

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

WEDNESDAY 5TH OCTOBER, 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)

Dean Cohen
Tom Davey
Paul Edwards
Anthony Finn

Alison Moore
Barry Rawlings
Ross Houston
Alon Or-bach

Sachin Rajput
Joan Scannell

Substitute Members

Melvin Cohen
Alan Schneiderman

Geof Cooke
Mark Shooter

Arjun Mittra
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 Friday 30 September at 10AM. 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

Item No	Title of Report	Pages
1.	Minutes of last meeting	1 - 8
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
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14.	Any other item(s) the Chairman decides are urgent	
15.	Motion to Exclude the Press and Public	
16.	Any other exempt item(s) the Chairman decides are urgent	

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Decisions of the Policy and Resources Committee

1 September 2016

Members Present:-

AGENDA ITEM 1

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

Councillor Dean Cohen	Councillor Alison Moore
Councillor Paul Edwards	Councillor Alon Or-Bach
Councillor Anthony Finn	Councillor Sachin Rajput
Councillor Ross Houston	Councillor Barry Rawlings

Also in attendance

Councillor Melvin Cohen (Substitute)

Apologies for Absence

Councillor Tom Davey	Councillor Joan Scannell
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1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 28 June 2016 be agreed as a correct record subject to the correction of the spelling of Councillor Alon Or-bach's name.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Joan Scannell and Councillor Tom Davey who was substituted for by Councillor Melvin Cohen.

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

The following interests were declared:

Councillor	Agenda Item	Interest Declared
Councillor Dean Cohen	Item 6b – Member's Item in the name of Cllr Ross Houston, Former Park Keeper's Lodge, Victoria Park	A personal interest as the agent was well known to Cllr Cohen. Cllr Dean Cohen would leave the room for consideration and voting on this item.

	Item 9 – Pentavia Retail Park – Draft Planning Brief	Non pecuniary interest as Cllr Dean Cohen frequented a unit occupied by a Kosher outlet.
Councillor Melvin Cohen	Item 6b – Member’s Item in the name of Cllr Ross Houston, Former Park Keeper’s Lodge, Victoria Park	A personal interest as architect was known to Cllr Melvin Cohen.
	Item 9 – Pentavia Retail Park – Draft Planning Brief	Non pecuniary interest as Cllr Melvin Cohen frequented a unit occupied by a Kosher outlet.
Councillor Ross Houston	Item 6b – Member’s Item in the name of Cllr Ross Houston, Former Park Keeper’s Lodge, Victoria Park	Non pecuniary interest as a Cllr Houston was a Council appointed representative on the Barnet Group Board.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None

5. PUBLIC QUESTIONS AND COMMENTS

Members of the public asked supplementary questions (arising from the answers provided to public questions in advance of the meeting). The Chairman and officers provided answers to supplementary questions at the meeting.

The committee received a public comment relating to items 6b (Former Park Keeper’s Lodge, Victoria Park) and 8 (Cophall Planning Brief) and asked questions of the public speaker and officers.

In response to a request from public questioners, the Chairman gave an undertaking that answers to public questions would be published on the council’s website by midday on the day of the relevant committee meeting.

6. MEMBERS’ ITEMS (IF ANY)

(a) MEMBER’S ITEM: CLLR BARRY RAWLINGS - BARNET’S STRATEGIC PARTNERSHIP BOARD

Councillor Barry Rawlings introduced the member’s item in his name which considered the matter set out in paragraph 1.1 of the committee report.

The Chairman agreed that Barnet’s Strategic Partnership Board should set a date to meet again during the 2016/17 municipal year provided there was business to be transacted. The Chairman and Councillor Rawlings would discuss agenda items.

The Policy and Resources Committee resolved to request officers to develop a work programme, agenda and schedule a meeting for the Barnet Strategic Board, following discussion with the Conservative and Labour Group Leads.

(b) MEMBER'S ITEM: CLLR ROSS HOUSTON - FORMER PARK KEEPER'S LODGE, VICTORIA PARK

Councillor Dean Cohen left the meeting room for the duration of this item.

Councillor Ross Houston introduced the member's item in his name which considered the matter set out in paragraph 1.1 of the committee report.

Councillor Houston expressed his concern that the sale of the former Park Keeper's Lodge did not constitute value for money and emphasised his belief that it was in the public interest that written answers (to the questions in the report) be provided in the public domain within a specified timescale.

In response to points raised during discussion, the Interim Chief Executive confirmed that proceeds from the sale of the lodge were held separately under a specific cost centre within the council's accounts. Mr Hooton also advised the committee that an application for planning permission on the site had been refused.

Regarding the future uses of Victoria Park, Mr Hooton confirmed that the proceeds of the sale would be reinvested into the park with both councillors and members of the public being consulted on the nature of the reinvestment.

Regarding the master plan, the Director of Resources advised the committee that details had not been finalised but there were no plans for a car park.

The Interim Chief Executive undertook to respond in writing to the questions in the committee report and to publish those answers.

The Policy and Resources Committee resolved to request the Interim Chief Executive to provide written answers to the questions in the committee report and to publish the answers on the council's website within ten working days of the meeting.

(c) MEMBER'S ITEM: CLLR ALISON MOORE - #SAVEBARNETDIVING

The Chairman directed that items 6c and 7 be considered jointly.

Councillor Alison Moore introduced the member's item in her name which considered the matter set out in paragraph 1.1 of the committee report.

Councillor Arjun Mittra addressed the committee in accordance with section 9.3 of the meeting's procedures rules in the constitution.

The committee was requested to agree that a further options appraisal be brought back for consideration which included an option to retain the diving provision within the facilities mix at the redeveloped Copthall Leisure Centre. It was suggested that the options appraisal should explore possible alternative funding streams including Sport England and the National Lottery to support retention of a diving facility within Barnet.

The committee's resolution on this item arose following consideration of item 7 and is recorded under the Save Barnet Diving Petition minute.

7. SAVE BARNET DIVING PETITION

A representative for the #SaveBarnetDiving Team, Ms Vanessa Bradley (on behalf of the lead petitioner, Ms Wendy Kravitz) addressed the committee.

Committee members asked questions of the lead petitioner.

The Commissioning Director, Adults and Health, together with the Chairman, responded to the issues raised in the petition.

Committee members ask questions of the Commissioning Director.

The Chairman responded to the issues raised in a closing address.

The Policy and Resources Committee resolved:

- 1. That the potential for provision of diving facilities to be included in the core facilities mix for the new leisure centre in Barnet Copthall be reassessed but without delay to the existing project (in accordance with the committee's decision ([report](#) and [minutes](#)) on 16 December 2015 to redevelop Copthall Leisure Centre).**
- 2. That a report is brought to a future Policy and Resources Committee meeting (before the end of the year) which explores the potential for provision of diving facilities and addresses:**
 - **How many people would use diving facilities at the redeveloped leisure centre**
 - **How provision of diving facilities could be funded**
 - **Planning permission implications**
- 3. That the proposed use of Copthall Leisure Centre in the [Copthall Planning Brief](#) (section 7.1 Scope of Development) be amended to include "potential for diving facilities."**

8. COPTHALL PLANNING BRIEF

The committee received a report in the name of the Commissioning Director, Growth and Development.

The committee amended the proposed use of Copthall Leisure Centre in the Copthall Planning Brief (section 7.1 Scope of Development) to include "potential for diving

facilities” in accordance with the decision made under the previous item, Save Barnet Diving Petition.

The Policy and Resources Committee resolved to:

1. Note the addendum.
2. Note the responses and agree the Council responses in the Consultation Report attached at Appendix A and in the addendum report.
3. Amend the proposed use of Copthall Leisure Centre in the [Copthall Planning Brief](#) (section 7.1 Scope of Development) to include “potential for diving facilities.”
4. Approve the proposed Copthall Planning Brief attached at Appendix B (as amended) for adoption for use as guidance for planning applications for the site.

9. PENTAVIA RETAIL PARK - DRAFT PLANNING BRIEF

The committee received a report in the name of the Commissioning Director, Growth and Development and asked questions of the Chief Planner.

The Policy and Resources Committee resolved to:

1. Note the addendum.
2. Approve the Pentavia Retail Park draft Planning Brief for public consultation as set out in paragraph 5.7 of the committee report.
3. Agree that the proposed final planning brief is reported back to the committee for adoption after taking into account comments made as part of the consultation.

10. LOCAL DEVELOPMENT SCHEME 2016

The committee received a report in the name of the Commissioning Director, Growth and Development and asked questions of the Commissioning Lead, Planning.

The Policy and Resources Committee resolved that Barnet’s Local Development Scheme, as set out in Appendix A to the committee report, be approved for publication.

11. DISABLED PERSONS FREEDOM PASS REVIEW: DRAFT CRITERIA FOR ASSESSMENT AND NEXT STEPS FOR IMPLEMENTATION

The committee received a report in the name of the Commissioning Director, Environment. Debate ensued regarding the eligibility assessment process and appeals procedure. The Commissioning Director, Adults and Health responded to concerns that people eligible for a freedom pass but not known to the council through adults’ services may be overlooked. The committee welcomed a further report in December which would

detail the consultation results and address the proposed appeals process following an internal review conducted by a council officer.

The Policy and Resources Committee resolved to:

- 1. Approve the draft Disabled Persons Freedom Pass eligibility Criteria in Appendix 1 of the committee report.**
- 2. Agree the next steps outlined in this report related to consultation and user group testing of the new process.**
- 3. Agree to receive a report back on 1 December 2016, with the outcomes from the consultation and a progress update on the introduction of the revised criteria.**

12. COLINDALE: FINANCIAL ASSISTANCE FOR RAF MUSEUM SITE RE-DEVELOPMENT

The committee received a report in the name of the Commissioning Director, Growth and Development.

The committee discussed Appendix 1 with particular regard to sections 5.4 (risk management) and 5.9 (creation of a new central green space with a children's playground and the creation of local employment and training opportunities).

The committee believed that the opportunity for social value could be broadened and requested that the museum explore beyond the skills, employment and training requirement of the supplementary planning document, for example becoming a recognised protected safe environment for people with learning disabilities. The Commissioning Director agreed to relay the committee's suggestions to the RAF Board of Trustees.

The Policy and Resources Committee resolved to:

- 1. Note the resolution of the Assets Regeneration and Growth Committee on 11 July 2016.**
- 2. Approve financial assistance totalling £500,000 to the RAF museum, phased on an agreed basis over the project period 2016-2018, released subject to confirmation by the museum that the remaining balance of the shortfall (£6,151,253) has been secured; and**
- 3. Authorise the Commissioning Director Growth and Development following consultation with the Chairman of the Committee to agree the details of the payment programme in conjunction with the RAF Museum.**

Votes were recorded as follows:

In favour	6
Against	0

Abstention	5
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13. PROPOSED EXTENSION OF THE SHARED SERVICE AGREEMENT WITH HARROW FOR THE PROVISION OF LEGAL SERVICES (HBPL)

The Committee considered a report presented by the Assurance Director who was present to answer questions on the proposed extension of the inter-authority agreement.

The committee sought assurance that the service provider had sufficient capacity to provide a good service which was equipped to respond to the particular needs of Barnet Council. The Assurance Director confirmed that she was confident it would, based on the information within the report.

The Assurance Director answered questions regarding the hourly rate, hours purchased, budget and disbursement figures contained in Appendix 2.

Upon putting the recommendations contained within the report (numbers 1 to 3 on page 254 of the agenda pack) to the vote, the committee voted unanimously to agree.

RESOLVED that the Committee:

- 1. Note that the shared service has been extended to include Hounslow and Buckinghamshire County Council and Aylesbury Vale District Council.**
- 2. Agree to extend the agreement with Harrow for a shared legal service, dated 17th August 2012, for a further period of five years until 1 September 2022 (in accordance with paragraph 2.2 of the agreement).**
- 3. Agree that the London Borough of Harrow discharge Barnet Council's function in respect of the delivery of legal services in accordance with section 101 of the Local Government Act 1972 and the inter authority agreement.**

14. COMMITTEE FORWARD WORK PROGRAMME

The committee received a report in the name of the Interim Chief Executive.

The Policy and Resources Committee resolved that the work programme, as set out in Appendix A to the committee report, be approved for publication.

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

None

16. MOTION TO EXCLUDE THE PRESS AND PUBLIC

Not required.

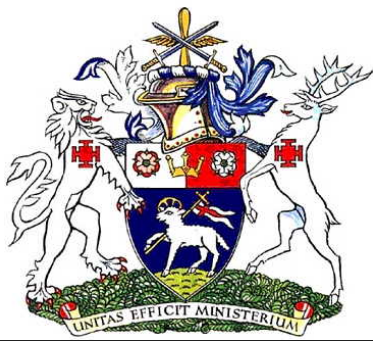
17. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

None

The Chairman thanked the Director of Assurance, Davina Fiore, for her work and wished her well in her new post at Cardiff Council.

The committee welcomed David Tatlow to Barnet Council as the new Director of Assurance and Monitoring Officer.

The meeting finished at 10.00 pm



Policy and Resources Committee

5 October 2016

Title	Monitoring the impact of Brexit on Barnet
Report of	Interim Chief Operating Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Hannah Chillingworth, Strategy Officer (Hannah.Chillingworth@Barnet.gov.uk , 020 8359 3598) Katharine Purser, Strategic Lead: Skills Devolution (Katharine.Purser@Barnet.gov.uk , 020 8359 7728)

Summary

A motion was passed at Council on 26 July 2016 that called on Policy & Resources Committee to consider the probable impact of Brexit on Barnet, in order to identify and respond to risks that may arise. This paper sets out the proposed approach for doing this.

It is proposed that a basket of indicators – which reflect broad trends in the local economy, labour market, housing market, and local community cohesion, together with comments from officers – are collated for review by the Committee on a six-monthly basis. Updates will also include details of other relevant announcements or developments which could have implications for the council or the wider borough, including changes to national policy which could impact Local Government, macro-economic fluctuations or changes to Government spending plans.

It is also proposed that views are sought from local strategic partners and reported through the six-monthly updates, to help ensure a wider borough view is considered. Partners include the Clinical Commissioning Group, Middlesex University, Barnet & Southgate College, Barnet Police, Barnet DWP, Community Barnet and business representatives including West London Business.

Recommendations

- 1. That the Committee agree the suggested set of indicators to be monitored, as set out in Tables 1 and 2 of this report.**
- 2. That the Committee agree to receive six-monthly updates based on the suggested indicators, together with accompanying comments from officers and a view from local strategic partners.**

1. WHY THIS REPORT IS NEEDED

- 1.1 A motion was passed at Council on 26 July that called on Policy & Resources Committee (P&R) to “properly consider the probable impact of Brexit on Barnet so that this can be communicated to Barnet’s three Conservative MPs in order that they can raise these issues in parliamentary debates and fight for the best outcomes for the Borough”.
- 1.2 This paper sets out the proposed approach for doing this, which includes monitoring a basket of indicators reflective of local trends in relation to the labour market, housing market, local economy, and community cohesion in the borough.
- 1.3 Due to the differing sources of data, some proposed indicators are only available on an annual basis, whereas others are released on a monthly or quarterly basis. It is proposed that indicators which are available on a monthly or quarterly frequency are collated every six months for review by P&R. Annual indicators will be reported through P&R alongside a summary of the key trends in the indicators once a year.
- 1.4 The indicators are designed to measure impact at borough level, therefore indicators which monitor fluctuations at a national level such as interest levels and exchange rates are not included. However, details of relevant national announcements or developments which could have implications for Local Government will be included in the report commentary.
- 1.5 This will include any changes to national policy or legislation which could impact Local Government, macro-economic fluctuations, trade agreements, or changes to Government spending plans. Changes to Local Government finance or spending plans will also continue to be reported to P&R through the annual Business Planning process in the normal way and reflected in the council’s budget forecasts.
- 1.6 Indicators that are linked to EU legislation, for example, recycling rates and air pollution levels are also not reported as these are unlikely to have an impact whilst negotiations following the referendum are still underway.
- 1.7 These indicators will be monitored in the context of broader trends across London and the rest of the UK to establish whether there is any disproportionate impact on Barnet. It is expected that the GLA will be producing a monitor covering a range of areas including business, housing, employment, population and migration, community safety, and household

finance, which if appropriate can be directly compared to the Barnet data. Commentary on this monitoring will be provided as part of the P&R updates as and when available.

- 1.8 Given that the referendum was only three months ago, it is too early to make firm judgments on the impact of Brexit – either nationally or at a local level. However, there have been some well documented macro-economic and currency fluctuations and national announcements since the referendum together with some local issues surrounding community cohesion which may be related. These are reported below.

Recent National Context

- 1.9 Nationally, there have been a number of developments following the vote. At the beginning of August, the Bank of England took the decision to lower interest rates to a record low of 0.25% to stimulate the UK economy. However, recent figures suggest that growth has not been as negatively impacted as was expected, in spite of initial concerns immediately following the referendum. The next set of official UK growth forecasts will be released by the Office of Budget Responsibility at the Autumn Statement on 23 November.
- 1.10 After an initial dip, it was reported at the start of September that the UK's service sector has rebounded strongly. The Markit/CIPS Purchasing Managers' Index, a survey of business managers which gauges whether their company's activity has increased – where a score of 50 or above indicates growth – revealed an index score of 52.9 in August compared to 47.4 in July. The manufacturing sector has also seen a similar increase, rising to 53.3 against July's 48.3.
- 1.11 Following the release of these figures – and at the time of writing - the pound has jumped to a one month high against the dollar after hitting a 31-year low in July, although it has still not reached pre-referendum levels. It is expected that the strength of the pound will continue to fluctuate over the coming months.
- 1.12 The housing market has also stabilised according to the Royal Institution of Chartered Surveyors (Rics), following a dip in property sales immediately after the referendum. Rics reported that the market had begun to stabilise in August, although sales in London were still decreasing. However, Rics members are now predicting that house prices will increase by 3.3% a year on average for the next five years, with more surveyors expecting house sales to increase than the number who expected sales to fall in the next 12 months.
- 1.13 Table 1 below shows the indicators which can be updated for each update to P&R, with initial commentary on each of the categories.

Table 1: Quarterly Indicators

CATEGORY	INDICATOR						
		Rolling annual figures					
		<i>April 14 – April 15</i>	<i>May 14 – May 15</i>	<i>June 14 – June 15</i>	<i>April 15 – April 16</i>	<i>May 15 – May 16</i>	<i>June 15 – June 16</i>
Community Cohesion	Reported incidence of racist and religious hate crime (– MOPAC)	480	489	500	534	557	566
		Monthly figures					
		<i>May 15</i>	<i>June 15</i>	<i>July 15</i>	<i>May 16</i>	<i>June 16</i>	<i>July 16</i>
Labour Market	Main out of work benefits (<i>Nomis</i>)	3,705	3,695	3,635	3,710	3,655	3,680
	Average house price (<i>Land Registry</i>)	£466,125	£473,322	£470,262	£521,511	£524,735	<i>Not yet released</i>
		Quarterly figures					
		<i>Oct – Dec 14</i>	<i>Jan– Mar 15</i>	<i>Apr – June 15</i>	<i>Oct – Dec 15</i>	<i>Jan – Mar 16</i>	<i>Apr – June 16</i>
Housing	Housing starts (<i>quarterly release – DCLG</i>)	320	1000	390	320	240	500
	Number of households approaching Barnet Homes for Housing Services (<i>quarterly release – internal</i>)	644	832	808	661	632	<i>Not yet released</i>

Commentary

Community Cohesion

- 1.14 Instances of racist and religious hate crime have been increasing steadily over the past year, although this increase is relatively low, and in line with the overall London increase. Following the referendum there was an increase in reported racist and religious hate crime nationally and in London. Barnet also experienced an increase in the rate of reported racist and religious hate crime in the two week period following the referendum but by the third week levels had dropped back to pre-referendum levels. Overall, Barnet's reported incidence of racist and religious hate crime remains considerably below the London average.

Labour Market

- 1.15 Claimants in receipt of out of work benefits have been relatively steady since February 2016 following a decline over the preceding 18 months. Numbers have been fluctuating up and down month to month through the year to date and July 2016 saw a slight (0.68%) rise – although the figure was still lower than that of May 2016. Claimant count has been known to increase during the summer months and this may be connected to high numbers transitioning from full time education to work at that time of year.
- 1.16 The July 2016 rise does appear earlier in the year than it did in 2015, where claimants dipped in July but increased in August (with a rise of 2.6%), and differs significantly from 2014 where claimant count dropped each month through the summer.

Housing and regeneration

- 1.17 A large increase in housing starts can be seen in January – March 2015, which is likely to be due to housing starts on some of the borough's big regeneration schemes as well as prior approvals being implemented. This same reasoning also accounts for the slight increase seen in April – June 2016.
- 1.18 House prices tend to fluctuate on a monthly basis but longer-term annual trends show house prices increasing on an annual basis, particularly in London. The rise was less significant from 2014/15 to 2015/16 at 9.65% compared with 15.91% the previous year.
- 1.19 Average rent price was considered as an indicator but discounted as the data is released on a six-monthly basis from the Valuation Office Authority with a note that the sample used is not statistical and may not be consistent

over time, therefore should not be used as a comparison over time or between areas.

- 1.20 The numbers of households approaching Barnet Homes for assistance fluctuate over the months, with figures rising above 800 in January – March 2015 and April – June 2015. It is expected that numbers for July – September 2016 will rise above 750. The trend across all London boroughs is an increase in homeless demand as evictions rise from the private rented sector, and it remains to be seen if this trend will be reflected in Barnet later in the year.
- 1.21 Locally, a major piece of positive news which occurred shortly after the referendum was the signing and sealing of an agreement between the council and its development partners, Argent Related and Hammerson and Standard Life Investments to progress with the Brent Cross Cricklewood regeneration scheme. The scheme will create a new town centre, incorporating 7,500 homes, 27,000 jobs, three re-built schools, redevelopment of Brent Cross shopping centre, new parks and community facilities, an additional Thameslink train station as well as major road and public transport improvements.
- 1.22 Table 2 shows the indicators which will be updated annually alongside an initial commentary on the current data.

