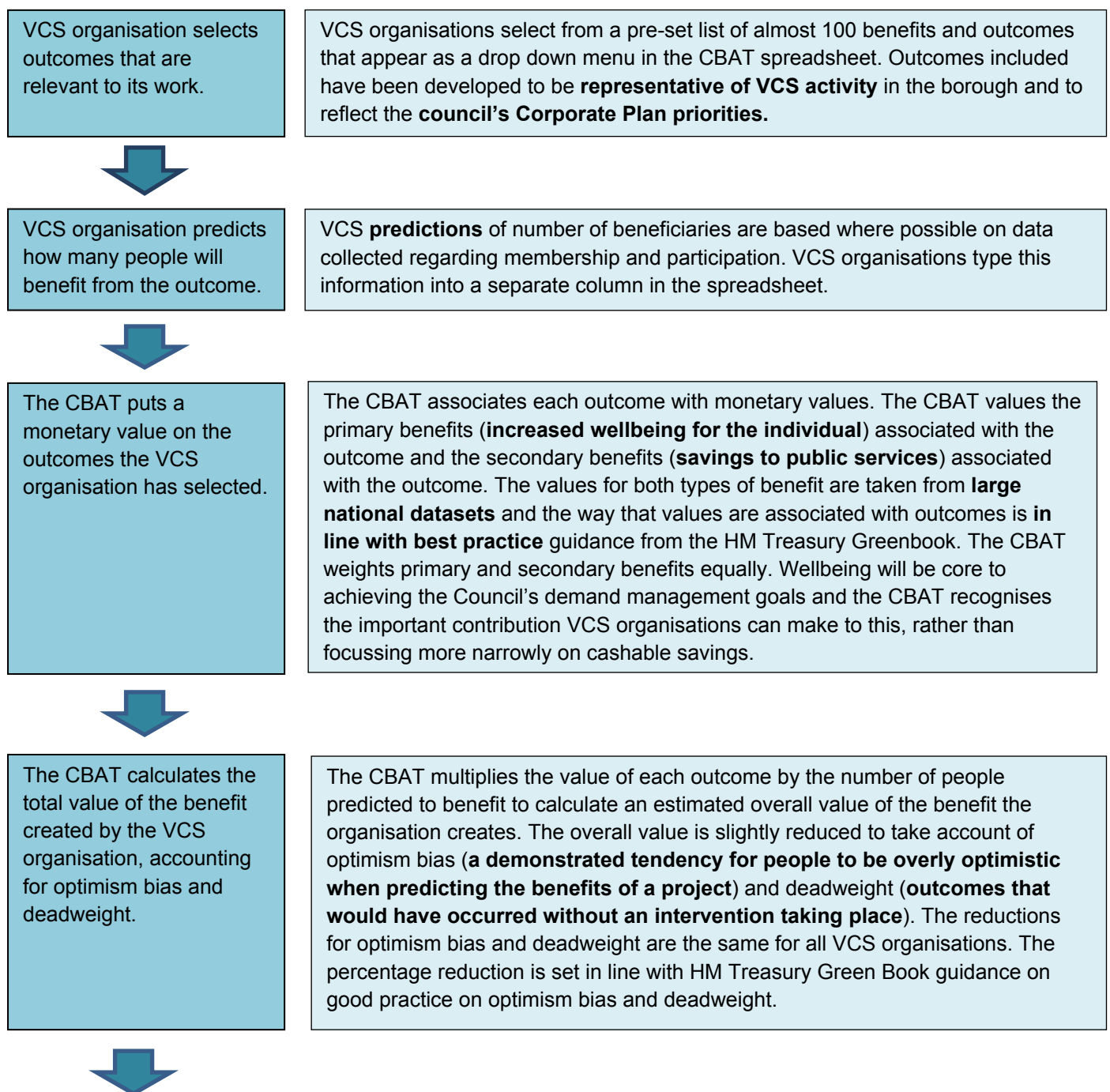
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[1] http://www.simetrica.co.uk/

1.5   Simetrica is a world leader in valuation of community benefit and in the UK has developed the Social Value Bank, which is now used to assess value across a range of social policy areas. Simetrica has also undertaken work for UK central Government, such as developing a cost benefit model for DWP. The CBAT is based on the Social Value Bank and uses methodology to objectively assess community benefit that is in line with UK **HM Treasury Green Book guidance** on valuation of non-market goods and services.

1.6   Outcomes included have been developed to be **representative of VCS activity** in the borough and to reflect the **council's Corporate Plan priorities.**

1.7   The CBAT and business case were **piloted with five VCS organisations** to test whether they formed a user friendly process that would support lease negotiations in way that delivers the strategic aims of Barnet's CAS. The pilot included a range of types and sizes of organisation in order to get a representative test.

1.8   The pilot organisations received support from a business case coach between February and April 2016 to complete their business cases and then gave feedback on the process. Their business cases, CBATs and feedback were analysed by Simetrica and resulted in some changes to aspects of the process to ensure an effective roll out.

CBAT methodology

1.9   The CBAT is an **Excel based tool**, which allows VCS organisations to make predictions about the community benefit their activities deliver. This includes selecting benefits or outcomes they believe will result from their activities, and predicting how many participants are likely to benefit.

1.10   **The CBAT is a predictive** tool which takes as its starting point self-assessed predictions of VCS organisations. The CBAT doesn't evaluate or measure what outcomes have actually been delivered. This is because evaluation would have to happen over a number of months and would place significant data collection requirements on VCS organisations. 70% of VCS organisations in Barnet are small or micro organisations[2] and therefore it was recognised from the start that the CBAT would need to be proportionate in the amount of capacity required to complete it.

1.11   The CBAT has been designed to give a fair assessment of community benefit that applies to all organisations in the same way, whilst avoiding time consuming data collection requirements. It is possible for an organisation to complete the CBAT spreadsheet within a few hours and this can then be reviewed with the business case coach alongside the wider business case.

1.12   The CBAT accounts for being based on predictions by considering an **optimism bias and deadweight** (explained in further detail below).

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[2] *State of the Sector Report 2013,* Community Barnet

1.13 VCS organisations receive a detailed written **guidance** document, as well as support from the **business case coach**, to help them make predictions that relate to their main activities.

1.14 The diagram below explains how the CBAT values community benefit. Each step in the process is detailed on the left hand side, with further explanation of the methodology that sits behind that step on the right hand side.

| VCS organisation selects outcomes that are relevant to its work. | VCS organisations select from a pre-set list of almost 100 benefits and outcomes that appear as a drop down menu in the CBAT spreadsheet. Outcomes included have been developed to be **representative of VCS activity** in the borough and to reflect the **council's Corporate Plan priorities.** |

| VCS organisation predicts how many people will benefit from the outcome. | VCS **predictions** of number of beneficiaries are based where possible on data collected regarding membership and participation. VCS organisations type this information into a separate column in the spreadsheet. |

| The CBAT puts a monetary value on the outcomes the VCS organisation has selected. | The CBAT associates each outcome with monetary values. The CBAT values the primary benefits (**increased wellbeing for the individual**) associated with the outcome and the secondary benefits (**savings to public services**) associated with the outcome. The values for both types of benefit are taken from **large national datasets** and the way that values are associated with outcomes is **in line with best practice** guidance from the HM Treasury Greenbook. The CBAT weights primary and secondary benefits equally. Wellbeing will be core to achieving the Council's demand management goals and the CBAT recognises the important contribution VCS organisations can make to this, rather than focussing more narrowly on cashable savings. |

| The CBAT calculates the total value of the benefit created by the VCS organisation, accounting for optimism bias and deadweight. | The CBAT multiplies the value of each outcome by the number of people predicted to benefit to calculate an estimated overall value of the benefit the organisation creates. The overall value is slightly reduced to take account of optimism bias (**a demonstrated tendency for people to be overly optimistic when predicting the benefits of a project**) and deadweight (**outcomes that would have occurred without an intervention taking place**). The reductions for optimism bias and deadweight are the same for all VCS organisations. The percentage reduction is set in line with HM Treasury Green Book guidance on good practice on optimism bias and deadweight. |

The CBAT compares the value of the community benefit to the evaluated market rent for the building to establish an appropriate level of rent subsidy.	To ensure it reflects **value for money** to the taxpayer, the CBAT considers both community benefit created through use of the building, and rent for the building being leased, in the calculation of rent subsidy. It does this by comparing rent to benefit in a '**rent: benefit ratio**'. The CBAT sets a rent benefit threshold of **50:1**, which means that in order to get a 100% rent subsidy, a VCS organisation will need to create benefits equal to 50 times the annual market rent. If the organisation created benefits equal to 25 times the annual market rent, it will get a 50% rent subsidy. The ratio threshold is high because in a rent to benefit model, the only cost considered is rent, whereas in the more common cost to benefit model, all costs associated with an intervention are considered. When tested in the pilot, the 50:1 ratio achieved an adequate level of variation between organisations to ensure the CBAT acts as an effective tool to distinguish between different levels of community benefit created by different organisations. The 50:1 ratio was not deemed to be too high and some pilot organisations were able to achieve 100% rent subsidy at this ratio.

1.15   Screenshots documenting how VCS organisations will use the spreadsheet are at **Annex A**.

1.16   The CBAT will establish an **appropriate level of rent subsidy** for the VCS organisation, which reflects the value to the taxpayer resulting from the organisation's use of a public building. This will help to inform a final negotiation on the level of rent subsidy that can be awarded by providing a **baseline figure**. It is recommended that there is some flexibility within this process, and that Council Officers will be authorised to negotiate on this by **up to 10 percentage points** based on information put forward by the VCS organisation in its wider business case. In exceptional cases where a change from the CBAT baseline of over 10% is sought, the over terms will be signed off by the Assets Regeneration and Growth Committee.

1.17   To ensure transparency, VCS organisations will be able to request a breakdown of how their community benefit level has been assed.

1.18   Individual VCS organisations' CBATs, along with their business cases, will be **reviewed every 5 years** in line with standard rent reviews. This will ensure the level of subsidy continues to reflect the value to the taxpayer of the benefit the organisation is delivering.

1.19   The tool itself will be reviewed every five years in line with corporate priorities as set out in the Corporate Plan. The next review point will be 2020, when the current Corporate Plan will be refreshed.

The business case

1.20 The business case has three main functions:
- Demonstrating the organisation is **viable, sustainable and appropriately governed**, giving the Council confidence that it can take on a lease for the proposed term, and giving the VCS organisation confidence that it is taking on a commitment it can manage.
- Supporting the CBAT by demonstrating that the Council can have confidence the organisation has **capacity to deliver** the benefit it has predicted.
- Providing an opportunity for the VCS organisation to make any **additional points** that it believes should be taken into account in the final negotiation on level of rent subsidy awarded.

1.21 Consideration will be given to the overall financial health of the organisation.

1.22 The business case template is at **Annex B**.

1.23 Business cases will be assessed by Council Officers against criteria associated with confidence levels to establish overall **level of confidence** on 1) viability, sustainability and governance and 2) capacity to deliver community benefit predicted. The confidence criteria related to both fields are at **Annex C**.

1.24 The confidence levels will inform the negotiation on lease renewal or grant of a new lease. Where a VCS organisation has a low confidence rating, they will be offered additional sessions with the business case coach to try and improve this. Where improvement is not achieved and the confidence rating remains low, it may impact the negotiation in a number of ways. Where there is low confidence, Council officers may seek to mitigate the risk that exists in relation to the organisation taking on a public asset in a number of ways, such as:
- To negotiate a shorter lease term than that proposed by the VCS organisation;
- To establish appropriate conditions relating to break clauses;
- To review the business case more regularly than the standard 5 year review date; and/or
- In exceptional circumstances to agree the business case with Assets and Capital Board or Assets Regeneration and Growth Committee before the lease can be finalised.

This process aims to help VCS organisations mitigate the risks that they take on when they enter into a lease, as well as providing assurance that the lease represents a viable use of public resources.

Lease negotiation and decision making process

1.25 As happens currently, negotiation and agreement of final rent subsidies and lease terms will happen between the Council's Estates team and VCS

organisations. In exceptional circumstances, Assets and Capital Board or Assets Regeneration and Growth Committee agreement might be required.

1.26 It is hoped that the lease negotiation, when supported by a process of VCS organisations receiving coaching to put together a business case, will **incentivise** VCS organisations to work in partnership with the Council to ensure the **most effective use of public buildings**. Two examples are illustrative of how this could work in practice:

- Where a VCS organisation has a low confidence rating for its business case due to lack of appropriate governance and management arrangements, the business case coach may offer support to the organisation to strengthen its arrangements. This would mean better value for the taxpayer as a result of the public asset being more secure. It would also benefit the VCS organisation by strengthening its governance, which can be put forward to support funding applications.
- Where a VCS organisation has a low level of rent subsidy and it is identified that this is because it is leasing an expensive asset but not using it for the maximum operational hours possible, and therefore involving only a few participants, the business case coach may support the organisation to develop as part of its business case plans to run additional activities in the space, or to licence the space to other organisations when it is not using it. This would maximise the use of the building to benefit Barnet residents and could result in additional income or new partnership opportunities for the VCS organisation.

Findings from the Pilot

1.27 There was good engagement in the pilot from the five organisations that participated.

1.28 The pilot identified a number of strengths to the CBAT and business case process:

- A number of VCS organisations found the process of articulating the benefits they deliver helpful and **welcomed the transparency** that Barnet's new approach to agreeing rents and leases brings.
- The CBAT subsidy figure and wider business case provide **meaningful information** to support lease negotiations- there is now a **consistent** approach to agreeing rent subsidies leases with VCS organisations. The viability/ sustainability and the level of community benefit delivered by an organisation can be considered against **clear criteria** that relate to delivering **value for money** through use of public buildings.
- The CBAT outcomes are **relevant** to the work of VCS organisations- most participants in the pilot reported that it was possible to find an outcome in the CBAT that represented the activities they deliver.
- The CBAT doesn't assess all organisations as having the same level of benefit and **can differentiate based on both 'quality' and 'quantity'**- the five pilot organisations came out with different levels of subsidy and this reflected how deep/ intense the support they provide to participants is, as well as the total number of participants they are reaching.

- The CBAT provides a **fair and credible** baseline assessment of community benefit delivered by VCS organisations- it uses robust methodology to value benefits that is in line with best practice.
- The **business case coaching** has the potential to build VCS capacity and sustainability- pilot sites gave feedback that the business case coach support was incredibly helpful and helped them to develop and strengthen their plans (rather than just helping them to fill in a form).

1.29   The pilot also identified a number of points for improvement, which have been addressed or mitigated as demonstrated in the table below:

Point for improvement	How it was addressed/ mitigated
A minority of participants in the pilot reported that they were **unable to find an outcome** in the CBAT that related to part of their activities.	• CBAT is used to provide a **baseline** for rent subsidy to inform the **final negotiation**. VCS organisations can include in the business case additional points they wish to be considered, which can be reflected in the final negotiated subsidy. • **Additional outcomes** can be developed if significant gaps are identified.
There were challenges in ensuring **reliability of VCS predictions** of community benefit, with some instances in the pilot where the VCS organisations' selection of outcome did not match its main activities, or where predictions were not well justified and supported by evidence of capacity to deliver in the wider business case.	• In the pilot this was limited to some VCS organisations, with some providing clear and robust evidence to support their community benefit predictions. • By providing some 'friendly challenge' the **business case coach** was able to support organisations to justify their predictions. • Stronger criteria were developed for **assessing confidence** on whether the business case demonstrates that the organisation has capacity to deliver the benefit it has predicted.
The **timeline** in the pilot of 8 weeks to complete business case and CBAT was achievable for some but not all organisations. This was related to the capacity that already existed in the organisation.	• In the roll out, business case coaching will need to be **tailored to the needs** of each VCS organisation. • 8 weeks will be set as a target for completing the process, but to ensure organisations benefit fully from the business case coaching there will need to be **some flexibility** on timeline for those that need more support.
The business case template was **not flexible enough** to reflect the reality of different VCS organisations.	• The business case template was amended to move away from a more rigid format modelled on HM Treasury's 'five case' model to a **more flexible template** that could adapt more easily to the circumstances of different organisations.
VCS organisations experienced some **challenges in using the CBAT spreadsheet** and **navigating the VCS guidance**.	• Some **amendments** were made to the **format** of the CBAT and guidance. • The pilot highlighted that the **business case coach** has an important role in supporting organisations to use the CBAT.

1.30   Whether subsidy levels were 'too high' or 'too low' was not a critical success factor for the pilot, as the **aims of the CAS do not include guaranteeing a minimum level of income** for the Council, but rather achieving **better value for money** through use of the Council's assets. Of the five organisations included in the pilot, one will pay less under the new process for agreeing subsidies than it did previously, two will pay more than they did previously, one will remain the same and one organisation was not previously leasing a Council building. There is further discussion of the financial implications of this policy in section 5 of this report.

Capital Funding Contributions

1.31   Where a VCS organisation has invested capital funds to rebuild or improve the premises it is leasing, funds contributed will be reflected through a rent free period.

2.   REASONS FOR RECOMMENDATIONS

2.1   The pilot stage demonstrated that the business case and community benefit assessment methodology provide meaningful information to support negotiation of rent subsidies and leases. The new process for determining rent subsidies and leases is designed to be an effective way to ensure **consistency** in negotiations with the VCS and that subsidies awarded represent **value for money** to the taxpayer and this is supported by the findings from the pilot.

2.2   The process piloted **achieves the strategic aims of the CAS** and should be rolled out across the Council's community assets, as and when properties are due for lease renewals.

3.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   **Do nothing**- maintaining the status quo would mean that there is lack of rigour in the way the Council agrees rents and leases, diminishing its ability to promote use of its community buildings to deliver maximum benefits to Barnet's residents. This is not recommended as it loses an opportunity to achieve strategic aims.

3.2   **Adopt a different methodology**- there are a spectrum of different methodologies that could be adopted to assess viability/ sustainability of VCS organisations and community benefit delivered. These sit along a spectrum of being more or less robust and more or less flexible.
- At one end of the spectrum, a grant application process that required organisations to answer set questions to be scored in line with loose criteria set by the Council would provide a high degree of flexibility to ensure subsidy levels reflect the circumstances of particular organisations, but a low degree of robustness as a result of relying entirely on subjective assessment without any objective component. It would also provide no clear way of linking community benefit to rent.
- At the other end of the spectrum, relying solely on an objective assessment tool such as the CBAT, without fitting this into the context of a wider business case and lease negotiation- and providing a degree

of flexibility within that negotiation- would provide total consistency and objectivity, but no opportunity to take account of Barnet's highly diverse VCS.

It is therefore recommended that rolling out a process which has an objective assessment tool (the CBAT) at its centre, but applies this as a baseline in the context of a wider business case and lease negotiation represents the best balance to achieve the strategic aims of the CAS.

4. POST DECISION IMPLEMENTATION

4.1 Through the CAS, the Council will seek to approach rent subsidy awards and lease renewals or grant of a new lease with VCS organisations under the new methodology **when they have a lease renewal scheduled or approach the Council to be granted a new lease**. In relation to renewals, implementation will prioritise for review circa 66 organisations that are currently have expired leases.

4.2 As a prerequisite to implementing the new business case and CBAT process, the Council's Estates service will conduct a review of the VCS organisation's circumstances to ensure that any automatic renewal rights, lease terms or rent level the organisation is entitled to are taken into account.

4.3 Rent subsidies and lease renewals or grants will be negotiated by Council Officers with VCS organisations. In exceptional circumstances where agreement cannot be reached, decisions will be referred to Assets and Capital Board and Assets, Regeneration and Growth Committee.

4.4 Rent subsidies will be awarded through a grant agreement and credited against the gross debit on the organisation's rent account, which will represent the full rent of the building being leased. The community benefit assessment and rent subsidy will be reviewed every five years, in line with standard rent reviews, to ensure the organisation continues to deliver benefits to residents.

5. IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**

5.1.1 This policy delivers the **strategic aims of the Council's Community Asset Strategy**, which include:

- Increasing transparency and consistency in the way that rent subsidies and leases, including lease renewals and new leases, are agreed with VCS organisations.
- Recognising the valuable contribution made by VCS organisations to the borough by awarding rent subsidies that reflect the level of community benefit they deliver.
- To ensure Council assets are used to deliver maximum benefit to Barnet's residents by developing an approach that robustly assesses community benefit, financial viability, sustainability and governance arrangements.

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

5.2.1 The pilot highlighted the importance of the **business case coach role** and this resource will be in place for the roll out. The role has the potential to increase VCS capacity and sustainability, delivering a return on the investment made in it by protecting and enhancing the ability of Barnet's VCS to deliver benefit to residents. There is potential for this role to be taken on by a VCS organisation.

5.2.2 The Council currently has a rental income of **£332,047** from its community assets. Guaranteeing a minimum level of income to the Council from its community assets is not one of the aims of the CAS and the CBAT methodology has not been designed to guarantee that the Council will continue to get this level of rental income from its community buildings. Based on the pilot findings (of the five VCS organisations involved one will pay less under the new process for agreeing subsidies than it did previously, two will pay more than they did previously, one will remain the same and one organisation was not previously leasing a Council building). Whilst the full impact on the rental income will not be known until all the reviews have taken place, it is anticipated that the overall impact of this policy on the Estates budget should **not be significant** and instead the policy will distribute subsidies more fairly against value for money criteria.

5.2.3 There is a small risk that the new process for agreeing subsidies will reduce the council's rental income from its community buildings. It will be important for the council to **monitor through the first tranche** of the roll out to ascertain the impact of this policy on rental income. This will enable the Council to make informed decisions about income generation across the Estates portfolio, not just the community estate, to account for any variance as necessary. This will also take account of a six month adjustment period from the time the new rent is agreed in cases where an organisation is required to pay more rent than it did previously.

5.3 **Social Value**
5.3.1 This policy promotes social value in the context of lease agreements.

5.4 **Legal and Constitutional References**

5.4.1 Under the Council's Constitution (Responsibility for Functions – Annex A) the responsibilities of the Policy & Resources Committee include:

(1) To be the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues. This is to include:
- Approval of the Corporate Plan
- Council's Capital and Revenue Budget setting (subject to Full Council) and Medium Term Financial Strategy
- Ensuring effective Use of Resource and Value for Money

5.4.2 Pursuant to s 123 of the Local Government Act 1972 a Local Authority may not, save with the express consent of the Secretary of State, dispose of land other than by way of a short tenancy, other than for the best consideration that can be reasonably obtained. Circular

6/03: Local Government Act 1972 general disposal consent (England) 2003 disposal of land for less than best consideration allows disposals to be made subject to the limitations therein contained, where the Local Authority considers that purpose for which land is to be disposed of is likely to contribute to the promotion or improvement of the economic, social or environmental well being in respect of whole or part of the Local Authority's area or all or any persons resident in it.

The adoption by the Council of the CBAT will ensure that the Council has due regard to the provisions of s 123 in assessing the rents to be applied in respect of the disposal of any of its assets to CVS organisations where the circumstances permit. In the alternative, the CBAT confirms the social wellbeing benefit to the area or part thereof and to those persons in it.

5.5   Risk Management

5.5.1 A full risk register for the roll out of the new process has been developed. A summary of the key risks and how they will be mitigated is:

Risk	Rating	Mitigation
VCS organisations generally have low capacity to complete the business case and CBAT. This could result in delays to finalising leases in line with the timeline set out in the CAS implementation plan, or needing to resource the business case coach role at a higher level than anticipated.		Resourcing has been planned based on experience in the pilot of how long VCS organisations needed to complete the business case and CBAT, and how much support they required from the business case coach. This risk will be reviewed regularly in the roll out.
The CBAT process results in some organisations paying more rent than they did previously, which could result in some VCS organisations no longer being able to afford the rent on the building they are leasing. This could have far reaching consequences for the organisation, including in the worst case scenario, closing down.		The new process for agreeing rent subsidies has been piloted to ensure that it won't result in large sections of the VCS no longer being able to afford their rents. Where the CBAT process does result in an organisation paying more rent than they were previously, the Council will allow a six month adjustment period from the time the new level of rent is agreed. Moreover, where an organisation receives a low level of rent subsidy or doesn't have enough income to cover the rent, the CBAT and business case will make it possible to identify the reasons for that, (for example that the organisation doesn't deliver a high level of community benefit or that it doesn't have a strong business plan in relation to ensuring financial sustainability).The business case coach will then support the organisation to identify how it could develop its business case in relation to those points. The organisation would need to demonstrate improvements to its CBAT and business case in order to negotiate more favourable rent or lease terms with the Council.

A large proportion of VCS organisations base their CBATs and business cases on predictions that are not well justified and supported. This could undermine the credibility of the CBAT and business case as effective tools for agreeing rent subsidies and leases.		Where there were questions in relation to reliability of VCS predictions in the pilot, the business case coach had a high level of success in ensuring organisations were able to provide evidence to back up their statements (and organisations in the pilot found this process useful). The Council has developed robust criteria for assessing overall confidence level in the business case.
Some VCS organisations refuse to engage with the process from the outset. This could delay the timelines for agreeing leases.		A communications and engagement plan has been developed to ensure VCS organisations have a good understanding of the new process and its benefits.
The Council's rental income from its community buildings is significantly reduced as a result of the new process for agreeing rent subsidies with VCS organisations. This could put pressure on the overall Estates budget.		Experience in the pilot suggested it is not likely that this will happen. A review point will be scheduled into the implementation to allow the Council to review what impact the new process is having in practice. This will allow the Council to take informed decisions about income generation across the Estates portfolio, not just the community estate, to account for any variance as necessary.
VCS organisations are able to make excessive profit from their use of the building.		The Council will include in leases an Alienation Clause (related to subletting/sharing etc), which will be caveated such that all subletting/ sublicensing of the demise will be conditional on landlords consent (not to be unreasonably withheld or delayed). In addition the Council can refuse consent (at the Council's absolute discretion) if the use is contrary to Community Use objectives. The clause will have a condition that any excessive profit rent will be shared with the Council.

5.6 **Equalities and Diversity**

5.6.1 A full Equalities Impact Assessment has been carried out (this is at **Annex D**). This identified that there is a risk of a small negative impact. It is possible that situations will arise where VCS organisations can no longer afford the rent determined in the final lease negotiation, and it is possible that some of those organisations will have service users falling within the nine protected characteristics. This risk has been mitigated in a number of ways:

- The business case and CBAT methodology have no inbuilt bias towards or against any particular types of VCS organisation. They have been designed to be fair in their assessment of the value of the work all VCS organisations are doing, taking account of both depth/ intensity of the service provided and number of participants reached. Outcomes included in the CBAT have been selected to be representative of a wide range of VCS activities in the borough.

- The process has been piloted with 5 real VCS organisations to understand the potential impact before it is rolled out more widely.

- A business case coach will work with VCS organisations to help them develop their business cases and community benefit assessments. The business case coach will monitor whether any particular types of VCS organisation find it more difficult to complete the CBAT and business case than others and take steps to address this if it arises. This issue

did not arise in the pilot.

- If the CBAT process results in an organisation paying more rent than it did previously, the Council will allow a six month adjustment period from the time the new rent is agreed. Moreover the CBAT and business cases will make it possible to understand why this is. The business case coach will work with VCS organisations to help them address things such as low level of community benefit created or lack of sustainable income streams. The organisation would then need to demonstrate improvements to its CBAT and business case in order to negotiate more favourable rent or lease terms with the council. The Council will point VCS organisations towards potential sources of funding to help cover the rent increase in the meantime.

5.7 **Consultation and Engagement**

5.7.1 Consultation on the Community Asset Strategy happened between December 2014 and March 2015.

5.8 **Insight**

5.8.1 No specific insight data has been used to inform the decision required.

6. BACKGROUND PAPERS

6.1 The Community Asset Strategy is here:
https://barnet.moderngov.co.uk/documents/s25574/Appendix%202%20-%20Community%20Asset%20Strategy.pdf

6.2 The Community Asset Strategy Implementation Plan is here:
https://barnet.moderngov.co.uk/documents/s25649/Appendix%201%20-%20Community%20Asset%20Implementation%20Plan.pdf

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Annex A- CBAT

Overview

Column Headings and drop down menus

1.

Organisation types its name into a free text box.
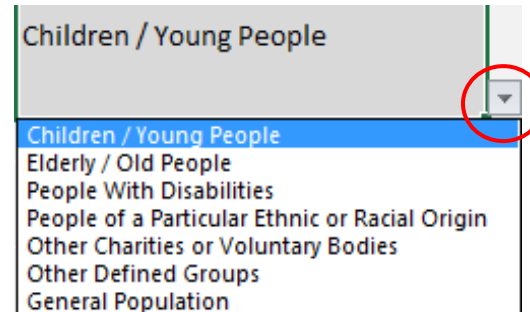
2.

Primary Target group

Please select from the drop-down list the category of people that best describes the beneficiaries or participants of the activity, service or intervention you are providing and wish to report.

Organisation selects from a drop down menu.

Children / Young People

Children / Young People
Elderly / Old People
People With Disabilities
People of a Particular Ethnic or Racial Origin
Other Charities or Voluntary Bodies
Other Defined Groups
General Population

3.

Category of activity

Please select from the drop-down list the category that best apprehends the activity, service or intervention your organisation is providing to its beneficiaries.

Organisation selects from a drop down menu.

Education_Training

General_Charitable_Purposes
Education_Training
Health
Disability
The_Prevention_or_Relief_of_Poverty
Accommodation_Housing
Arts_Culture_Heritage_Science
Amateur_Sport

*This drop down menu is a screenshot and more categories of activity are available when an organisation scrolls down.

4.

Organisation selects from a drop down menu.

*This drop down menu is a screenshot and more categories of activity are available when an organisation scrolls down.

5.

Organisation types further explanation of why it has selected an outcome into a free text box.

6.

Number of beneficiaries

Please provide an estimation of the number of people that have participated to the activity, service or intervention your organisation is providing and have benefited from the selected outcome over the last 12 months.

The activity schedule may enable you to report more precise figures.

Organisation types the number of beneficiaries into a free text box.

7.

Information on number of beneficiaires predictions

Please provide detailed information on the reasons why you think this particular number of people are benefiting from the activity, service or intervention you are providing.

Organisation types further explanation of the number of beneficiaries it has predicted into a free text box.

London Borough of Barnet CBAT Business Case Template

Organisation Name: _____

Business Address: _____

Date completed: _____ **Doc.vers.** _____

1. **Please provide details of the person responsible for compiling the business case.**

Name	
Role	
Phone number	
E-mail address	

2. **Lease term**

   Under the terms of our Community Assets Strategy the London Borough of Barnet ideally offers a lease term of 25 year. However, in exceptional circumstances it is willing to consider a longer term. If you require a lease of more than 25 years, please state the term you required, and set out the business case for extending the length of the lease

   Term requires: _____

   Supporting information to justify requested lease term:

Governance

3. **What is the legal structure of your organisation?** *e.g. charity, CIO, CIC*
   If you do not currently have a legal structure, please state your preferred legal structure and the steps you are taking to adopt this structure.

4. **Please explain the governance structure of your organisation and include supporting documents as evidence** *(e.g. Memorandum & Articles, relevant board minutes)*

5. **Who are the elected executive officers within your organisation and what specific skills and experience do they offer?**

London Borough of Barnet CBAT Business Case Template

Management role	Person responsible	Skills and capacity
Chair-person		
Vice-chair		
Treasurer		
Secretary		
Company secretary		
Other role please specify		

Finance & Financial Management

6. **Please provide two years' audited accounts (or if these are not available, please provide accounts for the time period available). State what is being provided below:**

7. **Please provide an estimated revenue budget for the current and next financial year.**
Please include detailed costs, e.g. telephone rentals and calls, costs of consumables (paper and print charges), costs of public liability insurance, costs of contents insurance, running costs including utilities, energy, rates, cleaning, grounds maintenance, building maintenance, building insurance, costs of replace ICT (PCs), costs of data line rentals and software licenses, replacement fixtures and fittings, volunteer staff training etc.

Assumptions could include level of inflation on expenditure, replacement cycle of computers and other assets.

A sample spreadsheet is attached as appendix B, please feel free to use the attachment or submit your own template. The spreadsheet calculates automatically

8. **Please detail what funding streams your organisation have considered to cover the potential loss of any of the income listed in the point above?**

Capital funding

9. **What (if any) is your capital funding requirement?**
Capital funds are funds used by your organisation to upgrade physical assets such as property, or equipment. It is also funds used by the organisation to undertake new projects. These expenditures can include everything from replacing g a roof to building, to purchasing a piece of equipment, or building a brand new centre.

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10.   What account have you given to the following in putting together your capital project?

- **The market for your service**

- **Preparing a budget covering the following:**
  - o   **Overheads(eg. Staff and running costs)**

  - o   **Equipment costs**

  - o   **Professional fees**

  - o   **A contingency for unidentified issues**

  - o   **The cost of repaying any loans**

11. Have you successfully raised similar levels of funding in the past? If so, please provide evidence of your fundraising achievements to date.

12. What activities will you undertake to secure funds? *E.g. contacting existing funders, grant applications, fund raising*

Risk Management

13. Financial risks

Please set out any financial risks you have identified relating to the implementation of activities in your business case. Please also consider how the risks can be mitigated.

(Risks might include withdrawal of grant funding/financial support by third parties, etc).

Risk	Proposed mitigation

14. **Non-financial risks**

What non-financial risks have you identified and how will they be mitigated?
(e.g. lack of engagement, lack of staff, and other risks to delivery)

Non-financial risk	Proposed mitigation

15. **Does the organisation or people within the organisation have experience of delivering similar projects; please outline that experience?**

Community Engagement and Sharing of Space

16. **If you will be sharing your space with other organisations, please indicate it here. This could be co-locating or making space available for community use.**

17. **How has the community been involved in the development of your activities?**
(Community involvement can be done via surveys, public meeting, meetings with councillors etc.)

18. **Are you working in partnership with other organisations to deliver you activities or are you seeking to work with other partners organisations?**

19. **Do you consult any of the following on future plans for your organisation and how often is this done?** *(service users, local residents, councillors other community organisations)*

20. **Are you working in partnership with other local organisations or are you planning to do so in the future?**
    (if yes, which organisations are you working with or planning to work with?)

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London Borough of Barnet CBAT Business Cases Confidence Level Indicator **Governance and financial viability**		
	High level of confidence	**A moderate degree of confidence**	**Low level of confidence**
Section 1	Organisation's legal status and corporate governance		
Organisation's Legal status	The organisation is incorporated and has charitable status	The organisation is a incorporated but is not a charity Or The organisation is a charity but not incorporated	The organisation has no legal status
Organisation's vision and objectives	The organisation has a clear vision and objectives The organisation is clear about its target group The organisation is clear who will benefit from its services	The organisation has some objectives The organisation has some idea of who its target group is The organisation has identified some of the groups who will benefits from its services.	The organisation has no clear objectives The organisation is not clear who its target audience is It is not clear who will benefits from the organisations activities
Organisation's corporate governance	The organisation has an elected board of trustees The organisation has a constitutionally agreed process for election and deselect ion of trustees • The organisation holds regular and minuted board meetings • The organisation has a regular AGM	The organisation has a board of trustees but does not have a constitutionally agreed process for election and de-selection of trustees • The organisation holds irregular board meetings • Some meetings are minutes • The organisation does not have an AGM	The organisation has some trustees There is no constitutionally agreed process for election and de-selection of trustees • The organisation holds irregular board meetings • Few meeting are minuted
Section 2	Community engagement & participation		
Community engagement	The organisation provides services mainly to the Barnet Community and has a history of delivery The organisation has demonstrated that it takes the views of the community into consideration in its decision making process	The organisation provides some services and can demonstrate some evidence of delivery The organisation can demonstrate that it takes some the views of the community into consideration in its decision making process	This organisation has little or no history of delivering services for Barnet residents The organisation cannot demonstrated that it takes the views of the community into consideration in its decision making process

	The organisation's board is made up of members from the local community	There is some community representation on the organisation's board of trustees	The organisation's board of trustees has very little or no representation form the local community
	The organisation currently shares it resources (space) with other community groups	The organisation has expressed a clear willingness to share its resources (space) with other community organisations	The organisation does not wish to share its resources with other
	The organisation has policies and procedures which tackles all form of discrimination and bigotry.	The organisation has some policies and procedures which tackles form of discrimination and bigotry.	The organisation does not have policies and procedures which tackles form of discrimination and bigotry.
Section 3	**Financial management**		
Financial planning	The organisation has a clear plan for the future use of its financial resources The plan closely linked to the objectives the organisation wants to achieve	The organisation has some plans for the future use of its financial resources The plan is linked to some of the objectives the organisation wants to achieve	The organisation has limited ideas for the future use of its financial resources The organisation has considered how these ideas link to some of the objectives the organisation wants to achieve
Budgeting	The organisation has a developed forecast of income and expenses which sets out the financial implications of their planned activities They have provided the following budgetary information • Annual Income Expenditure budget. • Programme budget. • Project budget. • Investment budget. The following issues clear from their budget • How money will be spend for the different planned activities. • The extent to which these activities are expected to be funded by donations and grants.	The organisation has a forecast of income and expenses which sets out some of the financial implications of their planned activity. They have some of the following budgetary information • Annual Income Expenditure budget. • Programme budget. • Project budget. • Investment budget. Some of the following issues have been identified from their budget • How money will be spend for the different planned activities. • To what extent these activities are expected to be funded by donations and grants.	The organisation has a basic forecast of income and expenses which sets out the financial implications of their planned activity. They have some of the following budgetary information • Annual Income Expenditure budget. • Programme budget. • Project budget. • Investment budget None or very few of the following issues have been identified from their budget • How money will be spend for the different planned activities. • To what extent these activities are expected to be funded by donations

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	- How much income is supposed to be generated from sales or services - Whether the organisation will have enough income to cover all expenditure. - When cash will come in and when it will flow out.	- How much income is supposed to be generated from sales or services - Whether the organisation will have enough income to cover all expenditure. - When cash will come in and when it will flow out.	and grants. - How much income is supposed to be generated from sales or services - Whether the organisation will have enough income to cover all expenditure. - When cash will come in and when it will flow out.
Financial controls and financial governance	The organisation have financial control which ensures that: - Assets are not at risk of theft, fraud or abuse. - Financial resources are used effectively and correctly. The organisation has a constitution and clear rules which sets out : - Who can make financial decisions - Who can commit expenditure - Who can sign legal documents - Who is allowed to handle incoming cash and cheques etc? The organisation has rules which set out: - Separation of duties within financial procedures - Verifying accounting records. - Handling cash. - Keeping cash, cheque books, legal documents and valuables in a safe. - Keeping accurate and up-to-date accounting records.	The organisation have some financial control which reduces the risk of theft, fraud or abused Financial resources are used effectively and correctly. The organisation has a constitution and some rules which sets out : - Who can make financial decisions - Who can commit expenditure - Who can sign legal documents - Who is allowed to handle incoming cash and cheques etc? The organisation has rules which set out some of the following: - Separation of duties within financial procedures - Verifying accounting records. - Setting up rules about handling cash. - Keeping cash, cheque books, legal documents and valuables in a safe. - Keeping accurate and up-to-date accounting records.	The organisation does not have financial control which ensures that: - Assets are not at risk of theft, fraud or abuse. - Financial resources are used effectively and correctly. The organisation does not have clear rules which set out - Who can make decisions - Who can commit expenditure - Who can sign legal documents - Who is allowed to handle incoming cash and cheques The organisation does not have clear rules which set out the following: - Separation of duties within financial procedures - Verifying accounting records. - Setting up rules about handling cash. - Keeping cash, cheque books, legal documents and valuables in a safe. - Keeping accurate and up-to-date accounting records.
Financial reporting	The organisation has a financial reporting	The organisation has a financial reporting process	The organisation has an inconsistent

	process for internal reporting of financial matter and a different process for external stakeholders as well as the general public. The organisation has the following reporting systems • Budget monitoring reports. • Organisational budget. • Project budgets. • Cash Flow reports. • Cash and bank balances, amounts due and owed. • Donor reports. • Annual financial statements.	for internal reporting of financial matter The organisation has some of the following reporting systems • Budget monitoring reports. • Organisational budget. • Project budgets. • Cash Flow reports. • Cash and bank balances, amounts due and owed. • Donor reports. • Annual financial statements.	financial reporting process for internal reporting of financial matter
Capacity to raise funds	The organisation has demonstrated that they have the skills and capacity to raise finance. The organisation has recent experience of successful raising fund through • Grant applications • Fundraising (asking for donations) • trading (selling goods or services) • investment • leasing or letting land or building(s)	The organisation has demonstrated a limited capacity to raise finance. The organisation has limited recent experience of successful raising fund. • Grant applications • Fundraising (asking for donations) • trading (selling goods or services) • investment • leasing or letting land or buildings	The organisation has demonstrated an extremely limited capacity to raise finance. The organisation has very limited recent experience of successful raising fund. • Grant applications • Fundraising (asking for donations) • trading (selling goods or services) • investment • leasing or letting land or buildings Or The organisation has a single source of funding

London Borough of Barnet CBAT Business Cases Confidence Level Indicator		
Capacity to deliver		
	High level of confidence	**A moderate degree of confidence**	**Low level of confidence**

	High level of confidence	A moderate degree of confidence	Low level of confidence
Track record	The organisation has an established and successful track record in the chosen areas of business And / or The organisation has engaged individuals with a successful track record of delivering in their chosen area of business	The organisation has some experience of delivery in its chosen areas of business The organisation business case sets out proposal for engaging individuals with a successful track record of deliver services in the chosen business	The organisation has no track record of delivery The organisation has no clear proposals for acquiring the resources necessary to deliver its business objectives
Understanding the market	The business case has demonstrates that the organisation has a clear understanding of its target market The organisation has a clear strategy in place for researching its target market The organisation has a clear marketing strategy	The business case has demonstrates that the organisation has some understanding of its target market The organisation has or is developing an outline marketing strategy	The business case has demonstrates that the organisation has little understanding of its target market The organisation has no strategy in place for researching its target market The organisation has a no marketing strategy
Resources	**Staffing resources** The organisation already have staffing resources in place to deliver its business plan objectives The organisation has identified the staffing resources necessary to deliver its business plan The organisation has provided a realistic projection of its staffing costs	**Staffing resources** The organisation's business plan gives consideration to the level of staffing resources necessary to deliver achieve its objective The organisation has provided an outline projection of its staffing costs	**Staffing resources** The organisation's business case does not demonstrate a clear understanding of the staffing implications of its submission

	Management resources The organisation has the management structure in place to deliver its business objectives The organisation has identified deficiencies in its management structure and has a realistic proposal in place to address these deficiencies	**Management resources** The organisation's management structure has most of the skills necessary to deliver its business case objectives The organisation has identified deficiencies in its management structure and has looked as some options to address these deficiencies	**Management resources** The organisation's management structure has clear deficiencies which are not addressed by the business case
	Financial resources The organisation's business plan has sound financial projections • Cost have been market tested against similar providers in the area • Direct and indirect cost have been taken into consideration • All sources of funding have been secured • The organisation has demonstrated that it has the capacity to raise the necessary level of resources	**Financial resources** The organisation's business plan has financial projections where; • Some cost have been market tested against similar providers in the area • Some direct and indirect cost have been taken into consideration • All sources of funding have been identified but not yet secured • The organisation has most of the capacity needed to raise the necessary level of resources	**Financial resources** The organisation's business plan lacks sound financial projections • Cost have not been market tested against similar providers in the area • Direct and indirect cost are not clearly identified in the business have been taken into consideration • Sources of funding have not been identified • The organisation does not have the capacity to raise the necessary level of resources
Activity schedule	The organisation's activity schedule clearly demonstrate • what activities will be delivered, • where activities will be delivered • who is responsible for delivering activities The activity schedule demonstrate that the	The organisation's activity schedule sets out some of the following: • what activities will be delivered, • where activities will be delivered • who is responsible for delivering activities The activity schedule demonstrate that the organisation has additional capacity which could be utilised	The organisation does not have a clear activity schedule The activity schedule demonstrates that the organisation is not making effective use of its community space and has not identified plans for doing so. The activity schedule is over optimistic and

2

	organisation is maximising the use of its: • Space • Time The organisation has offered under-utilised space to other community organisations		can't be delivered for the following reasons: • There is not enough space to deliver activities • There is not enough rime to deliver activities • There is not enough staff / volunteers to deliver activities
Delivery partners	The organisation has in place the necessary partnerships to support delivery of its business case	The organisation has identified the partners/ partnerships necessary to support delivery of its business case and has a realistic proposal in place for securing those partnerships	The organisation has begun the process of analysing which delivery partners it will need in place to support successful delivery of its business case

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Initial Equality Analysis (EIA)
Resident/Service User

1. Details of function, policy, procedure or service:
Title of what is being assessed: The Community Benefit Assessment Tool and business case approach to agreeing rents and leases with voluntary and community sector (VCS) organisations.
Is it a new or revised function, policy, procedure or service? This is a new policy and procedure, developed in line with the Community Asset Strategy, which was agreed by Assets Regeneration and Growth Committee in September 2015.
Department and Section: Estates; Strategy Team (community participation)
Date assessment completed: 16th June 2016

2. Names and roles of people completing this assessment:	
Lead officer	Catherine Mousdale
Other groups	Chris Smith, Sara Elias-Bassett, Tony Jones
3. Employee Profile of the Project	**Will the proposal affect employees?** NO **If no please explain why.** The impact of the policy relates entirely to the local VCS and does not affect Barnet Council employees. **If yes, please seek assistance from HR to complete the employee EIA.** **DO NOT DELETE THIS SECTION**

How are the following equality strands affected? *Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data*			
Equality Strand	**Affected?**	**Explain how affected**	**Indicate what action has been taken / or is planned to mitigate impact?**
1. Age	Yes	One of the overall aims of the new policy for agreeing rents and leases is to ensure that Council assets are used to deliver maximum levels of community benefit to Barnet residents. It is anticipated that there would be a positive impact on groups falling within this characteristic, to the same extent that a positive impact is expected for Barnet residents as a whole. The new process for agreeing rents and leases may affect,	-The business case and CBAT methodology have no inbuilt bias towards or against any particular types of VCS organisation. They have been designed to be fair in their assessment of the value of the work all VCS organisations are doing, taking account of both depth/ intensity of the service provided and number of participants reached. Outcomes included in the CBAT have been selected to be representative of a wide range of VCS activities in the borough.

		either immediately or at some point in the future, VCS organisations that do work which benefits people falling within this characteristic. Under the new process, rent subsidies for VCS organisations will be awarded in line with community benefit delivered and the CBAT has been developed as a transparent and consistent way of assessing community benefit. The process does not aim to increase rents across the board for VCS organisations and has not been designed to guarantee a minimum level of income to the Council. Its aim is to ensure that rent subsidies awarded represent value for money to Barnet residents. However, if an organisation's community benefit assessment results in a subsidy level of less than 100% and the organisation was previously paying a low rent, the policy could result in an increase to the rent they will be paying. For some organisations, a rent increase could mean they are no longer able to afford their running costs and in the worst case scenario could lead to them being unable to continue operating.	-The process has been piloted with 5 real VCS organisations to understand the potential impact before it is rolled out more widely. -A business case coach will work with VCS organisations to help them develop their business cases and community benefit assessments. The business case coach will monitor whether any particular types of VCS organisation find it more difficult to complete the CBAT and business case than others and take steps to address this if it arises. This issue did not arise in the pilot. -If the CBAT process results in an organisation paying more rent than it did previously, the Council will allow a six month adjustment period from the time the new rent is agreed. Moreover the CBAT and business cases will make it possible to understand why this is. The business case coach will work with VCS organisations to help them address things such as low level of community benefit created or lack of sustainable income streams. The organisation would then need to demonstrate improvements to its CBAT and business case in order to negotiate more favourable rent or lease terms with the council. The Council will point VCS organisations towards potential sources of funding to help cover the rent increase in the meantime.
2. Disability	Yes	As above	As above
3. Gender reassignment	Yes	As above	As above
4. Pregnancy and maternity	Yes	As above	As above
5. Race / Ethnicity	Yes	As above	As above
6. Religion or belief	Yes	As above	As above
7. Gender / sex	Yes	As above	As above
8. Sexual orientation	Yes	As above	As above

9. Marital Status	Yes	As above	As above
10. Other key groups?	Yes	As above	As above
Carers	Yes		
People with mental health issues	Yes		
Some families and lone parents	Yes		
People with a low income	Yes		
Unemployed people	Yes		
Young people not in employment education or training	Yes		

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

A log will be kept of all rents and leases agreed under the new process and this will record the type of organisation, who its primary service users are, the rent increase or decrease, and any longer term impacts for the organisation. This will allow the Council to monitor whether there are any unintended or adverse consequences of the policy and whether these could disproportionately affect any particular group of service users.

A business case coach will work with VCS organisations to support them on writing their business cases and completing the CBAT. The coach will monitor any emerging trends in relation to capacity of VCS organisations to engage with and complete this process, and whether any issues related to lack of capacity impact any particular types of VCS organisations more than others.

6. Initial Assessment of Overall Impact

Positive Impact YES	Negative Impact or Impact Not Known[1]	No Impact
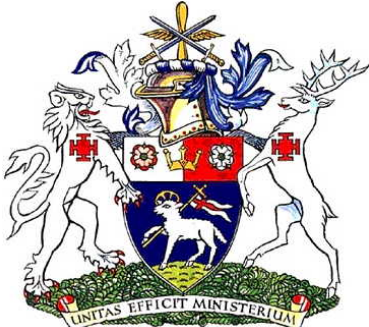
7. Scale of Impact		
Positive impact: Minimal	Negative Impact or Impact Not Known	

8. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision *(despite adverse impact / missed opportunity)*	If significant negative impact - Stop / rethink
YES			

9. Please give a full explanation for how the initial assessment and outcome was decided. .
This assessment is based on knowledge of the technical aspects of the methodology for agreeing rents and leases (which have been designed to ensure no inbuilt bias that would have a negative equalities impact), and the report on impacts observed in the pilot phase. It should be noted that the pilot applied to five organisations and therefore the equalities impact will need to continue to be monitored as the process is rolled out.

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[1] 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

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BARNET
LONDON BOROUGH

	AGENDA ITEM 10 ## Policy and Resources Committee ## 28 June 2016
Title	**Barnet Draft Corporate Enforcement and Prosecution Policy**
Report of	Jamie Blake, Commissioning Director, Environment
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – Barnet's Corporate Enforcement and Prosecution Policy (DRAFT)
Officer Contact Details	Kiran Vagarwal, Kiran.vagarwal@barnet.gov.uk Tel 0208 359 2953

Summary

This report outlines the draft corporate Enforcement and Prosecution Policy (attached as appendix 1) for the Council and the proposed approach to consultation and implementation.

The council currently have in place various service specific enforcement policies and procedures.

The proposed corporate policy will ensure there is a consistent approach to enforcement and prosecution by the council and any other organisation delivering regulatory/enforcement services on behalf of the council. Therefore ensuring Council compliance with the Cabinet Office Enforcement Concordat and the Statutory Code for Regulators introduced in 2014.

Recommendations
That the Committee
1. **Note the need for and confirm its support for a Corporate Enforcement and Prosecution Policy.**
2. **Provide comments on the draft Enforcement and Prosecution Policy.**
3. **Agree the consultation approach proposed, as set out in paragraph 4.1.**
4. **Agree the proposed approach to the implementation of this policy.**

1. WHY THIS REPORT IS NEEDED

1.1   Currently Barnet Council do not have a Corporate Policy on Enforcement and Prosecution. It is proposed that the draft policy, attached as appendix 1 to this report, applies to all council service areas including those that are delivered externally on behalf of Barnet Council.

1.2   The proposed corporate policy sets clear standards and the level of service and performance the public and businesses should expect to receive from the council.

1.3   A corporate policy is needed to ensure enforcement action taken by officers on behalf of the council, whether through the Council's delivery units, Re, Barnet Group or commissioned providers, is consistent and in line with the Cabinet Office Enforcement Concordat and the Statutory Code for Regulators introduced in 2014.

1.4   In 2015 officers in the Environment Commissioning Group considered how the council could improve its approach to change resident, business and staff behaviour to achieve the following outcomes:

   •   Improve the environmental quality of the borough, improving quality of life for residents and reducing the fear of crime.

   •   Reduce the demand for council services (therefore the reducing cost of services) by changing resident behaviour and enabling residents and businesses to take greater personal and civic responsibility.

1.5   Through this initial work it was clear that in order to achieve the outcomes
        above the council would need to take a balanced approach across
        Prevention, Intervention and Enforcement as shown in Diagram 1.

Diagram 1:

Intervention

Service response
(demand)

E.g. Removal of litter, fly-
tips, compliance visits

OUTCOME

- Improve quality of
  Life
- Change behaviour
  to reduce service
  demand reduce

Enforcement

To respond to non-
compliance and ensure
future compliance

Prevention

Education, publicity,
promoting our approach
to enforcement to deter
non-compliance
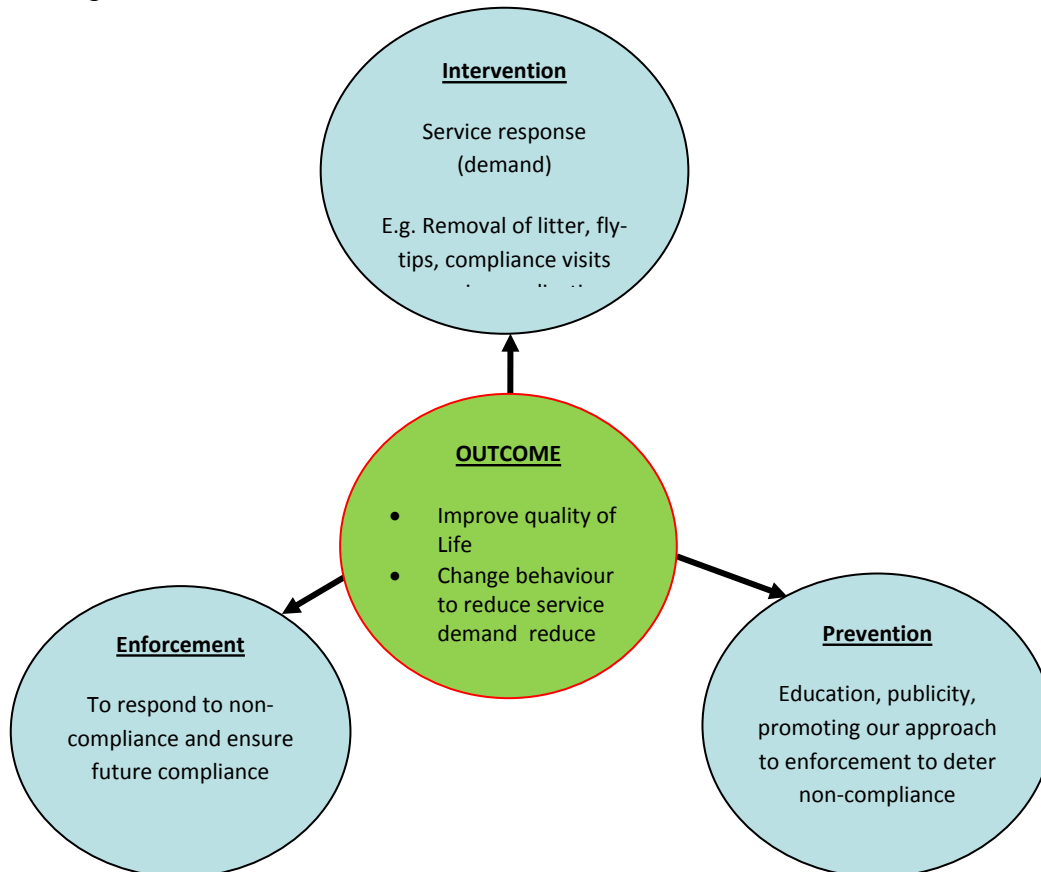
1.6   The key principles for an enforcement policy (set out in the Enforcement
        Concordat) are that the council/regulators will:

- draw up clear standards, setting the level of service and performance the
  public and businesses can expect to receive;
- deal with the public and businesses in an open and honest way;
- provide courteous, efficient and a helpful service;
- respond promptly and positively to complaints about the service;
- ensure enforcement action is proportionate to the risk; and
- carry out duties in a fair, equitable and consistent manner

1.7   The Statutory Code for Regulators sets out the minimum standards for
        enforcement procedures in that regulators will:

- carry out their activities in a way that supports those they regulate to
  comply and grow;

- provide simple and straightforward ways to engage with those they regulate and hear their views;
- base their regulatory activities on risk;
- share information about compliance and risk;
- ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply; and
- ensure that their approach to their regulatory activities is transparent

How the Council will respond to Compliance and Non-Compliance

1.8   Compliance will be managed through carrying out inspections.

1.9   Non-compliance will be managed through:

      i.   Pro-active education programmes
     ii.   Explaining legal requirements (where appropriate)
   iii.   Discuss and consider alternative means (where appropriate)
   iv.   Service of letters, warnings, statutory notices or prohibitions

1.10   Enforcement actions will include and not be limited to:

      i.   formal cautions
     ii.   seizure of documents and goods
   iii.   closure of premises
   iv.   cautions
    v.   prosecution and/or injunctions

1.11   The Council's scheme of delegation and/or committee delegation will authorise which authority has the power to authorise and use Council legislation.

2.   REASONS FOR RECOMMENDATIONS

2.1   To provide members with an opportunity to comment on the proposed Enforcement and Prosecution Policy.

2.2   To seek agreement to proceed with community consultation of the draft policy.

3.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1   Option to do nothing.

This option would lead to the risk of Barnet Council applying an inconsistent approach to enforcement and prosecution and the potential risk of non-compliance with the Cabinet Office Enforcement Concordat and the Statutory Code for Regulators introduced in 2014. It could also give rise to cases of judicial

review from those the Council seeks to use enforcement against as a result of not following the Statutory Code.

3.2   Option to merge all existing service specific enforcement and prosecution policies and procedures into a single document.

This option would result in a very long policy and procedure as the service specific enforcement and prosecution policy and procedures rely on different legislation, powers and processes. The document would be too long and complex for the general public and officers to readily understand and apply. It would also confuse ownership and accountability of the various policies and procedures.

4.   POST DECISION IMPLEMENTATION

4.1   Following the 28 June 2016 Policy and Resources Committee and member authorisation to go out to consultation of the Enforcement and Prosecution Policy, officers will:

- Deliver consultation between July – September 2016
- Conduct and equalities impact assessment
- Present report to the December Policy and Resources Committee on the consultation feedback, equalities impact assessment and seek agreement of the final policy.

4.2   The policy will be brought back to the Committee for approval in December with the results of consultation and If the policy is agreed by the Committee in December 2016 officers will:

i.   Conduct a self-assessment/internal audit of all current enforcement policies and procedures and their implementation to ensure they are in line with the corporate policy and through this process make all relevant teams aware of   the new policy.

ii.   Review relevant authority under the scheme of delegation and applicable constitution sections to ensure authority for decision-making is clear.

iii. Review the public facing information ensuring it is compliant and link to all the council enforcement procedures and policies.

iv.   Develop a performance management framework to capture the enforcement data at an operational and strategic level, reporting back annually to the Policy and Resources Committee on performance of the policy.

v.   Consider how the impact of enforcement taken can be measured for example impact on service demand (should be reduced), costs and where relevant impact on community confidence and perception of crime and anti-social behaviour (including environmental crime).

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's Corporate Plan 2015-20 sets out the following strategic objectives:

That Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

- Of opportunity, where people can further their quality of life.
- Where responsibility is shared, fairly.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where services are delivered efficiently to get value for money for the taxpayer.

5.1.2 Agreement of this policy will ensure the approach to compliance and enforcement is fair and transparent and that the responsibility of being compliant is equally shared across the council, residents and businesses.

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

5.2.1 This report is about setting a policy to ensure all enforcement action taken is consistent. There are no financial implications as a direct result of establishing the policy.

5.2.2 The performance management framework, that will capture the enforcement and prosecution data from service areas, will enable the council to monitor the impact of the policy in reducing demand upon enforcement services and ultimately costs.

5.3 Legal and Constitutional References

5.3.1 In drafting enforcement polices the Council is required to have regard to the statutory guidance in the Regulators Code

5.3.2 Council Constitution, Responsibility for Functions Annex A sets out that the terms of reference of Policy and Resources Committee includes 'To be the principal means by which advice on strategic policy and plans is given and co-ordinated' and 'To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council'.

5.4 Risk Management

5.4.1 Legal services have been consulted on the draft Enforcement and Prosecution Policy to ensure it accurately represents the statutory powers of the Local Authority and relevant codes of compliance to reduce the risk of legal challenge.

5.5 Equalities and Diversity

5.5.1 The general duty on public bodies is set out in Section 149 of the Equality Act 2010.

5.5.2 A public authority must, in the exercise of its functions, have due regard to the need to —

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.5.3 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.5.4 Enforcement and prosecution action has the potential to affect all equalities groups. An equalities impact assessment will be conducted to identify potential impact. The development of the performance management framework for enforcement and prosecution could also capture data on the protected characteristics to measure impact.

5.6 Consultation and Engagement

5.6.1 Consultation will be required as this is a new policy consultation will be required as it may have an impact on residents and other stakeholders. Given the policy is generic it is proposed that the consultation is conducted by inviting comments through an open question through an online questionnaire. This will be added to the council's consultation forward plan.

6. Background Papers

Recent papers to various committees on enforcement and some examples of web links to the council's service specific enforcement actions are listed below.

Street Scene Enforcement Policy and Procedure
https://barnet.moderngov.co.uk/documents/s30193/Streetscene%20Enforcement.pdf

Moving Traffic Conventions
https://barnet.moderngov.co.uk/documents/s23696/Moving%20Traffic%20Contraventions.pdf

Planning enforcement
https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-enforcement.html

HMO Licensing
https://barnet.moderngov.co.uk/documents/s29179/Additional%20Licensing%20Scheme%20for%20Houses%20in%20Multiple%20Occupation.pdf

Parking Enforcement
https://www.barnet.gov.uk/citizen-home/parking-roads-and-pavements/parking/parking-enforcement.html

Trading Standards and licensing enforcement complaints
https://www.barnet.gov.uk/citizen-home/business/forms/Trading-Standards-Licensing-enforcement-complaints.html

Barnet Enforcement locations
https://www.barnet.gov.uk/citizen-home/parking-roads-and-pavements/parking/moving-traffic-contraventions/driving-rules.html

Enforcement and Prosecution Policy

London Borough of Barnet

2016

Document Control

POLICY NAME	Enforcement and Prosecution Policy – Barnet Council		
Document Description	This document summarises the Council's approach to ensure compliance with regulatory requirements and applies to all service areas. This policy will be supported by more detailed service specific enforcement policies and procedures which will be in line with the approach set out in this document.		
Document Author Team: Officer Contact Details:	Community Safety Team Kiran Vagarwal, kiran.vagarwal@barnet.gov.uk		
Status: (Live/Draft/Withdrawn)	Draft	**Version**	0.5
Last Review Date:	New	**Next Review Date**	
Approval Chain:	TBC	**Date Approved**	

Version Control

Version No.	Date	Author	Reason for New Version
Version 0.1	17/12/15	Kiran Vagarwal	First Draft
Version 0.2	30/03/2016	Kiran Vagarwal	Draft with legal and consultation comments
Version 0.3	23/05/2016	Kiran Vagarwal	Draft with amendments from legal submitted to legal and Strategic Commissioner of Environment for final comments
Version 0.4	7/06/2016	Kiran Vagarwal	• Edit re final Comments from Legal and Jamie Blake • Edit following comments from Claire Green - CAFT
Version 0.5	7/06/2016	Kiran Vagarwal	• Final draft submitted for SCB and Policy and Resources Committee Clearance

Contents *(On the internet this can be linked to the section)*

Appendices

1.   Introduction

1.1   Barnet Council shares the Government's view that effective and well-targeted regulation is essential in promoting fairness and protection from harm and that as regulators we should adopt a positive and proactive approach towards ensuring compliance by:

- helping and encouraging regulated entities to understand and meet regulatory requirements more easily; and
- responding proportionately to regulatory breaches

1.2   Barnet Council will take a more collaborative approach to those who comply with regulatory requirements and those who work with us to achieve compliance. However, we will not hesitate to take all necessary enforcement action against those who, e.g. commit serious and/or persistent breaches, refuse to work with us to seek compliance and commit offences.

1.3   This enforcement and prosecution policy will apply to all service areas of the Council and will be supported by additional service-specific policies/or procedures– for example trading standards, licensing, planning, health and safety, food safety, highways, environmental health, planning, building control registration housing, and social services.

1.4   The appropriate use of the full range of enforcement powers, including prosecution, is important, both to secure compliance with the law and to ensure that those who have duties under it may be held to account for failures to safeguard health, safety and welfare or breach of regulations enforced by the Council.

1.5   Information on these service specific policies and procedures can be obtained from the relevant delivery units or Regional Enterprise (Re).

1.6   The key principles of the council's Enforcement and Prosecution Policy will be openness, helpfulness consistency, proportionality, agreed standards of service and access to complaints processes. None of these principles detract from the ability or need of Barnet Council to take firm enforcement action against those who flout the law.

1.7   Barnet Council's Corporate Plan sets out the following objectives that are underpinned by the principles of Fairness, Responsibility and Opportunity:

'The council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

1. of **opportunity**, where people can further their quality of life
2. where people are helped to help themselves, recognising that **prevention** is better than cure
3. where **responsibility** is shared **fairly**
4. where services are delivered **efficiently** to get **value for money** for the tax payer
5. with improved Customer Services and increased transparency'

1.8   However, we also recognise that our local businesses and individual residents have a role to play in helping us achieve the vision set out above.

1.9   Ultimately it is the responsibility of the individuals and businesses to comply with the law to:

* Reduce the negative impact their behaviour may have on the wider community and Barnet's environment.
* Reduce the unnecessary demand on public services.
* Prevent escalating costs to the council and the tax payer as a result of addressing non-compliance.

1.10 This policy support's Barnet's vision as being a transparent and open council, in that it sets out publicly the Council's intended approach to bring about compliance with regulatory requirements. This policy also supports Barnet's vision where responsibility is shared fairly. In doing so, the Council will adhere to fair, practical and consistent enforcement policy and practice across the full range of the Council's regulatory activity.

2. Purpose of the policy

2.1 One of the functions of the Council is to act as a regulator and an enforcement agency for a large range of legal duties and powers applied by Statutes and the Regulations and Orders made under them (including various byelaws). This policy sets out standards that will be applied across the Council when acting in its role as regulator and enforcement agency and what residents, businesses, consumers and workers can expect from Barnet Council.

2.2 This policy sets out the approach to be followed by authorised officers when making decisions in respect of the Council's compliance and enforcement activities. The Council is committed to ensuring that all authorised officers will act in accordance with this policy.

3. Policy Aims

3.1 The aims of this policy are to:

- Provide clear guidance to all enforcement officers;
- To set out clearly what is expected from the Community in terms of compliance
- Ensure consistent enforcement that is proportionate to the risks involved
- Provide an element of flexibility to recognise officer judgment through not being over prescriptive;

- Provide equal treatment for all.
- Enforcing the law, protecting the community
- To reduce unnecessary demand on and costs to Council services resulting from Council services having to address repeat offending and breaches

4. Enforcing the Law and protecting the community

4.1 The primary function of Barnet Council's enforcement work is to protect the public, the environment and groups such as consumers and workers.

4.2 We recognise that most businesses and members of our community want to comply with the law. We will therefore take care to help businesses and others to meet their legal obligations without unnecessary expense, whilst taking firm action, including prosecution where appropriate, against those who flout the law or where their behaviour amounts to anti-social behaviour for which there are provisions. All citizens will reap the benefits of this policy through better information, choice and safety.

4.3 We have therefore adopted the Cabinet Office Enforcement Concordat which commits the council to good enforcement policies and procedures and will show due regard to the Statutory Regulators Code introduced in 2014. In carrying out enforcement the Council will have due regard to the Data Protection Act 1998, the Human Rights Act 1998, the Equality Act 2010.

4.4 Included in the term 'enforcement' are advisory visits and assisting with compliance as well as licensing and formal enforcement action.

4.5 Enforcement actions are taken within the context of a legal and policy framework.

4.6 The Council will have regard to the Statutory Regulators Code (2014) when developing policies and operational procedures that guide the council's regulatory activities. If a regulator concludes, on the basis of material

evidence, that the specific provision of the Code is not applicable or it is outweighed by another relevant consideration, the regulator is not bound to follow that provision, but should record the decisions and reasons for it. The full code can be found in appendix 1 of this policy.

4.7 In summary the Code sets out that Regulators should:

- carry out their activities in a way that supports those they regulate to comply and grow
- provide simple and straightforward ways to engage with those they regulate and hear their views
- base their regulatory activities on risk
- share information about compliance and risk
- ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply
- ensure that their approach to their regulatory activities is transparent

4.8 The Council has also adopted the Cabinet Office Enforcement Concordat which lays out the principles of good enforcement. These are:-

- To draw up clear standards, setting out the level of service and performance the public and business can expect to receive.
- To deal with the public and business in an open an honest way.
- To provide a courteous, efficient and helpful service.
- To respond promptly and positively to complaints about the service.
- To ensure that enforcement action is proportionate to the risk.
- To carry out our duties in a fair, equitable and consistent manner

4.9 Where a decision to prosecute is made, this decision will be taken in accordance with the Code for Crown Prosecutors, which details the considerations to be taken into account when bringing proceedings.

4.10 In the public interest, matters concerning non-compliance will be shared, where appropriate, with other enforcement agencies. Where this takes place,

due regard will be paid to the provisions of the Data Protection Act and Section 115 of the Crime and Disorder Act 1998.

5.   Principles of Barnet's Enforcement and Prosecution Policy

5.1   Principle One: Standards

In consultation with business and other relevant interested parties, including technical experts where appropriate, we will draw up clear standards setting out the level of service and performance the public and business people can expect to receive.

We will publish these standards and our annual performance against them. The standards will be made available to businesses and others who are regulated.

5.2   Principle Two: Openness

We will provide information and advice in plain language on the rules that we apply and will disseminate this as widely as possible. We will be open about how we set about our work, including any charges that we set, consulting business, voluntary organisations, charities, consumers and workforce representatives. We will discuss general issues, specific compliance failures or problems with anyone experiencing difficulties.

We will provide an annual performance report on the implementation of this policy to the Community Leadership Committee.

5.3   Principle Three: Helpfulness

We believe that prevention is better than cure and that our role therefore involves actively working with business, especially small and medium sized businesses, to advise on and assist with compliance.

We will provide a courteous and efficient service and our staff will identify themselves by name. We will provide a contact point and telephone number for further dealings with us and we will encourage business to seek advice /information from us.

Applications for approval of establishments, licenses, registrations, etc., will be dealt with efficiently and promptly. We will ensure that, wherever practicable, our enforcement services are effectively co-ordinated to minimise unnecessary overlaps and time delays.

5.4 Principle Four: Complaints about service

We will provide well publicised, effective and timely complaints procedures easily accessible to business, the public, employees and consumer groups. In cases where disputes cannot be resolved, any right of complaint or appeal will be explained, with details of the process and the likely time-scales involved.

5.5 Principle Five: Proportionality

We will minimise the costs of compliance for business by ensuring that any action we require is proportionate to the risks. As far as the law allows, we will take account of the circumstances of the case and the attitude of the operator when considering action.

We will take particular care to work with small businesses and voluntary and community organisations so that they can meet their legal obligations without unnecessary expense, where practicable.

5.6 Principle Six: Consistency

We will carry out our duties in a fair, equitable and consistent manner. While inspectors are expected to exercise judgement in individual cases; we will have arrangements in place to promote consistency, including effective arrangements for liaison with other authorities and enforcement bodies

through schemes such as those operated by the Local Authorities Co-Ordinating Body on Food and Trading Standards (LACOTS) and the Local Authority National Type Approval Confederation (LANTAC).

6.   Minimum Standards of Council Enforcement Procedures

6.1   Advice from an officer will be put clearly and simply and will be confirmed in writing, on request, explaining why any remedial work is necessary and over what time-scale and making sure legal requirements are clearly distinguished from best practice advice.

6.2   Before formal enforcement action is taken, officers will provide an opportunity to discuss the circumstances of the case and, if possible, resolve points of difference, unless immediate action is required (for example, in the interests of health and safety or environmental protection or to prevent evidence being destroyed).

6.3   Where there are rights of appeal against formal action, advice on the appeal mechanism will be clearly set out in writing at the time the action is taken (whenever possible this advice will be issued with the enforcement notice).

7.   Compliance and Non-compliance

7.1   A range of activities will be undertaken to ensure compliance with legislation. Advice and guidance will be provided; proportionate, programmed and intelligence led inspections will be undertaken and where necessary, inspections will be undertaken in response to complaints from third parties. Some enforcement services will also have officers patrolling the streets.

7.2   Where non-compliance is discovered, options to promote/seek compliance will include:

- undertaking pro-active education programmes

- explaining legal requirements and, where appropriate, the means to achieve compliance

- providing an opportunity to discuss points in issue where appropriate consideration of alternative means and reasonable timescales and to achieve compliance

- service of advisory letters, warnings, statutory notices or prohibitions detailing non-compliance

- enforcement actions including, but not limited to, formal caution, seizure of documents or goods, closure of premises, caution, prosecution and/or injunction

7.3   Immediate, without notice, enforcement action may be taken, but only where deemed necessary, reasonable and proportionate.

7.4   Officers investigate potential breaches of legislation and they are responsible for managing investigations and making decisions on enforcement action. As part of this process, they must consult with colleagues and managers in determining the best and most appropriate course of action. Officers have the power to use a variety of legislation in the course of their duties, and these have been delegated to them by the Chief and Deputy Officers. The Council's Scheme of Delegation can be found in the Council's Constitution document online via the following link:
http://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD341&ID=341&RPID=546941826&sch=doc&cat=13581&path=13581

In relation to prosecutions, where relevant, officers' cases are reviewed by a manager in line with this policy before submitting to the Councils Solicitors for consideration for prosecution.

7.5   In some instances, the Council may have shared responsibilities or a complementary role with another enforcement agency.   In these circumstances, officers will liaise with that other agency to ensure effective Co-ordination, to avoid inconsistencies and to ensure that any proceedings taken are proportionate and appropriate.

7.6   The Council will be fair, objective and consistent in its approach to enforcement by following the criteria and guidance set down in relevant legislation and codes of practice.   The Council's Corporate Equality and Diversity Policy can be found online via the following link: https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html .

7.7   The Council may publicise information about enforcement action that is taken in line with the relevant Government guidance on publishing sentencing outcomes (http://www.justice.gov.uk/information-access-rights/sentencing-outcomes). This is usually once an investigation has been brought to a conclusion via a successful prosecution at Court. Any news releases of this nature will be sent to the Council's Corporate Communications Team electronically who will review and authorise issue for broadcast. This information can also be publicised on the Council's website and via other social media.

8.   Taking enforcement action – Factors taken into consideration

8.1   The decision to use enforcement action will be taken on a case by case basis and, to ensure consistency of approach, in accordance with this and any other more specific policies which may be applicable. The action taken, which may be immediate, will be proportionate to the gravity and nature of the non-compliance. Factors that will be taken into consideration include, but are not limited to:

- the risk that the non-compliance poses to the safety, health or economic welfare of the public at large or to individuals
- evidence that suggests that there was pre-meditation in the commission of an offence the
- alleged offence involved a failure to comply in full or in part with the requirements of a statutory notice or order
- there is a history of previous warnings or the commission of similar offences

- aggravated circumstances such as obstruction of an officer or aggressive behaviour towards the public

- the offence, although not serious itself, is widespread in the area where it is committed

- death or serious injury was a result of a breach of legislation

- the gravity of an alleged offence, taken together with the seriousness of any actual or potential harm

- the general record and approach of the offender

- there has been reckless disregard of health and safety requirements

- there has been a repetition of a breach that was subject to a formal caution

- false information has been supplied willfully, or there has been an intent to deceive

9. How action taken is determined

9.1 Where evidence is found that a business or other regulated person is showing disregard for the law by deliberately or persistently failing to comply with advice or requests made by the Council, it may be deemed that providing information alone is not sufficient. Under these circumstances enforcement action may be escalated directly to prosecution.

9.2 Where there is specific Legislative Guidance and Regulations which set out the enforcement requirements these will be followed.

9.3 Where a business or other regulated person contacts the Council to ask for advice and it transpires that a breach of legislation is present at the premises, the most appropriate course of action will be determined based on the factors outlined in section 8.1 of this policy.

9.4 If it is clear that the business or regulated person is keen to resolve the non-compliance quickly, taking on board and completing the steps recommended by the Council, an informal approach is likely to be taken as opposed to triggering enforcement action. However, if there is a serious breach and/or

there is an imminent risk to public health or safety, enforcement action may still have to be taken but the Council will seek to work with the business or regulated person to resolve the problem as quickly as possible.

10. Conduct of investigations

10.1 Enforcement action may result in either civil or criminal proceedings being instituted by the Council. The process that will be followed by officers in the investigation of alleged breaches of the law will depend on whether civil or criminal proceedings are considered r. As the enforcing authority in any proceedings it instigates, the burden of proof falls to the Council.

10.2 Investigations will be carried out in compliance with the following legislation and in accordance with any associated guidance or codes of practice, in so far as they relate to Barnet Council:

- o the Criminal Procedure and Investigations Act 1996

- o the Regulation of Investigatory Powers Act 2000

- o the Criminal Justice and Police Act 2001

- o the Human Rights Act 1998

- o the Police and Criminal Evidence Act 1984

10.3 These Acts and associated guidance control how evidence is collected and used and give a range of protections to citizens and potential defendants.

10.4 The authorised officers of the Council will also comply with the requirements of the particular legislation under which they are acting, and with any associated guidance or codes of practice.

11. Authorisation of Officers and their powers

11.1   Only officers who are competent by training, qualification and/or experience will be authorised to take enforcement action. Officers will also have sufficient training and understanding of this enforcement policy to ensure a consistent approach to their duties.

11.2   There are numerous pieces of legislation which the Council as a local authority either has a duty to enforce or adopts or chooses to enforce. The powers available to officers under these different pieces of legislation vary considerably and it is not the purpose of this document to provide an exhaustive list of those powers.

11.3   If officers come across situations where they believe they are being obstructed in carrying out their duties they will always explain the provisions of the relevant legislation in order to resolve the issue.

11.4   In some cases powers of seizure are used for safety and evidence gathering purposes. Where articles are removed for any of these purposes a receipt or notice will be given at the time of the inspection or as soon as is practicably possible afterwards.

11.5   Officers do not have the power of arrest; however joint working is undertaken with the Police and other agencies. Instances may arise where the Police or other agencies consider that an arrest should be made in connection with an authorised officer's investigation.

11.6   Officers will carry out formal interviews in line with this policy and the Police and Criminal Evidence Act 1984.

11.7   In relevant cases where either criminal or civil proceedings are intended to be brought by the Council a report will be prepared containing all relevant evidence that has been gathered during an investigation. This report will be

reviewed by a manager and will also be reviewed by the Council's solicitor before any proceedings are instigated.

12. Progress of Investigations

12.1 Officers conducting investigations, if appropriate, will keep victims and witnesses informed about the progress of any investigation.

13. Decision on Enforcement Action

13.1 <u>The Range of Actions Available as set out in Legislation</u>

There are a range of actions that are available to the Council as set out in the different legislation the Council enforces. Examples of the main types of actions which may be considered are set out below.

a) Compliance Advice, Guidance and Support

The Council uses compliance advice, guidance and support as a first response in the case of many breaches of legislation that are identified. Advice is provided, sometimes in the form of a warning letter to assist individuals and businesses in rectifying breaches as quickly and efficiently as possible, avoiding the need for further enforcement action. A warning letter (sometimes called an 'informal caution') will set out what should be done to rectify the breach and to prevent re-occurrence. If a similar breach is identified in the future, this letter will be persuasive in considering the most appropriate enforcement action to take on that occasion. The warning letter, though not a caution or conviction may be presented at Court in evidence.

Where more formal enforcement action, such as a simple caution or prosecution, is taken, the Council recognises that there is likely to be an ongoing need for compliance advice and support, to prevent further breaches.

b) Voluntary Undertakings

The Council may accept voluntary undertakings that breaches will be rectified and/or recurrences prevented. The Council will take any failure to honor voluntary undertakings very seriously and enforcement action is likely to result.

c) Statutory (Legal) Notices

The Council has powers to issue statutory notices in respect of many breaches.

These include: 'Stop Notices', 'Prohibition Notices', 'Emergency Prohibition Notices', and 'Improvement Notices'. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/ or, where appropriate, the carrying out of work in default.

A statutory notice will clearly set out actions which must be taken and the timescale within which they must be taken. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process will be provided to the recipient.

Some notices issued in respect of premises may be affixed to the premises and/or registered as local land charges.

d) Financial penalties

The Council has powers to issue fixed penalty notices or penalty charge notices in respect of some breaches. A fixed penalty notice or penalty charge notice is not a criminal fine, and does not appear on an individual's criminal record. If a fixed penalty/penalty charge notice is not paid, the Council may commence criminal proceedings in respect of the breach or take civil

enforcement action to recover the penalty charge subject to the provisions of the relevant legislation.

If a fixed penalty/ penalty charge notice is paid in respect of a breach the Council will not take any further enforcement action in respect of that breach. Payment of a fixed penalty does not provide immunity from prosecution in respect of similar or recurrent breaches.

The Council is only able to issue fixed penalty notices where it has specific powers to do so. If fixed penalty notices are available, their issue is at the Council's discretion. In some circumstances, in particular where breaches are serious or recurrent, it maybe that prosecution is more appropriate than the issue of a fixed penalty notice.

e) Injunctive Actions, Enforcement Orders etc.

In some circumstances the Council may seek a direction from the court (in the form of an order or an injunction) that a breach is rectified and/or prevented from recurring. The court may also direct that specified activities be suspended until the breach has been rectified and/or safeguards have been put in place to prevent future breaches.

Failure to comply with a court order constitutes contempt of court, a serious offence which may lead to imprisonment.

(f) Simple Caution

The Council has the power to issue simple cautions (previously known as 'formal cautions') as an alternative to prosecution for some less serious offences, where a person admits an offence and consents to the simple caution. Where a simple caution is offered and declined, the Council is likely to consider prosecution.

A simple caution will appear on the offender's criminal record. It is likely to influence how the Council and others deal with any similar breaches in the future, and may be cited in court if the offender is subsequently prosecuted for a similar offence. If a simple caution is issued to an individual (rather than a corporation) it may have consequences if that individual seeks certain types of employment.

Simple cautions will be used in accordance with Home Office Circular 016/2008 and other relevant guidance.

(g) Prosecution

The Council may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as voluntary undertakings or statutory notices have failed to secure compliance. When deciding whether to prosecute the Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.

Prosecution will only be considered where the Council is satisfied that it has sufficient evidence to provide a realistic prospect of conviction against the defendant(s).

If the evidential test is satisfied a prosecution will usually take place unless there are public interest factors tending against prosecution which outweigh those tending in favour. The more serious the offence or the offender's record of breaches/ criminal behaviour, the more likely it is that prosecution will be required in the public interest.

Assessing the public interest is not merely a matter of adding up the number of factors on each side and seeing which has the greater number. The public interest must be decided on the merits of each individual case and making an overall assessment. It is quite possible that one factor alone may outweigh a number of other factors which tend in the opposite direction.

A successful prosecution will result in a criminal record. The court may impose a fine and in respect of particularly serious breaches a prison sentence. The court may order the forfeiture and disposal of non-compliant goods and/or the confiscation of any profits which have resulted from the breach. Prosecution may also lead, in some circumstances, to the disqualification of individuals from acting as company directors

h) Proceeds of Crime (POCA)

POCA sets out the asset recovery scheme which aims to deny criminals the use of their assets, recover the proceeds of crime and disrupt and deter criminality. The most commonly used power is criminal confiscation where confiscation occurs after a conviction has taken place. Other means of recovering proceeds of crime which do not require a criminal conviction are provided for in the Act, namely civil recovery.

The Act also provides for a number of investigative powers which are also used by the Local Authority (Corporate Anti-Fraud Team - CAFT Team). For example search and seizure powers, and powers to apply for production orders and disclosure orders and allows for the 'restraint' or 'freezing' of assets to prevent dissipation of assets prior to a confiscation order being made.

The CAFT has an established Financial Investigation Team within, consisting of qualified Financial Investigation Officers and an approved Senior Authorising Officer, accredited and authorised by the National Crime Agency NCA. In accordance with the Council's Financial Regulations they are the only authorised Council service to conduct Financial Investigations under the Proceeds of Crime Act 2002 on behalf of all Council Services (and subsidiary holdings and contractual partners) and to further investigate individuals who are prosecuted by the Council.

Referrals must be made to the CAFT by the service conducting an enforcement investigation / prosecution for consideration of suitability for a

POCA investigation. The decision whether or not to instigate a POCA investigation lies with CAFT Financial Investigators on assessment of each case and legal advice where required.

The Proceeds of Crime Act 2002 provides for the confiscation or civil recovery of the financial benefit that a convicted person has obtained through their criminal conduct. A confiscation order assesses the amount of financial benefit a person has derived from their criminal behaviour.

This financial benefit is then redistributed to the Government, the Courts Service, the financial investigator and the prosecuting authority in the form of 'incentivisation payments.' The Government receives 50% of all monies confiscated. The other 50% is split into thirds between - the Magistrates Courts, the financial investigator; and the prosecuting authority. Under this arrangement the Council would receive 37.5% of the confiscated amount.

Although not "ring-fenced" councils receiving incentivisation payments are expected to use them to promote work under PoCA, or for the prevention and detection of crime. Unless agreed CAFT retain any confiscation (after costs/compensation) for use in the prevention / detection of crime.

i) Refusal/Suspension/Revocation of Licences

The Council issues a number of different Licences, Consents, Registrations and Permits. They are applied for by submission of an application, the form and content of which is sometimes specified in law. Applications are generally granted for a limited defined period and will be required to be renewed annually unless otherwise specified.

The Council may be permitted to ask supplementary questions on an application form in order to assist it in reaching a decision on whether the applicant is a fit and proper person to hold such a Licence.

In some cases applications are subject to either a public or interested party consultation process and any application that attracts adverse comment or

objection or does not meet Council policy requirements will be referred to an internal civil hearing forum to determine the application.

Most Licences and other permissions have conditions attached which can be standard conditions or specific conditions or a combination of both. These conditions form part of the Licence and lay down requirements that a business or individual must have regard to when trading. Breach of a condition may be a civil or criminal matter.

When considering applications information supplied with the application together with any previous enforcement action and compliance record can be taken into account when reaching a decision.

13.2   Explanation of how decisions are made on Enforcement Action

In assessing what enforcement action is necessary and proportionate consideration will be given to, the following principles for enforcement set out in the Macrory Review:

1) aim to change the behaviour of the offender;
2) aim to eliminate any financial gain or benefit from non-compliance;
3) be responsive and consider what is appropriate for the particular offender and regulatory issue, which can include punishment and the public stigma that should be associated with a criminal conviction;
4) be proportionate to the nature of the offence and the harm caused;
5) aim to restore the harm caused by regulatory non-compliance, where appropriate; and,
6) aim to deter future non-compliance

Where appropriate decisions about what enforcement action is to be taken may involve consultation between:

(a) Investigating Officer(s)

(b) Senior Managers

(c) Solicitors

The decision to prosecute a case will be taken by those with authority to do so in accordance with the Council's Scheme of Delegations.

13.3   Explanation of how decisions are communicated to those affected

The Council will provide a timely explanation in writing of any rights to representation or appeal and information on the process involved.

14.   Review of this policy

This policy will be reviewed periodically or in line with changes in relevant legislation, or Regulators Code.

15.   Comments and Complaints

Details of processes for complaints and appeals

- o   All appeals in relation to enforcement action taken should be via the statutory appeals process outlined in the relevant legislation.

- o   Complaints about the conduct of officers should be made via the Council corporate complaints procedure

16.   Policy Status and Review

16.1   This policy was endorsed and adopted by the Councils Policy and Resources Committee on *x Date.*

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Regulators' Code

April 2014

Foreword
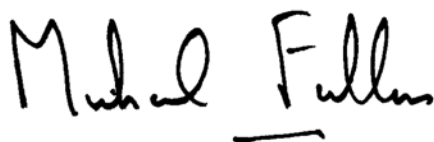
In the Autumn Statement 2012 Government announced that it would introduce a package of measures to improve the way regulation is delivered at the frontline such as the Focus on Enforcement review of appeals, the proposed Growth Duty for non-economic regulators and the Accountability for Regulator Impact measure.

This Government is committed to reducing regulatory burdens and supporting compliant business growth through the development of an open and constructive relationship between regulators and those they regulate. The Regulators' Code provides a flexible, principles based framework for regulatory delivery that supports and enables regulators to design their service and enforcement policies in a manner that best suits the needs of businesses and other regulated entities.

Our expectation is that by clarifying the provisions contained in the previous Regulators' Compliance Code, in a shorter and accessible format, regulators and those they regulate will have a clear understanding of the services that can be expected and will feel able to challenge if these are not being fulfilled.

Regulators within scope of the Regulators' Code are diverse but they share a common primary purpose – to regulate for the protection of the vulnerable, the environment, social or other objective. This Code does not detract from these core purposes but seeks to promote proportionate, consistent and targeted regulatory activity through the development of transparent and effective dialogue and understanding between regulators and those they regulate.

I believe the Regulators' Code will support a positive shift in how regulation is delivered by setting clear expectations and promising open dialogue. Ultimately this will give businesses greater confidence to invest and grow.

Michael Fallon
Minister of State for Business and Enterprise
Department for Business, Innovation and Skills

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Regulators' Code

This Code was laid before Parliament in accordance with section 23 of the Legislative and Regulatory Reform Act 2006 ("the Act"). Regulators whose functions are specified by order under section 24(2) of the Act **must** have regard to the Code when developing policies and operational procedures that guide their regulatory activities. Regulators must equally have regard to the Code when setting standards or giving guidance which will guide the regulatory activities of other regulators. If a regulator concludes, on the basis of material evidence, that a specific provision of the Code is either not applicable or is outweighed by another relevant consideration, the regulator is not bound to follow that provision, but should record that decision and the reasons for it.

1.   Regulators should carry out their activities in a way that supports those they regulate to comply and grow

1.1   Regulators should avoid imposing unnecessary regulatory burdens through their regulatory activities[1] and should assess whether similar social, environmental and economic outcomes could be achieved by less burdensome means. Regulators should choose proportionate approaches to those they regulate, based on relevant factors including, for example, business size and capacity.

1.2   When designing and reviewing policies, operational procedures and practices, regulators should consider how they might support or enable economic growth for compliant businesses and other regulated entities[2], for example, by considering how they can best:

- understand and minimise negative economic impacts of their regulatory activities;
- minimising the costs of compliance for those they regulate;
- improve confidence in compliance for those they regulate, by providing greater certainty; and
- encourage and promote compliance.

1.3   Regulators should ensure that their officers have the necessary knowledge and skills to support those they regulate, including having an understanding of those they regulate that enables them to choose proportionate and effective approaches.

1.4   Regulators should ensure that their officers understand the statutory principles of good regulation[3] and of this Code, and how the regulator delivers its activities in accordance with them.

2.   Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views

2.1   Regulators should have mechanisms in place to engage those they regulate, citizens and others to offer views and contribute to the development of their policies and service standards. Before changing policies, practices or service standards, regulators should consider the impact on business and engage with business representatives.

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[1]   The term 'regulatory activities' refers to the whole range of regulatory options and interventions available to regulators.

[2]   The terms 'business or businesses' is used throughout this document to refer to businesses and other regulated entities.

[3]   The statutory principles of good regulation can be viewed in Part 2 (21) on page 12: http://www.legislation.gov.uk/ukpga/2006/51/pdfs/ukpga_20060051_en.pdf.

2.2 In responding to non-compliance that they identify, regulators should clearly explain what the non-compliant item or activity is, the advice being given, actions required or decisions taken, and the reasons for these. Regulators should provide an opportunity for dialogue in relation to the advice, requirements or decisions, with a view to ensuring that they are acting in a way that is proportionate and consistent.

This paragraph does not apply where the regulator can demonstrate that immediate enforcement action is required to prevent or respond to a serious breach or where providing such an opportunity would be likely to defeat the purpose of the proposed enforcement action.

2.3 Regulators should provide an impartial and clearly explained route to appeal against a regulatory decision or a failure to act in accordance with this Code. Individual officers of the regulator who took the decision or action against which the appeal is being made should not be involved in considering the appeal. This route to appeal should be publicised to those who are regulated.

2.4 Regulators should provide a timely explanation in writing of any right to representation or right to appeal. This explanation should be in plain language and include practical information on the process involved.

2.5 Regulators should make available to those they regulate, clearly explained complaints procedures, allowing them to easily make a complaint about the conduct of the regulator.

2.6 Regulators should have a range of mechanisms to enable and regularly invite, receive and take on board customer feedback, including, for example, through customer satisfaction surveys of those they regulate[4].

3. Regulators should base their regulatory activities on risk

3.1 Regulators should take an evidence based approach to determining the priority risks in their area of responsibility, and should allocate resources where they would be most effective in addressing those priority risks.

3.2 Regulators should consider risk at every stage of their decision-making processes, including choosing the most appropriate type of intervention or way of working with those regulated; targeting checks on compliance; and when taking enforcement action.

3.3 Regulators designing a risk assessment framework[5], for their own use or for use by others, should have mechanisms in place to consult on the design with those affected, and to review it regularly.

3.4 Regulators, in making their assessment of risk, should recognise the compliance record of those they regulate, including using earned recognition approaches and should consider all available and relevant data on compliance, including evidence of relevant external verification.

3.5 Regulators should review the effectiveness of their chosen regulatory activities in delivering the desired outcomes and make any necessary adjustments accordingly.