Table 2: Annual Indicators

CATEGORY	INDICATOR	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Business	Proportion of Liability Orders served (<i>Internal</i>)	19.81%	15.72%	13.05%	12.08%
Household Income	Median household income (<i>CACI</i>)	<i>Not available</i>	£38,147	£36,202	£35,812
		2013	2014	2015	2016
Population	Projected population size (<i>GLA borough preferred option</i>)	369,156	374,980	374,978	376,065
	Projected net migration (<i>GLA borough preferred option</i>)	2,200	2,886	-2,935	-1,999
Community Cohesion	Per cent agreeing that their local area is a place where people from different backgrounds get on well together (<i>Spring Residents' Perception Survey</i>)	84%	84%	84%	85%

Commentary

Business

- 1.23 Business survival rates were considered as an indicator of business health but have not been included in this basket due to a lag in the data (the most recent being 2013).
- 1.24 Liability Orders served when businesses fall into business rates arrears were considered the best available proxy for monitoring business health in the borough. Since 2012/13 the proportion of liability orders served has been decreasing. Data for 2016/17 will be available in April 2017 at which point it will be possible to note any significant change in the proportion of Barnet businesses failing to pay their business rates.

Population

- 1.26 The GLA releases population figures and projections each year; these are estimates as the only accurate measure of population is the census (last carried out in 2011). Below are a few key points:
- From the 2012 round of projections the GLA predicted the Barnet population would increase by approximately 1.27% each year over the next ten years.
 - Revised estimates published in the 2015 round of projections estimate the Barnet population is expected to increase at a similar rate (roughly 1.21% each year up to 2022), although the total population is now expected to be much larger than what was originally projected in 2012.
 - Net migration figures are also projections; in 2012 it was projected that there would be a steady influx of around 1,000 – 2,000 migrants a year.
 - This was revised in 2015 to show that the increase in net migration was much more rapid than initially expected, and suggesting a sudden migration deficit is expected over the next two years.
 - At present, these figures are expected to increase again up to 2020, however this may be revised in future projection releases from the GLA.

Household Income

- 1.27 Median household income has declined slightly over the years; looking more widely at the data a possible explanation for this is that the lower quartile has decreased year on year. This could be due to a larger proportion of people being in lower paid or part-time work.
- 1.28 Whilst average household income decreases and house prices rise, the ratio of household income to house price continues to increase, from 1:10 in

2013/14 (average house price £385,102), to 1:12 in 2014/15 (average house price £446,388), to 1:14 in 2015/16 (average house price £489,471).

Community Cohesion

- 1.29 The Spring Residents' Perception Survey measures levels of residents agreeing that people from different backgrounds get along well together. These figures have remained consistently high for the past four years (84% from 2012 – 2015, and 85% in 2016).

Local Strategic Partners

- 1.30 An important source of information – which will provide for a wider view of the potential impact of Brexit on the borough – are our local strategic partners. It is therefore suggested that future reports include a section setting out the views of partners, including the Clinical Commissioning Group, Middlesex University, Barnet & Southgate College, Barnet Police, Barnet DWP, Community Barnet and business representatives including West London Business.
- 1.31 An initial discussion has been held between senior council officers and senior representatives from partner organisations. West London Business (WLB) have reported some concerns from SMEs relating to managing exchange rate volatility since the vote and are also monitoring levels of foreign direct investment. WLB are taking a proactive approach to export growth by accelerating the development of partnerships and networks with similar business organisations in China, India and Eastern Europe and will also be hosting a number of Brexit events for member and non-member businesses.
- 1.32 Middlesex University are monitoring the situation closely, based on the fact that around 15% of university staff and 15% of students are from the EU member states. Brexit presents major potential risks for the institution, with EU student fee income totalling £19m per annum and EU research income totalling £2.5m per annum. The University is working closely with sector bodies that are in dialogue with the Government about mitigating these risks.

2 REASONS FOR RECOMMENDATIONS

- 2.1 The selected indicators and proposed method of monitoring are deemed appropriate to ensure that any potential risks are identified and mitigated against in a timely fashion to help ensure the best outcomes for the borough.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The council could decide not to monitor these indicators but this would not allow for the motion passed at Council on 26 July 2016 to be fulfilled.

4 POST DECISION IMPLEMENTATION

- 4.1 The indicators will be updated, reviewed and reported on, with a commentary reporting to Policy and Resources Committee on a six-monthly basis. Should any risks be identified, suggested approaches to risk management will be included in the commentary.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This monitoring will help the council identify potential risk early on and respond appropriately to ensure the best outcomes for Barnet residents.

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

- 5.2.1 There are no resource implications associated with this decision.

5.3 Social Value

- 5.3.1 This decision does not relate to a service contract therefore there are no social value considerations.

5.4 Legal and Constitutional References

- 5.4.1 Under the council's Constitution (Responsibility for Functions – Annex A) the responsibilities of the Policy and Resources Committee include:
- To be responsible for those matters not specifically allocated to any other Committee affecting the affairs of the council (4).
 - To be responsible for the overall strategic direction of the Council

5.5 Risk Management

- 5.5.1 There are no risks associated with the decision to monitor the suggested indicators.

5.6 Equalities and Diversity

- 5.6.1 No negative differential impact has been identified with regard to any of the protected characteristics in relation to this decision. The inclusion of community cohesion indicators will enable early identification of any potential negative impacts.

5.7 Consultation and Engagement

- 5.7.1 There has not been any specific consultation or engagement activity in relation to this decision.

5.8 **Insight**

- 5.8.1 Business intelligence drawn from across the council and wider sources has been used to populate the indicators and provide commentary.

6 **BACKGROUND PAPERS**

- 6.1 Council 26 July 2016 – agenda item 15.4 – Amendment in the name of Richard Cornelius, Parliamentary debate on Brexit – Getting the best outcome for Barnet:

<https://barnet.moderngov.co.uk/documents/s33816/Amendment%20in%20the%20name%20of%20Cllr%20Richard%20Cornelius.pdf>

	<p>Policy & Resources Committee 5th October 2016</p>
<p style="text-align: right;">Title</p>	<p>Business Planning 2017-20 Efficiency Plan</p>
<p style="text-align: right;">Report of</p>	<p>Interim Chief Executive Director of Resources</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – Efficiency Plan Appendix 2 – Medium Term Financial Strategy Appendix 3 – Transformation Programme</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Patricia Phillipson – Interim Head of Finance, Commissioning Group patricia.phillipson@barnet.gov.uk</p>

Summary

This paper sets out the council’s Efficiency Plan which requires submission to the Department for Communities and Local Government (DCLG) by 14th October 2016.

Recommendations

The report recommends that the Committee:

- 1. Approves the ‘Efficiency Plan’ for submission to the Department for Communities and Local Government (DCLG) in order to secure a minimum funding guarantee.**

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1 In June 2016, the council reviewed the Medium Term Financial Strategy (MTFS) covering the period 2017 – 2020. The MTFS for this period had a budget gap of £61.5 million, with savings identified to meet this.
- 1.1.2 The report included information on the proposed multi-year settlement deal and the requirement to submit to DCLG an 'Efficiency Plan'.
- 1.1.3 Local authorities have taken the biggest hit in terms of central government cuts since 2010. The scale of reduction, along with a degree of volatility around the phasing/ timing of these cuts to different authority types, can make it very difficult for authorities to plan their spending priorities strategically.
- 1.1.4 The government's response to these concerns from the sector has been an offer a guaranteed minimum grant envelope, paid to councils for a 4-year period from April 2016 covering Revenue Support Grant, transitional funding and Rural Services Delivery Grant. This, the Secretary of State said, should increase local authority certainty and confidence and would be a key step towards supporting councils to strengthen financial management and work collaboratively with local partners when considering the way local services are provided in future.
- 1.1.5 To take advantage of this offer each authority needs to submit an efficiency plan. The Secretary of State has not issued guidance on what an efficiency plan should contain.
- 1.1.6 DCLG recognise that every council in the country is different. Each will have its own vision, policies, opportunities and challenges and each will be at a different stage in its journey to financial sustainability. Therefore, no two efficiency plans are likely to focus on the same things; have common aims or include the same reports.
- 1.1.7 An efficiency plan need not be any more than an 'abridged version' of key/existing public documents already put together by a council, such as the Corporate Plan, the Medium Term Financial Strategy (MTFS), appendix 2 and the Transformation Programme, appendix 3.
- 1.1.8 Barnet, due to its forward planning, has a Corporate Plan and MTFS that stretches to 2020. These documents have been used as foundations for drawing up the Efficiency Plan.
- 1.1.9 This Efficiency Plan has to be submitted to DCLG by 14th October 2016

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 Not to submit an efficiency plan and refuse to accept the four-year settlement was considered and not recommended due to the fact that the certainty around the offer of a four year guaranteed settlement is welcomed by Barnet.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of the recommendation, the efficiency plan will be submitted to the DCLG by the 14th October 2016.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Councils Corporate Plan to 2020 sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity has been a key component in the development of the Efficiency Plan.

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

- 5.2.1 The four-year settlement provided a minimum funding level to base the development of the Medium Term Financial Strategy to 2020.

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.

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, responsibility for functions Annex A sets out the terms of reference of the Policy and Resources Committee including

(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:

- Consider for approval the Corporate Plan

- Council's Capital and Revenue budget setting (subject to full council) and Medium Term Financial Strategy
- Ensuring effective Use of Resources and Value for Money

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 acceptance of a four year guaranteed settlement reduces the risk of financial uncertainty.

5.6 Equalities and Diversity

5.6.1 None applicable to this report, but the council has to consider the requirements of the Equality Act 2010 and The Public Sector Equality Duty and be satisfied 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.

5.7 Consultation and Engagement

5.7.1 None applicable to this report.

5.8 Insight

5.8.1 Not applicable.

6. BACKGROUND PAPERS

- 6.1 Council, 1 March 2016, agenda item 11.1, Business Planning 2016-2010
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8343&Ver=4>
- 6.2 Policy and Resources Committee, 28th June 2016, agenda item 8 Business Planning 2017 – 2020
<http://barnet.moderngov.co.uk/documents/s32762/Report.pdf>
- 6.3 Council website, approved Corporate Plan 2015/16 and 2016/17 Addendum to the Corporate Plan. <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance>

London Borough of Barnet Efficiency Plan

Strategic context

The Barnet Corporate Plan 2015, updated in 2016, sets out the objectives of the Council and is based on the principles of **fairness, opportunity & responsibility**, with a strong commitment to partnership working to commission joined up, affordable, quality services to meet the 2020 vision of:

- More involved and resilient communities
- Health and Social Care services will be personalised and integrated, with more people supported to live longer in their own homes
- Public Health will be integrated as a priority theme across all services
- Barnet's schools will be amongst the best in the country, with enough places for all, and with all children achieving the best they can
- Barnet's children and young people will receive a great start in life
- There will be a broad offer of skills and employment programmes for all ages
- Barnet's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill
- Barnet's parks and green spaces will be amongst the best in London
- Barnet will be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe
- Residents will see a responsible approach to regeneration, with thousands of new homes built and job opportunities created
- Customer services will be intuitive and flexible, with increased user satisfaction
- Barnet will continue to be recognised as a transparent and open council
- And, for staff, the council will offer a more flexible and modern workplace.

Commissioning Council

Barnet changed its operating model to deliver its new approach - becoming a 'Commissioning Council' with a mixed economy, eg local providers (public, private, VCS) bringing in new skills to achieve the best results.

Two key arrangements have emerged through this approach:

Guaranteed savings of £126m over 10 years through a deal with private sector to provide our back office services:

- **Customer & Support Group (CSG)** - unique package of services designed for synergy and savings
- Partnership with Capita, with up front investment to improve services will save **£126m over 10 years**
- **New standards of customer service** to achieve savings and make it easier for customers to transact – e.g. web-based '**Single Customer Account**'
- **Co-design of services** with users and improved customer insight

Growth of £39m in 'visible' planning and regulatory services – in partnership with private sector:

- **Developmental and Regulatory Services (DRS)** - new to the market, so scope for growth
- Saving of **£39m over 10 years**, including growth of a guaranteed £33m
- **Investment in services** - real time data via handheld devices and investment in customer facing web
- A **Joint Venture**, so the Barnet taxpayer benefits from success with a strong incentive to grow the business

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.

Between 2016 and 2020, a further £81.1 million of savings need 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.

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.

A copy of the council's corporate plan 2015-16 and the addendum at April 2016 supports the submission of this plan.

Medium Term Financial Strategy

The MTFS to 2020 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.

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.

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.

A copy of the council's medium term financial strategy supports the submission of this plan.

Transformation Programme

The council has embarked on its transformation programme that will deliver the key changes, complex projects, and key savings required by the Corporate Plan, based on delivery of the council's strategic objectives.

The Council has an established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points. This approach, reviewing projects at set gateways, testing and refining business cases, is intended to ensure that the Council delivers the desired benefits and outcomes, with appropriate funding in place.

This programme will deliver individual project savings totalling £62.8 from 2015 – 2020 at a cost of £22.4, with a cumulative savings impact of £171m over the five year period

A copy of the council's transformation programme supports the submission of this efficiency plan.

Monitoring the Efficiency Plan

The Efficiency Plan will be published in accordance with the DCLG guidance and will be monitored as part of any review and update of the Medium Term Financial Strategy.

There is a caveat to this Efficiency Plan, in that the local elections in Barnet will be held in May 2018 and this could impact on the medium term financial strategy.

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Medium Term Financial Strategy

This is the council's updated Medium Term Financial Strategy (MTFS) to 2020. It 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, it 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.

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 updated Medium Term Financial Strategy 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 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 this 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 2017 - 2020 (see table) reflects a budget gap of £61.5m, with savings proposals to reach a balanced position.

Medium Term Financial Strategy	2016/17 £000	2016/17 Revised £000	2017/18 £000	2018/19 £000	2019/20 £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
North London Waste Authority (NLWA) levy	1,366	1,366	937	758	1,035
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	9,981	9,492	5,983	5,439	7,340
Contingency - general risks	(2,380)	(958)	(234)	(723)	3,843
Homelessness	500	500			
Social Care Precept	2,571	2,571	3,092		
Concessionary Fares	227	227	255	292	346
Central Expenses sub-total	918	2,340	3,113	(431)	4,189
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	298,100	299,033	292,359	275,706	269,094
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) Baseline	145,640	145,640	146,481	149,566	152,501
Growth in properties £	1,244	1,244	593	404	837
Council Tax (CT) Discounts	0	0	(441)	(459)	(477)
Increase in Council Tax (-1%, 0%, 0%, 2% from 2017/18)	0	0	2,933	2,990	3,057
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		
Collection Fund Deficit (BR)					
CT freeze grant 13-14					
CT freeze grant 14-15					
CT freeze grant 15-16	0	0			
Core grants					
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235	2,235
Education Services Grant	3,521	3,521	3,169	2,852	2,567
NHB	12,307	12,307	12,548	9,897	7,583
Unallocated RSG					
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	15,582	15,582	21,871	19,443	20,230

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 living wage	1,500
Total	3,000

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% £000	1% Pay Award £000	Total £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.

Directorate	Capital Programme	Amount £'000	Narrative
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 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.

2.1 Risk Management

2.1.1 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.

2.1.2 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.

2.1.3 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.

2.1.4 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 be deliverable as the Council must always ensure that safeguarding of adults, children and young people remains paramount.

2.2 Equalities and Diversity

2.2.1 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.

2.2.2 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.

2.3 Consultation and Engagement

2.3.1 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.

2.3.2 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.

2.3.3 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.

2.3.4 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.

Medium Term Financial Strategy
Approved by Policy & Resources
June 2016

Transformation Programme

1. Introduction

In December 2014, Policy and Resources Committee approved a transformation programme to deliver the savings required by the Medium Term Financial Strategy and the outcomes set in the Council's Corporate Plan to 2020. The Plan commits the Council to strive to make sure the 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, making the most of the resources available to get value for money for the taxpayer.

As a result of the provisional local government settlement, the Council has a financial gap of £81.1m in the years 2016 to 2020. To meet the challenges of years ahead, the Council has a clear strategy in place:

- Using capital investment in infrastructure to ensure that Barnet remains a place where people want to live and work
- Maximising the revenues we generate locally through growth and investment
- Transforming the way we design and deliver services
- Promoting community participation and resilience
- Managing demand for services

The transformation programme is in place to achieve the outcomes set by the Corporate Plan and the savings required by the Medium Term Financial Strategy. Our approach is to target investment which benefits residents. First and foremost, this means directly investing in changes which have an impact on the ground – for example, expanding the multi-agency employment support team currently based in Burnt Oak to cover another priority locality and enable more people into work and develop their own resilience. It means investing in schemes and contracts which support people with mental health conditions or learning disabilities to access employment opportunities and become more independent. Through the programme we will also develop new models of social work practice, and new intervention or therapies which reduce the need for higher cost placements and the number of adolescents in residential care. In addition, we will develop new commercial approaches or offers to generate additional income – while maintaining high standards of service. For example, this includes funding to improve the Council's commercial waste offer to local businesses, as well as the commencement of the new Education and Skills service to offer services to other schools in Barnet and other areas.

The Council has an established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points. This approach, reviewing projects at set gateways, testing and refining business cases, is intended to ensure that the Council delivers the desired benefits and outcomes, with appropriate funding in place. Overall progress of the programme will be reported each quarter to Performance and Contract Management Committee.

2. Financial benefits

Not all of the £81m of savings and financial benefit will come from the transformation programme. Some of this will be delivered outside of the programme through contractual / operational or financing changes such as reduced borrowing costs. However, £63m will come from the transformation programme. At the heart of this approach is an invest-to-save model to achieve the best results for residents. This is based on a total of £22m funding from the transformation reserve to achieve cumulative benefits of £171m by 2020.

Portfolio	Total Cost (£k)	Total Savings (£k)					Total
		2015/16	2016/17	2017/18	2018/19	2019/20	
Adults & Health	5,850	967	3,383	5,411	5,161	4,497	19,419
Central	3,330	0	542	2,625	645	44	3,856
Children & Families	7,520	525	1,626	3,232	1,919	5,568	12,870
Environment	4,020	1,062	6,863	2,213	987	874	11,999
Growth & Development	1,660	240	2,770	5,185	5,551	902	14,648
Total savings to Base Budgets	22,380	2,794	15,184	18,666	14,263	11,885	62,792
Cumulative savings to Base Budget		2,794	17,978	36,644	50,907	62,792	171,115

3. Key projects

The Transformation Programme includes a range of projects as shown below. A number of projects are established, underway or in delivery stage.

Adults & Health Portfolio		Children & Families Portfolio	
Cross-cutting <ul style="list-style-type: none"> Adults ADM Your Choice Barnet Demand Management Review activity Invest in IT 	Learning Disabilities <ul style="list-style-type: none"> Independence of Young People 0-25s Working Age Adults Mental Health <ul style="list-style-type: none"> Mental Health Transformation Housing & Support <ul style="list-style-type: none"> Housing & Support projects Other projects <ul style="list-style-type: none"> Sport & Physical Activity 	<ul style="list-style-type: none"> Family Services ADM/Shared Service Education & Skills ADM Libraries Early Years Vision Early Years Delivery Recruitment & Retention NEETs & Young People 	<ul style="list-style-type: none"> Education Capital Programme Theory of Practice/ Social work practice improvement Demand Management interventions Youth Services strategy Youth Zone Education Alternative Provision Model
Environment Portfolio		Growth & Development Portfolio	
<ul style="list-style-type: none"> Recycling / Collection offer Street Cleaning model Commercial Waste Income Parks investment and improvement 	<ul style="list-style-type: none"> Sustainable Transport strategy Safer Communities projects Street Scene ADM Depot Highways NRP programme Parking 	<ul style="list-style-type: none"> Temporary Accommodation Empty Properties Entrepreneurial Barnet 	<ul style="list-style-type: none"> Regeneration programme Development Pipeline City Deal Devolution
Central Portfolio			
<ul style="list-style-type: none"> Customer Transformation Programme Colindale move Smarter Working OD strategy implementation 		<ul style="list-style-type: none"> Community Asset Strategy / Community Centres Implementing the Community Participation Strategy Unified Reward 	

4. Transformation Funding

Of the £22.4m funding required to deliver the programme, £18.1m is already in place within the Transformation Reserve which the council set up to enable successful delivery of required changes. As a result of identifying another £29m of savings, we are therefore seeking an additional £4.3m to fund the following, linked to our corporate objectives:

Growth, housing and responsible regeneration

- Supporting people to find work and improve their employment opportunities, focusing on social care clients and young people at risk of being not in employment, education or training
- Safely reducing the number of children in care by working with social workers and other children's services professionals to embed new social care best practice frameworks & approaches used for targeted intervention and managing demand, such as Signs of Safety, Pause and No Wrong Door

Managing demand

- Improving how residents and businesses access council services by improving the website, moving to online services, redesigning key processes, developing the right face-to-face service points, and providing greater ability to manage demand
- Increasing the independence of social care clients, through additional capacity to improve the review and support planning process including the use of equipment and technology

More resilient communities

- Putting in place the most appropriate delivery models for adults social care, children's services and street scene services
- Improving the provision of alternative education services (where pupils engage in timetabled, educational activities away from school and school staff) for Barnet schools within a new Multi-Academy Trust which integrates existing services within suitable accommodation

Transforming services

- Delivering service reforms to early years, youth, adoption, and CAMHS services
- Reinforcing a culture that rewards high performance and drives up productivity by implementing new pay, grading and contractual arrangements to ensure a better overall package in terms of basic pay.

To reduce the amount of additional funding required for these new projects to £4.3m, we have used underspends from existing funding for the following:

- £1.40m of legal advisory funding as this has been budgeted for within each project as required; £0.1m funding remains
- £0.50m of contingency as the remaining £0.50m is judged to be a prudent contingency to hold at this time
- £0.78m of funding allocated to projects which is no longer required.

With a large programme of over 100 projects (including capital and infrastructure schemes), part of the funding is also allocated to project management – to give sufficient capacity and focus to achieve the projects to time, cost and quality. Part of the CSG contract is the Corporate Programmes team, and the Council has negotiated for this contract to provide this core project management capacity as salaried positions to secure value and giving a sustainable approach. This approach, as well as use of good value alternative providers where appropriate, has allowed us to keep costs associated with programme and project management to under a third of total transformation costs. The remainder is spent on

directly investing in front line services and new social care models, as well as the required subject-matter expertise and commercial and technical support.

5. Overall benefits

Some of the main benefits that will be delivered by the programme are shown in the table below.

Area	Benefit
Growth & Regeneration	
Empty Properties	Two year pilot of additional investment to bring back more properties into use and provide houses for Barnet Homes to use for temporary accommodation (TA)
Temp Accommodation	Additional capacity within Barnet Homes to move households out of TA and prevent cases of homelessness
Employment and skills	Support people to find work through continued investment in the multi-agency employment support team in Burnt Oak, as well as new investment in a similar model in another area
Environment	
Street Scene ADM	Explore in house transformation, shared services and alternative models of delivery across the Street Scene Delivery Unit to deliver more effective and efficient services
Recycling & Collection	Increase recycling rates, reduce waste tonnages and maintain high levels of satisfaction with the waste service, exploring behaviour change and greater efficiency
Street Cleansing	Develop an 'intelligence-led' approach to deploying resources which maintains standards of street cleansing in the borough, improves resident satisfaction and realises operational savings
Parks	Delivery of parks strategy, capital investment in parks
Sustainable Transport Strategy	Improve the management of traffic flows and parking across the borough, to maintain road safety and air quality, and improve radial routes for public transport
Children & Family Services	
Family Services ADM / Shared Service	Explore opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people
Theory of Practice/ Practice Improvement	Develop new social care practice approaches used for targeted intervention, (e.g. Signs of Safety), working with social workers and other children's services professionals to prevent escalation of the needs of children and young people
Children and adolescent Demand Management	Safely reduce the number of children in care through specialist interventions, considering therapies to support adolescents on the edge of care to prevent the escalation of their care and support needs as well as interventions to reduce 'repeat removals'
Early Years	Develop and deliver a new model for early years services which focuses on developing a more flexible, targeted model with greater community involvement and improved identification and support for vulnerable families
Youth Services	Develop and deliver a new model for youth services, alongside the development of the new Youth Zone
Alternative Education	Develop a comprehensive spectrum of alternative provision education services where pupils engage in timetabled, educational activities away from school and school staff) for Barnet schools within a new Multi-Academy Trust
NEET and Young People	Provide early personalised support to young people (14-19) who are highly vulnerable, at-high risk of or not taking up employment, education or training (NEET) to develop their employability
Libraries	Delivery of the library strategy, post consultation and Committee
Education and Skills ADM	Develop an alternative delivery model to provide education and skills services by entering into a strategic partnership with Cambridge Education

Adults & Health	
Adults Transformation and ADM	Developing a new approach to adult social work that focuses on identifying people's strengths, what they can do for themselves and what support they can draw upon from family, friends and local community resources. The service will transition to a new delivery model, within which the new approach can flourish. Demand for Council-funded ASC services will fall as people are empowered to take control of their own lives and remain independent for as long as possible.
Older People and Adults with Physical Disabilities	Joining up health and social care services so that residents have a better experience and services are delivered more effectively and efficiently. Continue to improve the review and support planning process both for carers and service users including how housing, equipment and technology can increase independence.
Housing and Support projects	Work with Barnet Homes, developers and private landlords to ensure that accommodation supports people to live independently, through home adaptations and accessible housing; co-habitation with carers and peers; use of specialist home support services including personal assistance, integrated assistive technology; and access to networks of local services
Learning Disabilities	Developing the employment support opportunities for working aged adults with disabilities and ensure there are sufficient opportunities available in the Borough. Continue to improve the review and support planning process both for carers and service users including how housing, equipment and technology can increase independence.
Mental Health	Refocus mental health social care on recovery, maximise inclusion. Implement new social work delivery model, aligned with community development whole family approaches and wider well-being.
Sports and Physical Activity (SPA)	Develop a contract that can improve the participation levels in sport and physical activity across the borough, improving assets, while delivering sport and physical activity services at zero-cost for the council
Central	
Community Participation	A new approach to community participation – encouraging greater levels of participation, increasing independence from Council provision and exploring community delivery of services
Unified Reward	Review pay, grading and contractual arrangements to ensure a better overall package across the organisation in terms of basic pay and reinforcing a culture that rewards high performance and drives up productivity
Smarter Working/Colindale	Restructure the Civic Estate to create fit for purpose, flexible accommodation for the next decade and beyond
Customer Transformation	Improve the website, move to online services, redesign key processes, develop the right face-to-face service points, and provide greater ability to manage demand
Capital Investment	
<p>The following capital investment programmes will also be governed and monitored through our programme:</p> <ul style="list-style-type: none"> • Regeneration Programme - delivering major regenerations schemes across the borough • Development Pipeline - delivering a development pipeline increasing housing supply, including new units for adult social care • Barnet's Highway Network Recovery plan – investing £50m over the next 5 years to improve the condition of the borough's roads and pavements • Education Capital Programme - investing in school expansion and improvements to deliver additional forms of entry • Depot Programme - moving to a new depot location for Waste and Street Scene service delivery 	

6. Programme cost and benefits

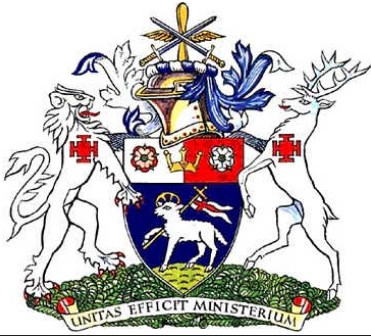
The table below identifies all projects, including new projects, alongside the expected costs of delivery and the expected financial benefits they are to achieve.

Project	Total cost	Total financial benefit
Growth & Development Portfolio		
Barnet Homes Management Agreement	£150,000	Saving of £2.85m (Project closed)
Empty Properties	£147,000	
Temporary Accommodation	Funded from existing service budgets	Reduce Temp Accommodation budget pressures
Entrepreneurial Barnet	£777,000	Increase business rates from economic development
Total	£1.66m*	£14.65m
Environment Portfolio		
Street Scene ADM	£756,000	Saving of £0.7m
Recycling & Collection Offer	£450,000	Saving of £3.16m
Street Cleansing Model	£250,000	Saving of £0.75m
Commercial Waste	£315,000	Saving of £1.0m
Parks Investment & Improvement	£363,000	Saving of £0.80m
Sustainable Transport Strategy	£140,000	
Street Scene Efficiencies	£739,000	Saving of £1.19m (A number of Projects Completed)
Mortuary Shared Services	£70,000	Saving of £0.05m (Project Closed)
Parking service	£486,000	Most cost effective provision for the Parking service
Revenue neutral CCTV service	£70,000	Saving of £0.24m (Project Closed)
Total	£4.02m*	£12.00m
Children & Families Portfolio		
Family Services ADM / Shared Service	£625,000	Saving of £0.80m
Theory of Practice/Practice Improvement	£1,000,000	Saving of £2.20m
Demand Management Interventions	£1,600,000	
Early Intervention and Prevention	£100,000	
Children in Care Resource Management	£100,000	
Workforce and third party efficiencies	£100,000	Saving of £1.68m
Reforms to Early Years	£667,395	Saving of £3.04m
Reforms to Youth Services	£100,000	Saving of £0.80m
CAMHS/Health Visitors Procurement	£70,000	Saving of £0.20m
Alternative Education Provision model	£120,000	
NEETS and Young People support	£185,000	
Reforms to Libraries	£342,700	Saving of £2.85m
Education and Skills ADM	£1,480,000	Saving of £1.15m
Total	£7.52m*	£12.87m
Adults & Health Portfolio		
Adults Social Care ADM	£1,260,000	Saving of £18.45m
Housing & Support projects	Funded from existing service budgets	
Your Choice Barnet		
Assistive Technology for care support		
Demand Management	£240,200 & service funded	
Case Review Activity	£385,000	
Health & Social Care Integration	s256 funded	
Independence of Young People with LD	£400,000	
Support for Working Age Adults	£275,000	
Specialist Dementia Support Service	£260,000	

Remaining 2015/16 Adults Programme spend (Mental Health, Housing, Front Door & Invest in IT, Personal Assistants)	£759,000	
Sports and Physical Activity (SPA)	£1,476,000	Saving of £0.97m and improved participation & health outcomes
Total	£5.85m*	£19.42m
Central Portfolio		
Workforce	£1,362,000	Work recruitment, service reorganisations, L&D, apprenticeships, agency reduction
Community Participation	£100,000	Increase levels of participation and independence from Council provision
Unified Reward	£1,050,000	Increase staff performance and productivity, additional to implement
Smarter Working	£360,000	Saving of £2.00m
Customer Transformation Programme	£299,000	Savings of £500k
Total	£3.33m*	£3.86m
Overall Total	£22.38m	£62.79m

* Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

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	<h2>Policy & Resources committee</h2> <h3>5th October 2016</h3>
<p style="text-align: right;">Title</p>	<p>Business Planning Update 2016/17</p>
<p style="text-align: right;">Report of</p>	<p>Director of Resources</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Patricia Phillipson – Interim Head of Finance, Commissioning Group patricia.phillipson@barnet.gov.uk</p>

<h3>Summary</h3>
<p>During the 2016/17 budget setting process, £7.9 million was set aside as contingency to cover specific pressures. This committee is responsible for approving virements to and from the contingency fund, and the impact of unified reward, implemented in October 2016, requires realigning of service budget. Changes to the capital programme have impacted on funding which requires approval by this committee.</p>

<h3>Recommendations</h3>
<p>The report recommends that the Committee:</p> <ol style="list-style-type: none"> 1. Approve the budget virements as set out in sections 1.2 & 1.3 2. Approve approved the additions and deletions to the capital programme and the funding changes as shown in paragraph 1.4

1. WHY THIS REPORT IS NEEDED

1.1 Budget virements from contingency over £250,000 require approval by the Policy and Resources Committee in accordance with the council's financial regulations.

1.2 Unified Reward

1.2.1 Unified Reward was implemented on 1st October 2016, as approved by General Functions Committee on 21st March 2016. Service budgets need to be realigned to ensure that no service area is impacted on by changes from the process. Payment protection for one year is also in place.

1.2.2 To re-align the service budgets, an in year virement for 2016-17 of £144,040 (overall net reduction) and an ongoing virement from 2017-18 of £288,080 (overall net reduction) is required to the contingency budget.

1.2.3 Payment protection of £125,780 for six months in 2016-17 and six months in 2017-18 will be funded from the service development reserve.

1.3 Capital Financing Budget

1.3.1 An ongoing virement is required for a transfer from the capital financing budget for £1.980m to the contingency budget. This will meet service pressures and pension legislation changes that have an impact on national insurance charges.

1.4 Capital additions and deletions

1.4.1 A capital programme review has identified changes, which need approval from this committee. The detailed analysis of funding changes, including reprofiling of the funding to match changes in the programme is provided in Appendix A.

1.4.2 Additional school devolved capital grant has been allocated following the release of updated information provided by the Department of Education in May 2016.

1.4.3 The table below sets out the funding changes in the 2016/17 Capital Programme for the financial year which require approval.

Summary of Funding Type	Amount £'000
Borrowing	0.00
Capital Receipts	0.00
Grant	2,713.00
Contributions	0.00
MRA	900.00
Revenue & Reserve	0.00

Summary of Funding Type	Amount £'000
Contributions	
S106	-1.76
Total	3,611.24

2. REASONS FOR RECOMMENDATIONS

- 2.1 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 out 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 approved by this committee in February 2016, included provision of £7,876,506 for contingency items.

- 5.2.2 The position following approvals at this and previous Committee meetings is:

	£
Contingency Budget 2016/17	7,876,506
Virement to Services approved	(8,870,220)
Ongoing Transfer from Capital Financing	1,980,000
In year virement to contingency for	1,422,000

transitional grant	
In year Virement to Contingency for unified Reward	144,040
Remaining Contingency	2,552,326

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

5.2.4 There is a net addition to the capital programme for £3.611m funded from various sources of funding stream.

5.3 Social Value

5.3.1 None

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, Responsibility for Functions Annex A sets out the terms of reference of 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.

5.4.3 Council Constitution, Financial Regulations sets out under paragraph 4.4 that 'Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee' and that 'Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee'

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.

5.6 **Equalities and Diversity**

5.6.1 There are no matter of equalities and diversity arising from the content of this report.

5.7 **Consultation and Engagement**

5.7.1 There are no consultations or engagements relevant to this report.

5.8 **Insight**

5.8.1 Not applicable.

6. BACKGROUND PAPERS

6.1 Policy and Resources Committee, 16 February 2016, agenda item 7 Business Planning 2016 – 2020

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>

6.2 Policy and Resources Committee, 28 June 2016, agenda item 8 Business Planning 2017 – 2020

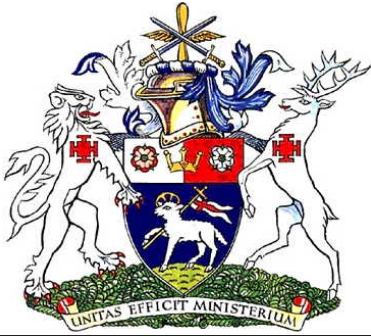
<http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4>

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Appendix A

Directorate	Year	Capital Programme	Funding Type	Amount £'000	Narrative
Adults and Communities	2016/17	Sport and Physical Activities	Capital Receipts	375	The £375k addition is an in-year accounting adjustment to correct the budget from prior year
Adults and Communities	2016/17	Sport and Physical Activities	Capital Receipts	288	The £288k addition is an in-year accounting adjustment to correct the budget from prior year
Street Scene	2016/17	Parks & Open Spaces and Tree Planting	S106	-2	Scheme complete
Children's Education and Skills	2016/17	Modernisation Primary & Secondary	Grant	2,944	additional schools devolved capital grant monies.
Children's Education and Skills	2016/17	Modernisation Primary & Secondary	Grant	54	
Children's Education and Skills	2016/17	Orion Primary	Borrowing	90	Expected spend relates to retention will be paid this year.
Children's Education and Skills	2016/17	Copthall	Grant	-103	Funded moved to Compton from Copthall for overspend of Compton (alignment of budget)
Children's Education and Skills	2016/17	Compton	Grant	103	Funded moved from Copthall for overspend of Compton
Children's Education and Skills	2016/17	Compton	Grant	-68	Fund is moved to fund any capital programme in future
Children's Education and Skills	2016/17	Secondary Programme	Grant	68	Fund is moved from Compton to fund any capital programme in future
Children's Education and Skills	2016/17	Primary Capital Programme	Borrowing	-90	
Children's Education and Skills	2016/17	Infant Free School Meals Capital Fund	Grant	-54	fund is moved to Modernisation
Commissioning Group	2016/17	Community Centre	Borrowing	1,200	Additional funds being utilised from asset management to fund the Tarling Road Community Centre due to tender
Commissioning Group	2016/17	Asset Management	Borrowing	-1,200	Budget to be moved to fund the Tarling Road Community Centre due to tender returns being in excess of original
HRA	2016/17	Major Works (excl Granv Rd)	MRA	119	reprofile of budget
HRA	2016/17	Regeneration	MRA	-301	reprofile of budget
HRA	2016/17	Misc - Repairs	MRA	-403	reprofile of budget
HRA	2016/17	M&E/ GAS	MRA	171	reprofile of budget
HRA	2016/17	Voids and Lettings	MRA	414	reprofile of budget
HRA	2016/17	Advanced Acquisitions (Regen Estates)	Capital Receipts	-375	
HRA	2016/17	Advanced Acquisitions (Regen Estates)	Capital Receipts	-288	
Re delivery unit	2016/17	Outer London Fund - Cricklewood	Grant	-45	Scheme complete
Re delivery unit	2016/17	Outer London Fund - North Finchley	Grant	-186	Scheme complete
Children's Education and Skills	2016/17	Monkfrith	Grant	986	
Children's Education and Skills	2016/17	Primary Programme	Grant	-986	
HRA	2016/17	Tranche 3 RP	MRA	900	
		Total		3,611.24	

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	<p>Policy & Resources</p> <p>5 October 2016</p>
<p>Title</p>	<p>Customer Transformation Programme</p>
<p>Report of</p>	<p>Interim Chief Operating Officer</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Appendix A – Customer Transformation Programme Business Case and Approach Appendix B – Digital Inclusion Strategy Appendix C – Revised Equalities Impact Assessment</p>
<p>Officer Contact Details</p>	<p>Stephen Evans, Interim Chief Operating Officer, stephen.evans@barnet.gov.uk</p> <p>Kari Manovitch, Head Of Customer Strategy & Programmes Kari.manovitch@barnet.gov.uk</p>

<p>Summary</p>
<p>This report seeks approval for the establishment of a programme of work to implement the recommendations of the Customer Access Strategy (CAS).</p> <p>The draft Customer Access Strategy (CAS) was approved by Policy & Resources Committee in December 2015 subject to consultation. The Committee was advised of the outcomes of that consultation on 28th June and consequently confirmed approval of the CAS.</p> <p>The June P&R Committee also approved 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.</p>

The Customer Access Strategy sets out a significant move towards digital services. By 2020, the majority of customer interaction with the Council will be via the web and other self-service channels which will be efficient and flexible for residents and businesses. Customers will experience a consistently high quality personalised service that rapidly resolves queries and requests. Customer services will be intuitive, recognising the interests of users and sign-posting them to other services they might require.

Barnet Council wants to be a leader, moving towards the forefront of local government in delivering digital services to its residents.

This work will:

- Improve customer service, interacting with residents the way they already experience from commercial providers, and increasingly expect from government.
- Reduce failure demand, by giving feedback to residents, by getting things right first time online, without need for further more costly contact.
- Help the council meet demand for routine transactions in a cost effective manner by encouraging residents to interact online. Preparing the Council and residents to undertake more complex transactions online in the future.

It will achieve this by:

- Refreshing the Council's web navigation and content to make it more relevant to residents.
- Delivering more online transactions that integrate with the Council's internal databases and processes.
- Taking steps to help residents work with the Council online and to help them use the Internet in their daily lives.
- Taking active steps to encourage adoption of cost-effective channels (including web self-service) in preference to traditional channels (face to face and telephone).

The Council has already begun prototyping this approach through initiating changes to the Adults Social Care elements of the current site, and will ensure it realises success from the current implementation before proceeding to commission work under this business case.

Recommendations

The report recommends that the Committee:

1. Approves the vision for the future of customer services in Barnet (section 1.2 to 1.6), as agreed on 28 June 2016 as part of the Customer Access Strategy.
2. Approves the Customer Transformation Programme Business Case (Appendix A), which sets out the proposed approach. Agrees the capital addition of £1.5m to the capital programme for 2016/17 to deliver Phase 1 of the programme as set out in paragraph 9.2. Notes the overall anticipated costs of £5.4m over a two-year period to deliver this vision. The capital requirements for the balance of the funding

required in future years will be considered as part of the Council's capital investment programme within the Council's Medium Term Financial Strategy which will be brought back to this Committee at a future date for approval based on the successful delivery of Phase 1.

3. Approves the Chief Operating Officer to commission the council's contracted IT assurance partner to scrutinise the technical aspects of the programme before funding is released or contracts are signed.
4. Delegates authority to the Chief Operating Officer, in consultation with the Chairman of the P&R Committee, to agree an appropriate delivery plan and to enter into contracts to deliver this work with payment based on successful delivery against milestones.

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. Findings were shared with members at the Policy and Resources Committee on 28th June, 2016 and the final Customer Access Strategy was approved.

The Council's Vision for Customer Services

1.2. 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. Resident expectations are increasing; people are used to going online to book holidays, to order their shopping, to book a restaurant or cinema tickets. The Council's ambition is to provide a public sector version of the online experience that residents receive from leading retailers and banks.

1.3. 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, there is more work to be done to respond to increasing public expectations.

1.4. By 2020, the council's customer services will be intuitive and flexible, and we want to see increased resident satisfaction. By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be efficient and flexible for residents. Our vision is that customers will experience a consistently high quality personalised service. We want customer services to be intuitive, recognising the interests of users and helping them find council or partner services to meet their needs. Our target is that 80% of issues raised with the council will be resolved at the first point of contact, and that satisfaction with the services people receive will consistently exceed 90%.

1.5. Digital services provide a compelling opportunity to influence demand for Council services. There is clear potential to reduce "failure demand", defined as "demand caused by a failure to do something or do something right for the customer". This reduction can be achieved by providing online services that keep the customer up-to-date, that set clear and honest expectations about service levels, and that automate processes end to end, ensuring the council follows-up promptly on requests.