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[4] The Government will discuss with national regulators a common approach to surveys to support benchmarking of their performance.

[5] The term 'risk assessment framework' encompasses any model, scheme, methodology or risk rating approach that is used to inform risk-based targeting of regulatory activities in relation to individual businesses or other regulated entities.

4.   Regulators should share information about compliance and risk

4.1   Regulators should collectively follow the principle of "collect once, use many times" when requesting information from those they regulate.

4.2   When the law allows, regulators should agree secure mechanisms to share information with each other about businesses and other bodies they regulate, to help target resources and activities and minimise duplication.

5.   Regulators should ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply

5.1   Regulators should provide advice and guidance that is focused on assisting those they regulate to understand and meet their responsibilities. When providing advice and guidance, legal requirements should be distinguished from suggested good practice and the impact of the advice or guidance should be considered so that it does not impose unnecessary burdens in itself.

5.2   Regulators should publish guidance, and information in a clear, accessible, concise format, using media appropriate to the target audience and written in plain language for the audience.

5.3   Regulators should have mechanisms in place to consult those they regulate in relation to the guidance they produce to ensure that it meets their needs.

5.4   Regulators should seek to create an environment in which those they regulate have confidence in the advice they receive and feel able to seek advice without fear of triggering enforcement action.

5.5   In responding to requests for advice, a regulator's primary concerns should be to provide the advice necessary to support compliance, and to ensure that the advice can be relied on.

5.6   Regulators should have mechanisms to work collaboratively to assist those regulated by more than one regulator. Regulators should consider advice provided by other regulators and, where there is disagreement about the advice provided, this should be discussed with the other regulator to reach agreement.

6.   Regulators should ensure that their approach to their regulatory activities is transparent

6.1   Regulators should publish a set of clear service standards, setting out what those they regulate should expect from them.

6.2   Regulators' published service standards should include clear information on:

a) how they communicate with those they regulate and how they can be contacted;

b) their approach to providing information, guidance and advice;

c) their approach to checks on compliance[6], including details of the risk assessment framework used to target those checks as well as protocols for their conduct, clearly setting out what those they regulate should expect;

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[6]   Including inspections, audit, monitoring and sampling visits, and test purchases.

d) their enforcement policy, explaining how they respond to non-compliance;

e) their fees and charges, if any. This information should clearly explain the basis on which these are calculated, and should include an explanation of whether compliance will affect fees and charges; and

f) how to comment or complain about the service provided and routes to appeal.

6.3   Information published to meet the provisions of this Code should be easily accessible, including being available at a single point[7] on the regulator's website that is clearly signposted, and it should be kept up to date.

6.4   Regulators should have mechanisms in place to ensure that their officers act in accordance with their published service standards, including their enforcement policy.

6.5   Regulators should publish, on a regular basis, details of their performance against their service standards, including feedback received from those they regulate, such as customer satisfaction surveys, and data relating to complaints about them and appeals against their decisions.

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[7]   This requirement may be satisfied by providing a single web page that includes links to information published elsewhere.

Monitoring the effectiveness of the Regulators' Code

The Government is committed to making sure the Regulators' Code is effective. To make sure that the Code is being used effectively, we want businesses, regulated bodies and citizens to challenge regulators who they believe are not acting in accordance with their published policies and standards. It is in the wider public interest that regulators are transparent and proportionate in their approaches to regulation.

The Government will monitor published policies and standards of regulators subject to the Regulators' Code, and will challenge regulators where there is evidence that policies and standards are not in line with the Code or are not followed.

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	AGENDA ITEM 11
	Policy & Resources **28 June 2016**
Title	**Customer Access Strategy**
Report of	Head of Customer Strategy & Programmes
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – The Draft Customer Access Strategy Appendix 2 – Equalities Impact Assessment Appendix 3 – Public Consultation Feedback
Officer Contact Details	Kari Manovitch, Head of Customer Strategy & Programmes, kari.manovitch@barnet.gov.uk Katherine Lyon, Head of Customer Services & Transformation, Capita Local Government, katherine.lyon@capita.co.uk

Summary

The draft Customer Access Strategy (CAS) was approved by Policy & Resources Committee in December 2015 subject to consultation. This report updates the Committee on the results of that consultation, and recommends the CAS as attached in Appendix 1 for approval.

The consultation feedback has been used to update the equalities impact assessment for the CAS, an appendix to this report. The feedback did not contain any issues that were not already considered as part of the draft CAS and therefore no changes have been made to the CAS.

The consultation feedback also offers valuable data to support the Council's development of the Digital Inclusion Strategy, which was one of the core recommendations of the Customer Access Strategy, to ensure that the Council's shift towards greater customer self-service using the website will not prevent anyone in Barnet's community accessing the

services that they need.

This Digital Inclusion Strategy is currently being written and will be reported to Policy & Resources Committee in October 2016, along with a business case for the whole Customer Access Strategy that will set out the costs, benefits, the different projects needed, and a recommended implementation timeline. This business case will require another update to the equalities impact assessment, setting out any mitigation required once the details of service change are understood.

Understanding and mitigating the impacts of all changes on customers is an ongoing responsibility that will be undertaken throughout the implementation of the Customer Access Strategy.

Recommendations

The report recommends that the Committee:
1. Approves the Customer Access Strategy as attached at Appendix 1 as the final version of the Strategy
2. Approves the plan to bring a detailed business case, updated equalities impact assessment and Digital Inclusion strategy for the Customer Access Strategy to this committee for approval in October 2016

1.   WHY THIS REPORT IS NEEDED

1.1. The draft Customer Access Strategy (CAS) was approved by Policy & Resources Committee in December 2015 subject to consultation. The consultation was conducted for 8 weeks between 18th January –14th March 2016. The findings are shared in this report and included in full as an appendix.

1.2. The consultation was open to everyone, but publicised to those currently using customer services, particularly in the face to face centres, and also publicised to groups representing residents with disabilities.

1.3. The questions focused on:
- internet skills
- views on accessing services via the internet and automated telephony
- the proposals to pilot 8 services as self-service only and
- the proposals to change face to face access when Barnet House closes.

1.4. This report sets out the findings, and also assesses their implications for the key proposals of the CAS. It concludes that no changes are needed to the CAS but the accompanying Equalities Impact Assessment has been updated and the consultation findings are being used to support the development of the Digital Inclusion Strategy.

1.5. This report therefore recommends that the Customer Access Strategy as attached at Appendix 1 is approved as final by the Committee.

1.6. The Council's vision for customer access is that by 2020 it will be simplified and primarily 'digital by default', offering efficient resolution and services joined up across the Council, partner agencies and the community sector. Digital by default means that the digital services are so good that the majority of customers prefer to use them, as is the case with online shopping and banking. Of course not all Council services will be delivered digitally – for some services personal contact is essential, and for some customers, digital access will not be possible. But there is scope for a far greater proportion of customer transactions to be completed online than is currently the case, and to encourage this, we have to deliver an excellent online experience and build customer trust that this method of accessing services is efficient and effective at the delivering the required outcome.

1.7. The value of the consultation feedback is primarily in helping the Council design appropriate services and an effective Digital Inclusion strategy. It is therefore helpful that people with disabilities were overrepresented amongst respondents. However it is not a statistically representative sample of the Barnet population so is not a substitute for the statistically representative data we have about digital access and usage within Barnet.

1.8. Dot Everyone (formerly called Go ON UK) is a national charity working to bring basic digital skills to the adults in the UK that lack them. They commissioned the London School of Economics and Political Science to devise a Digital Exclusion

Heatmap of the UK. This heatmap uses data from agencies including the Office for National Statistics, Ofcom, HM Revenue and Customs and research carried out by Ipsos MORI to show exclusion at Local Authority level. This research us that 81% of adults in Barnet have all 5 basic digital skills and only 10.5% of adults in Barnet have never been online.

1.9. Therefore whilst Barnet has a more digitally able population than the UK as a whole, Council services are accessed far more by telephone than via the website, demonstrating the gap that the Customer Access Strategy seeks to bridge.

2. SUMMARY OF THE CONSULTATION FINDINGS

2.1. 119 responses were received, which is a good response for such a broad corporate strategy. 60% of responses were completed via the online survey, 40% were completed using the paper copies made available in the face to face centres.

2.2. The proportion of respondents with a disability was 25%, significantly higher than the proportion in Barnet's population, which is just 6%. However, the proportions of respondents aged under 35 (who tend to be digitally skilled) and over 75 (higher likelihood of digital exclusion) were lower than the proportions in Barnet's population. 89 respondents supplied their postcode which showed a wide geographic spread, but the highest proportion from the HA8 area, covering Edgware and Burnt Oak, close to the Burnt Oak customer access centre.

2.3. The key findings were as follows:

- The majority of respondents (75%) said that they currently use the internet to access information, goods or services.

- 74% of respondents said they were very or fairly confident using the internet. 17% said not very confident, but only 9% of respondents said they were not at all confident in using the internet.

- 84% of respondents had accessed at least one of the 8 services that were recommended for self-service only pilots.

- 56% of respondents preferred self-service to be via the website rather than via automated phonelines. 16% had no preference, 8% preferred automated phonelines, and 20% said they would not be able to use either self-service or automated phonelines.

- When asked how they would access these services in the event that they were only available online, 56% of those answering the question said they would need no help, 30% said they would obtain help from someone else (options included from Council staff, family, carers and volunteers), and 14% said 'other' which was largely used to express opposition to services being only available via online self-service.

- Only 46 respondents answered the question about what support would be needed in the event that these 8 services became self-service only. There were many different answers given but the strongest theme was the need to improve the website.

- On the subject of face to face services being moved away from Barnet House into a range of different locations including North Finchley library, only 60 respondents answered the question about whether it would stop them using services, and of these, 36 said it would. Only 17 respondents offered a reason for this, with travel difficulties being the most common.

- The Council also ran a session with Inclusion Barnet, which involved obtaining feedback about the Council's move towards digital self-service from around 20 residents with a range of different disabilities, both physical and learning. The majority of these participants were active internet users, particularly of social media and the mobile messaging app WhatsApp, and particularly via tablet/mobile devices rather than desktops or laptops. Of those who currently did not use the internet, there was a general willingness to be taught how to use it, and the recognition that it could make their lives easier and improve accessibility.

3. **IMPLICATIONS FROM CONSULTATION FINDINGS ON THE CAS RECOMMENDATIONS**

Digital Service provision; **Website functionality**

3.1. The Customer Access strategy proposed that it must be made easier to actually access a service online, than just find a phone number. The recommendation is that digital service provision should be a priority for services, because telephone contacts are more expensive than online contacts when these online services are well-designed and well-integrated with service systems.

3.2. The Customer Access Strategy also proposes that the IT Strategy supports the delivery of digital services for customers, such as GIS mapping information.

3.3. As stated above, the majority of respondents to the consultation (75%) already use the internet to access information, goods or services, which is slightly lower than is true for the population as a whole (81%), but nonetheless a strong indication that amongst a group of people most concerned about changes to customer access, the vast majority are digitally able.

3.4. There were some concerns expressed about a 'self-service only' approach, and useful pointers about what further support would be needed, such as better online content (28%), a preference for face to face (17%), 'back up' via

phone or face to face (13%), and a concern for people with disabilities (13%), all of which will help us design the Digital Inclusion strategy.

3.5. No changes are needed to the recommendations.

Piloting digital/self-service only solutions

3.6. The Customer Access Strategy proposed that a number of services be tested as pilots for "digital only" services, with staff contact reserved only to meet specific special needs, and to assist customers to self-serve. It should be noted that "digital" may include automated telephony solutions where these best meet the needs of customers.

3.7. The current phase of the Customer Transformation Programme is analysing these opportunities in more detail in preparation for the business case to Policy and Resources Committee in October 2016.

3.8. As described in paragraph 2.3, of the 119 respondents, 84% had used one of the 8 services, and web self-service was more popular amongst than automated telephony, so this is where the emphasis will be.

3.9. The Digital Inclusion Strategy that will accompany this business case will provide the detail about how customers unable to self-serve will be supported, taking into account the detailed feedback given.

Digital Inclusion

3.10. The Customer Access Strategy proposes that a Digital Inclusion strategy is developed to identify how the Council will support and enable access to services where online access is difficult or not possible. No change is needed to this recommendation, but the consultation findings offer a useful insight into the views of people who express concerns about accessing services online.

3.11. The Customer Access Strategy identified that while 82% of Barnet residents are willing and able to use digital channels, the remaining 18% were likely to be the key users of our services. We know that within the 18% there are people who have access to digital channels but choose not to use them. The proposals around assisted self-service in libraries and the commissioning of services via community hubs potentially provide the basis of a mitigation of the impact of moving to a digital-only approach in some areas. Section 4 discusses some emerging thinking from the Digital Inclusion Strategy work so far and the CAS Equality Impact Assessment is included in Appendix 2.

3.12. Inclusion Barnet is a peer-led organisation that promotes accessibility for disabled people. Around 20 residents with a range of different disabilities (physical and learning) attended a workshop about the Customer Access Strategy on 19 April. The full notes from this meeting can be found within the CAS Consultation Report in Appendix 3. General themes emerging from it included:
- Use of social media, like Facebook and WhatsApp, being the most prevalent form of internet use.

- Those who do access the internet tended to use it via tablet/mobile devices rather than desktops or laptops as they are more intuitive for those with learning difficulties and easier to handle for those with physical disabilities.
- There was a general preference to use the website if it works properly, but alongside that a concern that issues reported online might get "lost in the system". Because of this impression that online reporting and communication is less accountable, several attendees indicated a preference for face to face or phone contact.
- Of those who currently did not use the internet, there was a general willingness to be taught how to use it, and the recognition that it could make their lives easier and improve accessibility.

Telephone Contact Centres

3.13. The Customer Access Strategy makes the key proposal that all Barnet calls should operate through the CSG infrastructure and contractual arrangements. Therefore, the recommendation was for a review of all remaining Barnet based call centres to assess future options.

3.14. The Customer Transformation Programme business case will include a review of the options for the call centres supporting Barnet and any consolidation or use of common technologies in line with the Customer Access Strategy.

3.15. The consultation noted that a barrier to accessing services digitally was having confidence that additional needs could be still met via phone or face to face. 25% of respondents were not currently internet users, supporting a continued need to provide a professional telephone customer service centre.

3.16. Therefore, there is no evidence from the consultation that this proposal should be changed, and it will support those who need phone access.

Re-designing customer journeys end-to-end

3.17. The Customer Access Strategy proposed, following discussions with delivery units, that a number of key customer journeys be identified and detailed end to end customer journey mapping take place. These detailed mappings and recommended changes to the customer journeys are in progress as part of the CTP business case and will be presented to October Policy and Resources Committee.

3.18. The redesigned journeys will take account of the consultation feedback.

3.19. Therefore, there is no change to this proposal, and the findings support better digital services that are very easy to use.

Customer/Business Intelligence (BI).

3.20. The Customer Access Strategy proposed that a Business Intelligence strategy needs to ensure that high volume customer related data is available across all services, and all delivery units make customer related data available to

customer/business intelligence systems used by Barnet Council. This is in order that we fully understand our customers and can design more customer-friendly services as a result.

3.21. There are no implications from the consultation on this recommendation.

Social Media and Apps

3.22. The Customer Access Strategy recommended that customer journey mapping projects consider the role social media might play in improving the customer experience for the individual services being reviewed.

3.23. The Customer Access Strategy proposes that 'apps' should be piloted to compare the cost differences and customer take-up between a web-based approach and an app-based approach.

3.24. The consultation questionnaire did not specifically ask any questions about social media or apps, but the Inclusion Barnet meeting found that use of social media was popular, particularly via mobiles and tablets. This suggests that social media may be an important component of designing accessible digital services and the Digital Inclusion strategy.

3.25. 'Apps' are often much more simple and easy to use than websites, and so this simplicity should be a key design principle.

Demand management and community participation

3.26. The Customer Access Strategy primarily focuses on customer access to Council services, but in parallel the community participation project is working to establish a stronger role for the community in delivering services and supporting residents.

3.27. The Customer Access Strategy recommended that Commissioning Directors identify, with their theme committees, how they wish Customer Services to promote community opportunities for the services they commission.

3.28. Section 4 identifies that there are voluntary and community groups already supporting digital inclusion, which the council needs to better understand.

3.29. This recommendation is not impacted by the consultation.

Face to Face

3.30. The Customer Access Strategy proposed how face to face services currently offered at Barnet House might be re-located, or moved to the telephone or online access methods, and these changes were presented in detail in the consultation for respondents to comment on.

3.31. 55% of 110 respondents answered that they had visited or were planning to visit Barnet House in the near future to access the Council's customer services.

3.32. When asked reasons for visiting Barnet House, just under half of respondents (49%) cited preference over face to face interaction. Sixty respondents answered the question on whether they thought the proposed changes would stop them from accessing services and of this, over half of them (36; 60%) answered that it would.

3.33. The most common reasons why respondents felt they would not be able to access the services are:
- Issues relating to transport (41%)
- Not being able to use the internet or not having access to the internet (18%) and
- Not being unable to resolve issues over the phone, concerns about resolving the issue online or a preference for face to face (18%).

3.34. Other responses included concerns specific to Colindale, for example:
- Safety (12%),
- Concerns that the new services would not be up to the same standards as the current services (6%) and
- Needing to discuss confidential information (6%).

3.35. The questions relating to support for online access identified that a minority of the respondents (17% out of 46 responses) only wanted face to face services. The question that asked about accessing online services identified that 25% of respondents were not currently internet users. The principle reasons for not accessing online services was not feeling confident; having a disability preventing access, or preferring the face to face they currently receive.

3.36. An email was sent out to Members regarding the consultation and this prompted a separate response from the Labour Group. The key concerns highlighted in this response include libraries not being an adequate replacement for Barnet House and the need to improve service standards and integrate services better.

3.37. Given the interdependency with the Locality Strategy, the face to face recommendations are being presented as part of this strategy to the Assets, Regeneration and Growth Committee, which will take account of the above feedback.

3.38. Additionally, the Digital Inclusion Strategy being presented to Policy and Resources Committee in October will cover concerns and strategies to minimise the impact to any digitally excluded residents.

3.39. Therefore, the proposal is not changed by the consultation, but is strengthened by the consultation as there is a need to address the needs of

those who use face to face services, and those who may not be able to go online and where phone is also insufficient for their needs.

4.   DEVELOPMENT OF A DIGITAL INCLUSION STRATEGY

4.1. A key focus is to ensure digital services are designed inclusively, so that as many people as possible can use them, including people with special accessibility needs and those who have limited access or confidence in online services. The CAS presented in December 2015 included a number of key proposals to mitigate the risks of people not being able to go online:

a) The principle mitigation is the ongoing improvement of the telephone contact centre. The CSG telephone contact centre already includes a service for vulnerable customers who need additional support, and this service will be increased as required, because moving 80% of contacts online will increase the proportion of customers who need it. For example, once customers who are digitally excluded are identified, one option would be to encourage customers to register one or more phone number which the system would recognise when they phoned, directing them to the enhanced service with specially trained advisors.

b) Face to face services will be provided where needed to deliver the service, or where the personal circumstances require face to face.

c) In addition, automated telephony will be utilised in addition to web self-service.

d) The Digital Inclusion Strategy will further develop initiatives to support those who would benefit from going online but are not currently able.

4.2. In addition, the work on the Digital Inclusion strategy and the consultation with Inclusion Barnet has identified that there a range of other organisations that are already working with Barnet residents, and that could be directed specifically to work with the excluded groups to enable more people to access the skills and technology, so that they can move from being excluded to digitally included. The actions arising from the Digital Inclusion Strategy will all further mitigate the risks of digital exclusion by aiming to reduce the number of people who are excluded.

4.3. The older population are more likely to be digitally excluded. This was further evidenced in the consultation. The Digital Inclusion Strategy will have a focus on the needs of the 75+ age group to ensure engagement and make sure that their views are taken into account.

4.4. From the analysis conducted so far under the Customer Transformation Programme, the areas of required action within the Digital Inclusion strategy are:

a. The need to identify sources of funding. E.g. There is funding available for some excluded groups to support online access and IT skills, and this be further explored as part of the Digital Inclusion Strategy analysis.

b. Partnership working. E.g. Age UK has a digital literacy class which is over-subscribed.

c. Staff and community digital skills. E.g. identify those staff and community volunteers who would benefit from more digital skills training, so that they in turn can support service users and support skills transfer.

d. Assistance for customers to use digital services. Telephone and face to face customer service staff have a key role to play in supporting residents gain confidence in moving to digital.

e) Service design. Experience based co-design techniques will be used to ensure that online systems are designed and tested by those people who have least confidence to ensure the design is straightforward, and do not required advanced digital skills to access. Service design will focus on services being simple to use and accessible from a touch-screen devices such as a tablet, ipad or large smartphone.

e. Improving resident's access. In order to access the best deals on digital devices and connectivity, specialist advice can be given to those who are excluded to access 'entry-level' devices. E.g. many people who are not online are overestimating the cost of an internet connection and a device, providers of devices and connections focus their marketing campaigns on the latest models and high end functionality.

f. Promoting the benefits. Those who are digitally excluded and not online, or who are online but with limited skills are not always aware of the benefits that online banking or social media can bring. E.g. for people whose disability prevents them leaving their home, or with limited mobility can find online services opens up opportunities for accessing goods / services and social connections.

5. REASONS FOR RECOMMENDATIONS

5.1. The strategy is needed to achieve the Council's vision for customer services in 2020 to make the development of digital services one of the key priorities for Customer Services; whilst ensuring access to services is provided through phone or face to face where required, and where additional support is needed, or where there is no online access to services for a resident. Investment will also enable the release of savings that contribute to the Council's overall savings target.

6. POST DECISION IMPLEMENTATION

6.1. The feedback from the eight week period of public consultation supports the Customer Access Strategy and impact assessments have been completed.

7. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

7.1. Barnet's vision for 2020 in the Corporate Plan is to have redesigned local services that are integrated, intuitive and efficient, making life simpler for our residents and customers. This strategy outlines how this vision will be delivered.

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

Sustainability)

7.2.   A business case is being developed to assess the investment needed to implement this strategy and the financial and non-financial benefits that it can produce. This will need to show that the investment will provide appropriate returns in addition to improving customer service. The outcome of this will be reported to this Committee in October.

Social Value

7.3.   The proposals outlined in this report seek to ensure that accessing the Council's services is a more efficient and effective experience, that services are more transparent and accountable to the customer, that more information and services are available online so that customers can access them at a time of their choosing, and that barriers preventing customers accessing online channels are addressed through a Digital Inclusion Strategy.

Legal and Constitutional References

7.4.   Due to the nature of the changes proposed, a full Equality Impact Assessment and public consultation was required.

7.5.   The proposals in the Customer Access Strategy are compliant with the legislative frameworks governing the services covered in the Customer Access Strategy. Where legislation mandates face to face access for clients or customers, this will be provided.

7.6.   Council Constitution, Responsibility for Functions, Annex A, sets out the terms of reference of the Policy and Resources Committee including:
'To be responsible for the overall strategic direction of the Council including customer care, communications and resident engagement activities.'

Equalities and Diversity

7.7. An Equalities Impact Assessment has been completed and updated with the outcome of the public consultation. It identified four of the protected characteristic groups that could potentially be negatively impacted; Pregnant/maternity leave; ethnicity; disability; and age, and details the planned mitigations contained within the CAS. It concludes that the combined changes proposed by the strategy will not detrimentally impact customers with protected characteristics. The EIA is included in Appendix 2.

7.8. Understanding and mitigating the impacts of all changes on customers is an ongoing responsibility that will be undertaken throughout the implementation of the Customer Access Strategy.

7.9. The development of the business case will require another update to the equalities impact assessment, setting out any mitigation required once the details of service change are understood.

7.10.   The strategy recognises that there is a section of the community for whom face to face and telephone channels will continue to be needed and certain services where face to face access is required to achieve the optimum

outcome. The proposed changes to face to face should not exclude any customer from accessing a service they need.

7.11. In addition, a key aim of the strategy is to redirect valuable staff resources to where they are most needed, supporting residents who have more complex needs. Given the need to make savings, it is vital that we design out unnecessary interactions and automate transactional services as much as possible.

7.12. The data tells us that at least 81% of Barnet residents are competent, regular internet users, yet around 80% of our contacts are still by phone, because we are not providing sufficient visibility to customers over the progress of their requests, and manual processing by staff can lead to delays and errors. This means that investment in making services more digital, end-to-end, and accessible via self-service, will be welcomed by the majority of the borough's residents.

7.13. The strategy seeks to support customers less able or confident using the website or other self-service options through assisted self-service.

Consultation and Engagement

7.14. This report summarises the findings from the consultation that has taken place.

Insight

7.15. The strategy makes extensive use of the most recent insight data available, including data from customer satisfaction surveys.

7.16. The Council has a set of design principles for a positive customer experience that were developed in autumn 2013 through workshops with residents representing the diversity of Barnet. These principles will be used to design changes to customer access.

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Draft Customer Access Strategy for the London Borough of Barnet

December 2015

Contents

1   EXECUTIVE SUMMARY

1.1.   Barnet's vision for 2020, as set out in the Corporate Plan, is to provide local services that are integrated, intuitive and efficient, making life simpler for our residents and customers. New technologies are an important part of this. Most of us are used to the benefits that new technologies have brought to our everyday lives – how we now shop, travel and communicate. As customer services across the private sector continue to innovate – particularly in the retail and banking sectors – this creates higher expectations about what residents expect of the public sector. The Council's vision is to create a public sector version of the online experience that residents receive from leading retailers and banks.

1.2.   The Council has made progress and has already responded to the changing habits of our residents by providing more information and services online and via automated telephony. It is now much easier to interact with us – to report a problem; to pay a bill; to see how taxpayer resources are spent; and to participate in a consultation. This makes people's lives easier and saves the Council money by reducing pressure on staff resources. However, we know there is more work to be done to respond to increasing public expectations.

1.3.   The Council's vision for customer services in 2020 is:

- That the majority of access is via digital means – 'digital by default'
- Customer journeys enable efficient and effective resolution at the earliest opportunity
- Customers receive a high quality personalised service, including relevant services from partners
- Customers are connected to the community, not just Council services

1.4.   The data in this strategy shows that 82% of Barnet residents, have access to, and are competent in using digital means to access information and transact. While in some areas significant progress has been made (e.g. 98% of schools applications are made online), telephone still makes up around 80% of the contact for many services.

1.5.   A key benefit of this approach will be the ability to direct staffing resources where they are most needed. Moving more services to digital-only channels will enable the resources to be focused on those customers with complex needs – customers with accessibility issues or who are in vulnerable situations, which place requirements for customer advocacy or additional assistance and management of expressions of dissatisfaction with services delivered that requires an empathetic human response.

1.6.   However, the strategy concludes, that while some savings can be made from channel shift, and access consolidation, much bigger savings and customer experience improvements will result from a combination of demand reduction and process improvement along all elements of the supply chain, making end-to-end journeys as digital as   possible.

1.7.   The strategy identifies that 5% of residents make up 20% of the calls to the Council. Understanding and engaging with this group should be a priority in terms of ensuring that any service redesign has the desired impacts.

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1.8.   This Customer Access Strategy seeks to identify what now needs to happen to translate the vision for customer access into reality. It contains a lot of data and the output of detailed   discussions   with   the   full   range   of   Council   services.

1.9.   The strategy will require investment, so a business case will be developed.

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2   KEY PROPOSALS FROM THE STRATEGY

2.1   The Customer Access Strategy identifies what needs to happen to translate the vision for customer access into reality and concludes with the following recommendations:

- **Website information provision** - It still appears to be easier to find a phone number and phone the Council, than it is for customers to find the answers they need on the Council's website. For example, amongst all the phone calls received by Social Care Direct, the customer service team for adult social care, 60% are resolved straightaway. This means that the majority of these phone calls will simply be seeking information or advice, and much of this information either is already, or could be, published online. At around 4,000 calls per month, this is costing around £10,000 per month. *Information about Council services still needs to be much easier to find and accessible to more people. A review of the existing website is required as well consideration given of other ways of providing the information such as apps for mobile devices such as tablets and smartphones, and proactive delivery of information via email in response to customers' own search criteria.*

- **Website functionality** – while good progress has been made with the new website and My Account, there is still some missing functionality. **The following integrated functionality needs to be prioritised in the IT investment roadmap** as it is not possible to deliver modern, efficient customer services that promote self-service until this functionality is in place:

  - An online bookings/appointments tool for accessing all those services that offer appointments or public facilities
  - A corporate payments solution, so that there is one consistent, integrated and user-friendly tool for all services payments to be made online
  - An online geographic mapping tool that can be integrated with service systems so that location-based services and service requests and other data can be easily presented on interactive, searchable maps, using common standards for geographic data
  - An improved tool for managing webforms and the full end-to-end process through to the resolution of the customer request, which would provide customers with electronic alerts regarding status updates and notification of job completion
  - Improved online directories of services and organisations that support the Council's community participation and demand management objectives
  - Integration of the Barnet Homes online services with the existing My Account facility on the main Council website, enabling customers to view and interact with multiple services in one secure place.

- **Piloting self-service only services** - it is recommended that once we have implemented improvements to make it easier for customers to self-serve, and ensured that the end-to-end customer experience is efficient and effective, that a set of services are tested as pilots for "self-service only" services. This means that personal support from customer services staff over the phone or in face to face locations would be focussed on helping customers to self-serve, or helping those customers who are unable to self-serve, or who have a complex case. It should be

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noted that self-service may include automated telephony solutions where these best meet the needs of customers and are possible for the service in question. The Council already has a number of automated telephony services in place. The pilots proposed below have been developed in consultation with the Delivery Units and Commissioning Directors and reflect high volume transactions that should be straightforward, where customer services staff intervention can usually add little value:

- Reporting highways and street related issues
- License applications for businesses
- Parking[1]
- New bins and waste collections
- Pitch bookings
- Library Membership
- School admissions (excluding in-year transfers)
- Schools information

- **Digital Inclusion** – this is the term used nationally to refer to people who have the ability and the means to use digital technologies that rely on internet access. Our data, and national data, says that 82% of Barnet residents are willing and able to use digital channels, but we recognise that the 18% that are not 'digitally included' are likely to be the key users of our services. We also know that within the 18% there are people who have computer and smartphone and internet access but choose not to use them, where additional support from the Council or community organisations could make a difference. We also know that there are ways of making digital services more accessible through various assistive technologies and intelligent design. For other customers who will never be able to use self-service tools we need to ensure we have special arrangements that enable their access to services. *A Digital inclusion strategy needs to be prepared in advance of any decisions to make any service self-service only, clarifying how this group will be supported through the period of change, and include using learning from other authorities.*

- **Telephone Contact Centres** – currently the Council has a number of telephone contact centres:

  - **Customer Services main provision** – 75% of all contact centre calls, based in Coventry, managed by the Customer & Support Group (CSG);
  - **Social Care Direct** – first line support for enquiries related to adult social care, based at Barnet House, managed by CSG
  - **Re service hub** – based at Barnet House, managed by Re
  - **Barnet Homes** – two separate telephone contact centres: one for tenants and leaseholder services, and the other for housing options
  - **Electoral registration** – a specialist service run by CSG for elections, with in-year contact handled by staff in the Assurance Delivery Unit;

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[1] This service has gone a long way towards 'digital by default' already, and any further development will adhere to national guidance that there should be provision in place to allow a process of oral PCN representations to be made to the Council where the vehicle keeper would struggle to communicate in writing by reason of his/her disability.

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There are also over 1 million calls are also made annually to Council desk phones, a portion of which represent external customer contact.

- Given that diversity of access can create diversity of standards, and given the need for savings, the strategy proposes that the starting point is that where this can be proven to be the most cost effective option, and can deliver the required service quality, *all Barnet calls should use the same technology, customer care standards, and potentially, the same contractual arrangements. Therefore, there needs to be a review of all remaining Barnet based call centres to assess future options.*

- **Re-designing customer journeys end-to-end** – We know from our data and research that fulfilling a customer's request is what matters most to customers and their satisfaction levels. Therefore, if we were only to look at the contact methods and access points, we would not deliver the level of improvement required to achieve the Council's vision. The full end-to-end customer journeys need to be reviewed to make sure that information is transferred accurately and efficiently from the customer to the teams that deliver the final outcome, who in most cases are not part of customer services.

  It is proposed that the key customer journeys are identified and subjected to detailed review and re-design. We believe that these reviews will be needed before we can pilot any services as 'self-service only'. Following data analysis and discussions with Delivery Units, **it is recommended that this work begins with the following four services,** prioritised using a number of criteria – known issues with end-to-end service impacting satisfaction, the potential for savings, and the potential for reducing telephone and face to face visits in favour of self-service:

  - Street Scene service requests, building on the existing project underway
  - Adult social care – self assessment and information
  - Creation of a business portal – single point of contact for Council services for businesses (e.g. Business rates, Trade waste). This is also recommended for our first 'App' pilot (see recommendation below).
  - Housing services (homelessness, housing options, and tenant and leaseholder services)

  These reviews will help us learn how best to approach subsequent service reviews, and what the costs and benefits of redesigning the customer journeys and IT requirements are. The IT strategy has a workstream to develop integration of systems and data sharing. The detailed requirements for this need to be informed by requirements of this strategy.

- **Customer and Business Intelligence (BI).** Information about customers that is not held by CSG is still difficult to access. The Council's data warehouse solution, used for customer data analysis, does not have a full 'single view of the customer'. Without this oversight, the Council cannot fully or efficiently understand how its customers are experiencing services, or where there are opportunities for improvements. *The Council needs to ensure that high volume customer data is available across all services and all DUs need to make their customer data*

available to the data warehouse to give a total overview of the customer experience for Barnet residents.

- **Social Media** – the Council has two active Twitter accounts, one main one, and one for the libraries service. There is also a Council Facebook page, and a Barnet Libraries Facebook page, and a less active page for young people regarding employment and training ('BEETS'). Customers increasingly use the main Council accounts to report problems related to Council services – with on average two reports via this channel each day. CSG Customer services is in the process of taking on responsibility from the corporate communications team for responding to those social media contacts that raise customer service issues, with responses directing customers to use the existing access channels, particularly the Council's website, unless the issue concerns a technical problem with those channels. The Council is not proposing to create a dedicated customer services Twitter or Facebook account at this stage, due to the low volume of customer service messages, but this will be kept under review. The Council will instead focus its resources on ensuring that the Council's website is easy to use and delivers a quick, responsive service. *The customer journey mapping projects will consider the role social media might play in improving the customer experience for the individual services being reviewed.*

- **Apps** – The strategy contains data on the huge increase in the use of mobile devices such as smartphones, which use 'apps' to access services. The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increase self-service when compared to website self-service, and whether the cost is lower. The app would need to provide access to a service with a degree of complexity in order for it to be a useful pilot for testing a broader approach. *Given the Council's aim to encourage an 'entrepreneurial Barnet' and the desire to make Council services for businesses more joined up and easier to access, it is proposed that a business app be the first pilot. This will be the goal of one of the four proposed end-to-end service reviews.*

- **Demand management and community participation** – The strategy primarily focuses on customer access to Council services, but in parallel the community participation programme, overseen by the Community Leadership Committee, is working to establish a stronger role for the community in delivering services and supporting residents. *Commissioning Directors to identify, with their theme committees, how they wish customer services to promote more community participation and the use of community providers for the services they commission.*

2.2   The future of Council face-to-face Services

The Council's vision, as articulated in the Corporate Plan, is that, by 2020, the public sector will become more integrated in its approach to service provision, by co-locating in areas of need; pooling resources; sharing staff and assets; and developing joint solutions to manage demand and provide quality services. By 2020, the objective is that Barnet's public services will be commissioned jointly for the borough by the Council working in partnership with the NHS, Jobcentre, police, education providers and other local partners, and that those services which require face to face contact will be co-located in areas where there is need.

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For residents, this approach will mean easier access to the services without having to deal separately with different agencies and, for the Council, it will reduce bureaucracy and generate efficiencies, with increased collaboration driving improvements in the way services are designed and delivered. The Council has already worked effectively to co-locate with other agencies in a 'hub' model in a number of areas, including the Barnet Welfare Reform Task Force and the Burnt Oak Opportunity Support Team (BOOST)

2.3   In Barnet, there are currently two face to face centres with a footfall of c.125,000 annually, with around 45% of visits to Burnt Oak Customer Services Centre and 55% to Barnet House. Most of these visits are for housing benefits and Barnet Homes services. Whilst there will remain a need for face to face contact for those at risk of homelessness, and family services clients, and for Universal Credit claimants of pension age, there is scope to reduce the need for the remainder of visits. The introduction of Universal Credit as a web-only service for working age claimants has established a precedent with regard to moving benefits claiming online.

2.4   Services that currently require customers to physically present documentation for proof of eligibility and entitlement will be asked whether this can be done remotely either electronically or by post, and making the required process changes will be incorporated into the proposed face to face project.

2.5   The model of obtaining advice via scheduled appointments rather than 'walk-in' is intended to become the main operational model for non-emergency face-to-face visits.

2.6   The Council's Assets and Regeneration Committee agreed that as part of the Council's accommodation strategy, the Council would initiate a new build development at Colindale, with a view to breaking the lease at Barnet House or sub-letting from October 2017.

2.7   There is no current plan to close the Burnt Oak Customer Services Centre. Thus the Council has a choice about what should happen to the face to face customer contact that currently happens at Barnet House. Through analysing the customer data and understanding the plans for the various services and Council buildings, section 6 of this strategy sets out where the demand would be met. At this stage, this shows that the demand can be accommodated within the other Council buildings that are available. However, as plans for community hubs and multi-agency working develop, these new sites can be considered for certain services. All these proposals need further investigation and detailed design, and will be informed by consultation with the public, which will commence following the Strategy's approval by this Committee.

2.8   The detailed proposals around provision in libraries will be developed early in the new year and will need to recognise the implications of the libraries strategy which is currently out to consultation. The funding implications will be considered as part of the development of the business case for the proposed face-to-face changes.

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3 BACKGROUND AND CONTEXT

3.1 Purpose of Report

The key purpose of this report is to assist the Council in:

- Understanding the current state of customer services across all Delivery Units;

- Understanding the gap between the current state and the agreed vision for customer services;

- Identifying opportunities for improvement that deliver improved customer satisfaction and reduced cost of delivery.

3.2 2020 Vision for Customer Services

The Council's vision for 2020 is that the vast majority of Barnet customers' interaction with the Council will be fully resolved via the web, and other self-service and automated channels, making the experience quicker, more efficient and flexible for all. Customers will experience a consistently high quality personalised service focussed on achieving fast and effective resolution of their queries and service requests, as well as promoting the services and the behaviour change the Council needs, such as healthy lifestyles, community participation and recycling. Resolution at the first point of contact will occur over 80% of the time, and satisfaction will consistently exceed 80%. The Council will be proud that it is transparent about the standards of service customers can expect across its vast range of services, and the fact that it consistently keeps its promises, and keeps customers informed by their chosen communication method when things don't quite go to plan. The Council will also be extremely proud of its track record in joining up with partners to find solutions to customer needs, and helping customers who need additional support to engage effectively with the range of public and third sector options available.

This strategy therefore explores:

- How can we simplify access and process, raise performance and reduce cost?
- What are the priorities for change from the sources of greatest customer frustration, complaint or avoidable contact with respect to customer access and greatest Council cost? The data sources we have looked at include:
    - satisfaction surveys,
    - biannual residents survey,
    - GovMetric feedback,
    - complaints
- What are the barriers to achieving change? What is stopping customers from using existing digital access channels?
- What is the optimum channel for each service based on the nature of that service? Is that position altered by the nature of the customers who most use that service?

The underpinning philosophy is that if you start with the perspective of the customer, and design services according to how they would like to access them, you will deliver a more efficient and effective service. There are some common requirements that will relate to all customers – make services simple and quick to access and resolve, make sure that the staff handling them are helpful, friendly, and knowledgeable, make sure expectations are set and fulfilled, and that where services fall below expectation, communication is made and apologies are given. However, there are also important differences in terms of how people prefer to access services, and the specific services different customers need and rely on.

3.3 Background to customer services in Barnet

Barnet Council has moved to a commissioning model, taking a "best in class" approach to the delivery of services. This has resulted in a network of delivery mechanisms, varying from in-house services (e.g. Street Scene), outsourced contracts (e.g. Parking and CSG), and Local authority owned companies (e.g. The Barnet Group), a Joint venture company (Re Ltd) as well as services commissioned from the third sector.

The role of the commissioning side of the Council is to identify and review how services are performing and to consider the best way to ensure that the Council's corporate objectives are being delivered.

However, it is recognised that regardless of the delivery mechanism, the residents of Barnet should not have to navigate the complexities of these arrangements and should expect a consistent high quality experience when they contact the Council, regardless of the channel.

Therefore there is a set of customer service related performance metrics that apply across all Delivery Units that are monitored on a monthly basis. CSG is responsible for compiling this, bringing together data for which it is directly responsible as well as data that is held within systems managed and owned by the Delivery Units.

Like many Councils, in seeking to ensure both consistency of response for customers, and to achieve value for money Barnet centralised a range of front office activities into a contact centre which was then, in September 2013, along with a range of back office functions and Revenues and Benefits, outsourced to Capita plc, as part of 10 year outsourcing deal. This deal gave the Council a guaranteed saving of £125m over the life of the contract. The savings would be delivered by a combination of efficiencies and income growth.

In terms of customer services, the key elements to achieving these saving were:
- Moving services to a shared service centre outside of London with a lower cost base (Coventry)
- Encouraging customers to utilise lower cost, self service access channels via the investment of a new customer services infrastructure (Lagan CRM[2], expanded automated telephony, new website, My Account) with design choices informed by a new 'Insight engine' in the form of a data warehouse and team of analysts
- Moving the two face to face service centres to an appointments model

At the same time as the CSG outsourcing, the Council signed a contract for a joint venture company, Re Ltd, a partnership with Capita plc for the delivery of a range of regulatory services. This contract is designed to deliver a net benefit of £39m to the Council by a combination of service efficiencies and growth. Currently, Re Ltd manages its own customer services function, via a Barnet-based service hub.

Barnet Homes, the Council's social housing provider, also manages its own customer services function, based currently in Barnet House.

The first significant change for customers resulting from the CSG contract was the launch of My Account in March 2015. This resulted in the rebuilding of the Council's website and the launch of a My Account functionality that enables customers to register to be able to easily access a range of the most used services. At the time of writing over 10,000 people had registered with My Account.

The first phase of My Account includes the following services:

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[2] Lagan CRM is the system used by CSG to log customer transactions

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- Report a Problem – and track how it's being dealt with

- Bins & Waste collections – keep a check on the dates of bin collections, seasonal changes and report a missed bin

- Parking – request, renew & pay for parking permits and vouchers

- Libraries – request membership, reserve and renew books and films & pay fines.

- Council Tax – register, check balance and make a payment

- Housing benefits – check your account, make payments and apply for benefits

- My Area – find out about services and events in the area

- Useful Forms – Find forms for a range of services with pre-population if you are logged into My Account
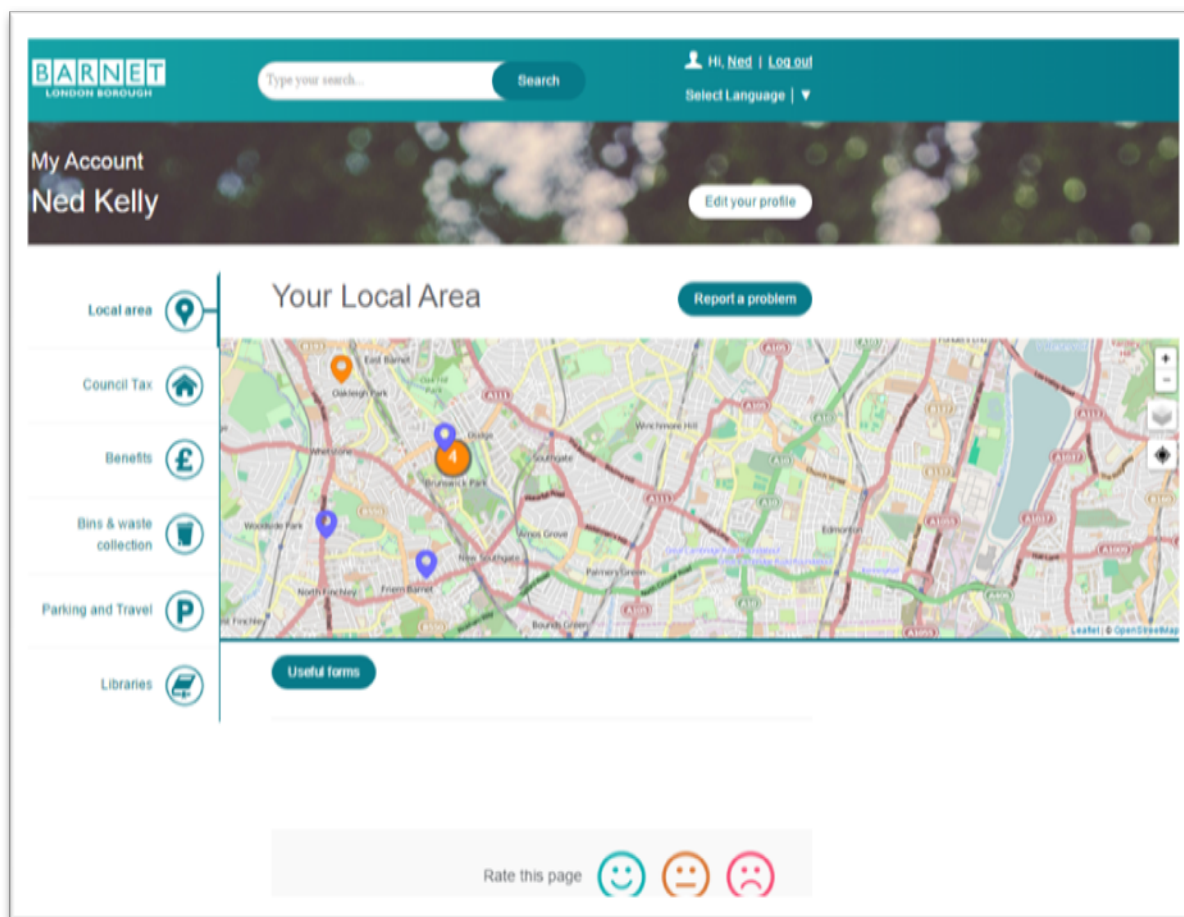
The Council has significant ongoing budgetary challenges over the spending period to 2020. CSG has a target to provide the Council with £0.5m savings from customer services by 2018, over and above the savings it already has to continue make as part of the original contract.

3.4 Links to other strategies

3.4.1 Community Assets, Libraries, Smarter Working and IT Strategies

The Customer Access Strategy is closely linked to the Community Assets Strategy, which is defining where and how physical contact will be available to customers in the future from both the Council and the large vibrant third sector that exists in Barnet. There is a proposal to rationalise the estate with the creation of community hubs. These will provide an opportunity for some services to be commissioned differently, with third sector groups providing signposting to residents to get support for services which the Council does not directly provide.

There is also a close link to the Council's Accommodation Strategy, which is setting out where staff will be located, which buildings they will operate from and the services that they will provide. This proposes a new Council headquarters in Colindale.

These strategies are underpinned by the IT strategy, which provides the technical architecture that is vital to achieving a step change in the digital offer for our customers.

3.4.2 Community Participation Strategy (CPS)

One of the ambitions for the CPS is to enable residents of Barnet to be active contributors to local public services in a number of different ways; as private citizens, as members of community groups or by helping to shape and deliver the marketplace of services needed to create a vibrant local economy. The totality of the system to make this happen is sometimes referred to as an eco-system.

The diagram below shows how CAS and CPS fit together, with customer access seen as the inner core of the system, but part of a much wider system linking together a much more extensive range of help and support mechanisms.
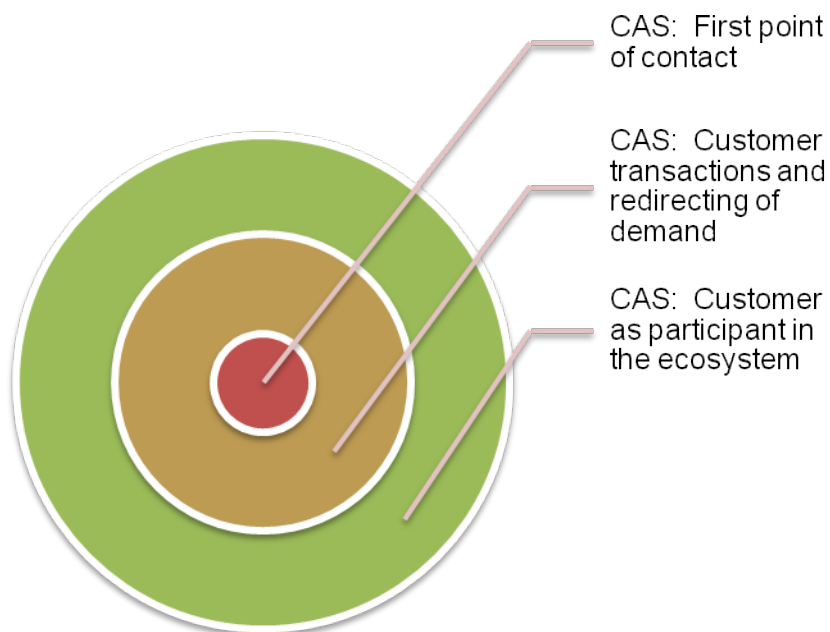
An initial step in developing this is the creation of a database of community assets, human and physical, that will be integrated into the customer services infrastructure to support the process of directing demand to community-based provision rather than necessarily Council services. As

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new services are developed using an "innovations lab" model then this can become the conduit by which we shift demand away from our transactional services.

It is recognised that the customer access strategy needs to go beyond seeing residents as transactional customers and look to develop deeper relationships which see residents as active participants who are commissioning and perhaps delivering services as well as receiving them. As the community participation work is progressed this proposition will be developed.

3.4.2.1   Digital civic spaces

The Council is doing a great deal of work on physical regeneration and how the public sector estate can be best used, but increasingly Councils are also thinking about the role that digital technology can play in the 'public realm'. Over the coming year the Council; intends to explore:

- Working with the town teams to experiment with smart cities technology, which involves introducing digital technology to Council-maintained infrastructure (for example, street lamps, car parks and traffic crossings)

- Working with libraries teams to explore the options for online community and digital social activity around library provision

- Working with the community participation team to ensure that digital technology supports the ambitions around new forms of volunteering

Digital civic spaces should have the same level of ambition that we have for our physical space investment and this will be developed during 2016.

3.4.2.2   Digital Inclusion

While the data in this report shows that the vast majority of Barnet residents are well placed to utilise digital channels, there is a group of residents who, for a range of reasons, are not part of the digital community. There is, as yet, no formal digital inclusion strategy for Barnet. This strategy does not seek to create, in full, a new digital inclusion strategy, but does identify areas where this is required if the vision is to be delivered.

3.5   Scope of this report

This report covers the key aspects of each delivery unit, their current position and future plans for a digital by default future. It takes into account the other related strategies (outlined above) and the major Council wide initiatives that will have an impact on customer access such as the development of the community and voluntary sector.

The report does not include a detailed appraisal of back office systems and the plans to automate back office functions. However, these initiatives are noted.

3.6   Method deployed in writing this report

The method adopted for compiling material for this report is summarised Figure 1 below.
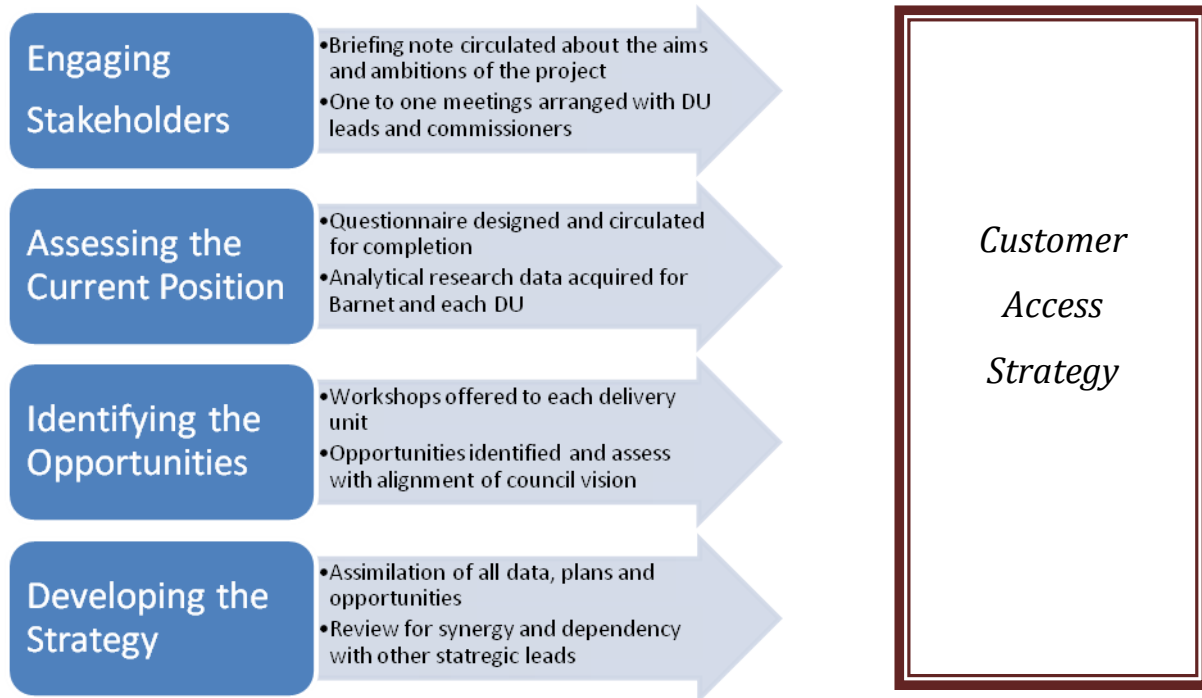
As the diagram shows, this report has been compiled as the result of a range and variety of interactions with key stakeholders from the Delivery Units, commissioners, the Insight team and those leading other Council strategic initiatives. These interactions included invites to attend one to one meetings, the completion of a questionnaire seeking information about the current position and future aims, workshops designed to present an understanding of the Insight data held about each delivery unit, to confirm the understanding of this and to qualify the future opportunities, the establishment of a customer access strategy room open to all stakeholders to review and comment on the emerging strategy.

These views have then been brought together to present the overall picture as well as taking in wider initiatives both across and beyond the Council. The outcome of the strategy will go to public consultation after Policy and Resources Committee approval.

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4 UNDERSTANDING BARNET'S CUSTOMERS

Barnet is an affluent, healthy and diverse borough:

- The average annual income is £38,800, compared with a North London figure of £31,862 and nationally, £27,487.

- The average house price is £451,963 (ranked in the top 20% of districts nationally).

- The life expectancy is high in Barnet, fewer people smoke and/or are obese than the norm and cancer mortality rates are in the lowest 20% in the country.

4.1 Digital by Default in the UK

Barnet's ambitions do not exist in a vacuum. The whole of the public and private sector are addressing the issue of how to make best us of the opportunities technology provides to improve and simplify access to services. In March 2012 the UK Government made a commitment to move towards Digital by Default. The UK Government's Digital Strategy sets out how government will redesign its digital services to make them so straightforward and convenient that all those who can use them prefer to do so. This strategy:

- follows the March 2012 Budget commitment to digital services being the default

- has been developed collaboratively across government, as part of the Civil Service Reform Plan

- has been followed up with departmental digital strategies, published in December 2012

- is supported by a cross-government approach to assisted digital provision

This strategy will affect the lives of the residents of the UK as a whole pushing the population towards the use of digital communication for government services (e.g. Universal Credit). To ensure that everyone has an equal opportunity to engage with the Council's services we will need a more focused digital inclusion strategy.

4.2 Customers, Services and Access Channels

4.2.1 The digital world and the UK population as a whole

The digital world has become increasingly important to the UK population as a whole year on year. Ofcom's 2015 survey into 'The Communications Market' had the following key findings:

- **Almost eight in ten households now have fixed broadband access at home.** Home internet access continues to grow, with 85% of adults having access in Q1 2015, a rise of three percentage points since Q1 2014. In particular, fixed broadband has increased by five percentage points, standing at 78% in Q1 2015.

- **Smartphones have become the most widely owned internet-enabled devices, alongside laptops.** In Q1 2015 smartphones were present in two-thirds of households (66%), on a par with laptops at 65%.

- Tablet ownership has increased by ten percentage points since 2014, the largest increase of all internet-enabled devices, with over half (54%) of households owning at least one tablet. This increases to almost two-thirds (64%) of 35-54s. Although over-55s are the least likely to own a tablet, take-up among this age group has increased nine-fold over the past three years (37% vs. 4%).

- **The average amount of time spent online per user on smartphones exceeds that spent browsing on desktops and laptops**. In March 2015 users spent an average of 58 hours 39 minutes browsing or using apps on smartphones, compared to 31 hours 19 minutes browsing on laptops and desktop computers.

- **More than three-quarters of offline homes do not intend to take up the internet.** Fifteen per cent of adults did not have household access to the internet in Q1 2015. The majority of these said they did not intend to get access (12%); a further 1% of respondents were not sure if they were likely to get access, and 2% said they were likely to get access in the next 12 months

Figure 2 shows the changing nature of internet access between Quarter 1 2009 and Quarter 1 2015 as indicated in Ofcom's report:

Figure 2: Household internet access - Q1 2009 to Q1 2015
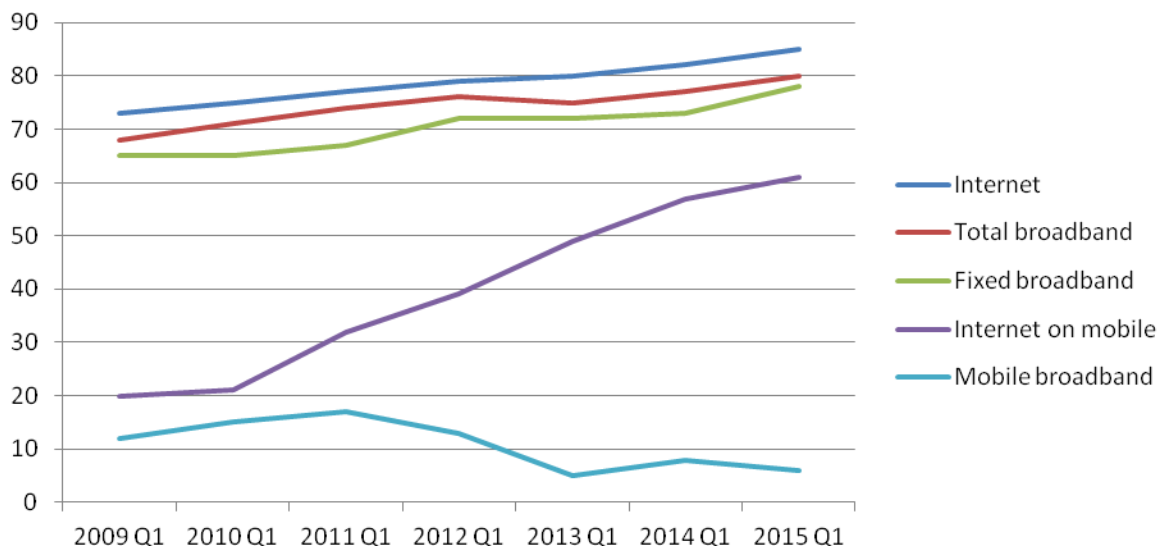
It is interesting to note from Figure 2 that the largest change in the accessing the internet is the rise of use of Internet on Mobile (i.e. smartphones), tripling usage from 2009 to 2015.

Figure 3 shows that smartphones are marginally the most widely owned internet enabled device.

Figure 3: Ownership of internet enabled devices - Q1 2015

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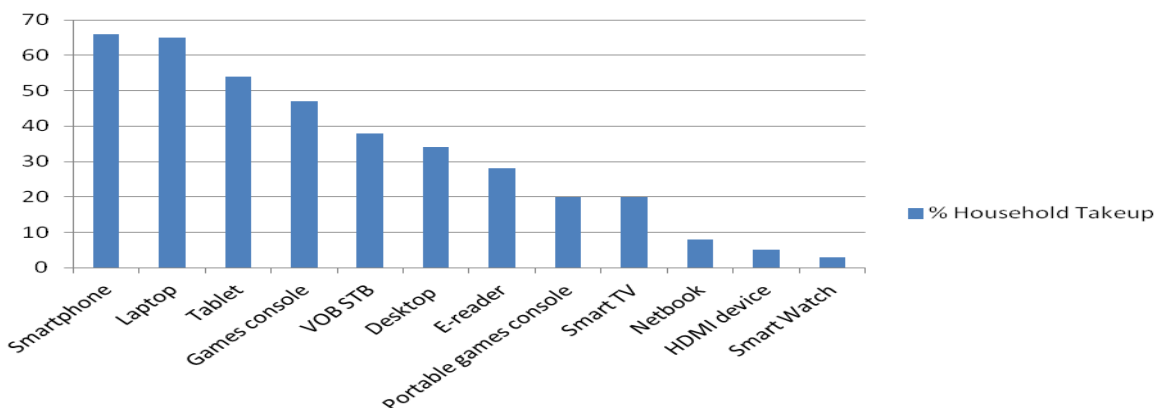
Professional services firm Deloitte's Mobile Consumer Survey looked into five key trends in the smartphone market and habits of consumers. More than 4,000 UK consumers between the age of 18 and 75 participated in the research. The key conclusion is clear: mobile services dependency in the UK continues to rise sharply, and consumers can't seem to leave their phones alone. Figure 4 shows smartphone penetration per age group (as indicated in Deloitte's survey):

Figure 4: smartphone penetration by age group
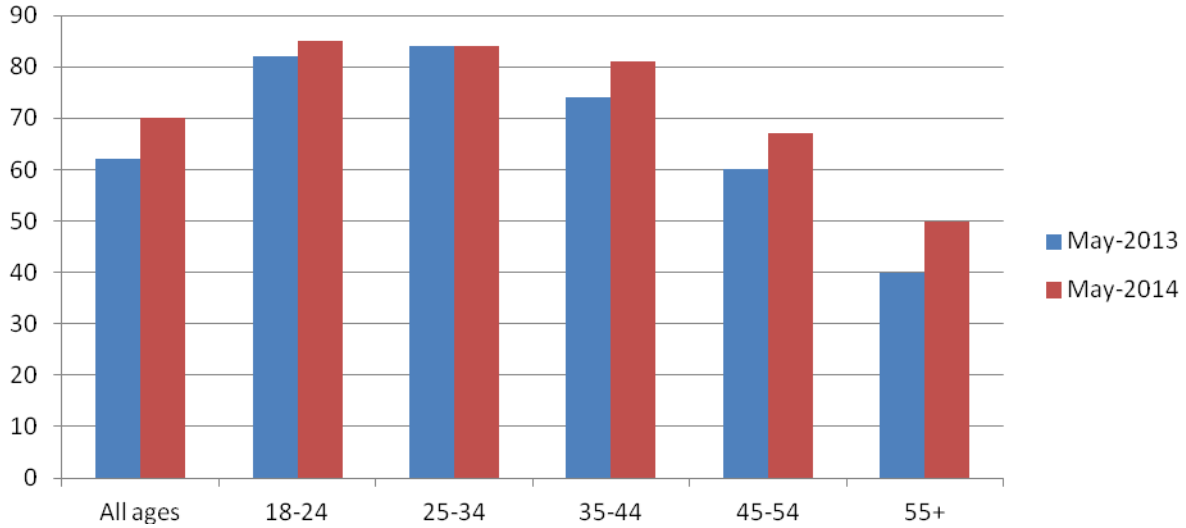
For those homes that do not have internet access (according to Ofcom's 2015 survey into 'The Communications Market')

Figure 5 below shows the reasons given, with the most dominant reason being that the homes do not see a need for it, or want it.

Figure 5: Main reason for not having home broadband connection
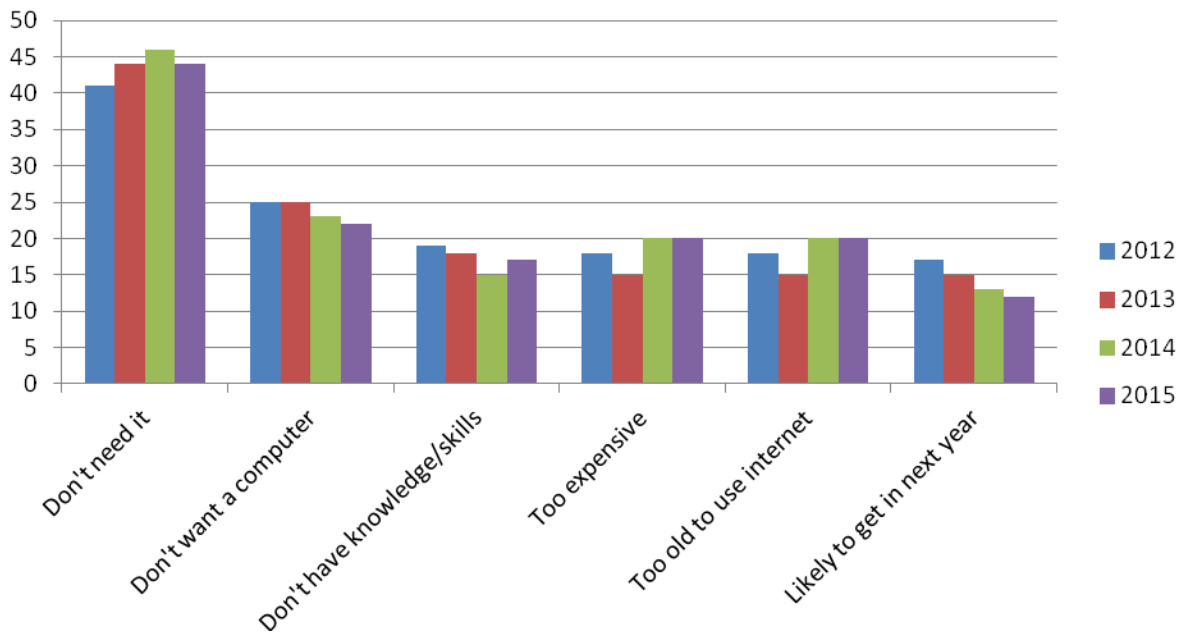
According to Ofcom's latest 'Adult Media Use and Attitudes Report', 14% of UK adults are not online (for any reason) and are more likely to be aged over 65, and in lower income households.

Non-internet users were prompted with seven possible benefits of being online and were asked to say which of these, if any, would be the main advantages to them. Although just over half (52%) did not think there were any advantages to them being online, just over a third (34%) agreed that there would be some benefits, especially in being able to find information quickly (22%).

However, research shows that there are other benefits to digital inclusion. BT's report into 'Valuing Digital Inclusion' has calculated the financial value of digital inclusion for new users is worth £1064. Also, EE's research into older internet users indicates that for over half of those polled, being online is an important tool to reduce feelings of loneliness or isolation as it helps them feel closer to their families. Perhaps surprisingly, for the majority of people aged over 65, the internet is the most important source of news and information with 98% of those asked saying they would rather give up their TVs, radios, magazines and newspapers before cutting off access to the internet.

4.3   Barnet Residents

4.3.1   Barnet Customer Segmentation

The Insight team have created a number of customer segments to help the Council's understanding of the households and residents in Barnet. They were created using lifestyle, demographic, technological, and service usage data. This data is based on the Insight Report into 'London Borough of Barnet Household Segments – July 2015'.

The 17 customer segments created are described on the Council's open data portal: https://open.barnet.gov.uk/dataset/barnet-information-dashboard

The three largest segments in Barnet are:

1) Sophisticated Singles (14% of households)

These mixed households are predominantly represented by mature adults, many of whom are aged 45 years and over. Most have reached the pinnacle of their careers and are drawing very comfortable incomes. Sophisticated Singles are local business owners and pay business rates to the Council. The majority of Sophisticated Singles have lived in their homes for over seven years. Some may be living with older children or in shared homes. Overall, this group is likely to account for a large number of contacts to the Council, the majority of which will relate to car parking.

2) Educated, Affluent Families (14% of households)

This group comprises a mix of families of all ages who like to spend their time travelling and taking in activities that keep the kids occupied. Older families, especially those with children studying at college or university, will find time to enjoy more cultured activities such as theatre and dining. As expected, these families live in large houses that are likely to be mortgaged. Educated, Affluent Families lead busy lifestyles and are very enthusiastic towards any technology that makes juggling work and family life easier. However, they are likely to contact the Council by telephone for all things school and library related.

3) Low Income House Sharers (10% of households)

Households in this segment are characterised by their low income and living arrangements. They tend to be house shares, although there will be instances where an owner is renting out multiple rooms in a single property. People in these households are often fitness enthusiasts

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and well travelled. This segment is the third largest in the borough by number of households, and as such accounts for a high proportion of Council contacts. Low Income House Sharers are keen internet users who are willing to navigate around the Council's website looking for specific information. However, important enquiries relating to benefit payments are likely to be submitted over the telephone.

The Insight team have produced the following summary of the Barnet Residents and their likelihood to use Council services based primarily on Lagan CRM data, which is used by CSG customer services, but not Re, Barnet Homes, or other Delivery Units:

Table 1: Barnet Residents likelihood to use Council services

Segment	Households	Adults (16+)	Adult Social Care	Schools	Benefits	Parking Permits	Libraries	Business Rates
Well Educated and Employed Single Parents	4,260	5,775						
Secure Older People	8.903	8,903						
Financially Restricted Single Parents	7,448	12,036						
Financially Secure Retirees	9,149	22,528						
Low Income Singles	5,994	5,994						
Low Income House Sharers	10,566	30,130						
Comfortable Older Families	6,568	19,582						
Wealthy and Nearing Retirement	4,277	8,355						
Sophisticated Singles	15,301	34,779						
Financially Secure Singles	2,509	2,509						
Penny-wise Pensioners	10,181	14,538						
Affluent Singles	9,404	17,849						
Prosperous Young Couples without Kids	1,907	3,742						
Educated, Affluent Families	14,374	38,900						
Low Income Couples	1,172	2,303						
Financially Restricted Single Students and Friends	2,164	5,039						
Struggling Families	646	2,307						

Note: The following legend indicates the likelihood to contact the Council in relation to a particular service in Table :

High Contact	Medium Contact	Low Contact

While this data is interesting for those services where data is held in Lagan, it is not comprehensive, as does not include contact data which is held in other back office systems. A key recommendation of this strategy is the need to ensure there is a comprehensive approach to capturing customer data across all Delivery Units. Without this data, robust business cases for change will be difficult to develop.

4.4 **Access channels**

The 4 key customer access channels that this report looks at are:

- **Face to face** – customers visiting our offices

- **Telephone** – this can be to the call centre or direct to the back office and can include the use of interactive voice response (IVR) technology

- **Mail** – this relates to traditional paper forms or letters

- **Email** – typed communication, which is usually unstructured and requires time to consider the query and respond

- **Webforms** – use of our websites and My Account to find out information and perform transactions.

Figure 6 indicates the likelihood of the residents of Barnet to contact the Council using the access channels mentioned above for transactions, based on a sample size of 788,339 recorded transactions. This excludes all those contacts that are resolved 'instantly' (first contact resolution) and do not involve the creation of a case. When these contacts are included, the telephone contact figure rises above 80%.

Figure 6: Contact Type Percentage for Barnet Residents for Lagan Logged Service Requests
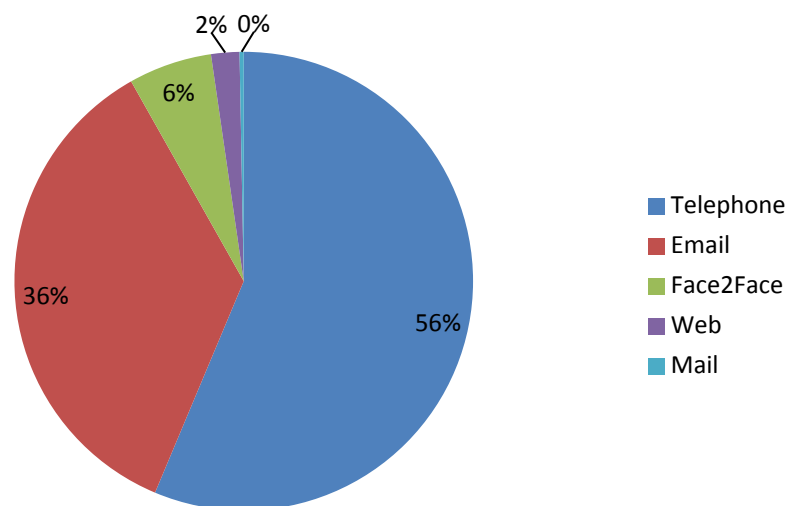
The average costs associated with each of these access channels are shown in Figure 7.
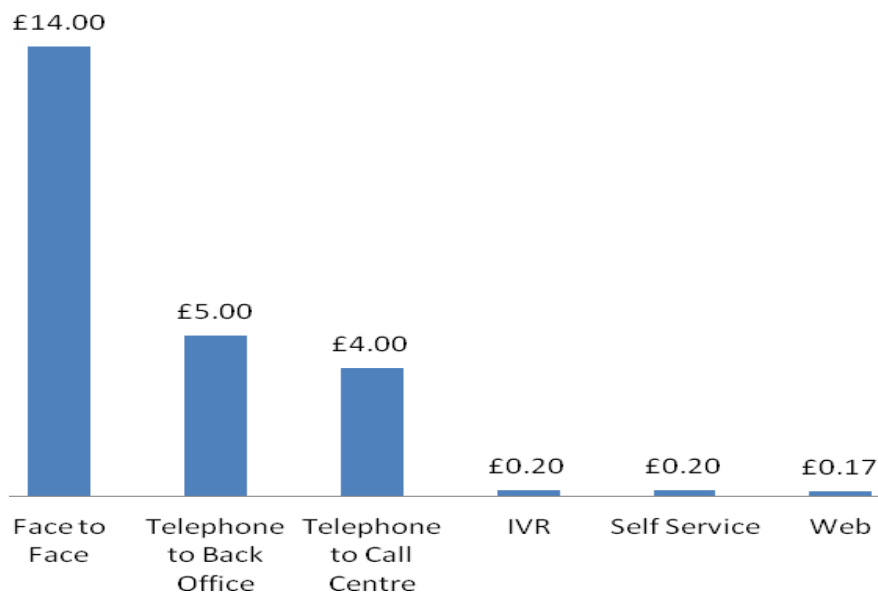
Figure 7 shows that face to face communication is by far the most expensive, followed by telephone and then the web, which is 70 times cheaper, as all of the investment is up front in terms of functionality and integration with back office systems. It allows the customer to access information and perform transactions themselves.

4.5   Delivery Unit and service level data

Each delivery unit has its own analysis. Where this has been provided, it is included with the Delivery Unit specific pages. Generally, other than for CSG services where data is included in Lagan, and Re which has performance indicators that require a channel breakdown, it is not possible to get a comprehensive view of all customer contact broken down by channel. Specifically, e-mail traffic, is in the main, not logged into any specific system and therefore not readily available for analysis.

However, the data held within Lagan CRM system does include over 700,000 transactions across a diverse range of services. This has been applied across the customer segments, shown in figure 8.

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Figure 8: Contact volumes by segment and contact method
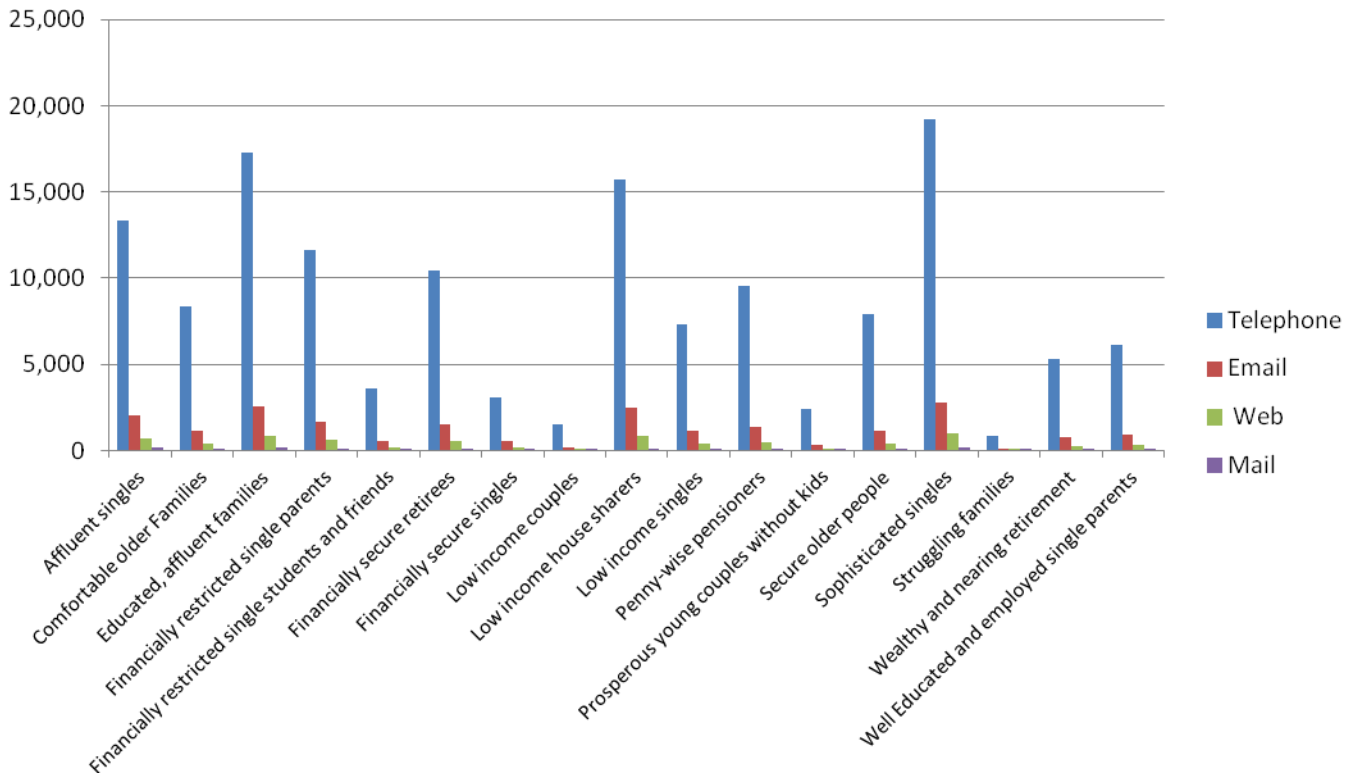
The telephone channel is significantly higher than every other type of access channel used for contacting the Council. Figure 8 also shows that the following segments: Sophisticated Singles, Educated Affluent Families and Low Income House Sharers contact the Council most frequently, which is to be expected given that they are the largest segments by household numbers.

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Table 2 below, looks at access channels from the perspective of Council Delivery Units.

Table 1: Access Channel summary for Delivery Units

Delivery Unit	Access Channel				
	Face to face	**Telephone**	**Email**	**Web**	**White Mail**
CSG – Customer Services	• 2nd largest contact method, driven by Housing Benefits • Two 'walk in' centres available, although the focus has shifted to appointments, freephones and web self-service	• Mostly used for switchboard services • New IVR introduction to push channel shift	• 3rd largest contact method but resource intensive to manage	• Introduction of My Account functionality • Problems with navigation of website	• Limited
CSG - Revenues & Benefits	• Primary method for new claimants – assessment process requires a face to face assessment	• More intelligent IVR features required to drive channel shift • Used in relation to enquiring around updates to accounts/transactions	• Used in relation to enquiring around updates to accounts/transactions	• Benefit features are included in My Account • Used in relation to enquiring around updates to accounts/transactions	• Used in relation to enquiring around updates to accounts/transactions
RE	• Planning reception at Barnet House.	• There are a number of areas that are income generating & hence would require this contact method to generate income • Customers will tend to want to use this method when fast response is required (e.g. noise nuisance issues)	• Largest method of contact for planning • Seen significant shift to e-mail for highways and Environmental Health	• 'Report a problem' usage is starting to gain wider usage but still too earlier to assess impact • Webforms are not intelligent which drives customer towards telephone • There are problems with search functionality	• Minimal
Street Scene	• Mostly used with 'friends' who maintain parks, etc	• Frequently used by parents/guardians looking to cancel SEND transport • Used as a method of raising issues	• Still small numbers but impact of My Account could be changing this.	• Used as a general source of information • Could be used for reporting issues with bin collections etc	• N/A
Parking	• N/A	• Largest contact method used • mostly related to PCN queries/appeals	• Small number	• Minimal use • Since introduction of My Account the numbers of	• Small number

		• SLA different than normal for PCN, customers call up to find out progress • Recently installed closed loop IVR to deal with number of contacts related to PCNs		those taking up the parking service have increased month on month	
Barnet Homes	• Majority of contacts related to Housing options	• Largest contact method used • Contacts from housing options and tenants/leaseholders	• Two mail boxes (one for housing options & second for tenants/leaseholders)	• Limited functionality (really only useful for logging a complaint)	• Limited
Adults & Communities	• Primarily carers in crisis • Require information/advice about services and providers	• Highest contact method • Primarily carers in crisis • Require information/advice about services and providers	• Mostly used by professionals (e.g. Doctors)	• Small uptake • Perceived difficult to use • Not interactive	• N/A
Assurance (including Elections)	• Small number • Mostly by public meetings	• Mostly used by those involved in Council • Small percentage (~10%) by public	• Available but not used very often (spikes at election time)	• Members and officers tend to use micro site for information & advice	• Highest contact method due to legal requirement
Education & Skills	• Minimal	• Mostly used by young people related to BPSI and Post 16/BEETS	• Mostly used in relation to special education needs and disabilities (SEND) services	• 98% of school admissions through web portal • Used frequently for BPSI • Used frequently by newly qualified teachers	• Used for the majority of cases where supporting documentation is required

Email channel is hard to analyse as this type of communication is unstructured, often open ended and can often be misused, for example to send junk email unrelated to requests for services.

The web channel is currently used to access the My Account facility. It is still relatively early to know if this will impact the actual use in terms of enrolment for services and then actual transactions that impact tendency to use the phone. Figure 9 shows that the number of My Account registrations is steadily increasing, which is encouraging at this stage in its development. In November a poster campaign was launched to promote the use of My Account – note that at the time of writing November's data was not available, however it is anticipated that the campaign will have boosted registrations significantly.

Figure 9: My Account Registrations
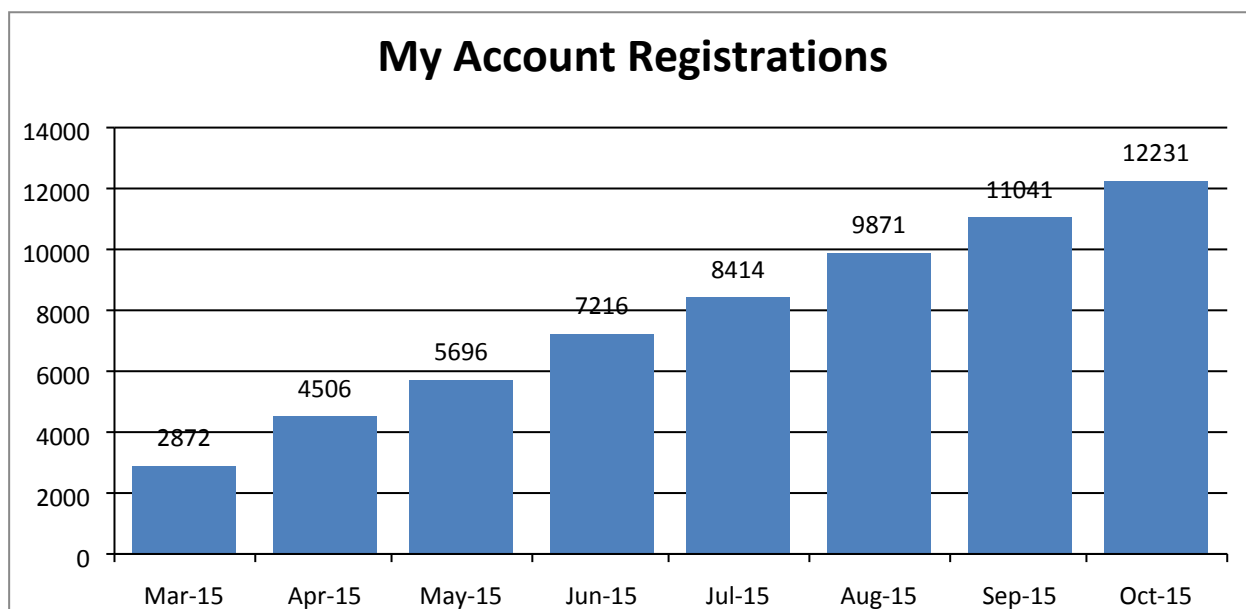
4.6   Customer satisfaction data

There are a number of forms of customer satisfaction data that have been examined when developing this document. The following section covers the most important aspects of that information.

Residents' Perception of Barnet Council

According to the 'Residents' Perception Survey Autumn 2014' Barnet residents are generally in line with the national average in terms of satisfaction with the Council. That report shows that the following areas are most important to Barnet Residents as a whole:

•   Condition of Roads and Pavements

•   Lack of Affordable Housing

•   Crime

This report also showed a decline in the perception that the Council keeps residents informed, this area had shown that largest decline in feeling that residents had in relation to the Council.

Satisfaction Levels for Customer Access

The 'Performance and Contract Management Customer Experience Q4' report indicates that between October 2013 and March 2015 the residents contacting the Council are consistently most satisfied when contact is either via telephone or face to face; and customers are consistently least satisfied when contact is via the web (both general web and transactional webforms). This can be seen graphically in Figure 10 (note that for the October 15 data the webform and website data has not been separated).

Figure 10: Percentage Satisfaction per contact channel between February 2015 and October 2015[3]
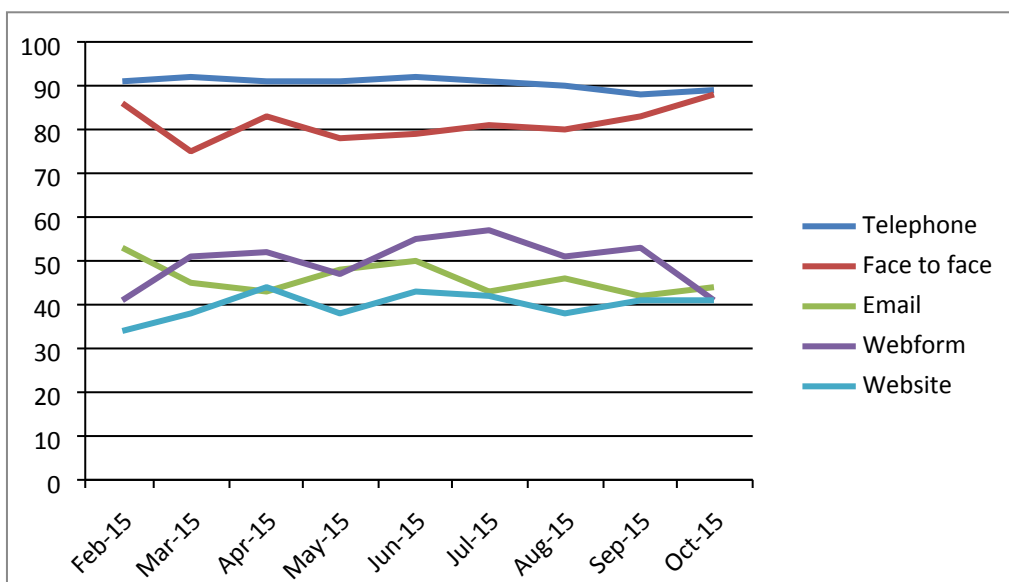
GovMetric feedback about the website

For the web, there is a system used called GovMetric which enables customers to provide feedback. A manual check through the more negative comments about digital communication left by customers seems to indicate the following:

- That customers like to be kept informed of progress and get frustrated whenever requests take a long time to complete

- Residents find that the website is difficult to navigate

- There are quite a few comments relating to the difficulty in finding contact telephone numbers for the Council on the website (but the checking for a number could be related with difficulty in finding information that they require and the time taken for electronic requests to be completed).

- The information supplied is not always up to date

- The information supplied is not always in the easiest format (e.g. lack of maps to display information: parking zones, polling stations, school catchment areas, etc)

- Residents seem to have problems completing the webforms (reports of them not working, timing out before completion and also inability to save drafts of forms)

There are also positive comments related to the website, these tend to relate to the following:

- The look of the site

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[3] Email ratings are collected for CSG customer services only

- The ease of finding information

- Ease of use of some of the new My Account features (e.g. updating segmentl information, ordering bins)

4.7   What we know about Barnet residents

4.7.1   Customer Segmentation

From research carried out by the Callcredit Information Group the segment comparison between Barnet residents and residents of London as a whole, is shown in Figure 81:

Figure 81: Segment Breakdown of Barnet Residents versus London population
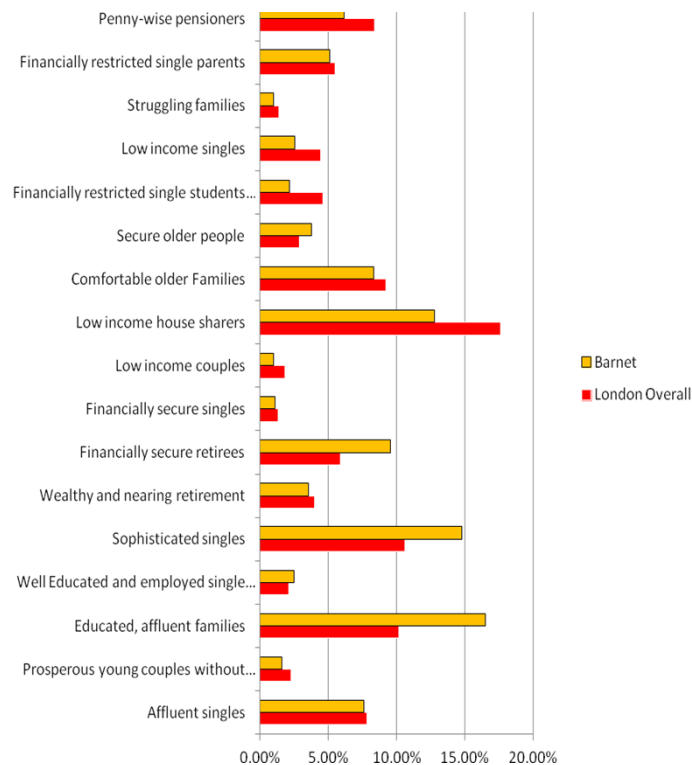
Figure 81 shows that in relation to the residents of London as a whole; Barnet residents have a higher proportion of three segments – Financially Secure Retirees, Sophisticated Singles, and Educated Affluent Families.

The customer segmentation chart above has also been broken down to show the mean age groupings that the different segments split into.

Customer Segment	Mean Age Group
Financially Secure Singles	25-34
Prosperous Young Couples	
Financially Restricted Single Students & Friends	
Secure Older People	35-44
Affluent Singles	

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Well Educated & Employed Single Parents	
Financially Restricted Single Parents	
Educated Affluent Families	
Sophisticated Singles	
Low Income Home Sharers	45-54
Comfortable older families	
Low Income Singles	
Struggling Families	
Wealthy & Near Retirement	
Financially Secure Retirees	55+
Low Income Couples	
Penny Wise Pensioners	

The Barnet Customer Segmentation chart (shows that the largest mean age grouping that Barnet resident households fall into is 45-54, with more than 50% of residents included in that grouping).

Compared with the UK, the age group profile of Barnet residents is shown below.

Figure 92: Age group break down: Barnet Residents versus UK population
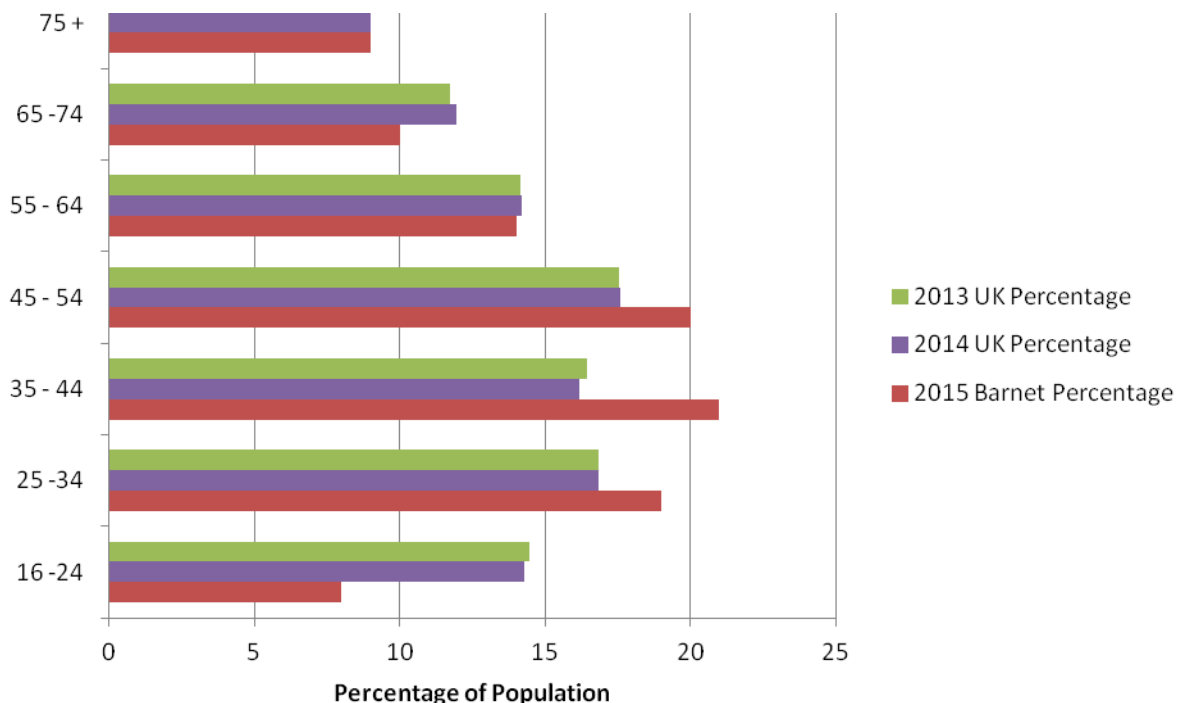
Compared to the UK as a whole, Barnet's population shows that there are noticeable differences in the age groupings 25-34, 35-44 and 45-54 where Barnet has between a 3 & 5% higher population than the UK average and in the age groupings 16-24 and 65-74 where Barnet has a lower populations than the UK average (6% and 3% respectively).

4.7.2   Barnet Residents' confidence in using the internet

In relation to confidence in using of the web:

- 82% of Barnet residents with internet access are confident and competent or highly sophisticated users of technology.

Figure 13: Web confidence percentages of Barnet residents
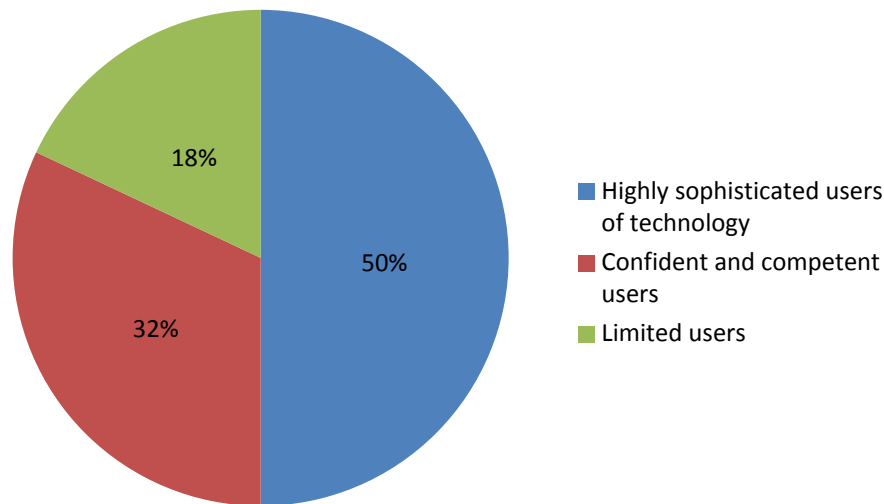
The information for the chart above was provided by Callcredit Information Group detailed in the CSG Insight Report into 'Connectedness of Transactions – April 2014'.

These figures are set to increase in the future as the population becomes more tech savvy and is used to doing things online, often finding this the most convenient access channel, especially outside of normal working hours.

Given this profile, it is not unreasonable to assume that the prospects for moving to a "digital by default" is as good in Barnet as it is likely to be anywhere else in the country and that we should not be afraid to lead the way in this respect.

4.7.3   Investigation into clustering

The CSG Insight team have completed a number of investigations into those residents who frequently contact the Council and any clusters of services that these individuals contact the Council about.

These investigations show that the 20% of contacts are made by 5% of the customers. Some of the clusters of services used by this 5% are shown in Figure 14; the aim being to show where the same person contacts the Council for multiple services. Again, this is focused on data that is currently available in Lagan CRM, so is not comprehensive. It is interesting to note that 58% of people whose main reason for contacting the Council is street cleansing will also contact us about waste collection and recycling. This can help inform how customer services teams are structured and how online services are grouped, so that customers can perform multiple transactions with ease.

Figure 14: Contact Clusters
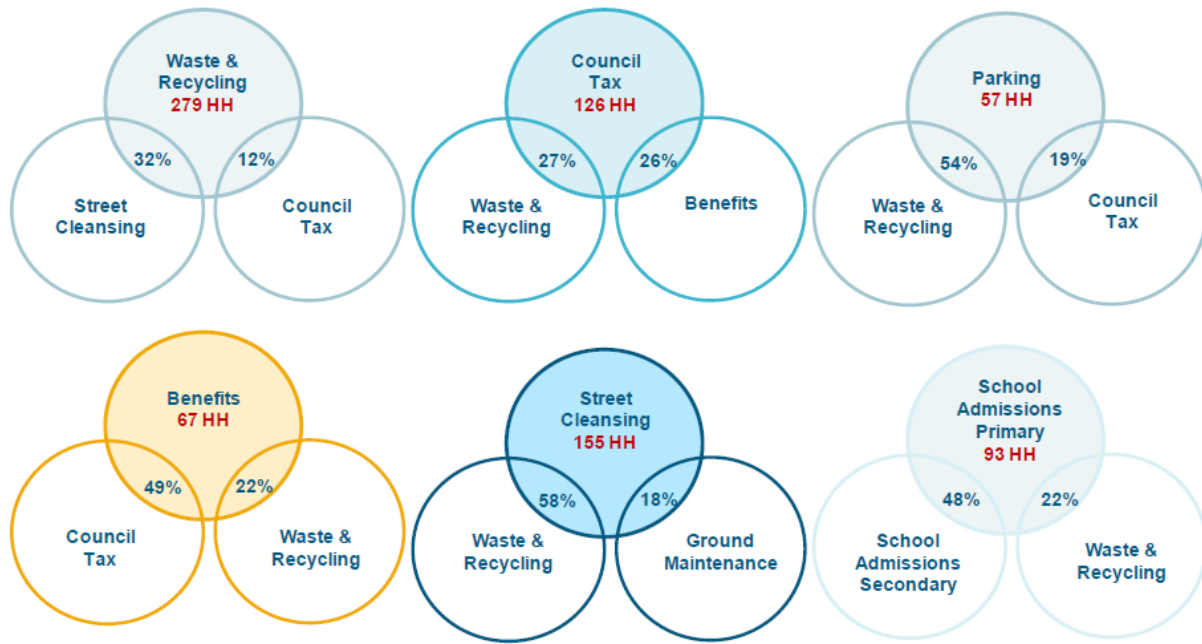
5 UNDERSTANDING THE PERSPECTIVES OF THE COUNCIL'S DELIVERY UNITS

The following sections were seeking to answer the following questions:

In terms of delivering the 2020 vision:

- Where are Delivery Units now in terms of customer satisfaction, performance, channel shift and efficiency;

- What plans do they already have in place that will impact this;

- What opportunities exist for further progress;

- What barriers need to be removed to accelerate progress.

The sections below are a summary of where we are to-date in answering these questions and there are significant differences between Delivery Units in our ability to do this. This is due to a number of reasons such as:

- Data does not exist or it is simply too difficult to extract;

- The timing of this work clashed with other priorities so engagement was difficult;

- The data to answer the questions is split between too many systems.

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5.1   Adults & Communities

5.1.1   Main services provided

Social Care Direct, a service that is part of CSG Customer Services, is mainly accessed by telephone and is by far the main form of contact for enquiries, with customer wanting to speak to someone and resolve queries. These queries generally refer to information and advice as well as assessments. Segmentl contact is preferred because, for example, carers tend to seek help when they reach crisis point. In social care there will always be a need for direct phone channel or face to face due to nature of the work

Adults and Communities have a referral management team for Adults (residents aged 18+) who need support with their social care needs. The service covers giving information and advice, dealing with requests for assessments (including carers' assessments), providing support to carers, reviewing and making variations in care, ordering equipment and raising safeguarding alerts.

5.1.2   Main customer types

Customers can be adults in need of social care or their carers. Some adults have never used social care services but following a crisis need support – some for the short term, some for the long term. For example, an older person who has had a fall.

Carers tend to access services at crisis point when they feel overwhelmed by their situation.

People with learning disabilities have generally been receiving services for a long time and are known to the service.

Some adults have long term conditions and have also received services over a long period of time.

5.1.3   How services are currently delivered

The most popular contact method is by telephone, and is often used by carers in crisis as an immediate means of discussing their situation, or by people needing advice about information services and providers.

Carers also use face to face contact when in crisis and this channel is also used when seeking information and advice.

Email is mostly used by professionals, for example by GPs.

The web access channel is used, but there is a small uptake. It is thought that service users perceive it as difficult to use and not interactive, because there are few transactions available.

The following graphs give the contact information for Adults and Communities based on their own data relating to contacts to Social Care Direct. Figure 105 shows the access channels used by Barnet residents to contact this delivery unit between August 2014 and April 2015. Figure shows the first contact resolution percentage for the six month period between January and June 2015.
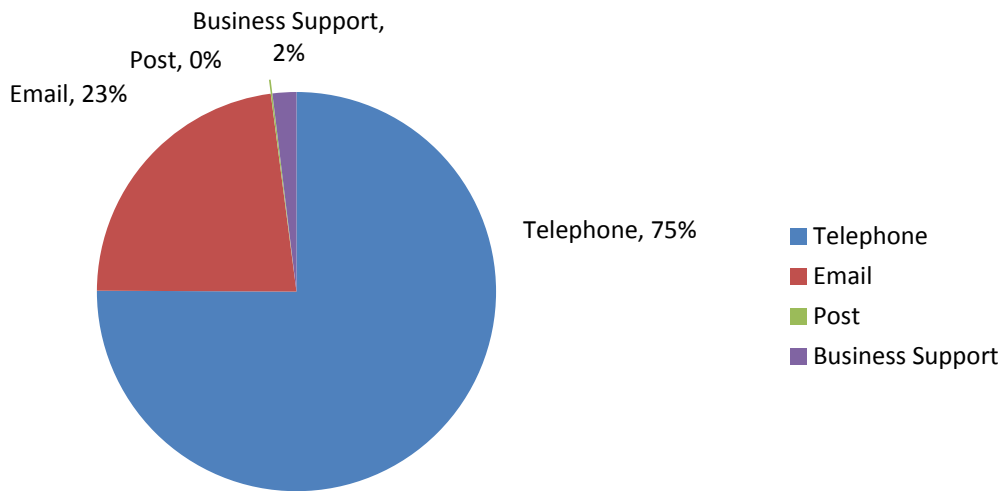
Figure 15 shows that the majority of contacts to Social Care Direct are by the telephone access channel (75%). It should be noted that the average call time is approximately 5 minutes during the period August 2014 and April 2015 (this average takes into account calls that last more than 45 minutes which would drive up the average call time).

Figure 16: First Contact Resolution Percentage
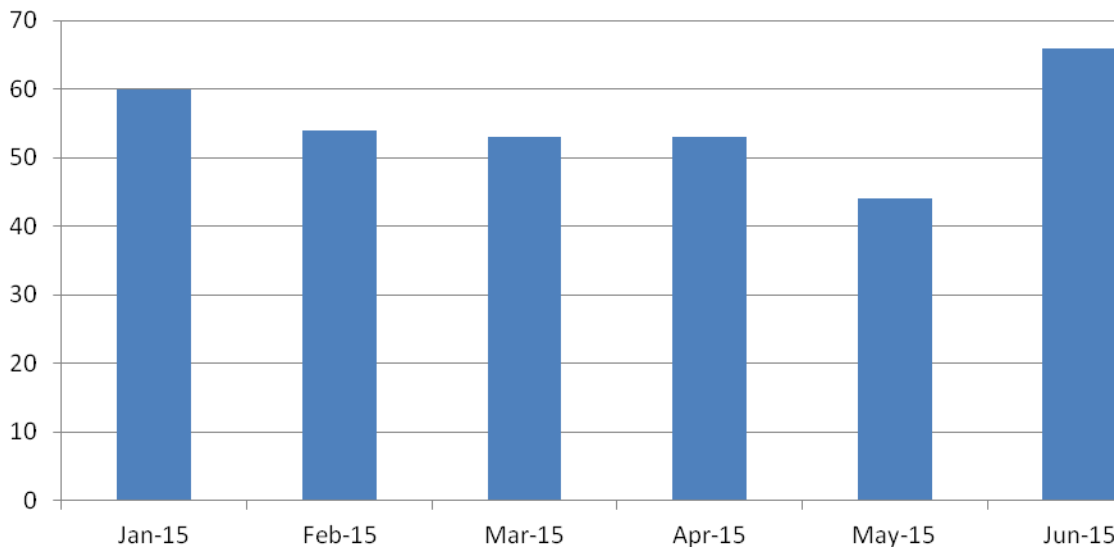
Figure 16 shows that around half of the telephone calls received between January 2015 and June 2015 were resolved in the first contact. The information supplied by Social Care Direct in relation to number of first contact resolutions by telephone suggests that there is a potential to make a shift towards providing information and early assessments digitally. This would have a potential to generate savings and may also improve customer satisfaction.

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5.1.4 Current position

- There is a website that customers can access, though the structure is a little flat with not much functionality behind the webpages.

- The website is currently is complex and difficult to manage and not fully accessible for all client groups, for example those with learning disabilities. Webforms for straightforward transactions are not available – to make a statutory complaint, request an assessment, a piece of equipment, or carers assessment for example. The webforms there are do not integrate with current case management system so information has to be inputted again.

- There has been a lot of investment in IT with the Adults & Communities delivery unit and a web portal is being developed, similar to the Council's My Account. This would allow for self service, community interaction and interaction with other related services. It will be important that this functionality is accessible from, and supported by, the community participation database.

- One of the main challenges is the high proportion of older people in Barnet. It is often felt that the older people who require the service may not be as technically savvy as others. However, other research points to the fact that well educated baby boomers tend to do a lot online and where service users do not have these skills, the services are often accessed by younger family members.

5.1.5 Adult and Communities digital vision

The delivery unit's vision is to:

- Use digital means to drive residents away from using telephone as the first form of contact. Examples would be by improving information and advice available, allowing for changes of circumstances to be completed online.

- Review the end to end journey and see what parts of the journey would be enhanced by moving to digital solution, up to 40% shift to digital use would seem attainable

- Deliver an integrated solution, tailored to the need of the individual, with the individual as the starting point for the development of this platform, with a focus on life events rather than the service, utilising and integrating all information accordingly

- Available to customers on their chosen media – smartphone, tablet, computer

- Features like smart webforms will allow for self assessments

- GPS technology to allow customer to connect to others will similar interests and increase community engagement

- Live chats with professionals from Continuing Heathcare and the Council, such as social workers and occupational therapists.

5.1.6 Barriers to achieving the vision

The Adult and Communities vision would be for a whole life approach – to allow customers to retrieve the information to plan for later life rather than request formal help later. This would require an interconnectivity of service providers, and the development of information/advice hubs (from an alliance of providers). However, as yet there is no link to voluntary organisations who are commissioned to offer information and advice on behalf of Adults and Communities.

We know that:

- The website is complex and difficult to navigate for many adult social care customers, with the result that most contacts relate to requests for information and advice

- Website forms are flat forms, have limited functionality and do not provide automated help for completion

- Website forms do not integrate with back office systems

In relation to My Account there are no service features currently available through My Account for Adults and Communities. However, it is intended that the Community Participation Strategy will deliver more community activity and through the implementation of Mosaic (Case Management software), it is planned to increase the number of online transactions. In process is the development of a web portal, which will provide opportunities to self-assess and view client records – both available to service user and family carers to access, amend and view – but also to extend to professionals (planned for 2016).

5.1.7   Future plans

Plans include providing a 'seamless' online experience, supporting multi-channel access and choice.

Through Mosaic, completed online forms will directly upload to the client record enabling a smoother and faster process for professionals and clients.

The online portal will offer an 'intelligent' online assessment to guide people – linking to Social Care Connect (online database).

Moving more of the straightforward transactions online should reduce the number of phone calls to Social Care Direct – freeing up time on the phones to deal with more complex enquiries.

There is also a need to consider alternative delivery models with face to face assessment e.g. information and assessment hubs (community hubs) with an alliance of information and advice and assessment providers, so people can get a service under one roof rather than having to go to different providers for different services.

5.1.8   Opportunities

The main opportunities for Adults and Communities to become digital by default are therefore as follows:

1. Eligibility Checker

This is about implementing functionally rich webforms, which will ask a series of questions of the applicant, with a response which will qualify their likelihood of a funded care package. This will allow data to be collected once (at the point of entry), rather than twice (at the first point of contact and then again at the assessment stage). Giving the customer an expectation of whether their application/assessment would be likely to be approved is likely to reduce both contact demand, and demand for services. The scope of this initiative will apply to any adult and will deliver the following benefits:

- Avoidable contact

- Avoidable cost

- Managing expectations

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In order to assess the timescales a technical assessment and legal checks would need to be made. However, Southampton has implemented this solution already. The programme would mean that citizens would:

- See links to free services

- Be able to create a segmentl plan for services

- Have a view across services

- Be able to see the available slots for advocacy services.

2. Email to webform

Currently, 25% of contacts into Adults and Communities arrive by email and from professionals. The aim of this initiative is to force professionals to make structured submissions, such that full information is provided right first time and that good quality management information can be collected about referrals at the contact. It would be ideal if these forms could be designed such they fit into the Mosaic system. The new case management system (Mosaic) implementation is to be completed in 2016 and this could be looked at as an addition after that. Benefits will be for both professionals and internally for processing referrals.

3. Webforms

Completing online forms, for example, a carer's form, allowing residents to start the process themselves, before completing it with their care professional.

5.2 Assurance, Elections and Electoral Registration

5.2.1 Main services provided

Assurance

The work includes managing Governance, Internal Audit, assessing Corporate Risk and corporate anti-fraud (CAFT) initiatives.

Elections and Electoral Registration

The team administer the electoral register and support the elections process, including canvassing citizens who are eligible to vote and reissuing lost ballot papers.

5.2.2 Main customer types

Assurance

Main customers are internal managers and members. The nature of the service means that there is generally not a great deal of contact with residents, other than those who submit public questions and speak at committees.

Elections and Electoral Registration

The team interact with everyone entitled to vote in Barnet.

5.2.3 How services are currently delivered

Assurance

Most contacts are via email although customers, members and officers also use the barnet.modern.gov.uk microsite. The website is self-serve, for information and advice, committees and decisions, and there is information about which named officers can help if needed.

There is a generic email address for public to use, but this is not used very often. There are a few phone calls received around the time of key Council meetings, but only about 10% of these are from the public. The main face to face contact with the public is at public committee meetings.

Elections and Electoral Registration

Elections have a dedicated direct telephone number, provided by CSG in recent years, for 6 weeks before an election.

All electoral data must be held and managed by the Electoral Registration Officer (ERO) and/or Returning Officer (RO).

Throughout the year there are few face to face transactions, less than half a dozen per day. In the immediate run-up to elections, there are higher numbers of transactions that involve reissuing of postal ballot papers for people who have lost them, spoiled them or didn't receive them. Legislation requires that electors pick up their replacement postal ballot papers in person.

For the email channel, there is a spike at election time and these contacts are managed on an ad-hoc basis by the CSG call centre team, of which a high volume are directed to the elections team.

In terms of post, 150,000 canvas letters are sent out asking house occupants who is eligible to vote at their address. By law, this must be done by post. Chase up letters mean that in total 270,000 interactions are made this way. Customers can access their information and register to

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vote online using central government's election management software, but the initial reminder is still required to be sent by mail.

5.2.4 Current position

The services have limited face to face contact with customers. Assurance uses Twitter; the service is pushing the online strategy and a lot of the content is live already.

5.2.5 Assurance, Elections and Electoral Registration Digital Vision

Assurance

Low volumes of calls are received.

Elections

For new residents who are (or become) 16 or over, other Council services could provide this data to the elections team, to enable some elements of the paperwork to be reduced.

5.2.6 Barriers to achieving the vision

The Assurance team deal with a low volume of cases, so a business case would be difficult to construct to invest in digital self-service.

For Elections and Electoral Registration, the barriers are the requirement to agree data sharing agreements, even for services within the Council. If this could be achieved there would be a high benefit in reducing sometimes complicated paper trails. This may have been trialled elsewhere, for example in Harrow, but requires investigation.

5.2.7 Future plans

The main plans are to look at ways of automating the transfer of data to/from the service and to do this by agreeing data sharing agreements where practical.

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5.3 Barnet Homes

5.3.1 Main services provided

Barnet Homes manages a total of 15,445 properties on behalf of the Council, including 10,362 secure and non-secure tenancies, 3,662 leasehold properties and 1,421 temporary accommodation units for homeless households. This represents approximately 40,000 people and 10% of the households in Barnet. Barnet Homes deal with queries regarding a range of topics, including:

- Empty property management and lettings

- Repair, maintenance and cyclical works

- Estate management and caretaking

- Rent and service charge collection

- Tenancy, lease and anti-social behaviour management

- Stock capital investment programmes

- 'Right to Buy' process administration

- Community engagement initiatives in addition to the housing management function

Barnet Homes also delivers the Housing Options service which manages housing applications for both social housing and temporary accommodation under housing law. In 2014/15, 3,089 new applications from households who had a housing need were assessed by staff in Housing Options in accordance with the Council's Housing Allocations Scheme and homeless legislation. There are also many households who do not meet the threshold for housing but to whom Barnet Homes is legally required to give advice and assistance. The types of enquiries received by Housing Options include:

- Customers Legal rights in their accommodation and tenancy sustainment

- Access to social housing

- Access to the private rented sector

- Suitability of a customer's current accommodation – medical needs, overcrowding, safeguarding issues

- Other housing options – sheltered properties for the elderly, adaptations to help a customer remain in their home, trade downs from larger homes to smaller properties, emergency accommodation for the homeless

- Temporary accommodation – location not being where the customer wants to live, property condition and repairs, anti-social behaviour and rents

5.3.2 Main customer types

Services that are increasing in volume are provided for:

- Homelessness

- Rent & debt enquiries (due to welfare reforms) to include:
  - Benefits issues
  - Welfare benefits advice
  - Financial inclusion advice

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- Rent arrears

A hangover from the past is where people were encouraged to contact the Council. Now that the eligibility criteria has been increased, fewer people can be helped, whilst at the same time rents have increased over recent years and disposable income is being squeezed.

Trends of reduced demand has been seen in the areas of repairs and maintenance and anti-social behaviour over recent years, due to reductions in avoidable contact mainly related to process improvements and policy changes.

5.3.3 How services are currently delivered

Barnet Homes have recorded their customer access levels for telephone calls, face to face and email in 2014/15 – there were a total of 171,084 contacts. The breakdown of these contacts is shown graphically in Figure 11.

Figure 11: Contact by channel for Barnet Homes
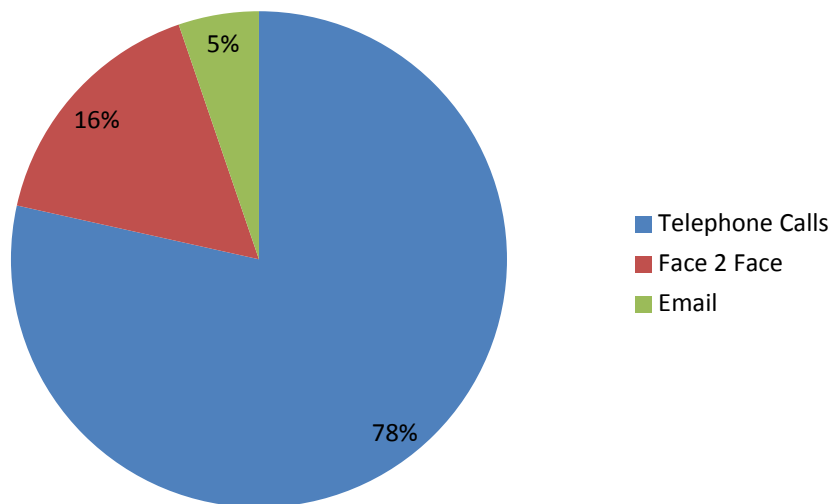
Currently customers can access Barnet Homes' services face to face at both Barnet House and Grahame Park Housing Office. The total footfall for these offices is shown in Figure 12.

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Figure 12: Face to Face contact reasons

- Barnet House – Council tenants/leaseholders
- Barnet House - Housing Options
- Grahame Park Housing Office
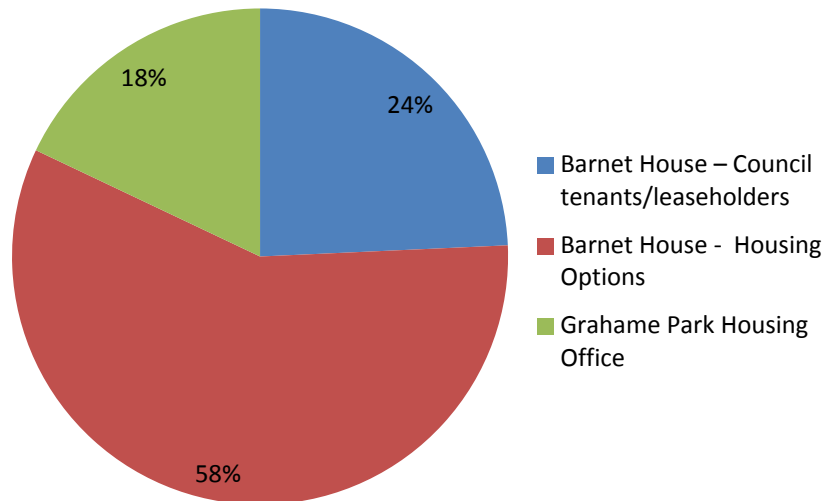
Use of these offices will be subject to continued review as regeneration schemes progress.

Telephone access is provided by the Barnet Homes contact centre which manages Council tenants and leaseholders and the Housing Options contact centre which deals with housing applicants. Call volumes and the breakdown of reasons for calls are shown in Figure 13.

Figure 13: Telephone calls to contact centres

- Rents & other enquiries
- Repairs enquiries
- Barnet Homes – Housing Options
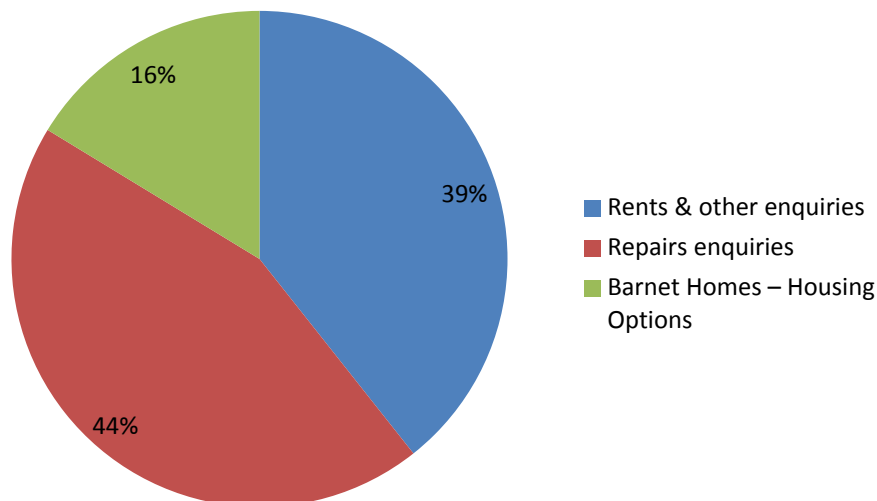
Email correspondence is captured via two channels; the Talk2Us mailbox which captures mainly Council tenant and leasehold enquiries; and the housing advice mailbox which responds to housing options enquiries. A limited amount of correspondence is also sent by post which is scanned into our document and record management systems. Volumes of emails for the two mailboxes are shown in Figure 14.

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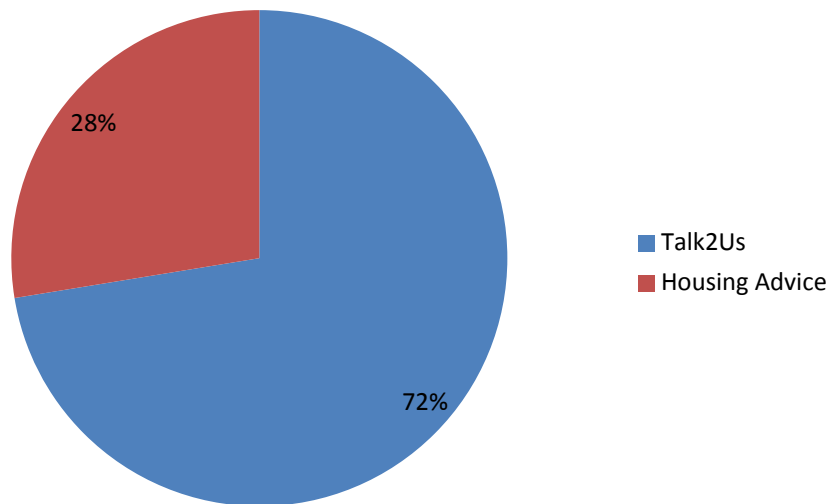
Customers can access information and policies via our website but at present there is limited functionality with regards to webforms apart from logging a complaint.

5.3.4   Current position

Barnet Homes is currently running two separate telephone contact centres, one for existing tenants and leaseholders to report issues with repairs and other tenancy issues and another for Housing Options, which delivers housing advice and also serves as a first point of call for applicants wishing to make a homeless application. This is mirrored at reception at Barnet House, with one reception for Council tenants and another for those who are homeless or at risk of becoming homeless.

It is important that Barnet Homes and the Council get these services right for a number of reasons:

- Customer satisfaction is at risk if customer service is not good

- Many of the services must be delivered in accordance with specific timescales and standards in accordance with requirements of statute

- Significant damage could be caused to the Council assets if repairs are not dealt with correctly

- Legal challenges and judicial reviews could be brought against the Council if it does not meet its homelessness duties.

There is currently very high customer satisfaction with both contact centres and receptions and has been since transfer to Barnet Homes. In Q4 of 2014/15, customer satisfaction levels were as follows:

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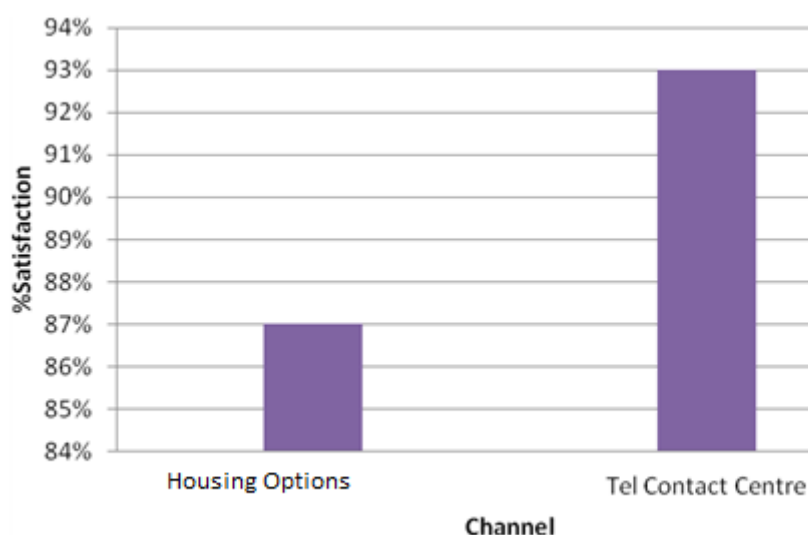
Figure 15 shows that Barnet Homes is currently delivering an effective front-line service for Barnet residents.

For Council tenants reporting repairs, it is crucial that their issues are resolved efficiently and effectively. By co-locating the call centre, contractor staff and the repairs team, if Customer Service Officers are unsure of the urgency or seriousness of a repair, they can speak to an Operational Inspector or a member of the Repairs team face to face and get a quick resolution to an issue. This reduces the risk that repairs diagnostics are incorrect and decreases the chance that repairs could be left to cause significant damage to a property or the Council's statutory obligations not being met. Furthermore, it decreases the chance that repairs are marked as urgent (and therefore cost Barnet Homes and the Council more) when they could be dealt with in a routine way.

Furthermore, it is important for Housing Options to have a robust front-end in order to ensure that Barnet are meeting their homeless duties as well as maximising the opportunity for early intervention and prevention. Through the current call centre set-up, Housing Options Officers receive specialist training in housing law and immigration law in order to guarantee that residents are being provided with the correct advice and assistance, therefore reducing risks of legal challenges to Barnet.

5.3.5   Barnet Homes digital vision

Understanding demand and the reasons for customer contact is essential to drive forward the review. Barnet Homes will be mapping out each service area to inform us of the priorities for customer service delivery with the understanding that they are restricted by areas such as the physical environment of Barnet House and technology that would be required to channel shift customers to web based services. For example, Barnet Homes have identified that leaseholders tend to be well connected and are the group most likely to channel shift to web based services which can be provided 24/7 and allow them to self-serve, and that the homeless, rely heavily on smartphones for their communication needs. However, there is also a need to manage risk associated with directing customers away from face to face in relation to fraudulent housing applications, debt management and assisting vulnerable homeless customers.

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5.3.6 Barriers to achieving the vision

A disproportionately high proportion of Barnet Homes' customers do not have access to the internet. This client group tend to be over 55 years of age and less likely to be in the job market. This group often has no desire to change their ways and is happy with traditional contact channels, including face to face and telephone. For this group, a shift to digital by default would require significant behavioural shift and they would not be considered and early focus.

5.3.7 Future plans

Barnet Homes will be conducting a project review into the possibility of bringing together the two current call centres which sit within the business. The project review will explore the feasibility of bringing efficiencies by combining the two contact centres whilst maintaining specialist officers who can handle housing advice and assistance as well as more complex repair and tenancy issues. Quick wins have already been identified in merging the face to face service at Barnet House and channel shifting some customers to the contact centre as well having one email channel via Talk2Us.

'Keyfax' scripting is already being successfully used for the repairs diagnostic service and a project is underway to introduce Keyfax across a range of services including neighbourhood management, income collection and housing options. Keyfax will help to deliver consistent and accurate advice so that customers get a full range of available options. However, Barnet Homes will need to ensure that we continue to provide effective housing options triage so that the organisation is not at risk in terms of not taking homeless applications and making unnecessary appointments for those that do not have a housing need.

The current website functionality is a bit flat and complex to navigate and is currently under development. A customer portal will be developed for customers to access web based services and forms including rent and service accounts, repairs orders and reporting anti-social behaviour which will be promoted to customers as a primary means of access. This will include options for customers to correspond by web chat.

Face to face customer access will be compressed whilst promoting contact centre and web access.

The roll out of mobile working will continue with iPad and more remote access to software applications including our housing management system through the use of mobile working software called 1st Touch. This will also allow workers to respond nimbly when dealing with customers face to face in the community, and complete numerous transactions at the first point of contact or customer request.

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5.4   CSG – Customer Services

5.4.1   Main services provided

Customer and Support Group is currently responsible for the delivery of the Customer Services function that provides the initial first point of contact for most customers where there is not an existing case, including switchboard services and providing a contact centre for all enquiries, service requests, applications for services, payments etc. The services and volumes (which include projections for year 3) are shown in table 3 below.

Customer Services provides first point of contact for phone, email, face to face, and online enquiries, this includes customer contact for Revenues & Benefits and is based in Coventry as Capita's local government shared service centre; and Adult Social Care (also known as Social Care Direct) which are based in Barnet.

Customer services works alongside the Revenues & benefits back office functions that are based in Blackburn, and through the delivery of face to face services for new claims in Barnet.

Table 3 – Annual telephone contact volumes at contract start and target reductions by year 3

Services	Contact Reduction	Inbound Contacts Year 1	Inbound Contacts Year 3
Adults Social Care	46%	46,380	25,045
Youth services	30%	12,960	9,039
General enquiry/Switchboard	70%	330,624	99,534
Registrars	23%	32,596	25,074
Street Based Services	57%	65,149	27,965
FYI	24%	8,143	6,230
School Admissions	23%	51,863	40,026
Assisted Travel	52%	40,509	19,434
Parking	67%	96,228	32,044
Council Tax	49%	161,278	81,566
Housing Benefits	34%	120,531	79,400
Total	54%	966,262	445,357

5.4.2   Main customer types

The majority of contacts are from residents or businesses in Barnet. Currently, the highest demand is for switchboard services accessing back office services, followed by Council Tax and Housing Benefits, and issues relating to waste collection and street cleansing/roads.

5.4.3   How services are currently delivered

The contact centre is based at Coventry, with a walk in centre available at the Burnt Oak centre and Barnet House for face to face contacts. Contacts relating to Adult Social Care from residents and professional telephone contacts are directed to a specialist team based at Barnet that works alongside the Adults Social Care front door assessment team – Social Care Direct.

5.4.4   Current position

CSG provides a full end to end service for the following Council Services: Council Tax collection, Housing Benefit claims, Parking permits and payment of Penalty Charge Notices, assisted travel services (i.e. Blue Badge, Freedom passes). This enables opportunities for further first point contact resolution. The complex processing for Revenues & Benefits takes place off-site at Blackburn, and the Blackburn team work closely with Coventry using the same workforce and workflow management systems to enable cases to managed at the most effective place.

Customer Services aims to deliver services as efficiently as possible, whilst focussing on customer satisfaction, customer advocacy for those needing additional support, and resolution at first point of contact with a customer services advisor. In order to make the services as operationally effective as possible, customer who can self-serve are encouraged to through the automated switchboard, self-service options on the phone lines, and directing customers to the website where at all possible. The aim of this strategy is to ensure that wherever possible, customers can access the information directly themselves without the need for a customer service advisor acting as an intermediary. This creates further efficiencies that are already being delivered through the CSG contract, and enables the service to focus on those customers who most need additional support.

The Council's current channel shift targets are based on a) customer's propensity to shift to a digital channel (i.e. it excludes customers who are digitally excluded) and b) the available digital services for each Council service. Customer Services works alongside services to identify areas for improvements, e.g. In 2016 there is work planned with Revenues & Benefits, ICT and the retained Council services. This approach to continuous improvement will support the Customer Access Strategy in identifying the next generation of digital solutions to help customers help themselves, and to enhance case management. Use of knowledge management tools including the content on the website will enable customer service advisors to provide information, advice & guidance without needing to be passed off to specialist staff. The focus of service improvements is to increase the number of contact types that can be resolved at first point of contact and our continuous improvement plan

In 2015 there has been considerable investment in customer service operational productivity, and customer experience management, and in 2016 there will be a greater emphasis on ensuring that the customer data captured is used to inform customer insight into repeat contacts, avoidable contact and how to better manage demand.

Where at all possible, the customer service advisors are empowered to resolve enquiries at first point of contact, and there is a programme of work to challenge services to simplify and automate processes. This includes developing more information and guidance on the website so that customers can resolve issues themselves. The contact centre can then focus more on those customers unable to self-serve, or where their enquiry is more complex than a self-service transaction

5.4.5 CSG digital vision

CSG Customer Services has a clear vision to lead on customer services for Barnet, providing the capacity and capability to advance the Council's digital customer design principles that were agreed as a result of over 700 hours of face to face interviews with over 100 residents in Barnet in 2014. These principles direct our approach to the delivery of customer services to achieve the 2020 vision for Council services, and service outcomes.

1. "Give me the information I need, when I need it"

2. "Be transparent in the processes behind every transaction, I want to know what will happen and by when"

3. "Be honest when communicating with me, stick to promises made and tell me ahead of time if they're going to be broken and why"

4. "Stay in contact with me by one consistent method of communication, but let me choose that method"

5. "Avoid jargon and keep content in plain English and make it relevant to me"

6. "Give me the freedom to carry out a task online myself, but if I need help be there to support me offline"

7. "Remember me, support me and learn from me in a safe and secure way"

8. "Tailor information you give to me based on services that are important and close to me"

9. "Make it easy for me to see who is responsible for services, and who is managing my transaction"

10. "Make the information accessible to me regardless of age, ability or technical ability"

These design principles were used to develop the My Account look and feel, and are going to be used to develop the customer journeys to provide a digital end to end service design. A key part of the Customer Access Strategy is to ensure that services are designed to enable customers to make full use of digital channels and traditional service delivery for those digitally excluded.

Multi-channel customer experience management

Insight and analytics

Service design & marketing

In 2016 customer services will continue to be focussed on customer satisfaction, customer advocacy, and resolution. Whilst the majority of contacts will remain to be by phone for the next 3 years, the direction of travel is to identify the best set of digital solutions that will empower residents and businesses to solve issues for themselves, and to ensure that requests for services, including payments, case management enquiries and applications for services are handled efficiently and effectively.

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The aim of the service is to ensure that where customers need additional support or advocacy - the necessary additional support is provided to ensure equality of access to services, and quality of service delivery.

Our programme of work to re-design services to maximise systems & processes will make full use of insight and analytics. Our approach to business process management is to use customer behaviour, value add analysis and system efficiency to ensure services are design to what people will do and what the service needs them to do to maximise information, time and resources. The aim will be promote online digital services, and self-service

Customer services uses the principles of operational excellence to deliver value for money, with a strong focus on continuous improvement to drive up customer satisfaction, customer advocacy and resolution This approach has been successfully delivered in Capita's Life & Pensions business and uses advanced workforce management tools and expertise in contact centre management.

5.4.6   Barriers to achieving the vision

Areas for further development

The website needs to be developed as part of the next stage in digital maturity to ensure integration of the webforms into case management systems to provide the real-time updates and proactive alerts that customers now expect with an online experience. An example of this is the integration of the Revenues & benefits webforms into the case management system.

As part of the on-going continuous improvement, further development is required to simplify content and design pages based on what customers actually do, i.e. drive the user experience from typical and known customer behaviour.

Operational focus on identifying customers needing additional support can be complex, to ensure cases are identified as early as possible.

Our data captured highlights a high level of failure demand based on customers failing to get the service delivered to agreed timescales, or poor quality of service delivery,. There needs to be a focus on that to ensure that as services improve their digital services, areas where customers do not get a consistent experience are identified and addressed.

Additionally, Many customers prefer to call, even when they are able to access services online (e.g. Parking) so further work is needed on marketing services, ensuring customers see the additional benefit of accessing services digitally and addressing key concerns or customer complaints to continually improve the online digital experience.

5.4.7   Future plans

The planned changes in 2016 are:

- Revenues & Benefits business process re-design to maximise systems, best practice and standardising processes
- Delivery of a database of voluntary and community organisations in Barnet and integration with customer services to support customers in obtaining the support they need

5.4.8   Opportunities

Current opportunities for 2016 identified and in plan

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- Implementation of a refreshed Revenues & Benefits case management system to better integrate web self-service webforms into the system, preventing unnecessary manual re-keying, and providing customers with more direct access to their information.

- Revenues & benefits to review all processes to become digital by default as a principle e.g. New Claims, noting that this does have an impact on the delivery of some of the measurements of KPIs. This will reduce the amount of face to face contact.

- Focus on failure demand, root cause analysis, to refine web content, telephone routing messages, and information provided to customers that cause further unnecessary contact (e.g. letters that do not provide all the required information)

- Further work to automate and improve delivery of parking, assisted travel, revenues & benefits that CSG has end to end responsibility for

- Working with services to identify areas where services could be fully delivered at first point of contact

- Implementation of the Lagan Mobile system that enables service requests for Street Scene issues to be directed to an operative automatically out in the field.

Further opportunities

- Further opportunity for service to enable customers to self-serve by online booking of appointments with specialists based on case management requirements

- Further process re-design to design out unnecessary handoffs to the Council, and more proactive business process management that provides proactive alerts to customers to prevent unnecessary contact

- Services design for the implementation of new IT (including digital solutions) systems for services, to include customer journey mapping to ensure the design matches the actual behaviours of what customers do, nudging customers to behave in a way that optimises the business operation and meets their individual needs in the most effective way, and reduced customer contact to that which is needed for the delivery of services

- Further personalisation of service provision, so that service levels can be managed to meet the circumstances of the case, and resources prioritised to those most urgent cases

- Further development of My Account to link up all forms used by a customer to access services, and to provide proactive alerts on status by the customers preferred channel, e.g. text, mobile messaging, email

- Further development of My Account to proactively notify customers based on preferences and known facts that the customer has agreed to be shared, that proactively inform customers of events relevant to their circumstances.

- Further development of the website to provide community dashboards of information relating to streets and roads and developments to prevent the need for calls unless there is a necessary reason for further escalation and service intervention.

- Further development of capability in Lagan as a digital customer experience management tool

5.5 CSG - Revenues and Benefits (further detail)

5.5.1 Approach to transformation

The current Revenues and Benefits service manages cases via telephone calls, emails/letters, and a new claims team in the two face to face centres. When the new website went live on 1 March 2015, a new online claim form was launched, enabling customers to make an application for Housing Benefit or Council Tax Support online via the Council's website.

In 2016 the online provision will be improved to enable a greater degree of self service for customers via even more online access to their Council tax and benefits accounts alongside a suite of online forms that will integrate into the Council tax and benefits systems enabling customers to provide information pertaining to their accounts and removing rekeying of data.

The overall aim is to provide an enhanced digital service with customer account information available via My Account so that it can be accessed at a time that suites the customer, and thereby reduce demand for staff assistance. Once this is in place, customer services will be able to be more assertive in channel shift messages to customers.

5.5.2 Gap between current plans and the Council's vision

The service will be able to move forward and match the Council's vision in 2016 by implementation of the online webforms and account access available with the case management systems and integration into the Council Tax and Benefits system. The pace and scale of change will be supported by the Council's appetite to drive the channel shift and by the system suppliers' portal and forms delivering the required functionality.

The aim will be to have contact being made via webforms, self-service via a portal and calls being on an exception basis not as a default. The only face to face service run by the service is new claims. Following the implementation of the on line new claims forms the delivery of this service and a move to a digital by default approach is being discussed. Any move to a digital by default service will be supported by a service provision to those customers who are vulnerable and unable to access/utilise a digital service.

Channel Shift

Face to face is the current default channel employed for new claims and back office for updates to Council tax and benefits accounts based on information provided by customers. The establishing of a suite of integrated online forms will enable a channel shift in the delivery method for that information from email/phone call and letters to the structured and integrated webforms.

Prevention and Demand Management

A move to a 'digital by default' new claims service will reduce face to face demand at the customer service points. There also needs to be a review to see whether the provision of original certified documents to support claims for benefits can be reduced, without increasing the likelihood of fraud.

The aim of the business process re-design is to reduce telephone contact by managing customer's expectations better, improving information at first point of contact, and reducing the causes for contact. Online is essential to this as people will be better able to self-service, and have more up to date information my account, that prevents the need for advisor support for those able to self-service.

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5.5.3   Future vision

Once the tools like IVR and richer functionality within the website is implemented, customers will be driven by the ease of accessing and using the transactional forms. The future web offering should be based around life events for all services. We will look to use insight and service statistics to see what customers access at first contact and the other services that they are likely to need to also access and promote these services to the customer.

In future the service will be able to drive the majority of new claimants online and enable mediated support for vulnerable claimants who cannot transact on line. N.B this will need the KPI amending to reflect the impact of a move away from current calculation methods of the KPI.

5.5.4   Key findings on web usage

Whilst there were 10,885 customers registered to use My Account by the end of September 2015, a minority had added their service specific accounts, as table 4 below shows.

Table 4 – My Account holders who have added their service accounts

Council Tax	Benefits	Parking	Libraries
2,405	622	951	345

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5.6   Education and Skills

5.6.1   Main services provided

Access to school admissions, delivery of SEND services (Special Education Needs and Disabilities), school improvements and over 16 education.

5.6.2   Main customer types

Although the end customers are children, the service often communicates with parents, seeking to acquire necessary services and school places for their children.

5.6.3   Current position

Admissions

There is an online portal for school admissions, through which 98% applications are received using the e-forms. There is also a function for supporting documents (for school admissions) to be submitted via this online portal. However, most customers send their supporting documents via post. Further work is being carried to improve the user friendliness of this functionality. The online portal volume for in year admissions is 70% of the applications received. The service is looking to move on to an App to enable customers to apply for school positions via the App. Admissions appeals are now lodged online, active for in year. 90% of appeals are received this way. The admissions team are reviewing to make their online forms and system more user-friendly in order to achieve higher volumes via digital routes.

SEND and Inclusion – CSG, "Digital by Default"

The SEND and Inclusion team provide support and services to children and young people with Special Educational Needs and their families. Most correspondence is conducted through email. The next most numerous is phone calls. The website has an area dedicated to the Local Offer; this will act as a "one stop shop" where customers will be able to look up all information and services available for children and young people with SEND.

Post – 16 & Barnet Education, Employment and Training Support (BEETS) team

The Post-16 Team ensures that they fulfil the local authority's statutory responsibility to ensure participation for young people aged 16–19, families, schools, colleges and training providers, and community groups. Young people tend to contact the service by telephone more so than email. Contact with schools and providers tend to be done through email. When contacting young people in a more formal way a letter will be used.

There is also a frequent use of social media, particularly Facebook and Facebook messenger. The Post-16 Team is making inroads with the use of social media. The BEETS team have their own Facebook page, which allows them to keep in touch with young people, and to advertise employment or volunteering opportunities, amongst other things. Facebook messenger is another useful tool as it allows the team to keep in touch with young people who may not have credit or reception on their phone, but have access to Wi-Fi.

5.6.4   Education and Skills digital vision

The vision for Education and Skills is to make greater use of Apps, for example, developing an App for access to school admissions and for post 16 education. There is also an aspiration to embrace social media, already used by the Post-16 team, to be used in future for school improvement.

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5.6.5   Barriers to achieving the vision

The vision for Education and Skills to become digital by default must be tempered by the fact that for certain client groups, email or phone contact is preferred rather than attempting to transact over the web or use apps.

However, for many young people, the use of apps and social media are becoming the preferred methods of communication and embracing these channels is only limited by ability to agree and build a timely, solid IT supporting infrastructure.

5.6.6   Future plans

There are major improvements to The Local Offer being implemented at the moment. Included are:

- A dedicated mailbox, which can be used for sending in feedback, but can also be used by services to update their information.

- Major re-writes to the content to make it more web ready and user friendly

- Improvements to the directories to facilitate quicker searching

- Producing an online A-Z or "jargon buster".

5.6.7   Opportunities

The service is looking into using WhatsApp, as it is a very popular mode of communication with young people, and again it requires no credit or mobile signal, only a Wi-Fi connection.

5.7 Family Services

5.7.1 Current situation

Family Services cover a wide remit of services with varied audiences and levels of engagement. These include the Families Information service (FYi), early years, and libraries as well as targeted and specialist services such as early interventions for children, young people and families, and social care and youth offending services.

The service has invested time in shifting information online where possible and whilst (apart from libraries) there are very few transactions as a service, these are all now available as either webforms or via external transaction portals where possible. This includes information for professionals from other agencies.

Due to the nature of the services delivered and the statutory framework surrounding these there is a high level of face to face interaction with children and young people at risk and their families, the majority of which takes place in people's homes or other venues across the borough.

The current situation can be summarised as follows:
- FYi statutorily offer a range of information about services available to children in Barnet, including universal services and childcare. The service is managed by CSG. All contacts go through the customer contact centre and online information is regularly updated. Family Services has an external online transactional portal for Futureversity which enables young people to apply for courses.
- The first part of an early year's transactional portal has been implemented to support the end-to-end process for the Free Early Education entitlement (known as FEE). When fully implemented it will be for parents and providers. Social Media is used to promote services in Children's Centres and for promoting FEE.
- The customer interface with libraries is well developed and use of the website, social media and apps is already established. Recent developments with the introduction of an IVR need further refinement to ensure that residents can access all the services they need.
- Twitter is used extensively to engage service users about activities, FEE, library events etc. Barnet Youth Board have their own Facebook page.
- Telephone calls to Social Care are all filtered by an IVR, and most calls will be automatically be directed to the MASH (Multi-Agency Safeguarding Hub), which is the front door into services for both partners and members of the public. Other calls that do not need the MASH will generally be to named Social Workers, but all clients are given direct dial numbers, so this will be minimal.
- There is an online webform for professionals to make referrals and an online application for parents to apply for their child to be on the Disabled Children's Register.
- There is little face to face contact at Council buildings as most contact will be in people's homes, so that surroundings can be assessed as part of supporting families. Direct work also takes place with families who do not reach the threshold for Social Care involvement, and families are referred via MASH or Social Care. Any potentially high risk cases and Child Protection cases are held daily at Barnet House and managed by Family Services. It is unusual for client without an appointment to arrive at a Customer Access Point, but those who do are often in crisis, and will be dealt with accordingly.
- Face-to-face support for young people who have offended or are at risk of offending is vital, but sometimes very high risk, so secure space needs to be available at short notice to support some young people safely. As such, face to face venues will be required going forwards.

- Social care website information is generic, but with a specific multi-agency website for the Barnet Safeguarding Children Board. There is a separate campaign to target the recruitment of Foster Carers and Adopters, with Social Media campaigns.

5.7.2 Future development and opportunities

Compared with other Delivery Units, Family Services have few transactions with the public that do not involve direct casework and interventions. To deliver direct work going forward specialist customer access points will be required. Future service design and delivery is likely to require greater partner working, for example with health and housing, focused around geographically appropriate hubs.

The key opportunity areas are:
- Fyi – Where possible, online options have been developed to deliver non-casework communications and customer access. FYi is a priority development area both to improve the quality of current provision and to identify any potential for enhancements.
- Libraries – The service will continue to look at opportunities to deliver the library service in innovative ways (for example Openplus), and further development of self-service kiosks are planned. The Library Strategy is a key enabler of the Customer Access Strategy.
- Implementing next phases of transactional portals – Three external portals have been rolled out in the past year and the focus will be on embedding these and rolling out the second phases.
    - For early years places (FEE) parents already have access to a portal and the next phase is rolling out access for providers.
    - Partners involved in early intervention, including schools, can now upload Common Assessment Frameworks (CAFs) via the secure online portal which then integrates with the case management system. The focus will be on embedding this.
    - For social care payments the secure online portal currently covers foster carer and other regular payments, and the next phases involve extending the portal to cover all client-related social care costs.
- Social media – Those using youth services have been identified as most likely to want to respond to social media. Social media is also being used to engage with foster carers and there is potential to grow this.
- Apps – The development of apps and other tools will be useful to gather customer feedback and enhance engagement with children, young people and families. This could include apps for children in care and care leavers, and for parents with under 5s. There is also potential for professionals to use apps that integrate with case management system as part of their assessment work with families. This will be heavily dependent on the IT Strategy.

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5.8 Parking (run within the Commissioning Group)

5.8.1 Main Services provided

Receiving and responding to all parking, Blue Badge and Freedom pass related enquiries including telephone challenges pertaining to Parking Penalty Charge Notices (PCNs), receiving and processing Permit applications, receiving and processing Visitor Voucher applications, receiving and processing Parking Suspension applications, receiving and processing Blue Badge applications and receiving and processing Freedom Pass applications and renewals.

5.8.2 Main Customer types

Residents and car owners who live, work, travel or drive through the borough.

5.8.3 How the services are currently provided

PCN queries from members of the public are dealt with primarily using an Interactive & Voice Response automation system (IVR). There is a 'closed loop' IVR process for callers wishing to contest/challenge their PCNs; the main reason being that there is a statutory appeals process in place for motorists wishing to challenge the validity of a PCN which has to be completed in writing, not by phone. It is a requirement that this process accommodates all requirements as set out in all related parking and other relevant legislation and in particular the Traffic Management Act 2004, which amongst other things is designed to safeguard the interest of the motorist by determining a structured process to be followed by all authorities.

Following some equalities concerns highlighted by the Local Government Ombudsman (LGO) in 2013, guidance relating to the legislation and parking process has determined that there should be adequate provision in place to allow a process of oral PCN representations to be made to the Council in circumstances where the vehicle keeper would struggle to communicate in writing by reason of his/her disability.

The current IVR facility includes an option for motorists who require additional assistance or support to speak directly with a member of staff. There is a similar arrangement in place for dealing with enquiries relating to permit applications, Visitor Vouchers and suspension applications.

5.8.4 Barriers to achieving the vision

Not all callers want to challenge their PCNs. The recent expansion of the IVR process to include additional support for certain customers in line with the Council's equalities duty will require further assessment of the extent to which it has fulfilled the intended purpose. It was also necessary to make the changes to allow other PCN related enquiries to be dealt with as not all enquiries can be accommodated via an automated response. Parking enquiries can be extremely diverse, however there is a potential that this could increase call volumes and hence resource requirements and therefore it will be necessary to keep detail records of all calls received to ensure that the changes are effective.

Some customers want 'human' involvement in their contact with the Council, and if they cannot get through to speak to a contact centre agent, may call Council officers, and/or Councillors instead, which is not the intended consequence.

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5.8.5 Future Plans

Over the past 12 months a number of changes have been made which has improved the customer journey and allows customers to self-serve. Those who do so will benefit from a simpler and quicker transaction. We need to promote the benefit of the changes which have already been implemented and to continue to review areas that could be improved in the future. Although the changes have led to the majority of transactions being possible by implementing a 'digital by default' approach for parking, support for customers and service users who are unable to utilise the self-service facility is still necessary.

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5.9　**Re ltd**

5.9.1　What Services does Re provide and how

Re Ltd is a joint venture company between Barnet and Capita plc, formed in October 2013 as a result of an outsourcing exercise. Re has ambitious growth targets to deliver the contractual benefits back to the Council so needs to develop a target operating model that facilitates this.

The services currently delivered through the partnership, along with the key volumes, are shown in table 5 below.

Table 5 – Re's services and key volumes

Service	What are the services and how are they provided?	Channel breakdown (where known) Per year Based on Q1 data 2015/16	Comments
Building Control	The primary function of the initial customer contact is advice and to book an appointment. Once an appointment is made the key relationship is with the building control inspector. The front office will process enforcement related customer enquiries, which will be reviewed by the building control inspectors.	32,000 calls 2,300 logged requests 24% e-mail 46 % webform 30% phone	This is a key income generating service that already operates in a commercial market. Therefore quality of client engagement and speed of service is vital. The aim is to build good relationship with builders who are often the main customer.
Planning/ Development Control	The primary phone contact is seeking advice on either how to navigate the web to submit an application or how to comment on an application. Once an application is submitted, the key relationship is with the allocated planning officer. A key challenge for the service is a big increase in demand over the last 18 months.	50,000 calls 7,000 e-mails/webforms 8,190 Applications 938 Tree requests 1,600 Enforcement Cases Total – 9,128 – increased from 7,627 in 2013/14	Like building control this is a key income generating service. It has developed a number of new services in the last 12 months (expanded pre-planning advice; fast-track service; consultancy service). All of these have proved popular. A key concern for the service in the London context is staff recruitment and retention.
Highways	A high visibility service undergoing a big programme of change – with significant investment to move from a less reactive to a more planned service. The transition has caused some pain, particularly with the need to	28,500 calls 10,300 service requests broken down as: 54% phone 20 % e-mail	The introduction of Report-It provides a useful tool to support channel shift. The key opportunity to reduce call volumes is to provide residents with more timely updates on what is happening to all

		26% webform	ready logged services requests.
Environmental Heath (Housing, Care & Repair, Environmental Protection, Pollution)	A complex set of services, branded under one heading. More work is needed in this area to map the customer journeys to better understand the opportunities to increase online take-up.	18,000 calls 4,800 Service requests a year 40% Phone 37% e-mail 23% webform	Care and Repair and Empty properties are growing services with potential to expand.
Noise & Nuisance	This is a highly seasonal/weather dependent service where managing expectations is key. The percentage of requests via phone is not surprising given the nature of the service where people want an immediate response to an incident that is happening at the point they report it.	3,000 calls 2,400 requests 64% phone 21% e-mail 11 % webform	The technology to support this service is being reviewed.
Pest Control	As this is an income generating service, as the service hub takes the payment and makes the appointment, until improved online payments and bookings are available, phone is the most cost effective way to deliver this service	4,500 calls 1,000 requests 67% Phone 13% e-mail 20 % web	This service now operates beyond Barnet.
Land Charges	This service delivers searches, mainly for lawyers who are conducted them on behalf of residents buying/selling home.	2,600 calls	An income generating service.
Trading Standards	The vast majority of requests now go to consumer direct, rather than the Council.	240 calls 2,600 service requests 78% phone 10% e-mail 12% webform	
Licensing	Probably the service, nationally, that has had least investment through the e-gov programmes. Most forms are accessed from the .GOV.UK website, but are not "smart" forms and have no ability to integrate into back office	5,700 calls 840 service requests 3% phone 24% e-mail	The aim is to develop a national centre of excellence for this service.

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| | systems.

Re have looked at the high volume forms and is reviewing options for greater automation | 73% other | |
|---|---|---|---|
| **Hendon Cemetery & Crematorium** | 1,000 cremations per year | In general, residents interface with this service via funeral directors, other than visits to the cemetery to visit graves after a burial has taken place. | |
| **Regeneration** | This does not have a direct customer facing interface as the majority of interaction is with developers. The resident involvement side is in the main through the planning process. | | |

5.9.2   What do customers think about those services

Measuring Customer Satisfaction across Re services is a 'Super KPI' aimed at providing a continued focus on customer service throughout the full 10 year life of the partnership contract. When the service was transferred to Re in October 2013, there was no historic customer survey data against which to measure customer service.

Since the pilot collection of data (Feb 14 to May 14) from the period June 2014 to March 2015 over 11,100 surveys have been sent out, with an overall response rate of 12%.

The results - % customers satisfied - up to March 2015 are shown in Figure 1622. This acts as a baseline against which improvement can be measured going forward. As this was the first year of data collection, it was the first truly reliable data that was sampling actual customers of the services, close to the point at which they had experienced the service.

Figure 16: % satisfaction by service
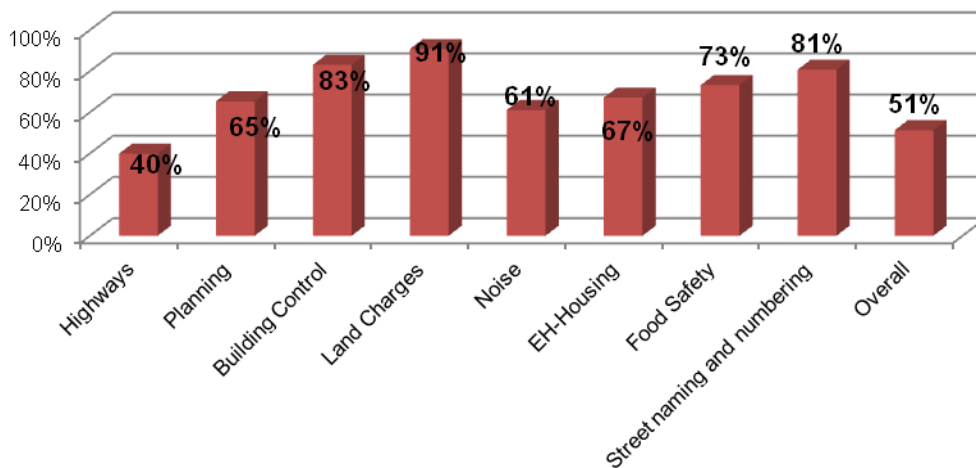
The survey response rate per service is shown in
Figure 17. This clearly shows that response rates are hugely variable; a fact which can be explained mainly by the nature of the services being delivered.

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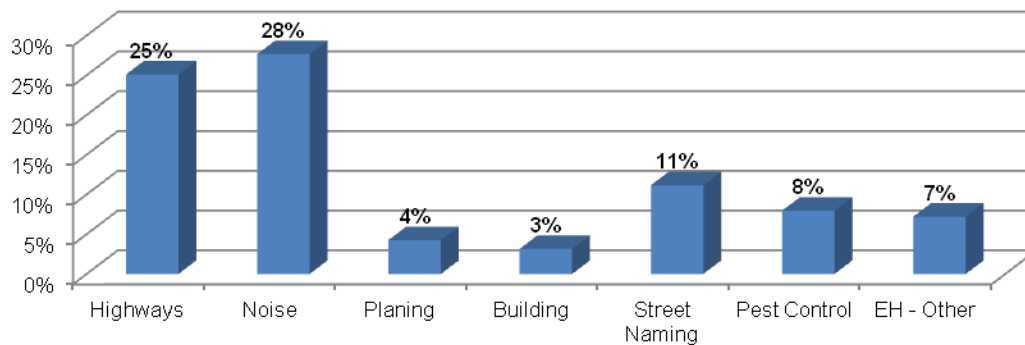
Highways – a very high volume of surveys were sent out with a correspondingly high response rate reflecting the level of activity in this area (around 1,000 service requests per month) and the fact that this a very resident focused service. This service is by far the highest area of service concern during the year and the main focus for service improvement undertaken by Re. The recent introduction of automated emails being sent to users of the service once work has been undertaken will ensure that surveys reach residents far more quickly.

Planning/Building Control – the much lower response rate for these services reflects the fact that the user group being surveyed is often the same – as most applicants use builders/ agents users are receiving multiple surveys. So while there was a good response initially this has dropped off during the year. To counter this it may be more appropriate identify people within this group and only survey them twice/three times a year.

Noise/Pest Control – Resident-facing services tend to generate higher response rates as shown by these services and in particular in Noise.

Environmental Health - Other – This covers a wide range of services (such as housing), which often cover enforcement related activities. It has been hard to determine the exact end point of the service delivery process following which the survey will be sent out; thus response rates have been consistently poor. A concerted effort was made during March 2015 to increase user survey returns. Work needs to take place to identify a way to better integrate the survey process into the service supply chain and to learn from the changes made to do this in highways and planning.

As an additional incentive to users to complete surveys; from March Re has committed to donate 5p to our local charity for every completed survey returned.

The questions asked for each service are shown in Figure 24, the examples being for planning and highways for June 2015. The questions cover the full end to end customer journey and provide the service with detailed feedback on where improvement effort should be provided.

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Figure 18: Planning Customer Satisfaction – by question
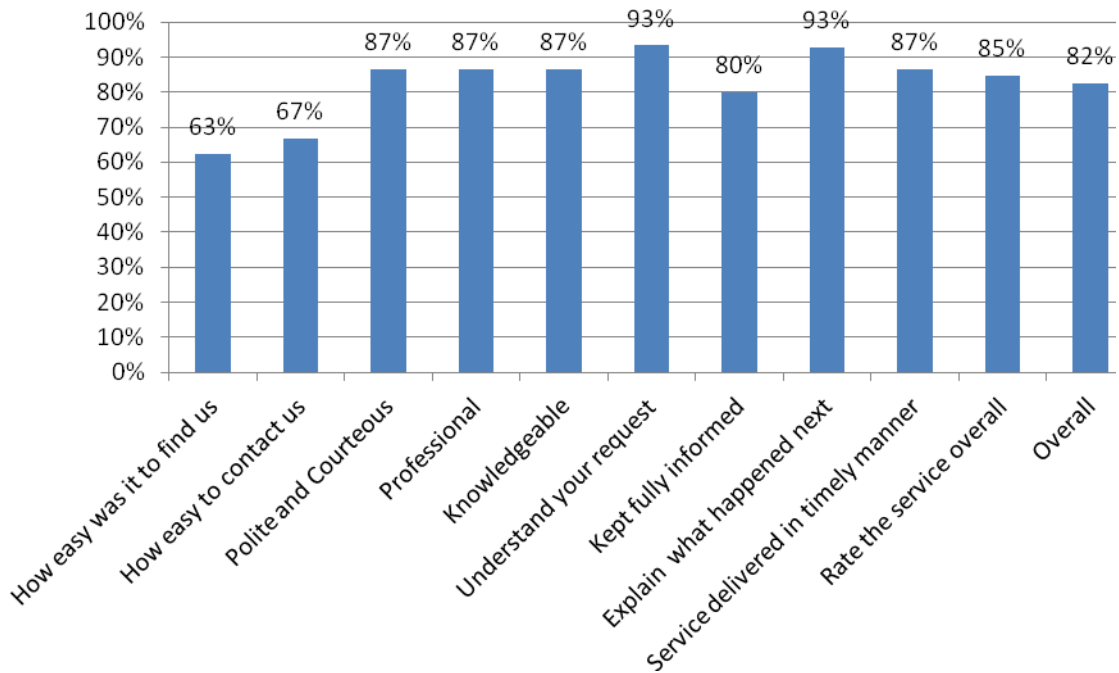
Figure 19: Highways Customer Satisfaction

Highways Customer Satisfaction
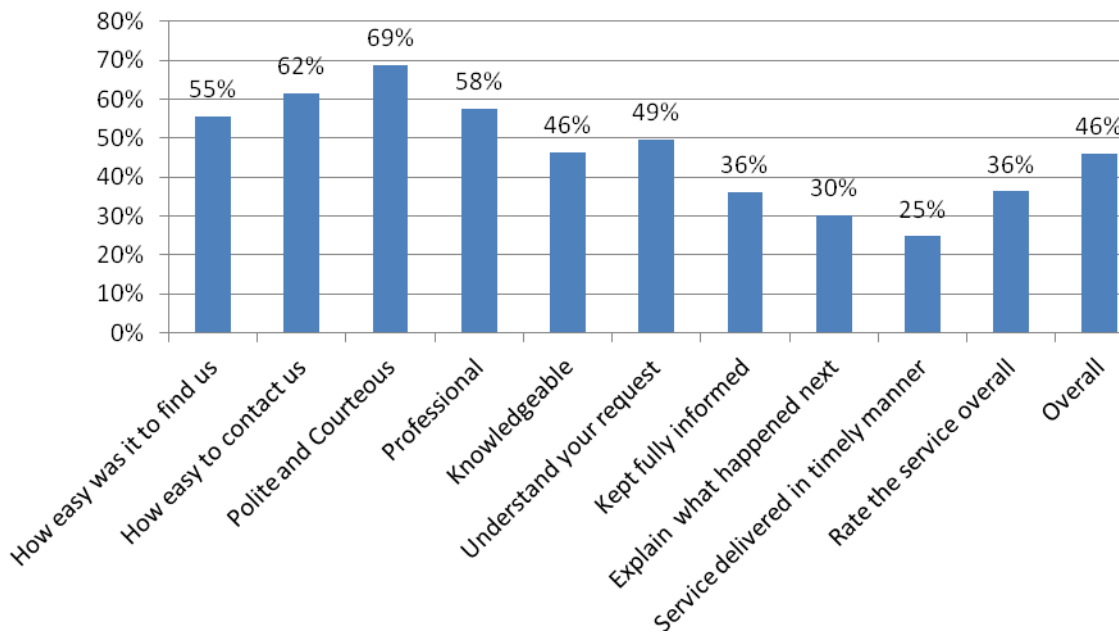
In terms of Web presences, all Re pages were re-written as part of the gateway project and launched in April 2015. Since this re-launch, Figure 6 shows the average weekly views for the top 5 Re pages. All other pages score less than 100 views per week, with most considerably less than this (10-20 range).

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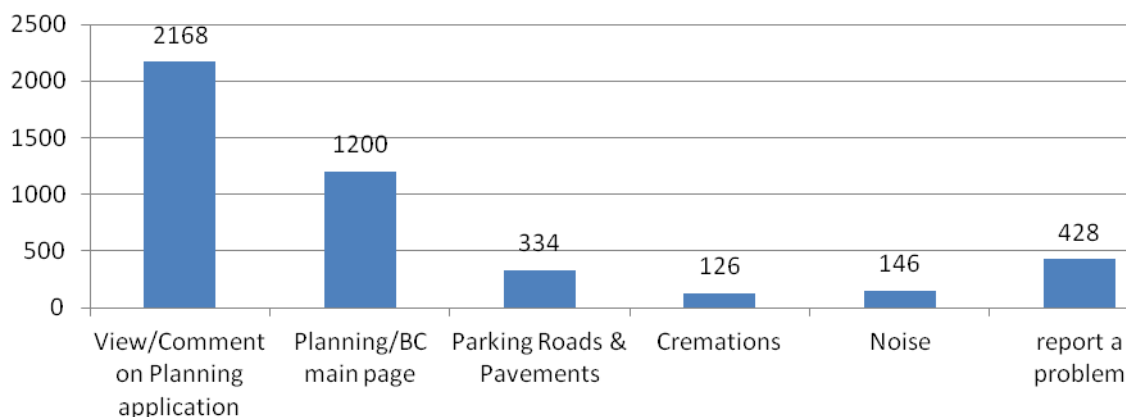
The monthly web-based GovMetric data shows that despite the re-launch of the website, the highest visited Re pages, Planning, still attract the most criticism although the volume is small relative to the number of actual visits. There are normally around 5-10 negative comments per month. When looked at it detail, they do not always relate to the actual web page, but some aspect of the service, but are using the opportunity of the GovMetric comments system to make a point. However, even allowing for this, we do know that a significant number of telephone calls occur after a customer has failed to easily find what they want on the web.

5.9.3   Future Plans For Re services

A key commitment in the contract was to provide an IT platform that would support improved customer services. This has been delivered with an investment cost in excess of £2m.

All the main services have been subject to complete IT refreshes during the first year of the contract and this has enabled in improvements in processes, particularly in highways. A key customer complaint had been the lack of feedback on what is happening with road and pavement repairs. The new IT now enables the service to send automated updates to customers to keep them better informed. Specifically, Re have invested in integrating Exor, the highways system, with Lagan so that when residents use the online 'Report a problem' function, the service request is communicated directly into the Exor system. This only finally went fully live in July 2015.

As with other Capita services, Re services are being reviewed to see if greater synergy can be achieved by developing national centres of excellence, as has been done with Revenues and Benefits. The intention being to look across several contracts and develop best practice operational models for the full range of Re services. This would then mean that business cases for improvements, in areas such as licensing, are more likely to be viable.

This work is at an early stage and will also have an impact on how the customer interface is delivered.

It is proposed that a full set of proposals be presented in early 2016.

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5.10   Street Scene

5.10.1   Main Services provided

- Waste and recycling

- Green Streets (street cleaning, parks, removal of fly tipping, removal of graffiti, grass cutting etc.)

- Transport – Procurement and maintenance of some 200 Council vehicles and the passenger transport service which transports almost 1000 vulnerable service users each working day

5.10.2   Main customer types

These services are universal, provided to all who live or work in the borough.

5.10.3   How services are currently delivered?

Street Scene provide Waste & Recycling, Street Cleaning, Parks and Open Spaces, and the Council's Fleet and Passenger Transport services. The majority of these services are universal. Passenger transport is the exception; the main contact with these customers is via SEN team in Education and Skills and through the Adults & Communities Service.

Waste & Recycling deliver a weekly collection of recyclable and waste materials to 141, 000 homes in the borough and over 2000 businesses. The service also collects food waste and garden waste. Almost 80% of residents rate the service as good or excellent, the highest satisfaction rate in London. Not much work is done via digital channels. However there is potential to review all processes and introduce new technology.

The web already works well for informing customers of refuse and recycling days. Requesting a service or reporting a problem is currently more difficult and receives mixed reactions. The major dissatisfaction comes from the small number of issues where the service fails to deliver what is requested and then takes too long to resolve.

Citizens can log on to the Council website and find basic information such as dates for refuse collection – which is updated automatically from a back-office system. However, the information provided is limited.

5.10.4   Opportunities

The vision is to work more like BT or British Gas – where our field workers get automated jobs and do not need to return to base.

The service could digitalise the most common process – where citizens report a missed bin collection. Currently citizens call the contact centre; the call is logged and sent to the collection centre, who write out a ticket that is printed for someone to use to collect the bin the next day. This could be automated so citizens could log on and report the problem automatically to reduce cost and streamline the process.

The use of RFID technology or automation to report full bins could be considered depending on cost.

The service is planning to implement a new digital solution – including a change to Lagan– which will allow citizens to report common problems directly and get an email/text acknowledgement.

Barnet has a lot of 'friends' who maintain parks that could be more effective if they were supported by better systems that required less face to face contact. It is intended that this be considered as part of the community participation strategy, with a specific focus on the automation of the higher volume high volume transactions/cost areas first.

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Regarding transport, parents/carers often phone in to cancel collections. There could be an email/text option.

Future plans include a transformation of the Lagan CRM system, which will improve digital by default significantly by getting many more transactions right first time. The planning stage is complete (with top level corporate support). CSG are working to support this to turn it into a reality. This plan will deliver significantly on the vision, whereby the majority of access to services will be digital.

6 REVIEW OF EXISTING FACE TO FACE (FACE-TO-FACE) SERVICE CENTRES

6.1 The Council's vision, as articulated in the Corporate Plan, is that, by 2020, the public sector will become more integrated in its approach to service provision, by co-locating in areas of need; pooling resources; sharing staff and assets; and developing joint solutions to manage demand and provide quality services. By 2020, the objective is that Barnet's public services will be commissioned jointly for the borough by the Council working in partnership with the NHS, Jobcentre, police, education providers and other local partners, and that those services which require face to face contact will be co-located in areas where there is need.

6.2 For residents, this approach will mean easier access to the services without having to deal separately with different agencies and, for the Council, it will reduce bureaucracy and generate efficiencies, with increased collaboration driving improvements in the way services are designed and delivered. The Council has already worked effectively to co-locate with other agencies in a 'hub' model in a number of areas, including:

Barnet Welfare Reform Task Force

- The Task Force, created in 2013, brings together Council housing advisers, Jobcentre Plus staff and mental health advisers into a co-located single team – based at Barnet House – to work with those impacted by Welfare Reform.
- The 'one-stop shop' approach has proved to be more effective than any single agency at engaging with residents because the different partners are able to reinforce each other's messages. Where one agency is unable to engage a particular resident, another might have more success. Depending on their personal circumstances, some residents have been more receptive to messages delivered by their local housing officer, a Jobcentre Plus adviser, or a Housing Benefit officer.
- The results have surpassed what the Council originally expected, with the Task Force successfully engaging with 96 per cent of Barnet residents affected by the Benefit Cap and helping more than a third (35 per cent) into work.
- This approach has also paid dividends to the Council and its local partners, with economic analysis showing that assisting over a third of residents affected by the Benefit Cap into employment returns savings of three times the money invested in getting them there.

Burnt Oak Opportunity Support Team (BOOST)

- The experience of the Welfare Reform Task Force told us that people's needs do not fit neatly within public service boundaries. Residents are often unaware of, or confused by, the breadth of support available to them, and they grow weary of providing the same information to multiple agencies.
- By creating a place-based 'Jobs Team' in Burnt Oak (BOOST) - which brings together the 'Love Burnt Oak' community group, Jobcentre Plus, Benefits service, Youth services, Barnet Homes and Health Coaching Support from Future Path - it

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> was envisaged that all the partners would work as a unified service for the benefit of the local community.
> - The team provides face-to-face advice and well as contact over the telephone and through the use of social media. It was designed to be a model for the future, with coordinated local services delivered in areas of the greatest need using less resource.
> - BOOST is based in Burnt Oak Customer Services Centre and the space is not owned by the Jobs Team or seen as the Jobs Team's office. It is a shared community space with an informal feel - training and outreach activities make use of other community settings such as the Burnt Oak Resource Centre and Barnfield Children's Centre.
> - Since the service went live in May 2015, a total of 225 people have signed up for support and 75 have found employment.

6.3 These case studies demonstrate that the provision of face-to-face services through a model which brings together a number of related services into an integrated, co-located community hub can provide benefits for those that use the services on offer, as well as the Council. It is very much this approach that is being used to inform how Barnet's face-to-face services will be designed and operate moving forward.

6.4 In Barnet, there are currently two face to face centres with a footfall of c.125,000 annually, with around 45% of visits to Burnt Oak Customer Services Centre and 55% to Barnet House. Most of these visits are for housing benefits and Barnet Homes services, as Table 6 below shows. Whilst there will remain a need for face to face contact for those at risk of homelessness, and family services clients, and for Universal Credit claimants of pension age, there is scope to reduce the need for the remainder of visits. The introduction of Universal Credit as a web-only service for working age claimants has established a precedent with regard to moving benefits claiming online.

6.5 In November 2015 Customer Services successfully introduced a new approach to managing the face to face visits received relating housing benefits, Council tax, and general enquiries, offering a combination of assisted self-service and freephones to obtain advice from the contact centre or book an appointment on another day. This means that we have ceased to offer a 'walk in' service in the Council's face to face centres, except for rare emergencies. Barnet Homes is also exploring whether it can reduce the walk-in element of its tenant reception service at Barnet House. These changes are consistent with how customers expect to access services, as they give customers certainty over when and where they will obtain the advice they need, they reduce the queue times, and reduce the overall footfall because customers realise that they can more quickly obtain the information or advice or appointment that they require by using the telephone, email or the website options.

6.6 This model of obtaining advice via scheduled appointments rather than 'walk-in' is intended to become the main operational model for non-emergency face-to-face visits.

6.7   Services that currently require customers to physically present documentation for proof of eligibility and entitlement will be asked whether this can be done remotely either electronically or by post, and making the required process changes will be incorporated into the proposed face to face project.

6.8   The Council's Assets and Regeneration Committee agreed that as part of the Council's accommodation strategy, the Council would initiate a new build development at Colindale, with a view to breaking the lease at Barnet House or sub-letting from October 2017.

6.9   There is no current plan to close the Burnt Oak Customer Services Centre. Thus the Council has a choice about what should happen to the face to face customer contact that currently happens at Barnet House. To risk assess the impact, a review was undertaken to ensure that there would be sufficient provision to meet customer face to face demand following its closure. Through analysing the customer data and understanding the plans for the various services and Council buildings, Table 6 below sets out where the demand would be met. At this stage, this shows that the demand can be accommodated within the other Council buildings that are available. However, as plans for community hubs and multi-agency working develop, these new sites can be considered for certain services. All these proposals need further investigation and detailed design, and will be informed by consultation with the public, which will commence following the Strategy's approval by this Committee.

6.10   The detailed proposals around assisted self-service and document drop in libraries will be developed early in the new year and will need to recognise the implications of the libraries strategy which is currently out to consultation. The funding implications will be considered as part of the development of the business case for the proposed face-to-face changes.

Table 6 – proposed changes to services currently delivered at Barnet House

Service	Avg Barnet House visitors a day	Nature of current visits	Proposed changes
Housing Benefits & Council Tax	150	Appointments and mandatory document provision/certification. Walk ins being reduced.	Assisted self-service, document certification and appointments to be relocated to North Finchley and/or Golders Green libraries. This would promote additional footfall to these libraries, and utilise existing community assets that are geographically close to where the existing customers live.
Housing options and homelessness	50	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale Headquarters or a community hub in the west of the borough.

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			This is a more accessible location for the majority of the client group. The venue / location for receiving 'walk in' demand is still to be determined, and the proposed end to end review of this service, and review of face to face, will look at how 'walk ins' can be reduced, as well as how web-based information and services can be improved.
Housing tenants and leaseholders	30	Appointments and walk ins	This is not a well-used service and Barnet Homes are looking at how improved web self-service as well as the existing telephone contact centre can meet customer needs without the need for a face to face reception.
Planning Office	25	Appointments and walk ins	Relocate appointments to the normal officer meeting rooms within the new Colindale Headquarters, and cease to offer walk ins. The need for walks ins is already reducing due to better availability of online documents.
Registrars (Birth and Death Certificates)	20	Appointments only	Relocate appointments either to Barnet Hospital or identify a better location for the service once a decision is made on the future of the existing office in Burnt Oak.
Welfare Reform Task Force	18	Appointments only	Re-location to follow the location of housing advice services offered by Barnet Homes.
Family Services (child protection interviews and conferences, youth offending meetings)	7	Appointments only	Relocate appointments to the ground floor of the new Colindale Headquarters or community hub as determined by the new operation model for the service.
Booked meetings	Unknown	Customer invited in for specific services e.g. SEN reviews	There are a number of meeting rooms that are booked by services for specific functions as and when needed. This will be captured by the Colindale Headquarters project

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Table 7 – proposed primary use of council assets

Council building	Proposed primary use
Burnt Oak Library & Customer Services Centre	The customer services provision will stay as it currently is, which is general information, advice, appointments, and document certification and receipt for Council services, predominantly housing benefits. However the footfall will be reduced through service re-design and increased use of the improved website and self-service facilities by customers. The multi-agency jobs team (BOOST) will remain in place. Subject to the proposed face-to-face and service reviews, and space analysis, from 2017 it may also include housing advice and homelessness and the welfare reform task group.
Golders Green and North Finchley Libraries	Assisted self-service for accessing all services available online, with particular emphasis on housing benefits and Council tax support; receipt and certification of customer documents used to prove eligibility and entitlement, with specialist scanning facilities; provision for appointments regarding housing benefits and Council tax.
The new Colindale headquarters	Appointment-based customer visits only. The exact mix of services will be subject to service design. Current proposals considered are for family services (child protection, youth offending), housing options and homelessness, housing tenants and leaseholders, and other statutory referral-based services.
Colindale Barnet Centre for Independent Living & Library	This new building may also be a site for those services that offer advice on a walk-in basis, such as those offered by Barnet Homes.
Community Hubs (various locations)	These are at an early stage, but a number of services are developing commissioning plans that involve the use of community hubs where this provides a more appropriate form of delivery. These will comprise a combination of third sector provision, partnership-based services (e.g. a multi-agency jobs team such as BOOST) and Council services that offer advice on a walk-in basis.

Services currently offered via telephone and face to face

6.11   In the 12 months to September 2015, there were 58,430 visits to Barnet House and 36,364 visits to the Burnt Oak customer service centre recorded by CSG customer services. This does not include all visits to Barnet House to other services.

6.12   Whilst table 8 below shows that there are 11 different services that visitors may enquire about, in actual fact the visits at both sites are dominated by Housing Benefits and Council tax, with Barnet House also offering the housing options and homelessness service. The Housing Benefits service currently requires all new claims to be conducted face-to-face, and requires identity and eligibility to be physically certified by a member of staff as part of the claims process.

Table 8 – current customer service provision and channel

Service	Telephone	Face to Face - Barnet House	Face to Face - Burnt Oak Customer Service Centre	Face to Face – bespoke
Customer services provision				
General enquiries	X	X	X	
Council tax & Council tax support	X	X	X	
Housing benefits	X	X	X	X[4]
Street-based services (street cleansing, refuse & recycling, green spaces, trees, grounds maintenance)	X			
Parking	X			
Street Lighting	X			
Assisted Travel (freedom passes & blue badges)	X			
Highways (roads & pavements)	X			
Licensing, environmental health, pest control, noise & nuisance, trading standards	X			
Planning	X	X[5]		
Registrars	X	X[6]		X[7]
School admissions	X			
Libraries	X			X
Families and Young Peoples' Information	X			
Youth Services	X			

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[4] Housing benefits claimants can ask library staff for assistance with filling out an application on-line
[5] Separate reception
[6] Separate to customer services
[7] The main Registrar office is in Burnt Oak, a separate location to the customer service centre and library

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Children's social care	X			
Adult social care (Social Care Direct)	X			
Housing tenants & leaseholder services	X	X		X[8]
Housing advice, housing options, homelessness	X	X		
BOOST – multiagency jobs assistance			X	
Referral-only services				
Housing benefits – new claim appointments		X	X	
Welfare reform assistance		X		
Family services (including child protection)		X		
Special Educational Need services		X		

6.13   Whilst customer services operates over two sites, Barnet Homes housing options and homelessness service only operates at Barnet House. The proposal to move this to a location in the west of the borough such as Colindale or Burnt Oak would bring it closer to the areas that have the greatest deprivation in Barnet, so whilst it will be less accessible to those living in the east, the move is expected to benefit larger numbers of the service's main client group than is currently the case.

Projecting future face to face demand

6.14   In contrast, Housing Benefits customers have always had a choice of two locations serving different parts of the borough, so the planned closure of Barnet House in 2017 could have the impact of reducing accessibility if no alternative locations were to be offered.

6.15   As identified in the CSG Revenues & Benefits section of this document, there is significant potential for increasing the use of online and telephony self-service facilities for Council tax and Housing Benefits customers, and reducing the need for face-to-face. The rollout of Universal Credit - an exclusively online process - to working age claimants, will eventually reduce face to face support to that which is necessary for people who need help with the online process. Interaction for any complex cases will normally be conducted by phone rather than face to face. During 2017 families and couples will be moved on to Universal Credit, but at the time of writing the precise dates and impact is not known for this or subsequent rollouts. However the Government has no current plans to move claimants of pension age onto Universal Credit at all.

6.16   By the time of the proposed closure of Barnet House we can expect the following changes to have taken effect:
- a greater proportion of Housing Benefits customers not on Universal Credit will be utilising the phone and digital channels for support with their claim, due to improved services and improved support for customers in using them, as well as increased digital skills, supported by a Council digital inclusion strategy

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[8] Grahame Park housing office

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- the process of dropping off eligibility and identify documents will be made more electronic, so that the Housing Benefits service places fewer demands on customers physically presenting their documents
- Universal Credit will have been extended to more claimant types, removing the need for physical documentation. Visits will primarily be from residents who need assistance to use the online system
- Limited population growth - less than 1% growth - with growth likely to take place amongst the section of population that does not require Housing Benefits

6.17   The net impact of this should be a reduction in face to face demand for the service, although the scale of the demand is hard to forecast precisely at this stage.

6.18   The borough-wide network of libraries offers a potential way to avoid reducing accessibility, and also support the Council's various additional objectives of co-locating services, maximising the use of public sector buildings, and maximising residents' use of libraries.

6.19   The analysis of the home locations of current Housing Benefits customers shows that there are two libraries that would offer accessible alternative locations when Barnet House closes, as the two maps below show – North Finchley and Golders Green.

Figure 19: Map of where Housing Benefits claimants live (the darker the colour, the higher the number)

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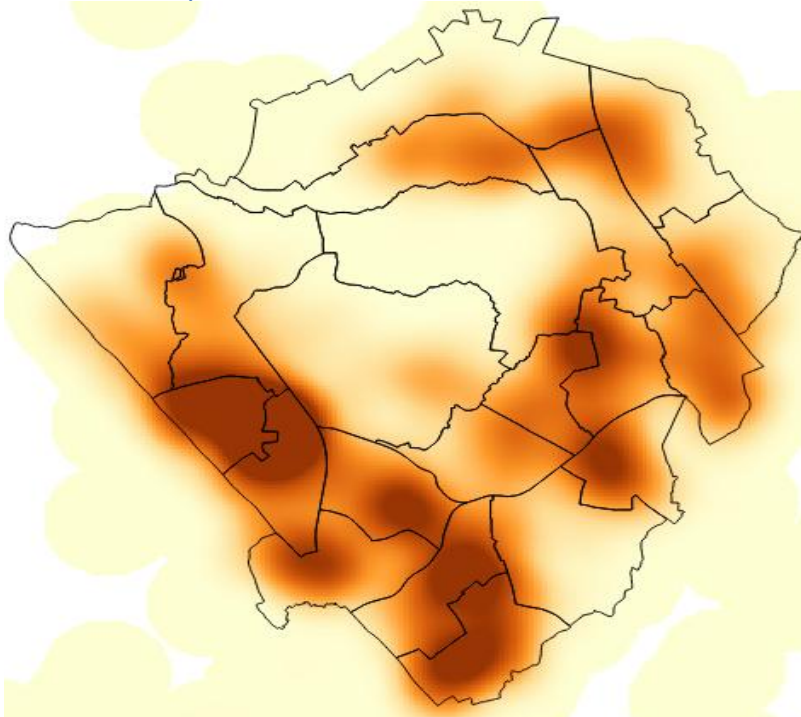
Figure 20: Concentrations of Housing Benefits customers and library locations
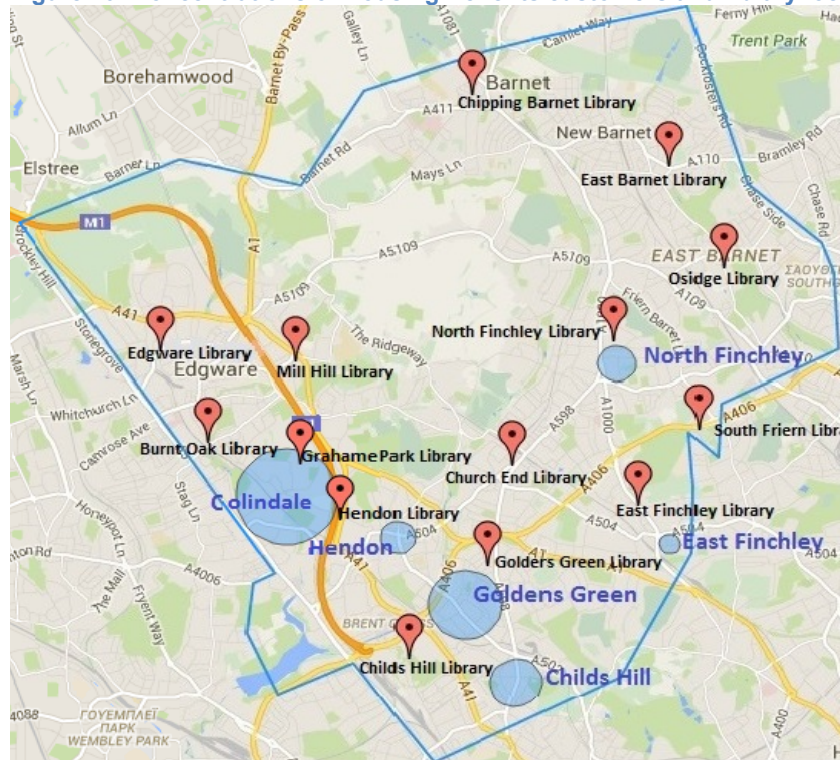
6.20 It is therefore proposed that the business case and initial feasibility study focus on the implications of using these two libraries for housing benefit services including document certification, assistance to use the website and My Account, and any face to face appointments required. Detailed proposals will need to be developed, taking into account the implications of the final library strategy. Any costs associated with using these libraries will form part of a business case for changing the face-to-face arrangements.

6.21 The same staff offering self-service support for Housing Benefits claimants should be able to support customers with accessing other online services, such as viewing a planning application online, and finding advice about housing options.

6.22 An additional benefit to customers is that, subject to the approval of the library strategy, these libraries will have extended opening hours9, making the service available at times more convenient to residents.