1.6. Digital services increasingly allow the Council to support residents in ways that reduce the demand for costly services. Using the right guided technology we can help residents understand the support they need in Adults Social Care, and can connect them with equipment or voluntary services that may better meet emerging care needs than formal engagement with the Council. Combining this

with assistance from residents' formal and informal advocates, whether family members or voluntary sector support provides new approaches to allow the Council to operate within challenging financial constraints while still serving those most in need.

How will we deliver?

1.7. The Customer Access Strategy identified that over 82% of Barnet residents have and use the Internet for online transactions. It acknowledged, however, that at present around 80% of resident transactions with the council are still conducted by telephone.

1.8. The Customer Access Strategy will shift this figure, such that by 2020 80% of Council customer transactions will be completed through digital means. This is to be achieved through ensuring the online contact methods provided by the council are easy to use and intuitive. The Customer Access Strategy makes 10 recommendations in order to achieve this change, which are summarised here for ease of reference.

1.9. It is vital to acknowledge that not all residents will be readily able to access some services online. The Customer Access Strategy is clear that some residents will still require support and access to services through other means, such as over the phone or face to face, particularly for complex or immediate needs, such as homelessness and housing need. The strategy further proposed that face to face services should be remodelled, making best use of new and existing community assets such as libraries and community hubs, as well as the Colindale new build.

1.10. Critically, the Customer Access Strategy recommended the creation of a Digital Inclusion Strategy to ensure the needs of vulnerable or digitally excluded residents were addressed. A programme of activity is included to address this.

1.11. The ten key recommendations in the CAS are:

- | | |
|---|--|
| <p>CAS Recommendation 1: Website information provision</p> | <p>Undertake a review of the existing website, as well as considering other ways of providing information, which may include apps for mobile devices such as tablets and smartphones and proactive delivery of information via email in response to customers' own search criteria.</p> |
| <p>CAS Recommendation 2: Website functionality</p> | <p>Prioritise delivery of key enablers for promotion of self-service, comprising:</p> <ul style="list-style-type: none"> • 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 mapping tool that so that location-based services and service requests and other data can be easily presented on interactive, searchable maps. • Improved end-to-end management of online customer requests, including providing customers with status |

- updates and notification of job completion
- Improved online directories of services and organisations that help residents find partner organisations and services across the borough
- 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.

CAS

**Recommendation 3:
Piloting self-service
only services**

Pilot a set of services as “Self-Service only”. 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.

Pilots identified in the Customer Access Strategy are:

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

CAS

**Recommendation 4:
Digital Inclusion**

Prepare a Digital Inclusion Strategy in advance of any decisions to make any service self-service only, clarifying how those who are not currently “digitally included” will be supported.

CAS

**Recommendation 5:
Telephone Contact
Centres**

Undertake a review of Barnet’s telephony centres to identify the opportunity to handle all Barnet calls using the same technology, customer care standards, and potentially, the same contractual arrangements.

Undertake a detailed end-to-end process review of key customer journeys in advance of considering “Self Service only” pilots.

- 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.

CAS

**Recommendation 6:
Customer and
Business Intelligence**

Work to ensure that high volume customer data is available across all services, allowing the Insight team to better profile customer needs and demands. Some focus areas include:

- Barnet Homes

- Re
- Adults and Communities
- Parking

**CAS
Recommendation 7:
Social Media**

Consider the increased role that social media might play in improving the Council’s customer experience through the detailed mapping projects.

**CAS
Recommendation 8:
Apps**

The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increases 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, the Customer Access Strategy proposed that a business app be the first pilot.

**CAS
Recommendation 9:
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.

Demand management is an underpinning consideration for most parts of the council, including both minimising failure demand and in working with partners to provide self-service alternatives, allowing council provision to focus on those with greatest need.

**CAS
Recommendation 10:
The future of Council
face-to-face Services**

The strategy recommended further investigation and detailed design, informed by consultation with the public, to commence following the Strategy’s approval.

As the Locality Strategy has now been completed, delivery of the CAS will align to the accommodation and service locations identified therein.

2. IMPLICATIONS FOR CUSTOMERS

The main changes customers will experience as a result of this programme of work are:

- 2.1. Much improved web navigation, making content and help easier to find. A web experience that answers the question in residents’ minds (“How can I get help for my mother?”, or “what’s the best way to report a problem with my neighbour?”) much more clearly than the current offer.

- 2.2. Webchat, supporting web uptake and providing an additional help channel.
- 2.3. An improved mobile experience, making the web more accessible and navigable from mobile devices.
- 2.4. Deployment of a mobile app for waste that helps remind residents of their waste arrangements.
- 2.5. Improvements to directories of service, making it easier for residents to find third sector or other help.
- 2.6. A more complete resident online account, providing access to see a resident's interaction history online, to set personal details and communication preferences, and to track cases in progress.
- 2.7. A greatly increased range of online transactions. A more complete list is given in the appendix, but highlights include:
- Social care interactions online (including integration with the Mosaic Portal)
 - A more integrated and capable online Council Tax solution, covering events such as move in, move out and changing payment details
 - Environmental health services including booking and paying for services
 - Integration of a Housing portal for tenants enabling problem reporting and tracking as well as a rent account
 - A range of licensing transactions
 - A business facing portal that helps Barnet Council understand more about the make-up and needs of businesses in the borough, and more effectively target service offers to them
 - Sports pitch book & pay.
- 2.8. Improvements to existing online transactions and forms. Ensuring many existing higher volume forms are moved to integrated transactions. Ensuring that residents get much more proactive feedback on problems, reports or cases they open with the council. For example, notifying residents proactively of a missed bin, rather than waiting until they find out and report it.
- 2.9. Existing customer contact channels will not be altered or removed as part of this phase of work, removing any risk of negative impact on potentially excluded residents.

3. IMPLEMENTING THE CAS

3.1. This report recommends a programme be established to implement the Customer Access Strategy. The programme will be delivered through four streams of work, as follows:

1. Refresh the Council's web navigation and content to make it more relevant to residents
2. Deliver more online transactions, that integrate with the council's internal databases and processes
3. Address Digital Inclusion both to help residents work with the council online, and to help them use the Internet in their daily lives
4. Improve services and drive digital take-up doing more to encourage low cost channels (web) in preference to traditional (face to face and telephone)

3.2. The programme will refresh the Council's web offering, ensuring it delivers content that is accurate and relevant to a resident's needs as a web user. The Council's web site will be re-organised to better address residents' needs, ensuring the Council's organisation structure and priorities are secondary to customer journey.

3.3. Web content improvement will begin by understanding the objectives of users accessing the council's website, will design the web navigation needed to make the highest priority objectives more readily accessible, and will develop revised content and navigation according to priority.

3.4. We will greatly increase the range of transactions the council offers online, including integrating with a Social Care portal and providing Housing services online. This will, for example allow social housing tenants to access their rent account online, as well as reporting issues and requesting repairs.

3.5. Upon completion of this work, the council will have:

- All current, and a range of new online forms and online transactions integrated into the residents' account.
- The ability for residents to see the history of their interactions with the council online.
- Services from multiple providers and partners drawn together into one user experience.
- A strong platform on which to develop future generations of online services

Ensuring that people who are less able to get online still have access to services

3.6. A Digital Inclusion work stream has been defined. The approach is explained in detail in the Digital Inclusion Strategy, which is appended with this report. It includes work to both improve residents' general inclusion in Internet services and offers, as well as specific steps to assist with take-up of council services.

Note that existing customer contact channels will not be altered or removed until the Digital Inclusion Strategy is enacted.

- 3.7. The Digital Inclusion work will include identifying those who may be excluded and targeting specific interventions (such as training or coaching) within suitable council and third sector locations. The work notes that Barnet has a large and active voluntary sector, and includes many organisations capable of helping residents engage with the Internet. The work also includes a staff focus, ensuring that council and partner staff are ready to embrace the changes to resident experience.
- 3.8. The council envisages appointing a partner to coordinate the digital inclusion activity, in conjunction with the many local partners who are already active here.
- 3.9. The Customer Access Strategy proposes a move to self-service only services for certain pilot transactions. The final strand of work under this programme is to take the specific enabling and mitigating steps to allow for a move to self-service only, following the delivery of improved online services and the provision of a digital inclusion offer.
- 3.10. Council Officers have considered options for the definition of the first phase of work. Options considered in detail are:
- Web Content Focus. For an indicative budget of £700-800K, focus work on the Refreshed Web stream for the first 6 months of the programme. (Option 4A in Appendix A)
 - Transactions Focus. For an indicative budget of £1.1m, deliver the first phase of My Account work in the first 6 months of the programme. (Option 4B)
 - Hybrid. For a total budget of £1.5m, deliver first phase of My Account improvements, combined with key web and contact centre activities. (Option 4C)

Sub option 4C is recommended as representing the best value approach to initiating the programme and achieving early delivery.

- 3.11. The proposed implementation timeline for this work is shown on the following page.






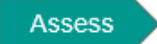

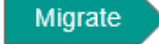
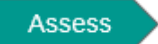

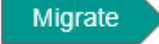

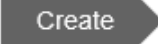
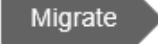

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018
Refreshed Web	 ASC Web pilot sprints	 Web navigation, content and search	 Intensive Web Improvement Sprints (project). Create web team	 Continue improvement through BAU web team	
Enhanced My Account		Phase 1 Core new account; waste & problem reporting	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste; webchat	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services
Digital Inclusion		Strategy preparation and planning	Commission DI Partner Create DI plans and staff Design interventions (staff and resident) Deliver initial interventions	Delivery of Digital Inclusion interventions	Assess results and refine offer Transition Digital Inclusion to steady-state partners (third sector)
Business Change / Self-Service only services		Alignment of non-Coventry contact centres	  	  	  
External Dependencies	Programme Initiation gateway ▼	Programme Continuation gateway ▼			Colindale office opens ▼
					

Figure 1 Recommended Implementation Timeline

4. RATIONALE FOR CHANGE

- 4.1. The primary rationale for this change is to realise the vision expressed in the Customer Access Strategy. Using the Internet is now the norm for residents interacting with public and private sector services, and the CAS changes will position Barnet as among the best in Local Government.
- 4.2. The CAS recommendations that this programme implements are summarised in the previous section, and discussed in more detail in the appended report.
- 4.3. There has been significant innovation from The Government Digital Service, who provide www.gov.uk and in Public Sector applications and digital services since the current digital services were scoped and designed. The CAS sets out a far reaching ambition that is achievable with technology now available and mature in the market.
- 4.4. A refresh of web content and navigation will more effectively enable customer journeys and life events. In the appended paper the concept of a resident's Persona is introduced, referring to the role in which a resident interacts with the council. This must address why an individual is presenting and what they need from today's interaction. A number of elements of the current website still reflect the organisation of the council more than the needs of residents.
- 4.5. Although the web technology has been refreshed during the NSCSO contract, the Council's web content and navigation has not undergone a full refresh in a number of years.
- 4.6. A major increase in the range and depth of transactions the Council now intends to offer online is required. Since the inception of the current website and account there are now concrete plans to deploy resident facing web solutions in Adults Social Care, in Housing and in Council Tax & Benefits. Each of these new services requires integration into a common resident account to avoid fragmentation of the user experience.
- 4.7. The CAS looks to migrate from relatively straightforward e-forms to integrated resident transactions. These will integrate directly to the Council's internal databases in many high volume cases. In other cases where e-forms are retained, improvements will be made to ensure requests are tracked and managed.

5. DELIVERY AND COMMISSIONING APPROACH

- 5.1. The majority of the technical work to achieve this programme will be commissioned through Customer Support Group, the Council's ICT and Customer Service partner. The Council has already begun prototyping this approach through initiating changes to the Adults Social Care elements of the current site, and will ensure it realises success from the current implementation before initiating further work under this business case.

- 5.2. The Council will commission technical oversight of this work from its technical assurance partner.
- 5.3. The Commissioning Group intends to seek a partner for the digital inclusion work. A Restricted Procurement process is envisaged, which should invite both national and local providers to make proposals.
- 5.4. Business Change and Channel Shift will be achieved in partnership between the project team (summarised below) and the Council's delivery units, including the CSG Customer Services team as a key partner, alongside equivalent functions in Regional Enterprise and Barnet Homes. It is intended that the HR function will also have a role to play in staff engagement and communications. Delivery Units will have a significant part to play in this programme, and will need to contribute resource to both guide the activities and to support with redrafting of web content.
- 5.5. Programme management will be commissioned through the Corporate Programmes function, taking advantage of a resourcing route that is cost-effective for the council. This route will also provide change management support into the Business Change and Channel shift work. Consultants or interims are expected to be used only for specialist skills, primarily around solutions architecture.

6. MANAGING SOLUTION AND DELIVERY RISK

- 6.1. As key elements of this programme comprise the delivery of new technical solutions, officers have sought to identify and manage technical and solution delivery risk. Risks in general are detailed in the Appendix A. Officers have identified the following mitigations to technical delivery risk:
 - 6.1.1. As discussed in the commission approach above, the technical work will be committed by phase with payments committed on successful achievement of milestones.
 - 6.1.2. An assurance framework involving the Council's intended technical assurance provider will be established, providing an independent view of the quality of technical delivery.
 - 6.1.3. The Council and its partners are adopting an agile approach wherever the solution type merits it. For the Web Navigation refresh, a fully agile approach will be adopted to ensure limited resources and effort are focused on the highest priority user stories. This focus on continuous re-prioritisation will require strong product ownership, provided from a combination of CSG, Delivery Unit and Commissioning Group resource. Each series of sprints will be enabled by a product team who can make rapid decisions about the relevant Delivery Unit and Commissioning Group priorities.

6.1.4. A key risk with Local Authority digital implementations is the great range of partner providers of council back-office systems that need to be involved in delivery. There are two aspects to this risk: i) Systems integration risk relating to complexity and effort will be managed by including the integration work as a fixed-price commitment from the provider. ii) Timing risk can be more significant, as frequently third party software providers work to their own release schedule. This will be managed through the programme management team, who will on occasion need to move functionality between releases due to third party constraints. Finally provision has been made for Solutions Architect time in the programme team to manage these technical relationships.

6.1.5. The implementation of the CAS is aligned with the ICT Strategy and will be integrated with future work relating to this strategy.

7. REASONS FOR RECOMMENDATIONS

7.1. The strategy is needed to achieve the council's vision for customer services in 2020 as expressed in the Customer Access Strategy. The work is designed to address three key drivers for the council:

7.1.1. Improve customer service, interacting with residents the way they expect now, and will increasingly expect in the future (making routine transactions like reporting and parking great)

7.1.2. Reduce failure demand, by giving feedback, by getting things right first time online, without need for further more costly contact

7.1.3. Enable future demand management, now, for routine transactions. Setting the council up to increasingly do more complex transactions (Housing, cusp of care) online in the future.

7.2. Officers intend to commission much of the work to achieve the Customer Access Strategy from Barnet's CSG partnership which already delivers the council's ICT and customer services. This continues the strategy of ensuring Barnet's key partners are responsible end-to-end for their elements of the Council's delivery, making sure there are no gaps or ambiguity in responsibility.

8. POST DECISION IMPLEMENTATION

8.1. A two-year implementation programme is envisaged.

9. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

9.1. 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 proposal sets out to implement the changes identified in the Customer Access Strategy to achieve this vision.

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

9.2. This report calls for a financial investment of £5.4 million, with an initial commitment of £1.5m for the first phase of the work as set out in the recommendations. The capital requirements for the balance of the funding will be considered as part of the Council's capital investment programme within the council's medium term financial strategy, overseen by this Committee.

Social Value

9.3. 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

9.4. Due to the nature of the changes proposed, a full Equality Impact Assessment and public consultation has been completed.

9.5. 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.

9.6. 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

9.7. An Equalities Impact Assessment has been completed and updated with the outcome of the public consultation. It concludes that the combined changes proposed by the strategy will not detrimentally impact customers with protected characteristics. The EIA is included in Appendix C. Note that existing customer contact channels will not be altered or removed as part of this phase of work.

9.8. 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.

9.9. 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 will not exclude any customer from accessing a service they need.

- 9.10. 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.
- 9.11. The strategy seeks to support customers less able or confident using the website or other self-service options through assisted self-service and through the Digital Inclusion work.

Consultation and Engagement

- 9.12. The Consultation report for the Customer Access Strategy was presented and approved in June, 2016.

Insight

- 9.13. The strategy makes extensive use of the most recent insight data available, including data from customer satisfaction surveys.
- 9.14. 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.

10. BACKGROUND PAPERS

- 10.1. Policy and Resources Committee, 16th December 2015
[Agenda and Minutes: Policy and Resources Committee Customer Access Strategy](#)
[Appendix 1 - The Draft Customer Access Strategy](#)
[Appendix 2 - Equality Impact Assessment](#)
- 10.2. Policy and Resources Committee, 28th June, 2016
[Agenda and Minutes: Policy and Resources Committee Appendix 1 – The Draft Customer Access Strategy](#)
[Appendix 2 - EIA](#)
[Appendix 3 - Public Consultation Feedback](#)

Customer Transformation programme

Business Case and Approach

FINAL

23rd September, 2016

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1 Introduction

This business case presents a programme of work to deliver the customer service improvements and changes identified in Barnet's Customer Access Strategy.

The Customer Access Strategy sets out a significant move towards digital services. By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be efficient and flexible for residents and businesses. Customers will experience a consistently high quality personalised service that rapidly resolves queries and requests. Customer services will be intuitive, recognising the interests of users and sign-posting them to other services they might require.

This work will:

- Improve customer service, interacting with residents the way they expect now – digitally - , and will increasingly expect in the future
- Reduce failure demand, by giving feedback to residents about their requests, and by getting things right first time online, without the need for residents to chase up their requests
- Enable future demand management. Initially this will be for routine transactions, but it will enable the council to deliver increasingly more complex transactions (Housing, care of care) online in the future.

It will achieve this by

- Refreshing the Council's web navigation and content to make it more relevant to residents
- Delivering a significantly enhanced My Account with many new features and a number of additional services that integrate with the council's internal databases and processes
- Taking steps to help residents interact with the council online, and to help those currently 'digitally excluded' to use the Internet in their daily lives
- Taking active steps to encourage adoption of cost-effective channels (including web self-service) in preference to traditional channels (face to face and telephone)

This business case further elaborates:

- The benefits to Customers and to the Council of transforming the Council's digital customer service offerings
- The digital context applying to local government, and the responses of some other relevant local authorities,
- The strategic and delivery unit opportunities that the Customer Access Strategy intends to address,
- The financial business case
- A solution proposal, including details of the intended technical and change deliverables and a recommended timeline
- A summary of the programme approach

A further report will make recommendations for the future technology and organisation of Barnet's contact centres, aligning them to the operation and processes of the Coventry centre.

1.1 Barnet's Vision for Customer Services

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. Resident expectations are increasing; people are used to going online to book holidays, to order their shopping, to book a restaurant or cinema tickets. The Council's ambition is to provide a public sector version of the online experience that residents receive from leading retailers and banks.

The Customer Access Strategy (CAS), identified that over 82% of Barnet residents have and use the Internet for online transactions. It acknowledged, however, that at present around 80% of citizen transactions with the council are still conducted by telephone. Digitally excluded residents are over-represented amongst those that contact us by phone and face to face, but there is still a significant proportion of residents who contact the council by phone even whilst they interact with other organisations digitally. The Customer Access Strategy seeks to shift this figure, such that by 2020 80% of Council customer transactions will be completed through digital means. This is to be achieved through ensuring the online contact methods provided by the council are easy to use and intuitive. The Customer Access Strategy made 10 recommendations in order to achieve this change, which are summarised below for ease of reference.

Prior to the Customer Access Strategy, the Council had already made progress, responding to the changing habits of our residents by providing more information and services online and via automated telephony. In the last 2 years it has become 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, there is more work to be done to respond to increasing public expectations.

By 2020, the council's customer services will be intuitive and flexible, and we want to see increased resident satisfaction. By 2020, the majority of customer interaction with the council will be via the web and other self-service channels which will be efficient and flexible for residents. Our vision is that customers will experience a consistently high quality personalised service. We want customer services to recognise the interests of users and helping them find council or partner services to meet their needs. Our target is that 80% of issues raised with the council be resolved at the first point of contact, and that satisfaction with the customer service people receive will consistently exceed 90%.

Digital services provide a compelling opportunity to influence demand for Council services. There is clear potential to reduce "failure demand", defined as "demand caused by a failure to do something or do something right for the customer". This reduction can be achieved by providing online services that keep the customer up-to-date, that set clear and honest expectations about service levels, and that automate processes end to end ensuring customer contacts don't slip through the cracks.

Digital services increasingly allow the Council to support residents in ways that reduce the demand for costly services. For example, using the right guided technology we can help citizens understand the support they need in Adults Social Care, and can connect them with equipment or voluntary services that may better meet emerging care needs than formal engagement with the Council. Combining this with assistance for residents' formal and informal advocates, whether family

members or VCS providers, will allow the Council to operate within challenging financial constraints while still serving those most in need.

Digital Design Principles and CAS recommendations

The Council has defined digital customer design principles. These were established after 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.



The Customer Access Strategy made 10 recommendations in order to achieve this change, which are summarised here for ease of reference.

CAS Recommendation 1: Website information provision Undertake a review of the existing website, as well as considering other ways of providing information, which may include apps for mobile devices such as tablets and smartphones and proactive delivery of information via email in response to customers' own search criteria.

CAS Recommendation 2: Website functionality Prioritise delivery of key enablers for promotion of self-service, comprising:

- 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 mapping tool that so that location-based services and service requests and other data can be easily presented on interactive, searchable maps.

- Improved end-to-end management of online customer requests, including providing customers with status updates and notification of job completion
- Improved online directories of services and organisations that help residents find partner organisations and services across the borough
- 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.