6.23 **Evaluating options**

6.24 The following options were also considered but rejected:

- **Closing the Burnt Oak customer services centre in addition to Barnet House** and so have no single customer access centre, but offer some services and self-

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9 The current library strategy being consulted upon proposes that the opening hours for these libraries increases to 85 hours per week, although only 25% of these hours who have librarians or volunteers present

service support in libraries, and some appointments-based meetings for referral-only services at Colindale.

This was rejected for the following reasons:

o The housing options and homelessness service will always need to offer face to face support, which would not be well-suited to a library
o The customer service centre at Burnt Oak is a well-established place to offer advice and appointments related to Housing Benefits, and more recently, support with finding employment.
o The existing customer service centre at Burnt Oak is co-located with a library, which occupies the first floor. There is no plan to close this library, therefore moving customer services out of the ground floor would create a gap, without any saving on building running costs.
o There is insufficient space available in the Colindale building to accommodate projected demand for all face to face access.

- **Close the Burnt Oak customer services centre in addition to Barnet House, and have one customer access centre in the new Colindale building.**

   This was rejected for the following reasons:

o There is insufficient space available in the Colindale building to accommodate projected demand for all face to face access.
o The customer service centre at Burnt Oak is a well-established place to offer advice and appointments related to Housing Benefits, and more recently, support with finding employment.
o The existing customer service centre at Burnt Oak is co-located with a library, which occupies the first floor. There is no plan to close this library, therefore moving customer services out of the ground floor would create a gap, without any saving on building running costs. The customer service centre at Burnt Oak is well-established.

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7 AN ENABLING CUSTOMER SERVICES INFRASTRUCTURE FOR THE FUTURE

7.1 The council has recently developed a new IT strategy that is built around a number of strategic themes. This document does not seek to replicate that work here, but to identify areas where they need to fully align. These IT strategic themes are shown below.

Figure 21: IT Strategic Themes

Reduce Demand	Significantly reduced budgets	Partnership/ Inter-Agency working

ICT Strategic Themes

Mobile & Flexible	Providing support for a range of devices and connectivity methods to enable staff to be more mobile and less dependent on offices while remaining connected with their teams, systems and information
Integrated & Digital	Enabling data and information assets to be stored, shared and consumed electronically and in a compliant way to reduce the use of paper and integrate systems effectively
Secure & Reliable	Delivering a reliable, robust and secure service which makes best use of existing investment, reduces duplication and ensures it delivers what the business needs
Partnership & Sharing	Enabling working and sharing with Barnet residents, local businesses, partners and third parties through pooling resources and creating shared platforms accessible through a variety of channels

Re-use, then Buy, then Build	Architect for Digital Services	Proportionate Security	Data is Customer-centric	Consumer technology design principles

7.2 While all elements of the strategy will support enhanced and more efficient customer services, two particular themes are of significant importance:
   o Integrated and Digital
   o Mobile and Flexible

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7.3   As the Community Participation programme develops, the "partnership and sharing" theme will gain in prominence.

7.4   While the primary focus of this Customer Access Strategy is to look at the interface between the public and the Council - the entry point into services – it has become clear, that for many services, the main requirement is now for improved level of integration between the public-facing aspects of the Council – the customer services centres and the website - and the services that receive the customer requests and deliver the service.

7.5   Therefore, while significant gaps occur in the front-end platform - mainly lack of web and app functionality – improvements to these in the absence of a proper integration strategy and understanding of the end to end customer journey, is unlikely to be effective in the delivery of channel shift, improved customer service and cost savings.

7.6   The IT strategic roadmap therefore sets a key timeline for implementing improvements in customer access. At the detailed action planning stage, the customer access and IT strategies must be aligned and the governance structure needs to reflect the significant overlap.

7.7   The IT strategy naturally provides a high level view of need which will be developed into a set of specific deliverables as a detailed implementation plan is developed. The following sections look at some of the more detailed requirements to enable improvements in customer services.

Web Infrastructure

7.8   The new website and My Account self-serve facility launched on 1 March 2015. The focus was on improving the functionality for the highest volume service transactions managed by CSG customer services. The project did not improve self-service functionality for Re services other than reporting road and pavement problems, and it did not improve self-service for Barnet Homes services as this is an entirely separate website. Nor did it improve self-service functionality for services relating to Adults & Communities, Family Services, Education & Skills or Registrars.

       While the customer feedback shows some improvement of customer's perception of the web, it is still the least used channel and the one subject to lowest satisfaction scores with only a 40% satisfaction rating compared to the phone and face to face which regularly score over 80%.

7.9   Across a number of services, the following barriers to improved online take-up have been identified:

- **Search** – The site covers such a large, diverse and complex amount of information, so the accuracy of the search is critical;

- **Webforms** – there are two types of webforms – a) those created in Lagan CRM, which work well for services where CSG are the first point of contract and b) those created in Magnolia, the web content management system, which have very limited functionality. The latter forms are the main problem in that they simply result in an email to that has to be re-typed into Council systems, with no integration.

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- **Payments** – this links to the issue of webforms. There is no easy way to create webforms that allow customers to pay for services at the end a transaction; each service is currently expected to commission/develop its own solution.

- **Bookings/Appointments** – there is no easy system for creating a booking or an appointment for a visit (e.g. book and pay for a football pitch, pest control visit, book an appointment with a social worker etc.)

- **Directories** – the current directory on the website does not allow staff to complete 'bulk uploads' of data and is therefore felt to be inefficient by the services that need to use it; there is no integration into the primary data sources meaning a lot of administrative work is required to keep them up to date. The aim is that forthcoming community participation database of voluntary and community organisations and directories will be integrate or replace the directory and have enhanced data and functionality.

- **Mapping** – much information is easier for customers if presented in the form of map – the lack of a corporate Geographic Information System (GIS) means that each service is having to develop their own solution meaning that the sort of functionality that users of websites would expect, such as adding and removing layers of data according to what you are looking for; clicking on a data item and it taking you to the data source etc.) are not available. This is scheduled for 2016 in the IT strategy action plan.

- **Integration** – this is when data from webforms goes directly into back office systems that have the functionality to trigger updates about progress of service request. The lack of updates is a key customer complaint.

- **Business Intelligence** – there is still a lack of good quality data across the whole system to support the development of robust business cases. Most service data is not in Lagan CRM, so an over- reliance on this data may lead to a misleading picture; BI, as outlined in the IT strategy, combined with "middleware" could fix this;

It is hard to see how significant further progress can be achieved unless these issues are addressed at a corporate level.

Apps

7.10   It is clear from the data in section 4.2 of this report that large numbers of people expect to be able to transact via smartphones and tablets as iPads. The current website is 'mobile-friendly', which means that the content layout automatically adjusts to the device screen size to enable readability. There is no reason why the numbers of smartphone and tablet users won't continue to grow. There is already a Universal Credit calculator in the Apple app store (Figure0) and a new app is being developed to enable people to apply for Universal Credit.

<p align="center">Figure 30: Universal Credit Calculator</p>

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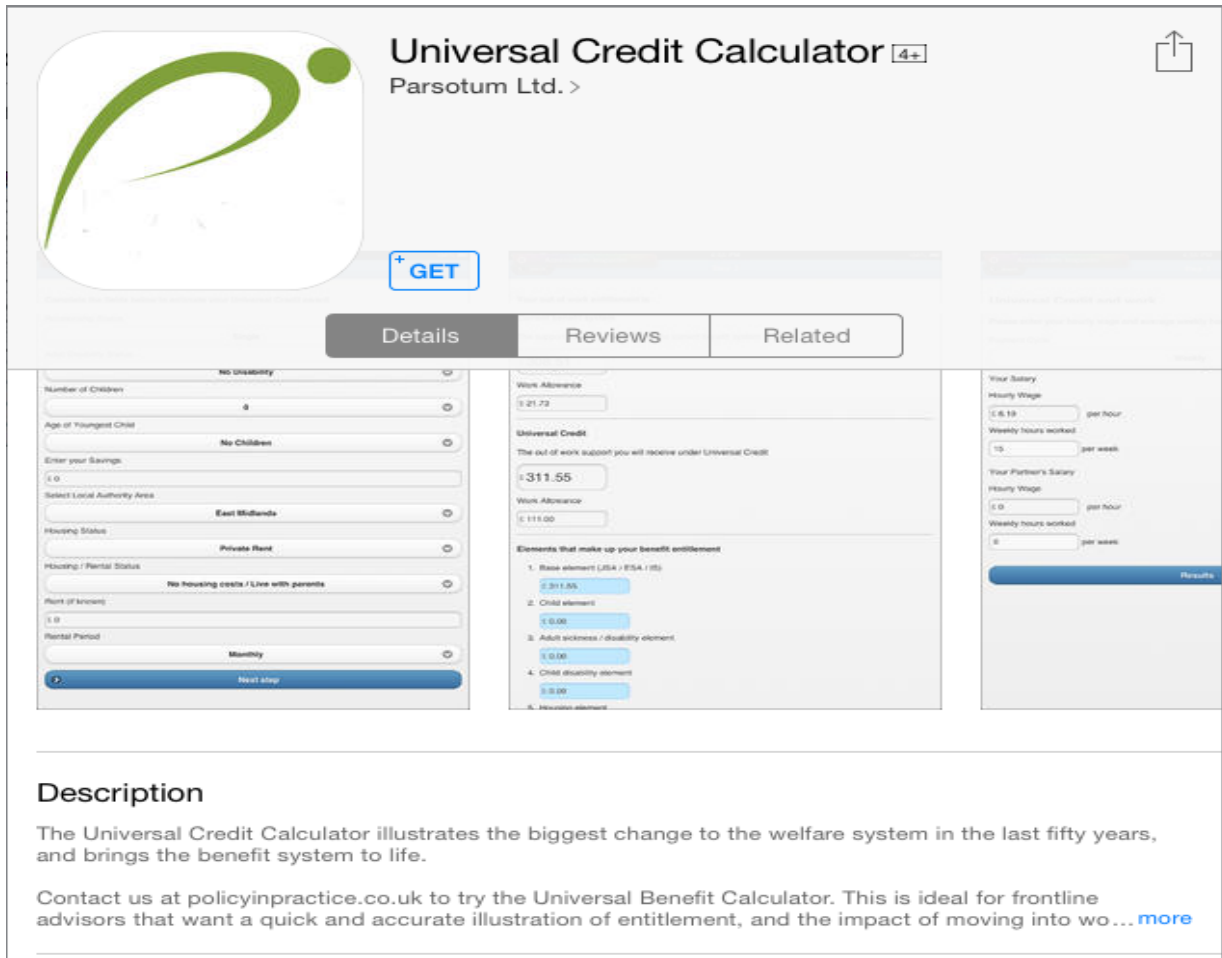
7.11 The use of Apps would represent a departure from the existing approach. The focus on My Account assumes that residents want to be able to access the Council for multiple services on a regular basis.

7.12 The move to Apps would require more of a focus on specific services, so for example the Council may decide it wants to have the following Apps aimed at very targeted groups of service users.

7.13 While the two approaches are not mutually exclusive – any app developed can be made available via the web – there may be significant cost differences in the two approaches. Seeking to build a single web infrastructure that covers a diverse range of services, with full integration into back office systems is likely to come at a high cost and take a long time. Bespoke app development tends to be more agile, but has the possible danger that the same infrastructure is replicated several times.

7.14 Table 9 below suggests some possible areas where Apps could add value.

Table 9 – potential uses for Apps

App	Key functions / Service
Barnet Business	• Where can I get support and advice • Applying for a licence

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	• Paying my business rates • Networking with other businesses in Barnet
Barnet Care	• Where can I get help and advice? • What are my options? • What am I entitled to – self assessment function? • Book an appointment for a full assessment • Can I buy some short term care?
Barnet Waste	• When is my bin emptied? • What and where can I recycle? • My bin was not emptied? • I need a new bin?
Barnet Volunteer	• What skills do I have to offer (self-assessment form)? • Who needs my help, where? • Book an appointment with the volunteer centre
Roads & pavements	• Existing 'report a problem' functionality but with much better information about what is being done. • Highways works in my area • Application for a cross-over
Planning & building control	• Making a planning application • Booking and paying for a building control officer • What planning is happening in my area? • Commenting on a planning application • Do I live in a conservation area?
Barnet health, sports and fitness	• Booking a football pitch / tennis court • Where can I exercise? • Running and walking routes in Barnet • I want to go running/exercise with other people – a fitness social network • Help losing weight and eating more healthily
Barnet Homes	• Applying for a home • Logging and booking a repair • Paying my rent • My responsibilities as a tenant • Anti-social behaviour
Under 5 parents/carers	• Where do I get support? • Activities for parents with young children • Child care in Barnet • Health care for under 5s in Barnet
Barnet schools	• Schools in Barnet • Applying for a school place (primary and secondary) • Can I get help with school transport • My Child has special needs • After school activities (updated by schools)
Barnet hall and room booking	• Where can I book space in Barnet? • Booking a community hall etc.

Telephony

7.15   The CSG service centre in Coventry has seen significant investment in telephony, and an expansion of interactive and voice responsive (IVR) services. However, this is currently not available to those calls that do not go to Coventry. Around 317,701 calls are received by the other two contact centres (operated by Re and Barnet Homes) and over 1 million calls are still received to Council desk phones, of which a portion will be from external customers.

7.16   Detailed planning for the new Colindale Council headquarters provides an opportunity to create a consistent telephony infrastructure.

7.17   As the proposed end-to-end customer journey mapping develops this should identify further opportunities to further rationalise telephony provision. RE specifically is looking at a new target operating model that will result in changes to current provision, probably during 2016.

8 CONCLUSIONS AND PROPOSALS

8.1 Barnet has a population that is ready and willing to support the Council in moving to a 'digital by default model. While it is estimated that 18% of Barnet residents do not either have easy access to digital options, or do not have the necessary skills or interest, this number will continue to reduce.

8.2 Despite the readiness of the population to do this, the vast majority (around 80%) of interaction is still via phone. The evidence that is available would indicate this is due to three key reasons:
- o Lack of web functionality
- o Lack of follow-up when applying via the web or confidence that they will get a response
- o Easier to find a phone number and ask than to find the information on the web

8.3 Therefore, the data would support a strategy that seeks to invest in enabling many more customers to be able to transact online.

8.4 The root causes of the issues highlighted in this document would seem to be:
- o Fragmented approach to infrastructure development;
- o Lack of an end-to-end understanding of the customer journey, meaning that even when it easy to get the information into the system, the lack of integration and work flow means the requests may get lost in a long queue with limited ability to update the customer on progress;
- o Difficulty in obtaining-system-wide data;
- o Key missing web infrastructure as outlined in section 6 of this report;
- o An assumption we must still make everything available via a person at the end of the phone;

8.5 It could be argued that ultimately this results from fragmentation in the way customer services is managed:
- There isn't 'one customer service' – there are many customer services, with three main contact centres, a few other mini-centres, and each Delivery Unit directly managing some aspect of customer service themselves.
- A very partial view of customer access is being used to develop strategy and excludes consideration of the key elements of the service supply chain that ultimately impact customer satisfaction, because data is recorded differently and separately and there is no single source of the truth. CSG deals with a sub-set of Council services and for some of those services, only a part of the service supply chain.
- Customer access issues are treated separately from service improvement (e.g. back office system development being delivered separately from web development).

8.6　　While some services do have ongoing plans that will provide a more robust platform for customer service improvements – for example, Barnet Homes is planning a new web portal, Highways has automated customer updates - the Council will not achieve the ambitious targets in the 2020 vision without investment.

8.7　　We know that 5% of service users are responsible for 20% of calls. A better understanding of this group would make a significant contribution to our ability to manage demand.

8.8　　However, the work has identified ten areas of work needed to realise our vision:
1) Improve website information provision
2) Invest in new website functionality (e.g. online bookings, maps)
3) Pilot 8 'self-service only' services
4) Ensure access for all - develop a Digital Inclusion strategy
5) Simplify phone access - review the multiple telephone contact centres
6) Simplify & automate processes so customers get a better experience, starting with 4 service areas, one of which should be an app pilot
7) Expand the customer data reporting tool, so that all services are included
8) Clarify the use of social media for customer services
9) Develop the role of customer services in signposting customers to community groups
10) Redesign and re-locate face to face services

Medium Term Financial Strategy (MTFS) Savings

8.9　　A target of £0.5m additional savings from CSG customer services by 2018/19 has been set.

8.10　　The savings already being delivered by customer services via the CSG contract are significant - £10.8m over the 10 years of the contract. Given the high proportion of demand reduction this is based on, an average of 54% reduction - but up to 70% for some services - a savings strategy based on further demand reductions and channel shift is felt to be high risk.

8.11　　Until a detailed business case is developed, it is not possible to provide, with any degree of confidence, a figure for savings that could accrue as a result this strategy. Therefore, more work is required to identify the savings required by the medium term financial strategy for 2018.

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Equality Analysis

Consultation

• **Details of function, policy, procedure or service:**	
Title of what is being assessed: **Customer Access Strategy - Public Consultation Findings**	
Is it a new or revised function, policy, procedure or service? **Revision to existing services**	
Department and Section: **All**	
Date assessment completed: **June 2016**	
• **Names and roles of officers completing this assessment:**	
Lead officer	Katherine Lyon Head of Customer Service & Transformation Capita Local Government
Stakeholder groups	Delivery Unit Directors, Commissioning Directors
Representative from internal stakeholders	Kari Manovitch, Head of Customer Strategy & Programmes
	Members of Customer & Information Management Board and Strategic Commissioning Board
Representative from external stakeholders	None at this stage
• **Full description of function, policy, procedure or service:**	

Please describe the aims and objectives of the function, policy, procedure or service

The Customer Access Strategy 'CAS' is a corporate strategy to ensure the Council's agreed vision for customer services up to the period 2020 is achieved. The Draft was approved subject to public consultation, which was completed in March 2016. The EIA was initially produced during the development of the CAS. It has now been updated as a result of the consultation, the analysis of the consultation against the strategy key proposals contained within the CAS, and the work to develop the detailed Digital inclusion Strategy (due to be published in sep 2016).

A key aim of the strategy is to widen Customer Access to fully incorporate developments in digital technology, so that *access can be provided for 80% of interactions via on-line and digital methods*. Traditional telephone contact is changing, to take advantage of digital service delivery. This strategy will enable the telephone contact centre to support on-line access and adopt a multi-channel approach that will assist people accessing services in the most appropriate manner for their issue and circumstances. This requires improvements being made to the quality of the website's self-service facilities, recognising that over 82% (as evidenced from national and local data sets) of the residents of Barnet already have access to the internet.

The vision for customer services in 2020 is to:

- Ensure that the majority of customer access is via digital means i.e. 'digital by default', whilst continuing to provide assisted digital or access to telephone and face to face services where required by the service.

- Support all residents who need additional support and access via traditional channels, including assisting people to go on-line or supporting them via phone or face to face as appropriate to their needs.

- Ensure that customers find their journey from service request to fulfilment of service needs efficient and effective, with resolution provided at the earliest opportunity.

- Ensure that the focus is on quality of service delivery, customer satisfaction, and advocacy for those needing additional support.

- Ensure that customers receive a high quality personalised service, including relevant services from partners.

- Ensure that customers use the MyAccount on-line to link up their service requests and information at a local and personal level, or be supported by telephone and face to face services to access services appropriate to their needs.

- Support residents being connected to the community, not just council services. Customer Services will take a proactive part in supporting this through promoting services that may be of interest/support.

The principle aim is to shift customer services contracts from being predominantly phone based (i.e. currently approx 80% of contact is by phone), to on-line services by 2020. However, that is an ambitious target and requires the key proposals of the CAS to be incorporated into service planning priorities and the IT strategy; it also requires a total focus on the customer experience and end to end service delivery customer satisfaction, and end-to end digital delivery. It also requires on-going development and support for the customer service infrastructure supporting those digitally excluded, or with issues that cannot be resolved via digital on-line approaches.

The conclusion from the consultation is that the key proposals detailed in the CAS support the

strategy for moving to a digital service delivery approach, and the aim for 80% on-line contacts by 2020 is reasonable, as the majority of respondents were active users of on-line services. However, it is noted that in order to achieve the vision for moving services on-line there must be adequate support for those unable to go on-line.

- Whilst 'digital by default' is the council's vision for a range of services where it would be appropriate to provide them as such, the Committee was understandably concerned that this would not work for all residents and there needed to be on-going support for those who are 'digitally excluded'.
- This was supported by the consultation, which sets out that the majority of respondents are able to access the internet and would be willing and keen to do so for Council services, despite a significant proportion of respondents who cannot access the internet or have low confidence. Whilst this report includes the principles for addressing digital exclusion, a detailed Digital Inclusion Strategy is required to ensure a comprehensive plan is developed to address these concerns.
- As such, a detailed Digital Inclusion Strategy is being developed which sets out how the council will ensure that people who do not have access to, or do not have the ability to use, web based services will be continue to be supported.
- The full report will be brought back to the Committee in October and will address issues such as what additional training & support can be provided, for example, through working with partner organisations and accessing funding sources for disadvantaged groups.

Various studies have identified that between 18-25% of people in Barnet are digitally excluded, 40% are high users of the internet, 40% moderate users of the internet. Therefore, whilst 80% use the internet, of the 40% who are moderate users the internet there maybe one or more barriers to fully maximising on-line services. These barriers include (but are limited to) financial, employment, social/confidence skill or IT skill issues.

This conclusion requires the CAS to be supported by mitigating actions, to support the 20% who are digitally excluded, and the 40% who are not as confident or well resourced to take advantage of all the opportunities the internet provides.

It is clear that there is a need for assisted digital and a continued need for a telephone customer service centre to meet the needs of the 20% who are unlikely to be able to fully access services on-line by 2020. The face to face service needs to develop to both support self-service and assisted digital, whilst meeting the needs of the services and those for whom only face to face provides access to services e.g. certain disabilities may limit phone and on-line access.

This EIA addresses those specific concerns, and will be further supported by the more detailed Digital Inclusion Strategy that will provide the specific actions to underpin mitigations and approaches that services need to adopt in order to achieve the aims set out in the CAS. The Digital Inclusion Strategy is being developed as part of the Customer Transformation programme, and will be presented in September 2016.

The services currently accessed via customer services provision is show in the table below
Table 1 - Matrix of services & current access options

Service	Telephone	Face to Face - Barnet House	Face to Face - Burnt Oak Library	Face to Face – bespoke
Customer services provision				

General enquiries	X	X	X	
Council tax & council tax support	X	X	X	
Housing benefits	X	X	X	X[1]
Street-based services (street cleansing, refuse & recycling, green spaces, trees, grounds maintenance)	X			
Parking	X			
Street Lighting	X			
Assisted Travel (freedom passes & blue badges)	X			
Highways (roads & pavements)	X			
Licensing, environmental health, pest control, noise & nuisance, trading standards	X			
Planning	X	X		
Registrars	X	X		X[2]
School admissions	X			
Libraries	X			X
Families and Young Peoples' Information	X			
Youth Services	X			
Children's Social Care	X	X		
Adult Social Care	X			
Housing tenants & leaseholder services	X	X		
Housing advice, housing options, homelessness	X	X		
BOOST – multiagency jobs assistance			X	
Referral-only services				
Welfare reform assistance		X		
Family services (including child protection)		X		
Special Educational Need services		X		

Summary of the approach to consultation:

The public consultation ran from 18 January 2016 to 14 March 2016. The consultation consisted of an online survey which was published on Engage Barnet. Paper copies were available at the Council's two face to face centres: Barnet House and Burnt Oak Library and Customer Service Centre. Easy-read versions were available on request. Posters to advertise the consultation were

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[1] Housing benefits claimants can ask libraries staff for assistance with filling out an application on-line
[2] The main Registrars office is in Burnt Oak, a separate location to the library

put up in various locations:

- North Finchley and Golders Green Libraries
- Burnt Oak Registration and Nationality Service
- Burnt Oak Library and Customer Service Centre
- Barnet House

The consultation was advertised through:

- An article in the CommUNITY Barnet newsletter,
- An email to the Communities Together Network,
- An email to elected Members,
- An article in the School Circular,
- A press release,
- An article in the Partnership Board Monthly Update,
- An email to the Barnet Borough Resilience Forum,
- An article on the Barnet Homes web page, and
- Social media coverage (Twitter and Facebook)

In total, 119 surveys were completed (69 online responses and 50 paper responses). This has then been further analysed, and this analysis has identified a number of under and overrepresented groups through this survey in comparison to the overall demographic of Barnet. Those in age groups under the age of 34 were underrepresented whereas those between 35 and 74 are overrepresented in the survey. The 75+ age group is underrepresented in these results.

Those from White, Asian, or Mixed ethnicities were underrepresented; whereas those from Black ethnic backgrounds were significantly overrepresented; those whose ethnicity is 'Other' were also overrepresented in the survey.

Respondents with a disability were significantly more represented in comparison to the general population of Barnet; there was an overrepresentation of female respondents and male respondents were underrepresented in the survey.

This Equalities Impact Assessment (EIA) outlines four of the protected characteristic groups that could potentially be negatively impacted; pregnant/maternity leave; ethnicity; disability; and age. Although there is not data on pregnancy and maternity leave on a borough-wide level, of those who completed the survey 2% responded that they were pregnant, and 3% responded that they were currently on maternity leave. It is noted in this EIA that the assessment and actions in relation to the relocation of services away from Barnet House that may negatively impact on those who are pregnant or on maternity leave are the same as have been identified for the older population.

Ethnicity is noted in this EIA as being impacted by the proposals because those whose first language is not English may have traditionally preferred face to face options to communicate effectively. However, the CAS gives an opportunity to better support people with language barriers as on-line services are found to be easier for non-English speakers who are IT/digital literate. It is further noted that in the case of this survey, none of the ethnic groups were representative of the general Barnet population due to a key proportion of Asian, White, and Mixed ethnic backgrounds being underrepresented.

In terms of disability, disabled residents were overrepresented in comparison to the Barnet baseline in the results of the survey.

The survey under-represented people over 75. Therefore, whilst 75% of the survey had access to the internet, 25% did not. Focus will need to be put on the 75+ age group to ensure engagement

and that their views are taken into account. Statistically, the older population in Barnet are more likely to be digitally excluded, and Barnet customer insight data supports the findings that in the most digitally excluded the highest grouping were older people over 75.

The findings of the consultation are detailed in section 4 below, it recommends a proactive approach to digital exclusion, continued support and development of telephone and targeted face to face services. This consultation further support the need for a more detailed Digital Inclusion Strategy to mitigate the risks of directing customers to self service and on-line /digital channels, and to address the concerns and issues of those most likely to be digitally excluded, and to provide opportunities for people who would like to go on-line and currently cannot do so.

1.

Gender	Female	58% (51%)
	Male	37% (49%)
Age	16-17	1% (2%)
	18-24	4% (9%)
	25-34	10% (17%)
	35-44	24% (15%)
	45-54	18% (13%)
	55-64	24% (10%)
	65-74	9% (7%)
	75+	2% (7%)
Ethnicity	White	46% (64%)
	Asian	11% (18%)
	Black	20% (8%)
	Mixed race	4% (5%)
	Other	10% (5%)
Disability	Yes	25% (6%)
	No	68% (94%)
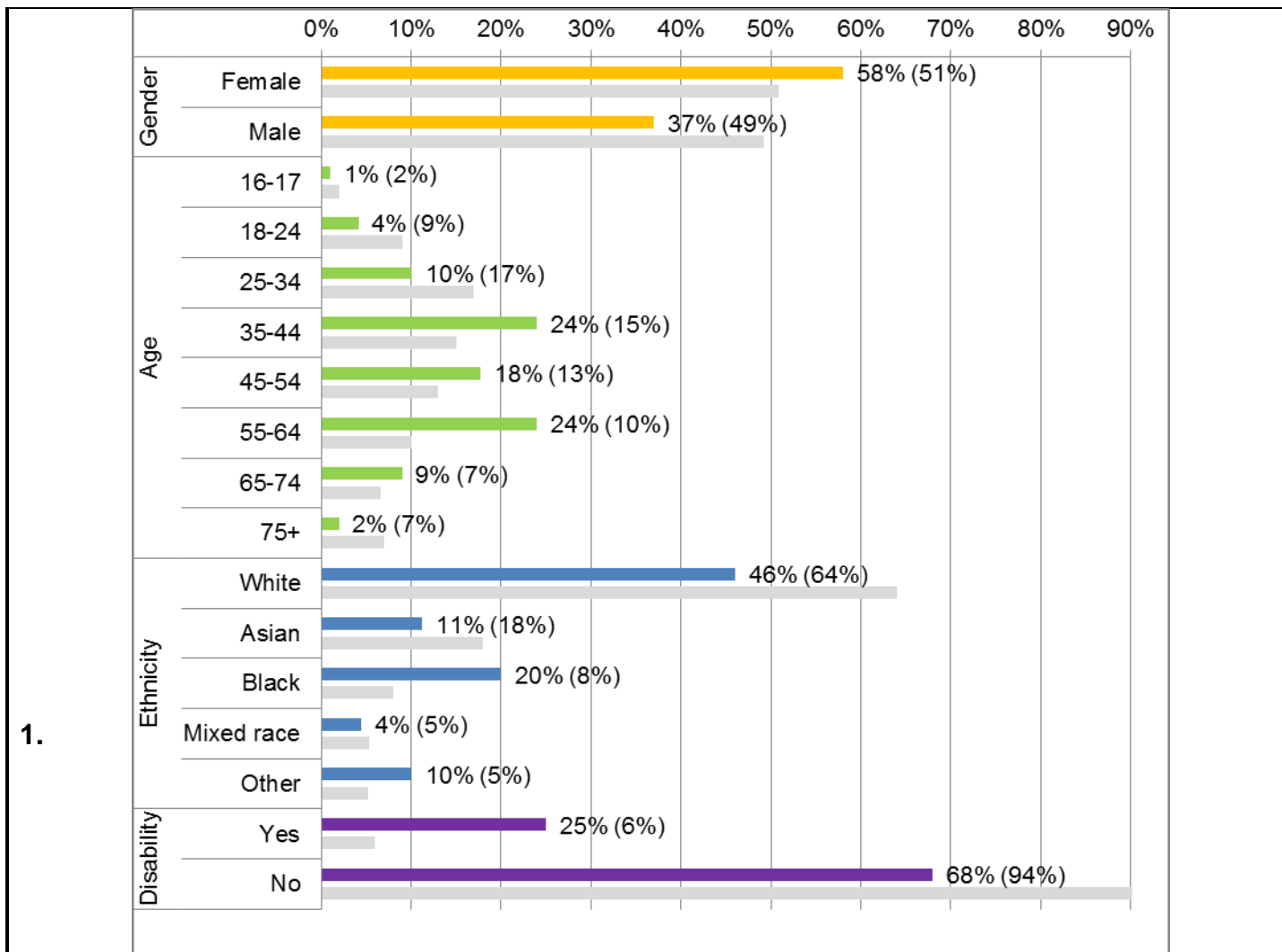
Assessing the impact of making some services self-service only

The strategy suggests the following services as pilots for making the web or automated telephony the only form of access, chosen because they are high volume transactions that should be straightforward, where customer services staff intervention can add little value if an end-to-end digital solution is provided.:

- Reporting highways/street related issues
- License applications for businesses
- Parking permits & appeals
- New bins and waste collections
- Pitch bookings
- Library Membership
- School admissions (excluding in year transfers)
- Schools information

It should be noted that the proposed strategy is not to restrict access to the phone for personal care and welfare services such as social care.

The strategy is clear that before this can be implemented, a full end-to-end customer journey

mapping exercise must be undertaken, and the service redesigned to ensure that the new digital only solutions are fully implemented. The proposed implementation plan for self-service options (with assisted digital for those needing it) will be detailed in the Customer Transformation business case.

The table below shows that the use phone is dominant across all customer segments, despite the high level of digital capability amongst Barnet residents.
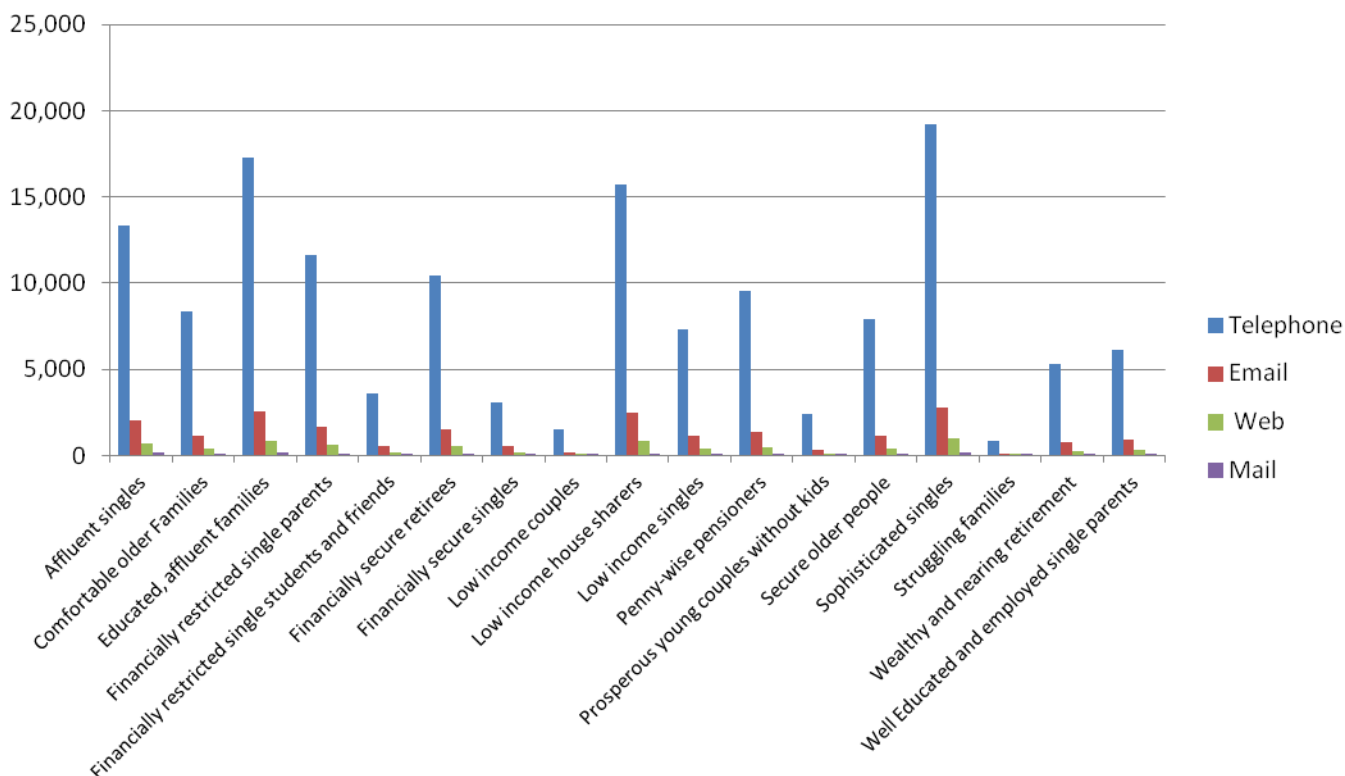
Web satisfaction scores are considerably below telephone and face to face satisfaction score, and there is a major preference in using the phone when accessing Barnet's services. Whilst the website satisfaction scores have improved in recent months to 45%, it is clear that significant improvement is needed in the infrastructure before people will have confidence in using the council's website; and to use it as a first preference. This requires an improvement in the design of on-line services to meet customer needs and expectations of a digital service (compared with experiences in on-line banking, retail and services) is a key theme in the strategy. The CAS notes that the majority of Barnet residents use the web for other services (e.g. flights, online shopping etc.) and therefore would potentially use the web for council services if they had confidence in it and it was easy to find what they wanted.

The CAS is clear that the key group impacted by the proposals (i.e. To make some services self-service only) will be those that are deemed to be digitally excluded. The strategy proposes that a detailed Digital Inclusion Strategy is agreed before these changes are implemented and that there are services to support those who are unable to use the improved self-service methods.

This EIA notes that the CAS has included a number of key proposals to mitigate the risks of people not being able to go on-line.

- The principle mitigation is the on-going development of the telephone contact centre, and the proposal to maximise the benefits of the CSG infrastructure for telephony base customer services and contacts.
- The CSG already offers a service for vulnerable customers and this service will need to be developed as moving 80% of contacts on-line will increase the proportion of customer

advocacy cases received by the telephone contact centre at Coventry. For example, once customers who are digitally excluded are identified, one option would be to encourage customers to register one or more phone number which the system would recognise when they phoned, directing them to the enhanced service with specially trained advisors.

- Service design will take into account those customers who will go on-line if it is simple to use and is accessible from a touch-screen device such as a tablet / ipad / large smartphone.
- Face to face services will be provided where needed to deliver the service, or where the personal circumstances require face to face.
- In addition, automated telephony will be utilised in addition to web self-service.
- The Digital Inclusion Strategy will further identify specific projects to support those who would benefit from going on-line but are not currently able.

The above actions specifically focus on providing support to those who are digitally excluded, or digitally limited in skills.

In addition, the work on the Digital Inclusion strategy and the consultation with Inclusion Barnet has identified a range of other organisations that are already working with Barnet residents, and that could be directed specifically to work with the excluded groups to enable more people to access the skills and technology, so that they can move from being excluded to digitally included. The actions arising from the Digital inclusion strategy will all further mitigate the risks of digital exclusion by aiming to reduce the number of people who are excluded. From the analysis conducted under the Customer Transformation programme so far, these actions are expected to include:

- Identify sources of funding. E.g. There is funding available for some excluded groups to support on-line access and IT skills, and this be further explored as part of the Digital Inclusion Strategy analysis.
- Partnership working. E.g. Age Uk has a digital literacy class which is over-subscribed.
- Staff and community digital skills. E.g. identify those staff and community volunteers who would benefit from more digital skills training, so that they in turn can support service users and support skills transfer.
- Assisted support to digital. As noted in the key proposals, telephone and face to face customer service staff have a key role to play in supporting residents gain confidence in moving to digital.
- Service design. Experience based co-design techniques will be used to ensure that on-line systems are designed and tested by those people who have least confidence to ensure the design is straight-forward, and does not required advanced digital skills to access.
- Improving resident's access. In order to access the best deals on digital devices and connectivity, specialist advice can be given to those who are excluded to access 'entry-level' devices. E.g. many people who are not on-line are over estimating the cost of an internet connection and a device, providers of devices and connections focus their marketing campaigns on the latest models and high end functionality.
- Promoting the benefits. Those who are digitally excluded and not on-line, or who are on-line but with limited skills are not always aware of the benefits that on-line banking or social media can bring. E.g. for people whose disability prevents them leaving their home, or with limited mobility can find on-line services opens up opportunities for accessing goods / services and social connections.

Therefore, the impacts for customers without internet access or with the skills to use the web will be mitigated by the above key proposals in the CAS and the actions arising from the detailed Digital Inclusion Strategy.

Internet usage in Barnet is extensively explored within the Customer Access Strategy and it shows that compared to other authorities in the UK, Barnet is classified as low probability – in terms of residents' likelihood of being digitally excluded – this is the lowest ranking in the UK.GoV system of measurement. It is estimated that around 82% of Barnet residents have access to, and the skills to use, the internet.

The table, reproduced from the strategy, also shows the growth in Smartphones in Barnet, broken down by age. It is interesting to note that the 55+ age range had a 10% increase between 2013 and 2014. It is estimated that now more people access the web via smartphones than via a laptop or PC.

Table 2 – % smartphone usage by age
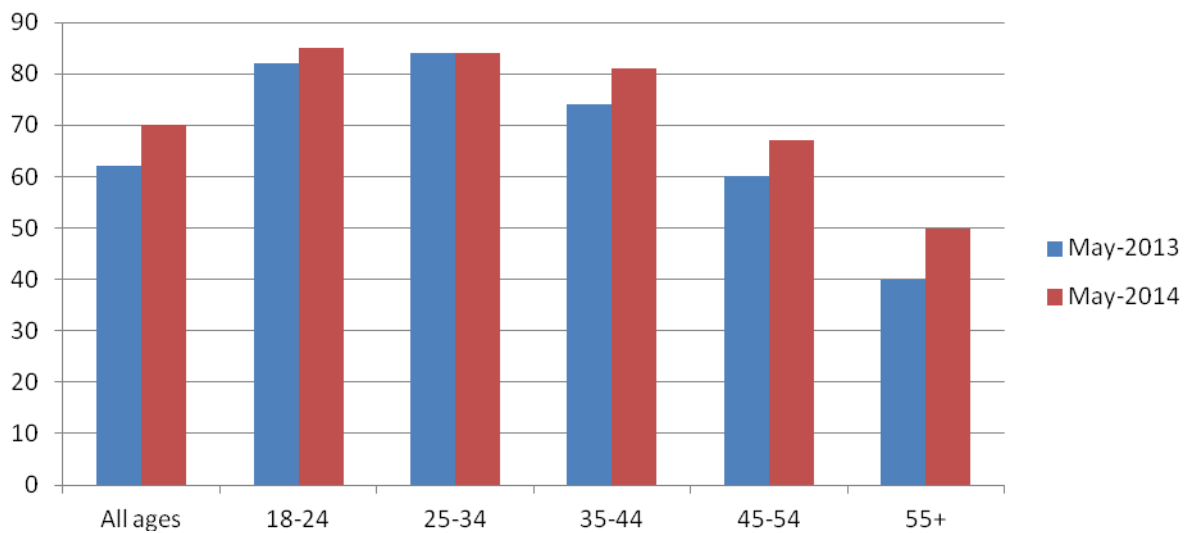
However, the strategy acknowledges that the estimated 18% of non-users are likely to be bigger users of council services than the 82% that are digitally included.

The table below shows the breakdown of likelihood of particular segments to be users of council services. Unsurprisingly the biggest group of high contact users are for benefits, with the biggest impact being on "pennywise pensioners" and "financially restricted single parents". While the strategy does propose changes to the face-to-face service for benefits via the closure of Barnet House, this is mitigated by the availability of assisted self service and document drop at initially two libraries, North Finchley and Golders Green. Customers will still have the option to visit Burnt Oak.

Table 3 - Propensity to use service by customer insight segment

■	High Contact
■	Medium Contact
■	Low Contact
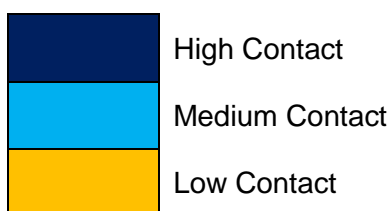
Segment	Households	Individuals	Adult Social Care	Schools	Benefits	Parking Permits	Libraries	Business Rates
Affluent Singles	9,404	17,849	light blue	light blue	light blue	dark blue	light blue	light blue
Prosperous Young Couples without Kids	1,907	3,742	light blue	light blue	light blue	dark blue	dark blue	light blue
Educated, Affluent Families	14,374	38,900	light blue	dark blue	light blue	light blue	light blue	light blue
Well Educated and Employed Single Parents	4,260	5,775	light blue	orange	orange	orange	orange	orange
Sophisticated Singles	15,301	34,779	light blue	light blue	light blue	dark blue	light blue	orange
Wealthy and Nearing Retirement	4,277	8,355	light blue	light blue	light blue	orange	dark blue	light blue
Financially Secure Retirees	9,149	22,528	dark blue	light blue	light blue	orange	orange	light blue
Financially Secure Singles	2,509	2,509	light blue	light blue	orange	dark blue	light blue	dark blue
Low Income Couples	1,172	2,303	dark blue	light blue	dark blue	light blue	light blue	light blue
Low Income House Sharers	10,566	30,130	orange	light blue	light blue	light blue	light blue	light blue
Comfortable Older Families	6,568	19,582	orange	dark blue	light blue	light blue	light blue	light blue
Secure Older People	8.903	8,903	orange	light blue	orange	orange	dark blue	dark blue
Financially Restricted Single Students and Friends	2,164	5,039	light blue	light blue	dark blue	light blue	light blue	light blue
Low Income Singles	5,994	5,994	orange	light blue	light blue	light blue	orange	dark blue
Struggling Families	646	2,307	dark blue	dark blue	dark blue	light blue	light blue	light blue
Financially Restricted Single Parents	7,448	12,036	light blue	orange	dark blue	light blue	orange	light blue
Penny-wise Pensioners	10,181	14,538	dark blue	light blue	dark blue	light blue	orange	light blue

2. Assessing the impact of moving service access from Barnet House to other locations

For face-to-face services, the volume of customers impacted by the closure of Barnet House is shown below as well as the expected impact and proposed mitigation.

Table 4 – Existing Volumes for Services at Barnet House

Service	Avg Barnet House visitors a day	Nature of current visits	Proposed changes
Housing Benefits & Council Tax	150	Appointments and mandatory document provision/certification. Walk ins being reduced.	Assisted self-service, document certification and appointments to be relocated to North Finchley and Golders Green libraries. This would promote additional footfall to these libraries, and utilise existing community assets

				that are geographically close to where the existing customers live.
	Homeless and Housing Needs	65	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale HQ or a community hub subject to review. This is a more accessible location for the majority of the client group. Location of 'walk in' demand to be determined, and the proposed end to end review of this service will look at how 'walk ins' can be reduced.
	Housing Advice-Barnet Homes	35	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale HQ or a community hub subject to review. The proposed end to end review of this service will ensure an improved web presence to reduce the need for both walk in and appointment-based demand.
	Planning Office	25	Appointments and walk ins	Relocate appointments to the normal officer meeting rooms within the new Colindale HQ, and cease to offer walk ins. The need for walks ins is already reducing due to better availability of online documents.
	Registrars (Birth and Death Certificates)	20	Appointments only	Relocate appointments either to Barnet Hospital or Identify a better location for the service once a decision is made on the future of the existing office in Burnt Oak
	Family Services (child protection interviews and conferences, youth offending meetings)	7	Appointments only	Relocate appointments to the ground floor of the new Colindale HQ or community hub as determined by the new operation model for the service.
	Booked meetings	Unknown	Customer invited in for specific services e.g. SEN reviews	There are a number of meeting rooms that are booked by services for specific functions as and when needed. This will be captured by the Colindale HQ project

It is recognised that some people use face-to-face services as a result of having English as a second language. The latest data for Barnet, showing a ward by ward breakdown of the number of households, is shown below. It should be noted that in many cases, even if English is not the first

language, people may still be relatively fluid in English as a second language.

The overwhelming preference for accessing services was online, when presented with online or telephone self-service only options.

Table 5 – Housing where no-one had English as main language by ward
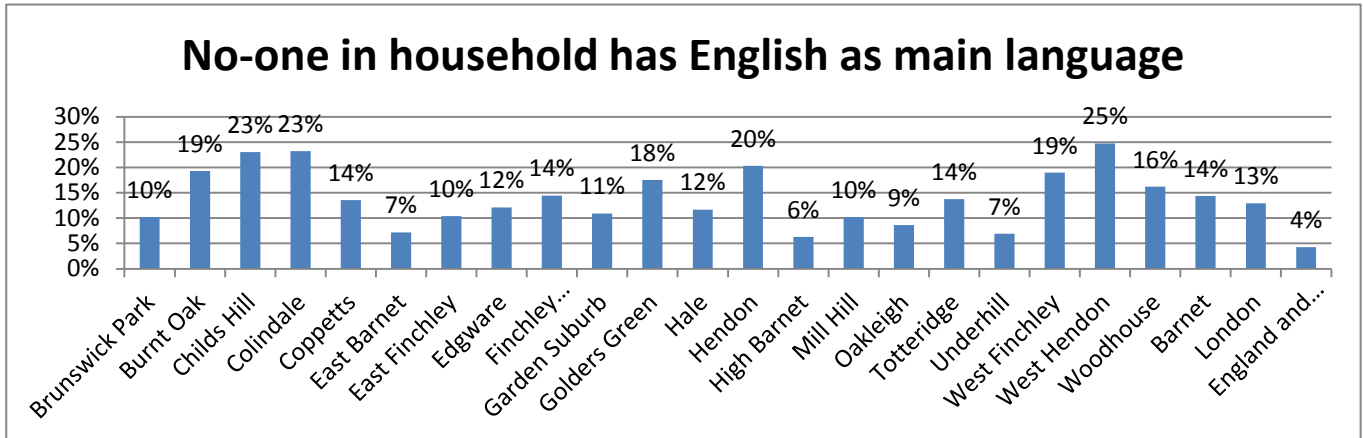
While there are some peaks in the data, the need is spread across all wards. Therefore, there is no specific location that would meet this widespread need. Again the combination of two libraries plus Burnt Oak will provide adequate accessibility for the services.

The map below shows where the majority of customers currently live and the new locations for the services. The data shows that around 90% of people will be within 2.5 miles of a centre. The blue circles indicate where clusters of customers who use the existing services travel from. The pins show the existing locations of all libraries. The choice of Golders Green and North Finchley is based on this data. Also, being main libraries they have the most extensive opening hours making them more accessible to customer need (e.g. open Saturday's or late night opening).
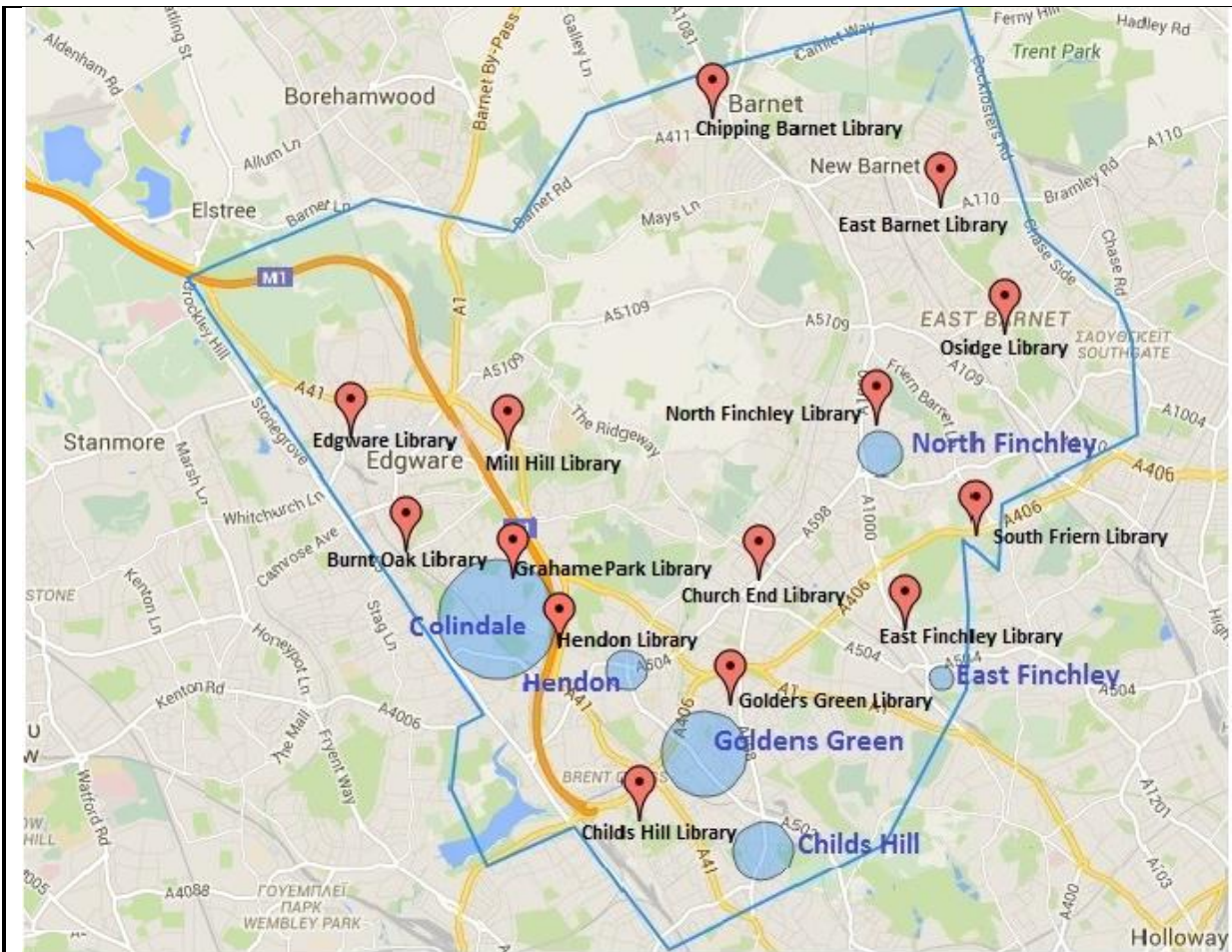
Therefore, the impact is judged to be neutral overall with the potential for enhanced accessibility using assisted self service and document drop at, initially, two libraries.

How are the equality strands affected following consultation? *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*			
Equality Strand	**Affected?**	**Explain how affected**	**What action has been taken already to mitigate this?** **What action do you plan to take to mitigate this?**
1. Age	Yes ☒	Older residents are more likely to be digitally excluded, and have mobility restrictions, so the increased emphasis on digital channels, and the change in location of face to face services, is likely to impact older people more than other residents.	The principle mitigation that is already in place is the provision of a telephone customer contact centre, with assisted digital and support for customer advocacy as key elements of the operating model and procedures. Training & business assurance is targeted to ensure customer service advisors are trained to identify the key reasons why a person may need additional support or advocacy, and the business assurance function proactively investigates issues and complaints. Additionally, the CAS has a key proposal to support the continued development of the Customer Service telephony infrastructure and services, delivered by CSG. The aim is to rationalise existing customer services functions (where possible and appropriate) to maximise this investment and to ensure consistency in service delivery and advocacy. Face to face services are being reviewed as part of the locality strategy. To address digital exclusion, the council provides free computer access in all libraries and its two face to face centres. In addition, staff are encouraged to identify and support customers who need help. Customer services staff in Coventry also provide guidance over the phone to assist customers in using website services and the two face to face centres have a number of free-phones that customers can use. The website is designed to meet the 'AA' standard (an international content accessibility standard set by an organisation called W3C) and there is a searchable list of frequently asked questions and answers (FAQs) to address common problems with using web self-service published on the website. The Customer Access Strategy includes the plan to produce a Digital Inclusion Strategy to identify more specific and localised ways in which older people can be supported to access council services via digital

channels. Given that older people already tend to be comfortable using the phone, we will look at how phone self-service can be offered for the list of services that we wish to make 'self-service'. We will also look at methods of ensuring that where staff support is the only way a customer can reasonably access a service, this is made available on an individual and personalised basis.

The services that the CAS proposes to move from Barnet House to Colindale are not services that are used much by older residents: i.e. Housing and homelessness services, Family Services, Special Education Needs. It is the case that moving these services will bring them closer to some residents, whilst moving them further away for others, the consultation affirms the impact of the move will benefit more residents than it will disadvantage, because of the demographics of the services users and the fact that these demographics are more concentrated in the west of the borough and therefore closer to Colindale.

The move of housing benefits services from Barnet House to two libraries (currently proposed to be North Finchley and Golders Green) would have a positive impact of accessibility because North Finchley is very close to Barnet House's current location, and Golders Green is a brand new location not previously offered for these services. There is not a firm proposal for relocating the registering of births, marriages and deaths currently offered at Barnet House. Of these services, older people are most likely to register deaths. The re-location of this service needs to assess the impact on residents once the new location options are known as part of the Customer Transformation Programme. A re-location to Barnet Hospital is likely to make the service more accessible, whereas a re-location to a venue in the west of the borough may make it less accessible.

Consultation analysis

The consultation had a lower representation from those over 75, and a

				higher representation for those from 34-74.
				Of those who responded 75% had access to the internet, which is lower than the national average.
				Customer insight data will continue to be analysed as part of the CSG contract, and Customer Services will identify if there are relevant trends for the age group 60+ to the CAS.
				The Government Digital Service has analysed trends for the general population and over 75s are most likely to be digitally excluded, and it reports that the 60-75 age group are a growing cohort of the population with access to the internet, and active users of social media like facebook. However, the consultation suggests that the CAS needs to take into account the lower than average responses for access to internet in Barnet, especially from those accessing face to face services.
				The strategy recommends a 'digital only' approach for a number of services including library membership and missed bins/waste issues. These are two examples of services that will be accessed by older people. It is noted that one of the key proposals in the CAS is to promote the continued provision and development of the telephone and face to face services. The Council has always made it clear that customers will have assisted access with the support of face to face or phone based customer service staff via a dedicated helpline. The Digital Inclusion Strategy will identify if additional support can be provided based on national best practice.
				Therefore, it is recommended that the results of the consultation are included in the Digital Inclusion Strategy.
				The CAS includes a key proposal to ensure Customer Services supports community participation, and this supported as many of the respondents would use a Council member of staff, friend, or carer to go on-line. There is scope for support from volunteer groups, and social networks for additional support. The Inclusion Barnet group noted that Age UK has over-subscribed internet training sessions which are well

				regarded.
2. Disability	Yes ☒ / No ☐	Residents with a learning disability or a communication disability (visual or hearing impairment) may find it harder to use self-service options. Residents with a mobility impairment may be affected by the change in location of face to face services, if the new location is further away or less accessible by their mode of transport.	The principle key mitigation in the CAS is the approach to service design, and end to end digital service delivery. The aim being to make services easy to use and access.
			In addition, the CAS has a key proposal to support the continued development of the Customer Service telephony infrastructure and services, delivered by CSG, and to rationalise where possible existing customer services functions where appropriate to maximise this investment and to ensure consistency in service delivery. Face to face services are being reviewed as part of the locality strategy. These services already have provision for providing a more personalised service for needing additional support, and supporting those with a disability. This service will continue to develop and will be a key part of supporting those unable to access on-line due to a disability.
			These mitigations recognise that whilst many people with disabilities find accessing services easier on-line, and on-line services will be designed to be easy to use; equally this is a group where personalisation and customer advocacy are essential as noted above in the mitigations for older people, the customer service centre has a customer advocacy service, and this is set up to enable people with personalised needs to access services..
			One of the key proposals is to use 'App' development to design the on-line customer interfaces and these in particular are easier to use, and accessible for people with learning difficulties.
			In addition to the actions described above, the council's website already has various features to make it more accessible for those with communications disabilities, such as 'BrowseAloud' for those with sight impairment or dyslexia.
			The Digital Inclusion Strategy will identify approaches to incorporate the involvement of people with disabilities in the design of new self-service channels so that accessibility and usability is maximised.

				We will also look at methods of ensuring that where staff support is the only way a customer can reasonably access a service, this is made available on an individual basis.
				Consultation analysis
				The respondents with a disability was higher than the Barnet baseline, and so was well represented. Disability was noted as a concern for the self-service options, and as a barrier to accessing on-line services. 4% of the respondents accessed the internet with the help of a carer.
				The CAS has already noted this and the survey results are in line with the assumptions made in the strategy that 20% of people will not be able to access services on-line by 2020, and so continued access to telephone support, and where needed the face to face service will be required.
				The Inclusion Barnet group were very internet literate, and whilst not representative of all disabled residents, clearly made the point that access to on-line services should not be a barrier to disabled people, including those with a learning disability or physical disability. Whilst typing could be difficult, tablet style devices that allow touch screen access and using apps with easy to use interfaces including icons and pictures to select services should be made the principle of accessing local government services on-line for this group.
				The majority of the group used email, facebook and google to communicate, share documents and pictures, and access information. This group were least interested in face to face services and rarely used them. Access to the internet was important to this group and several described the benefits of being able to access films & entertainment content, sharing photographs with family and friends more easily than without the internet.
				Some of the group found phone calls difficult, and so had a preference for on-line, or face to face. However, those with mobility issues did not

				prefer face to face.
				Therefore, the Digital Inclusion Strategy will include these findings and the consultation supports the proposal to look at 'app style' development, and end to end service design. The findings support the need for continued telephone service provision with a focus on service resolution, and where appropriate face to face to meet service needs.
				The key proposal to ensure Customer Services supports community participation should be included as 7% of the respondents would use a friend, and there is scope for support from volunteer groups and social networks for additional support. The Inclusion Barnet group noted that Age UK has over-subscribed internet training sessions which are well regarded.
				It is noted that the telephone contact centre run by CSG has an advocacy service and this needs to continue to develop and needs to be better promoted to disability groups to support those with speech or communication challenges.
3.	Gender reassignment	Yes ☐ / No ☒	No impacts identified	No additional issues identified through the consultation
4.	Pregnancy and maternity	Yes ☒ / No ☐	Some pregnant women may mobility restrictions, particularly in the latest stages of pregnancy, thus they may be affected by the change in location of face to face services, if the new location is further away or less accessible by their mode of transport.	The assessment and actions in relation to the re-location of services away from Barnet House are the same as identified above for older residents from the consultation feedback given. No additional issues identified through the consultation. Women on maternity or pregnant were re-presented at 3% and 2% respectively.
5.	Race / Ethnicity	Yes ☒ / No ☐	People whose first language is not English may prefer using face to services, as this may enhance their ability to communicate effectively and	The council's website has a language translation built in (using Google Translate software) and new web self-service channels should continue to benefit from this. The voice recognition software in use for the automated switchboard

			obtain the service they need.	has been designed to recognise a number of different accents.
				The digital inclusion strategy will need to consider how translation can apply to emails that are sent in response to self-service transactions, and also to telephony self-service.
				The impact of face to face changes should be neutral because there will be assistance and appointments for housing benefits offered at two libraries instead of Barnet House.
				There is currently no translation service currently provided at face to face and there are no plans to change this.
				The consultation did not identify any barriers arising from English not being first language. The consultation respondents were under-presented by white and Asian ethnicity residents. There were no issues raised that identified any additional needs to support access to the internet, or digital.
				It is noted that the telephone contact centre run by CSG has an advocacy service and this needed to be better promoted to support those with language barriers.
6. Religion or belief	Yes ☐ / No ☒		No impacts identified	No additional issues identified through the consultation.
7. Gender / sex	Yes ☐ / No ☒		No impacts identified	Male respondents were under represented in the consultation. Government Digital Service and national data sets for digital exclusion always rate men as more likely to access the internet for ages over 55. Therefore, it is unlikely that the results of 75% access to the internet would be materially lower if more men had responded, and it is more likely that the results would have been higher.
				Therefore, the consultation is neutral on further impacts, but it will be included in the Digital Inclusion strategy that women over 75 may have lower access to the internet than men of the same age.

8. Sexual orientation	Yes ☐ / No ☒	No impacts identified	No additional issues identified through the consultation.
9. Marital Status	Yes ☐ / No ☒	No impacts identified	No additional issues identified through the consultation.
10. Other key groups?	Yes ☐ / No ☒	No impacts identified	No additional issues identified through the consultation.

• **What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**
Customers who are digitally excluded or who have a preference to speak to staff rather than use self-service may find the inability to speak to a member of staff for some services frustrating and therefore feel less satisfied with the council. It is therefore important that the council explains why it is making changes that focus on on-line service delivery, and provided assisted digital support via the telephone channel for those who need additional support. The services will be designed so that those who are genuinely excluded can access the support they need. However, for the majority of residents in Barnet, following public consultation, if the strategy is fully implemented, the customer experience will be much better than is currently the case and will be comparable to some of the best service providers in both the private and public sector.
• **How does the proposal enhance Barnet's reputation as a good place to work and live?**
Following public consultation and being aware of the mitigation factors, If the strategy is implemented in full, customers will have a better experience of the council, and therefore a more positive impression of the council.
• **How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**
Giving customers more information about services and transactions, and more control over when they interact with the council, will assist all communities.

- **What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?** *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)*

The council has an extensive customer services performance framework in place that includes the measurement of self-service transaction volumes, satisfaction and complaints on a quarterly basis, which is reported to the Performance and Contract Management Committee and therefore publically available.

In addition, the council has biannual resident satisfaction surveys that will assess the impact of the changes. This is also published on the council's website.

Following the consultation, the development of the Digital Inclusion Strategy will also need to include measuring the impact on residents who are digitally excluded, as these residents may not be identifiable from our existing measures. For example, a resident who typically uses the phone to contact the council and is unable to speak to a member of staff will not be given the opportunity to complete a satisfaction survey. They may also not know how to make a complaint to the council if they are unable to speak to a member of staff or obtain the online information about the council's complaints policy and process.

- **How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The aim is to provide enhanced customer services for all residents in a fair and transparent way. The consultation supports this aim.

- **How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

The council ran a public consultation exercise from January 2016, following the approval of the Customer Access Strategy by the Policy & Resources Committee in December 2015, to assess whether the actions being taken by the council to promote accessibility are sufficient.

The council will also use the set of service design principles that were developed through consultation with residents in November 2013 when designing new ways of accessing services. These principles put customers at the heart of the design, and those who are digitally excluded will be supported by the mitigating actions described above.

The council will also seek to involve service users directly in designing services where possible, to find ways of increasing accessibility and ease of use, and reduce the risk of exclusion. This will make up part of the plan for the digital inclusion strategy and also the Customer Transformation Programme.

Overall Assessment

• Overall impact		
Positive Impact ☒	Negative Impact or Impact Not Known[3] ☐	No Impact ☐

• Scale of Impact		
Positive impact: Minimal ☐ Significant ☒	Negative Impact or Impact Not Known Minimal ☒ Significant ☐	

• Outcome			
No change to decision ☒	Adjustment needed to decision ☐	Continue with decision *(despite adverse impact / missed opportunity)* ☐	If significant negative impact - Stop / rethink ☐

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[3] 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

| • | **Please give full explanation for how the overall assessment and outcome was decided** |

The CAS made a number of key proposals that balance the need to further develop and enhance digital service delivery, whilst maintaining and developing the phone and face to face channels for those who most need them, and are either digitally excluded, or need additional assistance.

The mitigating actions include addressing those who are currently digitally excluded but with the right support could access services on-line. There are additional benefits to getting people on-line, especially housebound or socially isolated people, as the internet provides access to a wide range of goods and services, and social groups to provide additional support.

The development of a Digital Inclusion strategy, as well the use of robust challenge during the service design phase, will ensure that digitally excluded customers, or those with mobility challenges, are not impacted in a negative way by the changes. While it is recognised that channel choice will be reduced for some services, this is only being used for services where there is no risk to individual welfare, and will only be implemented when necessary mitigations have been agreed.

For the vast majority of residents, the service will be significantly improved.

Customer Access Strategy

Public Consultation Findings

April 2016

1. EXECUTIVE SUMMARY

This report sets out the detailed findings from the public consultation (18 January 2016 to 14 March 2016) on proposed changes to the way customers access the council's services. A total of 119 surveys were completed (69 online responses and 50 paper responses) where 94% responded as Barnet residents or business.

The majority of respondents (75%) use the internet to access information, goods or services. Of the remaining 30 respondents, just under half of them (12) "do not feel confident in their skills" to use the internet.

Of the 67 respondents who answered whether or not they would like to learn more skills for using the internet, some 40% responded "yes"[1] – mainly wish to learn through help from family members, formal training or council staff.

Apart from Sport Pitch Booking and License Application for Businesses (which hasn't had full online functionality delivered), over half of respondents showed preference to access services online (when presented with online or telephone self-service only options). When asked how they would access these services if they were made only available online, over half of respondents answered that they would access them "on your own".

Just under half of 90 respondents (49%) cited preference over face to face interaction as reason for visiting Barnet House. Sixty respondents answered the question on whether they thought the proposed changes would stop them from accessing services and of this, over half of them (36; 60%) answered that it would. Housing benefits and council tax were the most common services that respondents felt they would be unable to access.

Further qualitative feedback were gathered from a workshop conducted with Inclusion Barnet. It was found that the use of social media, (e.g. Facebook and WhatsApp), was the most prevalent form of internet use and most attendees were willing to access the Council's website if it is functional, accessible and user friendly.

1.1 Summary of approach to consultation

The public consultation ran from 18 January 2016 to 14 March 2016.

A summary of key findings is outlined over the following pages. The results will feed into the draft proposals and will be used to make any changes that have been highlighted as necessary through the consultation before finalising the strategy later in the year.

The consultation consisted of an online survey which was published on Engage Barnet. Paper copies were available at the council's two face to face centres; Barnet House and Burnt Oak Library and Customer Service Centre. Easy-read versions were available on request. Posters to advertise the consultation were put up in various locations:

- North Finchley and Golders Green Libraries,
- Burnt Oak Registration and Nationality Service,
- Burnt Oak Library and Customer Service Centre, and
- Barnet House

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[1] Within which, 63% were "Fairly Confident" with their current skills for using the internet; and 37% were "Not very confident" and "Not at all confident".

The consultation was also advertised through:

- An article in the CommUNITY Barnet newsletter,
- An email to the Communities Together Network,
- An email to elected Members,
- An article in the School Circular,
- A press release,
- An article in the Partnership Board Monthly Update,
- An email to the Barnet Borough Resilience Forum,
- An article on the Barnet Homes web page, and
- Social media coverage (Twitter and Facebook)

Staff within the Social Care Direct, Barnet Homes, Re and Coventry call centres were also briefed to promote the consultation to customers.

A Partnership Board Workshop was scheduled for the afternoon of 2 March 2016 but was cancelled due to lack of take up.

In total, 119 surveys were completed (69 online responses and 50 paper responses). Of the 103 respondents who specified in what capacity they were responding:

Are you responding as a: (Please tick one option only)

3
3%

3
3%

- Barnet residents
- Barnet residents and business
- Public sector organisation*
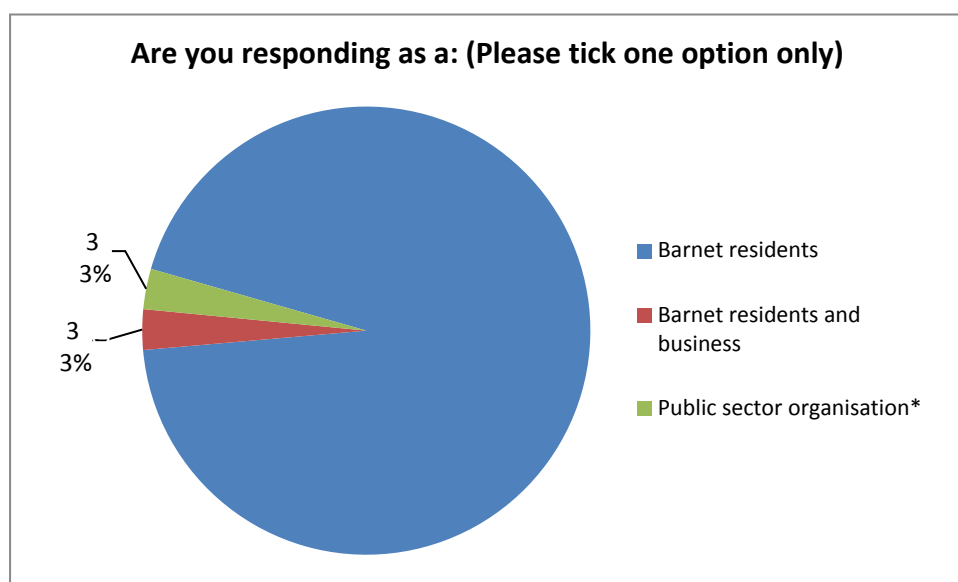
*Two respondents specified this organisation as Barnet Council.

1.2 Response to the survey

In total 119 survey responses were completed, including 69 completed online and a further 50 hard copy responses[2].

1.2.3 Survey response and profile

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[2] Four hard copy consultation were also received after the deadline therefore have not been included in this analysis

The table below shows the profile of those who responded to the survey. Of the 103 responses received to this question, the vast majority were Barnet residents (94%, 97 responses).

13 per cent (16 respondents) chose not to answer this question.

Type	Number	%
Barnet resident	97	94%
Barnet business	0	0%
Barnet resident and business	3	3%
Representing a voluntary/community organisation	0	0%
Representing a public sector organisation	2	2%
Other	1	1%
Total	**103**	**100%**
Not answered	16	13%

The chart below shows the demographic profile of those who responded to the survey. This has been compared with the demographic profile of the borough as a whole[3] (shown in brackets).

This analysis has identified a number of under and overrepresented groups through this survey in comparison to the overall demographic of Barnet. Those in age groups under the age of 34 are underrepresented whereas those between 35 and 74 are overrepresented. The 75+ age group is underrepresented in these results.

Those from White, Asian, or Mixed ethnicities are underrepresented, whereas those from Black ethnic backgrounds are significantly overrepresented. Those whose ethnicity is 'Other' are also overrepresented.

Respondents with a disability were significantly more represented in comparison to the general population of Barnet. It should also be noted that there was an overrepresentation of female respondents and male respondents were underrepresented.

The Equalities Impact Assessment (EIA) outlines four of the protected characteristic groups that could potentially be negatively impacted; pregnant/maternity leave; ethnicity; disability; and age. Although there is not data on pregnancy and maternity leave on a borough-wide level, of those who completed the survey 2% responded that they are pregnant, and 3% responded that they were currently on maternity leave. It was noted in the EIA that the assessment and actions in relation to the relocation of services away from Barnet House that may negatively impact on those who are pregnant or on maternity leave are the same as have been identified for the older population.

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[3] 2011 census data and GLA population projections (2013)

Chart showing survey respondent demographics (green/blue/yellow/purple bars) compared with Barnet baseline (grey bars). Values shown as "survey% (baseline%)".

Category		Survey %	Baseline %
Gender	Female	58%	(51%)
	Male	37%	(49%)
Age	16-17	1%	(2%)
	18-24	4%	(9%)
	25-34	10%	(17%)
	35-44	24%	(15%)
	45-54	18%	(13%)
	55-64	24%	(10%)
	65-74	9%	(7%)
	75+	2%	(7%)
Ethnicity	White	46%	(64%)
	Asian	11%	(18%)
	Black	20%	(8%)
	Mixed race	4%	(5%)
	Other	10%	(5%)
Disability	Yes	25%	(6%)
	No	68%	(94%)

Ethnicity was noted in the EIA as being impacted by the proposals because those whose first language is not English may prefer face to face options to communicate effectively. In the case of this survey, none of the ethnic groups were representative of the general Barnet population due to a key proportion of Asian, White, and Mixed ethnic backgrounds being underrepresented. It is therefore essential that the Digital Inclusion Strategy considers how translation can be incorporated into emails sent in response to self-service transactions and automated telephony self-service.

The older population are more likely to be digitally excluded. With the exception of the over 75 age group, those above 35 are heavily represented in the results of the survey. Some focus may need to be put on the 75+ age group to ensure engagement and make sure that their views are taken into account.

In terms of disability, this protected characteristic is overrepresented in comparison to the Barnet baseline therefore is well represented in the results of the survey.

The table below shows the broad postcode areas of the respondents to the survey. 25% of respondents chose not to answer this question or gave an invalid postcode. The table shows that respondents were spread across the borough, with the most respondents being from Edgware/Burnt Oak (HA8 postcode area – 19%), followed by Hadley Wood/Cockfosters/East Barnet/New Barnet (EN4 postcode area – 12%) and East Finchley/Hampstead Garden Suburb (N2 postcode area – 10%.)

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Postcode area	Number	%
HA8 (Edgware, Burnt Oak)	17	19%
EN4 (Hadley Wood, Cockfosters, East Barnet, New Barnet)	11	12%
N2 (East Finchley, Hampstead Garden Suburb)	9	10%
NW11 (Golders Green, Temple Fortune, Hampstead Garden Suburb, Hendon, Brent Cross)	8	9%
NW9 (The Hyde, Colindale, West Hendon)	8	9%
EN5 (High Barnet, Arkley)	7	8%
NW7 (Mill Hill, Edgware, Arkley)	7	8%
NW4 (Hendon, Brent Cross)	5	6%
N20 (Whetstone, Totteridge, Oakleigh Park)	4	4%
N3 (Finchley, Church End, Finchley Central)	4	4%
N11 (New Southgate, Friern Barnet, Bounds Green)	3	3%
N12 (North Finchley, Woodside Park)	3	3%
NW2 (Cricklewood, Childs Hill, Golders Green, Brent Cross)	3	3%
Total	**89**	**100%**
Not answered/out of borough	30	25%

2. DETAILED FINDINGS FROM SURVEY

2.1 Current internet use

The majority of respondents (75%) use the internet to access information, goods or services. Of the remaining 30 respondents, 90% gave reasons for why they did not ever use the internet to access information, goods or services:

Respondants' reasons for not using the internet to access information, goods or services

Reason	Count
Do not feel confident in their skills	12
Do not want to use the internet	8
Have a disability that makes it difficult for them to use the internet	6
Cannot afford it	6
Others*	6
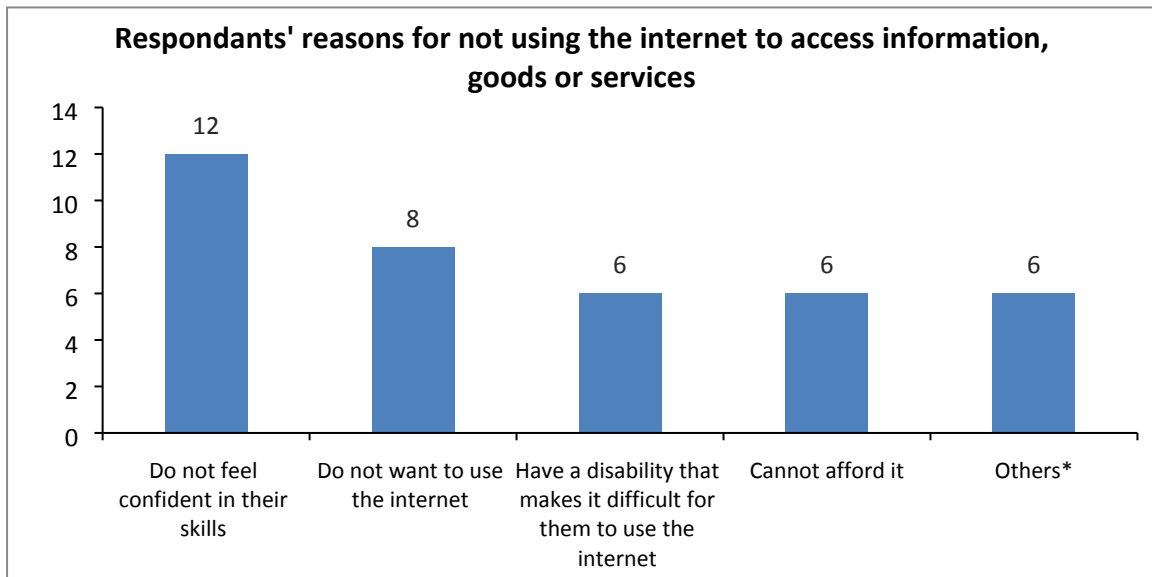
*Other reasons for not using the internet included:
- The high standard of face to face services currently offered,
- Not being able to read or write,
- The opportunity to explain a complex problem with face to face and
- A preference for physically handing in documents

In total, 118 respondents answered the question on how confident they were in their internet skills:

How confident are you with your current skills for using the internet? (Please tick one option only)

Response	Count	Percentage
Very confident – I can do everything I want to do	50	42%
Fairly confident – I can do most things I want to do	37	31%
Not very confident – I can't do many things that I would like to do	20	17%
Not at all confident – I can't do most things that I would like to do	11	9%

N=118

Three quarters of all respondents (74%) felt confident about their skills for using the internet and less than 10% felt "not at all confident".

Of the 67 respondents who answered whether or not they would like to learn more skills for using the internet, 40% responded yes and 60% responded that they would not like to learn more skills for using the internet. Twenty-five respondents answered how they would like to develop their skills:

How would you prefer to develop your internet skills (Please tick all that apply)

Category	Value
With the help of a family member	8
A formal training course e.g. at a college	8
With the help of a member of council staff	7
With the help of a friend	4
With the help of a carer	2
With the help of a volunteer in a community group	2
Others*	2
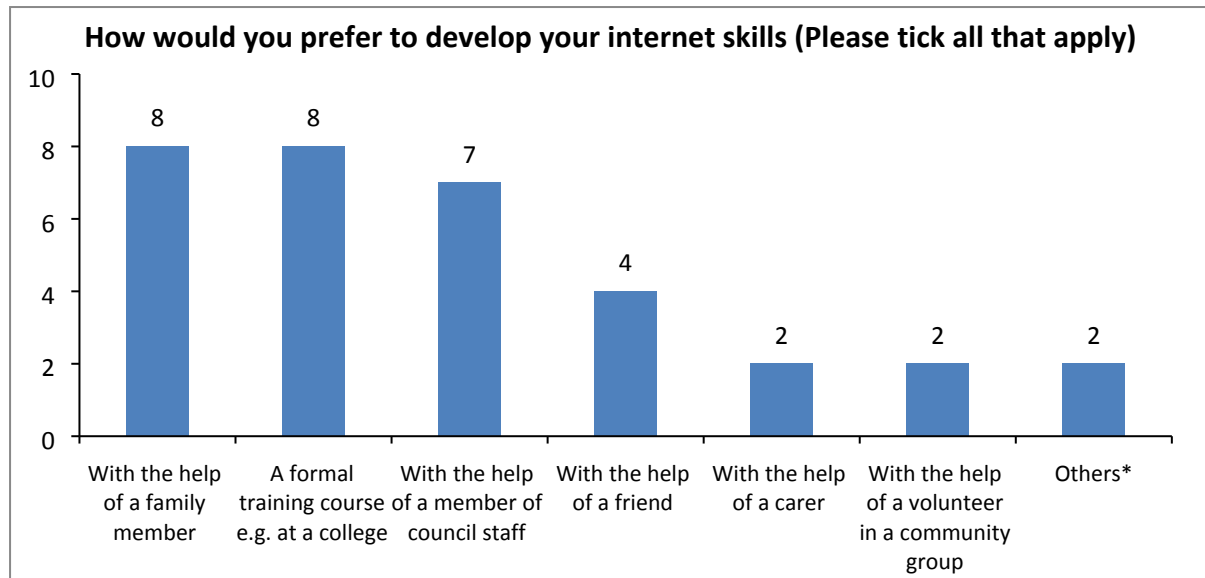
*Comments under "Others" were irrelevant, including "being unable to afford college fees" and family and friends being too busy to offer help.

2.2 Self-service only council services

There were 94 respondents who answered the question on whether or not they use the following council services. Of these, the vast majority (84%) had used council services:

Do you currently use any of the following services? (Please tick all that apply)

Category	Value
Reporting road/street related issues such as potholes and pavement damage	42
New bins and waste collections	39
Parking permits and penalty charge notice payments	33
Library membership requests	27
Schools information	25
Not used any of the above	15
Sports pitch bookings	3
License applications for businesses	3

The preference for accessing services was online (when presented with online or telephone self-service only options), although a significant proportion of respondents answered that they would not be able to use the service should it only be offered online or via automated telephone. Note that it was included in the question that sports pitch bookings and licence applications for businesses have not currently had full online functionality delivered and despite this, online was still the most popular response for these services.

If you had a choice between using the following services online or via an automated phone-line, which would you prefer for each service? Please note that services with an asterisk (*) show where we have not yet delivered full online

Legend:
- I would not be able to use either
- No preference
- Automated phone line
- Online

Categories:
- Parking permits and penalty charge notice payments (N=76)
- Library membership requests (N=73)
- New refuse collection/recycling bins and information on waste collections (N=81)
- Schools information (N=76)
- Reporting highways/street related issues such as potholes and pavement damage (N=86)
- Sports pitch bookings* (N=68)
- License applications for businesses* (N=68)

When asked how respondents would be most likely to access the aforementioned services should they only be available online, the most popular response was 'on your own' (56%).

9

If these services were only available online, how would you be most likely to access them? (Please tick one option only)

- On your own — 59, 56%
- Other (please specify) — 14, 13%
- With the help of a member of council staff — 11, 10%
- With the help of a family member — 8, 8%
- With the help of a friend — 7, 7%
- With the help of a carer — 4, 4%
- With the help of a volunteer in a community group — 2, 2%
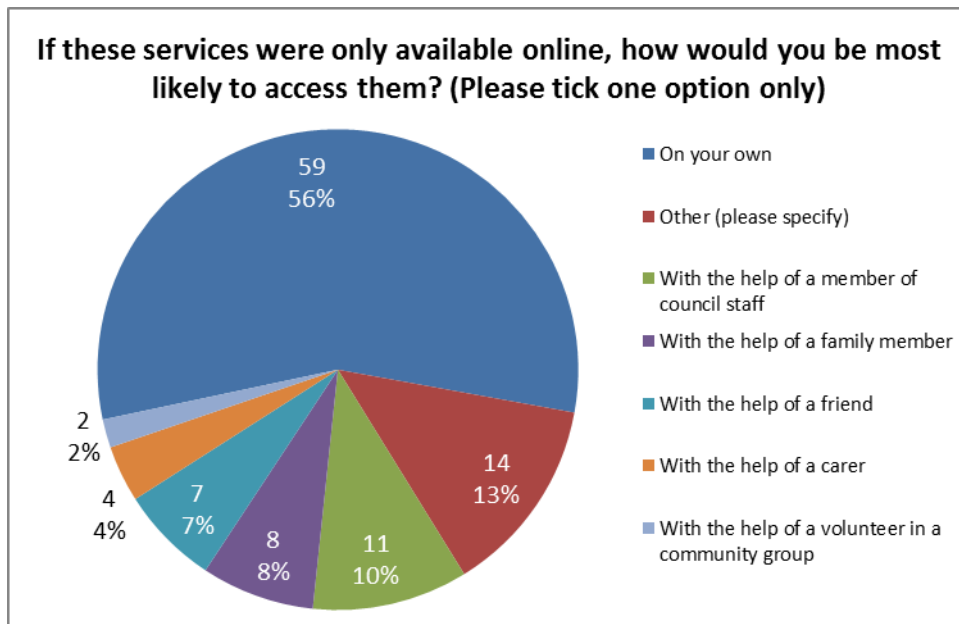
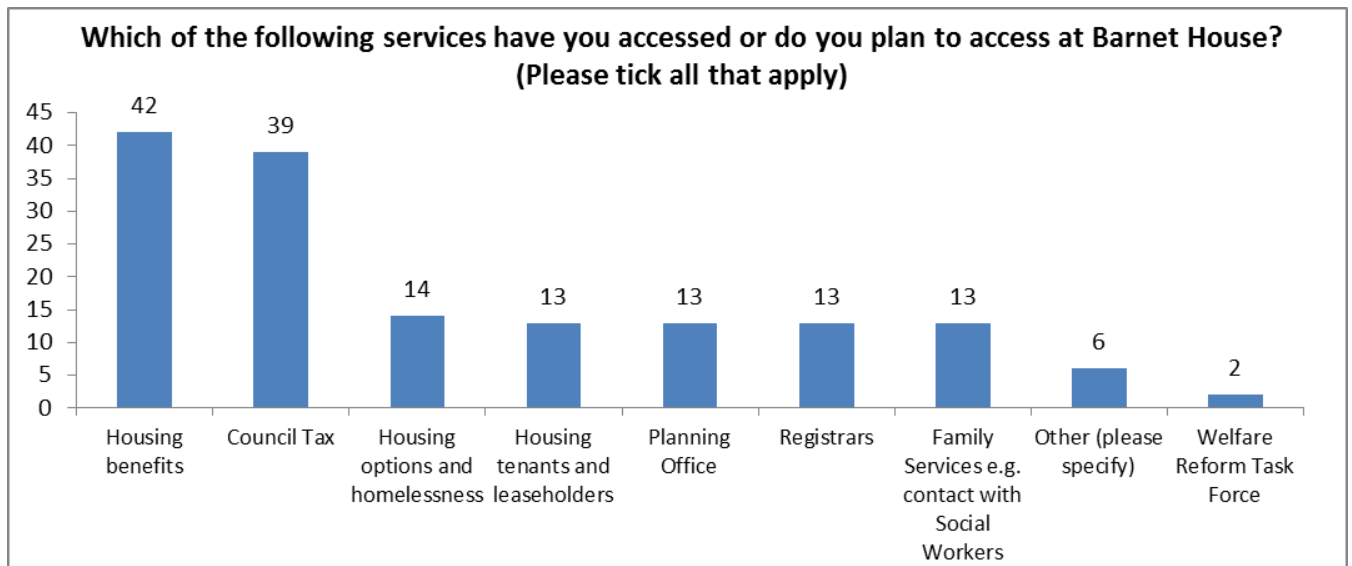Fourteen per cent of respondents gave "other" responses, these included:

- Referring everything to councillors,
- Not using the service at all,
- Not wanting to access any services online or phoning customer services for help.

There were 46 responses to the question 'please outline any further support you think you would need if these services were to become self-service only'. The most popular responses included:

- The need to improve the existing web service (28%),
- Wanting or needing face to face services, or expressing the high quality of existing face to face provision (17%),
- The provision of a back-up for example, a non-automated phone line or face to face contact if you are unable to resolve your issue via self-service (13%) and
- Expression of concern for others that may have issues, for example, those with a disability or the older population (13%).
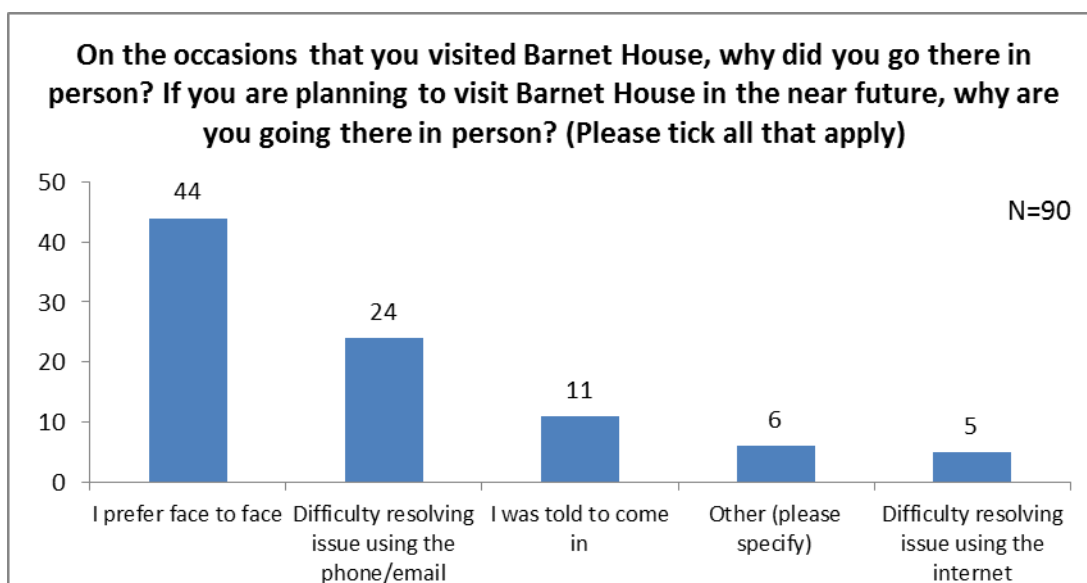
2.3 Accessing services at Barnet House

There were 110 responses on whether or not respondents accessed services at Barnet House. Of these, 55% answered that they had visited or were planning to visit Barnet House in the near future to access the council's customer services. Housing benefits and council tax were the most commonly cited reasons for visiting:
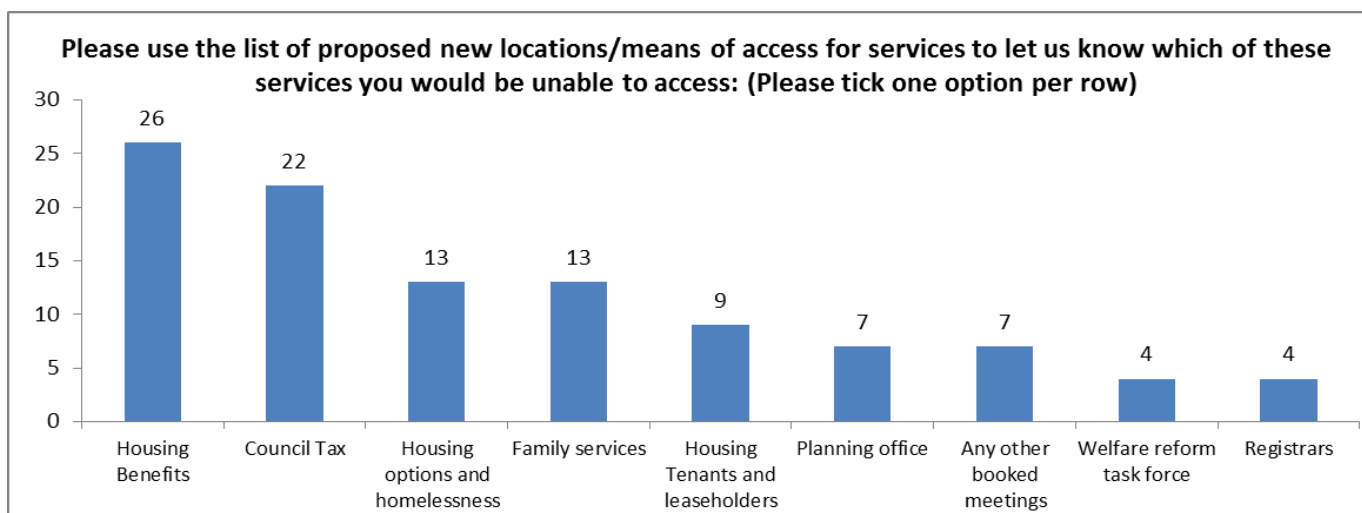
Which of the following services have you accessed or do you plan to access at Barnet House? (Please tick all that apply)

Service	Count
Housing benefits	42
Council Tax	39
Housing options and homelessness	14
Housing tenants and leaseholders	13
Planning Office	13
Registrars	13
Family Services e.g. contact with Social Workers	13
Other (please specify)	6
Welfare Reform Task Force	2

"Other" reasons included focus groups, disabled parking permits, bus passes, council meetings, complaints and freedom passes.

When asked reasons for visiting Barnet House, just under half of respondents (49%) cited preference over face to face interaction:

On the occasions that you visited Barnet House, why did you go there in person? If you are planning to visit Barnet House in the near future, why are you going there in person? (Please tick all that apply)

N=90

Reason	Count
I prefer face to face	44
Difficulty resolving issue using the phone/email	24
I was told to come in	11
Other (please specify)	6
Difficulty resolving issue using the internet	5

"Other" reasons included queries relating to planning, handing in documents with an urgent deadline, and a preference for physically handing in documents.