CAS Recommendation 3: Piloting self-service only services Pilot a set of services as “Self-Service only”. 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.

Pilots identified in the Customer Access Strategy are:

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

CAS Recommendation 4: Digital Inclusion Prepare a Digital Inclusion Strategy in advance of any decisions to make any service self-service only, clarifying how those who are not currently “digitally included” will be supported.

CAS Recommendation 5: Telephone Contact Centres Undertake a review of Barnet’s telephony centres to identify the opportunity to handle all Barnet calls using the same technology, customer care standards, and potentially, the same contractual arrangements.

Undertake a detailed end-to-end process review of key customer journeys in advance of considering “Self Service only” pilots.

- 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.

CAS Recommendation 6: Customer and Business Intelligence Work to ensure that high volume customer data is available across all services, allowing the Insight team to better profile customer needs and demands. Some focus areas include:

- Barnet Homes
- Re
- Adults and Communities
- Parking

CAS Recommendation 7: Social Media Consider the increased role that social media might play in improving the Council's customer experience through the detailed mapping projects.

CAS Recommendation 8: Apps The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increases 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, the Customer Access Strategy proposed that a business app be the first pilot.

CAS Recommendation 9: 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.

Demand management is an underpinning consideration for most parts of the council, including both minimising failure demand and in working with partners to provide self-help alternatives, allowing council provision to focus on those with greatest need.

CAS Recommendation 10: The future of Council face-to-face Services The strategy recommended further investigation and detailed design, informed by consultation with the public, to commence following the Strategy's approval.

As the Locality Strategy has now been completed, delivery of the CAS will align to the accommodation and service locations identified

therein.

1.2 Deliverables and outcomes for Barnet

This work will achieve improvements and benefits in three broad areas:

- Improve customer service, interacting with residents the way they already experience from commercial providers, and increasingly expect from government.
- Reduce failure demand, by giving feedback to residents, by getting things right first time online, without need for further more costly contact
- Help the council meet demand for routine transactions in a cost effective manner by encouraging residents to interact online. Preparing the council and residents to undertake more complex transactions online in the future.

Through the four streams of work that comprise the first stage of this programme, Barnet Council will achieve the following outcomes and improvements for residents and businesses within the borough.

The main changes customers will experience as a result of this programme of work are:

Change	Delivering
Much improved web navigation, making content and help easier to find. A web experience that answers the question in citizens minds (“How can I get help for my mother?”, or “what’s the best way to report a problem with my neighbour?”) much more clearly than the current solution.	Improved service Reduction in failure demand Enabling demand management
Webchat, supporting web uptake and providing an additional help channel.	Improved service, supporting citizens to interact online. Reduction in failure demand
An improved mobile experience, making the web more accessible and navigable from mobile devices.	Improved service Reduction in failure demand Enabling demand management
Deployment of a mobile app for waste that helps remind citizens of their waste arrangements.	Improved service Reduction in failure demand
Improvements to directories of service, making it easier for citizens to find third sector or other help.	Improved service Enabling demand management
A more complete citizen online account, providing access to see a citizen’s interaction history online, to set personal details and communication preferences, and to track cases in	Improved service Reduction in failure demand Enabling demand management (in

progress.	the future as more complex scenarios come online)
<p>1.1. A greatly increased range of online transactions. A more complete list is given in the appendix, but highlights include:</p> <ul style="list-style-type: none"> • Sports pitch book & pay • Environmental health services including booking and paying for service • A range of licensing transactions • Social care interactions online (including integration with the Mosaic Portal) • Integration of a Housing portal for tenants enabling problem reporting and tracking as well as a rent account. • A more integrated and capable online Council Tax solution, covering events such as move in, move out and changing payment details, which are currently not integrated with the Civica system and so involve re-keying. • A business facing portal that helps Barnet Council understand more about the make-up and needs of businesses in the borough, and more effectively target service offers to them. 	<p>Improved service Reduction in failure demand</p>
<p>Improvements to existing online transactions and forms. Ensuring many existing higher volume forms are moved to integrated transactions. Ensuring that citizens get much more proactive feedback on problems, reports or cases they open with the council. For example, notifying citizens proactively of a missed bin, rather than waiting until they find out and report it.</p>	<p>Improved service Reduction in failure demand</p>

Throughout this work, the programme will strive to achieve an engaging, integrated, trustworthy experience, that is built mobile-first (meaning that the view on a mobile device is the priority not the afterthought) and that actively includes those who are currently digitally excluded or digitally inexperienced.

Citizens can expect to experience

An easy and **engaging** online experience, where:

- The most popular interactions will be easiest to find and to use, supported by content that is clearly written, accessible, and written from citizen's perspective.
- The council will enable and help the customer to self-serve rather transacting on the customer's behalf
- Forms and applications will collect exactly the right information to provide the service, and will deliver concise, accurate and timely feedback on the actions the council has taken to fulfil the service.

- The most important and frequent customer interactions are streamlined, and are optimised end to end.

Behind the scenes within the council, transactions will be **integrated** through to service systems, ensuring that

- Rekeying is minimised or eliminated, improving accuracy and efficiency
- Customers will be proactively alerted on status of their requests, reducing failure demand
- The Council’s ecosystem of partners operates to the maximum extent possible through a common citizen access layer.

The council’s website will engender **trust**, through

- Excellent information provision
- Providing feedback, and “doing what it says it will do” online. Setting clear and honest expectations on what will happen next.

A **mobile** experience that works where they are, using the devices citizens possess.

- Mobile first design (reflecting industry standard best practice to design for the most limited devices first).
- Location aware where relevant

Finally the council’s web offer will be **inclusive**

- Assisting those who struggle to work digitally
- Proactive in supporting those unable to interact digitally
- An enabler to Ecosystem working

Overall these deliverables, alongside the accompanying digital inclusion and business change work, are targeted to firstly, deliver engaging and compelling citizen web services, and secondly to address the challenges of connectivity, ability and willingness through digital inclusion and business change work, allowing Barnet to drive take-up of digital services in support of achieving 80% transactions conducted online by 2020..

1.3 The Digital Context

Central Government has been highly active in delivering digital solutions over recent years. The Government Digital Service was created in April 2011 to implement the Cabinet Office’s Digital by Default strategy. Since its inception the GDS has:

- Established the gov.uk portal, a clear and simple citizen information portal that is widely adopted by local authorities as a best practice design. Gov.uk includes a simple task-focused design that helps citizens find information across a vast range of government services. Notably gov.uk’s key styling, comprising a simple header, a focus on key tasks on the main body of the page, with departmental links relegated to a footer (“fat footer”) is used now on many council websites.

- Embraced agile and lean software development, and led government in adopting user centric design. Gov.uk has created a set of 10 design principles that inform best practice in developing government digital services.

There are also a host of government online service that are used by millions of UK citizens:

- Car Tax renewal becoming a digital by default service, and moving almost entirely paperless with the abolition of the tax disk
- Online filing with HMRC of personal tax returns, accompanied by a very ambitious programme of moving corporate and adviser interactions online, including the RTI (Real Time Information) filing of payroll data
- HMRC has also created a “trusted helper” model, allowing an individual member of the public to help up to 5 others with their tax affairs
- The removal of the Counterpart driving license, and delivery of an online service to generate “check codes” to allow third parties to access a driver’s record
- Online booking of driving test and theory test
- Excellent online advice services such as NHS Choices and gov.uk, which present advice and content in a clean, citizen focused manner that works well across devices

The GDS has also recognised that increasing digital transactions requires that citizens can prove who they are online to a good degree of confidence, and can be satisfied that government services are secure. Gov.uk Verify is beginning to address the former challenge, and a significant amount of security guidance and policy has been developed to address the latter.

The Cabinet Office produced a Government Digital Strategy in December 2013, which points out that government could save between £1.7 and £1.8 billion each year through moving to Digital by Default. The strategy also indicates that delivering digital services is increasingly required to fulfil a public expectation to access services quickly and conveniently, at times and in ways that suit them.

In just over 2 decades the internet has become a huge part of our everyday lives. Today 82% of adults in the UK are online. Completing transactions online has become second nature, with more and more of us going online for shopping, banking, information and entertainment. Why? Because online services tend to be quicker, more convenient and cheaper to use.

But until now government services have stood out by their failure to keep up with the digital age. While many sectors now deliver their services online as a matter of course, our use of digital public services lags far behind that of the private sector. For example while 74% of people use the internet for car insurance, only 51% renew car tax online.

Government has got to do better. This Digital Efficiency Report suggests that transactions online can already be 20 times cheaper than by phone, 30 times cheaper than postal and as much as 50 times cheaper than face-to-face.

Government Digital Strategy, December 2013

In Local Government, LocalGov Digital has recently published the LocalGov Digital Service Standard which encapsulates many best practices to help Local Authorities deliver good quality, user centred, value for money digital services.

Many of the recommendations of this Standard are being taken forward in the recommended approach to the evolution of Barnet Council's web site. A summary of the key recommendations of the standard is included below.

All of these are relevant to Barnet's delivery. Of particular note is:

- The use of user-centric design, including clearly identifying the service users and their needs (point 1)
- Using agile and iterative methods to develop services, and having the capacity and flexibility to iterate as needs change (point 3)
- Encourage maximum use of the digital service (with assisted digital support if required.) (Point 12)

Each of these represents a departure from the methods and programme approaches that are typically comfortable in Local Authorities. Naturally these align well with the Government Digital Services' own 10 principles. This paper proposes an approach that is in alignment with each of the points in the Government Digital Service Standard.



Local Government Digital Service Standard

- 1 Understand user needs. Research to develop deep knowledge of who the service users are and what that means for the design of the service.
- 2 Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service.
- 3 Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual.
- 4 Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so.
- 5 Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible.
- 6 Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service.
- 7 Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses.
- 8 Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices.
- 9 Make a plan for the event of the digital service being taken temporarily offline, and regularly test.
- 10 Make sure that the service is simple enough that users succeed first time unaided.
- 11 Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns.
- 12 Encourage maximum usage of the digital service (with assisted digital support if required).
- 13 Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.
- 14 Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service.
- 15 Test the service from beginning to end with appropriate council member or senior manager responsible for it.

 LocalGovDigital
localgovdigital.info/digital-service-standard
Release date: April 2016

1.4 Digital Inclusion

Digital inclusion has been identified as a key enabler for the 2020 vision for Barnet and the delivery of the Customer Access Strategy. A Digital Inclusion strategy has been created in order to support the CAS in its ambition to be digital by default at the same time as offering increased opportunities and skills to residents - digital by choice not just by necessity.

Customer insight research has shown that the digital inclusion activity needs to focus on 3 key groups:

1. Older residents
2. Residents with a learning disability or a communication disability
3. Lower income families and individuals for whom affordability is a major issue

Further to this there is a group of residents identified as 'follow the leader' who are not as yet accessing the internet on a regular basis. This group has the potential to move quickly towards a digital by default behaviour if we can better understand their needs and motivations.

The Digital Inclusion Strategy recommends the creation of a digital inclusion programme which will:

1. Work with delivery units to develop digital inclusion plans
2. Provide and monitor interventions with specific groups of service users based around their needs
3. Work with the main CAS programme in order to ensure that digital inclusion is central to the work being done to reach our 2020 vision
4. Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
5. Establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem

It is recommended that this programme is delivered by a national partner working with local partners and should link closely to the community participation strategy. This work will of course ensure that signposting to existing local partners is the first port of call for this work.

Digital Inclusion exists alongside CSG's existing Customers requiring Additional Support process, which provides residents who have difficulty interacting with the council through regular channels with a special direct access contact number. This service is an important mitigation for those who may remain hard to reach despite digital inclusion efforts. The programme will make additional efforts to communicate this support service to staff and partners in advance of migrating any services to self-service-only.

1.5 Alignment to existing programmes

1.5.1 The Ways we Work programme

The Customer Transformation Programme aligns to Barnet's Locality Strategy which was approved by Barnet Council on 26 July 2016. The strategy defines the locations of Barnet's operations across the coming years, including the new offices in Colindale and where residents will have face to face access to specific support. Not only is provision of targeted face to face support a critical enabler for digital by default and for digital inclusion, but the Locality Strategy and associated Way We Work Programme will enable new digital and mobile ways of working for staff.

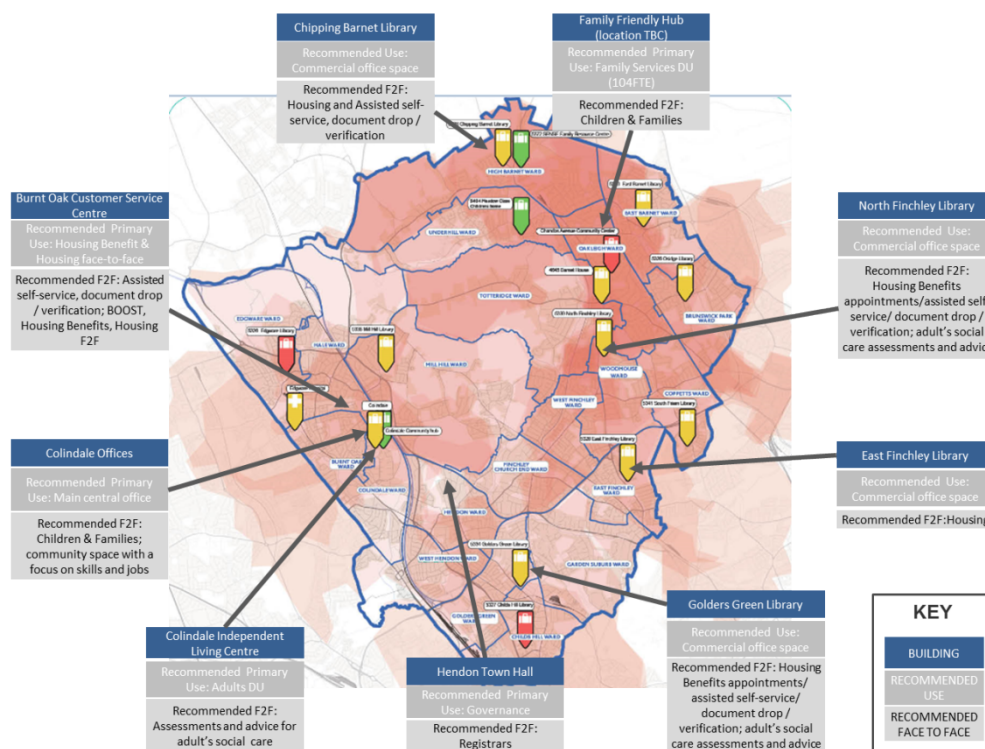
The service locations described in the Locality Strategy have been identified through the mapping of demand 'hotspots', where there is the greatest level of demand for some of the council's highest volume services. Working in this way will make more efficient use of the Council's buildings, while delivering a personalised and supportive service to residents.

The locality strategy and Ways we Work programme will deliver the ability for staff to work in a variety of settings, many of them closer to the residents they serve. It will provide better technology, training

and equipment to support staff. The locality strategy will also deliver new purpose built offices in the heart of the regeneration area of Colindale by 2018.

The Solution

By 2018, Colindale will be the main central office with the majority of staff from the North London Business Park and Barnet Homes relocating to this building. The Colindale offices will also offer face to face services, comprising a Family Friendly hub and Business Hub.



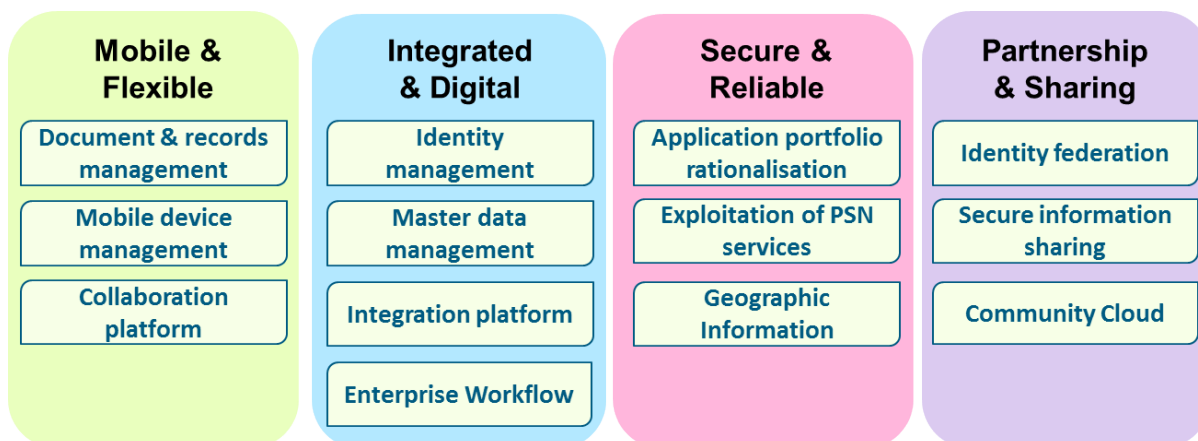
As both the Ways we Work programme and the Customer Transformation Programme will be addressing staff engagement and change in the same timeframe, the programmes will ensure their work is aligned to eliminate duplication and to ensure consistent messaging to staff.

1.5.2 Alignment to the ICT Strategy

Barnet's ICT Strategy addresses four strategic themes for ICT:

- Mobile & Flexible
- Integrated and Digital
- Secure & Reliable
- Partnership & Sharing

Against these themes it proposes core components as follows:



The Customer Transformation Programme and the solution identified herein strongly aligns to the strategic themes of the ICT strategy.

The solution described here represents an instance or implementation of a number of the components identified above.

- The web solution proposed is inherently mobile, using mobile-first design, and will achieve flexibility to adopt to future requirements.
- The MyAccount platform provides an implementation of citizen identity management and a contribution towards Master Data management (MDM). As these projects progress under cover of the IT Strategy implementation, efforts will be required to align the Customer Programme's implementation to the selected platform.
- Security and reliability are at the core of any web facing solution.
- Key capabilities are identified in this proposal for partnership and sharing, including the consolidation of point web providers into a common My Account.

Moving forward the CTP's architecture will provide a connection point into these and other features of the ICT strategy.

1.6 Barnet's current digital services

Barnet's current digital offer currently comprises:

- The council's main web site at www.barnet.gov.uk
- A series of e-forms developed on that site
- A My Account capability offering e-forms and online transactions
- Partner and Delivery Unit sites, and microsites
- Use of Social Media including twitter

It is difficult to compare across councils because a great many councils are currently revising and refreshing their content. Overall:

- Barnet's website is organised by top tasks, and uses a mobile-responsive homepage design. Many councils, Barnet included have taken styling cues from the .gov.uk website which focuses most navigation at the bottom of the page ("fat footer"), leaving room for Search,

Top Tasks and some kind of News offer on the homepage. Barnet’s website follows best practice in this respect.

- Eforms are widespread in Local Government as a first-generation offer for digital services. Barnet’s site includes over 100, which is not atypical. In common with many sites, first generation eforms often simply generate an email to back office, which does not assist with officer work management. Again in this respect Barnet’s site is typical.
- Barnet’s MyAccount offer, containing reporting, council tax and benefits, waste collection times, parking services and libraries covers many of the highest volume resident services.

As such Barnet’s current digital offer is typical of many local Authorities, albeit many of those are taking active steps to further improve.

1.6.1 The Council’s website

The council’s current website infrastructure was developed by Capita CSG shortly after mobilisation of the CSG contract, and went live in early 2015. An overview of the current situation and opportunity to improve is as follows:

Area	Current State	Opportunity
Web Content	The council’s current website infrastructure was developed by Capita CSG shortly after mobilisation of the CSG contract, and went live in early 2015. Web content was significantly reduced and partially refreshed by the council’s communications team in conjunction with officers in Delivery Units, but many less-used sections were retained unchanged from the previous version, and many of these and other pages have had limited updates since due to capacity constraints	Web content needs to be continually updated, to reflect changes in services and citizen expectation, and to consolidate and remove stale content. Barnet’s web content is overdue for a wholesale review.
Search	The current search capability does not always provide strong results. In addition there is a user experience difficulty on some pages which include two search boxes, one of which responds from a library of frequently asked questions.	Work has been initiated to make short-term improvements to search, including a refresh of the content in the website’s FAQ (Frequently Asked Questions) knowledge-base. This programme will make broader improvements, including resolving the ambiguity over the knowledge-base search.
Navigation	Some areas of the website are functionally organised, i.e. they reflect the internal organisation of the council as much as they reflect the journey’s and needs of citizens. This can lead to long lists of services, initiatives or projects which are difficult for citizens to navigate. The homepage includes a clear set of top tasks (Pay, Problems, Requests,	The improvement route for navigation is to take a user-story approach to development of new content and navigation. The content refresh discussed above must be achieved by addressing stories from a citizen perspective: “How can I get help to protect my parent from falls”.

Area	Current State	Opportunity
	Information), which represents good practice. There is opportunity for further improvement of the content and navigation in a number of areas to better align to citizen's needs.	
Content Management	There are some known challenges with flexibility of the current Content Management System. In particular certain types of change is too hard to implement, in some cases requiring a formal software release rather than being accessible to content editors.	<p>The changes to solution recommended through this business case must ensure that current challenges are addressed, and that wherever possible changes to text and formatting are accessible to content editors without requiring specialist and expensive software developer input.</p> <p>Changes that are necessarily reserved for specialist software developers must also be easier, less time-consuming and costly than is currently the case.</p>
Content Management approach	Content on the website is managed through a devolved model, with just one full time web editor post providing central support. Content is managed by authors situated in the delivery units, who author and edit web content as a specific responsibility alongside their operational role.	This is does not represent current best practice. Web writing and editing is a specialist skill. The Council is investigating options to centralise web authoring into one central team, maximising professionalism and economies of specialisation.
Mobile Connectivity and Accessibility	The current website passes SOCITM's ¹ criteria for both mobile connectivity and accessibility, and the homepage presents reasonably well on mobile devices. However there are some quirks of behaviour (the "hamburger" menu does not respond as users expect from other sites).	Best practice in web development is to design and build for the least capable devices, with confidence that content and forms that will render well on mobile screens can readily be extended for larger and more capable devices. Barnet should adopt this "mobile first" design for the refresh work recommended here.
Directories of Service	Directories of Service have been a particular frustration for Delivery Units on the current website. This is most relevant to Adults Social Care, who currently adopt a directory-centric homepage and have an in-depth directory of services known as Social Care Connect, which is designed to enable easy signposting to an ecosystem of services. There are frustrations with searching and filtering in the current solution.	This programme must address and improve directories of service as a priority deliverable.