Sixty respondents answered the question on whether they thought the proposed changes would stop them from accessing services and of this, over half of them (36; 60%) answered that it would. Housing benefits and council tax were the most common services that respondents felt they would be unable to access:

Please use the list of proposed new locations/means of access for services to let us know which of these services you would be unable to access: (Please tick one option per row)

Housing Benefits	26
Council Tax	22
Housing options and homelessness	13
Family services	13
Housing Tenants and leaseholders	9
Planning office	7
Any other booked meetings	7
Welfare reform task force	4
Registrars	4

On the online survey an explanation for why respondents felt they would not be able to access the services was compulsory, however, on paper surveys this question was not always answered. Therefore, although there were 33 respondents for this question, there were only 17 comments. The most common reason cited was:

- Issues relating to transport (41%)
- Not being able to use the internet or not having access to the internet (18%) and
- Not being unable to resolve issues over the phone, concerns about resolving the issue online or a preference for face to face (18%).

Other responses included concerns specific to Colindale, for example:

- Safety (12%),
- Concerns that the new services would not be up to the same standards as the current services (6%) and
- Needing to discuss confidential information (6%).

There were 17 responses to the question 'please write any further comments you would like us to consider regarding the proposed new locations/means of access for these services'. The most popular comment related to reconsidering locations due to travel to the current proposed locations being too difficult (29%), followed by the desire to keep face to face (18%) and ensuring there is adequate parking at the proposed locations (12%). The remaining responses consisted of:

- More advice on how to use the council's online services
- Improving the telephone service with respect to officers calling back when they say they will and less time spent on hold
- Considering what happens when the 'seamless' customer journey breaks down, for example, the customer needing to speak to someone so they can gain a deeper understanding of the case
- Some people with disabilities cannot use the internet at all
- Concerns that the system would be more open to abuse and that those in genuine need may be put off from applying for services
- Provision for job seekers in libraries

- Concerns over Colindale being overcrowded

2.4 Consultation events and engagement

A Partnership Board workshop was scheduled for the 2 March to ensure that our more vulnerable and hard to reach residents were given the opportunity to have their say. The invite to this event was circulated with the Partnership Board Monthly Update which went out on 3 February therefore a month's notice of the event was given. However, the event was cancelled due to a lack of responses.

Inclusion Barnet made contact regarding holding an event as part of their next Members Meeting, however this fell outside of the survey timescales. Nonetheless, this went ahead on 19 April. Inclusion Barnet is a peer-led organisation that promotes accessibility for disabled people. Around 20 residents with a range of different disabilities (physical and learning) attended the workshop. The full notes from this meeting can be found in Appendix A, but general themes emerging from it included:
- Use of social media, like Facebook and WhatsApp, was the most prevalent form of internet use.
- Those who do access the internet tended to use it via tablet/mobile devices rather than desktops or laptops as they are more intuitive for those with learning difficulties and easier to handle for those with physical disabilities.
- There was a general preference to use the website if it works properly, but alongside that a concern that issues reported online might get "lost in the system". Because of this impression that online reporting and communication is less accountable, several attendees indicated a preference for face to face or phone contact.
- Of those who currently did not use the internet, there was a general willingness to be taught how to use it, and the recognition that it could make their lives easier and improve accessibility.

An email was sent out to Members explaining what we are consulting on and this prompted a separate response from the Labour Group. The key concerns highlighted in this response include libraries not being an adequate replacement for Barnet House and the need to improve service standards and integrate services better. This response will also feed into the final report.

3. Technical details and method

The public consultation on the proposed changes to customer services outlined in the Customer Access Strategy was live for a period of 12 weeks, from 18 January 2016 to 14 March 2016.

The consultation was published on the council's engage space www.engage.barnet.gov.uk which gave a detailed background on the aims of the Customer Access Strategy and the proposals that would change the existing customer service, including links to the summary consultation document, the full draft Customer Access Strategy and the Equalities Impact Assessment that has been completed for the draft strategy.

Respondents' views were captured through an online self-completion survey. Hard copies of the survey were also available at Burnt Oak Library and Customer Service Centre, and Barnet House. Initially 60 copies of the survey were printed, 30 at each face to face centre. However, on the first day of the survey more paper copies were requested due to high

demand. In total, 260 paper copies were printed, 130 at each centre although in total only 50 were returned. Easy-read versions of the consultation were available on request.

The survey was promoted widely through a number of channels: CommUNITY Barnet, Communities Together Network, School Circular, social media, the council's news pages, Partnership Board, Barnet Borough Resilience Forum, Barnet Homes, and the council's call centres. Posters were used to advertise the consultation in North Finchley Library, Golders Green Library, Burnt Oak Registration and Nationality Service, Burnt Oak Library and Customer Service Centre, and Barnet House.

3.1 Questionnaire design

The survey was developed to understand residents' views on proposed changes to the way customer services are accessed, in particular:

- If respondents currently use the internet, and if not, why not
- How confident respondents are in their web skills, if they would like to improve them and if so, how they would prefer to improve them
- If respondents currently use the eight services that the strategy proposes to trial as self-service, how they would prefer to access them if they were self-service only and how they would access them if they were only available online
- If respondents visited/plan to visit Barnet House, which services they access there, and if they think the proposed changes would stop them from being able to access the services.

The survey also included some open ended questions to enable further understanding of residents' views on the proposals:

- Respondents were asked if there was any other support they felt they needed from the council to help them access self-service only services
- Why respondents who answered that the changes to services currently accessed at Barnet House would stop them being able to access these services felt that they would no longer be able to access the services
- If there were any further comments respondents would like the council to consider regarding the proposed new locations/means of access for services currently accessed at Barnet House

Key demographic questions covering all of the protected characteristics were also asked to gain insight into the groups of people who the proposals will have the biggest impact on.

3.2 Calculating and reporting on results

The results are based on "valid responses" only, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on how many respondents chose to skip a given question.

Inclusion Barnet Members Meeting – Customer Access Strategy consultation notes

Feedback from Groups

	Customer Experience of Barnet Council	Preference for/ opinions of Phone/Web/F2F	Ideas for improvements

	• Generally didn't use the website very much, but when they had used it found it confusing and not very accessible *(Group 2)*
	• Would like to report problems in their area online while they were out and about, but found the website difficult to use *(Group 2)*
	• Some customers came to the website to sort out issues and problems, and hadn't realised the range of activities, events and offers that might be interesting and relevant to them *(Group 2)*
		• General preference to use the website if it works properly *(Group 3)*
		• Concerns that improvement suggestions for the website were sent but no responses received *(Group 3)*
		• General worry that things might get "lost in the system" *(Group 1)*
		• Would consider using the website if shown how to do it, and if it were accessible *(Group 2)*
		• The whole group would welcome more online services, but websites need to be easy access and
			• Important to ensure that broken links are dealt with quickly and that content is up to date
			• There needs to be more support/training to enable those who are not confident using the website (perhaps at libraries)
			• The search box on the map in My Account for the 'report a problem' tool only allows for a street name to be inputted, and not a post code or full address. This could put users off easily
			• The website content needs to be easier to read and understand, and be more user friendly:
			  ○ Simple language
			  ○ Simplified and improved search function
			  ○ Icons, images and interactive tools (web chat)
			• Diversify methods of communicating the council, eg using Facebook (like DWP), text messaging (both being able to text the council, and for appointment reminders), WhatsApp, Twitter etc – channels already used by the group – so taking advantage of what already exists
			• Stand-alone mobile apps should only be considered once the core web service works well on mobile devices – in line with central government policy (https://gds.blog.gov.uk/2013/03/12/were-not-appy-not-appy-at-all/)
			• The website should make very visible:
			  ○ Telephone support service for those who cannot easily use

	Customer Experience of Barnet Council	Preference for/ opinions of Phone/Web/F2F	Ideas for improvements
		illustrative *(Group 1)*	the web (this service was not known to Age Concern or Inclusion Barnet) o First contact details o Social Care phone number • Publicise services which are already available: o IT buddies at libraries and the free digital skills training because many people didn't know we already had this: https://www.barnet.gov.uk/citizen-home/libraries/computers-and-the-internet-public-wifi-and-usage-policy/Get-IT-Mobile.html https://www.barnet.gov.uk/citizen-home/libraries/library-events.html o Ability Net also have an excellent guide https://mcmw.abilitynet.org.uk/ to making computers easier to use o PCs are free for 1.5hrs at a time at libraries. o Some libraries offer tablet tutorials o Age UK runs extremely popular and successful internet training sessions in Barnet where demand outstrips supply (supply is local volunteers from schools/sixth forms)
	• Staff talk too quickly and can be rude and hang up. However, usually if the caller explained they had a learning disability they would slow down *(Group 2)* • Not everyone is aware of the CAS Helpline for people with complex	• Customers with speech difficulties prefer contact via email *(Group 1)* • General preference for speaking to someone either on the phone or F2F *(Group 2)*	• Improve awareness of CAS helpline. Staff speaking quickly is likely due to targets to resolve phone calls within a certain timeframe, but these do not apply to the CAS helpline.

	Customer Experience of Barnet Council	Preference for/ opinions of Phone/Web/F2F	Ideas for improvements
	needs • Poor experience of Barnet Homes helpline *(Group 1)* • Excellent service over the phone to report fly tipping *(Group 1)*		
	• Some experience of very patronising and disrespectful staff, both over the telephone and F2F. Possibly due to customer not speaking very good English, and staff growing impatient as she tried to explain herself *(Group 3)*	• Due to how user-unfriendly the website is at the moment, 2 group members still prefer F2F *(Group 3)* • Most group members did not use F2F services, but there was a sense that community hubs and more mobile social workers would be an improvement. Concern about accessible public transport from East to West of borough *(Group 1)* • Customers with mobility difficulties would rather not have to come in for F2F meetings *(Group 1)*	• Suggestion for 'drop-in' days for social care at libraries • Community hubs, libraries and community spaces will need Wi-Fi connectivity to reduce face to face transactions

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If/how the web is used

- Use of social media like **Facebook and Whatsapp very prevalent** – most common form of internet use.
- Those who do access the internet tend to use it **via tablet/mobile devices** rather than desktops or laptops, as they are more **intuitive, user-friendly and easy to use**. Preference for easy-to-use apps.
- Some cautiousness of using the internet due to privacy issues
- Some use of email
- Generally **didn't use the council website**
- Strong sense of pride in local community**. If it was easy would use web** to report roads/pavements/graffiti etc
- One person didn't use the internet at all, as he said he couldn't remember his password. He was proficient with an iPad and willing to learn to use it if it was easy.

Policy and Resources Committee

28th June 2016

Title	Draft Sustainable Design and Construction and draft Residential Design Guidance Supplementary Planning Documents
Report of	Cath Shaw – Commissioning Director Growth and Development
Wards	All Wards
Status	Public
Enclosures	Appendix 1: draft Sustainable Design and Construction Supplementary Planning Document (SPD) Appendix 2: draft Residential Design Guidance SPD
Officer Contact Details	Nick Lynch – Planning Policy Manager 0208 359 4211 Nick.lynch@barnet.gov.uk Mike Carless – Principal Policy Planner 0208 359 4657 mike.carless@barnet.gov.uk

Summary

This report brings forward revisions to key existing planning guidance documents bringing them into line with revised London Plan standards and other guidance. Bringing forward these revisions will help clarity in the decision making process on development enabling more timely delivery of housing in the Borough.

The revised Sustainable Design and Construction SPD sets out Barnet's sustainability requirements and supplements policies in the Local Plan Core Strategy and Development Management Policies documents. The Residential Design SPD sets out an approach to housing design that is sensitive to and reflects Barnet's suburban character. The refocused SPD's capture changes on space standards as well as new standards that address accessibility, security, energy, noise, air pollution, flood risk and water conservation.

The revised Residential Design SPD cross references these changes and also clarifies the approach to conversions including small HMO conversions.

Recommendations
1. **That the consultation draft Sustainable Design and Construction Supplementary Planning Document (attached at Appendix 1) is approved for consultation for 6 weeks and then reported back to Policy and Resources Committee for adoption.**
2. **That the consultation draft Residential Design Guidance Supplementary Planning Document (attached at Appendix 2) is approved for consultation for 6 weeks and then reported back to Policy and Resources Committee for adoption.**

1.   WHY THIS REPORT IS NEEDED

1.1   Barnet's Sustainable Design and Construction Supplementary Planning Document (SD&C SPD) was first published in 2007 and was subsequently updated in 2013. Its main purpose is to provide clarification on Barnet's local interpretation of sustainable development in light of national and regional policy, standards and the context of the Three Strands Approach (Protection, Enhancement, and Consolidated Growth). Since 2013, the London Plan has undergone a review with the 'Further Alterations to the London Plan' adopted in March 2015. The Government has also established national standards for housing.

1.2   It is therefore now timely to update the SD&C and Residential Design SPDs. The SPDs have been revised to focus on the design standards required for different scales of development as well as the performance standards of buildings. The refocused SD&C SPD captures changes on space standards as well as new standards that address accessibility, security, energy, noise, air quality and water conservation. The Residential Design SPD cross references these changes and also clarifies the approach to conversions including small HMO conversions.

1.2   Supplementary Planning Documents

1.2.1   The National Planning Practice Guidance states that SPD should build upon and provide more detailed advice or guidance on the policies in the Local Plan. It adds that they should not add unnecessarily to the financial burdens on development.

1.2.2   The SPD will be a material consideration in Council decision making on residential and non-residential planning applications

2   REASON FOR RECOMMENDATIONS

2.1   The consultation draft SD&C Residential Design SPD will supplement policies in the Local Plan Core Strategy and Development Management Policies by ensuring that guidance is up to date and reflects regulatory changes relevant for planning in Barnet.

2.2   The following changes have been made to the draft SD&C SPD:

- In response to the introduction of the National Housing Technical Standards in October 2015 the new nationally described space standard has been introduced. The nationally described space standards are reflected in the London Plan and Mayor's Housing Supplementary Planning Guidance
- In response to the introduction of the National Housing Technical Standards in October 2015 the SPD has been revised to reflect the optional Building Regulations in relation to accessible and adaptable dwellings. The accessible and adaptable dwellings are reflected in the London Plan and Mayor's Housing Supplementary Planning Guidance
- In response to updated Energy Planning Greater London Authority guidance on preparing energy assessments the SPD has been revised to include reference to the London Plan cooling hierarchy and update changes in terminology
- In response to the introduction of the National Housing Technical Standards in October 2015 the SPD has been revised to reflect the optional Building Regulations in relation to water efficiency
- In response to adoption of the Mayors Dust and Emissions Supplementary Planning Guidance the air quality section has been revised
- In response to publication of Guidance by Chartered Institute of Environmental Health Acoustics and Noise Consultants Institute of Acoustics the Noise Quality section has been revised to include a new pre-assessment classification. Also a new standard for noise levels in external amenity areas has been introduced
- In response to the Council's responsibility as Lead Local Flood Authority reference to SUDs requirements have been updated. Also reference to flood risk and sequential testing has been updated and reference to flood risk and basements has been revised
- Reference to the Code for Sustainable Homes has been removed following its cessation

2.3   The following changes have been made to the draft Residential Design Guidance SPD:
- In response to the introduction of the National Housing Technical Standards in October 2015 the SPD has been revised to reference the new security standard

- In response to the confirmation of the small Houses in Multiple Occupation Article 4 Direction the detail on conversions has been updated
- In response to the introduction of the National Housing Technical Standards in October 2015 the new nationally described space standard has been introduced. The nationally described space standards are reflected in the London Plan and Mayor's Housing Supplementary Planning Guidance

3 ALTERNATIVE OPTION CONSIDERED AND NOT RECOMMENDED

3.1 The alternative option is to do nothing and not update the SD&C and Residential Design SPDs. However, officers consider that this option is likely to reduce clarity in the decision making process which may restrict timely delivery of housing in the Borough.

4 POST DECISION IMPLEMENTATION

4.1 The process of adoption on the draft SD&C and Residential Design SPDs will include the following:

- Publish for consultation on 7 July 2016 following approval at 28 June 2016 Policy and Resources Committee for 6 weeks consultation until mid-August;
- Compile and consider responses and amend draft SD&C Residential Design SPD where considered appropriate
- Report SD&C Residential Design SPD and consultation responses to 5 October 2016 Policy and Resources Committee for adoption;
- Update the planning pages on the Council's website;

5 IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**
Updating the draft SD&C Residential Design SPD meets the Council's Corporate Plan strategic objectives detailed in the Barnet Corporate Plan 2015-2020 which strive to ensure Barnet is a place:-

- o Of opportunity, where people can further their quality of life - minimum residential space standards make new housing fit for purpose across all tenures and residents amenity is protected through improved guidance regards to noise standards

- o the environment is protected through ensuring new development is located and constructed in a sustainable way, does not adversely impact on air quality and neighbouring amenity nor affects flooding and surface water run-off and air pollution.

- o Where people are helped to help themselves, recognising that prevention is better than cure - residents can lead healthy and independent lives in flexible new housing. The standard sets out design criteria to ensure housing is designed for accessibility and adaptability to meet changing household needs.

- o Where services are delivered efficiently to get value for money for the taxpayer - clear, concise and up to date guidance on sustainable design and construction and residential design is provided reflecting Barnet's priorities.

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

5.2.1 The cost of preparing this SPD is included in the Strategic Planning Core Fee budget for 2015/16 (and 2016/17). The SPD concerns housing design standards, and there are no specific financial implications for the Council.

5.3 Legal and Constitutional References

5.3.1 The Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 provide guidance on the preparation and adoption of the Local Plan. Upon adoption the draft SD&C and Residential Design Guidance SPD becomes a statutory Supplementary Planning Document that provides part of Barnet's formal planning policy framework. The Council is required under both statute and the regulations to ensure that policy documents such as the SPD are up to date.

5.3.2 Annex A to Responsibility for Functions, the Policy and Resources Committee has the authority under para (2) "To be responsible for the overall strategic direction of the Council including the following specific functions/activities: Approve development of statutory Local Plan and related documents…"

5.4 Risk Management
5.4.1 The proposed changes to the 2013 draft SD&C and Residential Design Guidance SPDs are mainly necessary updates and clarifications to reflect changes at a national and London Plan level and the council's priorities on delivering sustainable development.

5.5 Equalities and Diversity

The Sustainable Design and Construction SPD implements policy contained in the Core Strategy which has been subject to an Equalities Impact Assessment (EqIA). The Core Strategy is the overarching planning policy document for Barnet and the draft SD&C and Residential Design Guidance SPDs implements the approach set out in the Core Strategy. Because the SPD is subservient to the Core Strategy the SPD has not been subject to a bespoke EqIA and will instead draw from the evidence used to support the Core Strategy.

BACKGROUND PAPERS

1   Cabinet, 18 April 2013, Item 5, Barnet's Local Plan –Sustainable Design and Construction Supplementary Planning Document - Adoption
HTTP://BARNET.MODERNGOV.CO.UK/DOCUMENTS/S8343/BARNETS%20LOCAL%20PLAN%20-%20SUSTAINABLE%20DESIGN%20AND%20CONSTRUCTION%20SUPPLEMENTARY%20PLANNING%20DOCUMENT%20-%20ADOPTION.PDF

2   Cabinet, 18 April 2013, Item 6 Barnet's Local Plan – Residential Design Guidance Supplementary Planning Document – Adoption
HTTP://BARNET.MODERNGOV.CO.UK/DOCUMENTS/S8346/BARNETS%20LOCAL%20PLAN%20-%20RESIDENTIAL%20DESIGN%20GUIDANCE%20SUPPLEMENTARY%20PLANNING%20DOCUMENT%20-%20ADOPTION.PDF

BARNET
LONDON BOROUGH

Local Plan

Consultation draft Supplementary Planning Document:

Sustainable Design and Construction

July 2016

Contents

Local Plan

Executive Summary

Following adoption of the Core Strategy and Development Management Policies documents in September 2012 Barnet has one of the most up to date Local Plans in the country. With the support of a robust planning framework with clearly set out priorities of protection, enhancement and consolidated growth, the council is in a strong position to produce more detailed local guidance.

Barnet's Sustainable Design and Construction Supplementary Planning Document (SD&C SPD) was first published in 2007 and was subsequently updated in 2013. Its main purpose is to provide clarification on Barnet's local interpretation of sustainable development in light of national and regional policy and the context of the Three Strands Approach (Protection, Enhancement, Growth). Since 2013, the London Plan has undergone a review with the Further alterations to the London Plan adopted in March 2015. The Government has also established national standards for housing.

It is therefore now timely to update the SD&C SPD. The SPD has been revised to focus on the design standards required for different scales of development as well as the performance standards of buildings. The refocused SPD captures changes on space standards as well as new standards that address accessibility, security, energy, noise and water conservation.

Section 1: Background

1.1 Introduction

1.1.1 Over the last ten years there has been a growing public and professional awareness of what represents sustainable design and construction. This Supplementary Planning Document (SPD) is a response to this wider appreciation of the importance of sustainable design and construction, setting out how it should be applied within Barnet. It sets out the technical aspects of the design standards. Sustainable design is design which contributes to the sustainable development of an area and it should take into consideration the full remit of social, environmental and economic issues.

1.1.2 The content of this SPD will help Barnet adapt and respond to climate change, one of the greatest challenges facing the world today. It will also help to ensure the ongoing economic success of London by maintaining the qualities which make Barnet such an attractive place to live, work and visit.

1.1.3 This SPD on Sustainable Design and Construction (SD&C) sets out Barnet's technical requirements for environmental design and construction management. The SPD sets out requirements on air, noise, water, energy, water, waste and habitat quality in order to achieve protection and enhancement of the environment. The SPD requirements are linked to existing national standards and guidance and will be updated in line with emerging opportunities and future policy developments.

1.1.4 This SPD expands on the policy approach set out in the Core Strategy and Development Management Policies (DMP) Development Plan Documents (DPD) and the London Plan.It has been revised to focus on the essential requirements against which planning applications for all forms of development in Barnet will be assessed.

1.1.5 This revision retains the innovative core of the original Sustainable Design and Construction SPD, retaining the condensed content whilst updating guidance in light of introduction of national housing standards. The aim is to produce a clear, user friendly document which simply states the sustainability and construction related requirements which need to be applied in Barnet. The Mayor of London has provided a considerable amount of detail on the quality and design of housing to support the London Plan policies which are set out in Housing Supplementary Planning Guidance (SPG). This document will complement the SPG and cross references will be made where appropriate. It also complements Barnet's Residential Design Guidance SPD that provides a clear and consistent message on how we manage change within Barnet's suburbs although this document applies to all forms of development in Barnet, not just residential.

1.2 Structure and content of this guidance

1.2.1 This SPD reflects Barnet's priorities for delivering sustainable design and construction. The SPD will therefore not seek to provide detailed guidance on all the factors that should be taken into account in the design of a new development. Cross references will be set out where appropriate to other relevant guidance. Section 2 sets out essential requirements that will apply to developments in Barnet. The following issues are covered:

1. **Minimum residential space standards** which are set for different sizes of houses and flats

2. **Internal layout and design** for different room types including minimum ceiling heights

3. **Outdoor amenity space** standards which are set for different sizes of houses and flats

4. **Daylight, privacy (minimum distance), outlook and light pollution** standards and requirements to protect existing and future occupants

5. **Microclimate – wind and thermal conditions** to ensure well designed outdoor spaces around tall buildings

6. **Accessible and adaptable dwellings** to help people live independent lives in their own homes

7. **Wheelchair user dwellings** explains the national standard

8. **Energy use in new buildings** sets out the approach to using energy efficiently

9. **Decentralised Energy** clarifies when a development needs to connect or provide infrastructure

10. **Retrofitting of existing buildings** summarises when planning

permission is required for various energy efficiency measures

11. **Water efficiency** sets out the London Plan requirements

12. **Waste strategy** explains to the storage requirements for recycling and refuse

13. **Air quality** sets out when proposals may need to mitigate the impact

14. **Noise quality** sets out the requirements to protect amenity

15. **Flood risk and water quality** ensures flood risk is considered

16. **Biodiversity and habitat quality** provides a commitment to ecology

17. **Pollution prevention, contaminated land remediation and construction management** ensures these aspects are considered

18. **BREEAM and Ecohomes** and the scale of development to which it applies

19. **Considerate Constructors Scheme** and its application

1.3 How this guidance will be applied

1.3.1 Each topic in Section 2 sets out the principles and requirements and the scale of development to which it will apply. Projects will be affected to different degrees by the guidance and requirements set out in this SPD depending on factors including the type of development and its location. The scale of a development can provide the applicant with the opportunity to deliver more sustainable development.

1.3.2 Where requirements are identified they will be set out in terms of Householder, Minor, Major and Large scale. These are defined in Table 1 below and apply to all types of development:

Table 1: Definition of development scale for applying Sustainable Design and Construction requirements

Scale	Description
Householder	Extensions to houses (including roof extensions)
Minor	Residential development of 1 to 9 units in scale including conversions. Non residential development of up to 999 m².
Major	Residential development over 10 units. Non residential development over 1,000 m²
Large scale major	Residential development over 200 units or a site of 4 hectares or more. Non residential development over 10,000 m²

1.3.3   Where development proposals compromise the requirements set out in this document they will need to demonstrate exemplary design as well as a contribution to the achievement of other planning objectives. This follows the approach set out in London Plan Policy 3.5D Quality and Design of Housing Developments.

1.4 How this SPD fits within National, Regional and Barnet's Local Plan

1.4.1   The Core Strategy (CS), Development Management Policies (DMP), the saved suite of Unitary Development Plan policies for Brent Cross Cricklewood and the London Plan provide the development plan for Barnet. This SPD supports these documents by setting out more detailed information about how the policies they contain should be applied.

1.4.2   The SPD was originally adopted in 2007 and updated in 2013. This further revision is complemented by a revision to the council's SPD on Residential Design Guidance. This Residential Design Guidance provides further detail on other specific areas not covered in this guidance. Cross references are made throughout both SPD's to highlight overlap where necessary.

National Planning Policy Framework (NPPF), March 2012

1.4.3   National and strategic planning policy recognises the importance of design to the ongoing success and sustainable development of our urban areas – from the wider spatial layout of the townscape down to architectural details. The NPPF sets out the Government's planning policies for England and how these are expected to be applied. At the heart of the NPPF is the presumption in favour of sustainable development.

National Housing Technical Standards

1.4.4   This SPD identifies the national technical housing standards introduced in October 2015 which are relevant to Barnet. The standards comprise new mandatory standards on security, additional 'optional' Building Regulations on water and access, and a new nationally described space standard (collectively known as the new national technical standards). The system complements the existing set of building regulations which are mandatory.

The London Plan, March 2015 and minor alternations to the London Plan March 2016

1.4.5   The Local Plan helps to deliver the strategic objectives set out in the London Plan. Policy 2.6: Outer London: Vision and Strategy recognises that one of the key assets is the high quality of life that already exists in most of Outer London and maintaining and enhancing it will be key to the area's future success.

1.4.6   The following policies in the London Plan are of particular relevance:

- ➤ Policy 3.5: Quality and Design of Housing Developments
- ➤ Policy 3.8: Housing Choice
- ➤ Policy 5.2: Minimising Carbon Dioxide Emissions
- ➤ Policy 5.3: Sustainable Design and Construction
- ➤ Policy 5.4: Retrofitting
- ➤ Policy 5.13: Sustainable Drainage
- ➤ Policy 5.14: Water Quality and Wastewater Infrastructure

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➢ Policy 5.15: Water use and Supplies
➢ Policy 5.18: Construction, Excavation and Demolition Waste
➢ Policy 5.21: Contaminated Land
➢ Policy 7.6: Architecture
➢ Policy 7.7: Location and design of tall and large buildings
➢ Policy 7.14: Improving Air Quality
➢ Policy 7.15: Reducing Noise and managing noise, improving and enhancing the acoustic environment and promoting appropriate soundscapes

Mayor's Housing SPG, March 2016

1.4.7   The Mayor's Housing SPG provides detail to supplement the housing policies in the London Plan. The SPG seeks to provide a convenient and accessible guide to implementing the key London Plan policies for housing development. The SPG covers supply, quality, choice, affordability, stock and investment, community infrastructure and mixed uses. For the purposes of this Sustainable Design and Construction SPD, Part 2 of the Mayor's Housing SPG which covers housing quality is particularly relevant as it covers space standards, accessible and adaptable dwellings and outdoor space.

1.4.8   Requirements in the Mayor's Housing SPG are set out in terms of standards. The document makes clear that any development failing to meet a number of standards is unlikely to be acceptable. It states that whilst failure to meet one standard would not necessarily lead to an issue of compliance with the London Plan, a combination of failures would cause concern.

1.4.9   Where appropriate the Sustainable Design and Construction SPD makes reference to the standard in the Mayor's Housing SPG to make clear what is expected from applicants. In these situations the Housing SPG should be read in conjunction with the Sustainable Design and Construction SPD. Appendix 1 provides cross references between the topics in this SPD and the relevant policies in the CS, DMP, London Plan and the Mayor's Housing SPG.

Barnet's Local Plan, September 2012

1.4.10 The Core Strategy (CS) sets out the strategic place-shaping objectives and policies to guide development in the borough over the next 15 years. The Three Strands Approach provides the spatial vision that underpins the CS and Barnet's Local Plan. The Development Management Policies (DMP) sets out the borough-wide planning policies beneath the Core Strategy to be used for day to day decision making by the Planning Service and planning committees. The Three Strands Approach is:

Strand 1. Absolute protection of the Green Belt, Metropolitan Open Land and other valued open space from inappropriate development

Strand 2. Enhancement and protection of Barnet's suburbs, town centres and historic areas

Strand 3. Consolidated growth in areas in need of renewal and investment

1.4.11 Consolidated growth concentrates new development in the most accessible locations around public transport nodes and town centres where community and physical infrastructure is to be improved. This broad approach can meet the sustainable design principles for a compact city. It can also help adapt to and mitigate the effects of climate change. Most importantly, the Green Belt and the one-third of the borough that comprises green open spaces, is protected from future urbanisation and development to ensure a high quality suburb.

Local Plan

1.4.12 In relation to the SPD the implementation of the following Local Plan policies is important.

CS Policies:

➢ CSNPPF – National Planning Policy Framework – Presumption in Favour of Sustainable Development
➢ CS1 – Barnet's Place Shaping Strategy – Protection, Enhancement and Consolidated Growth – the Three Strands Approach
➢ CS4 – Providing Quality Homes and Housing Choice in Barnet
➢ CS13 – Ensuring the Efficient Use of Natural Resources

These are supported by **the DMP**:

➢ DM01 – Protecting Barnet's Character and Amenity
➢ DM02 - Development Standards
➢ DM04 – Environmental Consideration
➢ DM05 – Tall Buildings

Barnet's Residential Design Guidance

1.4.14 Barnet's Residential Design Guidance SPD provides a clear and consistent message on how to manage change within Barnet's suburbs. That SPD consolidates and updates the existing framework for residential design which mainly focused on improvements to the existing housing stock (Design Guidance Notes on Extensions, Conversions, Porches, and Hardstandings and Vehicular Crossovers). That SPD provides more detailed residential design guidance issues relevant to Barnet such as local character, density, built form, car parking space and amenity space standards connected with new build development. Through these changes that SPD sets out the local priorities for protecting and enhancing Barnet's character. It provides a local reference point to the suite of national guidance on good design.

Monitoring

1.4.15 The implementation of this SPD will be monitored through Barnet's Authorities Monitoring Report (AMR). Successful implementation of the SPD should (a) reduce the number of cases subject to an appeal, by providing developers with a clearer framework for residential design and layout; and (b) improve the council's success rate at appeal in defending decisions against poor residential schemes.

1.4.16 The council does not consider that the cumulative impact of standards in the Residential Design Guidance SPD should put implementation at risk as these standards facilitate development throughout the economic cycle. As economic circumstances change and familiarity with the SPD develops, the council may reassess the design categories in the document and the allocation of particular standards between them.

1.4.17 Details of the monitoring indicators for the Sustainable Design and Construction SPD are set out in Appendix 3.

Section 2: Sustainable Design and Construction requirements and guidance

2.1 - Minimum Residential Space Standards[2]

2.1.1 The Nationally Described Space Standard has been developed to rationalise existing space standards into a single national approach. The standard takes into account the need for rooms to be able to accommodate a basic set of furniture, fittings, activity and circulation space necessary to the function of each room.

2.1.2 The space standard also takes into account the spatial implications of providing improved accessibility and adaptability, particularly for older or less mobile people, and is capable of accommodating the requirements of both Category 1 and 2 accessibility standards in Approved Document M of the Building Regulations.

2.1.3 The space standard sets out a comprehensive range of one, two and three storey dwelling types with one to six bedrooms and up to eight bedspaces (as well as studio flats).

The London Plan minor alternation adopted in 2016 applies the nationally described space standard as a minimum residential space standards for new dwellings[3]. The space standards are intended to ensure that all new homes are fit for purpose and offer the potential to be occupied over time by households of all tenures.

2.1.4 The council will require developers of residential development to provide floor areas in their schemes which meet or exceed the minimum space standards for dwellings of different sizes. These figures are based on minimum Gross Internal floor Area (GIA). These space standards are minimum for all residential development in Barnet. They reflect the standards set out in Table 3.3 in the London Plan under Policy 3.5 - Quality and Design of Housing Developments which reflect the nationally described space standard. Barnet's requirements are set out below

Table 2.1 Minimum residential space standard requirements: Table 3.3 London Plan Minimum space standards for new dwellings

Bedrooms	Bedspaces	Minimum gia (sqm)			Built-in storage (sqm)
		1 storey dwellings	2 storey dwellings	3 storey dwellings	
1b	1p	39 (37)*			1.0
	2p	50	58		1.5
2b	3p	61	70		2.0
	4p	70	79		
3b	4p	74	84	90	2.5
	5p	86	93	99	
	6p	95	102	108	
4b	5p	90	97	103	3.0
	6p	99	106	112	

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[2] Technical housing standards – nationally described space standard. DCLG 2015.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/421515/150324_-_Nationally_Described_Space_Standard____Final_Web_version.pdf
[3] new dwellings in this context includes new build, conversions and change of use

	7p	108	115	121	
	8p	117	124	130	
5b	6p	103	110	116	3.5
	7p	112	119	125	
	8p	121	128	134	
6b	7p	116	123	129	4.0
	8p	125	132	138	

Notes to Table 3.3
1. *Where a one person dwelling has a shower room instead of a bathroom, the floor area may be reduced from 39m² to 37m², as shown bracketed.
2. The Gross Internal Area of a dwelling is defined as the total floor space measured between the internal faces of perimeter walls that enclose a dwelling. This includes partitions, structural elements, cupboards, ducts, flights of stairs and voids above stairs. GIA should be measured and denoted in square metres (m²)
3. The nationally described space standard sets a minimum ceiling height of 2.3 meters for at least 75% of the gross internal area of the dwelling. To address the unique heat island effect of London and the distinct density and flatted nature of most of its residential development, a minimum ceiling height of 2.5m for at least 75% of the gross internal area is strongly encouraged so that new housing is of adequate quality, especially in terms of light, ventilation and sense of space.

2.1.5 Applicants will be expected to demonstrate how these standards are to be met. The Mayor regards the relative size of all new homes in London to be a key element of housing quality. It may help development proposals to set out on the dwelling plans accompanying a planning application the furniture and circulation space to help demonstrate compliance with the space standards. Where a development proposal includes accommodation in the roof space, appropriate section drawings should be submitted. Full justification will be required if these standards cannot be met. In line with the London Plan Policy 3.5 lower space standards will be permitted if they are of demonstrably exemplary design and contribute to other objectives of the London Plan and Barnet's Core Strategy (London Plan Policy 3.5 D).

2.1.6 Conversion of heritage buildings may present particular challenges for minimum space standards. In line with DM05 any impact on the heritage value will be weighed against the benefit brought from meeting the sustainable design and construction requirements.

Useful References for minimum residential space standards:

- Housing Supplementary Planning Guidance, GLA, March 2016 https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/housing-supplementary

- Technical housing standards – nationally described space standard. DCLG 2015. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/421515/150324_-_Nationally_Described_Space_Standard____Final_Web_version.pdf

2.2 - Internal Layout and Design

2.2.1 To deliver the Mayor's aspiration that homes are fit for purpose the internal layout of rooms and design of dwellings needs to be considered to enable flexible use. The positioning of doors and windows should also be considered and single aspect dwellings should be avoided. Barnet's requirements are set out in Table 2.2 and a definition of a habitable room is set out in the glossary including the maximum size considered before a room is counted as two (20 m²).

2.2.2 To address the unique heat island effect of London and the distinct density and flatted nature of most of London's residential development, a minimum ceiling height of 2.5m for at least

75% of the dwelling area is strongly encouraged so that new housing is of adequate quality, especially in terms of light, ventilation and sense of space.

2.2.3 Dual aspect dwellings have many benefits including better daylight, a greater chance of direct sunlight for longer periods, natural cross ventilation, mitigating pollution, offering a choice of views, access to a quiet side of a building, greater flexibility in the use of rooms, and more potential for future adaptability by altering the use of rooms. Where single aspect flats are considered acceptable they should demonstrate that all habitable rooms and the kitchen are capable of providing adequate ventilation, privacy and daylight and the orientation enhances amenity, including views.

2.2.3 Built-in general internal storage space should be provided to comply with Table 2.1 above (Table 3.3 of the London Plan, and the nationally described space standard 4.1)

2.2.4 In addition to internal storage there should be 'dirty' storage space for items such as bicycles and buggies. This could be provided as a communal facility for flats. The level of provision recommended for Barnet is:

1. For flats without private gardens: 1m²

2. For houses, bungalows and flats with private gardens for up to four people: 2.5m²

3. For housing, bungalows and flats with private gardens for five or more people: 3.0m2 (Note the requirements of the Mayor's cycle parking standards -   Table 6.3 – Cycle parking standards).

'Dirty' storage should be secure, sheltered and adequately lit with convenient access to the street. Further guidance is set out in the Residential Design Guidance SPD section 11.5.

2.2.5 The nationally described space standard GIA s incorporate combined floor areas for living/kitchen/dining space corresponding to the occupancy of a dwelling. New homes should be designed to allow sufficient flexibility to adapt to residents' changing needs and circumstances.

Table 2.2: Internal layout and design requirements	Development scale
Minimum room dimensions and floor areas: 1 Single bedroom: minimum area should be 7.5 m² and is at least 2.15m wide to comply with the nationally described space standard.Double/twin bedroom: minimum area should be 11.5 m² and minimum width should be 2.75 m to comply with the nationally described space standard and every other double (or twin) bedroom is at least 2.55m wide.	Minor, major and large scale residential
Ceiling heights A minimum ceiling height of 2.5m for at least 75% of the dwelling area is strongly encouraged. Habitable floorspace in rooms with sloping ceilings is defined as that with 1.5 m or more of ceiling height.	Minor, major and large scale residential

| Development proposals should avoid single aspect dwellings that are north facing or exposed to noise exposure categories C & D or contain three or more bedrooms | Minor, major and large scale residential |

Useful References for Internal residential space:

- Housing Supplementary Planning Guidance, GLA, March 2016 https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/housing-Technical housing standards – nationally described space standard. DCLG 2015. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/421515/150324_-_Nationally_Described_Space_Standard___Final_Web_version.pdf

2.3 - Outdoor Amenity Space

2.3.1   Outdoor amenity space is highly valued and suitable provision will help to protect and improve the living standards of residents as well as contribute to maintaining and enhancing the wider character of the borough. Residential units with insufficient garden or amenity space are unlikely to provide good living conditions for future occupiers. For houses, amenity space should be provided in the form of individual rear gardens. For flats, options include provision communally around buildings or on roofs or as balconies. Whatever option is chosen it must be usable.

2.3.2   In calculating outdoor amenity space the following areas will not be counted as usable: shared surfaces, driveways, vehicle parking areas or hard standings, cycle storage areas ('dirty' storage) footpaths, servicing areas and refuse storage areas. In addition outdoor amenity space which does not have a reasonable level of privacy or good acoustic environment will not be considered to be usable. Further guidance on the design of communal amenity space which will be considered when assessing its useability are set out in the Residential Design Guidance SPD in section 8. Section 2.14 sets out detail on a good acoustic environment.

2.3.3   Higher density development, such as flats may not always be able to provide amenity space to the standards outlined in Table 2.3. Where the standards cannot be met and an innovative design solution is not possible the council will seek a Planning Obligation. Further detail on meeting outdoor amenity space requirements and development in areas of open space deficiency are set out in the Planning Obligations SPD.

Table 2.3:Outdoor Amenity Space Requirements	Development Scale
For Flats: • 5 m^2 of space per habitable room.	Minor, Major and Large scale
For Houses: • 40 m^2 of space for up to four habitable rooms • 55 m^2 of space for up to five habitable rooms • 70 m^2 of space for up to six habitable rooms • 85 m^2 of space for up to seven or more habitable rooms	Minor, Major and Large scale

Development proposals will not normally be permitted if it compromises the minimum outdoor amenity space standards.	Householder

Design of outdoor amenity space development

2.3.5   Outdoor amenity space should be designed to cater for all household needs including those of the elderly, young children and families. The space should be accessible for wheelchair users and should also facilitate use for disabled people in terms of paving, lighting and layout. It is important to distinguish boundaries between public, private and communal areas in order to identify who will take responsibility for the maintenance and security of private and semi-private areas. Further guidance is set out in the Residential Design Guidance SPD in section 8.

2.3.6   Where balconies are provided as part of outdoor amenity space they should provide privacy from neighbouring properties. This objective can be achieved by using screens or by setting the balcony back within the façade. In line with the Mayor's Housing SPG, the minimum depth and width for all balconies and other private external spaces should be 1500mm (Standard 27).

Useful References for Outdoor Amenity Space:

•   Housing Supplementary Planning Guidance, GLA, November March y 201562 https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/housing

2.4 - Daylight, Privacy (minimum distance), Outlook and Light Pollution

2.4.1   The impact of development on the availability of daylight / sunlight and privacy to the occupants of existing buildings and the occupants of new development is strongly influenced by design and contributes significantly to the quality of life. The amount of daylight available in buildings enhances people's quality of life and reduces energy use. The Mayor's Housing SPG standard 32recommends that development should preferably have direct sunlight in living areas and kitchen dining spaces and all homes should provide for direct sunlight to enter at least one habitable room for part of the day. Overheating should be considered when designing for sunlight.

2.4.2   The privacy of existing and future development should be protected and gardens and windows to habitable rooms should not be significantly overlooked. Design solutions through layout of habitable rooms, window placement and building orientation should be used to address privacy and overlooking issues. Use of opaque glazing should be avoided in order to provide an outlook. The Residential Design Guidance SPD provides further guidance on design aspects of privacy, outlook and sunlight / daylight in section 7.

2.4.3   Artificial lighting can affect amenity, due to glare and light spillage, their visual impact in daytime and the increased disturbance from noise due to extending hours of activity in the evening. Proposals involving new lighting should demonstrate they will not significantly impact on the residential amenity of new and existing residents.

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Design Principles:

A. **Sunlighting/Daylighting – Ensure that the design takes into account levels of daylight and sunlight that will penetrate into occupied spaces,** as measured by Vertical Sky Component (VSC) and the Average Daylight Factor (ADF). The VSC represents the amount of light available on the outside plane of the window as a ratio of the amount of total unobstructed sky viewable following the introduction of visible barriers, such as new buildings. The ADF is a more complex measurement assessing whether the internal daylighting levels in a room are adequate. The measurement takes into account the VSC, the window size, number of windows available in a room, the room size, the room use and layout and the room surface reflectance. Further details on this and other aspects of sunlighting/daylighting are set out in:

- BRE Site Layout: Planning for Sunlight and Daylight: a Guide to Good Practice
- the British Standard BS8206: Part II
- the Applications Manual: Daylighting and Window Design – Lighting Guide LG10 (1999) of the Chartered Institute of Buildings Services Engineers.

B. **Light Pollution – Ensure that the design minimises adverse impacts from the lighting of a building or external areas**. Light pollution is defined as being any light emitting from artificial sources into spaces where this light is unwanted, such as spillage of security lights surrounding car parking areas into residential accommodation such as bedrooms, where this causes inconvenience to their occupants. Design solutions to control the effect of new lighting may include the type of technology used to control the distribution of light and minimise glare. Other solutions include screening, shielding, reducing lantern mounting heights and managing the operating hours of the light source. The visual impact of light fittings should also be considered.

C. **Privacy** - New residential development should afford a reasonable degree of privacy for future and neighbouring occupiers using minimum distances between habitable windows.

Construction Principles:

D. When it is essential for certain construction activities to take place at night, lighting needs to be sufficient for safety purposes, but should be set up in a way that any potential nuisance to nearby residential properties is minimised.

Table 2.4: Daylight, Privacy (minimum distance), Outlook and Light Pollution Requirements	Development Scale
Glazing to all habitable rooms should not normally be less than 20% of the internal floor area of the room.	All development
Bedrooms and living rooms /kitchens should have a reasonable outlook with clear glazed windows	All development
In new residential development there should be a minimum distance of 21 m between properties with facing windows to habitable rooms to avoid overlooking, and 10.5 m to a neighbouring garden.	All development
New development should take into account neighbouring properties to ensure that nuisance will not be caused from lighting during night time	All development

hours.	

Useful References for daylight, privacy, outlook and light pollution:

- Site layout planning for Daylight and Sunlight: a guide to good practice. BRE. Sept 2011
  http://www.brebookshop.com/details.jsp?id=326792

- Guidance Notes for the Reduction of Light Pollution. Institution of Lighting Engineers. 2000.
  http://www.gov.je/SiteCollectionDocuments/Planning%20and%20building/SPG%20Light pollution%202002.pdf

- Guidance notes for the reduction of obtrusive light, GN01. Institution of Lighting Engineers. 2005. http://www.pdfport.com/view/629819-institute-of-lighting-engineers-guidance-on-obtrusive-light.html

- Lighting in the Countryside: Towards Good Practice. DETR & Countryside Commission. 2001. http://www.communities.gov.uk/archived/publications/planningandbuilding/lighting

2.5 - Microclimate – Wind and Thermal Conditions

2.5.1   Climate change will exacerbate the temperature gradient that rises from the rural fringe to city centre high density locations. The massing and configuration of buildings can have a significant localised effect on the climatic conditions including funnelling wind or creating sun-traps. When designed well, the outdoor spaces within the built environment can be made much more usable to people for a greater part of the year than natural weather patterns would normally permit. Good design can contribute to urban cooling. If designed poorly, external spaces can be made hostile for all but the most active of uses or benign weather conditions.

2.5.2   It is essential that the microclimatic conditions of the urban environment are improved and wherever possible its ensured that these meet acceptable comfort standards. The following set of generic design and construction principles should be considered in the development process.

Design Principles:

A.   **Wind – ensure that potential levels of wind strength around the base of a building and on balconies and roof gardens are taken into consideration**. A building might be expected to have adverse impacts if it is significantly taller than adjacent properties, is part of a small cluster of tall buildings or stands alone. The acceptability of windy conditions is influenced by factors such as the existing average local wind strengths, the time of year, air temperature, humidity and sunshine. The Lawson Criteria for Distress and Comfort are set out in Table 2.5.1 and provide a set of principles to follow in terms of acceptable wind conditions for different types of activities.

Table 2.5.1: Acceptable Wind Conditions: Lawson's Distress and Comfort Criteria

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Hourly average Wind Speed	Description	Activity
0 – 4m/s	Long term sitting	Reading a newspaper, eating or drinking
4 – 6m/s	Standing or short term sitting	Appropriate for bus stops, window shopping and building entrances
6 – 8m/s	Walking and strolling	General areas of walking and sightseeing
8 – 10m/s	Business walking	Local areas around tall buildings where people are not likely to linger

B. **Thermal Conditions – Ensure that the design of buildings has taken into account the thermal impact in relation to outdoor spaces and internal glazed spaces.** South facing, enclosed or semi-enclosed areas can trap the sun and create pleasant conditions even when the ambient temperature is cool. Such locations however can also be unbearably hot in mid-summer if there is no shade. Locations with wide expanses of tarmac, for instance can be excessively hot and contribute to the urban heat island effect.

Table 2.5.2: Microclimate, Wind and Thermal Conditions Requirements	Development Scale
Developers should demonstrate that appropriate comfort levels can be achieved for all pedestrian public and communal outdoor spaces using the Lawson Criteria for Distress and Comfort as a guide to the appropriate level of amenity for the expected use of those areas.	Large scale[4] and all tall buildings[5]

2.6 - Accessible and Adaptable Dwellings

2.6.1 The Mayor of London has identified the growing and changing requirements for housing older people as one of the most important emerging planning issues for London. The London Plan anticipates that between 2011 and 2036 'over 65s' could increase by 64% and 'over 90s' could grow in number by 89,000.

2.6.2 Increasing numbers of older people are choosing to live independent lives in their own homes resulting in a need for more accessible and adaptable dwellings which can meet changing needs. Providing these adaptable and accessible dwellings will enable individuals to live dignified and independent lives.

2.6.3 In order to address current and future needs the 2015 Building Regulations have been amended to include standardised accessibility and adaptability requirements for all new residential development. Part M of the Building Regulations is comprised of three optional categories:

M4(1) – Category 1 - Visitable dwellings;
M4(2) – Category 2 - Accessible and adaptable dwellings; and
M4(3) – Category 3 - Wheelchair user dwellings.

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[4] See table 1.1 for definition of large scale development
[5] Tall buildings are defined locally in Barnet's Core Strategy as being eight stories or more (equivalent to 26 m above ground level)

2.6.4   Part M of the Building Regulations discussed in this section generally applies to new dwellings only and not to conversions or changes of use.

2.6.5   The London Plan requirement is that, 90% of housing should be built to Building Regulation requirement 'M4(2): Accessible and adaptable dwellings' with the remaining 10% meeting Building Regulation requirement M4 (3) 'wheelchair user dwellings'. Detailed guidance on how to meet these requirements is set out in Approved Document Part M and is not repeated in this SPD.

Table 2.6: Accessible and adaptable dwellings	Development Scale
90% of new dwellings should comply with building regulation M4 (2) 'accessible and adaptable dwellings'.	Minor, Major and Large scale

Useful References for Accessible and adaptable dwellings:

- HM Government. The Building Regulations. Access to and use of buildings. Approved Document M.Volume 1: Dwellings. 2015 Edition)
  http://www.planningportal.gov.uk/uploads/br/BR_PDF_AD_M1_2015.pdf

2.7 - Wheelchair User Dwellings

2.7.1   Ten per cent of new housing should be designed to be wheelchair user dwellings that comply with part M4 (3) of the Building Regulations.

2.7.2   Part M4(3) of the Building Regulations regarding 'wheelchair user dwellings' distinguishes between 'wheelchair accessible' (a home readily useable by a wheelchair user at the point of completion) and 'wheelchair adaptable' (a home that can be easily adapted to meet the needs of a household including wheelchair users). Wheelchair adaptable dwellings is the default for the ten per cent delivery of wheelchair user dwellings unless a planning condition is imposed on the grant of planning permission for wheelchair accessible dwellings (specified as Part M4(3)(2)(b)). Planning Practice Guidance[6] states that Local Plan policies for wheelchair accessible homes should only be applied to those dwellings where the council is responsible for allocating or nominating a person to live in that dwelling.

2.7.3   In accordance with Standard 18 of the Mayor's Housing SPG each designated wheelchair accessible dwelling should have a car parking space that complies with Part M4 (3). The distance of the accessible car parking space to the home or to the relevant block entrance or lift core should be kept to a minimum. Transport for London intends to provide separate advice on parking design.

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[6] National Planning Practice Guidance (Housing- Optional Technical Standards) Paragraph: 009
Reference ID: 56-009-20150327 DCLG Revision date: 27 03 2015

2.7.4 Approach routes, entrances and communal circulations should comply with the requirements of regulation M4(2), unless they also serve Wheelchair User Dwellings, where they should comply with the requirements of regulation M4(3).

2.7.5 The application of M4(2) requires level access which the Mayor's Housing SPG recognises may have particular implications for developments of four storeys or less. Further detail on these implications is provided under Standard 11 of the Mayor's Housing SPG.

Table 2.7: Wheelchair User Dwellings	Scale of development
10% of new dwellings to meet building regulation M4 (3) 'wheelchair user dwellings'.	Major and Large scale residential

Useful References for Wheelchair Housing

- National Planning Practice Guidance (Housing- Optional Technical Standards) Paragraph: 009 Reference ID: 56-009-20150327 DCLG Revision date: 27 03 2015HM Government. The Building Regulations. Access to and use of buildings. Approved Document M.Volume 1: Dwellings. 2015 Edition)
http://www.planningportal.gov.uk/uploads/br/BR_PDF_AD_M1_2015.pdf

2.8 - Energy Use in New Buildings

2.8.1 Energy used in Barnet is derived mainly from fossil fuels (coal, oil and gas). It is used to heat homes, to power transport and in commercial and industrial processes. The production of energy by the combustion of fossil fuels not only depletes finite resources but also leads to significant environmental consequences, such as climate change.

2.8.2 The London Plan emphasises that development proposals should make a contribution to minimising carbon dioxide emissions in conjunction with the following energy hierarchy:

1. **Be Lean: Using Less Energy** – Ensure that the buildings within the development are as energy efficient as technically possibleusing passive and active design measures. The following are key measures which help achieve greater energy efficiency:

   - The orientation of a building will have a significant impact on its carbon performance, especially in relation to heating and cooling. Building orientation can be used to generate passive solar gain, to reduce the need for heating. Large south facing windows will capture sunlight and heat the building up like a greenhouse. This can lead to discomfort or require air conditioning to mitigate the heat generated in the building. Large south-facing windows should therefore be accompanied by shading mechanisms or other suitable methods of solar shading.

   - High standards of insulation are essential to reduce the amount of energy required to maintain comfortable temperature levels. It is important to consider any potential causes of thermal bridging which can compromise the insulation of a building.

- Ventilation is essential to maintain comfort for users and can be provided through natural or mechanical ventilation. Well-designed and efficient mechanical ventilation which combines heating or cooling recovery can, if managed and operated correctly, consume less energy than an equivalent natural system without any heating or cooling recovery.

- Low temperature heating systems should be considered such as underfloor heating.

- Good building design can reduce the heating and cooling loads required thereby avoiding the need for air conditioning.

- Thermal mass, which represents the ability of materials to store heat or cool, is important as a means to control building temperatures and better manage day/night fluctuations.

- High efficiency lighting and appliances will reduce energy consumption .

- Direct electrical generation of heating and cooling should be avoided because of its high carbon intensity.

- Poorly designed heat network infrastructure within a building can contribute to internal overheating problems and should conform with Chartered Institute of Building Services Engineers (CIBSE) Heat Networks: Code of Practice for the UK

2 - Be Clean: Supply Energy Efficiently – Ensure that all opportunities are taken for local generation and microgeneration of energy and recycling of heat and cooling. Some of the more efficient ways of generating energy locally are:

- Decentralised Energy (DE) is a process to generate electricity, heating or cooling in a location close to where it is used. The energy can be generated in the same building or in close proximity through pipes (which distribute it as hot or cold water). Energy can also alternatively be distributed along cables. DE has the advantage that it produces less carbon dioxide than conventional energy sources. This is due to the shorter distances the energy has to be transmitted which results in a reduction of heat, coolness or electricity loss. The most efficient types of DE systems are Combined Heat and Power (CHP) and Combined Cooling, Heat and Power (CCHP). These are technologies which use gas or another fuel, such as biomass to generate electricity. This process inevitably gives off heat which is then used directly to heat buildings or produce cooling through the use of absorption chillers. CHP can be used on a building by building basis (known as micro-CHP) or to power community district heating systems. CCHP is a process whereby the heat produced by CHP generates cooling. CCHP is only currently viable for large district systems and is more appropriate in mixed used developments.

- Centralised boilers can power heating and cooling systems within a building and are more efficient than individual boilers installed in each residential unit.

3   Be Green: Using Renewable Energy – Ensure that opportunities are harnessed for deriving renewable energy from the local environment around buildings. The principal renewable energy technologies likely to be appropriate include:

- Solar Water heating is a system for heating water using energy from the sun. Solar energy is collected by a roof panel, which is connected by pipes to a hot water storage cylinder. (Nb solar thermal is not considered compatible with CHP as they both supply base heat demand)

- Photovoltaics (PVs) are panels which convert solar energy into electricity. PVs can be placed on the roof of a building or incorporated into the façade by using roof tiles, panels or cladding.

- Heat pumps are devices which transfer heat energy from one place to another and from a lower to a higher temperature. A ground sourced heat pump (or cooling system) recovers the heat (or cold) in the ground by circulating a fluid through a long, buried pipe. An open loop variation can also be used, where water in the ground is extracted and then discharged. The latter provides significantly more cooling capacity but both extraction and discharge will require a licence from the Environment Agency. The degree of benefit that can be derived from such technologies depends upon the selected internal building systems for heating and cooling.

- Biomass is a collective term for all plant and animal material. A number of different forms of biomass can be burned or digested to produce energy. Examples include wood, straw, and agricultural waste. Biomass can also be in liquid form eg biodiesel and bioethanol made from food/vegetable stocks. Biomass can be used to power CHP systems. Impact on air quality is a consideration for all biomass schemes.

2.8.3   In line with the London Plan [policy 5.9] building design should also consider overheating and cooling in order to reduce the impact of the urban heat island effect. Major development proposals will be expected to demonstrate compliance with the cooling hierarchy. Measures that are proposed to reduce the demand for cooling should be set out under the following categories:

1. Minimising internal heat generation through energy efficient design: For example, heat distribution infrastructure within buildings should be designed to minimise pipe lengths, particularly lateral pipework in corridors of apartment blocks, and adopting pipe configurations which minimise heat loss e.g. twin pipes.

2. Reducing the amount of heat entering the building in summer: For example, through use of carefully designed shading measures, including balconies, louvres, internal or external blinds, shutters, trees and vegetation.

3. Use of thermal mass and high ceilings to manage the heat within the building: Increasing the amount of exposed thermal mass can help to absorb excess heat within the building.

4. Passive ventilation: For example, through the use of openable windows, shallow floorplates, dual aspect units, designing in the 'stack effect'

5. Mechanical ventilation: Mechanical ventilation can be used to make use of 'free cooling' where the outside air temperature is below that in the building during summer months. This will require a by-pass on the heat recovery system for summer mode operation.

Table 2.8: Energy Use in New Buildings Requirements	Development Scale
Proposed development should provide an Energy Assessment which demonstrates compliance with the London Plan energy hierarchy,[7]cooling	Major, Large scale

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[7] The Energy Hierarchy is set out in London Plan Policy 5.2 Minimising Carbon Dioxide Emissions.

hierarchythe London Plan carbon dioxide requirements and where relevant decentralised energy	
Development proposals should make the fullest contribution to minimising carbon dioxide emissions in accordance with the London Plan energy hierarchy	Minor
Proposed development to ensure that every 1 car parking space in 5 has provision or is future proofed to provide a suitable electrical charging point or as agreed in a Travel Plan	Minor, Major, Large scale

2.8.4   The **Energy Assessment** should be in line with the Greater London Authority guidance on preparing energy assessments. 2.8.5   Carbon offsetting will be considered in line with the Greater London Authority guidance and a figure of £60/tonne will be used over a 30 year period. London Plan Policy 5.2 sets out that where the required percentage improvements beyond Part L of the Building Regulations are not met on-site, any short fall should be provided off-site or through a cash-in-lieu contribution to the relevant borough. The benefit of the fund is in unlocking carbon dioxide saving measures with boroughs to identify suitable projects. Suitable projects will be identified on a site by site basis focusing on publicly owned buildings such as schools local to the development which can provide wider community benefits. Further detail is set out in the Greater London Authority guidance on preparing energy assessments and the Sustainable Design and Construction SPG.

Useful References for Energy Use in New Buildings
Please see section 2.9

2.9 - Decentralised Energy

2.9.1   The Mayor of London has set a target to supply a quarter of London's energy from decentralised sources by 2025. Decentralised Energy (DE) makes more efficient use of fuel, reduces carbon emissions, cuts electricity transmission losses and future proofs the energy supply for the use of alternative low carbon fuels. The DMP in policy DM04b requires that major development connects to a planned or feasible DE network. For large scale development connection to a planned or feasible DE network should include the delivery of an energy centre[8] or necessary infrastructure to connect to the network.

2.9.2   A high level heat mapping study has identified clusters of buildings and areas of development with the best potential for delivering future district heating networks in the borough. Brent Cross / Cricklewood and Colindale are identified as high priority areas given the scale of regeneration taking place. Chipping Barnet, Mill Hill East, North Finchley and Whetstone are identified as lower priority areas in the study.

2.9.3   Major development which is located within the vicinity of an existing decentralised energy network should aim to connect to the network. Where connection is not possible justification will be required in the Energy Assessment. Physical factors such as major roads and railways may create a barrier which could make it unreasonable to consider connection. A suitable

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[8] An Energy centre is the central point from which the local or sub regional supply of heat and electricity comes. The energy centre will normally host one or two Combined Heat and power units as well as back up boilers and thermal stores. See http://www.londonheatmap.org.uk/Content/FAQs.aspx for further information.

connection point should be discussed with the provider of the DE network or Energy Services Company (ESCO).

2.9.4   The council will encourage major development which is located within the vicinity of a DE network that has been implemented or is being implemented to connect to that DE network. The provider of the proposed heat network or ESCO will be able to estimate the cost of connection. Where connection is not possible justification will be required in the Energy Assessment. GLA guidance on preparing energy assessments would expect to see a whole life cost (WLC) analysis where the applicant is contending that providing a site heat network to allow future connection will result in uneconomic costs to end users. Appendix 1 of that guidance provides further details on how WLC must be approached.

2.9.5   In instances where the proposed DE network does not commence construction within five years of the start of the proposed development provision should be made for providing a suitable means of connection. This will be pooled either through CIL or via a legal agreement. In these situations carbon savings from potential future connection will not be counted towards a schemes carbon reduction target in their Energy Assessment.

2.9.6   Further guidance on implementing heat networks should be sought from GLA's guidance on preparing energy assessments and the London Heat Network Manual and the Chartered Institute of Building Services Engineers (CIBSE) Heat Networks: Code of Practice for the UK. The Code of Practice will also help inform the quality of feasibility studies. Where development, in particular for a larger scheme, is within the vicinity of an existing DE network developers maybe required to fund a feasibility study to consider options for connection.

Table 2.9: Decentralised Energy Requirements	Development Scale
In order to establish a DE network large scale development in the priority areas identified in the heat mapping study should deliver an energy centre. Where the energy centre already exists or is planned for construction within five years then suitable related infrastructure should be provided to facilitate connection to the DE network. Where capacity at the energy centre needs to be increased to meet the needs of the new proposed development then a legal agreement should set out the investment needed in the energy centre. Where the network is not completed commitments to undertake future connections should be made by the applicant.	Large scale
Proposed development within the vicinity of an existing or proposed DE network should aim to connect	Major, Large scale
Where a DE network is proposed but unlikely to be constructed within next 5 years, development should where feasible provide a suitable means for connection for future use or be future proofed with a commitment to connect.	Major, Large scale

Useful References for Energy:

- Barnet Heat Mapping Study, London Borough of Barnet, May 2010 http://www.barnet.gov.uk/downloads/940160/ldf_evidence_and_supporting_documents

- London Heat Map http://www.londonheatmap.org.uk/Content/home.aspx

- The London Heat Network Manual. Greater London Authority. April 2014 http://www.londonheatmap.org.uk/Content/uploaded/documents/LHNM_Manual2014Low.pdf

- Energy Planning Greater London Authority guidance on preparing energy assessments. March 2016 https://www.london.gov.uk/what-we-do/planning/planning-applications-and-decisions/pre-planning-application-meeting-service-0

- BREEAM – www.breeam.org

- Heat Networks: Code of Practice for the UK, July 2015 Chartered Institute of Building Services Engineers (CIBSE) and the Association for Decentralised Energy (ADE) http://www.cibse.org/Knowledge/CIBSE-other-publications/CP1-Heat-Networks-Code-of-Practice-for-the-UK

- Sustainable Design and Construction SPG. April 2014 Greater London Authority https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/sustainable-design-and

2.10 - Retrofitting of Existing Buildings

2.10.1 Retrofitting refers to the addition of new technology or features fitted to existing buildings to make them more efficient and to reduce their environmental impacts. While it is important to reduce carbon emissions in new buildings, it is equally important to reduce emissions in existing buildings as they contribute more significantly to the borough's current total carbon dioxide emissions. Helping homeowners make changes to their properties to make them energy efficient has been encouraged through the extension of permitted developments rights. This means that building owners do not have to apply for planning permission to make certain changes to their property concerning energy efficiency. Table 2.10 sets out a range of retrofitting measures and the planning requirements with some of the improvements having permitted development rights.

Table 2:10 Retrofitting measures and the need for planning permission	
Change	**Planning requirement**
Solid wall insulation (external)	For most houses planning permission is not required provided the cladding material on the front and side elevations does not protrude significantly. For flats planning permission is required.
Double or triple glazing	For most houses planning permission is not required except in Conservation Areas. For flats planning permission is required.
Solar panels or Photo Voltaic panels	Planning permission is not normally required (except for Article 4 conservation areas[9]). Where the panels are attached to a building they should not project more than 200mm from the roofslope and should not protrude above the highest part of the roof (excluding the chimney).
Air source heat pumps	Planning permission is normally required
Ground source heat pumps	Planning permission is not required
Biomass heating system or Combined Heat and Power system	Planning permission is normally required where an external flue is required
Wind turbine	Planning permission is normally required

[9] The following Conservation Areas have Article 4 directions- Hampstead Garden Suburb (including The Bishop's Avenue), Mill Hill, Monken Hadley, Totteridge, Wood Street, Moss Hall Crescent, Finchley Garden Village, Glenhill Close, Finchley Church End, Hendon – the Burroughs.

2.10.2   Table 2.10 is based on the Regulations set out in the General Permitted Development Order (GPDO) 2015 (as amended). For up to date guidance and further advice visit the planning portal: www.planningportal.gov.uk and click on the interactive house. Further guidance is also available in Barnet's Residential Design Guidance SPD.

2.10.3   Development within Barnet's conservation areas has fewer permitted development rights particularly where Article 4 directions apply. If there is conflict between meeting climate change objectives and the conservation of heritage assets, the council will weigh up the public benefit of mitigating the effects of climate change against any harm that would occur to the heritage asset. Retrofitting work affecting listed buildings or buildings in a conservation area is likely to require further consultation with the council's conservation team.

The Mayor of London's RE: NEW Delivery Model

2.10.4   The Mayor has recognised the financial implication of implementing retrofitting measures to London's housing stock and has developed the RE:NEW delivery model to help increase the rollout of energy efficiency measures, low and zero carbon microgeneration technologies and water saving measures. London's housing stock is particularly challenging compared to the rest of the country because of its average age and the density. Generally the older the property the more expensive the retrofitting measures are likely to be and flatted development can lead to complications with implementation. In Barnet the issue of flatted development is less significant but age is an issue with over two thirds of Barnet's housing stock built before 1944. The carbon emissions associated with the heating of Barnet's older housing stock creates a higher than average contribution to the borough's overall carbon emissions compared to the rest of London.

2.10.5   The RE:NEW programme has moved into a third phase and a more strategic delivery model through the creation of a Support Team. The Support Team offer free support to social landlords, local authorities and private landlords to help get home energy retrofit projects and programmes up and running across Greater London. The support is tailored to each organisation and can comprise of a review of retrofit potential, formulation of retrofit projects, funding and procurement advice and support through the procurement process.

Useful References for Retrofitting:

- General Permitted Development Order (GPDO) 2015 (as amended)

- Delivering London's Energy Future: the Mayor's Climate change mitigation and energy strategy, GLA, October 2011 http://www.london.gov.uk/who-runs-london/mayor/publication/climate-change-mitigation-energy-strategy

- Energy Conservation in traditional Buildings, English Heritage, 2008 www.climatechangeandyourhome.org.uk/live/

- RE:NEW Support Team. Greater London Authority. https://www.london.gov.uk/WHAT-WE-DO/environment/energy/renew-0/renew-support

2.11 - Water Efficiency

2.11.1   Water is a precious resource. It is essential that new development uses water efficiently, seeking wherever possible to reduce consumption.

2.11.2   The following design principles should be considered in Barnet:

A. **Water consumption – reduce consumption of water by buildings, landscape and occupants**. Designs should seek to minimise water use. There are a variety of techniques and technologies, including the fitting of water efficient toilets, taps, showers, dishwashers and washing machines.

B. **Water storage** (Rainwater harvesting systems) **- put measures in place which enable storage of rainwater for plant watering on site**. This reduces consumption of treated water from the mains system. Landscaping should be designed so that it does not need regular watering. Where any external watering is still required, then water butts, collecting rain water from roofs should be installed.

C. **Water recycling – grey water.** Systems are also available for localised recycling of water, such as using shower water to flush toilets (these are known as grey water systems).

2.11.3   Residential development should be designed so that mains water consumption would meet a target of 105 litres or less per head per day, excluding an allowance of 5 litres per head per day for external water use. This reflects the 'optional requirement' set out in Part G of the Building Regulations[10].

2.11.4   A fittings based approach should be used to determine the water consumption of a development. This approach is transparent and compatible with developers' procurement and the emerging Water Label, which Government and the water companies serving London are supporting[11].

2.11.5   There is a duty on a developer (or applicant) to inform their Building Control Body that optional requirements apply to the submission of their application for Building Regulations.

2.11.6   National Planning Practice Guidance recommends that a local planning authority should establish a clear need (Reference ID: 56-016-20150327) based on existing sources of evidence, consultations with the local water.company and environmental agency and the consideration of the impact on viability and housing supply. In line with this guidance the following existing sources of evidence have been considered:

- Environmental Agency Water Stressed Areas - final classification - Thames Water region is identified as an area in serious stress in the 2013.
- The Environment Agency River Basin Management Plan. The Thames River Basin District 2009 identifies abstraction and other artificial flow pressures as one of a number of specific pressures identified as significant water management issues for the Thames basin area.
- The Thames Water Final Water Resources Management Plan 2015 - 2040 identifies that the supply demand balances across the supply area have worsened since the previous Water Resources Management Plan (dWRMP14). In London, Thames Water forecast a growing deficit on a dry year annual average increasing from -133 Ml/d in 2020 to -416 Ml/d in 2040.

2.11.7   In relation to viability the Greater London Authority Housing Standards review: viability assessment May 2015 concluded that there is no measurable cost impact from the optional requirement for water usage of 110 litres per head per day as this is no more onerous than existing London Plan standards.

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[10] Requirement G2 of Schedule 1 to the Building Regulations 2010. HM Government 2015
[11] Table 2.2 of Part G of the Building Regulations provides maximum consumption values for water fittings. If these consumption values are exceeded and where waste disposal units, water softeners or water re-use are specified in the application, the Water Efficiency Calculator must be completed.

Table 2.11: Water Efficiency Requirements	Development Scale
New dwellings should be designed to ensure that a maximum of 105[12] litres of water is consumed per person per day.	Minor, Major, Large scale

Useful References for Water Efficiency:

- The Building Regulations 2015 edition Part G http://webarchive.nationalarchives.gov.uk/20151113141044/http://www.planningportal.gov.uk/uploads/br/br_pdf_ad_g_2015.pdf

- Conserving Water in Buildings, A Practical Guide, Environment Agency, Nov 2007 http://publications.environment-agency.gov.uk/PDF/GEHO1107BNJR-E-E.pdf

- Housing Standards Review - Viability Study for Greater London Authority by David Lock Associates May 2015 http://www.london.gov.uk/file/22676/download?token=uj59uXd1

2.12 - Waste Strategy

2.12.1   There is an ever-increasing need to reduce waste generation and to increase recycling wherever possible. Waste is generated by development in three different ways:

1   during the construction process

2   through the use of buildings

3   from refurbishment and/or demolition of buildings.

2.12.2   It is critical to ensure that we reduce the waste generated through construction, refurbishment and demolition activities and to reduce waste and encourage recycling during the occupation of buildings. Our design and construction requirements are therefore based on the objectives to:

- reduce the amount of waste produced in Barnet;

- make the best use of waste that is produced; and

- choose waste management options which minimise the risk of immediate and future environmental pollution and harm to human health.

2.12.3   The following set of design and construction principles are to be considered in the design and construction process.

Design Principles:

A.   **Waste generated through building occupation – Identify measures to help occupants to recycle waste**. People will generally recycle more when it is easy and convenient for them to do so. This requires consideration as to how a building's occupants will be able to participate in recycling initiatives and services. Key considerations include:

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[12] Excluding and allowance of 5 litres or less per head per day for external water use (as set out in the 'optional' Requirement G2 of Schedule 1 to the Building Regulations 2010).

- Ensuring that sufficient space is dedicated in appropriate places, including within and without residential properties, for the temporary storage of material to be recycled. For example, space should be provided within kitchens in new properties to accommodate extra bins which are required for separately storing items such as paper, bottles, cans and food waste for recycling.

- Ensuring that people can easily transfer material for recycling from their own premises, such as a residential unit, a shop or an office, to a location from which the material can be collected. Waste from shops or offices would be considered trade waste, so any movement of this waste would need to be undertaken by an appropriate, licensed waste carrier and taken to a permitted waste management site. An exemption or permit may be required from the Environment Agency for storage of waste at a collection point.

- Communal refuse and recycling containers, communal bin enclosures and refuse and recycling stores should be easily accessible to all residents including children and wheelchair users, and located on a hard, level surface. Refuse and recycling stores within buildings should be located to limit the nuisance caused by noise and smells and maintained to a high hygiene standard.

- Storage facilities for waste and recycling containers should be provided in accordance with local authority requirements and meeting at least British Standard BS5906:2005 Code of Practice for waste management in Buildings.

- Early consultation with the council is recommended to ascertain the best strategy for the recycling of household waste (see references). The requirements for storage of waste containers vary depending on the scale of development and whether it is for flats or houses.

Construction Principles:

B.   **Construction Waste – Ensure that measures have been taken to minimise waste generated during building construction**. The following issues should be considered during development design and in preparation for construction:

- Identify resources already on the site, such as topsoil or hardcore, making provision for storage on-site to enable the materials to be put to useful effect in the new development Activities that involve any form of treatment to make the material suitable for re-use may require an exemption or permit from the Environment Agency.

- Refurbishment of existing buildings will most likely generate less waste than demolition and reconstruction. Consideration in the first instance must always therefore, be given to the retention and refurbishment of buildings and justification provided where demolition is proposed.

- Good practice in terms of waste management should be employed, including monitoring of waste streams to meet the above objectives.

- Every opportunity should be taken to recycle materials or send waste materials to waste recovery centres to meet the above objectives.

- Modern methods of construction such as modular building components put together off-site in a factory environment supporting more efficient use of materials and working practices.

- Ensuring that measures have been taken to enable more components of a building to be recycled during refurbishment or demolition.

Table 2.12: Waste Strategy Requirements	Development

	Scale
In consultation with the Council developers should comply with the standards set out in the council's guidance document "Information for developers and architects – provision of household recycling and refuse waste collection services.". https://www.barnet.gov.uk/citizen-home/rubbish-waste-and-recycling/information-for-developers-and-architects.html	Minor, Major and Large scale
A minimum internal storage capacity of 60 litres per dwelling (flats and houses) should be provided which can accommodate containers for the temporary storage of materials to be recycled. Materials will then be transferred to external containers for collection. (This standard is subject to change over time, so consultation with the council at the design stage is essential.)	Residential Minor, Major, Large scale
All non-residential developments should provide a minimum of 10m^2 designated waste storage space for materials for recycling, such as paper, glass bottles and jars, cans, cardboard, and plastic bottles.	Non residential minor, major, large scale
Proposals that employ or attract a large number of people, such as supermarkets or commercial buildings should provide appropriately designed facilities for the collection for recycling or reuse of the waste that they, their customers and staff generate. Applicants for such developments should submit a comprehensive waste and recycling management strategy in accordance with the BS5906:2005 *Waste Management in Buildings – Code of Practice*.	Large scale
Prior to commencement of work, all construction sites should put in place a Site Waste Management Plan in accordance with the DTI's *Site Waste Management Plans - Guidance for Construction Contractors & Clients - Voluntary Code of Practice.*	Major and Large scale

Useful References for Waste:

- Information for developers and architects – provision of household waste and recycling service. London Borough of Barnet. July 2015 https://www.barnet.gov.uk/citizen-home/rubbish-waste-and-recycling/information-for-developers-and-architects.html

- Site Waste Management Plans. Feb 2008 http://www.environment-agency.gov.uk/static/documents/NetRegs/SWMP_Simple_Guide_Feb_2011.pdf

- BS5906:2005 *Waste Management in Buildings – Code of Practice* http://shop.bsigroup.com/en/ProductDetail/?pid=000000000030050097

- The emerging North London Waste Plan http://www.nlwp.net/

- Demolition Protocol. Institute of Civil Engineers. 2008 http://www.ice.org.uk/getattachment/eb09d18a-cb12-4a27-a54a-651ec31705f1/Demolition-Protocol-2008.aspx

- Environment Agency permiting and registration information http://www.environment-agency.gov.uk/business/topics/permitting/32330.aspx

2.13 - Air Quality

2.13.1 The air quality of urban areas has a significant impact on people's health. This has been recognised by the Mayor of London, who updated guidance covering London in Cleaning the Air – The Mayor's Air Quality Strategy (GLA 2010). The design of the built environment has an important role in managing the degree to which people are exposed to air pollutants. The principal sources of air pollution are:

- Traffic emissions from vehicles

- Air pollutants arising from industrial activities

- Emissions from boiler and mechanical plant within buildings

- Dust emissions from demolition and construction activities

- Emissions from construction traffic and plant supporting construction activities.

2.13.2 Within Barnet, emissions from traffic have by far the most severe and pervasive impact on reduction of local air quality. Travel Plans are part of the mitigation to reduce this impact. A Delivery and Servicing Plan can be part of a Travel Plan. Further detail on when a Travel Plan will be required can be found in LB Barnet Planning Obligations SPD. It is critical that the exposure of the public to air pollutants is minimised and the contribution to atmospheric pollution from activities within the built environment is reduced. The principles and related requirements are supported by DM04: Environmental Considerations and London Plan Policy 7.14 – Improving Air Quality.

Air quality principles:

A. **Location – Ensure that development type suits development site**. In areas of poor air quality, for example next to some major roads, it may not be appropriate to build residential accommodation or schools or other types of development (so called sensitive receptors) where people, in particular vulnerable people, will spend a substantial amount of time in the accommodation and thereby be exposed to continuous high levels of air pollutants. If there is no other potential use for a site, then the design will be required to prevent exposure to air pollutants both within buildings and in accessible outdoor areas proximate to buildings.

B. **Siting and design – Ensure that where there is a localised and proximate source of air pollution, buildings are designed and sited to reduce exposure to air pollutants**. Buildings themselves can be used as barriers between sources of air pollution and those areas where people will linger in the outside environment, such as private, communal or public gardens and public realm. Buildings should be actively ventilated allowing air to be drawn from the less polluted side of the building (where a balance needs to be achieved between air quality and energy consumption required for active ventilation). Consideration should also be given to ensuring that buildings façades, which face directly onto a pollution source, are sealed.

Table 2.13: Air Quality Requirements	Development scale

Where development could potentially contribute to a worsening of local air quality an air quality assessment will be required.	- Minor - Major, Large scale with the potential to increase and/or change road traffic. - Commercial or industrial use requiring environmental permitting[13] - Development proposing a Combined Heat and Power plant or biomass boiler.
Developers are to design their schemes so that they meet the Air Quality Neutral emission benchmarks for Buildings and Transport as set out in appendix 5 and appendix 6 of the Mayor of Londons Sustainable Design and Construction SPG	Mixed user major and large scale developments
Developers shall select plant that meets the standards for emissions form combined heat and power and biomass plants set out in Appendix 7 of the Mayor of Londons Sustainable Design and Construction SPG	Mixed user major and large scale development proposing a Combined Heat and Power Plant or biomass boiler
Proposals may be required to demonstrate how the development is designed to reduce people's exposure to air pollutants to acceptable levels through an air quality assessment.	Minor, Major, Large scale
Restaurants or other odour emitting premises will be required to locate air extracts appropriately to avoid nuisance to neighbouring occupiers.	All Class A3, A4 and A5 development
Developers should comply with the minimum standards on construction dust management that are detailed in the Mayor of Londons Control of Dust and Emissions During Construction and Demolition SPG providing an Air Quality and Dust Risk Assessment and where necessary an Air Quality and Dust Management Plan	Minor, Major, Large scale
Non Road Mobile Machinery used on construction sites should meet Stage IIIA of EU Directive 97/68/EC and its subsequent amendments as a minimum. Details should be registered at www.nrmm.london/register	Major, Large scale

Air Quality Assessments

2.13.3   Air quality assessments should demonstrate the likely changes in air quality or exposure to air pollutants as a result of a proposed development and identify any mitigation necessary. The scope of the assessment required should be commensurate with the potential significance of the impacts. As a minimum an air quality assessment should set out the following:

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[13] Environmental Permitting is required for uses which could have an impact on the environment and human health. For example certain manufacturing or waste activities or uses which discharge into a river or underground water supply. Depending on the operation either the Environment Agency or Local authority provide the regulation. More guidance is available here: https://www.gov.uk/topic/environmental-management/environmental-permits and the legislation is available here: http://www.legislation.gov.uk/uksi/2010/675/contents/made

- The basis of determining the significance of the impacts
- Details of the assessment methods including the model and the input data used for the assessment and any assumptions that have been made
- Identification of sensitive locations
- Description of baseline conditions
- Assessment of impacts
- Description of construction phase impacts
- Mitigation measures
- Summary of assessment results

2.13.4   The above list is a summary of what is expected. Further detail can be found in Land-Use Planning and Development Control: Planning for Air Quality, May 2015, published by Environmental Protection UK and the Institute of Air Quality Management..

Useful References for air quality:

- Environmental Protection UK and IAQM Guidance: Land-Use Planning and Development Control: Planning for Air Quality, May 2015. http://www.iaqm.co.uk/text/guidance/iaqm-planning-development.pdf

    - Review and Assessment of Air Quality in the London Borough of Barnet; Updating and Screening Assessment; Air Quality Action Plan Updates https://www.barnet.gov.uk/citizen-home/environmental-health/pollution/air-quality/review-and-assessment-of-air-quality.html

- Environmental Criteria for Design – A Guide, Chartered Institute of Building Services Engineers (CIBSE). 2006 https://www.cibse.org/knowledge

- Minimising Pollution at Air Intakes TM 21. CIBSE 2001 www.cibse.org/knowledge/cibse-tm/tm21-minimisng-pollution-at-air-intakes

- The Mayor's Air Quality Strategy. GLA. 2010 http://www.london.gov.uk/what-we-do/environment/environment-publications/mayors-air-quality-strategy

- The Mayor's Air Quality Strategy Progress Report 2015. www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/mayor%E2%80%99s-air-quality-strategy-progress-report

- Institute of Air Quality Management: Guidance on the assessment of dust from demolition and construction. http://iaqm.co.uk/text/guidance/construction-dust-2014.pdf

- Mayor's Supplementary Planning Guidance. The Control of Dust and Emissions from Construction Sites. https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/control-dust-and

- Mayor's Supplementary Planning Guidance. Sustainable Design and Construction. http://www.london.gov.uk/what-we-do/planning/implementing-london-plan/supplementary-planning-guidance/sustainable-design-and

- Delivering and Servicing Plans Transport for London http://content.tfl.gov.uk/delivery-and-servicing-plans.pdf

2.14 - Noise Quality

2.14.1   Noise can have a significant effect on the quality of life enjoyed by those who live work and

visit the borough. Noise can also impact the natural environment. Vibration is also an issue, often related to noise.

2.14.2   The main sources of noise (and vibration) in Barnet include road and rail traffic, commercial and industrial land use, refrigeration and air handling plant [building services plant], sound systems, construction activities and people. Management of noise is an issue which significantly increases in importance for higher densities of population and economic activity. Noise can be persistent such as traffic, air conditioning or refrigeration units or intermittent such as drilling or early morning delivery vehicles.

2.14.3   Receptors which are particularly sensitive to noise include residential, health care facilities and schools. Noise also affects people enjoying outdoor amenity space and public open space. Noise exposure can have effects including significant sleep disturbance and annoyance. Recent evidence shows that noise can impair cognitive learning in school children. It is also agreed by many experts that environmental noise can lead to chronic health effects. For example, associations have been found between long term exposure to some types of transport noise, particularly from aircraft and road traffic, and an increase in the risk of cardiovascular effects (heart disease and hypertension). This guidance aims to address the effect that noise can have on quality of life and deliver the best acoustic outcome for a site.

2.14.4   In order to affect the design process it is important to assess and address noise impacts arising or existing for a new development at the earliest stage. If there is insignificant noise and vibration, then mitigation requirements maybe unlikely and further assessment maybe unnecessary. However, if there are significant noise or vibration levels, then the noise affects would need to be assessed carefully using suitably qualified consultants providing a Noise Impact Assessment which identifies optimum mitigation measures to reduce the noise impacts to an acceptable level.

2.14.5   To help consider noise at a site at an early stage an initial noise risk assessment should assess the Noise Risk Category of the site to help provide an indication of the likely suitability of the site for new residential development from a noise perspective. Figure 1: Initial Site Risk Assessment sets out the indicative noise levels for the Noise Risk Categories and a description of the potential effect of noise were no further noise mitigation to take place as well as additional pre-planning application guidance.

Stage 1: Initial Site Risk Assessment (measured/predicted, empty site, pre-mitigation)

Noise Risk Category*	Potential Effect if unmitigated	Pre-Planning Application Guidance
0 – Negligible $L_{Aeq,16hr}$ < 50dB $L_{Aeq,8hr}$ < 40dB	May be noticeable but no adverse effect on health and quality of life	In this category the development is likely to be acceptable from a noise perspective, nevertheless a good acoustic design process is encouraged to improve the existing environment and/or safeguard against possible future deterioration and to protect any designated tranquil areas. A noise assessment may be requested to demonstrate no adverse impact from noise. Application need not normally be delayed on noise grounds.
1 – Low $L_{Aeq,16hr}$ 50-63dB $L_{Aeq,8hr}$ 40-55dB	Adverse effect on health and quality of life	In this category the development may be refused unless a good acoustic design process is followed and is demonstrated via a Level 1 Acoustic Design Statement which confirms how the adverse impacts of noise on the new development will be mitigated and minimised and that a significant adverse noise impact will not arise in the finished development. Planning conditions and other measures to control noise may be required.
2 – Medium $L_{Aeq,16hr}$ 63-69dB $L_{Aeq,8hr}$ 55-60dB L_{AFmax} > 80dB**	Significant adverse effect on health and quality of life	In this category the development is likely to be refused unless a good acoustic design process is followed and is demonstrated via a Level 2 Acoustic Design Statement which confirms how the adverse impacts of noise on the new development will be mitigated and minimised, and clearly demonstrates that a significant adverse noise impact will not arise in the finished development. Planning conditions and other measures to control noise will normally be required.
3 – High $L_{Aeq,16hr}$ > 69dB $L_{Aeq,8hr}$ > 60dB L_{AFmax} > 80dB**	Unacceptable adverse effect on health and quality of life	In this category the development is very likely to be refused on noise grounds, even if a good acoustic design process is followed and is demonstrated via a Level 2 Acoustic Design Statement. Applicants are advised to seek expert advice on possible mitigation measures. Advice on the circumstances when the refusal of new housing on noise grounds should normally be anticipated is included in the ProPG.

2.14.6   Barnet will consider daytime and night time averages, background noise levels and maximum intermittent noise levels during the night in order to establish appropriate mitigation in accordance with guidance. Barnet would expect a good acoustic design with mitigation measures that ensure a good level of amenity both externally and internally.

2.14.7   In order to advise on appropriate measures the Noise Impact Assessment report should refer to the most relevant and up to date guidance, British Standards and Codes of Practice from such professional and governmental bodies including but not limited to the following: Construction Industry Research and Information Association, Institute of Acoustics, Department for Environment, Food and Rural Affairs (UK), Building Research Establishment, Chartered Institute of Environmental Health and the Mayor of London's office.

2.14.8   The following set of generic design and construction principles are to be considered in the design and construction processes.

Noise Design Principles:

A. **Location – Ensure that development reduces the effect of noise on occupants and existing properties**. In line with DM04: Environmental Considerations in areas where there are unavoidable high levels of noise and vibration, for example next to major roads, it will not normally be appropriate to build sensitive uses where they would be exposed to continuous raised noise or vibration levels. Residential uses, schools, health facilities or other types of development where people, in particular vulnerable people (receptors) will spend a substantial amount of time in the accommodation are identified as sensitive uses. If there is no other potential use for a site, then very high design criteria will be required to mitigate exposure to noise and vibration to ensure acceptable levels in buildings and in accessible outdoor areas proximate to buildings.

B. Siting – reduce noise impact through siting of building can be used to reduce noise and vibration exposure. For example buildings themselves can be used as barriers between sources of noise and those areas where people will linger in the outside environment, such as private, communal or public gardens - outdoor amenity space should have a good acoustic standard.

C. Mixing of land uses and Internal layout - Consideration should be given as to the appropriateness of different land uses in close proximity and how noise and vibration arising from one might affect another. Internally the layout can help mitigate the impact of noise using the following measures:

- Locate rooms that are sensitive to loud noise (i.e. bedrooms/living rooms) away from areas of the site that are most prone to loud or continuous noise.

- Stacking rooms with similar uses on top of each other (i.e. living rooms, kitchens) to avoid unnecessary noise disturbance (Also see Residential Design Guidance section 9).

- Non-residential uses should be placed closer to noise sources than residential accommodation.

Further guidance on layout and conversions is available in the Residential Design Guidance SPD.

D. Exposure to noise within buildings – Provide appropriate noise insulation given the external and internal noise environment. In order to meet the standards for internal noise, appropriate levels of noise insulation will be required. Good internal noise levels should be achievable when windows are open for ventilation. Acoustically lined ventilators would be preferable in areas where traffic noise is high but air quality is acceptable; whereas mechanical ventilation may be required within areas of high air pollution in order to provide clean air as well as good internal noise levels.   Other examples include a residential block with balconies that face onto an industrial site 24 hour night time activity. In this case, it would be reasonable to ensure mechanical ventilation with an inlet away from the noise source or acoustically ventilated ventilators in the windows. Building services such as air intake ducting should be positioned away from sensitive windows and properties and be isolated from the structure to prevent structural noise. Particular care should be taken to avoid or attenuate fan and vent noise on the 'quiet side' of buildings.

E. Noise emissions from plant – Establish the impact of new development on the noise environment. Careful siting, barriers and enclosures can be used to mitigate the noise from plant such as active air handling units. The noise should be such that it does not contribute to increasing the background noise levels. Noise mitigation must always aim to be as close to the noise source as possible, thereby minimising the wider effect of the noise and its contribution to raising background noise.

F. Noise levels in external amenity areas – Noise levels in external private and communal outdoor amenity areas should comply with the good standards according to the British Standards BS8233: 2014. This includes a recommended limit of 55dBA in these external spaces including; balconies, roof gardens, terraces and communal gardens. Where outdoor amenity areas cannot achieve this level then winter gardens could be considered. Public open spaces should be protected by careful siting of potentially noise making developments.

Construction Principles:

A. Construction noise and disruption should be minimised through good site management and operation and the specification of techniques, such as the use of framed construction and pre-fabricated components.

B. Construction activities should be planned to limit both the level and duration of noise, to minimise disturbance to premises and amenities in the area.

C. Consultation with borough Environmental Health Officers (EHO) is required at an early stage.

Table 2.14.3: Noise Quality Requirements	Development Scale
To help consider noise at a site at an early stage an initial noise risk assessment should assess the Noise Risk Category of the site to help provide an indication of the likely suitability of the site for new residential development from a noise perspective.	Minor, Major, or Large scale developments
A Noise Impact Assessment is required for proposed residential development which is likely to be exposed to significant noise and/or vibration or cause a noise and/or vibration impact. For all noise-sensitive and noise creating developments the council will refer to the standards set out for internal and external noise levels in BS8233 (2014) and to the approach of BS4142:2014.	Minor, Major, or Large scale developments
The adverse impacts of noise should be minimised, using measures at source or between source and receptor (including choice and location of plant or method, layout, screening and sound absorption) in preference to sound insulation at the receptor, wherever possible.	All development
Any proposed plant and machinery shall be operated so as to ensure that any noise generated is at least 5dB(A) below the background level, as measured from any point 1 m outside the window of any room of a neighbouring residential property. Plant should also be installed to ensure that no perceptible noise or vibration is transmitted through the structure to adjoining premises.	All development with plant and machinery or activity which potentially has a noise impact

Useful References for noise quality:

- Noise Policy Statement For England (March 2010)
  https://www.gov.uk/government/publications/noise-policy-statement-for-england

- Defra Noise Action Plans: Large urban Areas, Roads and Railways. (DEFRA) 2014
  https://www.gov.uk/government/publications/noise-action-plans-large-urban-areas-roads-and-railways

- Planning Practice Guidance 2014
  http://planningguidance.communities.gov.uk/blog/guidance/noise/noise-guidance/

- The Mayor's Ambient Noise Strategy "Sounder City". GLA. 2004
  http://legacy.london.gov.uk/mayor/strategies/noise/docs/noise_strategy_all.pdf

- Professional Practice Guidance on Planning and Noise New Residential Development (Consultation Draft) Chartered Institute of Environmental Health Acoustics and Noise Consultants Institute of Acoustics : January 2016 (due to be published Dec 2016)
  http://www.association-of-noise-consultants.co.uk/wp-

content/uploads/2016/01/ProPG_Planning_and_-Noise_Consultation_-
Draft_January_2016_FINALv1.1-with-watermark.pdf

- BS 8233: 2014 Code of Practice for Sound Insulation and Noise Reduction for Buildings
http://shop.bsigroup.com/ProductDetail/?pid=000000000030241579

- BS 5228-1 2009 +A1:2014 – Code of Practice for Noise and Vibration Control on
Construction and Open Sites
http://shop.bsigroup.com/ProductDetail/?pid=000000000030258086

- BS 4142: 2014 Method for Rating Industrial Noise Affecting Mixed Residential and
Industrial Areas. http://shop.bsigroup.com/ProductDetail/?pid=000000000030268408

- Heating, Ventilating, Air Conditioning and Refrigeration Guide B, CIBSE 2005.
https://www.cibseknowledgeportal.co.uk/

- BS 6472-1:2008 Guide to Evaluation of Human Exposure to Vibration in Buildings (1 Hz
to 80 Hz) http://shop.bsigroup.com/en/ProductDetail/?pid=000000000019971044

- Guidelines for Community Noise. World Health Organisation. Geneva. 1999
http://www.who.int/docstore/peh/noise/guidelines2.html

2.15 – Flood Risk, Sustainable Urban Drainage Systems and Water Quality

2.15.1   Water is an essential resource and its quality is a key measure of the overall quality of the local environment. The resource comprises surface water and ground water, where the latter may be made up of more than one unconnected aquifer at different depths below ground. Surface water flooding is more of an issue than ground water flooding in Barnet.

2.15.2   Managing surface water flows and drainage is essential to prevent flooding and resultant damage to property and infrastructure. If flood events cause sewers to overflow then this can also become a health hazard.

2.15.3   National standards for SUDs[14] require the Council as Lead Local Flood Authority (LLFA) to be satisfied that major development meets the minimum standards of operation and that there are clear arrangements in place for ongoing maintenance over the lifetime of the development. SUDs aim to use drainage methods which mimic the natural environment rather than using conventional methods of drainage to slow down the rate at which water flows from a site.

2.15.4   SUDs can have an additional benefit through helping to remove pollution from rainwater runoff. The Water Framework Directive sets a target that all main river waterbodies identified in the Thames River Basin Management Plan should achieve a 'good' ecological potential by 2027. There are three main rivers in Barnet identified in the Thames River Basin Management Plan; the Pymmes Brook (moderate water quality), the Dollis Brook (poor water quality) and the Silk Stream and Edgware Brook (moderate water quality). The main reasons for failure are linked to pollution – point source (e.g. sewer misconnections), diffuse (e.g. urban runoff), and intermittent pollution incidents. SUDs can help reduce impacts from urban runoff.

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[14] Non statutory technical standards for Sustainable Drainage Systems were published in March 2015 and apply to major developments of 10 units or more https://www.gov.uk/government/publications/sustainable-drainage-systems-non-statutory-technical-standards

2.15.5　The NPPF identifies a sequential approach to the location of development to ensure that inappropriate development in areas of flood risk is avoided. Paragraph 101 states "The aim of the Sequential Test is to steer development to areas with the lowest probability of flooding. Development should not be allocated or permitted if there are reasonably available sites appropriate for the proposed development in areas with a lower probability of flooding." To carry out a sequential test a geographic area will need to be defined. This will usually be the entire borough unless a local need can be justified. Housing need will not be considered a local need to justify a smaller search area. A list of sites with unimplemented planning consents which are broadly equivalent to the development sites proposal can be made available on request. In the absence of a publicly available Strategic Housing Land Availability Assessment unimplemented planning consents are considered suitable, developable and deliverable and therefore reasonably available.

2.15.6　The Environment Agency is the regulatory body which provides flood risk advice to local planning authorities on development. They provide guidance and advice on how to assess flood risk as part of a Flood Risk Assessment (FRA) and how to design in flood resilience to a development. Further information is available – see the References section below.

Flood Risk, SUDS and Water Quality Design Principles:

A.　**Maintenance of water quality** – Establish impact of development on local water quality. The key consideration here is water run-off from development, which may bring with it pollutants from urban activities and compromise the quality of water in a river or stream. Development needs to have sufficient drainage to manage and control water run-off and appropriate interceptors using Sustainable Urban Drainage solutions where possible to capture any potential pollutants.

B.　**Water Management and Flood Prevention** – Ensure that development has been designed not to increase flood risk either on-site or off-site and ensure that flood events will not lead to overflowing of sewers. Water attenuation as close to the source as possible, the provision of on-site capacity to store surface water run off, and the use SUDS – see Table 2.15.1 below for more details, enable better control of water during periods of peak rainfall. SUDS also allow the water table to replenish, thereby reducing the risk of subsidence.

C.　**Basements** – Careful consideration must be given when constructing basement development as in some instances it may prove to be detrimental to the stability of buildings, the amenity of neighbours and contribute to flooding and drainage problems. The council may require a Hydrology report to be submitted which determines in particular the surface flow of water, the subterranean flow of water and land stability where this requires further consideration. Areas with geology more prone to increased groundwater flows such as a non-clay based geology combined with a basement development in a previously vegetated area [a garden] or basement development proximate to surface water flows or basement development on a sloping site over 8 degrees may all require further technical verification. Developers maybe required to provide independent verification of further technical evidence and all technical reports should be prepared by a suitably qualified chartered engineer or chartered geologist who is a member of the relevant professional body. Further guidance on design is set out in the Residential Design Guidance SPD sections 12 and 14.

Flood Risk, SUDS and Water Quality Construction Principles:

A.　Good site management is essential to prevent run-off during construction activities

which may pollute local water courses.

2.15.5   Table 2.15.1 sets out the most suitable methods of sustainable urban drainage (SUDs) in Barnet. These were identified in the North London Strategic Flood Risk Assessment data[15]. Development will need to demonstrate how their chosen method of runoff attenuation is suitable for the site and local area.

Table 2.15.1: Examples of SUDS

Soakaways
Soakaways are drainage structures with high available storage. Surface water runoff is directed to the soakaway where the storage volume provides attenuation of flows and gradual infiltration to the surrounding soil. Soakaways can be designed to store rapid runoff from a single house, several buildings or highway areas. Long, thin soakaways are called infiltration trenches. Areas with a high water table or clay soil may not be appropriate for a soakaway.

Swales
Swales are linear vegetated drainage features in which surface water can be stored or conveyed. When used alongside roads, swales can replace conventional gullies and drainage pipes. They are easy to incorporate into landscaping, offer good reductions in both runoff rates and pollutant removal. They are ideal for use as drainage systems on industrial sites because any pollution that occurs will be visible and can be dealt with before it causes damage to a receiving watercourse.

Detention Basins
These are vegetated surface storage basins that provide flow control through attenuation of storm water runoff and controlled release. Detention basins are normally dry except during and immediately after a storm event. In some instances the land may also function as a recreational facility e.g. playground or sports field.

Pervious Surfaces
Pervious pavements allow rainwater to infiltrate through the surface into underlying construction layers where water is stored prior to infiltration to the ground, reused or released to a surface water drainage system or watercourse at an attenuated rate. Where pervious pavements are located within 5m of foundations or basements, an impermeable membrane liner is required to prevent infiltration.

Pervious pavements can either be made from porous materials which allow infiltration across their entire surface e.g. gravels, grass and porous concretes, or permeable surfaces which are made from impermeable materials with voids to allow infiltration e.g. brick paving.

Pervious pavements can be used for both infiltration and attenuation collecting water from paved areas and roof catchments. They have been shown to reduce both the peak flow rate and total runoff volume from developments. Pervious surfaces can be incorporated into soft landscaping and oil interceptors can be added to improve pollutant retention and removal. In urban areas where there is a high percentage of hard cover the use of pervious surfaces for car parks and hard areas is a valuable technique that should be used wherever possible. Further guidance on hardstandings is set out in the Residential Design Guidance SPD in section 16.

Ponds

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[15] http://www.nlwp.net/documents/sfra_documents_submission.html

Ponds can provide both storm water attenuation and treatment. Runoff from each rain event is detained and treated in the pond through sedimentation and biological uptake. Ponds can provide valuable aesthetic and wildlife value to a development site.

Green Roofs

Green roofs represent roof systems which enhance local ecology and their growing medium (substrate) provides temporary storage of storm water. Significantly less water will flow from the roof and more slowly due to absorption by the substrate, and through evaporation and evapo-transpiration from the substrate and plant surfaces.

Rooftops form a major part of the cityscape, but have been vastly under utilised. The use of green roofs can reduce the size of downstream SUDS and drainage infrastructure that is required.

Table 2.15.2: Flood risk, Sustainable Urban Drainage and water quality requirements	Development Scale
Proposed development will need to demonstrate application of the sequential test and exception test where inappropriate[16] development is proposed in areas of flood risk[17,18].	Minor[19], Major and large scale.
Proposed development will need to provide a Flood Risk Assessment on the known flood risk potential from all sources of flooding including surface water[20] to the planning application site, the risk to others, how it will be managed and taking climate change into account.	All development over 1 hectare in Flood Zone 1[10] Development in Flood Zone 2 & 3[10] except for minor development[21]
Developments will be required to demonstrate how they have considered the London Plan drainage hierarchy (Policy 5.13: Sustainable Drainage) and achievement of a maximum run-off rate which is equivalent to greenfield rates (typically 2 litres per second hectare). The Barnet LLFA pro-forma detailing SUDs strategy should be submitted with the application.	Major, Large scale
Developers should consult with Thames Water and confirm that their scheme will not increase the risk of sewer flooding to other properties.	Large scale
Where planning permission is required for hardsurfacing porous materials should normally be used.	Householder, Minor, Major, Large scale

Useful References for Flood Risk, Sustainable Urban Drainage and Water Quality:

[16] Inappropriate development can be defined using Table 2 in the Technical guidance to the National Planning Policy Framework which sets out the flood risk vulnerability classification for various types of land uses

[17] Table 1 in the Technical guidance to the National Planning Policy Framework sets out the Flood Zones and the appropriate uses (also see table 2) for those zones. The Environment Agency Flood Map identifies the flood zones http://www.environment-agency.gov.uk/homeandleisure/floods/default.aspx

[18] The Surface Water Management Plan for Barnet also needs to be considered and it identifies areas more prone to surface water flooding. It will be informed by the Preliminary Flood Risk Assessment http://publications.environment-agency.gov.uk/PDF/FLHO1211BVNP-E-E.pdf

[19] Minor development means:
-- Minor non–residential extensions: Industrial/Commercial/Leisure etc. extensions with a footprint less than 250 m2.
– Alterations: development that does not increase the size of buildings eg alterations to external appearance.
– 'Householder' development: eg sheds, garages, games rooms etc. within the curtilage of the existing dwelling in addition to physical extensions to the existing dwelling itself. This definition EXCLUDES any proposed development that would create a separate dwelling within the curtilage of the existing dwelling eg subdivision of houses into flats.

[20] All potential surface water flooding should be considered and Critical Drainage Areas (CDA) are particular areas of concern for surface water flooding. Barnet Surface Water Management Plan identifies CDA.

- Flood Risk Assessment requirements, Environment Agency guidance
  https://www.gov.uk/guidance/flood-risk-assessment-for-planning-applications .

- Planning Portal/DCLG – Improving the Flood Performance of New Buildings:
  http://www.planningportal.gov.uk/uploads/br/flood_performance.pdf

- Non-statutory technical standards for the design, maintenance and operation of sustainable drainage systems to drain surface water DEFRA March 2015
  https://www.gov.uk/government/publications/sustainable-drainage-systems-non-statutory-technical-standards

- Environment Agency Standing Advice on Flood Risk Assessment
  https://www.gov.uk/guidance/flood-risk-assessment-for-planning-applications

- Thames River Basin Management Plan, Environment Agency http://www.environment-agency.gov.uk/research/planning/125035.aspx

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- The SuDS Manual (C753). December 2015. CIRIA
  http://www.ciria.org/ItemDetail?iProductCode=C753&Category=BOOK&WebsiteKey=3f18c87a-d62b-4eca-8ef4-9b09309c1c91

- Garden Matters: Front Gardens. Royal Horticultural Society (2006)
  http://www.rhs.org.uk/Gardening/Sustainable-gardening/pdfs/RHS-urban-greening

- Surface Water Management Plan London Borough of Barnet 2011
  https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/ldf-evidence-and-supporting-documents/surface-water-management-plan.html

2.16 - Biodiversity and Habitat Quality

2.16.1   A key objective of Barnet's approach is to protect and enhance the natural ecological environment, maintain and improve biodiversity and harness the benefits of healthy local habitats. The creation of new biodiversity should be encouraged wherever possible. Redevelopment of a site can offer new opportunities to provide new links or corridors between existing habitats for example. Buildings can provide opportunities for new biodiversity too with the provision of green roofs and facades and bird or bat boxes.

2.16.2   An environment high in biodiversity can improve the amenity of local residents whilst providing further benefits including shading and reducing surface water run off. Careful planning can ensure that the natural environment can co-exist with and help complement the built environment to the benefit of both residents and wildlife.

2.16.3   Gardens make a significant contribution to local character, biodiversity, tranquillity and sense of space. They also help to enhance the setting of buildings and provide amenity value for residents. Development can impact the biodiversity or habitat value of gardens and will be considered when making decisions on development which affects residential gardens.

2.16.4   Further detail on biodiversity and habitat quality will be set out in the Green Infrastructure SPD[22].

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[22] Please see the Local Development Scheme for details of the timetable for publication

Design principles

A. **Replacement and enhancement of natural environmental features –** Almost all development sites will have some existing or potential value as wildlife habitat. Proposals should include an assessment of existing wildlife habitats and seek to preserve and enhance existing habitats and features or, if not possible, to replace these with new habitats which can evolve in a locally sustainable way aiming to achieve no net loss in habitat. Existing mature, healthy trees and other vegetation should be incorporated into layouts rather than be felled. Where possible existing ponds and hedges should be retained given their ecosystem service role.

B. **Green roofs and green façades and rainwater gardens – ensure that the built form of the development can contribute to the ecological environment.** The built environment should aim to be permeable to wildlife, incorporating design features aimed at sustaining and increasing the population of particular species and facilitating climate change adaptation. Any building or built structure has the potential to be designed or adapted to support biodiversity; in turn buildings can benefit through better environmental performance. Green roofs, façades and rainwater gardens can help to attenuate water run off, reduce the urban heat island effect, reduce solar heating of a building and provide habitat for wildlife. The design of a flat roof in a development should use a green roof which should be planted with sedums and native wildflowers, in order to provide sufficient foraging resources and structural variation for a range of species to colonise the roof.

C. **Low maintenance, indigenous landscaping**–, landscaping should aim to choose plants which are beneficial to wildlife using indigenous plants wherever possible, require low levels of water and are low maintenance to enable the appearance and amenity of the environment to remain high in low rainfall years. Consideration should also be given to the long term management of existing habitats, new landscaping and other biodiversity design features.

Construction principles

A. **Good site management** –is essential to ensure that no pollution incidents occur and to prevent harm to the surrounding environment from demolition and construction activities.

B. **Preservation of important features** – Where a site has existing trees, hedges, topsoil, log piles or other valuable habitat features which can be included within the final development design, these should be properly preserved where practical during the construction phase.

C. **Protected species** – Certain individual wildlife species receive statutory protection under a range of legislative[23] provisions. In Barnet, the main specially-protected species that are likely to be encountered are bats, great crested newts, grass snakes, the common lizard and slow worms. Where a protected species is encountered, potentially on any scale of development, consideration of the impact and where necessary, mitigation will need to be demonstrated through an ecological statement by a suitably qualified ecologist.

Table 2.16: Biodiversity and habitat quality	Development

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[23] Principally the Wildlife and Countryside Act 1981

Requirements	Scale
A development proposal should provide an ecological statement as part of a submission which demonstrates how protection of biodiversity and habitat quality will be achieved. This statement should provide recommendations on where enhancements to biodiversity can be made.	Major & Large scale

Useful References for Biodiversity and Habitat Quality:

- Biodiversity by Design: A guide for sustainable communities, Town and Country Planning Association 2004 http://www.tcpa.org.uk/data/files/bd_biodiversity.pdf

- advice, research and promotion of green roof systems for environmental urban regeneration see livingroofs.org and www.greenroofs.org

- Trees in the townscape: A guide for decision makers November 2012 http://www.tdag.org.uk/trees-in-the-townscape.html

- Planning for a Healthy Environment: Good practice for green infrastructure and biodiversity; July 2012 http://www.tcpa.org.uk/pages/planning-for-a-healthy-environment-good-practice-for-green-infrastructure-and-biodiversity.html

- Rain Garden Guide, Bob Bray, Dusty Gedge, Gary Grant & Lani Leuthvilay, 2013 http://raingardens.info/wp-content/uploads/2012/07/UK-Rain-Garden-Guide.pdf

  Environment Agency advice on Biodiversity, flora and fauna http://www.environment-agency.gov.uk/research/policy/40131.aspx

- London Biodiversity Action Plan Strategy priorities - http://www.lbp.org.uk/londonhabspp.html

2.17 – Archaeological Investigation

2.17.1 Discovery is an important basis of archaeology. When researching the development potential of a site, developers should, in all cases, assess whether the site is known or is likely to contain archaeological remains. In line with the NPPF paragraph 128 where appropriate a desk based assessment and, where necessary a field evaluation may be required. As part of this evaluation the Greater London Archaeology Advisory Service (GLAAS) should be consulted. GLAAS is part of English Heritage and provides expert archaeological advice to local authorities, developers and owners of sites as well as members of the public. It may also be appropriate for the Hendon and District Archaeological Society to be consulted. The Development Management Policies DPD in Policy DM05: Barnet's Heritage and Conservation sets out the 19 Local Areas of Archaeological Significance in the borough.

Table 2.17: Archaeological Investigation Requirements	Development Scale
Development within the 19 Local Areas of Archaeological Significance in the borough should provide detail of how they will investigate, catalogue and where possible preserve the remains in situ or in a museum.	Householder, Minor, Major & Large scale

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Development outside the 19 Local Areas of Archaeological Significance should assess whether the site is known or is likely to contain archaeological remains.	All sites larger than 0.4 hectares

Useful References for Archaeological Investigation

- Archaeology and Planning in London – A Charter for the Greater London Archaeology Advisory Service, March 2011 English Heritage, https://historicengland.org.uk/images-books/publications/archaeology-planning-greater-london/

- Guidelines for Archaeological Projects in Greater London. April 2015 GLAAS https://historicengland.org.uk/images-books/publications/glaas-standards-for-archaeological-work/

    - Further detail on the Hendon and District Archaeological Society http://www1.hadas.org.uk/

2.18 - Pollution Prevention, Contaminated Land Remediation and Construction Management

2.18.1 To maintain the quality of the environment within Barnet, it is essential that good standards of environmental management are maintained to prevent nuisance or harm to people and the natural environment.

2.18.2 It is critical that incidents of pollution are prevented and any emissions to the environment are managed. The following set of generic principles is to be considered in the design and construction processes.

Design Principles:

A. **Pollution prevention – ensure that good environmental management practices are implemented.** Construction sites and industrial activities can set up environmental management systems which can be accredited through the BS7750 or ISO14001 standards. Setting up such management systems and seeking accreditation is not complicated if done at the outset of a construction project or industrial activity. Achieving accreditation for an environmental management system does not require commitment to any particular standards, but does require a company to commit to a strategy of continuous improvement in environmental management, to have pollution prevention procedures in place and to monitor performance.

B. **Contaminated Land Remediation – ensure that potential areas of contamination are identified, adequately investigated and then appropriately remediated.** If there is any reason to suspect that a site might contain some historic contamination left from previous uses of the site, then the planning applicant should consult the council and will need to follow the staged approach to investigation of contamination. Applicants should consider the use of Category 4 Screening Levels. Category 4 Screening Levels have been introduced by DEFRA Statutory Guidance as a four category system for classifying land under Part 2A, ranging from Category 4, where the level of risk posed is acceptably low, to Category 1, where the level of risk is

clearly unacceptable. Contaminated land will not inhibit new developments where site investigation and, if necessary, remediation has resulted in a site suitable for its intended use.

C. **Construction Management - construction sites can achieve good management** by preparing and implementing a Construction Management Plan. Such plans should as a minimum address the following issues: water, waste, noise and vibration, dust, emissions and odours, ground contamination, wildlife and features and archaeology. Following best practice guidance such as that produced by CIRIA on the preparation of Site Environmental Plans will be helpful and commitment to the Considerate Constructors Scheme can also be demonstrated (see 2.20). The Considerate Constructors Scheme is a national initiative to improve the management of construction sites and minimise nuisance caused to neighbours and the general public. The scope of a Construction Management Plan should be commensurate to the scale of construction, its impact and its context.

D. **Construction Management – basement excavation and construction** should in addition to Design Principle C ensure that proposals consider the access arrangements for construction vehicles are both safe and do not create unreasonable nuisance to neighbouring residents

Table 2.18: Pollution Prevention, Contaminated Land Remediation and Construction Management Requirements	Development Scale
Applicants should prepare and implement a Construction Management Plan signed-off by the council prior to commencement of any demolition or construction activities on site.	Minor, Major, Large scale. Applications for basements.
Where contamination is suspected then applicants should submit a Preliminary Risk Assessment. Where contamination is found a full site investigation and remediation strategy will need to be agreed with the council before development can commence.	Minor, Major, Large scale

Useful References for Pollution Prevention, Contaminated Land Remediation and Construction Management:

- ISO 14001: Environmental Management System http://www.bsigroup.co.uk/en/

- Environmental Good Practice on Site (C741). CIRIA March 2015 http://www.ciria.org/service/Web_Site/AM/ContentManagerNet/ContentDisplay.aspx?Section=Web_Site&ContentID=8982

- Considerate Constructors Scheme, http://www.ccscheme.org.uk/

- Model Procedures for the Management of Land Contamination (CLR 11), Environment Agency, September 2004 http://www.claire.co.uk/index.php?option=com_content&view=article&id=911&Itemid=357

- Development of Category 4 Screening Levels for assessment of land affected by contamination - SP1010 DEFRA 2013 http://randd.defra.gov.uk/Default.aspx?Menu=Menu&Module=More&Location=None&Completed=0&ProjectID=18341

- A Framework for Assessing the Sustainability of Soil and Groundwater remediation: Sustainable Remediation Forum UK (SuRF-UK) March 2010

http://www.claire.co.uk/index.php?option=com_phocadownload&view=file&id=61:initiatives&Itemid=78

- Environment Agency – PPG6 – Working at construction and demolition sites: preventing pollution guidance:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/485215/pmho0412bwfe-e-e.pdf.

2.20 - BREEAM

2.20.1   Barnet supports the use of Building Research Establishment Environmental Assessment Method (BREEAM)

BREEAM is used to measure the environmental performance of non-residential buildings. It assesses the following criteria to measure the overall performance of a building:

- **Energy**: The total energy used in the building and the amount of carbon dioxide (CO_2) produced.
- **Management**: Site management and procurement
- **Health and Wellbeing**: Ensuring that there are adequate levels of day-lighting, sound insulation and air quality to improve the quality of living
- **Transport**: Proximity of location to local transport facilities
- **Water**: Consumption both inside and outside the house as well as energy efficient measures
- **Materials**: The life cycle and impact of materials on the surrounding environment
- **Waste**: Construction efficiency that will seek to promote better waste management and minimisation of waste materials
- **Land use**: Size of building footprint as well as the use of the site
- **Pollution**: Reduction of water and external air pollution emissions
- **Ecology**: To ensure that there is minimum disruption to wildlife and there is a commitment to conserving and enhancing the site

2.20.2   BREEAM New Construction and BREEAM (Refurbishment) represent the suite of environmental assessment schemes that are nationally managed by the Building Research Establishment (BRE).[24] Use of BREEAM may help to demonstrate compliance with London Plan Policy 5.2 Minimising Carbon Dioxide Emissions.

Table 2.20: BREEAM Requirements	Development Scale
Development proposals should achieve a minimum 'Very Good' rating.	Major & Large scale

2.20.3   Exceptions to this requirement may be allowed in cases concerning the refurbishment of listed buildings and buildings in conservation areas. Applicants will need to balance any harm caused to the significance of the heritage asset against the wider sustainability benefits in consultation with the conservation and design team. Applicants should justify any

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[24] See the BRE website at www.bre.co.uk.

exceptions in an Energy Statement. Schemes which can achieve an 'excellent' rating will be encouraged where practical. Further details can be found in 'Energy Conservation in traditional Buildings' published by English Heritage, 2008 (www.climatechangeandyourhome.org.uk/live/)

Useful References for BREEAM / Ecohomes:

- BREEAM scheme documents – see BREEAM resources
  http://www.breeam.org/page.jsp?id=301

- BREEAM domestic refurbishment (Ecohomes) tool -
  http://www.breeam.org/page.jsp?id=228

2.21 - Considerate Constructors Scheme

2.21.1   The Considerate Constructors Scheme is a national initiative to improve the management of construction sites and minimise nuisance caused to neighbours and the general public.

2.21.2   Barnet operates a Considerate Contractors Scheme and an annual award ceremony highlights those companies and individuals that have attained and exceeded the required standards of the scheme.

2.21.3   The Council has adopted a Supplementary Planning Document on Skills, Employment Enterprise and Training (SEET). The SPD sets out the Council's approach to delivering skills, employment, enterprise and training initiatives from development to ensure that residents benefit from the job opportunities created by new development across Barnet. The SPD applies to development that generates new jobs through construction and / or end use as well as developments that involve the loss of employment space and require planning permission. For further guidance on contributions please refer to the SPD.

Table 2.20: Considerate Constructors Requirements	Development Scale
Applicants are encouraged to sign up to the Considerate Constructors Scheme will be expected prior to commencement of any demolition or construction activities	Minor, Major & Large scale

Useful References for Considerate Constructors Scheme:

- Considerate Constructors Scheme tool - http://www.ccscheme.org.uk/
- Barnet considerate constructors tool - http://www.barnet.gov.uk/index/housing/building-control/considerate-contractors-scheme.htm
- Skills, Employment Enterprise and Training SPD London Borough of Barnet October 2014 https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/supplementary-planning-documents/draft-skills-employment-enterprise-and-training-seet-from-development-through-s106/spd-on-delivering-skills-employment-enterprise-and-training-seet.html

Section 3: Supporting Information

3.1.1 The level of information required to support planning applications will vary according to the scale of proposed development and its context. In this respect, the council will only seek information as is appropriate to demonstrate that the new development will comply with policy. A development's context is relevant. For example development in a noisy area will need to demonstrate that design and layout helps to reduce exposure to that noise and that sufficient noise insulation has been included in designs to ensure that comfort within buildings is adequate.