¹ Society of IT Managers for local government

1.6.2 e-Forms on the Council website

The council’s website includes 105 citizen-facing e-forms. This is not an unusual number for a council. However as is also typical, many experience extremely low volumes of usage so should be reviewed. The majority of eforms can be completed when logged into MyAccount, giving the benefit of pre-population of data, or can be completed outside of an account log-in.

Area	Current State	Opportunity												
eForm navigation	<p>The e-forms included on the web are in some cases felt to have too long a navigation flow, involving too many screens and clicks. As an example, each form at present requires a separate page for a data protection notice and to gather consent, a practice that is commonly addressed by a checkbox on an existing page by commercial sites. Customer feedback on the current e-forms is mixed, although it is hard to separate service frustration from frustration with the online user experience in many cases.</p>	<p>Focus on streamlining forms; remove unnecessary steps. Ensure only (and exactly) the information required to correctly process the form is gathered.</p>												
Eform coverage	<p>A number of eforms are used very infrequently, or indeed have not been used at all within the study period (from August 2015 to April 2016). A summary distribution of form update is as follows:</p> <table border="1" data-bbox="427 1346 959 1637"> <thead> <tr> <th data-bbox="427 1346 767 1424">Submissions in period</th> <th data-bbox="767 1346 959 1424">Number of forms</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 1424 767 1469">0</td> <td data-bbox="767 1424 959 1469">22</td> </tr> <tr> <td data-bbox="427 1469 767 1514">1-29</td> <td data-bbox="767 1469 959 1514">34</td> </tr> <tr> <td data-bbox="427 1514 767 1559">30-199</td> <td data-bbox="767 1514 959 1559">28</td> </tr> <tr> <td data-bbox="427 1559 767 1603">200-999</td> <td data-bbox="767 1559 959 1603">15</td> </tr> <tr> <td data-bbox="427 1603 767 1637">1000-</td> <td data-bbox="767 1603 959 1637">6</td> </tr> </tbody> </table> <p>The table indicates that the 6 most popular forms were each submitted over 1000 times in this period. Of forms that appear unused, some are clearly representing very infrequent transactions (Furnace Chimney Height application; Poisons or Explosives storage licensing). Others may represent seasonal activities, or forms that were created for specific initiatives that have now ceased. Of these forms, 88 are not</p>	Submissions in period	Number of forms	0	22	1-29	34	30-199	28	200-999	15	1000-	6	<p>Review of eforms; eliminating those that are evidently low volume transactions, while retaining and improving those that represent high volume transactions which are simply poorly adopted online (i.e. represent a channel shift opportunity)</p> <p>As mentioned above, proceed by</p> <ul style="list-style-type: none"> • Deliver back-end database integrated transactions wherever total demand volumes justify the effort • Integrate low volume eforms into a tracking and workflow capability, allowing for service improvement and consistency of standards.
Submissions in period	Number of forms													
0	22													
1-29	34													
30-199	28													
200-999	15													
1000-	6													

Area	Current State	Opportunity
	integrated into the Council's CRM (Lagan); 17 are integrated with Lagan.	

1.6.3 My Account

My Account refers the integrated transactions on the council's website for which a login (and sometimes an additional registration) is required. My Account experienced 28,511 logins in the month of June, 2016, representing 3,974 unique users. Note that 1,258 users experienced a failed login, indicating the criticality of having a simple authentication process for a service that many users may visit only infrequently. Typical transaction volumes for June, 2016 include around 600 Council Tax payments (down from 1000 in April –May), and in the region of 600 missed bin reports, and just under 600 environmental problem reports.

Area	Current State	Opportunity
Transaction Types	<p>The council's existing My Account capability includes services for:</p> <ul style="list-style-type: none"> • Council Tax, including a registration process for existing payers, • Benefits, including existing and new claims • Reporting environmental problems & case history • Bin collection dates (information provision) • Parking Permits • Libraries • A map showing roadworks, libraries & events • Ward councillor photos and contact details 	<p>There is an opportunity to add a wider range of transaction types, including areas such as Housing and Adult Social care.</p> <p>The current service does not have a booking/appointments or payments capability, which would be applicable to multiple services.</p>
Account history	<p>MyAccount at present offers a limited case tracking facility where problems reported and waste requests can be viewed and tracked. However it does not have a comprehensive account history feature (allowing users to see their contact / interaction history)</p>	<p>The ability to see a simple history of interactions, as well as setting a wider range of personal attributes (such as preferred contact address) would increase usability and value to citizens and make a significant contribution to reducing contact associated with chasing previous requests and seeking to find out the status of a request.</p>
Multi-factor authentication	<p>The current portal is not suitable for access to sensitive data (including adults social care records), due to lack of multifactor authentication.</p>	<p>Necessary to add the core capability for multifactor authentication, but also to authenticate on an escalating basis (such that low sensitivity interaction (such as reporting) can be achieved without a second factor.</p>

1.6.4 Partner and Delivery Unit sites

There are a range of partner and delivery unit sites that either provide content or allow citizens to transact with the council. Some key examples are identified here:

- The Barnet Group’s Barnet Homes site (www.thebarnetgroup.org/bh) provides services to council house tenants and to those with housing needs. An online portal for Council House tenants is undergoing pilot-stage development.
- The overall The Barnet Group website which provides corporate information as well as information on services.
- Planning and Buildings portals, including planningportal.co.uk and iapply.co.uk. Both of these offer planning applications and buildings control services; iapply is expected to extend to include licensing.
- The London Schools admissions site (www.eadmissions.org.uk) providing pan-London admissions services.
- The Regional Enterprise (Re) website, <http://www.re-limited.co.uk/>, a largely corporate site focused on explaining Re capabilities and services.

Each of these provides a part of the overall online Barnet customer experience, so need to be taken into account when to consider when looking to improve that experience.

1.6.5 Social Media; webchat

- The @BarnetCouncil account is used primarily for broadcast-style messaging – for general communities to citizens about the council’s campaigns and services. The Customer Experience team has begun actively responding to messages and complaints on social media by directing citizens to the right web form or contact number for support. Queries are generally not directly answered over social media.
- The @BarnetHomes twitter account is generally used in a similar manner.

2 Objective and Outcomes

2.1 Implementing the Customer Access Strategy

This business case endorses and builds upon the points indicated in the Customer Access Strategy. Considering each CAS recommendation:

CAS Recommendation 1: Website information provision	Undertake a review of the existing website, as well as considering other ways of providing information, which may include apps for mobile devices such as tablets and smartphones and proactive delivery of information via email in response to customers’ own search criteria.
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This business case adopts a persona-led approach to citizen engagements online. Too often at present in local authority websites the focus is on what the Council wants to say to citizens rather than vice-versa. This business case identifies below five critical personas, or interaction modes that

reflect a citizen interacting with the council with a key need or set of needs. The Council's website should be re-structured in terms of navigation and content to respond strongly to these needs. These are NOT groups into which a citizen can be categorised; rather they characterise the type of interaction and the intent a citizen has when they come to the council. A persona represents:

- The role in which a citizen interacts with the council
- Why they are presenting, what they need from today's interaction

A central theme of this business case is that Barnet's web journeys should be designed around personas and user stories, not around functions, departments or services. Key personas that are critical to the council's online journeys are:

1. **Housing Tenant and/or Benefits Recipients.** Individuals in this group have complex needs, whether for support with their existing housing arrangements or benefits claims, support with tenancy or estate behaviour problems, or help to resolve homelessness or financial crises. At present individuals in this category are served by the Barnet website and CSG contact centre for their benefits needs, by the Barnet Homes website and contact centre for their housing needs. As the council moves to deliver more digital transactions (under CAS recommendation 2), it's critical that this group receives an excellent joined-up service. Key services for this group include:
 - a. Access to their Housing Provider for repairs and tenancy issues
 - b. Access to the Council's benefits function for claims, changes and other concerns
 - c. Health-based advice & support
 - d. Enablement activity, whether focused on digital needs or overlapping with other inclusion or enablement issues such as employability.
 - e. Access to report problems related to their home or tenancy; antisocial behaviour, noise and other issues that relate to their specific housing situation (and which may require a joined-up response from Council, from Barnet Homes as well as other partners.)
2. **Cusp of Care:** Those on the cusp of developing Adults Social Care needs. Individuals in this group are likely to move into the adults social care system at some point soon, whether through age, disability or other challenges. There is a critical opportunity here to allow people to remain independent for longer by connecting them with both services and equipment that can assist them. Critically it is not necessary to believe that elderly and vulnerable people will necessarily become Internet users, nor is it the case that a web journey will replace more traditional channels for this to work. Rather the intent is to offer much improved content, navigation and services to those who are able themselves, or who have close family or other advocate support, allowing those on the cusp of care to find assistance (whether voluntary or commercially provided) that will enable independence for longer. Some critical transactions to this persona or profile are:
 - a. Information & Advice
 - b. Enablement
 - c. Access to the council's benefits function
 - d. Support with transport e.g. freedom passes and blue badges
 - e. Digital Inclusion

- f. Engagement with the voluntary sector
3. **Parents** have a unique and complex relationship with Councils through their use of schools services such as those for children with special educational needs & disabilities, childcare and summer schemes to name a few. While Schools applications are provided by a pan-London scheme, and clearly there is an important relationship directly with Schools, there is still an opportunity to provide an online coordinating and advisory role. This is further elaborated in the relevant Delivery Unit focus area.
 4. **Report & Transact.** Many citizen interactions are expected to “just work” – to be slick, effective and reliable in common with commercial online transactions. For users interacting in this persona, there is a requirement to be slick, fast and uncluttered. Users will find the transaction they need through search engines, will expect to go straight to the right page and to have a rapid experience. Some typical scenarios here are:
 - a. Paying council tax, signing up to direct debits, changing circumstances
 - b. Parking permits, fines
 - c. Reporting problems of all sorts, reporting or requesting around waste
 - d. Using occasional specific services (such as planning, building control, reporting antisocial behaviour and noise)
 5. **Businesses.** Barnet’s services to businesses have been limited historically. With the council’s aspirations to be a business friendly borough however, an increased focus on online services to businesses is highly relevant. The planned devolution of NNDR provides an additional reason to focus on this persona.
 6. **Children and Young People.** The Council will investigate a suitable web offer targeted at young people in the borough.

For each of these areas, this business case proposes to undertake a user-driven review of the current website navigation, and to make both navigation and content changes to better delivery a user-centred web.

CAS Recommendation 2: Website functionality	<p>Prioritise delivery of key enablers for promotion of self-service, comprising:</p> <ul style="list-style-type: none"> • 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. • An improved tool for managing webforms and the full end-to-end process through to the resolution of the customer request, including providing customers with electronic status
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	<ul style="list-style-type: none"> 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.
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Each of these is recognised as a focus area for this business case. Barnet has an aspiration to drive significant channel shift, and providing excellent self-service functionality is key. This business case provides for additional integrated transactions, which are listed later in the document. Responding to the Customer Access Strategy, this business case will:

- Provide an online booking tool, configuring that tool for a limited range of services at first but then looking to expand. As indicated in the CAS, this will initially be configured for sports pitch booking as a demonstration of what can be achieved, allowing subsequent adoption by other services.
- Build on the existing payments solution for online payment. Where relevant, integrating payment into a more connected customer journey (for example where paying alongside an application or a booking). To illustrate this, payment of NNDR at present is available online via entering the account details from the paper demand notice online. This journey is valid for low volume payments, but can be improved upon where payment is recognised as part of a customer journey or account.
- Address mapping for reporting and “find my nearest” type transactions, recognising that consumer grade mapping is more than adequate for these purposes. Equally acknowledging that consumer grade mapping is absolutely not suitable for precise services (such as planning or highways management), where the council’s GIS must be used.
- Provide a webforms platform integrated to my account, with account history integration and providing for notification of completion. A combination of setting honest expectations and providing feedback on processes provides a significant improvement to customer service, and is a key part of reducing failure demand e.g. customer contact that is chasing for progress updates or complaining about delays
- Provide improved online directories of services and organisations that support the Council’s community participation and demand management objectives. This is critical to the council’s strategy of delivering services through an ecosystem of partners.
- Ensure Barnet Homes transactions are integrated with the Council’s My Account (for Housing Account, repairs requesting and tracking and other key services). Assess and agree an approach to content and web journeys (whether consolidation of websites or increased linking or syndication, and implement).

CAS Recommendation 3: Piloting self-service only services	Pilot a set of services as “Self-Service only”. 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
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	<p>helping those customers who are unable to self-serve, or who have a complex case.</p> <p>Pilots identified in the Customer Access Strategy are:</p> <ul style="list-style-type: none"> • Reporting highways and street related issues • License applications for businesses • Parking • New bins and waste collections • Pitch bookings • Library Membership • School admissions (excluding in-year transfers) • Schools information
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This business case will commence creating these “self-service only” services. For some (such as reporting), the technology is already available. For others, e.g. Pitch Bookings, the technology must be deployed in advance of the move to self-service only. In each case, addressing digital inclusion is critical.

<p>CAS Recommendation 4: Digital Inclusion</p>	<p>Prepare a Digital Inclusion Strategy in advance of any decisions to make any service self-service only, clarifying how those who are not currently “digitally included” will be supported.</p>
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A Digital Inclusion strategy has been prepared, and accompanies this business case. The Digital Inclusion Strategy’s theme “This is for everyone” emphasises the benefits to all citizens from participating in the digital economy.

<p>CAS Recommendation 5: Telephone Contact Centres</p>	<p>Undertake a review of Barnet’s telephony centres to identify the opportunity to handle all Barnet calls using the same technology, customer care standards, and potentially, the same contractual arrangements.</p> <p>Undertake a detailed end-to-end process review of key customer journeys in advance of considering “Self Service only” pilots.</p> <ul style="list-style-type: none"> • 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). <ul style="list-style-type: none"> • Housing services (homelessness, housing options, and tenant and leaseholder services) <p>These reviews will help us learn how best to approach subsequent service reviews, and what the costs and benefits of redesigning the</p>
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	customer journeys and IT requirements are.
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This review has been undertaken, and has made the following recommendations:

1. Deploy a common telephony platform to establish a “Virtual Contact Centre”, an enabler for managing calls more effectively across the multiple sites.
2. Standardise Interactive Voice Response (IVR) – the automated telephony services - to develop a consistent IVR experience across LBB.
3. Standardise Operating Model – To have single operational line management and working practices across all contact centres, with streamlined KPI’s, measures of customer satisfaction and standard ways of working that draws on the best practice identified in Coventry.
4. Expand the Customer Experience Team so it has the capacity and capability to provide ongoing BAU improvements across all of LBB services.
5. Implement a contact rationalisation programme, consolidating inbound telephony and reducing letters, and eradicating fax and email in favour of web forms and webchat.

This Customer Access business case proposes that work focus on recommendation 4 and 5 in the first instance. A budget will be provided for an increase in the capacity of the Customer Experience team across a year of the programme’s operation, allowing Customer Experience the capacity to advise on and improve the services not currently in its scope.

The rationale for this focus is to allow the council to make the maximum possible progress for minimum investment. In the future the Council has a choice to make between:

- Retaining the current service model
- Augmenting the current service model with a common management layer and operating model, per recommendation 3, and a common platform and IVR (recommendation 1 and 2)
- Transferring responsibility for the non-CSG customer service delivery to an alternate provider, whether CSG or a third party, so that it is all consolidated.

This business case recommends that the Council invest for 12 months in making incremental improvements, alongside working on Channel optimisation as digital services are delivered.

During the 12-month period, the augmented Customer Experience team will:

- Assist with IVR and call handling best practice rollout
- Work towards shared best practice operating models and performance measures
- Further review the distributed operating model and opportunities for synergies

CAS Recommendation 6: Customer and Business Intelligence	<p>Work to ensure that high volume customer data is available across all services. To enable this, all DUs will need to make their customer data available to the data warehouse, enabling a total overview of the customer experience for Barnet residents.</p> <p>Note: the business areas whose customer data is not currently included in the data warehouse are:</p> <ul style="list-style-type: none"> • Barnet Homes
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	<ul style="list-style-type: none"> • Re • Adults and Communities • Parking
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This business case proposes to identify the specific reporting and data integration needs through the digital delivery work, and to present further business cases for data integrations that are beneficial.

CAS Recommendation 7: Social Media	Consider the increased role that social media might play in improving the Council’s customer experience through the detailed mapping projects.
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This recommendation has been addressed and partially implemented through the CSG contact centre, which has begun monitoring and responding on social media. This process will continue, but at this point is not anticipated to require additional investment through this business case.

Street Scene in particular has identified that they would like to use social media more to communicate their successes. There is no particular technical barrier to this that has been identified; as the programme moves forward it will seek other similar opportunities.

Moving forward, Social Media will act an enabler to Channel Shift through helping route customers to the appropriate web interaction to resolve their query or issue. Social media should be proactively used to prevent failure demand reaching the council’s main contact channels. To give an example, if CSG is aware that waste has not been collected in an area due to a crew, weather or vehicle issue, the council could broadcast that message and promise a resolution rather than waiting for complaints or missed bin reports to pour in.

CAS Recommendation 8: Apps	<p>The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increases 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.</p> <p>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, the Customer Access Strategy proposed that a business app be the first pilot.</p>
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This business case identifies a Waste app as a better start point. During detailed analysis a compelling reason to pursue Business as an app (versus focusing on businesses through web content

and transactions) could not be found. The analysis work undertaken since the CAS has concluded that Apps should be adopted only based on specific criteria.

<p>CAS Recommendation 9: Demand management and community participation</p>	<p>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.</p> <p>The strategy recommended that Commissioning Directors should 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.</p>
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Demand management is a key objective and reason for being of the Customer Transformation Programme. Managing the transition from telephony demand to an increased take-up of digital services is a core element of the programme, working in partnership with CSGs Customer Experience team.

Alongside achieving the council’s channel shift objectives, the work identified here is designed to address two key aspects of demand management:

- Reduce failure demand, by giving feedback, by getting things right first time online, without need for further more costly contact
- Enable future demand management, now, for routine transactions. Setting the council up to increasingly do more complex transactions (Housing, cusp of care) online in the future.

<p>CAS Recommendation 10: The future of Council face-to-face Services</p>	<p>At the time of the Customer Access Strategy’s creation, the accommodation strategy – which became the Locality Strategy - including decisions about the use of Colindale, Burnt Oak and Barnet House was not fully clear.</p> <p>The strategy recommended further investigation and detailed design, informed by consultation with the public, to commence following the Strategy’s approval.</p>
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Since the development of the Customer Access Strategy, the Locality Strategy has been finalised and a programme, the “Ways we Work” programme defined to achieve the strategy. This is a key relationship for the Customer Transformation Programme for two reasons:

- The Ways we Work activity will deliver the future locations through which face to face services, including digital inclusion services will operate.

- As the Customer Access Strategy work drives routine and transactional work online, the Locality Strategy have more space and capacity to offer valuable complex services through its locality hubs. As such this programme is an enabler for effective locality working as defined in the Locality Strategy and Ways we Work programme.

3 Delivery Unit requirements

Building on the CAS Vision and recommendations, a Delivery Unit view is provided here. This section presents, where applicable:

- The Delivery Unit's service context; the specific priorities enabled by online interaction,
- A summary of the customer use cases that are highest priority for delivery online,
- A brief review of the current web solution,
- Taking into account each of those, a short statement of requirement that summarises what the Delivery Unit needs from the Customer Transformation Programme.