Figure 1: The hierarchy of planning application documents

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                    ┌─────────────────────────────┐
                    │    Planning Application      │
                    └─────────────────────────────┘
                                 │
                                 ▼
              ┌──────────────────────────────────────┐
              │  Planning Statement – Advocating      │
              │  the planning application             │
              └──────────────────────────────────────┘
                                 │
                                 ▼
  ┌──────────────────────────────────────────────────────────┐
  │  Technical Documentation including Planning Statements,   │
  │  Regeneration Statements, Environmental Statements,       │
  │  Transport Assessments, Energy Statements, Travel Plans   │
  │  and Flood Risk Assessments                               │
  └──────────────────────────────────────────────────────────┘
```
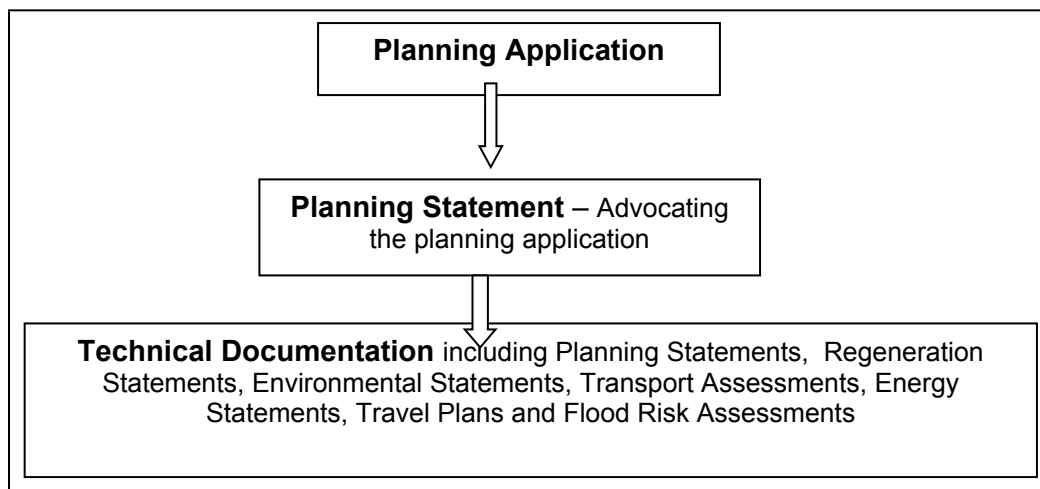
3.2 Feasibility Studies and Associated Supporting Information

3.2.1 The council recognises that certain design measures may have cost or value implications. Where an applicant for a Major or Large Scale Development takes the view that it is not viable to meet a specified requirement, the council will require a fully justified feasibility study.

3.2.2 In requesting feasibility studies to be undertaken, applicants are asked to be open in their decision-making to allow us to understand the influences leading the applicant to make a particular proposal. Justification is required where an applicant suggests that something is not deliverable either because of increased cost or loss of value. This should be provided in the context of the overall development with comparison to other design solutions, indicating the degree to which different options have been explored to achieve the design requirements set out in this SPD.

3.3 Environmental Impact Assessment (EIA)

3.3.1 EIA is a procedure for ensuring that the likely significant environmental effects of a new development are fully understood and taken into account before the development is allowed to go ahead. The regulations (European Union Directive (97/11/EC)) apply to two separate lists of project. Schemes which fall under Schedule 1 will always require an EIA and include for example energy infrastructure, certain industrial processing industries, waste management or transport infrastructure.

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3.3.2   The assessment of Schedule 2 development will depend on the type, scale and location of the development and is based on thresholds for various land uses. These are set out in the regulations[25]. Any significant development proximate to the Welsh Harp Site of Special Scientific Interest (SSSI) will generally require an assessment. Where a developer is unclear whether an EIA is required they may request a screening from the local authority. Further detail on EIA is set out in National Planning Practice Guidance (Reference ID: 4-018-20140306).

3.3.3   Where EIA is formally required, or where the council requests submission of an environmental statement in respect of a Schedule 2 development, planning applicants will be expected to demonstrate that the development proposals not only act to mitigate any environmental impacts, but that they also create a high quality environment within the boundary of the new development site. When a full EIA is not required, but a few discrete issues, such as noise and air quality, need to be assessed, the council will expect such assessments to be undertaken to the same level of detail and thoroughness as would be required by a formal EIA.

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[25] The Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999 http://www.legislation.gov.uk/uksi/1999/293/contents/made and Amendment Regulations 2015 http://www.legislation.gov.uk/uksi/2015/660/pdfs/uksi_20150660_en.pdf

Appendix 1 – List of Development Plan Policies

Sustainability topic	Relevant Core Strategy and Development Management Policies	Relevant London Plan policies and	Relevant Mayoral Housing Supplementary Planning Guidance
Minimum residential space standards and internal layout and design	Policy DM02 – Development standards	Policy 3.5: Quality and Design of Housing Developments	Standard 24 and Standard 25 - Dwelling Space Standards Standard 31 – Floor to Ceiling Heights
Outdoor amenity space	Policy DM02 – Development standards		Standard 26 and Standard 27– Private open space
Daylight, privacy, outlook and light pollution	Policy DM04 – Environmental considerations	Policy 7.6: Architecture	Standard 28 – Privacy Standard 29 – Dual aspect Standard 32 – Daylight and sunlight
Microclimate	Policy DM05: Tall Buildings	Policy 7.6: Architecture Policy 7.7: Location and design of tall and large buildings	
Accessible and adaptable dwellings	Policy CS4 – Providing quality homes and housing choice in Barnet Policy DM02 – Development Standards	Policy 3.8: Housing Choice	Standard 11 - Access
Wheelchair user dwellings	Policy CS4 – Providing quality homes and housing choice in Barnet Policy DM02 – Development standards	Policy 3.8: Housing Choice	Standard 11 - Access
Energy use in new buildings and decentralised energy	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations	Policy 5.2: Minimising Carbon Dioxide Emissions	Standard 35 – Energy and CO2 Standard 36- Overheating
Retrofitting of existing buildings	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations	Policy 5.4: Retrofitting	
Water efficiency	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations	Policy 5.15: Water use and Supplies	Standard 37 – Water
Waste strategy	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations	Policy 5.18: Construction, Excavation and Demolition Waste	Standard 22 and Standard 23 – Refuse, post and deliveries
Air quality	Policy CS13 - Ensuring the efficient use of natural resources	Policy 6.13: Parking Policy 7.14: Improving Air Quality	Standard 33 – Air quality

	Policy DM04 – Environmental considerations		
Noise quality	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations	Policy 7.15: Reducing Noise and Enhancing Soundscapes	Standard 30 – Noise
Flood risk and water quality	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations	Policy 5.13: Sustainable Drainage Policy 5.14: Water Quality and Wastewater Infrastructure	Standard 38 and Standard 39 – Flooding and drainage
Biodiversity and habitat quality	Policy CS7: Enhancing and Protecting Barnet's open spaces Policy DM16: Biodiversity	Policy 7.19: Biodiversity and access to nature Policy 5.11: Green roofs and development site environs	Standard 40 - Ecology
Pollution prevention, Contaminated land and construction management	Policy CS13 - Ensuring the efficient use of natural resources	Policy 5.21: Contaminated Land	
BREEAM	Policy CS13 - Ensuring the efficient use of natural resources Policy DM04 – Environmental considerations		

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Appendix 2 – Glossary

Term	Definition
Accessibility	The ease with which goods, services and employment are accessible and available.
Accessible transport	Transport services and vehicles designed and operated to be useable by people with disabilities and other transport disadvantaged people: such as the elderly, parents with prams and children and wheelchair users.
Air Quality Management Area (AQMA)	Areas where air quality objectives are not being met are normally designated as Air Quality Management Areas. It is then a requirement that affected Local Authorities implement a plan to improve air quality – a local Air Quality Action Plan.
Ambient Noise	Ongoing sound in the environment such as from transport and industry, as distinct from individual events, such as a concert. Unless stated otherwise, noise includes vibration.
Amenity	Element of a location or neighbourhood that helps to make it attractive or enjoyable for residents and visitors
Outdoor amenity space	Those open areas within a development which are used exclusively by the occupants for their recreation. These could be private gardens or communal open spaces.
Authorities Monitoring Report (AMR)	Part of the Local Plan which monitors (measures) and assesses the implementation of the Local Development Scheme and the extent to which policies in the Local Development Documents are being successfully implemented.
Article 4 Direction	A power available under the 1995 General Development Order allowing the council to restrict permitted development rights in identified locations and require planning permission to be obtained from the council.
Biodiversity	The variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity.
Biomass	The total dry organic matter or stored energy of plant matter. As a fuel it includes energy crops and sewage as well as forestry and agricultural residues.
Brown Roofs	Roofs which have a layer of soil or other material which provides a habitat or growing medium for plants or wildlife.
Building Regulations	Sets minimum construction standards for building works. They exist to ensure the health and safety of people in and around all types of buildings (i.e. domestic, commercial, and industrial). They also provide for energy conservation and access to and use of buildings.
Building Research Establishment Environmental Assessment Method (BREEAM)	Measures the environmental performance of proposed development.
Change of Use	A material change in the use of land or buildings from one class of use to another as defined by the Use Classes Order constitutes development and therefore requires planning permission.
Combined Heat & Power (CHP)	The combined production of electricity and usable heat is known as Combined Heat and Power (CHP). Steam or hot water which would otherwise be rejected when electricity alone is produced, is used for space or process heating.
Community Infrastructure Levy (CIL)	CIL is a levy that local authorities in England and Wales can choose to charge on new developments in their area. The money can be used to support development by funding infrastructure that the council, local community and neighbourhood want.
Conservation Area	Areas of special architectural or historic interest the character and appearance of which it is desirable to preserve or enhance.
Contaminated Land	Land which contains potentially harmful substances as a result of human activity or from natural causes may be regarded as contaminated land.
Conversions	The sub-division of residential and non-residential properties into self-contained flats or maisonettes.

Core Strategy (CS)	A Development Plan Document (DPD) setting out the long term spatial vision and strategic objectives for the Local Planning Authority area. It includes a spatial strategy, core policies and a monitoring and implementation framework for achieving them.
Decentralised Energy Network	A Decentralised Energy (DE) network produces heat as well as electricity at or near the point of consumption.
Density	A measure of the intensity of residential development. Usually expressed as the number of habitable rooms per hectare (hrha).
Density Matrix	Matrix in the London Plan 2011 which sets out density ranges related to existing building form, massing and public transport accessibility level (PTAL).
Design & Access Statement	A statement that accompanies a planning application to explain the design principles and concepts that have informed the development and how access issues have been dealt with.
Development	The carrying out of building, engineering, mining or other operations in, on, over or under the land, or the making of any material change in the use of any buildings or other land. Throughout the DPD the term development is taken to include new development, redevelopment and change of use.
Development Management Policies DPD	A Development Plan Document setting out the detailed borough-wide implementation planning policies for development and forms the basis for local planning authority decision making.
Development Plan Documents (DPDs)	Statutory planning documents that form part of the Local Plan including the Core Strategy, Development Management, Site Allocations DPDs and also Area Action Plans.
Disability Discrimination Act (DDA)	The Disability Discrimination Act 1995 has now been repealed and replaced by the Equality Act 2010. Formerly, it made it unlawful to discriminate against people in respect of their disabilities in relation to employment, the provision of goods and services, education and transport.
Dwelling	A building or any part of a building that forms a separate and self-contained unit designed to be occupied by a single family or household.
Environment Agency (EA)	Responsible for preventing or minimising the effects of pollution on the environment. Issues permits to monitor and control activities that handle or produce waste. It also provides up-to-date information on waste management and deals with other matters such as water quality, flood protection and advice.
Environmental Impact Assessment (EIA)	Predicts the effects on the environment of a development proposal, either for an individual project or a higher-level 'strategy' (a policy, plan or programme), with the aim of taking account of these effects in decision-making.
Equality Impact Assessment (EQIA)	An equality impact assessment involves assessing the likely or actual effects of policies or services on people in respect of disability, gender and racial equality
Flood Risk Assessment (FRA)	Planning applications for development proposals of 1 hectare or greater in Flood Zone 1 and all proposals for new development located in Flood Zones 2 and 3 should be accompanied by a FRA. This should identify and assess the risks of all forms of flooding to and from the development and demonstrate how these flood risks will be managed, taking climate change into account. For major developments in Flood Zone 1, the FRA should identify opportunities to reduce the probability and consequences of flooding.
Flood Zones	Flood Zones are the starting point for the sequential approach. Flood Zones refer to the probability of sea and river flooding only, ignoring the presence of existing defences.
Greater London Authority (GLA)	A strategic body constituted under the Greater London Authority Act 1999, consisting of the Mayor of London, the London Assembly and staff, which has responsibility for producing regional strategic policy in a number of areas, including transport, economic development, planning, and the environment for London.
Green Belt	A national policy designation that helps to contain development, protect the countryside and promote brownfield development. Development is strictly controlled in the Green Belt.
Green Chain / Link	These are areas of linked but separate open spaces and the footpaths between them. They are accessible to the public and provide way-marked paths and other pedestrian and cycle routes.

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Green Grid	The Green Grid is a strategic framework for creating a network of interlinked, multi-purpose open spaces connecting the Green Belt, Metropolitan Open Land and open space to places where people live and work.
Green Infrastructure	The open environment within urban areas, the urban fringe and the countryside. It is a network of connected, high quality, multi-functional open spaces, corridors and the links in between that provide multiple benefits for people and wildlife.
Habitable Room	A room within a dwelling, the primary purpose of which is for living, sleeping or dining, including kitchens where the total area is more than $13m^2$ (including fittings), or the dining space if it is divided from the working area by a moveable partition. Rooms exceeding $20m^2$ will be counted as two.
Inclusive Design	Creates an environment where everyone can access and benefit from the full range of opportunities available to members of society. It aims to remove barriers that create undue effort, separation or special treatment, and enables everyone to participate equally in mainstream activities independently, with choice and dignity.
Lifetime Neighbourhoods	Are designed to be welcoming, accessible and inviting for everyone, regardless of age, health or disability, is sustainable in terms of climate change, transport services, housing, public services, civic space and amenities making it possible for all people to enjoy a fulfilling life and take part in the economic, civic and social life of the community.
Listed Building	An historic building recorded on a statutory list of buildings of 'special architectural or historic interest' compiled by the Secretary of State for Culture, Media and Sport on advice from English Heritage, to ensure that the architectural and historic interest of the building is carefully considered before any alterations, outside or inside, are agreed. A building is graded I, II* or II, with grade I being the highest. Listing includes the interior as well as the exterior of the building, and any buildings or permanent structures (e.g. wells) within the curtilage. A listed building is a heritage asset which is defined in the Local Plan – Core Strategy.
Local Plan	The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan. The term includes old policies which have been saved under the 2004 Act.
London Plan	The Mayor's London Plan sets out an integrated economic, environmental and social framework for the development of the capital over the next 20-25 years. London boroughs Local Plans are required to be in general conformity with the London Plan. Policies in the London Plan guide decisions on planning applications by councils and the Mayor.
Major Development (applications decided by the London Boroughs)	Major Developments are defined as these: • for dwellings: where 10 or more are to be constructed (or if number not given, area is more than 0.5 hectares). • for all other uses: where the floor space will be 1000 m^2 or more (or the site area is 1 hectare or more). The site area is that directly involved in some aspect of the development. Floor space is defined as the sum of floor area within the building measured externally to the external wall faces at each level. Basement car parks, rooftop plant rooms, caretakers' flats etc. should be included in the floor space figure.
Material Considerations	Matters that should be taken into account in deciding on a planning application or on an appeal against a planning decision. This includes such things as the number, size, layout, siting, design and external appearance of buildings and the proposed means of access, together with landscaping, impact on the neighbourhood and the availability of infrastructure.
Mixed Use Development	Development for a variety of activities (and uses) on single sites or across wider areas such as town centres.
National Planning Policy Framework (NPPF)	Sets out Government's planning policies for England and how they are expected to be applied. The NPPF replaces 44 planning documents, primarily Planning Policy Statements (PPS) and Planning Policy Guidance (PPGs), which previously formed Government policy towards planning.

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Nature Conservation	Protection, management and promotion for the benefit of wild species and habitats, as well as the human communities that use and enjoy them. This also covers the creation and re-creation of wildlife habitats and the techniques that protect genetic diversity and can be used to include geological conservation.
Outdoor amenity space	Those open areas within a development which are used exclusively by the occupants for their recreation. These could be private gardens or communal open spaces.
Permitted Development Rights	Rights to carry out certain limited forms of development without the need to make an application for planning permission, as granted under the terms of the Town and Country Planning (General Permitted Development) Order 1995.
Planning Conditions	Planning conditions are provisions attached to the granting of planning permission. The Government's five policy tests for conditions are that they must be necessary, relevant to planning, relevant to the development to be permitted, enforceable, precise and reasonable in all other respects. More detail on Government policy on planning conditions is in Circular 11/1995 (found in Government policies)
Planning Inspectorate (PINS)	The Planning Inspectorate is an independent Government agency that processes planning and enforcement appeals and holds inquiries into local development plans. It also deals with a wide variety of other planning-related casework, including listed building consent appeals, advertisement appeals and reporting on planning applications.
Proposals Map	An obligatory part of the adopted development plan which shows the area base map with allocated sites for particular land use and development proposals and sets out the area to which specific policies apply.
Public Transport Accessibility Level (PTAL)	A detailed and accurate measure of the accessibility of a point to the public transport network, taking into account walk access time and service availability. PTALs reflect : - walking time from the point of interest to the public transport access points; - the reliability of the service modes available; - the number of services available within the catchment; and - the level of service at the public transport access points – ie average waiting time.
Renewable Energy	Energy derived from a source that is continually replenished, such as wind, wave, solar, hydroelectric and energy from plant material, but not fossil fuels or nuclear energy. Although not strictly renewable, geothermal energy is generally included.
Retrofitting	The addition of new technology or features to existing buildings in order to make them more efficient and to reduce their environmental impacts.
Runoff	Runoff is the flow of water from rain or other sources over land. Greenfield run off rates are a requirement set out in the London Plan and relate to the speed of run off from an undeveloped site ie a greenfield.
Section 106 Agreements	These agreements confer planning obligations on persons with an interest in land in order to achieve the implementation of relevant planning policies as authorised by Section 106 of the Town and Country Planning Act 1990.
Secure by Design	The planning and design of street layouts, open space, and buildings so as to reduce the likelihood or fear of crime.
Sites of Importance for Nature Conservation (SINC)	SINCs are areas protected through the planning process having been designated for their high biodiversity value. SINCs are classified into sites of metropolitan importance, borough and local importance for nature conservation.
Sites of Special Scientific Interest (SSSI)	Areas of special interest by reason of its fauna, flora, geological or physiographic (landform) features. A classification notified under Section 28 of the Wildlife and Countryside Act (1981 as amended).
Standard Assessment Procedure (SAP)	Standard Assessment Procedure (SAP) is the Government's recommended system for energy rating of dwellings and is based on the annual energy costs for space and water heating.
Supplementary Planning Document (SPD)	Document providing supplementary information in respect of the policies in development plan documents and not forming part of the development plan nor subject to independent examination. Must be subject to public consultation if it is to be accorded any weight in decisions on development proposals. SPDs can be taken into account as a material planning consideration.

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Sustainable Development	This covers development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
Sustainable Urban Drainage Systems (SUDS)	SUDS can reduce the total amount, flow and rate of surface water that runs directly to rivers through stormwater systems.
Tall Buildings	Buildings which in Barnet are either eight or more storeys high, or which are 26 m above ground level.
Three Strands Approach	Three Strands provides the spatial vision that underpins Core Strategy and Local Plan. The three strands are: Strand 1 - Absolute protection of the Green Belt, Metropolitan Open Land and other valued open space from inappropriate development. Strand; 2 - Enhancement and protection of Barnet's suburbs, town centres and historic areas; 3 - Consolidated growth in areas in need of renewal and investment
Town Centres	Covers - - Metropolitan Town Centre, - Major Town Centre, - District Town Centre, - Neighbourhood and local town centres
Transport for London (TfL)	One of the GLA groups of organisations, accountable to the Mayor, with responsibility for delivering an integrated and sustainable transport strategy for London.
Tree Preservation Order (TPO)	Made under the Town and Country Planning Act 1990 by the local planning authority to protect trees of importance for amenity, landscape and nature conservation.
Unitary Development Plan (UDP)	A statutory development plan introduced in 1986 and replaced by Local Development Frameworks in the Planning and Compulsory Purchase Act 2004. Barnet's Unitary Development Plan was adopted in May 2006. The UDP is superseded by the Local Plan Core Strategy and Development Management Policies DPDs following adoption in September 2012.
Use Class	A category of landuse activities requiring planning permission which is set according to a use classes order. The uses are grouped into classes A, B, C and D and sui generis (a use not within a specified class). The classes are: A1 - shops A2 - financial and professional services A3 - restaurants and cafes A4 - drinking establishments A5 - hot food takeaways B1 - business (office) B2 - general industry B8 - storage C1 - hotels C2 - residential institutions C3 - dwelling houses C4 – small HMO D1 - non-residential institutions D2 - assembly and leisure Sui Generis - a use not within a specified class.
Use Classes Order	A legislative mechanism under the terms of the Town and Country Planning Act 1990, as amended by the Use Classes (Amendment) Order 2005, and the General Permitted Development (Amendment) Order 2005, which sets out when permission is or is not required for changes to the use of land and buildings, and the circumstances under which such changes can be undertaken.
Wheelchair accessible housing	This refers to homes built to meet the standards set out in the second edition of Wheelchair Housing Design Guide by Stephen Thorpe, Habinteg Housing Association 2006.

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Appendix 3 – Monitoring Indicators

Topic	Indicator	Target
2.1 – Minimum residential space standards & 2.2 – Internal layout and design	Residential units approved below minimum space standards (indicator for DM02: Development Standards)	To justify exceptions for new units Source: Uniform
2.3 – Outdoor Amenity Space	Residential units approved outside town centres and regeneration areas below minimum outdoor amenity space requirements (LBB new)	To justify exceptions for new units Source: Uniform
2.4 – Daylight, privacy (minimum distance), outlook and light pollution	Number of appeals lost on privacy or daylight grounds	None
2.6 – Accessible and adaptable dwellings	Lifetime homes approved (indicator for DM03: Accessibility and inclusive design)	90% of homes should meet building regulation M4 (2) – 'accessible and adaptable dwellings'.
2.7 - Wheelchair	Wheelchair accessible homes approved (indicator for DM03: Accessibility and inclusive design)	10% of new homes to be wheelchair accessible [adaptable]
2.8 – Energy use	See indicator for topic 2.18:	London Plan Policy 5.2: Minimising Carbon Dioxide Emissions
2.9 – Decentralised energy	Units connected to a decentralised energy network (indicator for DM04: Environmental considerations for development)	Colindale by 2016 BXC by 2021
2.10 – Retrofitting	Number of feed in tariff applications	https://www.renewablesandchp. ofgem.gov.uk/Public/ReportManager.aspx
2.11 – Water efficiency	Average water consumption in Barnet	105 l/p/d (excluding and allowance of 5 l/p/d for external water use).
2.12 – Waste strategy	Amount of municipal solid waste (MSW) recycled	To increase
2.13 – Air quality	PM_{10} trends NOx trends	Air Quality Action Plan
2.14 – Noise quality	Number of noise impact assessments received as part of a planning application	To justify exceptions for sensitive uses in high noise areas or impact of a noisy use on a sensitive use
2.15 – Flood Risk and Water Quality	Planning permissions granted contrary to EA advice on either flood defence or water quality grounds (indicator for DM04: Environmental Considerations for development)	No planning permissions granted contrary to EA advice
2.16 - Biodiversity and Habitat Quality	Area of land in SINCs (LBB New) (indicator for DM16: Biodiversity) Number of developments including green roofs	No net loss in area designated as SINC All high density developments to include some aspect of green roof
2.17 – Pollution Prevention, Contaminated land remediation and construction management	The number of developments on contaminated land requiring full site investigations	Remediation strategy agreed with the council Source: Scientific Services, Barnet Council
2.20 – Considerate Constructors Scheme	None	None

Useful contacts

For further information and any specific queries, please contact:

The Planning Service duty planner at:

Planning Reception
Barnet House, 2nd Floor
1255 High Road, Whetstone N20 0EJ

Tel: 020 8359 3000
Fax: 0870 889 6818
Email: planning.enquiry@barnet.gov.uk

Listed Building and Conservation Area enquiries:

Urban Design and Heritage Team
Tel: 020 8359 3000
Fax: 0870 889 6818
Email: planning.enquiry@barnet.gov.uk

Building Regulation enquiries:

Building Regulation Service
Tel: 020 8359 4500
Fax: 0870 889 7462
Email: building.control@barnet.gov.uk

For a comprehensive source of information concerning planning and building control matters please visit the council's planning pages online www.barnet.gov.uk or Government's planning portal website at www.planningportal.gov.uk

Copies of this document can be viewed at any Barnet library and at the planning reception which is located at

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 The reception is open Monday to Friday: 9.00am to 5.00pm

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Local Plan

Draft for consultation Supplementary Planning Document:

Residential Design Guidance

July 2016

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Executive summary

Following adoption of the Core Strategy and Development Management Policies documents in September 2012 Barnet has one of the most up to date Local Plans in the country. With the support of a robust planning framework with clearly set out priorities of protection, enhancement and consolidated growth the council is in a strong position to produce more detailed local guidance.

Barnet's Residential Design Guidance Supplementary Planning Document (RDG SPD) provides a clear and consistent message on how we manage change within Barnet's suburbs. The SPD consolidates and updates the existing framework for residential design which mainly focused on improvements to the existing housing stock (Design Guidance Notes on Extensions, Conversions, Porches, and Hardstandings and Vehicular Crossovers).

This SPD provides more detailed residential design guidance issues relevant to Barnet such as local character, density, built form, car parking and amenity space standards connected with new build development. Through these changes the SPD sets out the local priorities for protecting and enhancing Barnet's character. It provides a local reference point to the suite of national guidance on good design.

1. Introduction

'Housing developments should be of the highest quality internally, externally and in relation to their context and to the wider environment, taking account of strategic policies in the London Plan to protect and enhance London's residential environment and attractiveness as a place to live'. (London Plan, Policy 3.5 – Quality and Design of Housing Developments)

Background

1.1   Barnet is an attractive borough which is largely suburban in character and contains a variety of density levels, buildings and townscape typologies which reflect its historical development. Its suburban character is mainly made up from a mix of detached, semi-detached and terraced housing and contains many good examples of historic residential developments for example in Hampstead Garden Suburb, Totteridge, Cricklewood Railway Terraces and Monken Hadley.

1.2   Following adoption of the Core Strategy and Development Management Policies documents in September 2012 Barnet has one of the most up to date Local Plans in the country. With the support of a robust planning framework with clearly set out priorities of protection, enhancement and consolidated growth Barnet is in a strong position to produce more detailed local guidance.

1.3   Barnet's Three Strands Approach[1] highlights that the design, layout and use of the built environment can affect the quality of people's lives as well as having an impact on the perception of Barnet as a place and on the vitality of the area. The council want to provide the right type of housing in the right places using the Local Plan to encourage developers to think creatively about design and layout solutions which respect the generally low rise suburban character of the borough. By doing this they can provide quality homes and housing choice which can help meet peoples' housing aspirations.

1.4   Design has a strong role to play in the planning system, both in terms of plan making and decision taking. Good design is not simply a matter of preference or taste. It creates successful places capable of providing people with a good quality of life. Good design is fundamental to delivering many of Barnet's planning objectives including managing housing growth to meet housing aspirations as well as the protection and enhancement of the suburbs. Therefore, this Supplementary Planning Document (SPD) provides greater details on the design aspects of residential developments as set out in Barnet's Local Plan and the London Plan.

Purpose of this SPD

1.5   The council will not accept designs for new development that are inappropriate to their context or do not take opportunities to improve the character and quality of an area. High quality design solutions help to make new places in Barnet which can add to and complement the existing suburban character. Contemporary design may be appropriate provided it has regard to the local context.

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[1] The Three Strands Approach defines the council's place shaping priorities (Protection, Enhancement and Consolidated Growth) to planning, development and regeneration. It provides the spatial vision that underpins the Core Strategy and Barnet's Local Plan.

1.6   This Residential Design Guidance SPD is aimed at all those involved in the planning, design and development of new housing. It will help architects and developers to formulate design proposals which are appropriate to Barnet's suburban context. This SPD applies to all residential development in Barnet, regardless of tenure. Consideration should be given to the application at these standards alongside delivery of core strategy objectives. Viability and the need to ensure an appropriate level of housing supply in changing economic circumstances should also be considered. However a long term view is necessary as the homes and living environments we build today will frame the lives of those who live in new homes or use the neighbourhoods now and in the future.

1.7   At the end of each section, this SPD sets out principles for achieving good standards in residential design. It provides a local reference point to the suite of national guidance on good design. This SPD also sets out the requirements for Design and Access Statements and Building for Life appraisals.

Report structure

1.8   This SPD reflects the council's general approach on residential design and is not intended to stifle sensitive and imaginative design. We recognise that as the fourth largest borough by area in London (amounting to 86.7km2) there is diversity in residential character, house type and architectural style within Barnet. It is therefore not practicable to cover every type of change or eventuality for new developments. Refer to section 17.9 -17.17 for special considerations in special areas such as Conservation areas, the Green Belt and Listed Buildings as well as to Section 3 of the document.

1.9   The Residential Design Guidance SPD is divided into four parts.

1.   Part **one** sets out the context for residential design in Barnet providing, local design principles which reflect and contribute to the understanding of Barnet's suburban character.

2.   Part **two** sets out general guidelines for new residential development as well as amenity and space standards. The document provides advice on privacy and overlooking, minimum room sizes, good building layout, provision of gardens, and outdoor play space requirements.

3.   Part **three** sets out the requirements and design criteria related to changes to the existing housing stock within Barnet. This supersedes the council's existing Design Guidance Notes (DGNs) on Extensions (DGN 5, 2010), Residential Conversions (DGN7, 1994), Porches (DGN11, 1995) and Hardstandings and Vehicular Crossovers (DGN3, 2011).

4.   Part **four** includes provides supporting information including references, useful web links and the glossary list.

1.10 This SPD supplements policies contained within the Local Plan and the London Plan which together form the Development Plan for Barnet. The SPD is therefore a material consideration for decisions on planning applications. It has been prepared in line with the requirements of the Planning and Compulsory Purchase Act 2004 and associated regulations and guidance on Supplementary Planning Documents.

1.11 This SPD should be used alongside other adopted and future SPDs[2] and evidence base studies listed at the end of the document.

Monitoring

1.12 The implementation of this SPD will be monitored through Barnet's Local Plan Authority's Monitoring Report (AMR). We consider that successful implementation of the SPD should (a) reduce the number of cases subject to an appeal, by providing developers with a clearer framework for residential design and layout; and (b) improve the council's success rate at appeal in defending decisions against poor residential schemes.

1.13 The council does not consider that the cumulative impact of standards in this SPD should put implementation at risk as these standards facilitate development throughout the economic cycle. As economic circumstances change and familiarity with the SPD develops, the council may reassess the design categories in the document and the allocation of particular standards between them. These revisions to the SPD will be subject to consultation.

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[2] See Local Development Scheme (LDS) for details of SPD production

PART 1 Background to Residential Design in Barnet

2. Planning policy context

'Our standards of design can be so much higher. We are a nation renowned worldwide for creative excellence, yet, at home, confidence in development itself has been eroded by the too frequent experience of mediocrity….the planning system is about helping to make this happen….planning must be a creative exercise in finding ways to enhance and improve the places in which we live our lives'.
(National Planning Policy Framework, foreword)

National policy

2.1   The National Planning Policy Framework (NPPF, Mar 2012) sets out the Government's planning policies for England including the presumption in favour of sustainable development. In the NPPF (paras 56 & 57) the Government attaches great importance to the design of the built environment. This is a key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people.

2.2   The NPPF at para 58 emphasises that planning policies and decisions should ensure that new development:

- will function well and add to the overall quality of the area, not just for the short term but over the lifetime of the development;
- establishes a strong sense of place, using streetscapes and buildings to create attractive and comfortable places to live, work and visit;
- optimises the potential of the site to accommodate development, create and sustain an appropriate mix of uses (including incorporation of green and other public space as part of developments) and support local facilities and transport networks;
- responds to local character and history, and reflects the identity of local surroundings and materials, while not preventing or discouraging appropriate innovation;
- creates safe and accessible environments where crime and disorder, and the fear of crime, do not undermine quality of life or community cohesion;
- is visually attractive as a result of good architecture and appropriate landscaping.

London Plan policies

2.3   London Plan (March 2015) Policy 2.6: Outer London: Vision and Strategy recognises that one of the key opportunities for Outer London is maintaining and enhancing the high quality of life that is already there. Delivery of ' 'lifetime neighbourhoods' is an important part of preserving this quality of life.

2.4   London Plan Policy 3.5 on Quality and Design of Housing Developments emphasises the importance of new housing development taking account of physical context and local character. This is supported further in London Plan Policy 7.4 Local Character which encourages a design approach that carefully responds to the whole context of a development and builds on an understanding of the place, the observation of existing assets, and the local authority's existing vision or spatial strategy for the area. London Plan Policy 7.1 on Building London's Neighbourhoods and Communities seeks to implement the principles of Lifetime Neighbourhoods which provide people with the best possible access to services, infrastructure and public transport and possess a character that is easy to understand and relate to.

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Mayor's Housing SPG

2.5 The Mayor's Supplementary Planning Guidance (March 2016) provides detail to supplement the housing policies in the London Plan.

2.6 The SPG seeks to provide a convenient and accessible guide to implementing the key London Plan policies to housing development including quality and design. It contains information on design aspects of new housing developments at neighbourhood and dwelling levels. Requirements in the SPG are set out in terms of a 'baseline' standard and a 'good standard'. The document clearly states that any development failing to meet a number of baseline standards is unlikely to be acceptable.

Local Plan policies

2.7 Barnet's Local Plan Core Strategy (Sept 2012) provides the overarching local policy framework for delivering sustainable development in Barnet. The Local Plan Development Management Policies DPD (Sept 2012) sets out the borough-wide planning policies that implement the Core Strategy and is used for day to day decision making.

2.8 In relation to this SPD, the implementation of the following Local Plan **Core Strategy (CS) Policies** is important:

- CSNPPF - National Planning Policy Framework – Presumption in Favour of Sustainable Development
- CS01 - Barnet's Place Shaping Strategy – Protection, Enhancement and Consolidated Growth - The Three Strands Approach
- CS03 - Distribution of growth in meeting housing aspirations
- CS04 - Providing quality homes and housing choice in Barnet
- CS05 - Protecting and enhancing Barnet's character to create high quality places
- CS06 - Promoting Barnet's town centres
- CS09 – Providing safe, effective and efficient travel
- CS12 - Making Barnet a safer place

2.9 The Core Strategy policies are further supported by the **Development Management Policies (DMP):**

- DM01 -   Protecting Barnet's character and amenity
- DM02 -   Development standards
- DM03 -   Accessibility and inclusive design
- DM05 -   Tall buildings
- DM06 -   Barnet's heritage and conservation
- DM07 -   Protecting housing in Barnet
- DM08 -   Ensuring a variety of sizes of new homes to meet housing need
- DM09 -   Specialist housing – Houses in Multiple Occupation, student accommodation and housing choice for older people
- DM11 -   Development principles for Barnet's town centres
- DM15 -   Green Belt and open spaces
- DM17 –   Travel impact and parking standards

3. Barnet's residential character

'The main source of supply to meet demand is largely provided by our suburban housing stock. We therefore need to protect such housing within established residential streets which, because of their rhythm and cohesiveness, contribute to local character.' (Barnet's Core Strategy, para 10.2.6)

3.1 The Barnet Characterisation Study (2010) was commissioned as part of the evidence base for the Local Plan to identify those areas of the borough that can accommodate growth and those that should be safeguarded. In examining the built environment the Characterisation Study highlighted the uniformity of suburban streets and the contribution of suburban detached, semi-detached and terraced houses to local character.

3.2 This SPD supports the policy framework to protect and enhance Barnet's distinctive character which is set out in the Local Plan. The SPD focuses on those areas of the borough which make up the residential suburb and where most Barnet residents live. These are areas neither protected by a planning designation such as conservation area or Green Belt, nor prioritised for growth such as town centres, priority estates and regeneration and development areas. These areas are shown in Map 6 of the Core Strategy.

3.3 Further details on design guidance for the excluded areas from the study are set out in their respective design guidance documents. These areas are:
- Mill Hill East Area Action Plan (adopted 2009);
- Colindale Area Action Pan (adopted 2010);
- Brent Cross Cricklewood and West Hendon Development Framework (SPG adopted 2005);
- The North London Business Park and Oakleigh Road South (planning brief adopted June 2006);
- Priority housing estates at Dollis Valley, Grahame Park, Granville Road, Spur Road Stonegrove and West Hendon;
- Priority town centres of Chipping Barnet, Edgware, Finchley Church End and North Finchley will have their own town centres framework/ strategies and development briefs. This SPD does cover planning and building parameters that may be applicable within town centres.

3.4 The design principles set out in the SPD apply throughout the Borough. In the event of a conflict between the SPD and a more detailed set of guidance in an Area Action Plan or Conservation Area Management Plan, then the latter shall prevail.

3.5 Barnet has 16 Conservation Areas. Detailed information and design guidance for these areas is contained within their adopted Conservation Area Character Appraisals (CACAs). Guidelines in this SPD are intended to address the general amenity and character considerations associated with householder development. However, where there is conflict between these guidelines and conservation area or listed building considerations, the CACAs considerations will prevail. Covering over a third of the Borough is the Green Belt and Metropolitan Open Land (MOL) that make a valuable contribution to Barnet's character. Further information on Green Belts is provided in section 17.16.

3.6 The Characterisation Study focused on Barnet's residential streets. These streets are characterised by houses facing onto a street, where pedestrian movement and vehicular movement are integrated. Residential streets from Table 1 were further assessed (in Table 2) in the Study in terms of density, building types and units, enclosure, street width, setbacks and building height, architectural treatment / style / period, landscape character / streetscape and topography. The application of these five criteria identified five primary and six secondary typologies as shown in Tables 1 and 2, which underline the special local distinctiveness of places that are worthy of protection from development.

Table1: Summary of Primary Typologies

	Photograph	Aerial	Scale and Grain	Land Use	Network Characteristics
Big Box			Large single building units (sheds) typically coarse grained and without an over-arching urban structure. Often surrounded in parking.	Industrial, retail, and leisure	Non permeable, typically unsuited for pedestrian movement.
Campus			Large building units set in landscaped open space	Education (universities and secondary schools), civic, business, office, hospitals and leisure.	Non permeable with limited pedestrian connectivity.
Cores and Town Centres			Medium-to-large building units arranged along streets forming strong terraces and coherent forms.	Mixed land use including retail, civic, residential, and office.	Permeable grid, based around strong street frontages and high levels of activity. Very well suited to pedestrian movement.
Residential Estates			Variable building scales, set in landscape and/or parking	Residential	Fine grain network of pedestrian routes, with a distinct lack of clear structure, hierarchy and legibility.
Residential Streets			Small-to-medium building units arranged along streets. Urban blocks tend to be large.	Residential	Permeable grid, although the scale of urban blocks limits the pedestrian connectivity.

Table 2: Summary of Secondary Typologies (1 of 2 pages)

		Density (Dwellings per hectare)	Density (Dwellings per hectare)	Density (Dwellings per hectare)	Building Types	Heights (Storeys)
Linear Rural			2 - 10		Detached houses	1 - 3
Suburban Periphery			10 - 15		Detached houses	2 - 3
Suburban			20 - 30		Semi-detached houses	2 - 3
Suburban Terrace			20 - 30		Terraced houses	2 - 3
Urban Terrace			37 - 50		Terraced houses	2 - 3
Flats			80 - 150		Street facing flats	3 - 6

Enclosure	Street Widths	Setbacks (building front from plot edge)`	Landscape character / Streetscape	Architectural Style / Period	Photograph
Street space is enclosed by trees, hedges and other vegetation	Narrow Street space / lane, with little or no pavement (15 - 20 metres)	Buildings are well set back (8 - 40 metres)	Typically leafy and rural, prominent vegetation with mature native trees and hedgerows.	Varied	
Street space is enclosed primarily by vegetation, as buildings provide secondary enclosure	Wide street space with pavement (11 - 13 metres)	Buildings are well set back (8 - 14 metres)	Leafy and exclusive character, as parking is well integrated into large front gardens. Front gardens contain an array of vegetation.	Varied	
Buildings provide primary enclosure to street.	Medium to wide street space, often with generous pavement (12 - 18 metres)	Buildings are well set back (4 - 9 metres)	Broad, open street profile with medium-sized front gardens primarily used for parking. Small trees evident on many streets.	Typically buildings from the interwar period	
Buildings provide primary enclosure to street.	Medium to wide street space with pavement (9 - 12 metres)	Buildings medium to well set back (4.5 - 7 metres)	Medium-sized front gardens primarily used for parking. Small trees evident on many streets.	Typically buildings from the interwar period, and occasionally late Edwardian. Houses influenced by Garden City movement also present.	
Buildings provide primary enclosure to street.	Narrow street space with pavement (10 - 11.5 metres)	Limited set back (1.5 - 3 metres)	Narrow street profile with shallow front gardens. Streets are dominated by cars with little room for vegetation.	Victorian and Edwardian buildings	
Buildings provide primary enclosure to street.	Wide street with pavement (4 - 13 metres)	Buildings well set back (5 - 17 metres)	Vegetation along the routes varies considerably in species and maturity. Front gardens have often been converted to hard standing	Typically post war blocks or Victorian and Edwardian mansions converted into flats	

4. Principles of good design

'In focusing on the quality of housing that is needed and the types of homes that are required in Barnet, we will consider sustainability, the efficient use of natural resources, standard of design and construction, contribution to local character and integration of the development with social, green and physical infrastructure'. (Barnet's Core Strategy, para 9.1.5)

4.1   The council recognises that achieving design quality is an important part of good planning. Every development is generally different in size, context, type and nature but the underlying principle is that the development needs to be designed to ensure it functions well, is pleasing to the eye and it endures. The council will, therefore, not accept design that is considered inappropriate to its context or which fails to take opportunities to improve the character and quality of an area and the way it functions.

4.2   A number of core design principles are highlighted in para 10.5.5 of Barnet's Core Strategy. As highlighted in Table 3 below, there are a number of design documents that set out good design quality principles for the delivery of sustainable development through the planning system. Applicants and their advisors are required to take them into account at the preparation stage of their submission design statements.

Table 3: Overarching Design Documents

	Guidance	Principles	How to apply in Barnet
1	The Design Wayfinder, Design Council CABE, 2012 http://www.designcouncil.org.uk/sites/default/files/asset/document/dc%20-%20design%20wayfinder%20%281%29.pdf	The short 'Design Wayfinder' document helps planners and others make the case for good design, identifies the main sources of guidance and best practice on good design and the type of analysis required to decide whether proposed development is acceptable. The document provides help for authorities, developers and communities.	The council encourages all to make use of the 'Design Wayfinder' to help make the case for good design in planning. Applicants, their advisers and local communities are expected to take more responsibility for securing good design, and for taking the opportunities available to improve their area.
2	Building for Life12 (BfL12), Design Council CABE, 2012 http://www.hbf.co.uk/fileadmin/documents/briefings/BfL_A4_booklet_singlepages_.pdf	BfL12 comprises of 12 questions, with 4 further questions in each chapter that reflect their vision of what new housing developments should be: attractive, functional and sustainable places. Redesigned in 2012, *BfL12* is based on the NPPF and the Government's commitment to build more homes, better homes and involve local communities in planning.	All applicants, developers and their architects will be expected to have regard to the *BfL12* criteria in bringing forward new residential schemes. BfL12 questions are outlined in Appendix 1.
3	Barnet's Sustainable Design and Construction (SD&C) SPD, 2012 http://www.barnet.gov.uk/downloads/download/518/sustainable_design_and_construction_spd_documents	Barnet's SD&C SPD covers all technical aspects of the design and construction of buildings. Its sets out what can be done in the current policy framework to design and construct new developments in ways that contribute to sustainable development.	All applicants, developers and their architects will be expected to have regard to the SD&C SPD in bringing forward new residential schemes.
4	By Design: Urban Design in the Planning System Towards Better Practice, CABE, 2000 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7665/158490.pdf	Urban Design principles for example character, continuity and enclosure, quality of the public realm, ease of movement, legibility, adaptability and diversity should be addressed and promoted in all developments.	All applicants, developers and their architects will be encouraged to deliver the urban design principles as set out in the publication "By Design". These overarching principles inform Barnet's Development Management Policies DPD.
5	Safer Places: The Planning System and Crime Prevention, ODPM 2004 http://www.securedbydesign.com/pdfs/safer_places.pdf	This guide is informed by detailed case studies of successful, safe places, good practice pointers, attributes of sustainable communities that are particularly relevant to crime prevention. This guide challenges developers, designers and all those who influence the design and layout of developments, to think in a	Applicants and their advisors should pay close attention to the principles and practical details in this guide and apply these carefully to meet the needs of the local area and help to deliver the high quality and safe development that we all

		holistic manner about each development.	want to see and from which we can all benefit.
6	Secured by Design, Police initiative, Website Model http://www.securedbydesign.com/pdfs/SBDNewHomes2014.pdf	Secured By Design (SBD) is the UK Police flagship initiative supporting the principles of "designing out crime" through the use of effective crime prevention and security standards for a range of applications. SBD is owned by the Association of Chief Police Officers (ACPO) and is supported by the Home Office and the Planning Section of Communities and Local Government (CLG), as well as many Local Authorities across the UK. The Secured By Design Award is presented to a building owner or developer in recognition that the development was constructed in accordance with SBD standards.	Applicants and their advisors should ensure that measures to design out crime are integral to development proposals and considered early in the design process. This will ensure they provide adequate protection, do not compromise good design, do not shift the vulnerabilities elsewhere and are cost effective. In accordance with the London Plan policy 7.3, the Metropolitan Police should be consulted to ensure major projects contain appropriate design solutions.
8	Travel planning for new development in London incorporating deliveries and servicing, The Transport for London (TfL) 2011. http://travelplans.westtrans.org/wla/westtrans.nsf/Files/WTA-82/$FILE/TfL%20Guidance%20-%20Travel%20Planning%20for%20new%20development%20in%20London%202011.pdf	The guidance sets out that local level residential travel plans must be submitted for any development with between 50 and 80 units and strategic level travel plans for developments equal or more than 80 units. This requirement applies to new developments, extensions or redevelopments of existing sites; and development that falls below the TfL thresholds but is considered to have the potential for significant traffic impact. This guidance is also appropriate for the creation of travel plans mixed-use developments where the residential element will have a significant impact on transport.	Any new residential development that meets thresholds as stated or has potential for significant traffic impact. Further detail can be found in Barnet's Planning Obligations SPD and further advice can be sought from the L B Barnet Travel Plan Coordinator.
9	Principles of Inclusive Design (They include you), CABE, 2006 http://webarchive.nationalarchives.gov.uk/20110118095356/http:/www.cabe.org.uk/files/the-principles-of-inclusive-design.pdf	The document sets out the 5 key principles at the heart of inclusive design that help people use developments safely, with dignity, comfort, convenience and confidence. These principles will help provide people to make effective, independent choices about how they use a development without experiencing undue effort or separation.	Barnet council encourages all to make use of the key principles of Inclusive Design in their proposals. Applicants and their advisers are expected to take responsibility for securing good inclusive design where required.

PART 2
Design Aspects for New Residential Development in Barnet

5. Housing density and building form

The 2015 London Plan 'highlights the need for different types of affordable housing, and the need to look at the changing needs and demands for housing driven by a growing and changing population. This means recognising that housing isn't just a numbers game' (Mayor of London's foreword to SPG on Housing, 2012)

Achieving appropriate density

5.1   Barnet's approach is to optimise housing density in order to achieve appropriate development. This is set within the context of the Sustainable Residential Quality Density Matrix in Table 3.2 of the London Plan. Density should not drive development, it is an important factor to take into account along with local context, design, transport accessibility and infrastructure.

5.2   Achieving appropriate densities is a major component of sustainable development and responding to a growing and changing population. The Characterisation Study identified six main housing typologies that largely reflect the pattern of residential development in Barnet. Table 2 sets out the key components of these six typologies including density, building type and height. Within the context of Table 2 low rise development and houses will normally be the most appropriate design solution for achieving appropriate densities in Barnet.

5.3   Appendix 2 provides further detail on the London Plan Sustainable Residential Quality Density Matrix. It sets out appropriate density ranges for suburban, urban and central locations which reflect the setting of a site in terms of its location, existing building form and massing and public transport accessibility level (PTAL).

5.4   For further information on density requirements for small sites and on developments outside the density ranges refer to section 1.3 of the Mayor's SPG on Housing. Innovative design and layout solutions for new residential development will normally be encouraged and welcomed within the appropriate density range taking into consideration the unique features of the site as identified in Table 2 of this SPD and London Plan Table 3.2

Design at different densities

5.5   The quality of design is important for all developments, but particularly for higher density developments and all proposals should respond positively to reinforcing or improving local character. Failing to do this by simply adding standard house types together and reducing amenity space standards will not provide a quality living environment.

Principles

Ensure the:
- **design of new residential development relates to its setting and local character**
- **proposed density is suited to the site and to the wider context**
- **proposal responds positively to reinforcing or improving local character.**

6. Enhancing local character

'Planning policies and decisions should aim to ensure that developments….respond to local character and history, and reflect the identity of local surroundings and materials, while not preventing or discouraging appropriate innovation…' (National Planning Policy Framework, para 58)

Local character

6.1   An area's character may be derived from a range of attributes, including built form, architectural style, pattern, layout, space around buildings, landscaping, trees, streetscape, materials and uses/activity. The design and layout of new development should respect the character of the area in which it is situated and respond to the positive features of that character. In instances where the surrounding area lacks an identifiable character with positive attributes, or the proposal site is severed from its surroundings (i.e. by railway lines, major roads or industrial areas), the design of new development may establish a distinctive new local identity.

6.2   New residential development provides the opportunity to reinforce the character of an area by contributing and adding to the positive aspects of the built and natural environment. The council want new residential development to respect and enhance the positive features of Barnet's character and local distinctiveness. Respecting local character does not necessarily mean replicating it; however, great care should be taken when incorporating contemporary design into the existing urban fabric. New and old buildings can co-exist without negatively influencing the character of the area, but new development should always sit comfortably with its neighbours.

6.3   A more successful and appropriate development can result from a careful analysis of the local character and where relevant its history. Applicants should explain how the development proposal responds to the character of the site and wider area through a Design and Access statement.

Pattern of development

6.4   The pattern of development refers to the arrangement of plots, buildings and spaces around the building which, repeated over an area, forms part of that area's character and identity. In Barnet, as shown in Table 2, residential areas have a predominant suburban identity, characterised by houses set back from the road with front gardens, with generous gaps between the buildings. Corner plots often have greater space around the houses.

6.5   The pattern of development plays a vital role in:
- defining the character of the street;
- influencing the perception of spaciousness and landscape capacity establishing daylight, outlook and privacy relationships between dwellings;
- influencing the perception of safety on the street and the accommodation of parking, storage and service requirements.

6.6   The design and layout of new development should be informed by the local pattern of development. The continuity of building lines, forecourt depths, road layout, space about the building and rear garden areas are all likely to be significant factors when redeveloping sites within existing residential areas, or at the interface of larger development sites and existing housing.

6.7   A common arrangement of buildings in Barnet is the perimeter block structure, with the fronts of dwellings lining the street and private spaces such as gardens located at the rear of dwellings. This form of development offers several advantages:

- efficient use of land
- legible and well-connected places
- clear distinctions between public and private space
- high levels of natural surveillance

6.8   Cul-de-sac forms of developments are generally discouraged; however they may be acceptable in certain cases provided they are shown to be part of a wider, well connected network. Within the general perimeter block structure, developments are encouraged to make use of creative and innovative layouts. However, the built up area within the block should be in character with the surrounding area and established building lines (both to front and rear) should be maintained. For example, the character of streets with detached or semi detached houses is informed by the gaps between buildings, and this rhythm of development should be maintained.

Building line and setbacks

6.9   A strong building line creates continuity of frontage and provides definition and enclosure to the public realm. Continuous frontages are most easily achieved with the Suburban Terrace and Flats typologies. With Suburban Periphery (detached houses) and Suburban (semi detached houses) typologies semi-continuous enclosure can be provided through the appropriate use of garages and walls. Where there is a strong building line, any new development should be in keeping with this. Where buildings have varied setbacks, this can add interest and variety to a street; however, boundaries should remain strong to give definition to the street and to ensure public and private space is clearly defined.

6.10 The setback of dwellings from a street is a key consideration. It can define the character of the street, determine the degree of privacy to ground floor rooms and can accommodate storage and service requirements at the front of the dwelling. Where dwellings can be serviced from the rear there may be opportunities for shallow setbacks or for building frontages to follow the back of pavement line. Careful thought needs to be given, in this instance, to the design of front doors and threshold areas, especially in relation to security.

6.11 The amount of set back should be determined by the surrounding character and road hierarchy. In case of infill areas, replication of existing pattern of set backs should be taken into account.

Scale, massing and height

6.12 Scale, massing and height refer to the arrangement, volume, shape, size and bulk of a building or a group of buildings in relation to other buildings and spaces; and their combined visual impact. It is these aspects of the built form which are fundamental to a proposals impact on its local character and also determine views, vistas and skylines. Proposals for new residential development should respond to the distinctive local building forms and patterns of development and respect the scale, massing and height of the surrounding physical context.

6.13 New development should recognise the scale, massing and roof form of surrounding buildings and reflect these where they are a positive attribute of the area's character. Consideration should be given to the grouping of buildings, roof pitches, the detailing of eaves and gables, chimney stacks and the size/siting of any dormer windows. New development should reflect the existing building lines and rhythm of the street. Where uniform building heights form a distinctive character, major variations will not normally be appropriate, in particular in the middle of a row of buildings.

Materials, colour and architectural detailing

6.14 The texture, colour, pattern and durability of materials chosen for new development contribute to the quality of its appearance individually, along with the character of its wider setting. Use of durable and high quality materials is fundamental to creating robust and sustainable residential development. Materials should be chosen which are able to withstand their environment, weather well over time and are likely to require minimal maintenance.

6.15 Poor quality materials that are hard to maintain will normally wear badly. Whilst high quality contemporary materials can create an attractive and distinctive character, all materials should respond to the site context and design objectives. Consideration should be given to the sourcing, energy efficiency and life cycle of the materials chosen. Use of permeable paving and porous materials is advisable for hard surfacing. Refer to Sustainable Design and Construction SPD (section 2.15) for further guidance on materials for surfacing.

Boundaries

6.16 Boundary treatments help to distinguish between public and private space within the public realm. This helps to convey use entitlement, clear ownership and maintenance responsibility, privacy and home security. The absence of clearly defined boundaries, especially along building frontages, can blur the edge between public and private space and lead to neglected, poor quality spaces between buildings and streets.

6.17 The permitted height of a means of enclosure is generally 1 metre adjacent to a highway and 2 metres elsewhere. This is the permitted development allowance. Generally, these heights will be appropriate in most suburban situations in Barnet except where the original character of an area is open plan, or where for example the return frontages of a corner property are enclosed up to a height of 2 metres. Boundary materials should reflect those prevailing in the area and the use of hedges and other green boundaries (preferably using native plant species) should not be obtrusive

6.18 In most cases, the fronts of houses should generally remain open to view in order to increase natural surveillance to the street, therefore walls, fences and hedges defining the fronts of properties should be kept low. Boundary treatments such as high railings and gates can be obtrusive and have a negative impact on the streetscene by conveying a sense of severance and overbearing. Side and rear boundaries can increase privacy and security to the property through higher fencing or walls. Front boundaries should reinforce the prevailing character of the streetscape, especially where a continuous uniform treatment forms a distinctive character. Boundary design should also complement the design materials and techniques used in the overall scheme. Consideration should also be given to pedestrian-vehicular intervisibility (stop line).

Gardens

6.19 Gardens make a significant contribution to local character and specifically towards biodiversity, tranquillity and sense of space. They also help to enhance the setting of buildings and provide amenity value for residents.

6.20 Where new development is considered detrimental to the site and local character, planning permission will normally be refused. The impact of development on the trees, biodiversity or habitat value of gardens will normally be considered as residential gardens make a significant contribution to biodiversity. Further details on improving ecological networks, green corridors, spaces and impacts will form part of Barnet's emerging SPD on Green Infrastructure. Further information on ecology is also provided in section 2.16 of the Sustainable Design and Construction SPD.

6.21 In relation to all developments including extensions and ancillary building(s) in back gardens, the implications of the presence or proximity of protected species and animals should be considered in line with the Wildlife and Countryside (as amended) Act 1981. Where necessary ecological surveys and suitable mitigation measures will normally be required. The scale of the requirement should be commensurate with the scale of the development. The use of water butts to collect rainwater for watering gardens could be added at design stage. Major residential development should normally utilise opportunities for ecological preservation and/or restoration as part of scheme design and layout, informed by an Ecological Statement.

Landscaping

6.22 Good quality, soft landscaping contributes positively to streetscape and local character. Trees and planting can have a softening affect on the appearance of hard materials of buildings and streets and can also provide increased privacy and security to homes. They can have significant benefits such as urban cooling and reducing overheating, absorbing rainfall and helping with climate change adaptation. Landscaping is a central aspect of design and should be considered early in the design process. A well-conceived landscape strategy will normally:
- assist in the creation of a distinctive sense of place;
- provide an attractive focus within new housing areas;
- provide safe and attractive play areas or informal play area;
- provide a suitable interface with adjoining areas;
- reduce the visual impact of roads and parking areas;
- reinforce local landscape character and reduce flooding; and
- make provision for Sustainable Urban Drainage Systems (SUDs) where appropriate. Refer to 2.15.2, Table 2.15.1 (on SUDS) of the SD&C SPD.

6.23 In order to maximise the benefits that open spaces can deliver it is vital that they are considered as a network. The Core Strategy (Table 5) sets out the components of Green Infrastructure in Barnet. Further guidance on ensuring improvements to the network of open spaces will be set out in the Green Infrastructure SPD.

6.24 Particular consideration should be given to the unique features of the development site, including soil types, drainage, light and the relationship with neighbouring properties. Thought should be given to ongoing maintenance, particularly planting close to buildings.

Soft landscaping should aim to protect existing trees and integrate them into new layouts and incorporate locally native species in new planting. Landscape design should be integrated within the building design from the earliest stage.

Principles

Ensure new development:

- **complements or improve the character of the area through its appearance, architectural detailing, siting, use of materials, layout and integration with surrounding land, boundaries, building lines, setbacks, fronts and backs**

- **responds to distinctive local building forms and patterns of development by respecting scale, massing and height of surrounding buildings**

- **chooses high quality materials that are durable and simple to maintain and that they respond to local context and design objectives**

- **is not detrimental to the biodiversity of an area and amenity spaces of existing and future occupants**

- **boundaries should be used as it helps maintain and convey clear ownership, privacy, home security and street character**

- **provides appropriate landscaping from the earliest stage, retaining existing trees and incorporating locally native species into the scheme where possible.**

- **aim to reduce any impacts on the surrounding natural environment by providing adequate -naturalised buffer zones, free of all development, adjacent to sensitive areas (e.g. rivers) and reduce flooding through the use of Sustainable Drainage Systems (SuDS).**

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7. Safeguarding residential amenity

'Schemes which significantly harm the amenity of neighbouring occupiers will be refused planning permission. Protecting amenity helps to protect the well being of the boroughs residents. It is important to ensure that developments do not significantly overshadow neighbouring buildings, block daylight, reduce sunlight, or result in a loss of privacy or outlook.' (Barnet's Development Management DPD, para 2.7.1)

Privacy and outlook

7.1   Privacy is an important design issue, particularly for higher density schemes, and all residents should feel at ease within their home. Design can create privacy in a number of ways, including the careful positioning of buildings in relation to one another, internal layouts (positioning of windows and rooms requiring more privacy) and through screening and landscaping.

7.2   The positioning of homes, including their windows and balconies, should be carefully considered to ensure that adequate privacy is maintained. In particular, habitable rooms and areas of private gardens close to dwellings should not be excessively overlooked by windows or elevated amenity areas such as balconies/terraces. Screening can reduce overlooking in these instances. Refer to the Sustainable Design and Construction SPD (section 2.4) for further guidance on privacy and outlook.

7.3   Privacy can be safeguarded by achieving adequate window to window, or window to balcony distances between buildings (both existing and proposed). In new residential development there should be a minimum distance of about 21 metres between properties with facing windows to habitable rooms to avoid overlooking, and 10.5 metres to a neighbouring garden. Shorter distances may be acceptable between new build properties where there are material justifications.

7.4   Design solutions through layout of habitable rooms, window placement and building orientation should be used to address privacy and overlooking issues. Use of opaque glazing should be kept to a minimum.

7.5   Clearly a balance has to be made between minimising loss of privacy and maximising security through surveillance. Where overlooking is a problem, especially in relation to neighbouring development, a higher degree of privacy will normally be required. All habitable rooms should contain at least one main window with an adequate outlook where nearby walls or buildings do not appear overbearing or unduly dominant. Refer to guides listed in para 7.11 for guidance on how to achieve the balance between privacy and security.

7.6   In higher density schemes such as in regeneration areas, where less distance is provided, innovative design solutions should be used so as to avoid overlooking, such as: angled windows, careful choice of window locations, obscured glazing, use of level changes, staggering of windows, screening and single aspect dwellings (only where the above cannot be applied).

7.7   The Mayor's Housing SPG standard 29 highlights the benefits of having homes with windows which open on two sides. A dual aspect dwelling is defined as one with opening windows on two external walls and they offer many inherent benefits including: an increased amount of daylight, there is greater opportunity to gain direct sunlight for longer

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periods, natural cross ventilation which also mitigates pollution, a choice of views, access to a quiet side of the dwelling, greater flexibility in the use of rooms, more potential for future adaptability by the altering the use of rooms.

Sunlight, daylight and adequate ventilation

7.8   Providing good daylight to the home not only contributes to a more pleasant living environment, but also has the potential to reduce energy requirements for lighting and heating. Careful orientation and design of buildings can ensure daylight and sunlight levels are maximised, without compromising levels of privacy of adjoining properties and reducing their daylight and sunlight levels.

7.9   New development should be sited and designed to maximise daylight and sunlight as far as possible. North facing single aspect units are normally unacceptable. Refer to Sustainable Design and Construction SPD (table 2.4) for further guidance on standards affecting daylight and sunlight.

Safety and security

7.10   The manner in which building design relates and responds to the adjacent street and public realm plays a significant role in influencing perceptions of safety and the risk of crime, both for the building occupants and people making use of these public areas.

7.11   Well thought out designs incorporating security features such as the provision of suitably designed lighting of entrances, rear accesses, and communal lobbies or hallways are one way to help reduce the risk of crime. All developments should seek to improve community safety and crime prevention. Buildings should face onto streets, and open spaces (overlooking areas for car parks) should be overlooked by windows. A critical element in designing out crime is providing for adequate natural surveillance, via easy overlooking. For example, schemes should provide for overlooking onto and from front gardens, commercial frontages, pathways, streets, communal amenity areas and car parking spaces; especially from windows in front elevations. Such overlooking enables surveillance which discourages the types of crime which rely on secluded areas. During the design stage, special attention should be given to aspect such as access and movement, structure, surveillance, ownership, physical protection, activity and management and maintenance.

7.12   The Police initiative "Secured by Design focuses on crime prevention at the design, layout and construction stages of development by seeking to 'design out crime'. Safer Places and Secured by Design guides provides information on designing out crime solutions. It is important to also account for local conditions regarding safety and security during the building design stage. Refer to Table 3 for further details on Secured by Design and safer Places guides.

7.13   Secured by Design, Section 2 has now been incorporated into the updated Building Regulations Part Q: Security.

Standard 13 of the Housing Supplementary Guidance - An access core serving 4 or more dwellings should provide an access control system with entry phones in all dwellings linked to a main front door with electronic lock release. Unless a 24 hour concierge is provided, additional

security measures including audio-visual verification to the access control system should be
provided where any of the following apply:
  i. more than 25 dwellings are served by one core, or
  ii. the potential occupancy of the dwellings served by one core exceeds 100 bed spaces, or
  iii. more than 8 dwellings are provided per floor

Lighting schemes

7.14 Lighting can affect amenity by creating light spillage and increasing glare. Proposals
involving new lighting should not significantly impact on residential amenity and local
biodiversity. Proposals should seek to minimise any adverse impact of lighting schemes
through design or technological solutions or by controlling the hours of use. Solutions may
include lighting that controls and manages the distribution of light and minimises glare.
Design solutions could include screening, shielding and reducing lantern mounting
heights. The visual impact of light fittings should also be considered. Further guidance is
set out in the Sustainable Design and Construction SPD (section 2.4.4 and useful
references).

Reducing the visual impact of external additions to building

7.15 External services such as multiple flues, ventilation pipes, meter cupboards and mail boxes
on the outside of a building often detract from the finished appearance of an otherwise well
designed development. In multiple-occupancy developments, such as blocks of flats, the
building design should incorporate measures for the discreet accommodation of these
services. Such measures can include recessed channels for down-pipes or routing of
flues/outlets to non-sensitive elevations. Flues, ventilation units and other services that
appear as 'add-on' elements will not normally be accepted.

7.16 Satellite dishes are similarly visually obtrusive especially on blocks of flats. Buildings
intended for multiple occupation will normally be required to make provision as part of the
building design for the communal provision of satellite and similar domestic
telecommunications apparatus in discreet locations. In other cases satellite dishes should
be of 'standard' size for television reception, positioned discreetly, such as on a non-
exposed rear elevation, and located so as not to impact unduly upon the outlook of
neighbouring properties.

7.17 On new housing development the council will normally seek to restrict permitted
development for freestanding satellite dishes and require details of shared systems as a
condition of planning permission. Satellite dishes should be removed as soon as they
become obsolete. Satellite dishes will not normally be permitted on the front elevations of
buildings within conservation areas or on listed buildings. Satellite dishes should be :
  • as small in size and as few in number as possible
  • shared by as many users as is feasible to avoid clutter. In most cases only one
    satellite dish per building will normally be approved. Communal telecommunications
    should be provided for all major developments.
  • located as unobtrusively as possible
  • of a colour and design to blend in with their background
  • located so as not to interfere with doors or windows of neighbouring properties
  • removed as soon as they become obsolete.

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All developments should:

- **be designed to ensure the provision of sufficient privacy, minimisation of overlooking between surrounding dwellings and orientation of buildings to maximise sunlight and daylight**

- **have sufficient distance between properties with facing windows to habitable rooms to avoid overlooking and to respect neighbouring gardens. Refer to Table 2.4 of the SD&C SPD.**

- **ensure that it does not reduce the amenity value of neighbouring occupiers**

- **have access to high quality and usable amenity space that is not overlooked from the public realm**

- **ensure buildings are designed in such ways that help mitigate opportunities for crime and fear of crime**

- **incorporate measures for the discreet accommodation of external services.**

8. Outdoor spaces

'always seek to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings.' (National Planning Policy Framework, para 17)

Outdoor amenity space

8.1   Outdoor amenity space provides opportunities for recreation, leisure, tranquillity and overall quality of life as well as interaction with the natural environment. Back gardens and other outdoor amenity spaces contribute positively to Barnet's green character and spacious layout as well as helping to mitigate climate change. Provision of outdoor amenity space is vital in Barnet and a key consideration for new residential developments. Further details on technical requirements are provided in the Sustainable Design and Construction SPD (section 2.3.5)

8.2   Private amenity space for the exclusive use of building occupants is a highly valued asset. Sufficient, functional amenity space should therefore be provided for all new houses and flats wherever possible. Every home should have access to suitable private and/or communal amenity space through one or more of the following: private gardens, communal gardens, courtyards, patios, balconies and roof terraces.

8.3   **Standard 5 (and Policy 3.6)** – For developments with an estimated occupancy of ten children or more, development proposals should make appropriate play provision in accordance with the Mayor's Play and Informal Recreation SPG.LP Policy 3.5 supports a presumption against garden development where this can be locally justified. This is in recognition of the wider roles gardens play in London

8.4   Standard 3 - Development proposals should demonstrate that they comply with the borough's open space strategies, ensuring that an audit of surrounding open space is undertaken and that where appropriate, opportunities to help address a deficiency in provision by providing new public open spaces are taken forward in the design process.

8.5   All private outdoor space should have accessible threshold from the home (Balconies and terraces over habitable rooms which require a step up to increase slab thickness/insulation are exempt from the accessible threshold standard).

Design of outdoor amenity spaces

8.6   New development should be sited and designed such that there is no detriment to existing residential amenity space through the overlooking and/or privacy loss; and dominance or overshadowing. The fundamental design considerations for amenity space should be its quality and usability. Applicants are expected to demonstrate these design considerations in their proposals.

8.7   In designing high quality amenity space, consideration should be given to privacy, outlook, sunlight, trees and planting, materials (including paving), lighting and boundary treatment. All dwellings should have access to outdoor amenity space that is not overlooked from the public realm and provides a reasonable level of privacy. The size, shape and slope gradient of amenity space is key to its usability. Awkwardly shaped, narrow and very steeply sloping amenity spaces should be avoided and will not be considered to count towards usable outdoor amenity space.

8.8 Communal amenity space should:
- receive adequate sunlight relative to the defined purpose of the space
- provide sufficient shade where necessary;
- be screened from parking and public areas to ensure privacy but still providing reasonable views to public amenity space;
- be easily accessible and legible (easy to understand) to all occupants;
- be overlooked by habitable rooms to ensure safety;
- include seating, trees and planting, lighting, paving and footpaths (where appropriate);
- have an effective and affordable landscape management and maintenance regime;
- take account of the needs of disabled people and all age groups; and
- have a clearly defined purpose and be designed to reflect this.

8.9 Standard 4 - Where communal open space is provided, development proposals should demonstrate that the space:

a is overlooked by surrounding development;

b is accessible disabled people including people who require level access and wheelchair users;

c is designed to take advantage of direct sunlight;

e has suitable management arrangements in place.

8.10   The rigid application of amenity space standards can sometimes restrict creative design and layout of new residential developments, particularly on smaller development sites. Developers are encouraged to bring forward schemes involving imaginative and innovative provision of outdoor amenity space on smaller sites. For all other sites, the minimum outdoor space standards for Barnet are highlighted in Table 2.3 of the Sustainable Design and Construction SPD as well as Appendix 2 (Table 1.2) of this SPD.

8.11 Proximity to public open space will only be considered when assessing the adequacy of provision of private amenity space where design and layout is of insufficient high quality and contributions are made through S106 contributions for enhancements to existing, nearby open space. Barnet's Planning Obligations SPD[3] sets out the S106 criteria requirements for open spaces. These contributions are separate from and in addition to any contribution that is required where a development is located in an area of open space deficiency.

8.12 Rear private gardens should provide adequate space for day to day uses such as a table and chairs for outdoor dining, clothes drying, relaxation and safe children's play (where family accommodation is proposed).

8.13 Communal outdoor amenity space should be designed to provide a private, attractive, functional and safe environment. Its overall quality and management can help create a sense of ownership and pride. All private and communal amenity space should have a clearly defined purpose.

Front gardens

8.14 Front gardens or 'set-backs' (as highlighted in Table 2) are normally expected to be provided in residential developments, with careful consideration given to their design where it is not detrimental to the street scene and local character. When defined by a boundary, such as a hedge or low wall, front gardens provide a buffer between the public and private realm and provide clarity of ownership. Front gardens do not normally offer quality private amenity space.

8.15 Front gardens support the streetscape and enhance local character through landscaping, including trees, and can be sufficient to accommodate bin and cycle storage. Furthermore, they provide increased privacy and security to the ground floor front rooms of houses. Areas at the front of buildings should consist of permeable surfaces with consideration given to trees and planting. For changes to front gardens and the cumulative impact of such changes on local character together with guidance on where planning permission is required, refer to para 2.10.7 of the Development Management Policies document.

Balconies and roof gardens

8.16 In circumstances where it is not possible or appropriate to provide private gardens and communal amenity space suitable alternative arrangements should normally be made. Balconies and roof gardens will normally be acceptable alternatives where they do not result in overlooking which has a negative impact on the privacy of neighbouring residents or other occupiers within the development. Where balconies and other private spaces are accepted as the only form of amenity space to be provided within a development, they should normally be at least 1.5 metres (1500 mm) in depth and width in line with the Mayor's Housing SPG Standard 27.

8.17 An internal, communal amenity space, such as an atrium, may also be a practical alternative. Where alternatives to outdoor amenity space are appropriate they should be

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[3] See timetable for production in LDS

of equivalent value in terms of amount, usability and accessibility. Internal communal amenity spaces should normally benefit from natural daylight and sunlight. S106 planning obligations will be considered from developments which do not meet the required on-site amenity standards.

Children's play space

8.18 Children's playspaces should be provided in all new residential development containing flatted schemes with the potential for 10 or more child bedspaces, as set out in the London Plan's SPG Shaping Neighbourhoods: Play and Informal Recreation, Sept 2012. Play spaces should be designed to be overlooked for natural surveillance and with safety and security in mind. Policy DM02 sets out Barnet's requirements for playspaces.

8.19 Residential development in areas of playspace deficiency as well as those in areas with sufficient playspace will normally be expected to make a contribution either on site or financially for playspace. Further information on areas of deficiency in Barnet and relevant maps, refer to Barnet's S106 Planning Obligations SPD.

Principles

Ensure all developments:

- **have sufficient, functional and accessible high quality and usable outdoor amenity space away from general public areas, involving imaginative and innovative designs**

- **clearly define the boundaries between public, private and communal spaces to provide clear ownership and responsibility for their maintenance**

- **provide appropriate set-backs, with careful consideration given to the streetscape and residential design**

- **where the provision of private gardens and communal outdoor amenity space is not possible, alternative arrangements such as balconies, roof gardens should be of sufficient size and not result in overlooking**

- **children's play spaces should be provided in accordance with the London Plan Shaping Neighbourhoods SPG. Barnet's Planning Obligations SPD should be followed for any off site contributions.**

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9. Structure and layout

'Some of the most attractive and enduring residential environments have the simplest of structures.'
(CABE, Better Places to Live by Design)

Site layout

9.1   Layout refers to how buildings and public and private spaces are arranged on a site, and how they relate to the buildings and space around the site. The layout informs the character and uniqueness of a place, and provides the basic framework on which all other aspects of the development depend.

9.2   Barnet's streets consist of grid, perimeter or block structures, characterised by a framework of interconnected routes that define street blocks, as is typical of outer London suburban locations. In most cases, new developments should respond to the traditional street pattern that exists in the borough. Table 2 shows that the layout of housing within blocks can range from terraces to detached homes. New development should take account of the block size and structure of the area surrounding the site.

9.3   In Barnet, some of the most attractive and enduring residential environments have the simplest of structures. In a classic street block structure, houses face the street, gardens run end-to-end and cars are mainly parked on the street. The sense of quality comes from the detailed design of the buildings, the corner and boundary treatments and from the mature landscape. Layout in major developments plays an important role in defining the overall structure of the area. Structure consists of the arrangement and inter-relationships between streets, houses, gardens, open spaces and areas for car parking.

Internal space standards

9.4   The council expects a high standard of internal design and layout in residential development. New homes should be capable of providing a good quality living environment that meets housing aspirations. The minimum residential space standards for new homes (Appendix 2, Table 1.3) will normally be applied to all developments in Barnet including conversions

9.5   The standards will help guide the appropriate number of dwellings that can be delivered by a residential development. With regard to conversions the constraints associated with existing building layouts will require some flexibility and pragmatism at the margins of each space standard. The internal layout of the dwellings should normally also comply with the relevant provisions of the Mayor's SPG on Housing.

Stacking of rooms and internal storage

9.6   Increased levels of occupancy of residential properties together with changing lifestyles, such as flexible home working means the design and layout of development should minimise the potential for noise transfer between new homes. In blocks of flats the technical provisions of the Building Regulations should be supplemented with the careful arrangement of rooms. The vertical stacking of rooms between flats should as far as practical ensure that bedrooms do not overlap living rooms, kitchens and bathrooms on other floors. Where possible, the horizontal arrangement of rooms between flats in a block should also avoid bedrooms adjoining neighbouring living rooms, kitchens and bathrooms, as well as communal areas such as halls and stairs.

9.7   Built-in storage spaces are highly valued components within new homes. Lack of such spaces can lead to domestic clutter being stored on balconies, within hallways or other communal areas. New development should therefore ensure that there is sufficient provision within each home for the storage of domestic items such as vacuum cleaners,

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ironing boards and children's toys, commensurate with the likely needs of future occupiers. Further guidance on these standards is available in the SD&C SPD (para 2.2).

Entrances and windows

9.8   The entrance to residential buildings marks an important transition between public and private space. The main entrance can be an important part of a building's architectural expression providing a wider understanding of the building's function(s) when viewed from the public realm. Main entrances in new buildings should be clearly visible from the street, contributing to the overall legibility of the development, and should be fully accessible. In larger buildings, this may require greater height or more considered design elements to ensure that the proportion and scale of the entrance reflects the overall scale of the building.

9.9   Where building design seeks to complement that of neighbouring buildings, special attention should be paid to fenestration details. This includes consideration of the window proportions (horizontal or vertical emphasis), the relationship of the window with the surface of the building elevations (flush or set-back).

Active frontages

9.10 Active frontages, characterised by doors and windows, help to avoid blank walls facing the public realm and provide natural surveillance. Primary access to dwellings should be from the street wherever possible, and direct rather than communal entrances are preferred to support active frontages and contribute to the legibility of an area. Where communal entrances are required (for example access to stairs and lift lobbies) the entrances should be prominent, spacious to accommodate buggies and wheelchairs and have secure access for residents.

Principles

- **ensure new block layouts respond to the size and structure of blocks in the surrounding area**
- **all new developments should follow the Mayor's minimum space standards for new homes**
- **Ensure the design and layout of developments (including balconies, stacking of rooms, windows) minimise the potential for noise transfer between new homes and minimises overlooking.**
- **Fronts and backs of dwellings should be arranged appropriately to maximise active frontages onto streets**

10. Movement and accessibility

'Plans should protect and exploit opportunities for the use of sustainable transport modes for the movement of goods or people. Therefore, developments should be located and designed where practical to…create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians, avoiding street clutter…..'(NPPF para 35)

Access

10.1   Successful residential neighbourhoods provide a high degree of both external connectivity and internal permeability therefore allowing people to go about their daily activities with ease.

10.2   In larger developments the access to and circulation through the development should integrate with and improve the existing movement patterns of the wider area. On larger developments, a network of well connected streets should be provided that offers a choice of routes with easy access to local amenities, open space, the public transport network and established routes.

10.3   Infill developments should pay particular attention to the way they link together the areas that surround the site to avoid creating isolated enclaves of development that are out of character in the locality. However, the need for permeability should still maintain safety, security and privacy. All access points should be clearly visible, routes into and through a development should minimise areas where the private activities of residents are visible to the public, safe to use, clearly defined and necessary, leading to places where people want to go.

Movement

10.4   Places with lower speed limits are generally safer and can provide a more pleasant living environment than streets with fast traffic. Streets that manage traffic speed by their design, for example through careful treatment of surfaces, pedestrian crossings and the arrangement of buildings, are normally favoured over physical traffic calming measures. Narrower streets can often be safer and help to avoid the appearance of a housing area which is dominated by cars rather than pedestrian movement. In some instances, it may not be necessary to separate pedestrian, vehicular and cycle routes. Refer to Department for Transport's Local Transport Note 1/12 - Shared Use Routes for Pedestrians and Cyclists (September 2012) providing advice on detailed design for shared uses.

10.5   Work on the highway is likely to require a Section 184 / 278 Agreement with the Council. This may enable improvements to be made to an adopted highway as part of the proposed development. These improvements include but are not limited to the formation of a new access or improvements to local highway infrastructure to accommodate the increase in expected traffic generated by the development. Should on-site roads and footways be proposed for adoption as public highway then a Section 38 Agreement will be required with the Council involved at the design stage to ensure relevant design criteria is met prior to construction. It is recommended that the developer discuss the requirements of any potential highway works with the Council at the earliest opportunity to confirm that the proposals will be of benefit to the general public

Legibility

10.5   Places should 'make sense' to the people who use them. The use of townscape features (e.g. gateways, nodes, landmarks, edges, views and vistas) is encouraged to give the development a clear identity and make the layout easy to understand for residents and visitors. Corner buildings and other easily identifiable visual markers are of particular importance for creating recognisable, understandable places. It is advisable to provide wayfinding signage to indicate safe routes to /from all key destinations

Consider all users

10.6 Streets should be designed as public spaces with the needs of all users considered. Well designed streets with safe, direct, convenient and clear pedestrian and cycle routes maximise the transport choices of residents, and can influence people to use more sustainable modes of travel. Residential layouts designed solely to meet the requirements of vehicular traffic are not acceptable. New routes and connections should provide integrated routes for pedestrians, cyclists and vehicular traffic.

10.7 Where segregated routes for pedestrians are provided, they should serve a clearly defined function and meet the criteria set out within the guidance document "Safer Places: the planning system and crime prevention". Pedestrian and cycle routes should follow desire lines, in so far as possible, and be free from barriers except where necessary to prevent motorcycle access.

Principles

All developments:

- **should connect new and existing routes to create a network of well-connected streets which improve movement patterns in the wider area**

- **should ensure that design and layout is legible and is oriented around the needs of pedestrians, cyclists and connectivity to the public transport network**

- **that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment**

- **where new roads are proposed for adoption, involve the Council at an early stage in the design**

- **should refer to Table 3 in Section 4 of this SPD in order to provide safer and secured designs.**

11. Car parking, cycle storage and waste storage

'Barnet's Characterisation Study identified the severe impact of off-street car parking and consequent loss of front gardens on the dominant street typologies'. (Barnet Core Strategy, Para 10.7.1)

Car Parking

11.1 The location and provision of car parking is a key design issue. Car parking should not dominate or overburden residential areas, particularly the fronts of houses, or inconvenience pedestrians and cyclists.

11.2 The use of lighting, trees and planting and street furniture can help to better integrate parking into the overall scheme and wider streetscape. In-curtilage parking should be located close to the home to avoid inconvenience and increase natural surveillance.

Large, isolated car parks should be avoided. Refer to para 7.12 on lighting schemes and ways in which light pollution can be mitigated.

11.3   Whilst parking will normally be provided within private areas, access to parking should be convenient for residents. Limited additional vehicular parking may be appropriate and will be considered on a case-by-case basis. Streets should be designed not to be dominated by cars. Parking facilities should also be considered for powered two-wheeler vehicles that will be considered on a case-by-case basis

11.4   The Local Plan's approach to parking management is set out at Section 18.8 of the Development Management Policies document. Developers should follow Barnet's residential car parking standards as set out in Policy DM17 in order to determine provision in new development. Refer to Table 2.8 of the SD&C SPD for the provision of suitable electrical charging point. Inclusive mobility guidance published by Department for Transport sets out parking standards for disabled drivers.

Cycle storage

11.5   The design and layout of new residential development should take account of the needs of cyclists through the provision of safe, accessible and secure cycle parking. In accordance with the cycle parking requirements set out in the London Plan (Table 6.3).

11.6   Barnet's approach to cycle parking is set out at Section 18.8 of the Development Management Policies document Cycle parking facilities should be located in safe, well-lit and overlooked areas that are in close proximity to main building entrances. The facilities should provide weather protected parking and be built with durable, high quality materials that are resistant to wear and age well.

11.7   Well-designed cycle storage can encourage people to cycle and avoid other areas in the home, such as balconies and hallways, being inappropriately used to store cycles. Developers should aim to make cycle storage as convenient as access to car parking to encourage cycling as a sustainable mode of transport. Detailed information on technical aspects is provided in the Sustainable Design and Construction SPD (section 2.4)

11.8   New flatted development should provide some space either inside the building in a cycle store-room or provide a separate, secure and accessible bike shed within the overall development. Parking for bicycles should be provided in all new development. Major residential, high density developments should provide secure on site spaces for each unit. Mixed use town centre development should provide secure off street space where possible.

Waste and recycling storage

11.9   The design and layout of residential development should normally make satisfactory arrangements for the storage and collection of recycling and waste. The arrangements should comply with the Sustainable Design and Construction SPD (section 2.12) and the councils' "Information for developers and architects – provision of domestic and organic waste services, and recycling facilities".

11.10   Waste and recycling storage can cause a nuisance to neighbours and future occupiers, by reason of odour and noise, and can be visually intrusive in the streetscene. In meeting the council's requirements the amenity of residents, the appearance of the area, as well as the ease of access should be considered. Waste and recycling storage areas should be integrated within the building or provided on-site and screened within an enclosure or by landscaping avoiding garden areas in front of dwellings.

11.11   Details of refuse storage and management will normally need to be addressed as part of the planning application. Poorly designed, intrusive or inadequately sized facilities give rise to adverse visual impact and will not be acceptable.

11.12   In flatted developments, waste and recycling storage should at an early stage be sensitively designed and located. Careful consideration should be given to access to waste disposal and recycling facilities, particularly for residents on upper floors. Storage areas should be in a position mutually convenient and easily accessible for both residents and waste and recycling collection crews.

Principles

Developments should:

- **ensure adequate car and cycle parking is incorporated**

- **consider access, convenience, safety and security when designing cycle storage, waste and recycling storage.**

- **details of refuse storage and management should be addressed as part of the planning application**

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12. Design of basements

'Most development in Barnet involves the replacement, extension or conversion of existing buildings so taking account of context and local character is particularly important. We will therefore expect the design of new buildings and places to respond to the local area and its defining characteristics and reinforce or create local distinctiveness.' (Barnet's Core Strategy para 10.5.12)

12.1   This section addresses design aspects of basements within new residential development. For existing residential developments, guidelines on basement extensions are set out in Part Three, section 14.44 of this SPD. Further guidance on technical requirements, including the links to the surface water management plan, is set out in Barnet's Sustainable Design and Construction SPD (section 2.15.3 and table 2.17).

12.2   For new residential development, basements should generally be limited to the proposed footprint and volume of the house or building. In larger buildings with extensive plots it may be possible to extend under part of the rear garden. It will be necessary to ensure

that a mature garden can be established and maintained above the basement and details of soil and drainage will normally be required at the time of submitting a planning application.

12.3   Basements used for residential purposes are considered 'highly vulnerable' in the flood risk vulnerability classification (as set out in the Technical Guidance to the NPPF and will not normally be permitted in Flood Zone 3. Basements used for residential may only be allowed in Flood Zone 2 following the application of the Sequential Test and Exception Test.

12.4   Lightwells or skylights should be located away from the property boundary to enable a planted boundary to be maintained. They should be proportionate to the building they relate to. Open lightwells and sunken terraces will be resisted.

12.5   Illumination and light-spill from a lightwell can harm the appearance of a garden setting and cause nuisance to neighbouring properties. This will be taken into account when planning applications are considered. They should not harm any nearby trees, restrict future planting and mature development of trees typical of the area. It should be possible to establish and maintain hedges following construction of a basement. Forecourt parking arrangements should be considered carefully as light to basement windows can be severely restricted.

Principles

New development:

- **which includes visible external manifestations of a basement should pay special attention to the building they relate to and protect the character and appearance of the local and wider area and the setting of the individual development they form part of**

- **should ensure that the basement development does not harm the established garden, open area, nearby trees and that no adverse impact is caused to the amenity of neighbouring properties.**

13. Residential development within town centres

'Encouraging greater housing development within or on the edge of some of Barnet's town centres is an option that allows mixed uses which add vibrancy and greater all round activity. This can provide attractive locations for people who want to live close to services, jobs and public transport, for example, older people, single people and couples. (Barnet's Core Strategy para 8.2.2)

13.1   The design principles set out in Table 3 of this SPD will apply to residential developments within or outside town centres. However, given the location, size and type of residential developments within town centres, different planning and building parameters may be applicable.

13.2   Encouraging more people to live in town and local centres for easy access to shops and services, increases the viability of these centres and reduces the need to travel by car as these centres generally have good transport links and there are increased

opportunities for walking and cycling. Opportunities for housing as part of a mixed use development are largely focused on Barnet's town centres. For town centre residential accommodation the standards applied elsewhere in the borough (for example, in relation to car parking and amenity space) should be considered in line with Policies DM11 and DM17 and will be assessed on a case by case basis.

13.3   Barnet's town centres are considered to offer opportunities for residential growth as part of mixed use development. All mixed use development should:

- be of a high quality design

- ensure that the residential and other land uses are appropriately separated to protect the amenity of all occupiers of the site, with separate waste and recycling storage provision

- comply with the standards within this SPD for residential development and the Sustainable Design and Construction SPD.

13.4   Town centres typically have an urban identity, and are often characterised by development which forms a continuous building frontage directly abutting the pavement edge, with service areas at the rear of the buildings. Major considerations will include the continuity of building frontage, plot widths, residential access and servicing arrangements, the treatment of return frontages as well as the transition between the urban and suburban development pattern.

13.5   In the case of higher density developments where less distance is provided (as compared to the distance highlighted in Table 2), applicants will be asked to include innovative design solutions to avoid overlooking such as angled windows, careful choice of window locations, obscured glazing, use of level changes, staggering of windows, screening and single aspects dwellings.

13.6   The design and provision of private amenity space is particularly important in flatted schemes within Town centres, but more flexibility on provision may be given when it is difficult to provide amenity space. For further details on the provision of outdoor amenity spaces, refer to section 8 of this SPD.

13.7   The upper storeys of shops and other commercial buildings offer opportunity for new homes. Living above shops and commercial buildings can increase the vitality of an area and provide surveillance outside of normal business hours. Additional considerations include:

- The amenity of residents and occupiers, or of the surrounding area

- Sound proofing measures for the residential units and internal layout considerations

13.8   The Sustainable Design and Construction SPD (section 2.14) provides further guidance and requirements on how to reduce disturbance from noise.

Principles

- **ensure the size and design of new residential development within town centres relates to its setting, density and character**

- **encourage innovative designs and ensure required standards are used appropriately.**

- **for town centre residential accommodation the standards applied elsewhere in the borough (for example, in relation to car parking and amenity space) may be relaxed in line with Policy DM14 and will be considered on a case by case basis.**

PART 3
Design Guidance for Existing Residential Development in Barnet

14. Extensions to houses

'Most development in Barnet involves the replacement, extension or conversion of existing buildings so taking account of context and local character is particularly important. We will therefore expect the design of new buildings and places to respond to the local area and its defining characteristics and reinforce or create local distinctiveness.' (Barnet Core Strategy para 10.5.12)

14.1   This section revises and updates Barnet's Design Guidance Note 5 and sets out how the council considers planning applications for extensions to houses including semi-detached, detached and terraced houses as well as properties which have been converted into flats, although the overarching principles can be applied to all residential properties.

14.2   Extensions to houses both individually and cumulatively can have a profound effect on the appearance of an area and on the amenities enjoyed by the occupiers of adjoining properties. In general, extensions should reflect the design of the original building, whilst having regard to the character of the area and the residential amenity enjoyed by

neighbours. This means ensuring that the extension does not significantly impact on people's enjoyment of their own home or garden.

14.3   Not all houses can be extended. This may be due to lack of space or their position or design will mean any extension would harm the street scene or local amenity. In addition, there is a limit to how much most houses can be extended. The cumulative effect of extensions and their impact on the appearance of an area should also be taken into account. This means that proposed additions, which meet all the guidelines included in this SPD, may still be considered unacceptable and be refused planning permission.

Amenity

14.4   Extensions to properties should not be overbearing or unduly obtrusive and care should be taken to ensure they do not result in harmful:

- loss of privacy by overlooking adjoining properties
- loss of light or overshadowing of adjoining properties, particularly loss of light to main windows serving principal rooms such as living or dining rooms
- loss of outlook from adjoining properties
- sense of enclosure or overbearing impact on adjoining properties
- loss of garden, landscaping or open space, which contributes to local amenity
- loss of parking space that is desirable to retain

14.5   The Environment Agency has 'flood risk standing advice' available on their website for householder and other extensions in Flood Zones 2 and 3; this advice should not be applied if an additional dwelling is being created (e.g. a self-contained annex).

14.6   Whilst there is a judgement on what constitutes a harmful, overbearing or obtrusive extension (see Figure 1), it's advisable to contact the council duty planner for an early advice.

14.7   An extension at the rear of a property may affect the applicant / householder's amenities by restricting natural light to existing rooms requiring, artificial light to be used for much of the day which will cost more in energy, be less sustainable and affect the enjoyment of the accommodation.

Harmony

14.8   Proposed extensions should be consistent with the form, scale and architectural style of the original building, particularly where it is a period or suburban property.

14.9   Consistency with the original type of a building can be achieved by:
- Respecting the proportions of the existing house
- Using an appropriate roof form
- Matching materials and details
- Use of innovative design that can add and improve the building outlook
- Matching the window style, proportions and position
- Reflecting the character of the original house.

Whichever type of design is proposed, the following rules should apply:

- The extension should normally be subordinate to the original house
- The extension should respect the original building and should not be overly-dominant
- The height of the extension should normally be lower than the height of the original building. For example, this can usually be achieved for a two-storey side extension by stepping down the roofline and setting back the front building line (see Figure 2).
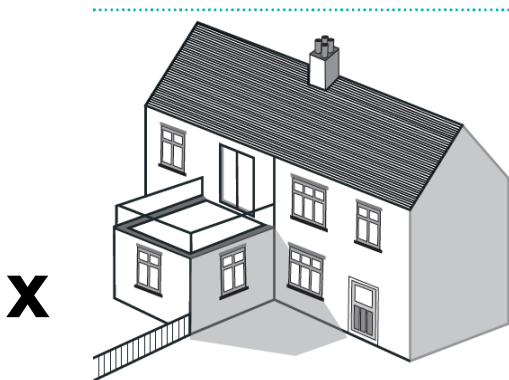
Figure 1: Overshadowing, overlooking and loss of outlook

Matching roof pitches and covering

Lower ridge height

Minimum 1m to side boundary

Setback from front building line

Width no more than half the width of the existing dwelling
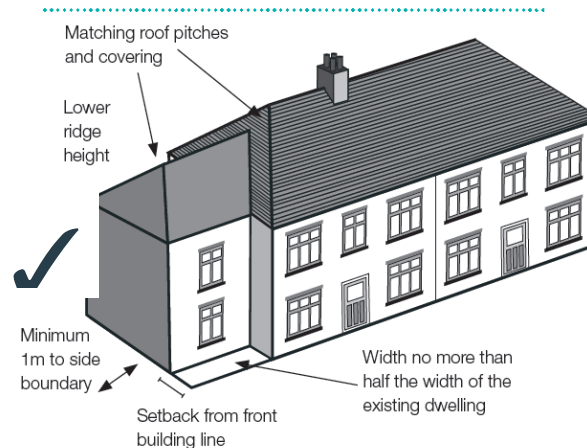
Figure 2: Subordinate approach

Materials and details

14.10   External finishes, materials and architectural features affect the appearance of the extension. It is important to match the brickwork and roofing materials of the existing house in terms of colour, type and size. The brick bond and mortar joints should also be copied. The design, proportions and position of joinery details, windows and doors should reflect those of the original building to ensure the details of the new extension are sympathetically in-keeping and do not detract from the area's general character.

14.11   Windows on extensions should normally match those on the existing house, in terms of their design, material and proportions. Where necessary, they should also be recessed to match the original windows. Where a hierarchy exists (i.e. they reduce in size the higher up the house they are) those windows on upper floors will often need to be slightly smaller than those on the floors below. Original bay windows are important features which should not be enlarged or altered significantly, to avoid having an adverse effect on the appearance of the house.

14.12   Where a flat roof is appropriate on a single storey extension (and in many cases pitched roofs are a better design), the roof should relate to any existing horizontal elements such as string courses or to the line of change between materials e.g. brick to render or tile hanging. Brick on edge coping is usually more satisfactory than a timber fascia board. Flat roofs should not normally be used as balconies and should only be accessed for maintenance purposes as nuisance and loss of privacy to immediate neighbours may result in overlooking into their amenity space. In such cases conditions will normally be applied to the planning consent.

Fitting into the street

14.13 If there is a consistent and coherent architectural character, the extension should not detract from it. The extension should sit comfortably with the main building and with neighbouring houses by:

- Taking account of the group value, character and established form of development along the street
- Using a design and facing materials which blend in with the character and appearance of the existing house
- Taking account of changes in levels between properties, gardens and the road
- Taking account of the angle and position of the house. This may increase the visual effect of the extension in the street scene
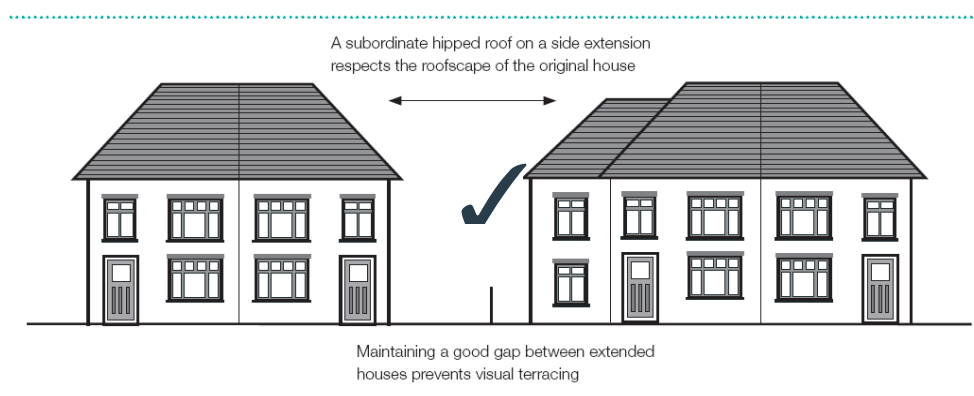
Figure 3: Maintain gaps between houses with subordinate extensions

- complementing the roof form of the original house and the surrounding area (see Figure 3)
- Leaving enough space between houses to make sure they appear well separated
- Avoiding protruding beyond prominent building lines
- Glimpsed views between buildings, which in allowing greenery and sky to be seen from the road contributes to the character of the area
- Take account of existing features along the boundary, for example, outbuildings, fences, walls and trees
- Making sure the garden remains capable of providing adequate amenity space for enjoyment at the property.

Side extensions

14.14 Side extensions to existing buildings can be unacceptably prominent features in the street scene as shown by Figure 4. Where gaps between houses are a common feature of a street, then proposals which close such gaps or create a terracing effect by bringing buildings too close together are likely to be rejected.

X

Flat roof unacceptable

Building up to
boundary line
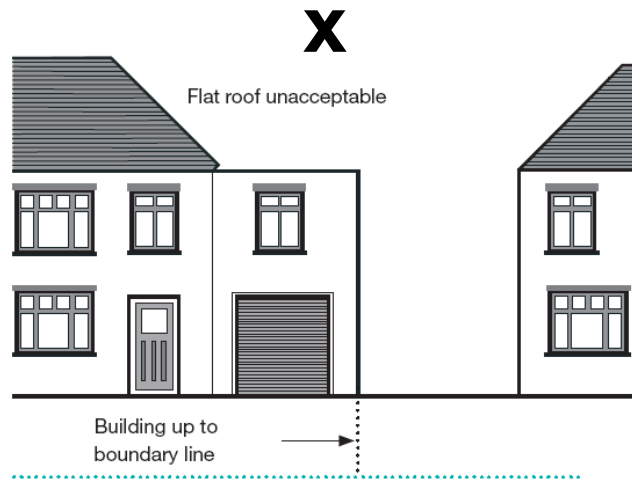
Figure 4: An inappropriate side extension
on a semi-detached house

14.15 Side extensions should not be more than half the width of the original house. In addition, the setting back of the front wall of side extensions from the front building line can help to reduce the visual impact on the street scene. First floor side extensions should normally be set back 1 metre from the front main wall of the existing house. Figure 5 shows a subordinate side extension.

Matching hip roofs

Setback

A single storey extension with a hipped
roof, set back from the front building line,
reads as a subordinate extension
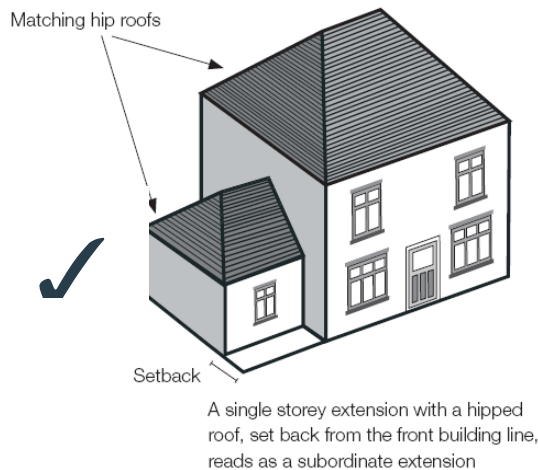
Figure 5: A subordinate single storey extension

14.16 Pitched roofs help extensions fit in with the street and may be required for single storey extensions. Pitched roofs, following the same pitch as the existing roof, will normally be needed for two storey extensions and be set down at least 0.5 metre from the ridge of the main roof. Side windows or other detailing can help improve the appearance of a flank wall. Figure 6 shows an inappropriate side extension to a detached house. With a flat roof and lack of setback it is too dominant.

14.17 In order to reduce the visual impact of two storey or first floor side extensions, there should normally be a minimum gap of 2 metres between the flank walls of properties at first floor level (i.e. a minimum gap of 1m between the boundary and the extension at first floor level for most two storey extensions).

14.18 A larger gap may be required if the adjoining property would in any way be demonstrably harmed. Where possible, an existing direct access to a rear garden should be retained.

The flat roof is unacceptable, and the extension has not been set back from the front building line and is too dominant. The windows and garage door detract from the original property.

X
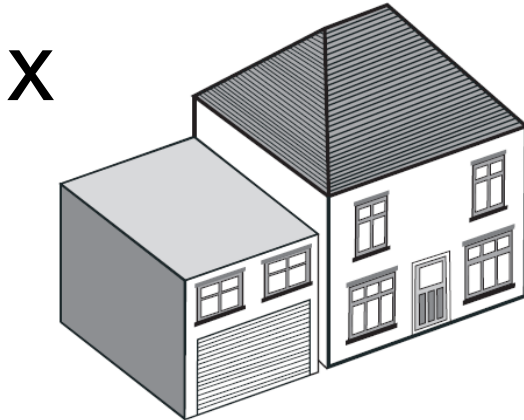
Figure 6: An inappropriate side extension on a detached house

14.19   Extensions on corner sites will be particularly open to public view. First floor extensions on corner sites should not project beyond the building line of the adjoining road (see Figure 7).

Extension
Building line
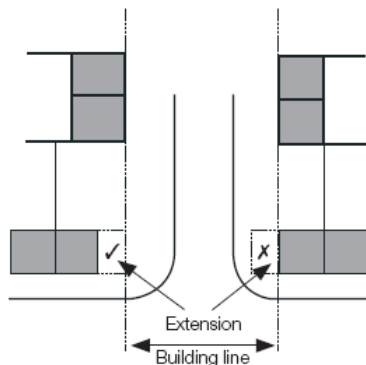
Figure 7: Do not protrude past prominent corners

14.20   Side extensions should ensure that the visual and residential amenities of neighbouring properties are not significantly affected.

Rear extensions

14.21   The depth of a single storey rear extension, normally considered acceptable for terraced properties is 3 metres, for semi-detached properties it is 3.5 metres, and detached property is 4 metres.

14.22   Single storey rear extensions to the original house, need to ensure that:
   • the depth and/or height of the extension does not cause a significant sense of enclosure, or loss of outlook from, or light to, principal windows of habitable rooms of neighbouring properties

- they do not look too bulky and prominent compared to the size of the main building and garden to which they relate
- if the garden space is in breach of amenity standards then application will normally be refused
- in addition, if the adjoining house is at a lower level or has a rear building line set back from your rear building line, the depth of the proposed extension may need to be reduced in order to protect amenity of your neighbour.

14.23 However, where there is significant harm to neighbours or residential amenities, deeper extensions than that of neighbour's house would be inappropriate. In such cases each proposal will be considered on its own individual merits. Figure 8 shows an over-sized two storey rear extension. Two storey rear extensions which are closer than 2 metres to a neighbouring boundary and project more than 3 metres in depth are not normally considered acceptable. This is because they can be too bulky and dominant, and have a detrimental effect on the amenities of neighbours.

14.24 Two storey rear extensions need to ensure they do not lead to:

- loss of light to, and outlook from, windows and glazed doors positioned close to the extension
- unacceptable sense of enclosure to house and garden
- overbearing impact
- harm to the character or appearance of the property and area.

Two storey rear extensions should not create an unacceptable sense of enclosure or have an overbearing impact on the adjoining house or garden

X
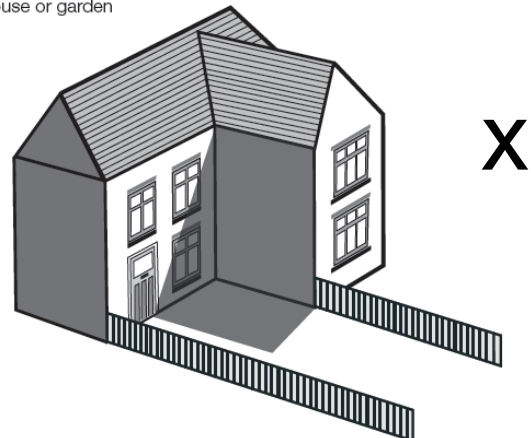
Figure 8: An over-sized two storey rear extension

14.25 On widely spaced semi-detached or detached houses, there may be more scope for larger rear extensions. However, the principles of good design set out in Table 3 of this SPD still apply.

14.26 Flat roofs should not normally be used as balconies as loss of privacy to immediate neighbours almost always results. This applies to side as well as rear extensions. Flat roofs on two storey rear extensions are not normally acceptable because they do not relate sympathetically to the house. Refer to overlooking issues and conditions listed in para 14.11.

14.27 Proposed extensions on properties located within a designated conservation area will need to ensure that they preserve or enhance the character and appearance of the conservation area.

Front extensions

14.28 Large, front extensions will not normally be permitted because of their effect on the street scene and character of the area in general.

14.29 Where it is considered that a building may reasonably be extended forward (for example, on occasion detached houses in low density areas or in roads with irregular building lines), the following principles should be observed:

- the new roof should normally reflect the roof form of the existing house (e.g. pitched with tiles to match)

- front extensions should fit in with the architectural style of the house

- care should be taken to ensure that front extensions have regard to, and do not conflict with, existing architectural features such as bay windows

- windows should be positioned where they do not have a harmful effect on the amenities of neighbouring properties.

- porches should be designed in accordance with the requirements listed in section 14.51-55 of this SPD.

Dormer roof extensions

14.30 Additional, usable space can sometimes be created by converting roof space, providing this is carried out sympathetically. This often involves the formation of dormer windows or the insertion of roof lights. Many houses in Barnet have roofs that are too small for conversion, or in some cases, dormer windows or roof lights may be out of keeping with the character of the area.

14.31 A dormer roof extension is a vertical window or opening in a sloping roof, having its own roof, either flat, pitched or curved. Such extensions can have a significant effect on the appearance of a house and their design needs careful consideration.

14.32 Dormers on the front of semi-detached or terraced houses will not generally be acceptable, due to their unbalancing effect on adjoining houses and the general street scene. Any exceptions are extremely limited and usually only where original front dormer extensions exist.

14.33 The following points should be considered for dormer roof extensions:

- *Design* - should reflect style and proportion of windows on the existing house. Dormers may have flat, gabled, hipped or curved roofs and subject to the criteria on position, should normally align with the windows below.
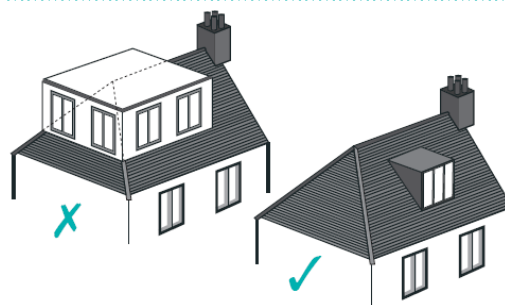
Figure 9: Size and scale of dormer windows. Dormers should be of an appropriate size and position

- *Position* - Dormer roof extensions should not overlap or wrap around the hips (see Figure 9) or rise above the ridge. Adequate roof slope above and below the dormer is required on semi-detached and terraced properties, the dormer extension should be set in at least 1 metre from the party wall, flank wall or chimney stack. In smaller terraced houses where due to internal physical constraints dormers that are set in less than 1 metre will be taken into account providing such constraints and any minimum Building Regulation or fire regulation requirements are clearly and robustly demonstrated.

- *Scale* - Dormer roof extensions should normally be subordinate features on the roof and should not occupy more than half the width or half the depth of the roof slope. Dormers which wrap around the hips will not normally be considered acceptable (see Figure 9).

- *Proportion* - To retain the balance of the house, the dormer roof extension should not normally be wider than the window below it and the dormer cheeks kept as narrow as possible (see Figure 10). For smaller enclosed houses, such as terraces consideration and allowance will be given to internal workable space and Building Regulation requirements for wider roof extensions. On side dormer extensions, where there is a requirement to provide adequate headroom for stairs, the extension should still be set away from the ridge and clear of the hips (see Figure 10).

- *Overlooking* - Care should be taken in the design and location of new dormers, including side dormers to minimize overlooking

- *Materials* - The window materials and design should be in keeping with those on the rest of the house. The dormer cheeks should be finished with lead, tiles, slates or other traditional materials, and the top of flat roofed dormers should be finished with lead or zinc. The use of roofing felt for the roof, cheeks or face of the dormer should be avoided.
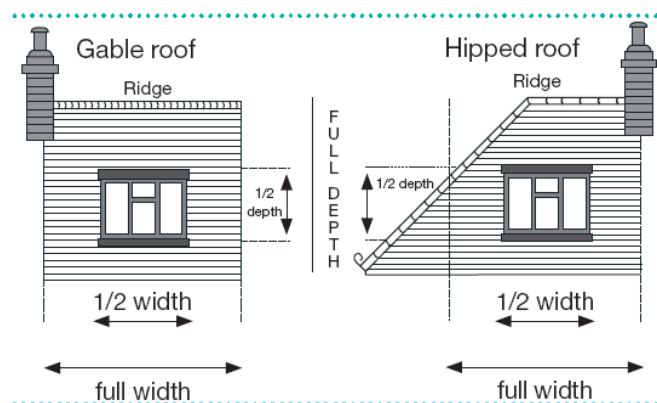
Figure 10: Rear dormer windows of an appropriate scale

- Roofs - Dormer roofs should be sympathetic to the main roof of the house. For example, pitched roofs to dormers should be hipped at the same angle as the main roof (see Figure 11).
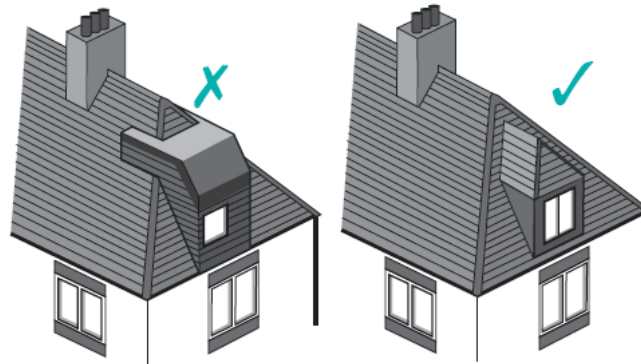
Figure 11: Relationship to existing roof design and bulk is important

Large roof extensions

14.34   Consideration will be given to whether or not gable end extensions are a characteristic feature of the street and wider area.

14.35   Proposed hip to gable roof extensions need to take into account the following criteria:
  • The gable should not unbalance a pair of semi-detached houses or a short terrace
  • The gable should not reduce the degree of visual separation between houses or glimpsed views from the street
  • The gable should not form an overbearing wall facing a street, neighbouring garden or other public place
  • The gable should not appear out of character within the streetscape

Roof lights

14.36   Roof lights should be carefully positioned in order not to impact detrimentally or disfigure the appearance of a building, particularly where they are not a characteristic feature in the street. On front roof slopes roof lights should be of the 'conservation type' i.e. fitting flush with the roof slope and they should not dominate the roof in terms of their number. It is preferable to position them on rear roof slopes (see Figure 12)
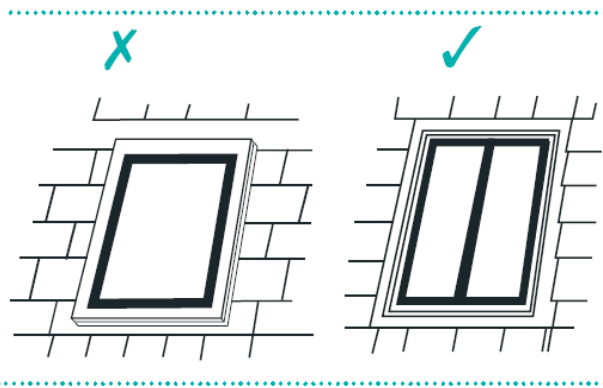
Figure 12: Flush fitting 'conservation' style rooflights sit more comfortably within roof slopes

Detached ancillary buildings in front and back gardens

14.37 All developments should protect and enhance the gardens at residential properties. The natural features and spaciousness of gardens make an important contribution to Barnet's distinctiveness as well as climate change mitigation in terms of urban cooling and management of surface water. Detached buildings in gardens can therefore have a significant impact on local character, amenity and flood risk in gardens as well as its surrounding areas.

Front garden buildings

14.38 Front gardens walls, fencing and railings should be sympathetic to the character of the building and garden and normally no higher than 1 metre. Original railings should be retained where possible.

14.39 Detached buildings are not normally acceptable at the front of terraced or semi-detached houses because of their dominant impact on the street scene. On detached houses, they will only be considered acceptable where detached buildings in front gardens form part of the existing character of the street. For instance, where detached buildings were built as part of the original form and layout of an estate.

Back garden buildings

14.40 In general, rear garden walls and fences should not exceed 2 metres to protect views and daylight. The same principles apply to the design of back garden buildings as to rear extensions:

- they should not unduly over-shadow neighbouring properties
- they should not be too large or significantly reduce the size of a garden to become out of character with the area
- they should not unduly affect outlook from an adjoining property's habitable rooms or principal garden areas
- their design and materials should be in harmony with the surrounding area.

14.41 Proposals should consider location of garden buildings such as sheds and greenhouses so that they minimise the impact on neighbouring properties. Garden buildings should be located to the rear of properties. The building materials used should respect the existing buildings and the overall character of the area. Garden buildings should minimise any impact on trees.

Basement extensions

14.42 The council seeks to ensure that basement development does not harm the established architectural character of buildings and surrounding areas, including gardens and nearby trees, and that no adverse impact is caused to the amenity of neighbouring properties.

14.43 Often with basement development, the only visual manifestations are light wells and skylights, with the bulk of the development concealed wholly underground and away from any public view.

14.44 The council will normally allow single floor basement extensions which do not project further than 3 metres from the rear wall of a house or more than half its width beyond each side elevation. If you intend to carry out work to an existing wall or structure which is shared with another property, build a free-standing wall or a wall up to or astride the boundary with a neighbouring property, or excavate near a neighbouring building, then the neighbours should be notified under the provisions of the Party Wall Act 1996. It should be noted that issues that relate to boundary disputes and land ownership are not planning matters. Similarly, issues related to foundations and movements are not planning but Building Control matters, therefore relevant departments should be contacted for any further guidance.

14.45 The following points should be considered for basement extensions:

- Nearby trees roots on or adjoining the site should not be damaged.
- Not more than 50% of the amenity space (garden or front court yard) should be removed.
- Neighbouring ground water conditions should not be adversely affected.
- Any exposed area of basement should be subordinate to the property being extended and respect its original design and proportions. The length of any visible basement wall should not dominate a property nor extend its full width. In number, form, scale and panel size, basement windows should relate to the façade above. Windows should be aligned to any openings at the higher level and be of a size that is clearly subordinate to these so as to respect the character of the original building.
- Light-wells at the front need to appear as discreet interventions that do not harm the character or appearance of the building and its frontage. In situations where light-wells are not part of the established street scene, the nature of the front garden will help to determine their suitability. Where the depth of a front garden is sufficient, basement light-wells are more easily concealed by landscaping and boundary treatments providing a visual buffer from the street. In such circumstances light-wells that are sensitively designed may be acceptable, subject to other design requirements.
- Railings, grilles and other light-well treatments should avoid creating visual clutter and detracting from an existing front boundary wall, or obscuring front windows. This is particularly important in shallow gardens where front light-wells should be secured by a grille which sits flush with the natural ground level, rather than with the use of

railings. Railings will be considered acceptable where they form part of the established street scene, or would not cause harm to the appearance of the property and neighbouring area.

- All rooms within a basement should be able to function properly for the purpose intended. They should be of an adequate size and shape and receive natural lighting and ventilation. All habitable rooms within basement accommodation should have minimum headroom of 2.5 metres.

- Forecourt parking arrangements should be considered carefully as light to basement windows can be severely restricted.

Annexes to dwellings

14.46   Proposals to build an annex will be considered on the individual merits of the scheme but as with any other extension they should comply with the relevant design parameters outlined in this SPD.

14.47   An annex must not have a separate entrance or staircase and should be internally connected to the rest of the house and should not include a separate kitchen. It must remain ancillary to the main house at all times and this should be conditioned.

Extent of extensions in Green Belt/ Metropolitan Open Land

14.48   Within Barnet's Green Belt /MOL, extensions should not result in disproportionate additions over and above the size of the original house. An "original dwelling" as referred to in the policy is that as existed on the 1st July 1948, or as originally built if constructed after that date. As a guiding principle the volume of the original dwelling should not be increased by more than 25% by external measurement in order to protect openness. The cumulative effects of previous extensions will be taken into account. Proposed demolitions can be deducted in calculations if they are an integral part of the dwelling.

14.49   There may be cases where more than a 25% increase is justified to produce a better design solution but there may also be cases where less than 25% is appropriate, to avoid a disproportionate extension to a dwelling or where the site is especially prominent.

14.50   The calculations will include unused permitted development rights and any extant consents to build accordingly. The exception to this will be when the applicant agrees to the extinguishment of unimplemented permissions or parts thereof. In all cases the council will require a detailed survey which shows all buildings within the curtilage of a site and the details of its planning history. The use of excessive extensions to create additional units may indicate an overdevelopment of the site and will be unacceptable. Extensions to houses adjacent to Green Belt/MOL should respect the character of their surroundings and the visual amenity of these areas.

Porches and canopies

14.51   This section replaces Barnet's Design Guidance Note 11 on Porches. Further information is also available on the Planning Portal website.

14.52 As shown below a porch is built around an external door giving access to the building. A porch is not necessarily the same as a front or side extension. A front porch on a house is "permitted development" provided that:

- it is not added to a flat, apartment or boarding house;
- the ground area (measured externally) does not exceed 3 square metres;
- the height does not exceed 3 metres above ground level;
- no part of the porch is closer than 2 metres to any highway;
- there is no condition on a previous planning permission for the property which takes away your permitted development rights. This is most common on new houses;
- No part of the porch (including the foundations) will encroach on or over the adjacent neighbour's property;
- the house is not a listed building or within a conservation area. In these cases special considerations apply.
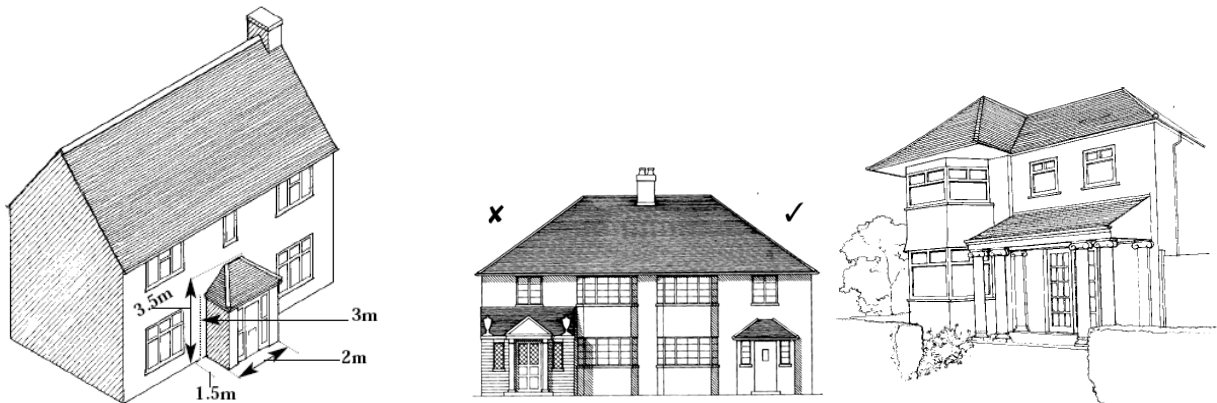
Picture: please note that in some cases these maximum sizes may be too large to achieve visual balance with your house.

14.53 It is natural for owners to want to improve and extend their properties, but the extensions need to be carefully designed. A properly designed porch can have a positive effect on the area. In some cases depending upon the location, size, type, either larger or smaller porches may be appropriate. The porch roof should reflect the roof style of the existing house. As shown below the material, shape and style of existing doors and windows should be matched to create an overall balance to the design.

Picture: Examples of angled porches which blend in with the bay windows.

14.54   Where a porch is on the front elevation, special care should be taken that it does not spoil the appearance of the property and street as well as the outlook of neighbouring houses. Adding undue canopies can be unsightly as it is likely to protrude too far and dominate the front of the house. As houses differ in size and style, sometimes it is not possible to add a porch to a house.

14.55   In case a carport is being constructed, make sure it is well designed as it can often detract from the design of the property and the whole of the street. It is important that the materials used are sympathetic to the original house. In addition, as with garages, it is important there is adequate distance to park a car outside the carport and still remain clear of the highway or footpath.

Conversion of garages to habitable accommodation

14.56   The conversion of a garage to habitable accommodation (used for living/sleeping) may require planning permission. Depending on when the garage was originally granted consent, a condition on the consent may restrict its usage i.e. for car parking. In such cases planning permission is required to convert the space. The council will take into account the off-street parking available and the appropriateness of any external alterations i.e. changing the appearance of the garage elevation to a wall and a window.

14.57   Planning permission is also required for any proposal that involves extending the garage wall to create a bay window or extending beyond the front most part of the house. Design principles listed in Table 3 will still apply.

Principles and Further Guidance

Ensure:

- **extensions reflect the design of the original building, whilst having regard to the character and appearance of the area**

- **the design of the extensions/ houses result in subordinate additions to the building they relate to and respect its existing architectural features, materials, settings, local character and wider context**

- **proposed extensions, outdoor buildings and porches do not cause undue harm to the street, are not overbearing, intrusive, cause overshadowing or undue harm to the amenity of neighbouring occupiers and users**

- **all development proposals should protect and enhance residential gardens (side, front and back). Garden walls, fences, railings should be sympathetic to its local character and within required standards**

- **basement extension do not harm the established architectural character of buildings and surrounding areas, including gardens and nearby trees and that no adverse impact is caused to the amenity of occupiers, users and neighbouring properties**

- **extensions to houses adjacent to / within the Green Belt and MOL's should respect the character of its surroundings and the visual amenity of those areas.**

15. Conversions

'The conversion of existing dwellings into flats can have a cumulative effect that is damaging to the quality of the environment and detracts from the character of established residential areas. Conversions may be appropriate in certain types of property or street particularly where they are highly accessible. However, even in such locations they can harm the character of areas by changing external appearance and increasing activity. Such activity can often involve more people movements, increased car movements and parking stress, more rubbish to be collected and more deliveries'. (Barnet Development Management Policies, para 2.8.1)

15.1   This section revises and updates Barnet's Design Guidance Note 7 on conversions. The council's approach as set out in the Local Plan is that the conversion of dwellings into flats in roads characterised by houses will not normally be appropriate. Therefore, this section of the SPD sets out how the council considers applications for the conversion of single family homes into two or more self-contained units including Housing in Multiple Occupation (HMOs).

15.2   The residential suburbs of Barnet have strong local character and streetscapes. Much of that character is derived from housing developed in the 1920s and 1930s with coherence and uniformity giving a sense of place to the suburbs. Therefore, for example when conversions seek new exterior alterations, such as replacement windows, doors or porches, these should reflect the prevailing local character and enhance, not disrupt the streetscape. Conversions in appropriate locations should not have any detrimental effect; they should not raise privacy issues, parking problems or have adverse effects on residential amenity.

15.3   Barnet's approach to conversions as set out in Policy DM01 is to minimise their impact on the local environment and to ensure that occupiers of both new and existing units enjoy a high standard of amenity. Whether or not a conversion is acceptable in principle will depend on the character of both the house and the street.

15.4   The conversion of existing dwellings into flats can have a cumulative impact on environmental quality and the character of established residential areas. Conversions may be appropriate in certain types of property or street particularly where they are highly accessible. However, even in such locations they can harm the character of areas by changing external appearance and increasing activity. Such activity can often involve more people movements, increased car movements and parking stress, more rubbish to be collected and more deliveries.

15.5   Conversions generate extra movement of people and vehicles and the alterations required to accommodate such a use can impact upon the character and appearance of a locality. Conversion proposals are therefore likely to be resisted in areas of low density housing where predominantly there are single family occupation houses and where the external alterations would impact on the appearance of the local area (e.g. hardstanding for a parking space and refuse storage areas).

15.6   Where the conversion of a single family home into a small HMO or subdivision into flats is proposed the following should all be considered:

- The property should be large enough to be converted without the need for substantial additional extensions and
- There should normally be access to the rear garden for all flats and,

- There should be adequate space off street to meet parking standards set out in DM17 and.

- There should be adequate space to provide suitable refuse storage in line with council guidance for architects and .

- Unit sizes should conform with the London Plan's minimum space standards set out in Appendix 2 or for HMO the Councils adopted Housing Standards (Table 1.3) of this SPD.

15.7   Flat conversions should aim to meet the outdoor amenity space standards set out in the SD&C SPD. The majority of converted dwellings have access to a garden, most likely in the form of a single or subdivision of an existing garden into private garden areas. This is usually split so that the garden area nearest the house is allocated for the sole use of the ground floor flat and the sub division furthest away from the house allocated for the sole use of the upstairs flat(s).

15.8   Front gardens are not considered to be appropriate as amenity space due to lack of privacy. Ground floor dwellings in flatted schemes can provide direct access to a private garden space leading to a private communal space beyond.

15.9   In circumstances where the building has no original or traditional features of merit, the design of any conversion to reflect the vernacular character and appearance of other buildings in the locality should be taken into account. Proposals should therefore have regard to the design and layout principles set out in Table 3 of this SPD.

Houses in Multiple Occupation

15.10   A House in Multiple Occupation (HMO) is a dwelling in which more than two people (separate householders; unrelated to each other) share communal facilities such as bathrooms, kitchens and living rooms. Policy DM09 of the Local Plan explains Barnet's policy on Houses in Multiple Occupation. HMO's may require licensing under the Housing Act and Environmental Health Act. Advice on this should be sought from Barnet's Environment and Licensing services.

Principles of Good Design

15.11   If the principle of conversion is considered acceptable for a particular property, then the following detailed design principles should be taken into account:

1. External appearance

15.12   A good conversion should result in the minimum alteration to the external appearance of the house. Particular attention should be paid to the following points:

Front doors: The insertion of an additional front door tends to unbalance the appearance of the house.

As shown in Figure 13, avoid replacing the existing front door of the property with two doors adjacent to one another. If possible, additional letterboxes should be sited internally. On especially large properties or those on corner plots, it may be possible for each unit to have its own front door on different sides of the house without detracting

from the appearance of the property. Each new residential unit should be self-contained, with its own lockable door.
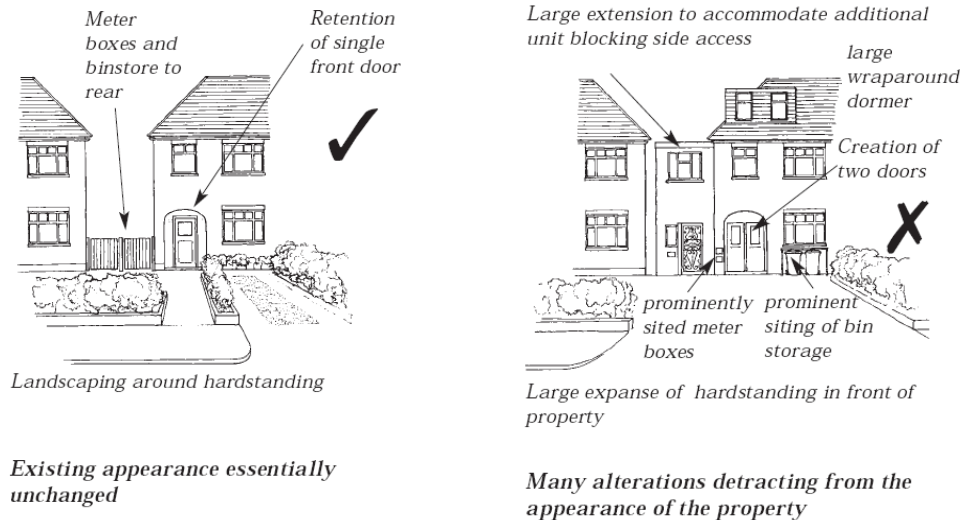
Figure 13 – Respecting Existing Appearance of Front of Properties

Extensions and roof alterations: Large extensions or alterations to the roof are unlikely to be acceptable. A rooflight may be a much less obtrusive way of making a loft space usable than a dormer window. More guidance is provided at para 14.29.

2. Internal layout

15.13 Subdivision requires careful consideration of the layout of each unit and the size and features of the rooms, so that the proximity of the new units to each other does not cause their occupants or neighbours undue disturbance.

Minimum size of unit: Appendix 2 (Table 1.3) sets down a minimum floor area of 39m^2 (where a studio has a shower room instead of a bathroom, the floor area may be reduced from 39m^2 to 37m^2) for any new dwelling created through a residential conversion, including studio flats.
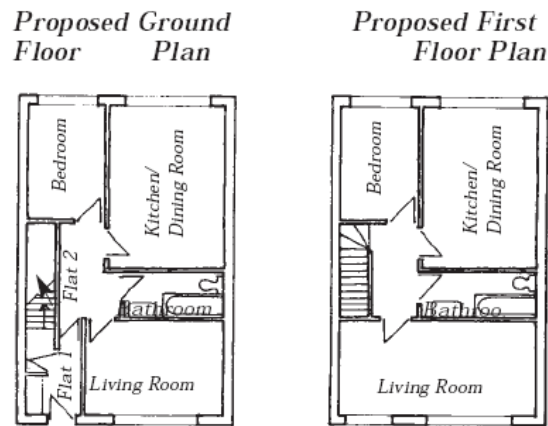
Figure 14 – Appropriate Room Layouts for Flat Conversions

Room arrangement: As shown in Figure 14 rooms should generally lead off a hall or corridor, so that each can be accessed independently. Rooms should be located in accordance with the stacking principles highlighted in para 15.13 above in order to avoid additional noise and disturbance to neighbours.

The upper flat should be accessed from an internal set of stairs. The design of the flats must allow easy and unrestricted movement within the property, which means for example the avoidance of steep or narrow stairs and passageways, or difficult changes in level.

The design of flats in converted properties must make allowance for:

Sound-insulation: In order that the occupants of a conversion do not experience a noise nuisance, walls and floors separating dwellings should be adequately insulated so as to comply with the standards set down in the Building Regulations.

Fire regulations: Building Regulations approval is required for structural alterations and fire precautions, including the need for fire proofing of the floors and the wall between the two flats. If the conversion involves more than two storeys, then adequate provision must be made for a secondary means of escape from fire.

Plumbing and drainage: Building Regulation approval will be required for facilities such as the new bathroom.

Thermal SAP requirements: Building Regulation approval will also be required for the provision of adequate thermal insulation.

3. Access to a garden

15.14 The amenity space standards Table 1.2 in Appendix 2 should normally be applied to conversion properties. For flats, this standard is 5m² per habitable room. Refer to section 8 and the SD&C SPD for detailed standards and how they are applied.

15.15   Adequate access to the garden area should normally be available and maintained for the occupiers of each unit. Access to the garden for the upper flat in detached or semi-detached houses is usually best provided by means of a side access. However, in the case of a terraced house, this may necessitate an alternative means of access such as an external staircase. This will only be acceptable where the addition of such a staircase does not unduly detract from the appearance of the property and does not cause demonstrable harm to residential amenity and neighbouring resident's amenities. .Any proposal for an external staircase would be considered on its own particular merits.

4. Car parking

15.16   Adequate provision should be made for off street car parking and it should be provided in accordance with Barnet's residential parking standards (Policy DM17).

15.17   Where, houses in a particular locality are characterised by planted front gardens, hardsurfacing to provide car parking is likely to be detrimental to this character and will be resisted. More information on hardstandings is set out in section 16 of this SPD.

5. Bin storage

15.18   As paras 11.10 and 11.11 above explain in detail, waste and recycling storage areas should normally be integrated within the building or provided on site but out of sight (and screened within an enclosure or by landscaping as shown in figure 15) avoiding landscaped garden areas in front of dwellings. Sensitive use of landscaping can soften the impact of bin storage areas when it is necessary for them to be sited to the front of a property.
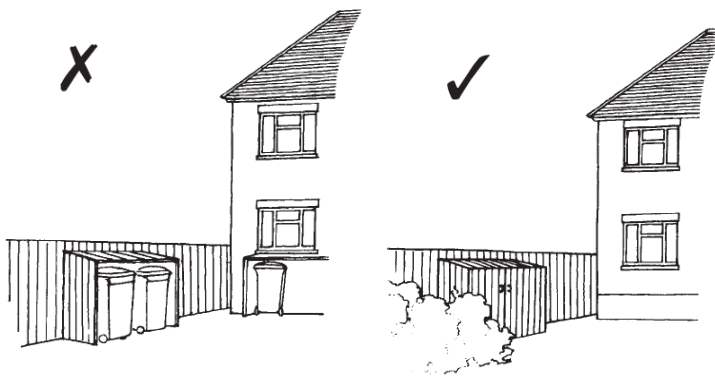
Figure 15: examples of an integration of waste and recycling storage areas

6. Gas & electricity meter boxes

15.19   More than one meter box on the front of a house can look unsightly. Where possible and safe, meter boxes should be located partially buried at the foot of the house wall to the front, or on the side of the property.

7. Security & crime prevention

15.20   For design solutions for improving security and preventing crime please refer to paras 7.7 – 7.9 in section 7 above for further information.

- **conversions of houses into flats or HMOs, in roads characterised by houses will not normally be appropriate**

- **consideration should be given to local character and surroundings and conversions that harm this, (due to cumulative impacts of such conversions) will be refused**

- **the unit size should normally comply with Barnet's space standards highlighted in Appendix 2**

- **usable amenity space should normally be provided for the occupiers of all units**

- **consideration should be given to the necessary provision and associated activities such as car and cycle parking spaces, storage, hardsurfacing and refuse store at the earliest stage of design**

- **where conversion take place, any impact on the amenity of future residents and neighbouring properties should be minimised.**

16. Hardstandings and vehicular crossovers

"Barnet's Characterisation Study identified the severe impact of off-street car parking and consequent loss of front gardens on the dominating street typologies". (Barnet Core Strategy para 10.7.1)

16.1   This section revises and updates Barnet's Design Guidance Note 3 on Hardstandings and Vehicular Crossovers. This section deals with the design of hardstandings for parking vehicles outside domestic properties and the provision of access to the hardstanding.

16.2   Front gardens contribute positively to the aesthetic charms and character of streetscapes and the setting of individual groups of properties throughout the Borough.. Increased car ownership and demand for parking spaces has put pressure on the use of off-street car parking, leading to loss of on-street parking provision as there will not be general use of the new private space (s).

16.3   Front gardens provide an important physical boundary between houses and the public realm. They can enhance privacy as well as filtering out noise and air pollution. Front gardens with perimeter walls, hedges or fences can offer safer spaces in which children can play as well as contribute to biodiversity.

Hardstandings

16.4   Gardens help to reduce the risk of flash flooding by soaking up an average of 10 litres of rainwater per minute (Royal Horticultural Society). Soft landscaping prevents water running away from gardens onto the highway. The Sustainable Design and Construction SPD (section 2.15.3) advises that new developments should normally utilise environmentally friendly methods of design and construction to help mitigate the impacts of climate change which causes increased rainfall, potential flooding and water

course pollution. Permeable materials and sustainable urban drainage systems (SUDS) can be applied to hardstandings easily and relatively cheaply.

16.5   The following issues need to be considered when designing the layout and choosing the right materials for a hardstanding:

a. Preserving local character and retaining existing planting

16.6   As shown in Figure 16 the hardstanding should maintain a balance between hard and soft landscaping and should contribute positively to the streetscene.

- the area intended for the hardstanding should be the minimum space necessary to allow a vehicle to be parked
- a hardstanding impact can be lessened by retaining mature trees and shrubs or creating areas of new planting

Figure 16 Design of Appropriate Hardstanding

Good design: Using permeable gravel for the hardstanding whilst retaining vegetation creates a colourful and pleasant street environment.
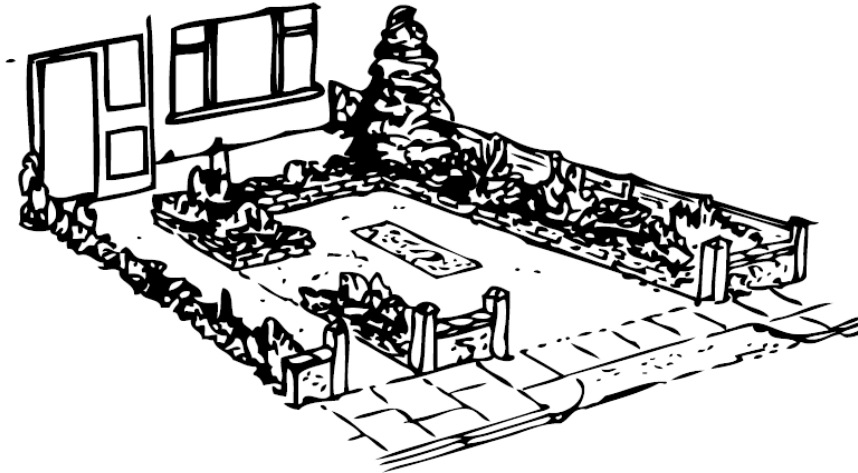
Bad design: Completely paving over your garden reduces the surface area that can absorb rain and detracts from the attractiveness of the streetscape.
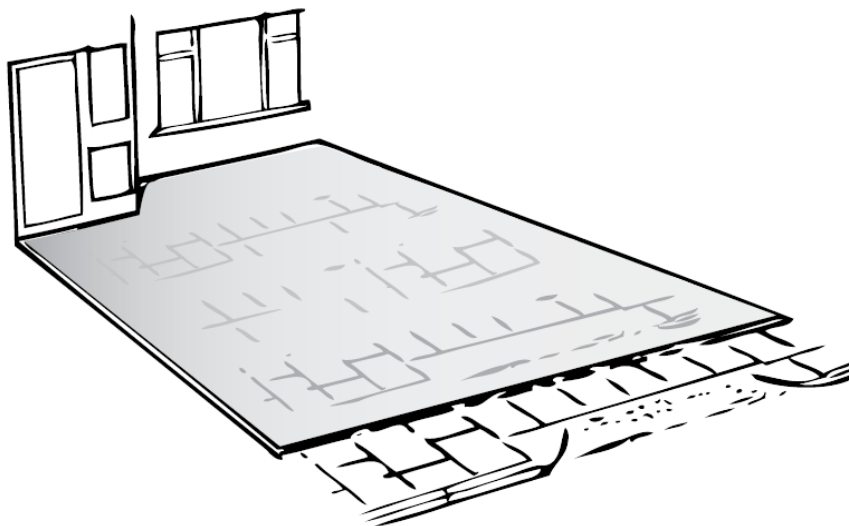
- a planted strip or hedge between the vehicular and pedestrian access or around the fringe can help to break-up the appearance of the hardstanding and may be used to help screen the vehicle
- pedestrian gates should be retained and any new or existing walls, fences or other boundary features should reflect the style, features, sympathetic materials of the existing area and may require planning permission.

b. Providing level access, ensuring safety and crime reduction

16.7   Consideration should be given to movement of people and vehicles entering and leaving the hardstanding as well as protecting the wellbeing and security of occupants and the property. The following advice should be considered:

- allow good visibility for cars leaving the hardstanding. Vegetation or other features such as gates and walls should not be over 1m high within 2m on either side of the entrance to the hardstanding

- cars should not overhang the pavement, nor block the entrance to building and a clear pathway should be provided at the entrance to a building

- landscaping, including shrubs, should not impede natural surveillance and the building front should be open to view. Shrubs that have a mature growth height of no more than 1.5m and trees that have no foliage below 2m are an ideal choice for maintaining an eye level field of vision.

Vehicular crossovers

16.8   For a new vehicular access, households require a crossover to be constructed (dropping the kerb) to allow vehicles to access the hardstanding across the pavement. An application for a crossover on a classified road must first be made for an approval by the council's Crossovers team in the Highways department.

16.9   In some circumstances constructing a hardstanding is considered to be permitted development and does not require full planning permission. Planning permission is likely to be required if the hardsurfacing also requires significant level changes. Planning permission will be required for any type of new hard standing (e.g. patios, driveways or decking) which is 5m² or larger; or repair an area of 5m² or more of existing hard standing and if the area is between the principle elevation and the highway; and any rainwater runoff would end up going down the drains.

16.10 The area needed to park a car should be a minimum of 2.4m in width to allow parking at right angles to the footway. It is advised to leave a clear space of approximately 500mm between any vehicle and the public highway and at least 1m between the hardstanding and the front of the property.

16.11 For an amendment to an existing access the area needed to park should be sufficient to ensure that the vehicle can be parked at right angles to the footway and does not overhang the public highway. It would be preferable to leave a clear space between any vehicle and the public highway, and a gap between the hardstanding and the front of the property

Principles

- **Although planning approval can be given for a hardstanding, a separate crossover application will need to be submitted to and approved by the Highway Authority for the access off the public highway. Therefore please ensure that the crossover team has approved a crossover before converting the front garden into hardstanding for car parking.**

- **hardstandings should relate to the property they form part of and minimise flooding.**

- **planning applications for hardstanding would be refused if considered to be harmful to the local character and unsafe for pedestrians crossing.**

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17. Planning permission and other issues

Planning permission

17.1 It's always advisable to check with the council before proceeding with works or submitting an application for a Certificate of Lawful Development (see below). Householders should take into considerations the good practice and advice contained in this SPD. Consent may also be required separately under the Building Regulations.

17.2 Information on permitted development, types of planning permissions and the legal background to planning can be accessed free of charge at the "planning portal" website on http://www.planningportal.gov.uk. Formalised written pre-application advice is also available on major, complex or medium-scale development proposals, and certain planning and development briefs. The council's duty planner (check Barnet's website for their availability and timings) can advise on relevant procedures and fees. Application forms may also be downloaded from http://www.barnet.gov.uk.

17.3 When a planning application is registered, the council normally consults neighbours, erects a site notice and sometimes advertises the proposal in the local press. The planning application file held by the authority is a public document and any member of the public can view all the information placed on it.

Design process and planning submission requirements

17.4 The design process should be analysis-based, context-driven and creative, to produce the highest quality residential design. At the outset, the developer/designer should consider:
- the policy framework (national/London Plan/local)
- existing area-based policies and guidance if applicable (e.g. Area Action Plans, Conservation Area Character Appraisals, Planning Briefs and relevant SPDs)
- best practice guidance and examples (e.g. By Design, Building for Life, The Design Wayfinder)

17.5 Design and Access Statements provide opportunities to demonstrate that proposals are based on a thorough design process. A key part of the statement is an explanation of how local context including building styles, scale, massing, height, materials, layout, access, trees, landscape features, open spaces, landmarks, views and heritage assets have influenced the final design.

17.6 As part of the Design Statement for planning applications for major schemes (10 or more dwellings), the council will expect applicants to submit a response to the Building for Life questions. The council also encourages applicants to respond to these criteria on smaller applications.

17.7 Further information on the requirements for Design and Access Statements is contained in Appendix 3. Additionally, CABE guidance can be downloaded from the CABE website: http://www.cabe.org.uk/publications/design-and-access-statements . Barnet's Design and Access Statement Guidance Note to assist those making planning

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applications can be downloaded from http://www.barnet.gov.uk/design-access-guidance-oct07.pdf

17.8   It is recommended that applicants contact the council at an early stage to discuss submission requirements and initiate the design process. A pre-application meeting is advisable on larger sites. A current list of fees for pre-application advice is available on the Barnet's website (www.barnet.gov.uk/) or the Duty Planning Officer on 0208 359 3000.

Other issues to consider

Conservation areas

17.9   A Conservation Area is an area identified and designated by the local authority as being of special architectural or historic interest or particularly high environmental quality. Within conservation areas different 'permitted development' rules apply, and because of their particular character, the council will require a higher standard of design and materials than elsewhere.

17.10   When assessing proposals in these areas, the council will have special regard to the desirability of preserving or enhancing their character or appearance. Conversions in such areas therefore should be of a standard and type of design compatible with the character of the particular area. Some conservation areas are subject to what is known as 'Article 4 Directions'. These directions require that planning permission is obtained for development that would otherwise constitute 'permitted development'. Further information and advice including Conservation Area Appraisals, where appropriate, are available from the Planning Service.

17.11   For residents of the *Hampstead Garden Suburb* any external change to a property, including restoration of original work is likely to require the formal consent of the Hampstead Garden Suburb Trust as well as planning permission. The council and the Trust have produced a design guidance leaflet for the Suburb which is available on Barnet council's website.

17.12   Within The Bishop's Avenue, proposals for new development will be expected to: take the form of detached houses within substantial plots and be of a scale and design compatible with the established character of The Bishop's Avenue; utilise existing access points, avoiding the formation of additional or widened vehicle access points; retain existing plot widths, avoiding sub-division of existing sites; retain existing landscaping, established trees and shrubs; avoid the use of high security walls, gates and fencing; preserve a significant degree of separation between buildings; and take into account the council's character appraisal statement on The Bishop's Avenue. Flatted development on sites occupied by single family homes will be strongly resisted.

Listed and Locally Listed Buildings

17.13   In Barnet there are over 2,200 Listed Buildings and 1,600 buildings of local importance. The council's Conservation team can provide guidance on properties that are included in the National Statutory List, the Local List or the Buildings at Risk Register.

17.14   Internal and external alterations or extensions (including any demolition) which affects the character of a Listed Building will require Listed Building Consent, in addition to any planning permission which may be necessary. The fact that a proposed extension may

itself be 'permitted development' does not negate the need to obtain Listed Building Consent. Proposals for the conversion of a listed building are likely to be considered appropriate only if the internal layout and external appearance of the building lends itself to this use. Failure to obtain Listed Building Consent is a criminal offence punishable by a fine or even imprisonment.

17.15   With regard to Locally Listed Buildings the council will apply a presumption in favour of retention.

Green Belt, Metropolitan Open Land and Flood Defence Consents

17.16   Barnet contains extensive areas of high quality Green Belt comprising of predominantly open land but also covering existing settlements such as Totteridge, Mill Hill and Monken Hadley.

17.17   The fundamental aim of Green Belt policy is to prevent urban sprawl by keeping land permanently open and preserving the special character of existing townscapes. The council has consistently protected the Green Belt and adjoining land by resisting inappropriate development including poorly designed and large extensions to dwellings, in accordance with the national policies.

17.18   Metropolitan Open Land (MOL) is a designation which covers areas of major open spaces in Barnet and it is appropriate to apply the principles of development management in the Green Belt to MOL as well.

17.19   Before proceeding with any development work, it is advisable to check if the property is located in or adjacent to the Green Belt or MOL by looking at the borough's Local Plan. In these circumstances it is particularly important to ensure that any proposals for altering your property are well designed and do not detract from the visual amenity of the surrounding area. Details on the extent of extensions in the Green Belt are highlighted in section 14.51.

17.20   In addition to planning permission (or permitted development), under the terms of the Water Resources Act 1991, and the Thames Region Land Drainage Byelaws 1981, prior written consent is required from the Environment Agency for any proposed works or structures, in, under, over or within eight metres of the top of the bank of any watercourse designated by the Environment Agency as a 'main river'. A main river does not necessarily relate to the size of the watercourse, and can include smaller streams and culverted channels. The location of main rivers in Barnet can be found on the 'What's in your backyard?' section of the Environment Agency website: http://www.environment-agency.gov.uk/homeandleisure/37793.aspx.

17.21   It is recommended that developers/applicants seek the advice of the Environment Agency prior to submitting for planning permission or permitted development, as their consent may not be granted for the intended works.

Considering existing trees

17.22   Trees and grass verges are an important feature of many streets and can provide an important habitat for birds. Try not to disturb the ground near a tree or large shrub. If intending to undertake excavation or building works, always contact the council's Tree and Landscaping section (within the Planning Department) to see if your proposal

affects any tree (or its roots) and if any trees are protected by a Tree Preservation Order or by virtue of being locally listed within a conservation area. During building operations the council will expect that adequate precautions are taken to ensure that existing trees and their root systems and other landscape features are protected. Consent will probably be required for any work affecting trees, including the cutting of roots.

Avoiding disputes with neighbours

17.23   The concerns of neighbours and adjoining occupiers are important factors in decision making. The council recommends early discussions about the design of development in particular how it will look and how it will impact on your neighbour's daylight/sunlight, outlook and gardens.

17.24   If you intend to carry out work to an existing wall or structure which is shared with another property, build a free-standing wall or a wall up to or astride the boundary with a neighbouring property, or excavate near a neighbouring building, neighbours should be notified under the provisions of the Party Wall Act 1996. It should be noted that issues that relate to boundary disputes and land ownership are not planning matters.

17.25   It is also important to consider how any building works might affect your neighbours. Some inconvenience may be inevitable, however keeping noise and disturbance to a minimum having regard to matters such as working hours and construction related parking will greatly assist relations. For more information please look at our "Site Construction guidance for Householders and Developers" on the council's website www.barnet.gov.uk.

Certificate of lawful development

17.26   If you are in any doubt as to whether planning permission is required, you can apply to the council for a certificate of lawful development. The certificate confirms whether or not planning permission would be required for the proposal. The appropriate forms and an explanatory leaflet are available from the council and should be submitted with the appropriate fee.

Making a decision

17.27   When the council comes to making a decision on a case there are two different ways this can happen. Most planning applications are approved or refused by officers acting on authority delegated to them by the council. Where this is the case the council will try to make a decision within an 8 week period starting from the date the application is validated. However, where several objections are received, approval is not given without full consideration by the relevant Planning Committee of councillors.

17.28   If an application is refused then the applicant will have a right of appeal against the decision to the Planning Inspector. An appeal against any planning conditions imposed can also be made. The Planning Inspectorate details and guidance in relation to lodging an appeal are normally enclosed with the decision notice.

Enforcement

17.29   If works subject to planning control are carried out without the written consent of the council, the council has the power to ensure that the breach of planning legislation is remedied. Failure to obtain planning permission or to reflect the planning permission (i.e. that it accurately represents what is shown on the approved planning drawings) can lead to enforcement action. Enforcement action may compel a building to be returned to its original form or rebuilding in accordance with the planning permission.

17.30   In addition to any planning requirements, if a hardstanding is used for parking vehicles without there being a properly constructed crossover, under Section 184 of the Highways Act (1980) the local highways authority can require a crossover to be constructed and recover any costs from the property occupier.

17.31   In the case of a listed building, any person who carried out or caused the works to be carried without or not in accordance with listed building consent is liable to prosecution in addition to enforcement proceedings.

PART 4
Appendices

Appendix 1: Building for Life12

BfL12 comprises of 12 questions, with four further questions under each main heading that reflect BfL12's vision of what new housing developments should be: attractive, functional and sustainable places. Further details are available at:

http://www.hbf.co.uk/fileadmin/documents/briefings/BfL_A4_booklet_singlepages_.pdf

Integrating into the neighbourhood

1. Connections

Does the scheme integrate into its surroundings by reinforcing existing connections and creating new ones; whilst also respecting existing buildings and land uses along the boundaries of the development site?
1a Where should vehicles come in and out of the development?
1b Should there be pedestrian and cycle only routes into and through the development? If so where should they go?
1c Where should new streets be placed and could they be used to cross the development site and help create linkages across the scheme and into the existing neighbourhood?
1d How should the new development relate to existing development? What should happen at the edges of the development site?

2. Facilities and services

Does the development provide (or is it close to) community facilities, such as shops, schools, workplaces, parks, play areas, pubs or cafes?
2a Are there enough facilities and services in the local area to support the development? If not, what is needed?
Where new facilities are proposed:
2b Are these facilities what the area needs?
2c Are these new facilities located in the right place? If not, where should they go?

3. Public transport

Does the scheme have good access to public transport to help reduce car dependency?
3a What can the development do to encourage more people (both existing and new residents) to use public transport more often?
3b Where should new public transport stops be located?

4. Meeting local housing requirements

Does the development have a mix of housing types and tenures that suit local requirements?
4a What types of homes, tenure and price range are needed in the area (for example, starter homes, family homes or homes for those downsizing)?
4b Is there a need for different types of home ownership (such as part buy and part rent) or rented properties to help people on lower incomes?

Creating a place

5. Character

Does the scheme create a place with a locally inspired or otherwise distinctive character?
5a How can the development be designed to have a local or distinctive identity?
5b Are there any distinctive characteristics within the area, such as building shapes, styles, colours and materials or the character of streets and spaces that the development should draw inspiration from?

6. Working with the site and its context

Does the scheme take advantage of existing topography, landscape features (including water courses), wildlife habitats, existing buildings, site orientation and microclimates?

6a Are there any views into or from the site that need to be carefully considered?

6b Are there any existing trees, hedgerows or other features, such as streams that need to be carefully designed into the development?

6c Should the development keep any existing building(s) on the site? If so, how could they be used?

7. Creating well defined streets and spaces

Are buildings designed and positioned with landscaping to define and enhance streets and spaces and are buildings designed to turn street corners well?

7a Good streets and spaces are created by enclosing them with buildings and a strong landscaping scheme. Are buildings used to create enclosed streets and spaces?

7b Good buildings 'turn' corners. Do buildings turn corners well?

7c Do all fronts of buildings, including front doors face the street?

8. Easy to find your way around

Is the scheme designed to make it easy to find your way around?

8a Will the development be easy to find your way around? If not, what could be done to make it easier to find your way around?

Street and home

9. Streets for all

Are streets designed in a way that encourage low vehicle speeds and allow them to function as social spaces?

9a Are streets pedestrian friendly and are they designed to encourage cars to drive slower and more carefully?

9b Are streets designed in a way that they can be used as social spaces, such as places for children to play safely?

10. Car parking

Is resident and visitor parking sufficient and well integrated so that it does not dominate the street?

10a Is there enough parking for residents and visitors?

10b Is parking positioned close to people's homes?

10c Are any parking courtyards small in size (generally no more than five properties should use a parking courtyard) and are they well overlooked by neighbouring properties?

10d Are garages well positioned so that they do not dominate the street scene?

11. Public and private spaces

Will public and private spaces be clearly defined and designed to be attractive, well managed and safe?

11a What types of open space should be provided within this development?

11b Is there a need for play facilities for children and teenagers? If so, is this the right place or should the developer contribute towards an existing facility in the area that could be made better?

12. External storage and amenity space

Is there adequate external storage space for bins and recycling, as well as vehicles and cycles?

12a Is there enough storage space for bins and recycling, as well as vehicles?

BfL12 is also designed to help local planning authorities assess the quality of proposed and completed developments. Schemes that are considered to have achieved 12 'greens', will be eligible for 'Building for Life Diamond' status, as exemplars giving developers and local authorities the opportunity to acknowledge and promote good design. Diamond status will be available prior to build completion, offering developers the opportunity to market their developments using Building for Life.

Appendix 2: Tables

Table 1.1: London Plan Sustainable Residential Quality Density Matrix

Setting	Public Transport Accessibility Level (PTAL)		
	0 to 1	2 to 3	4 to 6
Suburban'	**150-200 hr/ha**	**150-250 hr/ha**	**200-350 hr/ha**
3.8-4.6 hr/unit	35-55 u/ha	35-65 u/ha	45-90 u/ha
3.1-3.7 hr/unit	40-65 u/ha	40-80 u/ha	55-115 u/ha
2.7-3.0 hr/unit	50-75 u/ha	50-95 u/ha	70-130 u/ha
Urban²	**150-250 hr/ha**	**200-450 hr/ha**	**200-700 hr/ha**
3.8-4.6 hr/unit	35-65 u/ha	45-120 u/ha	45-185 u/ha
3.1-3.7 hr/unit	40-80 u/ha	55-145 u/ha	55-225 u/ha
2.7-3.0 hr/unit	50-95 u/ha	70-170 u/ha	70-260 u/ha
Central³	**150-300 hr/ha**	**300-650 hr/ha**	**650-1100 hr/ha**
3.8-4.6 hr/unit	35-80 u/ha	65-170 u/ha	140-290 u/ha
3.1-3.7 hr/unit	40-100 u/ha	80-210 u/ha	175-355 u/ha
2.7-3.0 hr/unit	50-110 u/ha	100-240 u/ha	215-405 u/ha

Setting is defined as:

'**Suburban** – areas with predominantly lower density development such as detached and semi-detached houses, predominantly residential, small building footprints and typically buildings of two to three storeys.

²**Urban** – areas with predominantly dense development such as terraced houses, mansion blocks, a mix of different uses, medium building footprints and typically buildings of two to four storeys, located within 800 metres walking distance of a District centre or along main arterial routes.

³**Central** – areas with very dense development, a mix of different uses, large building footprints and typically buildings of four to six storeys, located within 800 metres walking distance of an International, Metropolitan or Major town centre

Source: London Plan 2011.

Table 1.2: Outdoor Amenity Space Requirements for Barnet

Outdoor Amenity Space Requirements for Barnet	Development Scale
For Flats: • 5 m² of space per habitable room.	Minor, Major and Large scale
For Houses: • 40 m² of space for up to four habitable rooms • 55 m² of space for up to five habitable rooms • 70 m² of space for up to six habitable rooms • 85 m² of space for up to seven or more habitable rooms	Minor, Major and Large scale
Development will not be permitted if it **compromises the minimum outdoor amenity space standards**.	Householder

In calculating outdoor amenity space the following will not be counted: shared surfaces, driveways, vehicle parking areas or hard standings, cycle storage areas ('dirty' storage) footpaths, servicing areas and refuse storage areas. In addition outdoor amenity space which does not have a reasonable level of privacy will not be considered to be usable.

Source: Sustainable Design and Construction SPD 2012, Table 2.3 and section 2.3.2

Table 3.3 of the London Plan and National Space Standards

Bedrooms	Bedspaces	Minimum gia (sqm)			Built-in storage (sqm)
		1 storey dwellings	2 storey dwellings	3 storey dwellings	
1b	1p	39 (37)*			1.0
	2p	50	58		1.5
2b	3p	61	70		2.0
	4p	70	79		
3b	4p	74	84	90	2.5
	5p	86	93	99	
	6p	95	102	108	
4b	5p	90	97	103	3.0
	6p	99	106	112	
	7p	108	115	121	
	8p	117	124	130	
5b	6p	103	110	116	3.5
	7p	112	119	125	
	8p	121	128	134	
6b	7p	116	123	129	4.0
	8p	125	132	138	

Notes to Table 3.3
1. *Where a one person dwelling has a shower room instead of a bathroom, the floor area may be reduced from 39m² to 37m², as shown bracketed.
2. The Gross Internal Area of a dwelling is defined as the total floor space measured between the internal faces of perimeter walls that enclose a dwelling. This includes partitions, structural elements, cupboards, ducts, flights of stairs and voids above stairs. GIA should be measured and denoted in square metres (m²)
3. The nationally described space standard sets a minimum ceiling height of 2.3 meters for at least 75% of the gross internal area of the dwelling. To address the unique heat island effect of London and the distinct density and flatted nature of most of its residential development, a minimum ceiling height of 2.5m for at least 75% of the gross internal area is strongly encouraged so that new housing is of adequate quality, especially in terms of light, ventilation and sense of space.

Glossary

Active Frontage A frontage which adds interest, life and vitality to the public realm. It has frequent doors and windows with few blank walls.

Amenity Element of a location or neighbourhood that helps to make it attractive or enjoyable to residents and visitors

Biodiversity The variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity and genetic diversity.

Building line The line formed by the frontages of buildings along a street. The building line can be shown on a plan or section.

Context (or site and area) appraisal A detailed analysis of the features of a site or area (including land uses, built and natural environment, and social and physical characteristics) which serves as the basis for an urban design framework, development brief, design guide or other policy or guidance.

Context The setting of a site or area, including factors such as traffic, activities and land uses as well as landscape and built form.

Curtilages The land immediately surrounding a building and directly related to it.

Design principle An expression of one of the basic design ideas at the heart of an urban design framework, design guide, development brief or a development.

Desire line An imaginary line linking facilities or places which people would find it convenient to travel between easily.

Door Canopies A roof over the front door, possibly supported by posts.

Eaves Where the roof overhangs the house wall.

Elevation The facade of a building, or the drawing of a facade.

Enclosure The use of buildings to create a sense of defined space.

Form The layout (structure and urban grain), density, scale (height and massing), appearance (materials and details) and landscape of development.

Green Belt A national policy designation that helps to contain development, protect the countryside and promote brownfield development. Development is strictly controlled in the Green Belt.

Habitable room A room within a dwelling, the primary purpose of which is for living, sleeping or dining, including kitchens where the total area is more than 13m^2 (including fittings), or the dining space if it is divided from the working area by a moveable partition. Rooms exceeding 20m^2 will be counted as two.

Height The height of a building can be expressed in terms of a maximum number of floors; a maximum height of parapet or ridge; a maximum overall height; any of these maximum heights in combination with a maximum number of floors; a ratio of building height to street or space width; height relative to particular landmarks or background buildings; or strategic views.

Hipped roof A roof formed by several adjacent inclining planes, each rising from a different wall of building, and forming hips at their adjacent sloping sides.

Human scale The use within development of elements which relate well in size to an individual human being and their assembly in a way which makes people feel comfortable rather than overwhelmed.

In-curtilage parking Parking within a building's site boundary, rather than on a public street or space.

Landmark A building or structure that stands out from its background by virtue of height, size or some other aspect of design.

Landscape The character and appearance of land, including its shape, form, ecology, natural features, colours and elements and the way these components combine. Landscape character can be expressed through landscape appraisal, and maps or plans. In towns 'townscape' describes the same concept.

Layout structure The framework or hierarchy of routes that connect in the local area and at wider scales.

Layout The way buildings, routes and open spaces are placed in relation to each other.

Legibility The degree to which a place can be easily understood and traversed (to travel or pass across)

Liveability Refers to the environmental and social quality of an area as perceived by residents, employees and visitors.

Local distinctiveness The positive features of a place and its communities which contribute to its special character and sense of place.

Massing The combined effect of the height, bulk and silhouette of a building or group of buildings.

Means of enclosures Is the separation and appropriation of land by means of a fence or a wall.

Metropolitan Open Land (MOL) MOL covers areas of major open spaces within urban area that have more than borough-wide significance for their contribution to recreation, leisure and visual amenity and which receive same presumption against development as Green belt.

Movement People and vehicles going to and passing through buildings, places and spaces. The movement network can be shown on plans, by space syntax analysis, by highway designations, by figure and ground diagrams, through data on origins and destinations or pedestrian flows, by desire lines, by details of public transport services, by walk bands or by details of cycle routes.

Natural surveillance (or supervision) The discouragement to wrong-doing by the presence of passers-by or the ability of people to be seen out of surrounding windows. Also known as passive surveillance (or supervision).

Node A place where activity and routes are concentrated often used as a synonym for junction.

Permeability The degree to which an area has a variety of pleasant, convenient and safe routes through it.

Pitched Roof A roof in the shape of an upside down 'V'.

Public Transport Accessibility Level (PTAL) A detailed and accurate measure of the accessibility of a point to the public transport network, taking into account walk access time and service availability. PTALs reflect :
- walking time from the point of interest to the public transport access points;
- the reliability of the service modes available;
- the number of services available within the catchment; and
- the level of service at the public transport access points – ie average waiting time.

Recessed Doorways Where the front door sits further back than the rest of the house's front wall, normally with a roof or a protruding first floor room above.

Scale The impression of a building when seen in relation to its surroundings, or the size of parts of a building or its details, particularly as experienced in relation to the size of a person. Sometimes it is the total dimensions of a building which give it its sense of scale: at other times it is the size of the elements and the way they are combined. The concept is a difficult and ambiguous one: often the word is used simply as a synonym for 'size'. See 'Human scale'.

Street furniture Structures in and adjacent to the highway which contribute to the street scene, such as bus shelters, litter bins, seating, lighting, railings and signs.

Topography A description or representation of artificial or natural features on or of the ground.

Urban design The art of making places. Urban design involves the design of buildings, groups of buildings, spaces and landscapes, in villages, towns and cities, and the establishment of frameworks and processes which facilitate successful development.

Urban grain The pattern of the arrangement and size of buildings and their plots in a settlement; and the degree to which an area's pattern of street-blocks and street junctions is respectively small and frequent, or large and infrequent.

Further guidance

Building for Life12, Sept 2012
http://www.hbf.co.uk/fileadmin/documents/briefings/BfL_A4_booklet_singlepages_.pdf

CABE: By Design: Urban Design in the Planning system towards better Practice, 2000
http://www.cabe.org.uk/publications/by-design

CLG: National Planning Policy Framework, Mar 2012
http://www.communities.gov.uk/documents/planningandbuilding/pdf/2116950.pdf

CLG: Supplementary Report Basement Extension – Householder Development Consents Review –
Implementation of Recommendations, Nov 2008
http://www.communities.gov.uk/publications/planningandbuilding/basementextensions

Department for Transport: Local Transport Note 1/12 - Shared Use Routes for Pedestrians and Cyclists,
Sept 2012
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/9179/shared-use-routes-
for-pedestrians-and-cyclists.pdf

Design Council CABE: The Design Wayfinder, Jun 2012
http://www.designcouncil.org.uk/our-work/cabe/localism-and-planning/design-wayfinder/

GLA: All London Green Grid Supplementary Planning Guidance, Mar 2012
http://www.london.gov.uk/sites/default/files/ALGG_SPG_Mar2012.rtf

Environment Agency: Flood Risk Standing Advice 2012
http://www.environment-agency.gov.uk/research/planning/82584.aspx.

Environment Agency: Planning Advice Section Dec 2012
http://www.environment-agency.gov.uk/research/planning/default.aspx.

GLA: Connecting with Nature - the London Biodiversity Strategy, 2005
http://legacy.london.gov.uk/mayor/strategies/biodiversity/biodiversity_strategy.jsp

GLA: SPG on Housing March 2016 https://www.london.gov.uk/what-we-do/planning/implementing-
london-plan/supplementary-planning-guidance/housing
GLA: Guidance for Residential Travel Planning in London, May 2008
http://theihe.org/knowledge-network/uploads/Guidance-residential-travel-planning-2008.pdf

GLA: SPG on Shaping Neighbourhoods: Play and Informal Recreation SPG, Sept 2012
http://www.london.gov.uk/publication/shaping-neighbourhoods-play-and-informal-recreation-spg

GLA: The London Plan, March 2015
https://www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan
LBB: Barnet's Characterisation Study, May 2010
http://www.barnet.gov.uk/downloads/download/350/characterisation_study

LBB: Barnet's Conservation Areas webpage
http://www.barnet.gov.uk/info/200023/conservation/975/conservation

LBB: Barnet's Local Plan Core Strategy, Sept 2012
http://www.barnet.gov.uk/info/940354/adopted_local_plan-core_strategy_dpd/1004/adopted_local_plan-
core_strategy_dpd

LBB: Barnet's Local Plan Development Management Policies, Sept 2012
http://www.barnet.gov.uk/info/940355/adopted_local_plan-development_management_policies_dpd

LBB: Barnet's Priority Estates and Regeneration Projects webpage
http://www.barnet.gov.uk/info/823/regeneration_projects/840/regeneration_projects

LBB: Brent Cross Cricklewood Regeneration Framework webpage

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http://www.barnet.gov.uk/info/940028/cricklewood_brent_cross/530/cricklewood_brent_cross

LBB: Building Control webpage
http://www.barnet.gov.uk/info/200011/building_control/974/building_control

LBB: Colindale Area Action Plan, Mar 2010
http://www.barnet.gov.uk/info/940272/colindale_aap/744/colindale_aap

LBB: Mill Hill East Area Action Plan, Jan 2009
http://www.barnet.gov.uk/info/940168/mill_hill_east_aap/586/mill_hill_east_aap

LBB: Open Space, Sport and Recreational Facilities, Dec 2009
http://www.barnet.gov.uk/downloads/download/348/open_space_assessment

LBB: Sustainable Design and Construction SPD, 2012
http://www.barnet.gov.uk/downloads/download/518/sustainable_design_and_construction_spd_documents

ODPM: Safer Places: The Planning System and Crime Prevention, 2004
http://www.securedbydesign.com/pdfs/safer_places.pdf

Police initiative: Secured by Design, Website Model
http://www.securedbydesign.com/

TfL: Advice note: Travel Planning for Residential Developments - New Way to Plan, 2011
http://www.lscp.org.uk/newwaytoplan/travelplan.html

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Other useful publications and websites

List of Design Guidance Notes

- DGN 1: Advertising and Signs (1993)
- DGN 2: The Selection and Siting of Satellite Antenna (1993)
- ~~DGN 3: The Construction of Hard-standings (driveways) and Vehicle Crossovers (dropped kerbs) (2011)~~ **replaced by a section 15 of this SPD.**
- DGN 4: The Removal or Alteration of Chimney Stacks (1993)
- ~~DGN 5: Extensions to Houses (2010)~~ **replaced by section 13 of this SPD.**
- DGN 6: The Replacement of Windows and Doors (1993)
- ~~DGN 7: Residential Conversions (1994)~~ **replaced by a section 14 of this SPD.**
- DGN 8: Materials and Colour (1995)

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- DGN 9: Walls, Fences and Gates (1994)
- DGN 10: Shopfronts (2011)
- ~~DGN 11: Porches (1995)~~ **replaced by section 13.61- 65 of this SPD.**
- DGN 12: Designing to Reduce Crime (2000)

All DGN notes are available to download from the council's website:
http://www.barnet.gov.uk/downloads/download/721/design_guidance

List of Conservation Area Character Appraisal Statements

1. College Farm (Map - Jan1989)
2. Cricklewood, Railway Terraces (March1998)
3. Finchley Church End (August 2011)
4. Finchley Garden Village (appraisal underway)
5. Glenhill Close (Sept 2002)
6. Golders Green Town Centre (July 2011)
7. Hampstead Garden Suburb (Oct 2010)
8. Hampstead Garden Suburb, Bishop's Avenue (Feb 1999)
9. Heath Passage (Map - Dec 2009)
10. Hendon Church End (2012)
11. Hendon The Borroughs (2012)
12. Mill Hill (April 2008)
13. Monken Hadley (Jan 2007)
14. Moss Hall Crescent (Map - Feb 2003)
15. Totteridge (May 2008)
16. Watling Estate (July 2007)
17. Wood Street (July 2007)

All Conservation Area Character Appraisal Statements are available to download from the
council's website:
http://www.barnet.gov.uk/downloads/511/conservation_areas

Useful contacts

For further information and any specific queries, please contact:

The Planning Service duty planner at:

Planning Reception
Barnet House, 2nd Floor
1255 High Road, Whetstone N20 0EJ

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Tel: 020 8359 4561
Fax: 0870 889 6818
Email: planning.enquiry@barnet.gov.uk

The Planning Duty Officer is available on Monday, Wednesday & Friday mornings from 9am to 1pm

Listed Building and Conservation Area enquiries:

Conservation and Heritage Team
Tel: 020 8359 3000
Fax: 0870 889 6818
Email: planning.enquiry@barnet.gov.uk

Building Regulation enquiries:

Building Regulation Service
Tel: 020 8359 4500
Fax: 0870 889 7462
Email: building.control@barnet.gov.uk

For a comprehensive source of information concerning planning and building control matters please visit the council's planning pages online www.barnet.gov.uk or Government's planning portal website at www.planningportal.gov.uk

Copies of this document can be viewed at any Barnet library and at the planning reception which is located at

Barnet House 2nd floor

1255 High Road, Whetstone

London N20 0EJ

The reception is open Monday to Friday: 9.00am to 5.00pm

Contact details

Strategic Planning (Planning and Housing), Building 4, North London Business Park, Oakleigh Road South, London N11 1NP

Or email: forward.planning@barnet.gov.uk

Or contact us on: 0208-359-4990

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	AGENDA ITEM 13
	Policy and Resources Committee **28 June 2016**
Title	**Annual Equalities Report 2015/16**
Report of	Interim Chief Operating Officer
Wards	All
Status	Public
Enclosures	Annex One: Annual Equalities Report 2015/16
Officer Contact Details	Lesley Holland 0208 359 3004 Lesley.Holland@Barnet.gov.uk Sara Elias Basset 0208 359 5320 Sara.Elias-Basset@Barnet.gov.uk

Summary

This report asks that the Council's Equalities Report for 2015-16 be approved. Barnet is required to publish information to demonstrate compliance with the Public Sector Equality Duty. The publication of the Annual Equalities Report (AER) forms part of that process.

This is the third AER produced by Barnet Council since the 2010 Equality Act. This AER looks back over the previous financial year and details how the Council has approached its statutory responsibilities under The Equality Act and the Public Sector Equality Duty; our approach to implementing our equalities policy; and our progress against our Strategic Equalities Objective, which is set out in Barnet's Corporate Plan. The AER also proposes a number of priorities for further work in the Equalities Action Plan 2016/17.

Recommendation

1. **That the Committee approve the Annual Equalities Report 2015/16 for publication on the council website.**

1. WHY THIS REPORT IS NEEDED AND REASONS FOR RECOMMENDATION

1.1 The Council's Strategic Equalities Objective (SEO) is that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. The Corporate Plan states that these objectives will be reflected in the actions the Council takes to deliver the Corporate Plan. In order to transparently monitor performance against the SEO, an Annual Equalities Report is produced by the Council and published on the council website.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

2.1 No alternative reporting option is required.

3. POST DECISION IMPLEMENTATION

3.1 Once the Annual Equalities Report has been considered and approved by Policy and Resources Committee, it will be published on the equality pages of the Council's website. The priority actions identified in the Equalities Action Plan for 2016/17, set out in the report, will be implemented.

4. IMPLICATIONS OF DECISION

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

4.1.1 There are no resource implications in this proposal.

4.2 **Legal and Constitutional References**

4.2.1 Council Constitution, Responsibility for Functions – Annex A, sets out the terms of reference of the Policy and Resources Committee, including 'To be responsible for the overall strategic direction of the Council including the following specific functions/activities: Equalities, Diversity and Community Cohesion'.

4.2.2 The Council has statutory obligations under the Equality Act 2010 - and in particular s149 which sets out the Public Sector Equality Duty (PSED) - which came into force on 5 April 2011.

4.2.3 General Public Sector Equality Duty

The Public Sector Equality Duty ('PSED') consists of a general duty, with three main aims. The general duty requires public bodies to have due regard to the need to:

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

4.2.4   Obligations to Publish Information and Set objectives.

By virtue of the Equality Act 2010 (Specific Duties) Regulations 2011, SI 2011/2260 the Council is required to publish information to demonstrate its compliance with the public sector equality duty. The information must include information relating to persons who share a protected characteristic, who are its employees or who are affected by the Council's policies or practices. Publication is required annually.   This information is set out in the Annual Equalities Report 2015/16. The Council is also required to set and publish equality objectives, at least every 4 years.

4.2.5   Protected Characteristics

The 2010 Equality Act identifies the following protected characteristics:

- 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. In addition to assessing the impact of proposals on the nine protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed.

4.3   Risk Management

4.3.1   The Council's approach to equalities is designed to mainstream equalities into council activities and decision making. Progress will be monitored against with the Council's Strategic Equalities Objective, to mitigate against a range of equalities risks, and to ensure that the Council meets its statutory obligations under the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011.

4.3.2   The Council, and all organisations acting on its behalf, must ensure that it meets its legal obligations to pay due regard to equalities. Barnet is a commissioning council, providing services through a mixed economy of

private, public and community organisations to secure the best value for our residents. The Council's 2014 Equalities Policy outlines how the Council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented.

4.3.3 We work in partnership with organisations that have processes in place to meet their obligations under the Equality Act 2010. Equalities impact assessments are key in forming activities prior to and during contractual agreements. Our Equalities and Diversity Officer supports officers from across the council to ensure that equalities considerations are embedded into the decisions the council and partners make, and into business and financial planning processes.

4.3.4 The Independent Government Review into PSED (September 2013) recommended that public sector bodies should take a proportionate approach to the requirement to pay due regard to equalities and not seek to 'gold plate'. It also recommended that the PSED should be further reviewed in September 2016.

4.4 Equalities and Diversity

4.4.1 The legal requirements of the 2010 Equality Act are outlined at paragraphs 4.2.2 – 4.2.5 above and describe the requirement for public bodies to pay due regard to equalities.

4.4.2 This Annual Equalities Report responds to the requirement to publish information to show compliance with the Equality Duty at least annually.

4.5 Corporate Priorities and Performance

4.5.1 This is the third Annual Equalities Report produced by Barnet Council under the 2010 Equality Act, and it is part of our approach to strengthening how we take account of equalities in our decision making. The report details how the Council has approached its statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty, (PSED – further detail outlined at Appendix 2); our approach to implementing our equalities policy; and our progress against the Strategic Equalities Objective, which is outlined in Barnet's Corporate Plan.

4.6 Consultation and Engagement

4.6.1 It is not considered necessary to consult on the Annual Equalities Report. The Annual Equalities Report will be published on the Council's website.

5. BACKGROUND PAPERS

5.1 At the meeting on 9 July 2015 Policy and Resources Committee approved the 2014/15 Annual Equalities Report for publication on the council website.

5.2 At the meeting on 21 January 2014, full Council took note of the adoption of Barnet Council's revised Equalities Policy which is published

here: https://www.barnet.gov.uk/dam/jcr:45f49f6e-2d2f-4d0c-a35f-bd9a200def51/008627_Equalities_A4_Booklet_digital_.pdf

5.4   At the meeting on 24 June 2013, Cabinet Resources Committee approved the performance measures for monitoring progress against the council's Strategic Equality Objective, as set out in the Corporate Plan and required by the PSED. The Committee agreed that an Annual Equalities Report should be published as part of the Council's approach to reporting progress against the Strategic Equality Objective.

London Borough of Barnet Equalities Annual Report 2015/16

Contents

1. Introduction, policy and legal obligations
2. Our approach to equalities
3. Case studies: Putting policy into practice
4. Strategic Equalities Objective
5. The way forward

1. Introduction, policy and legal obligations

1.1 The Council's Strategic Equalities Objective (SEO) is that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. The Corporate Plan states that these objectives will be reflected in the actions the Council takes to deliver the Corporate Plan. In order to transparently monitor performance against the SEO, an Annual Equalities Report is publicly reported to Council.

1.2 This is the third Annual Equalities Report (AER) that Barnet Council has produced since The Equality Act 2010. This report details how the Council has implemented its equalities policies for staff and residents and met our statutory responsibilities. This includes how the Council takes account of equalities in decision making and our progress against the Strategic Equalities Objective. More information is available on the equality pages on our website: https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html

Barnet continues to grow and be diverse

1.3 Barnet Council collects, analyses and shares equalities data to identify trends and barriers and to take action to make reasonable adjustments. A full Equalities and Cohesion Data Summary was updated in January 2016 and is published on the equality page of the council's website https://www.barnet.gov.uk/dam/jcr:926a6a16-9a19-4cae-b689-40ada234bb0f/Equalities%20and%20Cohesion%20data%20summary.pdf

1.4 The key finding from the Equalities and Cohesion Data Summary is that Barnet is now the most populous London Borough. Barnet has a growing number of children, young and older people from our diverse communities as well as new residents, especially in the Regeneration areas in the West of the Borough.

1.5 Barnet's population is projected to become proportionally older because the over 65's age group is growing at a faster rate than the 0-15 and 16-64 age bands. Barnet is becoming increasingly diverse and the borough's white population is projected to reduce by 3% to 58% by 2021 with a corresponding 3% increase in ethnic minority groups. Barnet reflects the major religious groups in the UK and is home to the largest Jewish population in the UK who make up 15% of Barnet Residents and 0.5 % of the population of England and Wales (Census 2011).

Meeting our responsibility to be fair in business planning

1.6 Each year, as part of the annual business planning and budget setting process, Barnet publishes a Cumulative Equalities Impact Analysis (CEIA) on the impact of budget savings proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition which might mean that our proposals will impact more heavily on them.

1.7 The 16/17 cumulative EIA used evidence about service users and their needs and took account of consultation feedback and the EIAs carried out for the individual proposals. It underlined that, as the council takes some difficult decision relating to local service, we identify and mitigate negative impacts for the protected characteristics and other vulnerable groups.

1.8 The cumulative EIA for 16/17 budget savings proposals showed relatively few negative impacts and suggested that two proposals in the budget - for home meals for older residents and Review of Library services - could negatively affect older people, Jewish and other ethnic minority groups, children and young people, people with disabilities and women through pregnancy and maternity.

1.9 Mitigations for home meals include discussing the change with individual service users, exploring alternative provision from other community sources and clarifying where there is a statutory responsibility to continue to offer support. For libraries, the Libraries Project Team will continue to keep the equalities impact on projected groups under review as the proposals develop.

1.10 Other saving proposals identified positive impacts for the protected characteristics - for older people, children and young people, carers, people with physical disabilities, learning disabilities and mental health issues, people of different races, religion and belief, women through pregnancy and maternity and vulnerable people. More information can be found in the full report, which is available here: https://barnet.moderngov.co.uk/documents/b27001/Appendix%20G%20and%20App endix%20H%20-%20Report%20of%20Policy%20and%20Resources%20Committee-%20Business%20Planning%20201516%20to%202.pdf?T=9

1.11 The cumulative EIA also took note of a report from The Equality and Human Rights Commission which found that the young had the "worst economic prospects for generations" and that those aged 16 to 24 were more likely than all other adult age groups to be living in poverty with worsened prospects for young people in the UK over the past five years on relation income and employment, access to decent housing and better paid jobs, and faced deepening poverty.

1.12 Barnet Council recognise that equality cannot be viewed in isolation. Supporting people into employment is a priority for the Council and has resulted in such initiatives as the Welfare Reform Task Force, which has brought together the council's housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.

1.13 In addition to working at a local level, Barnet is working with the Greater London Authority and other London Boroughs in the West London Alliance to lead on the London devolution deal on skills to develop a strategic vision for skills needed in the capital and to ensure to ensure that young people (and other residents from 16 years) can acquire the skills to compete in the London labour market.

2. Our approach to equalities

2.1 The Council has continued to implement its approach to equalities and meeting the Public Sector Equality Duty in delivering services and the Council's priorities. The Council continues to:

Mainstream equality considerations into decision making

2.2 Equalities Impact Assessments (EIAs) are key to informing activities across the council. With support from the council's Equalities and Diversity Officer, officers develop robust EIAs and mitigation plans, which take into consideration the results of consultations (where relevant). These EIAs are provided and published in the Commissioning Plan for each Theme Committee, ensuring that Committees have access to the analysis before decisions are made.

2.3 Management Agreements with our Delivery Units have a number of commitments and reflect the importance of equalities and how the Commissioning Plans will be achieved in practice. Performance indicators have been set for each Delivery Unit to measure progress against these commitments and have been published for each Delivery Unit.

Identify Equality Champions

2.4 Our Lead Member for Equalities is Cllr Richard Cornelius, Chair of Policy and Resources Committee and Leader of the Council. Our Lead Member for Community Cohesion is Cllr Longstaff, Chairman of the Community Leadership Committee. Our Lead Officer for Equalities and Community Cohesion is Stephen Evans (Interim Chief Operating Officer).

Promoting inclusion in our approach to consultation and community engagement

2.5 Guidance on equalities has been incorporated into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups.

2.6 Barnet is building strong community links and partnerships through our Community Participation Strategy and the Communities Together Network (CTN), which aims to foster excellent community relationships and community spirit. CTN is co-facilitated by Barnet Council and CommUNITY Barnet and brings the voluntary, faith and community sector with public sector partners to share information and build an understanding of what really matters to Barnet's communities. CTN is a strategic forum where the Council and other public sector partners can consult and seek input into some of the major decisions which impact on the borough. For example, the June 2016 meeting officers leading on the Libraries Strategy and the Adults Alternative Delivery Model consultations will attend CTN.

2.7 CTN will continue as a networking and information sharing forum to support Barnet's diverse communities to feel informed, included and safe, to promote community cohesion and to foster the potential for people to take on more responsibility for their

local areas and deliver better outcomes for residents and communities in the years ahead.

2.8   In addition to working with communities through the CTN, in September 2015 Barnet adopted the Covenant on Faith Action. The Covenant recognises the faith community as an equal and valued community partner to secure good outcomes for Barnet residents and promote community cohesion and the peaceful co-existence of the borough's diverse community and faith groups. The process was facilitated by the Barnet Multi-Faith Forum (BMFF) and enhances the role of BMFF as a local strategic partner, which has led to greater partnership working in areas such as consultation and engagement.

Use evidence and data

2.9   Barnet uses demographic information to understand differences in our communities, tailor services to need and work with local people and groups to develop community based services which deliver better outcomes. We use evidence to support the delivery of needs led, appropriate and accessible services which reflect the diversity of need at different stages in people's lives.

2.10   Demographic information about equalities and community cohesion can be found at https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html

Make difficult decisions transparently and fairly

2.11   Equalities considerations are embedded into the decisions the council makes and fully integrated into our annual business planning process, with support provided by our Equalities and Diversity Officer. Changes to policies and services are analysed to assess the potential equalities impacts and risks and mitigate them wherever possible. This information is provided to decision makers within an EIA, which provides decision makers with information on the full impact before a decision is made.

2.12   In addition to producing EIA for individual budget proposals, the Cumulative EIA explores the cumulative impact of Barnet Council's budget proposals on protected groups within the borough. This is provided and published alongside each year's budget proposals.

Use our purchasing power to promote equalities

2.13   Barnet recognises that it can promote equality and diversity through its supply chain. We work in partnership with organisations that have processes in place to meet their obligations under the Equality Act 2010. The Council, and all organisations acting on its behalf, must ensure that it meets its legal obligations to pay due regard to equalities. Barnet is a commissioning council, providing services through a mixed economy of private, public and community organisations to secure the best value for our residents. The Council's 2014 Equalities Policy outlines how the Council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented.

2.14   In addition to working with partners who have process to meet the obligations under the Equality Act 2010, Barnet Council can value diversity broadening its supply chain. We do this by providing procurement training to local SME and VCS organisation.

3.   Putting policy into practice – case studies from across the organisation

3.1   This section reports on actions taken throughout the organisation to put our equalities policy into practice.

Excellent Schools

3.2   Barnet's vision is to improve education outcomes and create better life chances for all children and young people in the borough, providing the best possible start in life. As of May 27th 2016, 93% of Barnet's primary schools and 84% of our secondary schools are rated by Ofsted as good or outstanding. Barnet has set an ambition to be in the top 10% of local authorities for educational attainment and is ranked 5th nationally (out of 152 LAs) when it comes to exam success at Key Stage 4. 2015 GCSE results show that 70% of Year 11 pupils in Barnet obtained 5 GCSEs including English and maths, compared to the national average of 56%.

3.3   The school census (2016) indicates that 52% of Barnet's primary school population have English as an additional language. There are around 180 languages, other than English, spoken as the first language by primary school pupils. This has been increasing year on year and is likely to continue. The language with the highest number of primary school speakers (other than English) is Polish with 1,487 pupils speaking this language, the next highest is Arabic spoken by 916 pupils. In Barnet's secondary schools, 42% of the pupil population have English as an additional language: there are around 135 languages spoken other than English. The language other than English spoken by most secondary school pupils is Polish spoken by 432 pupils.

3.4   Barnet monitors the attendance and educational attainment and achievement of all pupils, including specific groups (e.g. Black and ethnic minority pupils, pupils on free school meals, looked after pupils etc.). Barnet schools' performance and good practice is communicated through termly briefings with primary and secondary Head teachers, and the School Improvement Team provide monitoring and challenge to schools with a specific focus on narrowing the gap between vulnerable pupils and all pupils. This support informs schools' decisions about how to spend their pupil premium funding (additional funding allocated specifically for raising the achievement of disadvantaged pupils). Barnet is proud that the educational attainment of disadvantaged pupils is above the national average for disadvantaged pupils by the end of primary and secondary stages.

Involving children and young people in developing The Children and Young People Plan 2016 -2020

3.5   Barnet is committed to the rights of children and young people and taking into account the voice of the wide and diverse representation of children and young people in the borough, including looked after children, young carers who might be supporting a parent or sibling and children with disabilities. We aim to ensure that young service users have a say in commissioning and reviewing services and decisions which affect their lives. As part of our commitment we have made sure that children, young people and families have the opportunity to participate in developing the Children and Young People plan 2016-2020 covering service provision for children and young people aged 0- 19.

3.6   The plan outlines our ambition for Barnet to be the most 'Family Friendly' borough in London by 2020 - where children, young people and their families are safe, healthy,

resilient, knowledgeable, responsible, informed and listened to. The focus on Family Friendly Barnet has been developed and shaped by children and families and partners from different sectors across the borough. In November 2015, children, young people and voluntary sector organisations came along to Barnet Youth Convention to help us to identify key priorities, to inform a draft vision, outcomes and objectives for the Plan, ensuring these are right for Barnet.

3.7   For the first time children and young people will give feedback on a range of the council's key service areas through the Resident's perception survey. We are also seeking feedback from Barnet's Youth Parliament members about Mental Health issues affecting children and young people, child poverty, and through our Corporate Parenting pledge to reflect the needs and aspirations of looked after children and care leavers

Support for older and vulnerable residents

3.8   The population data shows that Barnet's population is projected to become proportionally older because the over 65's age group is growing at a faster rate than other age groups. As people are living longer a key Corporate Plan objective is to promote choice and independence so that residents are enabled to live independently in the community for as long as possible. Support has been targeted to older residents, to keep well and stay in their own homes as long as possible and for people with physical, learning disabilities and carers. The Council:

- Contributes to the Ageing Well programme which brings together health and social care agencies to work together with local residents in the community so that people can exercise choice and reduce social isolation.

- Funds a number of services to help people with learning disabilities and mental health issues get and keep a job. Our Mencap bright Futures service has helped 243 people with learning disabilities and autism grow their confidence and skills ready to get a job. Our contract with Twinning's supports people with complex mental health issues to enter the workplace and keep their job – in 2015/16 50 people got jobs through this service.

- Has committed that 10% of all the new council homes built will be fully wheelchair accessible - a total of 32 units over the next three years. These units will help make sure that older people and people with disabilities can have their own homes and remain independent rather than go into residential care. We also expect all of our developers to provide 10% accessible housing (suitable for wheelchair users) so older people can choose different types of accommodation as their health changes.

- Has taken steps to make sure that older people and people with learning disabilities do not have to go into residential care because of a lack of alternative accommodation. The council has invested £15million into building 50 new extra care units. These units will allow older people with dementia to live independently and manage their condition. The Council is committed to continue to invest capital funds in these types of schemes and we are working closely with The Barnet Group and Re to identify sites where we can build more extra care units over the next four years.

- Will increase our spending next year on adapting people's homes so they can return home rather than go into residential care after a period in hospital. In 2015-2016 we spent £1.8 million on adaptions and in 2016-2017 we will increase this to £1.97 million.

- Understands that keeping carers well and supporting them to stay in work helps those they care for to stay at home for longer. In 2016-2017 we will take forward a programme of work to support carers to have a career and be a carer. This will include the council becoming a carer friendly employer. We are also implementing a new scheme to provide carers of individuals with dementia with additional help and support.

The future of Barnet's Park and Open spaces

3.9   Parks and Green Spaces are often referred to as 'a jewel in our crown'. They are an important aspect of what makes Barnet the right place to live and enjoyed by many of our residents. We want to make sure that all our residents can enjoy the benefits of what parks have to offer to promote health and wellbeing and reduce social isolation.

3.10   From January to March 2016 we consulted with residents on our parks and green spaces strategy. Views were sought from a range of residents (including children and young people) and businesses to make sure that our parks and green spaces continue to be enjoyed by all sectors of the community. The consultation gathered ideas to support on the design of green spaces which optimise use and value for different sectors of the community.

3.11   The consultation revealed that some residents don't feel comfortable, or are afraid of sharing open spaces with dogs; for example people with learning disabilities highlighted that a pet free area would make it easier for them to enjoy our parks. As a result, in the current design for Silkstream and Montrose park redevelopment, (in Burnt Oak and Colindale wards) a proposal to set aside an orchard area and designate it a tranquil and dog free area is under consideration.

Transforming the service for people with learning disabilities 0-25

3.12   We know from our work with children and young people with disabilities that the transition from Children's to Adult services can be a stressful time for families. At Barnet, we have reviewed how we support young people with profound disabilities and developed a new 0-25 disability service to provide a better experience, so that service users get the best possible start in education social care and health and to smooth the transition into Adulthood.

3.13   The design of the new service was co-designed with parents and carers. The new service is now working together closely with service providers, education and health so that people can maintain their ties with friends, family and local services in the borough and are supported to study, work and continue to live as independently as possible into adulthood. As well as reducing expenditure on costly residential care, often provided many miles from people's home, this approach also improves outcomes for families, reducing social isolation and promoting choice and independent living for young people with disabilities to live in the local community wherever possible.

3.14   In the past, Local Authorities, Jobcentre Plus, Employment Support providers, and the local voluntary and community sector have generally operated in silos to help

people into work. While this has produced some positive outcomes - with overall unemployment falling in West London - there remain pockets of disadvantage where communities are missing out.

3.15   Barnet is piloting a multi-agency 'Jobs Team' to support unemployed residents in Burnt Oak – where joblessness is higher than the borough average - into work. The model brings together the council, Jobcentre, voluntary sector, Public Health and housing providers in a joint team called BOOST based in Burnt Oak. . BOOST works intensively with all out of work residents - providing direct support and signposting to wider community provision. The team wrap seamless support around the individual rather than requiring residents to navigate their way around numerous agencies and processes. The objective is to narrow the economic gap between Burnt Oak and the borough average and to increase incomes and wellbeing in the local areas. Between May 2015 and February 2016 the project supported over 400 people from Burnt Oak and supported over 160 into work.

3.16   Find BOOST on social media here; @boostburntoak or on Facebook

3.17   What People have said about BOOST

Duncan Selbie, Chief Executive, Public Health England
"I thoroughly enjoyed visiting the Burnt Oak Opportunity Support Team (BOOST) and Loveburntoak. …As many increasingly find the digital age an efficient way of navigating help and support, for the more vulnerable we need to go towards them with a fully integrated and joined up offer. That is exactly what BOOST delivers with every agency coming together in one place and case working together to help people back into work and to stay there."

Troy Henshall, Chief Executive, Barnet Homes
"I have been amazed by the positive impact BOOST has had on the community in just six short months and am proud that Barnet Homes is one the partners involved in this success."

Equalities for staff

3.18   Demographic change and change in the way we do business has also meant changes for staff in how we work and organisational culture. By working as a Commissioning Council, we have developed a range of different service delivery models to achieve different outcomes. For example, our multi-agency BOOST team which is described above.

3.19   The council published a new staff Equalities Policy in August 2015 to focus on the individual, to recruit, identify, develop, retain and reward talent in the organisation and acknowledge, accept and accommodate difference so that staff give their best. The principles that drive our Corporate and HR strategy are using data, promoting choice and inclusion, smarter working and flexibility, valuing, respecting and responding to difference and being family friendly.

3.20   Whilst change is inevitable, what should act as a constant over the coming years are our organisational values. We have adopted refreshed values, which are outlines below:

- **We embrace innovation and change**: We continually ask what we can do better, or differently; we encourage creativity and value ideas; and we will celebrate our success and learn from mistakes.
- **We value diversity**: We value different perspectives, individuality and treat everyone with respect; and we will always strive to ensure the organisation embraces the richness of our community.
- **We work together**: We actively listen, respond, collaborate and share ideas, to achieve the best outcomes with residents, businesses and colleagues.
- **We can be trusted**: We are open, honest, act with integrity and are dependable.
- **We care**: We care about Barnet, its people and businesses and those we work with.

3.21 Following the launch of our Employer Volunteering Scheme, we are encouraging staff to get more involved in the Borough through volunteering in the community. The Ready2Volunteer scheme is an opportunity for staff to achieve a greater understanding of our local communities, increases opportunities for team working and better working relationships with colleagues, increases levels of engagement with Barnet as an employer and allows individuals to develop additional skills.

3.22 The Management Academy gives staff the opportunity to learn and develop new skills and we have embedded Fair treatment for all through Unified reward and cafeteria style benefits which gives staff more choice. The annual Our Stars Staff Awards ceremony is an opportunity for the council to recognise and reward the contribution of our staff.

3.23 Smarter Working is the council's plan for the way we want to work in Barnet, with facilities and working practices which help us do our jobs effectively. Our Smarter Working policies will improve organisation efficiency and flexibility and give staff flexibility in balancing work and life responsibilities. There are three key things that our Smarter Working plan focuses on improving:

- **People** - engaging and investing in our people;
- **Accommodation** - better use of workplaces; and
- **Technology** - ICT designed for the needs of employees.

3.24 As we change our service delivery models we continue to assess the equality impacts on staff of our proposals for Alternative Delivery Models and transformation projects. Updated staff data is included at Appendix 3 to this report.

4. Our Strategic Equalities Objective

4.1 Our Strategic Equalities Objective (SEO) "Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer" is set out in The Corporate Plan 2015 – 2020. The Corporate Plan details how we will meet the Public Sector Equality Duty in delivering services and the Council's priorities.

4.2 The Council monitors progress against the SEO through a basket of indicators selected from the Corporate Plan. In assessing progress against the SEO we use

the information we hold about staff, residents and service users to monitor our progress and we break that information down by protected characteristics wherever possible. We consider service user satisfaction rates in relation to services such as waste and recycling; parks and green spaces; attainment rates for all Barnet's young people, including children in care; a focus on housing and employment for vulnerable groups such as people with learning disabilities and people with mental health issues. We also look at Residents' Perception Survey measures relating to community cohesion; and life expectancy rates in the borough.

Resident Satisfaction Rates

4.3   Preliminary analysis from the Residents' Perception Survey (RPS) Spring 2016 shows that satisfaction with Barnet remains high - 89% of residents are satisfied with their local area as a place to live (1 percentage point improvement from Spring 2015). This is 6 percentage points above the national average.

4.4   Feeling safe and included are important features of a cohesive community and RPS data suggests that the majority of people in Barnet feel safe in their local area:
- 94% of residents reported that they feel safe in their local community during the day (Spring 2015 most recent data); and
- 73% of residents feel safe in their local area after dark (Spring 2016 – an improvement of 2 percentage points from 71% in Spring 2015).

4.5   We are proud of our cohesive communities. A large majority (85%) of residents agree that people from different backgrounds get on well together in Barnet (an improvement of one percentage point from 84% in Spring 2015). 81% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration (an improvement of 2 percentage points from 79% in Spring 2015).

4.6   As more data becomes available we will look at how this varies across different wards.

Health

4.7   Life expectancy is a good measure of the overall health of a population. People in Barnet continue to enjoy a better health experience than the national average and this is reflected in their life expectancy. In Barnet, as in the rest of the country, women have a higher average life expectancy than men, 84.8 years and 81.7 years respectively. However the life expectancy of men has increased at a higher rate than for women, reducing the life expectancy gap between genders from 5.1 years to 3 years.

4.8   Although borough average life expectancies are high, this masks inequalities between different areas of Barnet. Burnt Oak has the lowest life expectancy from birth, 79.0 years; which is 4.2 years behind the Barnet average and 8.1 years behind Garden Suburb, which has the highest average life expectancy of 87.1 years. Burnt Oak and Coppets have the lowest life expectancy from age 65, 18 years. This is 3.4 years below the Barnet average of 21.4 years and 6.3 years below Edgware, which has the highest age of 24.3 years.

4.9   The Council has joined up its thinking with partners on Health and Wellbeing to produce a Joint Strategic Needs Assessment (JSNA). The JSNA will act as a tool to help Borough partners come together to share expertise and resources to improve the prospects of people living in Barnet. It aims to promote better outcomes for the

rich diversity of all Barnet citizens by informing the approach to identify need, promoting inclusion and addressing social isolation. It will also ensure that every penny of public money is used as efficiently as possible and with maximum positive impact.by having a shared understanding of the size and nature of Barnet's residents in one place that focuses on:

- o The needs of the population, irrespective of organisational or service boundaries
- o Areas of common interest
- o Reducing demand for public resources.

4.10   The borough will tackle health inequalities and aims to reduce differences in life expectancy and differences in the prevalence of stroke, dementia and Coronary Heart disease in the borough. We will make sure that our Mental Health services fit the bill for Adults and Children and Young people. The JSNA represents a significant contribution to meeting the requirement that Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.

Unemployment

4.11   Following the recession, unemployment rates within Barnet increased from 5.0% in 2008 to 9.3% in 2011-12. However, in the period Jan – Dec 2015 unemployment levels have reduced to a rate of 5.8%.

4.12   The proportion of people claiming out of work benefits has remained fairly static and there has been a recent drop in the number of residents claiming Employment Support Allowance -a sickness related benefit- 4.3% of all residents with fewer people claiming Job Seekers Allowance (JSA) which now accounts for 1.2% of residents in Barnet. Colindale (315), Child's Hill (295), Burnt Oak (260), and have the largest amount of JSA benefit claimants, whereas Totteridge (80), High Barnet (95) and Garden Suburb (100) have the smallest.

4.13   8.4% of Barnet residents claim main out of work benefits in comparison with a London figure of 10.4%. There have been improvements in employment opportunities for young people and only 2.0% are not in employment education and training (Jan 2016). This is below the London figure of 3.2% and the lowest of all Barnet's statistical neighbours.

5. Our Future Plans

5.1   An Equalities Action Plan for the Council is attached to this report at Appendix One. This outlines the proposed actions, the responsibilities, and the resources and support we will develop in order to continue:

- Mainstreaming equalities into the business of the organisation
- Incorporating equality considerations into the business planning process
- Promoting community cohesion and resilience through the Community Participation Strategy
- Supporting a robust and representative corporate consultation function , and
- Monitoring our progress and celebrating our successes.

Equalities Action Plan 2016/17

Equalities Action Plan 2016/17	Lead	Timescale
Mainstream equalities into the business of the organisation		
Monitor existing commitments to incorporate equalities considerations into strategies and decision-making, ensuring due regard is given to the needs of different groups	Director for Strategy, Communication and Customer Services (DSCC) Commissioning Directors (CDs) Legal and Assurance supported by Commissioning and Equalities Policy Officer (CEPO)	On-going
Review and monitor integration of equalities into our corporate assurance processes	Corporate Risk Manager (CRM)	On-going Annual Assurance report in November
Monitor integration of equalities considerations into the work of the Council's commercial partners including compliance with relevant contract clauses	Commercial Director and Deputy Chief Operating Officer (DCOO)	On-going
Leading on the integration of equalities into our corporate management structures	DSCC CDs	On-going

Equalities Action Plan 2016/17	Lead	Timescale
	CEPO	
Produce an annual Equalities Report setting out the Council's commitment and activities relating to equalities and analysing key equality issues, trends and priorities, and publish this on the Council's website	CEPO	Annually
Monitor progress against the Council's Strategic Equalities Objective and identify any emerging issues shown by the data	CEPO and Business Intelligence (BI)	Annually
Incorporate equality considerations into the business planning process		
Review the current integration of equalities into the business planning process and implement any steps needed to improve this	CEPO with Community Engagement and Participation strategic Lead(CPESL) Legal CDs Corporate Finance and Delivery Units (DUs)	July 2016
Develop analysis of the cumulative impact on specific groups (particularly protected characteristics) of decisions taken to set the Council's budget for 2016-17, and publish this with the 2016-17 budget report.	CEPO with BI and DUs	February 2017
Resources, support and capacity-building		
Produce up-to-date guidance and support, and training (including e-learning) available to officers across the Council and, where possible, external partners.	CEPO DCOO and CCSD for external partners Legal Services	On-going

Equalities Action Plan 2016/17	Lead	Timescale
	HR/Programmes & Resources	
Maintain a resource of completed Equality Impact Assessments to make sure best practice is shared across Delivery Units	CEPO and DUs with Commissioning leads	On-going
Develop the Council's capacity to build equalities considerations into the work of all Barnet services	CEPO CPESL HR Programmes and Resources Team	On-going
Promote community cohesion and resilience		
Support and administer the Communities Together Network to promote community wellbeing and encourage safe and cohesive communities (facilitating three meetings a year; developing and delivering a forward plan)	CEPO	On-going.
Support development of a local action plan to meet the Council's PREVENT duty and make relevant links with the work of the Communities Together Network.	CEPO working with Strategic Lead, Community Safety and Emergency Planning	On-going
Lead a programme of events which promote community cohesion and good relations between different groups, including the Barnet Multi-Faith Festival, and International Women's Day.	CEPO Strategic Partners Head of Communities and Libraries Children's Service Governance Internal Comms/Mayor's Office	on-going
Policy and horizon-scanning		
Maintain a horizon-scanning process to identify any relevant policy developments, their impact, and any response needed (such as the upcoming reviews of the Human Rights Act and the	CEPO, CPESL and Legal	On-going

Equalities Action Plan 2016/17	Lead	Timescale
Public Sector Equality Duty).		
Carry out an annual review of the Council's Equalities Policy to ensure it remains up to date and accessible internally and externally via intranet and internet pages.	CEPO, Legal and HR	September 2016
Support a robust and representative corporate consultation and engagement function		
Work with the Council's Local Voluntary and Community Sector (VCS) through CTN and community participation lead to engage with hard to reach groups and communities and understand any key equalities issues.	CEPO working CPESL, CTN, Communications and consultation.	On-going
Support the development of CTN as the strategic VCS forum to address sector-wide issues and help to develop a programme of engagement with the local VCS	CEPO working CPESL	On-going
Use the Communities Together Network where appropriate to support relevant corporate consultation and engagement	CEPO	On-going
Ensure equalities considerations are taken into account in the Council's Partnership Boards	CEPO with HWBSL and partnership officers	On-going

The 2010 Equality Act outlines the provisions of the general and specific Public Sector Equality Duties and requires Barnet to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people from different groups;
- Foster good relations between people from different groups;
- Set and publish equality objectives, at least every four years; and
- Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.

This places a legal obligation on the Council to pay due regard to equalities.   We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.

Fairness Agenda

At their first meeting on June 10 2014 Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. Therefore, in addition to assessing the impact of proposals on the 9 protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed.

Data Sources
Staff data LBB Human Resources HR Core April 2016
Barnet Citizen data Census 2011 (and updated by the GLA's 2015 Round Population Projections (Borough Preferred))

The following tables summarise the data updated in April 2016 on the make-up of Barnet staff in relation to the protected characteristics. This is broken down by Delivery Unit where possible. Staff were asked to give information about their equality characteristics as part of an online survey in early 2015 with a 72% response rate from staff working directly for the council, and 60% for staff working in schools. Comparative data is also included on the borough of Barnet overall – taken as percentage of working age population (16-64 years old). It compares the percentage of each group represented in the Council with the information we hold about the make-up of Barnet citizens from the Census 2011 (and updated by the GLA's 2015 Round Population Projections (Borough Preferred)). The data suggests that in comparison with Barnet population:

Table One: Gender make up of staff
- Women are over represented in Council employment at 59% in comparison with 51.2%

Delivery Unit	Female	Male
Adults & Communities	76.8%	23.2%
Commissioning Group	52.1%	47.9%
Education & Skills	62.5%	37.5%
Family Services	81.8%	18.1%
Streetscene	21.5%	78.5%
Total Council	59.0%	41.0%
Barnet Population	51.2%	48.8%
Schools	90.8%	8.5%

Table Two: Ethnicity of staff

- White groups appear to represent a lower percentage of the staff cohort than the overall trend in the borough (57% compared to 64%)

Ethnic Group	% in Council	% in Barnet Population
Black African	6.6%	5.4%
Other Asian	1.0%	7.9%
Black Other	1.6%	2.7%
White	56.9%	64.1%
Bangladeshi	1.0%	0.6%
Black Caribbean	6.2%	1.3%
Chinese	0.5%	2.3%
Indian	6.3%	7.8%
Pakistani	0.8%	1.5%
Prefer not to say	15.9%	2.1%
Other	N/A	6.3%

Table Three: Sexual orientation of staff

- The lack of reliable data on sexual orientation of UK population makes it difficult to make meaningful comparisons

Grouping	Heterosexual	Bisexual	Gay	Lesbian	Prefer not to say
London Average	89.0%	0.7%	1.9%	1.9%	8.4%
Total Council	64.9%	0.6%	1.0	0.9%	32.5%

Table Four: Age of staff

- Age ground under 39 are underrepresented in council employment
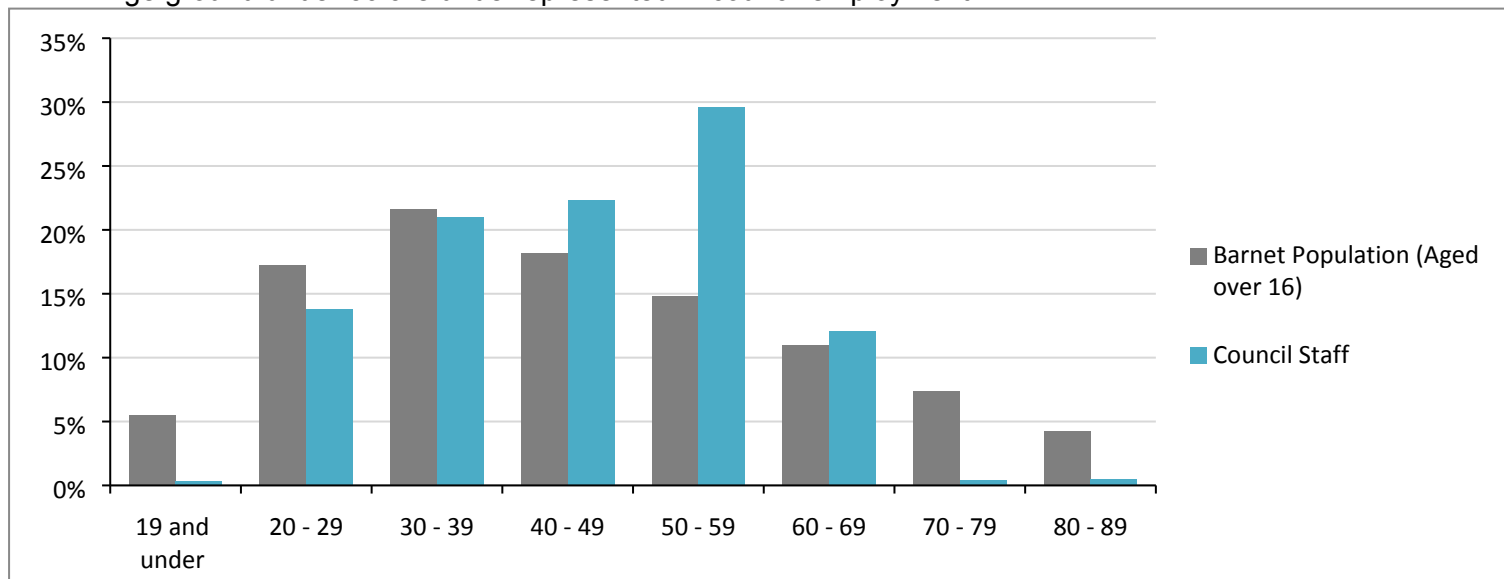
Table Five: Staff with disabilities

- The disability profile of Barnet employees approximately matches Barnet population

Delivery Unit	Percentage Declared Disability
Barnet Population % People whose Day-to-day activities are limited a lot	6.0%
Total Council Staff	5.8%

Table Six: Religion/Belief of staff

- Religion of staff varies from the diversity of religious groups in Barnet in terms of an under representation of Jewish and Muslim employees

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BARNET
LONDON BOROUGH
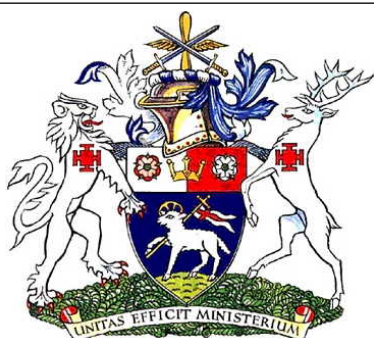
Policy and Resources Committee

28th June 2016

Title	**Annual Update on Area Committee Budgets**
Report of	Head of Governance Head of Finance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Non-CIL Community funding application guidelines 2016/17 Appendix B – Chipping Barnet Area Committee funding Appendix C – Finchley and Golders Green Area Committee funding Appendix D – Hendon Area Committee funding
Officer Contact Details	Naomi Kwasa, Governance Officer Naomi.kwasa@barnet.gov.uk

Summary

The report is to inform Members of the budget allocations of Area Committee funding for 2014/15 and 2015/16.

Recommendation

1. **That the Policy and Resourses Committee are requested to comment on and note the contents of the report including the attached appendices which provide a full analysis of the allocated Area Committee funding.**

1. **WHY THIS REPORT IS NEEDED**

1.1   On 10th June 2014, the Policy and Resources Committee agreed that £100,000 per year over a four year period should be allocated to each of the Council's three Area Committees, subject to agreement of detailed arrangements for the governance, accountability and prioritisation of these budgets by the Community Leadership Committee.

1.2   The Area Committees, Policy & Resources Committee, Environment Committee and Community Leadership Committee were consulted on the arrangements for managing Area Committee funding and each of these committees made resolutions in this regard, the full details of which can be found in the background papers section.

1.3   Since the implementation of the Area Committee Budgets arrangements processes have been amended and refined. On 9th July 2015, the Policy & Resources Committee approved that income from the Community Infrastructure Levy (CIL) would be delegated to the Council's Area Committees. Area Committees are treated in the same way as Parish Councils and allocated 15% of the CIL receipts for their local area. This is capped at a total of £150,000 per year per constituency area and ring-fenced for spend on infrastructure schemes. The funding from CIL is in addition to the £100,000 a year that is available to each Area Committee until 2017/18.

1.4   Since July 2015, each Area Committee has two funding streams:

   i.   A £100,000 annual discretionary budget that can be used to promote the economic, social or environmental wellbeing of an area (non-CIL funding); and

   ii. A variable CIL budget (capped at £150,000) that can only be used for the provision, improvement, replacement, operation or maintenance of infrastructure.

1.5   In relation to the annual discretionary budget, the application for Area Committee funding is a Member-led process, where Members will work with officers, local groups, organisations or individuals to develop proposals that meet a local need. Any Member can sponsor an item, regardless of whether they belong to the relevant Area Committee or not. Once a proposal has been developed, a Member will then sponsor the proposal and bring forward as a Members Item for consideration by the relevant Area Committee.

1.6   In relation to the CIL element of the Area Committee Budget, Members should discuss items with the relevant Commissioning Director in advance of meeting enabling an informed proposal to be submitted via an Members Item.

1.7   Full guidelines, including criteria and priorities for funding are attached as Appendix A to this report.

1.8   When the Area Committee Budget arrangements were introduced in June 2014 there was a commitment that a report would be submitted to the Policy and Resources Committee detailing any expenditure made by Area Committees. This report details expenditure committed across the three Area Committee to date. The tables below show the projects that have been funded by the individual Area Committees, a full breakdown of which is shown in Appendices B, C and D.

Table 1: Chipping Barnet

Year	Project	Allocation £	CIL/Non-CIL funding
2014/15			
	Exposure Organisation Ltd	9,998	Non-CIL
	The Traveller Movement	2,019	Non-CIL
	New Barnet Community Association	4,350	Non-CIL
	Barnet Community Projects	4,947	Non-CIL
	Barnet Elizabeth Rugby Football	4,800	Non-CIL
	Friends of Friary Park	3,675	Non-CIL
	Friern Barnet Community Library	2,500	Non-CIL
	Coopets Wood Conservationists	4,358	Non-CIL
	East Barnet Community Festival	1,300	Non-CIL
	East Barnet Community Festival	850	Non-CIL
	Brunswick Park Primary & Nursery School	9,999	Non-CIL
2015/16	Colney Hatch Lane Parking	10,000	CIL
	Manor Drive	5,000	CIL
	Totteridge & Whetstone CPZ	6,000	CIL
	Holden Road /Station Approach double yellow lines	2,000	CIL
	Great Bushy Drive double yellow	2,000	CIL
	Swan Lane double yellow	2,000	CIL
	Feasibility Study for Improved Safety at Waitrose at Totteridge Lane	5,000	CIL
	Consultation with Residents on Parking Issues Surrounding Barnet Hospital	5,000	CIL
	Kendal Close	200	CIL
	Woodside Park (Osidge) – duplicate of Holden Rd		CIL
	Oxford Avenue/Kinderton close yellow line investigation	1,500	CIL
	The Hollies/Oakleigh Road yellow line investigation	3,000	CIL
	Art Against Knives	9,999	Non-CIL
	Barnet Neighbourhood Watch	9,999	Non-CIL
	Community Barnet - public health social isolation tool	7,022	Non-CIL
	East Barnet festival (circus)	1,600	Non-CIL

	Friern Barnet community library	2,500	Non-CIL
	Woodside Park Garden Suburb residents association	9,650	Non-CIL
	Sports & Physical activity - pilot satellite	10,000	Non-CIL
	Sports & Physical activity - our parks	9,270	Non-CIL
	Allocation to Corporate Grants	17,000	Non-CIL

Table 2: Finchley and Golders Green

Year	Project	Allocation £	CIL/Non-CIL funding
2014/15	Cricklewood Town Team/animate to activate	10,000	Non-CIL
	Ezra Youth Movement	4,500	Non-CIL
	Friends of Windsor Open Space	4,500	Non-CIL
	Legadel	9,950	Non-CIL
	East Finchley Community Trust	2,250	Non-CIL
	North Finchley Town Team	9,999	Non-CIL
	Somali Bravanese Welfare Association in Barnet	9,695	Non-CIL
	Long Lane Pasture Trust	5,000	Non-CIL
	Migdal Emunah	4,340	Non-CIL
	45 Clitterhouse Farm, Alistair Lambert/Cricklewood Improvement Programme	9,999	Non-CIL
	Friends of Tiferes	5,000	Non-CIL
	Friends of Childs Hill Park	9,950	Non-CIL
	Cricklewood Millennium Green Trust	180	Non-CIL
2015/16	South Square CPZ		
	Heathgate CPZ & Past this point		
	Golders Green road loading bay	5,000	CIL
	FRS Synagogue parking	2,500	CIL
	Park view road safety	5,000	CIL
	Etchingham Park Road	5,000	CIL
	The vale CPZ extension (Mortimer Close)	7,000	CIL
	Friary way speeding	5,000	CIL
	Friary way parking feasibility	5,000	CIL
	Westbury 20mph	5,000	CIL
	Crescent road	25,000	CIL
	Regents park road	15,000	CIL
	Chessington Avenue	2,500	CIL
	East Finchley CPZ	10,000	CIL
	Oakfield CPZ	20,000	CIL
	Garden suburb CPZ (capped)	5,000	CIL
	Golders Garden CPZ (capped)	10,000	CIL
	Hampstead Way/Asmuns Place CPZ review	5,000	CIL
	Holders Hill Road - feasibility study parking	7,500	CIL

	and traffic flow		
	Leslie Road CPZ feasibility study	10,000	CIL
	Lambert Way - feasibility study parking and traffic	3,000	CIL
	Art Against Knives	9,060	Non-CIL
	TES Youth	9,460	Non-CIL
	Allocation to Corporate Grants	17,000	Non-CIL

Table 3: Hendon

Year	Project	Allocation £	CIL/Non-CIL funding
2014/15	Grahame Park Independent Living	4,000	Non-CIL
	Ambitious about Autism	2,500	Non-CIL
	Love Burnt Oak CReSH (Community Resource & Support Hub)	8,970	Non-CIL
	West Hendon Community Group	7,000	Non-CIL
	Barnet War Memorial Association	1,500	Non-CIL
	Mill Hill Neighbourhood Forum	9,999	Non-CIL
	TrainingshipBroadship	9,250	Non-CIL
	Herts Baseball Club – £1,107 but withdrew		Non-CIL
	Barnet Association of Tamil Elders	9,999	Non-CIL
	Nutmeg Community	6,340	Non-CIL
	Home Start Barnet	9,999	Non-CIL
	MigdalEmunah	4,340	Non-CIL
2015/16	Business Parking bays - Cheyne Walk	5,000	CIL
	Edgwarebury Lane - crossing	15,000	CIL
	West Hendon Highway Issue signage	5,000	CIL
	Watford Way/Apex corner parking	20,000	CIL
	Mathilda Marks Zebra crossing (with Bunns lane/hale lane)	15,000	CIL
	Shirehall lane - yellow lines	5,000	CIL
	Abercorn Road Traffic scheme (£10k & £7k)	17,000	CIL
	Pursley Road double mini roundabout	7,000	CIL
	Pursley Road traffic scheme	16,000	CIL
	Bunns Lane zebra crossing	8,500	Non-CIL
	Bunns Lane zebra crossing	23,500	CIL
	Hale Lane Zebra crossing	25,000	CIL
	Pursley/Devonshire Roads - implement traffic scheme	7,500	CIL
	Brookside Walk Play Area	6,207	Non-CIL
	Allocation to Corporate Grants	17,000	Non-CIL

2. REASONS FOR RECOMMENDATIONS

2.1 On 10th June 2014 it was agreed that annual updates would be provided to the Committee detailing any expenditure and decisions made by the Area Committees. The report is therefore to inform Members of the budget allocations for 2014/15 and 2015/16.

2.2 No decision is being requested of the Committee. The appendices provide Members with information and the opportunity to comment on the allocations of Area Committee funding.

2.3 The breakdown of funding as seen in the appendices highlights the benefit that Area Committee funding has had on local communities, including community projects such as support and activities for vulnerable, at risk and disadvantaged young people, projects to increase community cohesion and reduce social isolation and adult computing courses, as well as infrastructure schemes such as implementing yellow lines, various parking projects, pedestrian traffic islands and traffic management improvements.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 No alternative options were considered.

4. POST DECISION IMPLEMENTATION

4.1 Although no decision is requested of the Committee, the Committee should note that there are existing measures in place to continue to fund the Area Committee budget allocations until 2017/18 and the arrangements as documented in section 1 and the background information section will be ongoing until that time.

5. IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**

5.1.1 The funding enables the Area Committee Budgets to contribute to the Corporate Plan's objectives of: promoting family and community wellbeing; and supporting engaged, cohesive and safe communities, by helping them to access the support they need to become and remain independent and resilient.

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

5.2.1 Area Committees are able to allocate £100,00 each of non-CIL funding as well as CIL funding capped to a total of £150,000 (to be used on infrastructure projects only) to support projects in their local communities.

5.2.2 This is subject to detailed arrangements for the governance, accountability

and prioritisation of these budgets, the processes of which have been agreed and amended as seen in the reports included in the background documents.

5.2.3 The full breakdown of the budget spend for each Area Committee is found in the appendices. However, a brief summary is shown in the tables below:

Table 4: Non-CIL funding

Non-CIL Funding allocations	2014/15	2015/16
Chipping Barnet	£48,796	£77,040
Finchley and Golders Green	£85,363	£35,520
Hendon	£73,897	£31,707

2016/17	Budget carried forward	2016/17 Budget	Allocated to corporate grants	Amount Available
Chipping Barnet	£69,164	£100,000	(£17,000)	£152,164
Finchley and Golders Green	£79,117	100,000	(£17,000)	£162,117
Hendon	£94,396	100,000	(£17,000)	£177,396

Table 5: CIL Funding*

CIL Funding allocations	2015/16
Chipping Barnet	£41,700
Finchley and Golders Green	£152,500
Hendon	£161,000

2016/17	Budget carried forward	2016/17 Budget	Amount Available
Chipping Barnet	£108,300	£150,000	£256,300
Finchley and Golders Green **	(£2,500)	£150,000	£147,500
Hendon **	(£11,000)	£150,000	£139,000

*Note: CIL funding has only been available to Area Committees from the 2015/16 financial year onwards
** Finchley & Golders Green and Hendon allocated from 2016/17 budget in March 2016

5.3 **Social Value**

5.3.1 Not applicable to this report.

5.4 **Legal and Constitutional References**

5.4.1 Council Constitution, Responsibility for Functions, Annex A - the terms of reference of the Policy and Resources Committee include allocating a budget, as appropriate, for Area Committees and agreeing a framework for governing how that budget may be spent.

5.4.2 Council Constitutuion, Responsibilty for Functions, Annex A – the terms of reference of the Environment Committee includes "Determining applications to the Area Committee budget referred by Area Committees."

5.4.3 Council Constitutuion, Responsibilty for Functions, Annex A – the terms of reference of the Area Committees include "Administer any local budget delegated from Policy and Resources Committee for these committees in accordance with the framework set by the Policy and Resources Committee."

1.1 Risk Management

5.5.1 There are no risks to the Council as a direct result of this report.

1.2 Equalities and Diversity

5.6.1 The due diligence carried out for the Area Committee budget allocations and the regular review of the process has allowed the Council to comply with the Public Sector Equality Duty placed on it under Section 149 of the Equality Act 2010 specifically to:

- Check that project proposals are inclusive and consider any equality implications they may raise
- Identify any equality considerations relevant to the broader allocation of resources more effectively than it can at present
- Gain a more comprehensive understanding of the needs of different groups in the community through the additional insight gained by reviewing the projects proposed.

1.3 Consultation and Engagement

5.7.1 N/A

2. BACKGROUND PAPERS

6.1 Policy & Resources Committee, 10 June 2014
Area Sub-Committees – Budget Arrangements

6.2 Community Leadership Committee, 25 June 2014
Area Sub-Committees – Budget Allocation Draft Framework

6.3 Community Leadership Committee, 11 September 2014
Area Committee budget arrangements and wider community funding

6.4 Policy & Resources Committee, 14 October 2014

[Area Committee budget allocation proposals](#)

6.5   Environment Committee, 11 June 2015
[Review of Area Committees & their relationship with the Environment Committee](#)

6.6   Community Leadership Committee, 24 June 2015
[Review of Area Committees – operations and delegated budgets](#)

6.7   Policy & Resources Committee, 9 July 2015
[Delegating a proportion of Community Infrastructure Levy (CIL) Income to the Council's Area Committees](#)

6.8   Community Leadership Committee, 9 March 2016
[Area Committee non-Community Infrastructure Levy funding: Criteria and Process](#)

6.9   Individual Area Committee budget decisions can be accessed here.

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APPLICATION GUIDELINES 2016/17: For all application from 1 April 2016

PROCESS AND GUIDELINES FOR Area Committee – non-CIL community funding

INTRODUCTION

Each Area Committee has an annual discretionary budget that can be used to promote the economic, social or environmental wellbeing of an area. The application for Area Committee funding is a Member-led process, where Members will work with officers, local groups, organisations or individuals to write proposals that meet a local need. Area Committee Members will then bring forward an item for consideration by the relevant Area Committee.

Learn more about Area Committees [here](https://barnet.moderngov.co.uk/mgListCommittees.aspx?bcr=1)[1].

CRITERIA FOR ASSESSING APPLICATIONS FOR FUNDING

1. Area Committee funding will be for projects or initiatives that meet the priority areas agreed by the Community Leadership Committee (see below)
2. Area Committee funding will be for locally based projects or initiatives that tackle local issues, rather than borough-wide schemes
3. Area Committee funding may be used for the feasibility, start up, or scaling phase of a local project OR for one off events or purchases which fit the criteria of the Area Committee
4. The maximum value of an award is £9,999

The priority areas are

- Improve community safety
- Improving local mental and physical health, physical activity and independence
- Support local people to improve their skills or find employment
- Provide support local businesses
- Improve the local environment

Areas agreed not to be considered for funding:

- Self interest groups – where there is no evidence of wider community benefit;
- Funding must not be used to meet a budget deficit in a specific area, to meet the debts of an organisation in financial difficulty, or to cover a shortfall in a service which would normally be provided by the Council or another public sector organisation;
- Funding will not be given to assist with the administration and/or research costs of preparing an application;
- Funding must not require maintenance from the Council, or future expenditure.

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[1] https://barnet.moderngov.co.uk/mgListCommittees.aspx?bcr=1

Guidelines for assessing a request

In assessing the eligibility for funding, Councillors will take account of;

- The nature of the project
- How the project meets the funding criteria
- How the project meets an *identified* local need
- The extent to which the target beneficiaries have been defined
- Funding will be for one-off projects which do not require on-going support from the Council.
- How the project or initiative is linked to the identified local need and the outcomes the activities will achieve
- Value for money

HOW TO APPLY

As a Member-led funding process, officers, local groups, organisations and individuals must first approach an Area Committee Member to sponsor the project. If a Member sponsor is identified, the Member must use the application form available from the Governance Team and work with the officer, local group, organisation or individual to complete the funding application form.

WHAT HAPPENS TO APPLICATIONS

The Governance Team will advise the Member sponsor of the next Area Committee meeting which the application will be considered. **The deadline for the submission of a completed application is 12 days before the date of the Area Committee meeting**. The Governance Team will advise as to whether or not the funding application meets the basic criteria within 5 working days. It is strongly advised that applications are submitted as soon as they are completed.

At the Area Committee meeting when the application is being considered, the Member sponsor will be given the opportunity to provide an overview of the project and answer questions on the project. A decision will be made at the meeting. The Committee can agree one of three outcomes;

1. To award funding ➔ *this will be subject to due diligence* (see below)
2. To defer a decision ➔ proposals should be returned to the next Area Committee with more information
3. To reject a proposal and state reasons why

HOW EXPENDITURE IS MONITORED

As part of the due diligence process on Area Committee funding which has been agreed, a written agreement will be prepared between the Council and the successful applicant in relation to the funding of the project. This will contain the detail of:

- The level of funding;
- How payments will be made;
- Who is accountable for delivery of the project or initiative;
- What will be provided by the money;
- The monitoring requirements;
- What will happen if the organisation fails to meet the terms of the agreement.

AREA COMMITEEE FUNDING APPLICATION FORM 2016/17
NON-CIL COMMUNITY FUNDING

PART ONE: ABOUT YOU		
1.	Area Committee	☐ **Chipping Barnet Area Committee** ☐ **Finchley and Golders Green Area Committee** ☐ **Hendon Area Committee**
2.	**Members Item brought by:**	
3.	**Proposed organisation or Council department to deliver the proposal:**	
4.	**What is the total cost of the project?**	
5.	**How much Area Committee funding are you applying for?**	
PART TWO: ABOUT YOUR PROJECT		
6.	**What is the project?** Please provide a brief overview of the project and what the funding will be used for.	

7.	**Which priority area will the project / initiative address?**
	☐ Improving community safety
	☐ Improving local mental and physical health, physical activity and independence
	☐ Supports local people to improve their skills or find employment
	☐ Support local businesses
	☐ Improves the local environment
8.	**How will it benefit the local area?** Please state the area(s) within the constituency (e.g. ward(s)) which will benefit from the project
9.	**Who will it benefit?** Please state the main beneficiaries of the project.

10.	**Please tell us what the outcome of your project or initiative will be. An outcome is what happens as the result of your project or initiative**
11.	**How many people do you predict will benefit from this project or initiative?** Please state how you have arrived at this number
12.	**What evidence of need is there for this project?** Please provide any supporting evidence of need, such as local statistics or information from a needs assessment.

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13.	**Please demonstrate below how local people have been involved in developing this proposal**
14.	**How will the project or initiative be promoted to local residents?**
PART THREE: PROJECT DELIVERY	
15.	**What are the project timelines?**

6

16.	Please provide a breakdown of how the project intends to spend the Area Committee funding?	
17.	Who will be responsible for the delivery of the project?	
PART FOUR: DUE DILIGENCE AND ACCOUNTABILITY		
18.	Is the applicant or organisation part of a constituted group / organisation?	☐Yes ☐No
18.1	If no, the individual or group will need a sponsor organisation. Has a sponsor organisation been identified?	☐Yes ☐No If yes, what is the name of the organisation?
18.2	If yes, does the proposed delivery organisation have a summary of latest accounts (Account year ending date, total income for the year, total expenditure for the year, surplus or deficit for the year, total savings or reserves at the year-end).	☐Yes ☐No
19.	Does the proposed delivery organisation have a Safeguarding policy?	☐Yes ☐No

20.	Does the proposed delivery organisation have an Equalities and Diversity policy?	☐Yes ☐No
21.	Are there any safeguarding issues that need to be considered?	
22.	Are there any equality issues related to this project?	
23.	In the past 12 months have you sought or are you seeking funding from anywhere else, including another Council department, for this project?	☐ Yes ☐ No
23.1	If yes, please state where funding has been sought from	

Funder:	Amount:	Date:
Funder:	Amount:	Date:
Funder:	Amount:	Date:
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24.	Date	

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2016/17

Chipping Barnet	2016/17 Budget Allocation (General Reserve)	2016/17 Budget Allocation
	£	£
Budget allocation	100,000	150,000
Budget C/Fwd	74,164	108,300
Allocation through the Corporate Grants programme	(17,000)	
	157,164	258,300
on hold/rejected but to be reconsidered		
St Mary's the Virgin Church (from 2014/15)	(5,000)	
Balance Remaining	**152,164**	**258,300**
		410,464

2015/16

Chipping Barnet	2015/16 General Reserve	2015/16 CIL Reserve	Date of Committee Approvals	Description
	£	£		
Budget allocation	100,000	150,000		
Budget C/Fwd	46,204	0		
Allocation through the Corporate Grants programme	(17,000)			
Colney Hatch Lane Parking		(10,000)	21/10/2015	Implementation of yellow lines
Manor Drive		(5,000)	13/01/2016	Implementation of VAS and Report on the speed of traffic following implementation of VAS
Totteridge & Whetstone CPZ		(6,000)	13/01/2016	Implementation of a Controlled Parking Zone
Holden Road /Station Approach double yellow lines		(2,000)	21/10/2015	Implementation of double yellow lines
Great Bushy Drive double yellow		(2,000)	21/10/2015	Implementation of double yellow lines
Swan Lane double yellow		(2,000)	21/10/2015	Implementation of double yellow lines
Feasibility Study for Improved Safety at Waitrose at Totteridge Lane		(5,000)	13/01/2016	Feasibility Study to improve the junction of Totteridge Lane and Waitrose entrance
Consultation with Residents on Parking Issues Surrounding Barnet Hospital		(5,000)	13/01/2016	Informal Parking Consultation to seek the views of residents on parking around Barnet Hospital
Kendal Close		(200)	13/01/2016	Keep Clear Marking
Woodside Park (Osidge) - duplication of Holden			21/10/2015	Implementation of double yellow lines
Oxford Avenue/Kinderton close yellow line investigation		(1,500)	30/03/2016	Implementation of parking restrictions
The Hollies/Oakleigh Road yellow line investigation		(3,000)	30/03/2016	Implementation of parking restrictions
Art Against Knives	(9,999)		30/03/2016	DOLLIS DOLLS NAIL BAR - free community Nail Bar providing early intervention support to reduce the significant risks vulnerable young women face to prevent their involvement as either perpetrators or victims of violent crime.
Barnet Neighbourhood Watch	(9,999)		30/03/2016	To support Barnet's Neighbourhood Watch scheme

Community Barnet - public health social isolation tool	(7,022)		30/03/2016	A feasibility study aimed at increasing community cohesion by reducing social isolation in Coppetts Ward.
East Barnet festival (circus)	(1,600)		30/03/2016	200 free seats to be offered to low income and disadvantaged adults and children for Happy's Circus.
Friern Barnet community library	(2,500)		30/03/2016	Support for beginners computing course for adults and ESOL classes
Woodside Park Garden Suburb residents association	(9,650)		30/03/2016	Maintenance costs
Sports & Physical activity - pilot satellite	(10,000)		30/03/2016	12 month pilot satellite scheme
Sports & Physical activity - our parks	(9,270)		30/03/2016	Pilot physical activity programme
Balance remaining	**69,164**	**108,300**		
		177,464		

2014/15

Chipping Barnet	2014/15 Budget Allocation	Date of Committee Approvals	Description
	£		
Budget Allocation for 2014/15 and 2015/16	100,000		
Allocation through the Corporate Grants programme			
Exposure Organisation Ltd	(9,998)	15/01/2015	Encouraging young people especially those at roll of becoming victims of domestic violence to use media production as creative release.
The Traveller Movement	(2,019)	15/01/2015	Advocacy and parenting support for Gypsy Roma Traveller (GRT)
New Barnet Community Association	(4,350)	15/01/2015	New Barnet Community Centre - replacing access path that has deteriorated and updating fire exits to meet new safety standards.
Barnet Community Projects	(4,947)	15/01/2015	Seeking start-up funds for the Arc Community care at the Rainbow Centre on the Dollis Valley Estate.
Barnet Elizabeth Rugby Football	(4,800)	15/01/2015	Modernising facilities -refurbishment of the Gent's toilets at the Club House
Friends of Friary Park	(3,675)	15/01/2015	Installation of a full sized concrete table tennis in Friary Park and the introduction of hopscotch layout within the same area
Friern Barnet Community Library	(2,500)	15/01/2015	ESOL and computer classes
Coopets Wood Conservationists	(4,358)	15/01/2015	Funding to purchase a large steel container for use as a tool storage unit and the digitising of wildlife survey records.
East Barnet Community Festival	(1,300)	15/01/2015	Theatre in the Park
East Barnet Community Festival	(850)	15/01/2015	To book Kazzum, an organisation that specialises in dynamic work that bridges the gap between entertainment and education for young people.
Brunswick Park Primary & Nursery School	(9,999)	15/01/2015	Fencing in children's play equipment in Brunswick Park.
Balance remaining	51,204		
on hold - St Mary's the Virgin Church	(5,000)		
Balance remaining	**46,204**		

2016/17

Finchley and Golders Green	2016/17 Budget Allocation (General Reserve)	2016/17 Budget Allocation (CIL Reserve)	Comments
	£	£	
Budget allocation	100,000	150,000	
Budget C/Fwd	79,117	(2,500)	
Allocation through the Corporate Grants programme	(17,000)		
	162,117	147,500	
On Hold			
Barnet Neighbourhood Watch		(9,999)	Subject to both Hendon & Chipping Barnet agreeing (CB has)
Oakfields road parking			
Balance Remaining	**162,117**	**137,501**	
		299,618	

2015/16

Finchley and Golders Green	2015/16 Budget Allocation (General Reserve)	2015/16 Budget Allocation (CIL Reserve)	Date of Committee Approvals	Description	Comments
	£	£			
Budget allocation	100,000	150,000			
Budget C/Fwd	14,637				
Allocation through the Corporate Grants programme	(17,000)				
South Square CPZ			02/07/2015	Controlled Parking Zone extension	
Heathgate CPZ & Past this point			02/07/2015	Controlled Parking Zone extension	
Golders Green road loading bay		(5,000)	21/10/2015	Change of hours of Loading Bay	
FRS Synagogue parking		(2,500)	21/10/2015	School Keep Clear Markings	
Park view road safety		(5,000)	21/10/2015	Implementation of VAS and Report on the speed of traffic following implementation of VAS	
Etchingham Park Road		(5,000)	21/10/2015	Implementation of VAS and Report on the speed of traffic following implementation of VAS	
The vale CPZ extension (Mortimer Close)		(7,000)	13/01/2016	Controlled Parking Zone Extension	
Friary way speeding		(5,000)	21/10/2015	Implementation of VAS and Report on the speed of traffic following implementation of VAS	
Friary way parking feasibility		(5,000)		Review of Parking	
Westbury 20mph		(5,000)	21/10/2015	Report on the speed of traffic following implementation of VAS	
Crescent road		(25,000)	13/01/2016	Traffic Management Scheme	
Regents park road		(15,000)	13/01/2016	Pedestrian Traffic Island	
Chessington Avenue		(2,500)	13/01/2016	Implementation of Double yellow lines	
East Finchley CPZ		(10,000)	13/01/2016	Review of East Finchley CPZ (Cherry Tree Wood Area)	
Oakfield CPZ		(20,000)	13/01/2016	Informal Parking Consultation to seek the views of	

				residents on parking around Temple Fortune	
Garden suburb CPZ (capped)		(5,000)	13/01/2016	Informal Parking Consultation to seek the views of residents on parking around Temple Fortune (Addison Way)	
Golders Garden CPZ (capped)		(10,000)	13/01/2016	Review of the Hours of Operation in Golders Gardens CPZ	
Hampstead Way/Asmuns Place CPZ review		(5,000)	30/03/2016	Review of the Hours of Operation in Hampstead Way (part and Asmuns Place)	
Holders Hill Road - feasibility study parking and traffic flow		(7,500)	30/03/2016	Review of traffic and Parking - feasibility study	
Leslie Road CPZ feasibility study		(10,000)	30/03/2016	Informal Parking Consultation to seek the views of residents on parking around the East Finchley CPZ (Leslie Road)	
Lambert Way - feasibility study parking and traffic		(3,000)	30/03/2016	Feasibility Study - Parking	
Art Against Knives	(9,060)		30/03/2016	Funding for THE LAB, an early intervention project that provides young people at risk of exclusion and crime with a space to write, record produce their own music and hang out with their peers in a safe and creative environment.	
TES Youth	(9,460)		30/03/2016	To fund a programme of activities for young, disadvantaged and long term unemployed people in Barnet in the age range 18-25.	
	79,117	(2,500)			
On hold/rejected but to be reconsidered					
Barnet Neighbourhood Watch		(9,999)			Subject to both Hendon & Chipping Barnet agreeing
Oakfields road parking					
Balance remaining	**79,117**	**(12,499)**			
		66,618			

2014/15

Finchley and Golders Green	2014/15 Budget Allocation	Date of Committee Approvals	Description
	£		
Budget allocation	100,000		
Budget C/Fwd			
Allocation through the Corporate Grants programme			
Cricklewood Town Team/animate to activate	(10,000)	15/01/2015	Events at street market.
Ezra Youth Movement	(4,500)	15/01/2015	Support for a youth club in Golders Green.
Friends of Windsor Open Space	(4,500)	15/01/2015	A project to enhance Windsor Open space.
Legadel	(9,950)	15/01/2015	Educational and developmental needs support for disadvantaged children.
East Finchley Community Trust	(2,250)	15/01/2015	Support for festivals in June and December.
North Finchley Town Team	(9,999)	15/01/2015	Percy Road Playground renovation.
Somali Bravanese Welfare Association in Barnet	(9,695)	15/01/2015	Youth media courses for disadvantaged young people.
Long Lane Pasture Trust	(5,000)	15/01/2015	Build Gazebo on open site.
Migdal Emunah	(4,340)	15/01/2015	Safeguarding/abuse awareness project for Jewish schoolchildren.
45 Clitterhouse Farm, Alistair Lambert/Cricklewood Improvement Programme	(9,999)	15/01/2015	Support for local engagement activities, shed for children's projects and architect.
Friends of Tiferes	(5,000)	15/01/2015	A project supporting the health and welfare of young people, IT and life skills.
Friends of Childs Hill Park	(9,950)	15/01/2015	Funding for play equipment.
Cricklewood Millennium Green Trust	(180)	15/01/2015	Community Garden on the Green
Balance remaining	**14,637**		

2016/17

Hendon	2016/17 Budget Allocation (General Reserve)	2016/17 Budget Allocation (CIL Reserve)
	£	£
Budget allocation	100,000	150,000
Budget C/Fwd	94,396	(11,000)
Allocation through the Corporate Grants programme	(17,000)	
	177,396	139,000
on hold/rejected but to be reconsidered		
- Arundel Gardens footway parking		(5,000)
- Southbourne Avenue, Edgware		(25,000)
Balance Remaining	177,396	109,000
		286,396

2015/16

Hendon	2015/16 Budget Allocation (General Reserve)	2015/16 Budget Allocation (CIL Reserve)	Date of Committee Approvals	Description
	£	£		
Budget allocation	100,000	150,000		
Budget C/Fwd	26,103			
Allocation through the Corporate Grants programme	(17,000)			
Business Parking bays - Cheyne Walk		(5,000)	21/10/2015	Change of Business Parking Bays
Edgwarebury Lane - crossing		(15,000)	21/10/2015	Pedestrian Island
West Hendon Highway Issue signage		(5,000)	21/10/2015	Improved Signage in West Hendon
Watford Way/Apex corner parking		(20,000)	21/10/2015	Review of Paring Watford Way/Apex Corner
Mathilda Marks Zebra crossing (with Bunns lane/hale lane)		(15,000)	21/10/2015	Two Zebra Crossing hale Lane/Bunns Lane
Shirehall lane - yellow lines		(5,000)	21/10/2015	Implementation of double yellow lines
Abercorn Road Traffic scheme (£10k & £7k)		(17,000)	13/01/2016	Implementation of VAS and Report feasibility study on traffic management scheme
Pursley Road double mini roundabout		(7,000)	13/01/2016	Feasibility Study on improvements to the double mini roundabout at the junction of Pursley Road/Page Street/Bunns Lane
Pursley Road traffic scheme		(16,000)	13/01/2016	Feasibility Study on traffic management improvements on Devonshire Road/Pursley Road
Bunns Lane zebra crossing	(8,500)	(23,500)	30/03/2016	Implementation of the Zebra crossing on Bunns Lane
Hale Lane Zebra crossing		(25,000)	30/03/2016	Implementation of the Zebra crossing on Hale Lane
Pursley/Devonshire Roads - implement traffic scheme		(7,500)	30/03/2016	Implementation of the traffic management improvements on Pursley Road/Devonshire Road
Brookside Walk Play Area	(6,207)		30/03/2016	Purchase and installation of new play equipment.
Total/ Balance remaining	94,396	(11,000)		
on hold				
Arundel Gardens footway parking		(5,000)		
Southbourne Avenue, Edgware		(25,000)		
Balance remaining	**94,396**	**(41,000)**		
		53,396		

2014/15

Hendon	2014/15 Budget Allocation	Date of Committee Approvals	Description
	£		
Budget allocation	100,000		
Budget C/Fwd			
Grahame Park Independent Living	(4,000)	15/01/2015	Local Community Group which promotes a healthy and active lifestyle for its membership.
Ambitious about Autism	(2,500)	15/01/2015	Funding to provide multi-sensory equipment.
Love Burnt Oak CReSH (Community Resource & Support Hub)	(8,970)	15/01/2015	Local Community Group which promotes a healthy and active lifestyle.
West Hendon Community Group	(7,000)	15/01/2015	To showcase an event to illustrate to residents the work of the Voluntary and Statutory sector organisations, to promote independence and well-being.
Barnet War Memorial Association	(1,500)	15/01/2015	To add 227 names of service personnel who fell in WW2 to the Hendon war Memorial.
Mill Hill Neighbourhood Forum	(9,999)	15/01/2015	To replace a metal container which acted as a cricket pavilion with a concrete pavilion.
TrainingshipBroadship	(9,250)	15/01/2015	To establish a Wednesday lunchtime project for older members of the community to run every week for 1 year.
Herts Baseball Club - see below	(1,107)	15/01/2015	See below.
Barnet Association of Tamil Elders	(9,999)	15/01/2015	Local community group which will run workshops or its membership.
Nutmeg Community	(6,340)	15/01/2015	To provide a young people's reporters team to highlight positive stories within the community.
Home Start Barnet	(9,999)	15/01/2015	To employ a part time co-ordinator to deliver money to start awareness with a support network to the community that focuses on those with low incomes.
MigdalEmunah	(4,340)	15/01/2015	Safeguarding abuse/awareness project for Jewish schoolchildren.
Herts Baseball Club - withdrew application	1,107		N/A
Total/ Balance remaining	**26,103**		

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Policy and Resources Committee

28 June 2016

Title	**Policy and Resources Committee Work Programme**
Report of	Interim Chief Executive
Wards	All
Status	Public
Enclosures	Committee Work Programme: June 2016
Officer Contact Details	Kirstin Lambert: kirstin.lambert@barnet.gov.uk 020 8359 2177

Summary

The Committee is requested to consider and comment on the items included in the 2016-17 work programme

Recommendations

1. **That the Committee consider and comment on the items included in the 2016-17 work programme**

1. WHY THIS REPORT IS NEEDED

1.1 The Policy and Resources Committee's Work Programme 2016-17 indicates forthcoming items of business.

1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 N/A

4. POST DECISION IMPLEMENTATION

4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**

5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

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

5.2.1 None in the context of this report.

5.3 **Legal and Constitutional References**

5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.4 **Risk Management**

5.4.1 None in the context of this report.

5.5 **Equalities and Diversity**

5.5.1 None in the context of this report.

5.6   **Consultation and Engagement**

5.6.1   None in the context of this report.

6.   **BACKGROUND PAPERS**

6.1   None.

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**London Borough of Barnet
Policy and Resources
Committee
Forward Work Programme
May 2016 - May 2017**

Contact: Kirstin Lambert; 02083592177 kirstin.lambert@barnet.gov.uk

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
28 June 2016			
Barnet's Annual Equalities Report	To approve the Annual Equalities Report.	Director of Strategy, Director of Strategy	**Non-key**
Customer Access Strategy	To approve Customer Access Strategy following consultation.	Director of Strategy	**Key**
Area Committee Grants	To report on the area committee grants and Budget from 2015.	Andrew Charlwood, Director of Resources (Deputy Section 151 Officer), Stephen Evans	**Non-key**
Report on Community Benefit Assessment Tool Pilot	A tool to assess level of community benefit delivered has been developed and piloted as part of a wider business case process. This report will set out the results of the pilot phase and make a recommendation on whether this process should be rolled out more widely.	Director of Strategy, Chris Smith	**Non-key**

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
Business Planning	This report seeks approval from Policy and Resources Committee on the following: a) The process by which Theme Committees will confirm the delivery and achievement of savings plans already agreed; b) Movements to the budget in 2016/17; and c) Amendment to the capital programme.	Director of Resources (Deputy Section 151 Officer)	**Non-key**
Draft Sustainable Design and Construction and draft Residential Design Guidance Supplementary Planning Documents	The refocused SPD's capture changes on space standards as well as new standards that address accessibility, security, energy, noise, air pollution and water conservation. The Residential Design SPD cross references these changes and also clarifies the approach to conversions including small HMO conversions. It is recommended these documents are approved for consultation for 6 weeks and then reported back to Policy and Resources Committee for adoption.	Commissioning Director, Growth and Development	**Non-key**

Title of Report	Overview of decision	Report Of *(officer)*	Issue Type (Non key/Key/Urgent)
Barnet Draft Corporate Enforcement and Prosecution Policy	This report outlines the draft corporate Enforcement and Prosecution Policy for the Council and the proposed approach to consultation and implementation. The proposed corporate policy will ensure there is a consistent approach to enforcement and prosecution by the council and any other organisation delivering regulatory/enforcement services on behalf of the council. Therefore ensuring Council compliance with the Cabinet Office Enforcement Concordat and the Statutory Code for Regulators introduced in 2014.	Commissioning Director Environment	**Non-key**
Council Motion (4 April 2016) - Impact of the EU Referendum on Barnet	Following Council resolution of 4 April 2016, the committee will consider the impact of the result of the EU Referendum on Barnet.	Chief Operating Officer (Director of Finance / Section 151 Officer)	**Non-key**
1 September 2016			
Copthall - Planning Brief	To approve the Copthall Planning Brief following public consultation.	Commissioning Director, Growth and Development	**Non-key**

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
Draft Green Infrastructure Supplementary Planning Document	To approve the draft Supplementary Planning Document for Green Infrastructure for consultation.	Commissioning Director, Growth and Development	**Non-key**
Annual report of the Local Pension Board	To report on the work of the Local Pension Board 2015-2016.	Commissioning Director, Growth and Development, Head of Governance, Iain Millar	**Non-key**
Update on review of process for issue of Freedom passes	A status update on the matters considered at Policy and Resources Committee on 17 May 2016.	Commissioning Director Environment	**Non-key**
5 October 2016			
The Local Plan	To approve the Barnet's Local Plan for consultation.	Commissioning Director, Growth and Development	**Key**
Local Development Scheme 2016	To approve the Barnet's Local Development Scheme for consultation.	Commissioning Director, Growth and Development	**Key**
Customer Access Strategy: - Business Case - Digital Inclusion Strategy	To approve the business case for the implementation of the Customer Access Strategy, and the accompanying Digital Inclusion Strategy	Director of Strategy	**Key**
1 December 2016			

Title of Report	Overview of decision	Report Of *(officer)*	Issue Type (Non key/Key/Urgent)
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Commissioning Director, Growth and Development	**Non-key**
Business Planning	To approve the Business Planning priorities for the period 2016/17 to 2019/20.	Chief Operating Officer (Director of Finance / Section 151 Officer), Director of Resources (Deputy Section 151 Officer)	**Non-key**
Annual Procurement Forward Plan [APFP] 2017/2018	Approve the Annual Procurement Forward Plan 2017-18.	Chief Operating Officer (Director of Finance / Section 151 Officer)	**Non-key**
North London Waste Plan (Reg 19 stage)	To approve the North London Waste Plan (NLWP) for public consultation.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	**Non-key**
10 January 2017			
23 February 2017			
Business Planning 2015/16 to 2019/20	The report revises the Medium Term Financial Strategy (MTFS) in line with the publication, sets out the corporate plan indicators, savings proposals, capital programme for the period 2017-20 and council tax for 2017/18.	Chief Operating Officer (Director of Finance / Section 151 Officer), Director of Resources (Deputy Section 151 Officer)	**Non-key**
21 March 2017			

Title of Report	Overview of decision	Report Of *(officer)*	Issue Type (Non key/Key/Urgent)
The Barnet Group (TBG) Business Plan	To approve the budget and business plan of the Barnet Group Ltd.	Chief Operating Officer (Director of Finance / Section 151 Officer)	**Non-key**
16 May 2017			

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