3.1 Adults & Communities

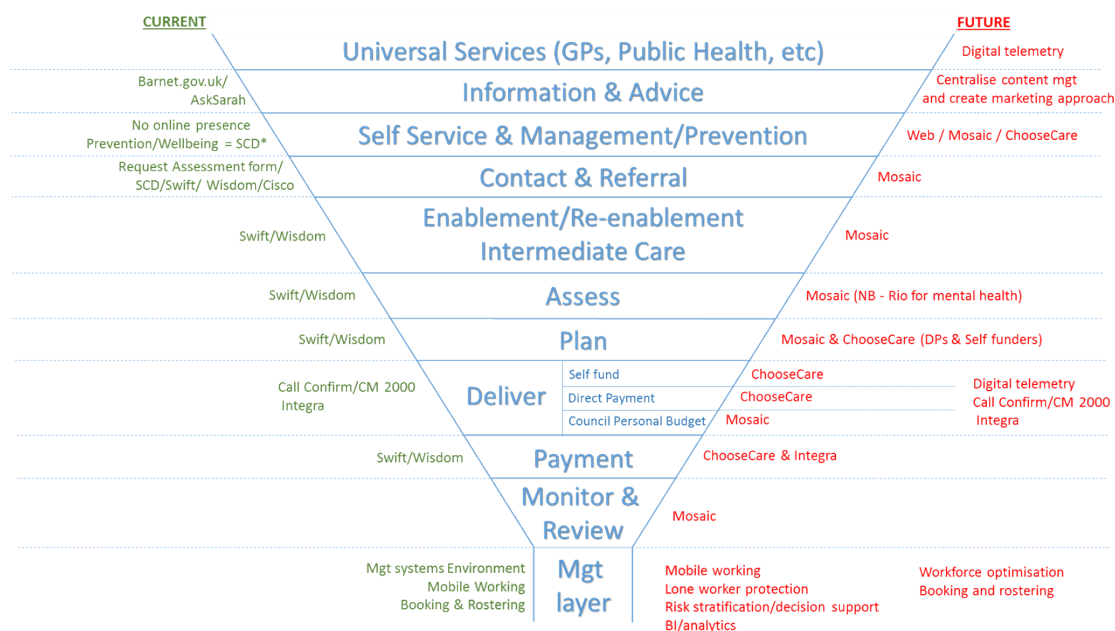
Service Context

Barnet's Adults & Communities service anticipates an ever-increasing emphasis on proactive intervention and prevention. The service is seeking to enable its clients to be more independent for longer, through:

- Increased working with partners in the voluntary sector to delivery support and services throughout Barnet.
- Improved signposting, better information and advice, allowing individuals and carers to take control of their own support.
- Increased provision of telecare and equipment (including self-pay equipment) to individuals who have emerging enablement needs.
- A streamlined model for assessment, including the hub model, and potentially including a degree of self-assessment.
- The adoption of a marketplace for care and equipment, allowing personal budget recipients to broker their own care needs while enabling the council to understand and monitor how budgets are spent.

Each of these requirements points to an increasing need for effective tools to allow citizen engagement online.

The overall requirement for citizen-facing social care software is outlined in the funnel diagram:



This approach and the indicative requirement is expressed in a number of existing documents and work outputs that have been developed by Adults & Communities over recent months, including the Alternate Delivery Vehicle documentation and the Operating Model work around the move to strength-based practice.

Use case summary

The Customer Access Strategy identified the Adult and Communities Delivery Unit's digital vision as 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 web forms 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 Healthcare and the Council, such as social workers and occupational therapists.

The Customer Access Strategy identified three key use cases for Adults & Communities:

1. An eligibility checker, implementing rich web forms that will qualify the likelihood of the council providing a funded care package. This would manage citizen expectations effectively, signpost citizens to voluntary sector and other services, and would help the council manage demand.
2. Providing webforms for structured contact by professionals, ensuring the full information is provided about a professional request or referral. This eliminates the failure demand and effort of chasing down additional information, and could allow Adults and Communities to better track and manage their workload and response
3. Citizen facing webforms, allowing carers and citizens to start a process for continuation by a professional.

Moving beyond the CAS, further work and conversations have refined and developed these requirements to include A set of high level web and online use cases as identified below. This includes capabilities that will be delivered through the Mosaic Portal or through ChooseCare, acting as one coherent web experience. :

1. Seeking information and advice. An individual, their helper or representative is looking for clear information on what support is available and how to draw on that support. At present this may lead to a decision to take no further action, to engage with support services available in Barnet in the broadest sense (“ecosystem”), or to picking up the phone to call Social Care Direct.

Going forward the council wants to make sure that the self-care options available are given more prominence than they are at present. The council wants to be more effective in supporting citizens to explore and draw on the ecosystem of support, rather than taking the council as the first natural port of call.

2. Requesting an assessment, and / or creating a limited self-assessment online. At present the council’s website includes a simple webform to request a needs assessment.

The future vision is that this assessment request can be developed to become a preliminary self-assessment of need than a direct request for council assessment. Gathering more details through an online process will help the council make recommendations for services and solutions that may meet the citizen’s needs without the requirement for a formal assessment appointment. Critically these recommendations can be delivered online in the future, for example signposting to commercial or voluntary sector services or equipment that may help the citizen or their representative meet their needs directly.

Note that one of Barnet’s expectations is to reduce the number of times a citizen has to self-describe. This statement of personal needs is the foundation of a sharable record that can help address this challenge.

3. Choosing and buying self-pay equipment or services that will help meet an individual’s needs. The council has various offers around this at present, including council recommended or managed work through the Barnet Care and Repair agency. However this offer is not tied closely into any online journey, nor is it integrated with (for example) help with finding a self-pay personal care assistant.
4. View and co-produce a care-plan online

5. Manage and track personal budget / direct payments,
6. Commit (spend) personal budget funds through a marketplace including self-funder and self pay monies alongside council-funded activity.

The As-Is web offer

The present Barnet services are summarised as follows, by use case:

Seeking information and advice

- Googling “Barnet Adults Social Care” provides a telephone number on the first page.
- The Barnet Adult Social Care homepage is not readily navigable for citizens or carers attempting to pursue the scenarios outlined above, increasing the probability of telephone demand.
- Social Care Connect, the council's directory of services is not clearly signposted, and provides a challenging user experience for those seeking help, support or community engagement.
- AskSara, an information and advice tool provided by the Disabled Living Foundation is provided on the Barnet website, but is not navigationally prominent.

Requesting an assessment, Self-Assessment

- Not available online. The page at <https://www.barnet.gov.uk/citizen-home/adult-social-care/support-from-the-council/needs-assessment-by-social-services.html> links to policies, but advises a call to Social Care Direct for appointments.

View and co-produce care plan

- Not currently available online

Assign Personal Budget / Direct Payments

- Internal case management solution

Commit (Spend) Personal budget funds through a market place

- Not currently available online

Summary of Requirement

Adults and Communities requires an integrated online customer experience that works effectively for those on the cusp of care to help them remain self-reliant. There is no expectation that the most vulnerable older people in Barnet will interact effectively online, rather there is confidence that providing effective solutions to advocates, whether informal or formal will achieve better outcomes for individuals on the point of developing care needs.

The Customer Transformation implementation must:

1. Re-assess the Council's web journeys across the range of personas most relevant to Adults and Communities, providing content, navigation and online services that truly address their needs in the categories identified above, for:
 - Those at cusp of care and their agents or advocates.
 - Health and social care professionals, as well as VCS advocates.
 - Those in receipt of care packages who need support with administering their care or re-assessing their needs.
2. Ensure that effective information and advice is given, allowing those with cusp-of-care needs to independently source support.
3. Integrate the deliverables of the Investing in IT programme (the Mosaic Portal) and the ChooseCare e-Marketplace to deliver a joined-up user experience
4. Provide a platform for ever-increasing voluntary sector and Barnet Ecosystem engagement, including effective directories of services provided by other organisations.

3.2 Assurance, Elections and Electoral Registration

The Customer Access Strategy identified few opportunities for digital service delivery in Assurance, Elections and Electoral Registration.

Overall the use of channels is as identified in the Customer Access Strategy. This business case does not propose to make significant changes in this area outside of general improvements to web navigation and content approach.

3.3 Barnet Homes

3.3.1 Service Context

Since the drafting of the Customer Access Strategy, a Rapid Improvement Event (RIE) for Barnet Homes has been undertaken. The RIE identified a number of opportunities to improve process and service, and concluded that there are Significant opportunities to improve Barnet Homes approach to reporting, coordinating and feeding back on Repairs.

In addition, work has been undertaken to assess opportunities to integrate Barnet Homes' telephony service with the other telephony services operated by the council.

A particular point of note is to ensure any Digital Council initiatives do not constrain The Barnet Group's non-council activities (e.g. private landlord initiatives).

3.3.2 Use Case Summary

Since the Customer Access Strategy was drafted, Barnet Homes has identified a series of Digital use cases for implementation through its iHousing work, these are summarised in the following table. Of this list the first four have been identified as top priorities for urgent implementation.

Table 1: Barnet Homes use cases

View my Rent / Service Charge Balance
Make a payment (Rent/Service Charge/Other)
Request a Repair to the Property
Chase / track an outstanding Repair
Request a Rent Card
Request a Direct Debit Mandate
Request Caretaker or Estate based Service
Request Tenancy Service
Log ASB
Barnet Homes general service request
Apply for a Home
Follow My Housing Application
Book an Appointment/Housing Interview
View Progress on Major Works
View 5 year Programme
Request Property Data (certs, surveys, contracts,etc)
Logging a complaint / compliment
Take part in a survey / Client Engagement
Reporting someone at risk from cold housing

The CAS did emphasise that a high proportion of Barnet Homes customers are likely to be digitally excluded. Findings from profiling of Barnet Homes residents through the more recent Digital Inclusion work indicated that:

- 54% of Barnet Homes customers belong to the three lowest income segments with income <20K per annum;
- 25% are unskilled and semi-skilled manual workers;
- 36% of Barnet Homes customers are in the 'Lagging Behind' digital group - they are *very unlikely* to transact online or be convinced to do so in the future without additional support;
- 40% of customers are in the 'Follow The Leader' group - those customers *adapt slowly or have limited technological capability*; and

However, the profiling also shows that:

- When compared to the total Barnet population, Barnet Homes customers are *more* likely to use social networks (Facebook, Twitter, etc.) and,
- The likelihood of having a smartphone is also *above average* with almost 75% of customers likely to have one.

This does indicate that Barnet Homes tenants will require a strong digital inclusion focus. However the high smartphone and social media take-up indicates that it's not so a challenge of digital literacy or connectivity as might be expected. This finding emphasises the criticality of mobile-first design, and of addressing motivational and trust aspects of digital adoption.

3.3.3 The As-Is web offer

At present Barnet Homes offers a website where citizens can explore its services and content, and a simple contact-us form for getting in touch with the service for general enquiries.

3.3.4 Summary of Requirement

Barnet Homes' requirement can be summarised as:

- Proceed with the service and process improvement opportunities identified through the RIE event, which have potential to offer savings as well as service improvements.
- Proceed to deploy the identified Housing portal, while ensuring strong integration with the Councils' other online portals. I.e., ensure that the Housing portal presents as part of a broader council portal
- Address Digital Inclusion needs as a critical enabler to progressing with digital services.
- Improve alignment between the Barnet Homes web content and that provided with the council, ensuring customer persona journeys are effective and citizen focused. This is a important for all services, but a special emphasis for Barnet Homes because of the existence of a separate website.
- Consider long-term whether the existence of this separate website is best serving citizen needs, or whether elements of it should be combined with the Council's site.

3.4 CSG, Including Revenues & Benefits

3.4.1 Context & Business Requirement

CSG's requirement is to handle customer enquiries and requests in as streamlined a manner as possible. It is critical for CSG that:

- Routine interactions are driven to online or automated channels, allowing agents to focus on citizens who require support
- Agents are equipped with accurate and timely information about the services they are representing (a focus of the Transversal knowledge engine refresh which is currently under way)
- Contacts can be smoothly handed off to services, and customer expectations correctly set, minimising failure demand in the form of chase-ups, escalations and complaints.

3.4.2 Use Case Summary

CSGs highest volume transactions and calls are narrated in the Customer Access Strategy.

CSG Revenues and Benefits is currently working to deploy the next generation of citizen services for online council tax. Transactions being addressed are:

- Report a move into the council area,
- Report a move within the area,
- Report a move out of the area
- Apply for or terminate a single person discount.
- Apply for or terminate a disregard,
- Apply for or terminate an exemption,
- Request a change of payment method including signing up for payment by Direct Debit,
- Request a refund.

Alongside the existing use cases already delivered on the Barnet web site, these represent high volume transactions that are accessed by a wide range of users. As such they are key to improving service, to driving down telephone demand, and are a core part of the Council's future web offer.

3.4.3 Summary of Requirement

CSGs requirements are supported by CAS recommendations 1 and 2 in particular, in that:

- Excellent web information provision, targeted to user personas helps reduce unnecessary calls
- The delivery of high quality online transactions, allowing citizens to self-serve. In common with all delivery units, transactions that follow through, ideally all the way to fulfilment, and that keep citizens up-to-date on progress are much more material in reducing failure demand than solutions that simply generate a web form for manual resolution.
- Finally of note, CSG Revenues and Benefits are currently working to deploy the next generation of citizen services for online council tax management, delivering the capabilities identified above. This capability requires integration into a Barnet citizen's account, ensuring that services are presented as part of a broad Barnet portal.

3.5 Education and Skills

As identified in the Customer Access Strategy, Education and Skills already uses a London-wide online portal for school admissions, through which 98% applications are processed.

Requirements identified through this business case work centre on processes outside of the mainstream admissions route, including out of zone applications and out of year applications.

There is a wide range of webforms provided under the current web solution, which tend to have quite low take-up. As would be expected volumes related to Schools are high; volumes for other education related services are relatively low.

A number of specific form opportunities have been identified to support this, comprising:

- Combining and improving the existing forms for home education
- Application for free travel to school
- Application for in-year school admission
- Appeal request-In-year school admission (currently two forms, to be combined)

In each case these can be converted from “fire and forget” forms that simply generate an email to forms that initiate a trackable customer service process, improving customer service and feedback.

3.5.1 The as-is web offer

Current web forms associated to Education and Skills are identified below (note in some cases forms crossover with Family Services, immediately following. As would be expected, volumes are highest around Schools. Web analysis work would be required to identify which if any of these form submissions could be eliminated through better web content.

Form	Usage across 9 months
Application for in year school admission	2302
School admissions general enquiries	639
Appeal request - In year school admission (years 3 to 11)	137
School libraries resources service loan requests	135
register interest in a training course	85
Appeal request - In year school admission to an infant class (reception to year 2)	74
Course booking for colleagues not employed by the Local Authority (LBB)	55
Application for a chaperone licence	38
Application for free travel to school	36
Elective home education - Statement of provision	32
Elective home education registration	18
Childminder details	7
Application to deliver Positive Activities programmes	4
Annual Childcare Audit	0
Childs performance license changes	0
Inclusive Coaching	0
Sets and Scores Club music request form	0

3.6 Family Services

3.6.1 Context & Business Requirement

Family Services covers 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 has an extensive list of webforms which experience variable uptake (identified below).

These forms of course include contact with professionals from other agencies as well as with clients / citizens.

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.

3.6.2 Use Case Summary

The Delivery Unit's objectives for web are identified below.

Area	Strategic fit
<p>Reduce use of higher tier services through Early Intervention Directory for parents and practitioners</p> <p>This would catalogue and signpost to the multi-agency services available (ideally linking with voluntary services directory for that component), enabling families to access help at an earlier stage (i.e. self-serve), helping to build their resilience and reduce issues from escalating. It could also have the potential to enable booking onto sessions electronically.</p>	<ul style="list-style-type: none"> • Contributes to Barnet's Children and Young People Plan vision of Resilient Families: Resilient Children. • Contributes to PSR saving of £1.7m around demand management.
<p>Enhance customer feedback mechanisms</p> <p>Developing technology-enabled solutions to get rapid feedback from customers who have used services or who have concerns. This could be applicable in many areas of the Council. For vulnerable young people known to social care, youth offending or targeted youth service this would mean that they could more easily access support via a means that works for them (probably social media), helping to prevent issues such as family breakdown from escalating. It would also enable better capture of data to inform future service design within the funding envelope. Family Services is piloting MOMO (an app with some of this functionality), but there is a lot more scope.</p>	<ul style="list-style-type: none"> • Contributes to Barnet's Children and Young People Plan vision of Resilient Families: Resilient Children. • Contributes to PSR saving of £1.7m around demand management, focusing on the highest cost groups (i.e. children known to social care) • More intelligent capture of data and customer feedback aligns with Council strategies.
<p>Improve customer access to childcare</p> <p>Make it easier for parents to access childcare places. Parents and providers now have access to an online portal, and there is potential for improvement. This needs</p>	<ul style="list-style-type: none"> • A key government and Barnet priority is to increase the number of Early Years Education Places. Barnet has ambitious targets and needs to strengthen

further defining, for example to learn from the success of online admissions.

customer journey to make it easier for parents to take up these places.

- There are PSR saving of c£2.5m for Early Years.

3.6.3 The As-Is web offer

While an existing Libraries portal is available online, the integration with MyAccount requires citizens to know their membership number and PIN, which is a barrier to online take-up.

There is a wide range of webforms provided under the current web solution, which tend to have quite low take-up. As would be expected volumes related to Schools are high; volumes for Family Services forms are lower. Family Services current eforms are:

eForm	Usage across 9 months
MASH referral form	1244
Short breaks and activities for disabled children application	484
FYi general enquiries	200
Request to Start a CAF	195
Free Early Education for Two Year Olds	100
Barnet libraries volunteer	46
Disabled childrens register	46
Barnet libraries membership application	27
Expression of interest in fostering	25
Expression of interest in adoption	21
Reserve a book or library item	18
Domestic violence and violence against women and girls	14
Notification of possible private fostering arrangement	10
Child performances licence application Applicant	7
Annual Childminder Audit	4
Home Child carers details	3
Annual Home Child carer audit	0
Child performances licence application Parent	0
FYi service evaluation	0
Home library service application	0
Multi agency groups (MAG) case referral	0
Newly registered childcare providers	0
Request a library card.html	0
Reserve an item.html	0

As well as developing new functionality, we do need a focus on ensuring what we have is working effectively.

- There remain challenges with the existing website. In particular, our directories of services, Directme, Social Care Direct and Local Offer, require stronger functional support, supporting the Delivery Unit to reduce reliance on higher tier services.
- The FYi service offers information about services available to children in Barnet, including universal services and childcare. The service is managed by CSG and delivered through the customer contact centre and online. A focus on maintaining and improving the quality of information provided would be valuable.

3.6.4 Summary of Requirement

The Family Services requirement centres on:

- Content improvements
- The use of social media to communicate with clients and solicit feedback
- Directory of service improvements, potentially extending into bookable services

A significant requirement for new web forms or transactions in this area has not been identified. Unused and very low usage web forms currently available should be assessed with a view to discontinuing their provision as maintenance cost, however small, exceeds benefit.

3.7 Parking

3.7.1 Service Context

Barnet Council's parking enforcement is provided by NSL, which also provides the software for permit applications. Electronic permits were deployed in October 2016, meaning the council no longer sends out paper permits. The council has already deployed a self-service experience for Parking Permits and for paying PCNs. The Customer Access Strategy shows that parking is a high volume transaction for the council, generating 96,228 telephone contacts into Customer Support Group. The aim for 2018 per the Customer Access Strategy is reduce this figure to 32,044.

Parking Permit Applications is identified by the customer access strategy as a transaction that should be piloted for self-service only delivery.

PCN payments are handled by NSL, and are effectively self-service only already, with web, automated payment line and by post being the only permitted payment approaches. Appeals are permitted either online through the NSL solution or in writing to the Barnet parking team.

Note that the majority of drivers will already be familiar with digital services through the DVLA's online service for purchase and renewal of car tax at <https://www.gov.uk/vehicle-tax>.

3.7.2 Use Case Summary

The key digital use cases for Parking are as identified as follows

Offered through the existing web solution, primarily located at

<https://parkingservices.nsl.co.uk/Barnet/PermitWeb/>:

- Permit Application: Apply for a parking permit or for visitors vouchers

- Renew a parking permit
- Apply for a Parking bay suspension
- Cancellation of a parking permit
- Permit changes, including change of name or vehicle
- Payment of a PCN, though NSL. *Payments are accepted either online, via an automated voice response telephone line, or by post.*

The NSL service provides the ability to upload supporting documentation, including a V5, lease or company car agreement or similar that provides evidence of ownership.

Offered through web forms on the Council's current website:

- Parking Permits and Voucher enquiries, a general parking permit enquiries form. This form was submitted just 17 times in a 10-month analysis period.
- Saracens CPZ enquiries form. Submitted 11 times across the same period
- There is also an apparently obsolete parking permit refund form, which is applicable only to permits dated up to August 2013.

These web forms are not currently promoted on the Council website.

Not currently offered online:

- PCN Appeals processing

3.7.3 The As-Is web offer

The current user journey is impaired by a number of minor issues that should be streamlined in order to achieve 'digital by default'.

1. Although the Parking Permits functionality is linked from the citizen MyAccount the link on the Barnet website points directly to the parking provider's portal.
2. Citizens are required to enter a permit number and PIN each time they use the current service, rather than experiencing a full single-sign-on that remembers a citizen's current permits.

There is currently a mismatch of permit types within the online solution, meaning the following permit types are omitted:

- Temporary Permit – this permit is for a 3 month period. The application is via post.
- Dispensations – this is a type of temporary permit for a 14 day period. The application is via post.
- Doctors Permit – the application is via email, parking.permits@barnet.gov.uk.
- Carers Permit- the application is via post.
- Green Permit – the application is via phone, 0208 359 7446.
- Essential Service Vouchers – the application process is unclear as there is no 'Apply' section. It is likely residents would apply via phone as the number is displayed within a 'Contacts' section at the bottom of the web page.

3.7.4 These permits types are presented on the Barnet Council website, but are omitted from the drop down list of permits on the NSL website.

3.7.5 Summary of Requirement

The Parking requirements can be summarised as:

- Examination of the web customer journey and online advice provided to ensure it is clear and satisfies citizen needs. For example information about the Saracens CPZ could probably be more clearly expressed for the benefit of new residents.
- Delivery of an improved single sign on to the NSL Parking Portal, streamlining or eliminating the need for citizens to know their PIN
- Reassessment of the web forms offered through the Council's website to determine if they should be retired or improved.
- Progress the transition towards the self-service only model for Parking, while supporting those who require assistance.

For the long term, the parking service would like to investigate Smarter Cities initiatives, including technologies that may help drivers find parking spaces.

3.8 Re Ltd

3.8.1 Context & Business Requirement

Re is business and citizen facing, providing a wide range of transactions.

The Entrepreneurial Barnet strategy outlines Barnet's ambition to be the best place in London to be a small business. It outlines the importance of getting the basics right. The fundamental approach is to make it as easy as possible to deal with the Council for regulatory purposes, so that the council does not get in the way.

Re sees this as it is the cornerstone of its engagement with businesses – supporting businesses is less effective if we are also making it difficult for them to move through our statutory processes. Strong statutory delivery provides a foundation to move into other business services.

3.8.2 Use Case Summary

The as-is use cases for Re are detailed below. The to-be requirement is largely not for new services, but for improvement to existing capabilities as well as in some cases clarity on the external services that are preferred (and hence promoted). Key use cases exist in:

- Buildings Control
- Planning and development management
- Land Charges
- Environmental Health
- Trading Standards and Licensing

3.8.3 The As-Is web offer

Building control

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

On the Building Control homepage there are three online forms and five downloadable PDF documents that are available to residents. The services currently offered here:

Online forms

- Full plans application
- View building regulation applications
- Building notice application

Download documents

- Electrical installation form
- Notice of demolition form
- Quotation request form
- Party wall act information
- Re Party Wall Act leaflet

The web page also contains a link to the iApply service (<https://iapply.co.uk/>), which offers an online submission that interfaces directly to the Council's systems. iApply charges a fee to citizens at present.

In the CAS it is stated that 46% of residents use web forms for the Building Control service.

Planning and Development Management

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/submit-a-planning-application.html>

On the Submit a planning application homepage there are three online forms and three downloadable PDF documents that are available to residents. The services currently offered here:

Online forms

- Request for pre-application planning advice
- View planning applications (Search application)
- Prior notification of householder extension

Download documents

- Prior Notification of Householder Extensions – guidance notes
- Planning Other fees
- Planning – national and local requirements

The homepage contains links for both iApply and the Planning Portal (<https://www.planningportal.co.uk/applications>). Residents also have the option to apply in person or via post.

Land Charges

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/land-charges.html>

On the Land Charges homepage there is one online form and 3 downloadable PDF documents that are available to residents. The services currently offered here:

Online form

- Local land charges – personal searches CON29 R & O request

Download documents

- Personal Search Form 2016
- Barnet Local Land Charges Fees 1 April 2016

Residents submit a search of the local land charges register. These searches can be conducted online, through email or via post. The online search is through one of two external companies, either National Land Information Service (<http://www.nlis.org.uk/>) or TM Group (<http://www.tmgroupp.co.uk/login.aspx>).

Environmental Health

<https://www.barnet.gov.uk/citizen-home/environmental-health.html>

On the Environmental Health homepage there are a number of links listed to allow quick access to different areas of the service. The links listed are:

- Noise complaints
- Pest control
- Consumer advice
- Food safety

Trading Standards and Licensing

<https://www.barnet.gov.uk/citizen-home/environmental-health.html> - Trading standards

<https://www.barnet.gov.uk/citizen-home/business/licences-permits-and-registrations/trading-licences.html> - Licensing

On the Trading Licences homepage there is a list of online forms that are available to residents. The services currently offered alongside their application method:

- Explosive licences (including fireworks) – Barnet Council website
- Poisons licence – Barnet Council website

- Street trading licence – Barnet Council website. The form is stored within the ‘Business’ section
- Special treatment licenses (including manicure, pedicure, massage and tattoo etc) - Post
- Film classification - Post
- Food business licence – GOV.UK
- Sex shop licence – GOV.UK
- Scrap metal licence – GOV. UK

Cemeteries and Crematoria

- Online purchase of ancillary bereavement services – e.g. memorials, extending leases
- Online applications for grave transfer

Alongside these in each area, effective online reporting of suspected or witnessed non-compliances is critical, including complaints about food premises, refuse accumulations, workplace conditions, private sector housing problems and others.

3.8.4 Summary of Requirement

In the regulatory and licensing area, the crucial issue for Re is to establish a view on which of the external and internal web solutions it wishes to endorse to citizens. For example, options include:

- Submitaplan (www.submitaplan.co.uk)
- Planningportal (www.planningportal.co.uk)
- The council’s own web forms on the internet, which include planning, buildings control and licensing.
- iApply, provided by iDox the council’s software provider
- LoveCleanStreets for environmental reporting, competing with the council’s own reporting forms
- And others

There is clearly a requirement for excellent advice and content on the council’s website, coupled with the right blend of partnerships and recommendations with these associated portals. Of course, portals that integrate directly into the Council’s own systems (primarily iDox) provide an efficiency over those that do not.

Beyond compliance issues, as the council’s key business-facing service Re clearly has an interest in business accounts and in developing deeper and broader relationships with local businesses through online services.

3.9 Street Scene

3.9.1 Context & Business Requirement

Barnet Council's Street Scene includes Waste & Recycling, Street Cleaning, Parks and Open Spaces, and the Council's Fleet and Passenger Transport services. These services are provided through the Barnet Council website however there are a number of external links offering more information and advice. The Customer Access Strategy states that street based services are a high volume transaction for the council, generating 65,149 telephone contacts into Customer Support Group. The aim for 2018 is to reduce this figure to 27,965.

Waste & Recycling operates 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.

There key points of service context are:

- To take credit for, and provide a stronger service and support wrap for any issues that arise around what is already a highly rated waste service.
- To ensure citizens understand the achievements in parks and open spaces and street cleaning, including use of social media.
- The opportunity to increase automation and technology use by the workforce, allowing staff and resources to be directed more responsively as the requirements across the borough change.

The service's delivery model is currently being re-assessed, with consideration being given to transferring delivery responsibility under the Street Scene ADM work.

3.9.2 Use Case Summary

The key digital use cases for Street Scene is as identified as follows:

Waste & Recycling

- Request an assisted waste collection
- New, damaged and additional bins
- Request a bulky waste/special collection
- Report a non- collection

To provide a streamlined Waste & Recycling service the Council need to communicate more effectively with residents. If a resident reports a non-collection the Council need to provide feedback, detailing the reason and the resolution to the issue. This interaction will demonstrate the council is acting quickly and efficiently when responding to the residents' concerns. Residents require the ability to view their collection dates and if requested receive reminders of these collection dates.

Street cleaning

- Reporting a problem. *The form should include a mapping function in order to increase the ease for residents to report issues.*

Residents require feedback from the council to acknowledge receiving the reported issue and to confirm the completion of a job. The council will provide a quick resolution to these reported issues which is very important to residents.

Mobile working in Street Cleaning and in Graffiti removal also appears to be a significant opportunity.

Parks & Open Spaces

- Booking of sports facilities (playing fields).

3.9.3 The As-Is web offer

On the Street Scene homepage there is information around the three Street Scene areas:

- Waste & Recycling
- Green Streets
- Transport

The Waste & Recycling webpage contains the following forms:

- Order new, replacement or additional bins
- Apply for an assisted waste collection
- Apply for a commercial waste agreement
- Request a clinical waste collection

The forms are all provided through the Barnet Council website. Navigation within the website is not always intuitive to find these forms, although generally an Internet (Google / Bing) search takes citizens to the right place.

Reporting a Green Streets issue is completed through the generic 'Report a Problem' web page. Residents select the location on an interactive map, describing the nature of the issue. Alongside the description residents are able to upload a picture of the problem.

There are a number of opportunities for improvement:

1. When reporting issues residents don't always receive feedback confirming the completion of jobs.
2. A fully effective missed bin reporting form would be aware of the reason for missed collections (based on in-cab technology), and would advise customers of this – either at point of reporting, or proactively in advance.
3. There are no book and pay online capabilities for sports fields

3.9.4 Summary of Requirement

The Street Scene requirements can be summarised as:

- Improvement of the web journey and online advice provided to ensure it is clear and satisfies citizen needs.

- Significant improvements to missed bin reporting, incorporating information on the reason for any misses and proactive notification where possible.
- Delivery of a book & pay online service for sports field booking.
- Improve the customer experience through providing feedback to residents to demonstrate that their concerns are being acted upon, and through “taking credit” – communicating on waste, graffiti or parks & open spaces successes.
- Supporting further reporting opportunities, and integrating through to mobile working solutions allowing for dynamic assignment of workforce to problems.

4 Financial Benefits Case

4.1 Overview

This section focuses on the financial benefits case for implementing the changes identified in the Customer Access Strategy (CAS). Since the agreement of the CAS, the following activities have been undertaken to identify and refine the financial case:

1. End to End Service Reviews were undertaken for three focus areas, as follows.
 - **Street Scene** - refuse related service requests, which focused on the missed bin and special collections process and associated improvement opportunities
 - **Adult Social Care** - focussing on information and advice prior to assessment with a potential to reduce demand on the service. After a scope review on inception this work focused down on information and advice related to the provision of home equipment.
 - **Housing Front office services** – which focused on improvement opportunities to the repairs process.

Each End to End Service Review identified achievable financial benefits, as well as customer benefits. In the case of Street Scene and Housing, these are realisable benefits through process improvements and resource efficiencies. The Adults Social Care benefits are enabling changes designed to permit individuals to stay in their homes and independent for longer before entering the formal care system. As such the Social Care benefits are for realisation in the context of the Adults Social Care MTFS, so are not included here.

There was also a scoping exercise to identify approaches and options for a business account. This work did not set out to find financial benefits, but does give a good indication of the importance of improving customer journeys and engaging with businesses in a holistic way.

Upon completion of the initial service review work further work has been commissioned and is ongoing. This includes a review of trade waste, which is expected to identify further direct financial benefits, and potentially further work in Street Scene.

2. A top-down business case analysis has been conducted. The top-down analysis examined typical customer contact and fulfilment journeys and analysed the potential for savings that can be found based on experience working with other Local Authorities. The top-down business case work took a broad scope, examining processes across Delivery Units. The top-down work identified benefits that can be realised in three broad categories. In order of accessibility these are:

- Direct benefits that can be found from improving customer interaction, yielding process savings internally to the council.
 - Benefits that can be realised through mobile working when aligned to digital customer interactions. For example, creating a mobile dispatching and work assignment process for graffiti resolution on the back of online customer reporting of graffiti, which would allow operatives to resolve reports promptly and without needing to return to base.
 - Improvement of business support and back office processes, realised initially through consolidating and then through automating back-office support functions.
3. Finally a review against the Council's MTFS has been undertaken, identifying those planned savings which are supported, facilitated or enabled through an improved digital interaction with citizens. For example, the savings aligned to the Street Scene alternative delivery model will certainly require improved digital services to enable their realisation. The cost and benefits of that transition could be accounted for in either benefits case, but there is no doubt that one enables the other (as per the graffiti example above).

4.2 Direct financial savings identified

In street scene and waste:

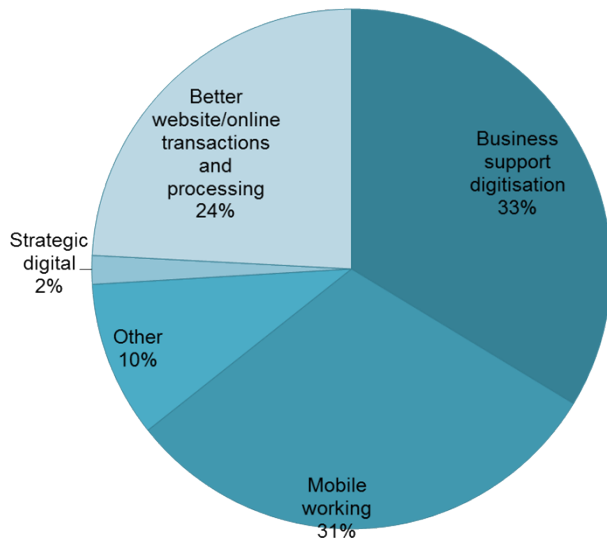
1. An annual saving of £72,500 is available through improving administration, supervision and management around bin problem reporting, and through a degree of demand reduction. *source: End to End Service review
2. Given the low volumes a small saving of £9,500 per annum exists in Special Collections through online requesting, allowing a reduction of process overhead. A small revenue increase can be realised through more efficient operation. *source: End to End Service review
3. A significant annual saving of up to £470,000 per annum is available in Street Scene through enabling mobility for Graffiti and Fly Tipping teams combined with a saving through efficient delivery of Trade Waste booking (to be confirmed by future end to end work). * source: Top-down analysis

In Housing Front Office (Barnet Homes):

1. Annual saving of £225,000 rising to £292,000 is available through reducing failure demand and through enabling 60% channel shift to digital channels by 2020. In CSG's view a 60% channel shift over that time frame is a modest target.

Across services:

1. The Top-Down analysis identified significant savings potential totalling an additional £3.1 million per annum, across the areas identified for the top down review. The indicative breakdown of this is summarised in the chart below.



The top-down review work does take the view that the £3.1m identified above represents a realistic annualised assessment of the overall long-term benefits addressable through delivering more effective digital services.

However as noted above, there are overlaps with initiatives underway in the short term. This programme should be seen as an enabler for those activities. Of particular note are:

- Street Scene presents a significant savings opportunity. The street scene delivery model is already under review with the council however, as the council is assessing moving street scene to an Alternative Delivery Model. This business case acts as a supporting enabler for savings through that ADM.
- Adults Social Care is addressing demand management and efficiency through three programmes; its Alternate Delivery Vehicle, the transition to Strength Based Practice, and through Insight led demand modelling work that is designed to assess opportunities to influence demand. As with Street Scene, this programme provides a strong enabler for offering new and additional self-service facilities in line with the direction set by these change programmes.
- The Council’s Ways We Work Programme additionally is strongly supported by the Customer Transformation work. Digitising interactions with customers is a key enabler for reducing face to face interactions (other than with the most vulnerable), and for allowing staff to work from the most appropriate locations for them.

4.3 Conclusion

The reasons for addressing Digital have been clearly expressed elsewhere in this paper as:

- Satisfying residents expectations of digital services; Improving customer service and interacting with residents the way they expect now, and will increasingly expect in the future

- Reducing failure demand, by giving feedback to residents, by getting things right first time online, without need for further more costly contact
- Enabling future demand management. Increasingly allowing the council to deliver with partners, and to encourage residents to support themselves, allowing council care to focus on the most needy.

Overall this programme has been established to achieve the Council’s Customer Access Strategy.

The financial benefits of this programme will initially be captured through the contribution of the programme to existing MTFS initiatives. In the longer term, the Customer Transformation Programme positions the council well to realise savings through deeper demand management and service transformation over the next MTFS period.

5 Options Assessed

The three options assessed in preparation of this business case are

1. “Do nothing”. Take no council-wide action. Rely on Delivery Units and the current web governance to make continuous improvements to the online service.
2. “Incremental Improvement”. Take action to improve journeys and customer experience using the current technology , focusing on web journeys
3. “Full Programme”. Invest in both improving web journeys, investing in a new My Account tool, and making significant effort to deploy new online citizen-facing transactions with integrations to service systems.
4. “Mitigated Full Programme”

The recommended option is Option 4. In common with Option 3, this option fully addresses the commitments made in the Customer Access Strategy. Option 3 and Option 4 differ only in the phasing of the programme; Option 4 includes an additional “Initial Phase” of customer transformation work, followed by a Gateway Review to authorise further expenditure. This option provides for a smaller initial financial commitment, with the only trade-off being a small impact to overall programme timeframes. Benefits and considerations for each option are summarised in the table below, then discussed in more detail.

5.1 Summary of Options

	Do nothing	Incremental Improvement	Full Programme	Mitigated full Programme
Achievement of Customer Access Strategy				
1: Website information provision	Does not make significant improvements to web navigation. Web content continues to improve piecemeal only as DU staff commit the time and effort.	Make web improvements in a similar manner to that recommended in this business case.	Makes the improvements identified in this business case, conducting project work to ensure content is resident-facing.	Makes the improvements identified in this business case, conducting project work to ensure content is resident-facing. Makes a limited range of web improvements during the first phase.
2: Website functionality	Improvements are realised only as DUs develop individual business cases for change. Some new services continue to be deployed, but are not integrated to a central portal or account.	Improvements are realised only as DUs develop individual business cases for change. The context of delivering change alongside an improved web offer offers some potential for increasing take-up over the do-nothing approach.	Full improvements are realised as defined in this business case.	Full improvements are realised as defined in this business case, albeit over a longer timescale (3-6 months incrementally)
3: Piloting self-service only services	Services are not migrated to self-service only. Use of IVR and other techniques to manage call volumes is progressively increased.	Services are not migrated to self-service only. Use of IVR and other techniques to manage call volumes is progressively increased.	Services are migrated to self-service only with the full digital inclusion wrap ensuring staff and residents are supported.	Services are migrated to self-service only with the full digital inclusion wrap ensuring staff and residents are supported.
4: Digital Inclusion	Council accepts a slower natural / organic pace of improvement to digital inclusion. Motivational barriers are not addressed.	Council accepts a slower natural / organic pace of improvement to digital inclusion. Motivational barriers are not addressed.	A programme of work to improve resident and staff digital inclusion is included, as scoped in this paper.	A programme of work to improve resident and staff digital inclusion is included, as scoped in this paper.
5: Telephone Contact	Responsibilities remain as at present. Economies of scale are	Responsibilities remain as at present. Economies of scale are	A service improvement focus team is established, allowing	A service improvement focus team is established, allowing

	Do nothing	Incremental Improvement	Full Programme	Mitigated full Programme
Centres	not realised across contact centres.	not realised across contact centres.	opportunities for process convergence to be realised immediately, and the case for technical convergence to be further assessed.	opportunities for process convergence to be realised immediately, and the case for technical convergence to be further assessed.
6: Customer and Business Intelligence	Improvements are made only as justified by specific business cases.	Improvements are made only as justified by specific business cases.	Improvements are made only as justified by specific business cases, but opportunity identification is supported through the programme.	Improvements are made only as justified by specific business cases, but opportunity identification is supported through the programme.
7: Social Media	Social media take-up continues as at present	Social media take-up continues as at present	Staff education through Digital Inclusion work increases ability and readiness to communicate with residents using social media	Staff education through Digital Inclusion work increases ability and readiness to communicate with residents using social media
8: Apps	Apps are delivered only where opportunistically identified by delivery units	Apps are delivered only where opportunistically identified by delivery units	An initial Waste app is delivered in the first phase of work, proving the approach and foundation technology for future apps	An initial Waste app is delivered in the first phase of work, proving the approach and foundation technology for future apps
9: Demand management and community participation	Demand management enabled through better customer expectation management and feedback is not realised.	Demand management enabled through better customer expectation management and feedback is not realised. Demand management is somewhat supported however through better content and signposting.	Demand management is enabled through customer expectation management and improved customer feedback, as well as the improved community directories facility, and content improvements focussed on areas of most significant demand	Demand management is enabled through customer expectation management and improved customer feedback, as well as the improved community directories facility, and content improvements focussed on areas of most significant demand
10: The future of Council face-to-	Delivered through Locality Strategy, but lack of channel shift imperils capacity and	Delivered through Locality Strategy, but lack of channel shift imperils capacity and	Delivered through locality strategy, supported by an active channel shift	Delivered through locality strategy, supported by an active channel shift

	Do nothing	Incremental Improvement	Full Programme	Mitigated full Programme
face Services	space in new locations	space in new locations	programme ensuring low value and routine work is shifted online.	programme ensuring low value and routine work is shifted online.
Risk versus Pace	Delivery risk is minimised as no major change is being implemented. Risk of customer dissatisfaction over time.	Delivery risk is minimised as technical change is low-key. Risk of customer dissatisfaction over time through fragmentation of experience. Information security risks due to fragmentation of authentication	Pace is judged realistic for Local Authority transformation, with a delivery of new live functionality every 6 months. There is a significant initial commitment of cost at the outset of the programme however	Pace is similar, overall delivery slowed by in the region of 3 months. Initial investment is mitigated by the addition of a Gateway between phase 1 and the remainder of the programme, allowing for appraisal of delivery prior to the decision to continue.
Cost commitment		Approx. 1 – 1.5m to achieve significant web improvements, absent the digital transactions and digital inclusion work.	£5.4m budget	£5.4m budget, with an initial commitment of £1.5m for the first phase of work.

5.2 Option 1: Do nothing

Choosing not to progress with this business case is not in fact a true “do nothing” option because of the initiatives the Council’s delivery units already has in progress. The Council will not achieve a steady-state of an unchanging digital offer because of initiatives are under way that will delivery digital services to citizens, including:

1. The deployment of Mosaic Portal in Adults Social Care, which will provide both service users, their advocates and professionals with web-based access to Adults Social Care transactions.
2. The deployment of the iHousing Portal in Barnet Homes, providing key transactions to social housing tenants such as Housing Account and Repairs requesting
3. Planned changes to the Civica online benefits service, including deploying the Civica portal
4. Other Delivery Unit digital initiatives as they arise.

However under a do-nothing option, the Council would not make significant improvements to web navigation, centred on persona or user stories. Web content editing would remain the responsibility of delivery unit delegates.

Should the council take no action to consolidate the Deliver Unit work already in progress, the Barnet online user experience will fragment. The likely outcome in this scenario is multiple Council My Accounts. To the current authentication services, the council will add, at least:

- A username and password for iHousing
- A username and password, and likely a secure multifactor authentication for Mosaic Portal
- Additional capabilities for Council Tax, requiring a further username and password for that system.

The Council’s view is that this approach will fail to achieve the objectives set out in the Customer Access Strategy, and will result in the council missing it’s channel shift objective. This is because:

- User accounts will be fragmented, meaning citizens will need multiple sets of credentials (username and password) to interact with different council services.
- Web content will not be restructured to better meet users’ needs and facilitate digital by default customer journeys
- Citizens’ interaction histories will be fragmented across each of these systems; there will be no preferred point for process escalations or for feedback and follow-through on reports.

Of course taking this option would not establish the Digital Inclusion initiative that is proposed, nor would it initiate a culture change towards Digital service standards across the Council’s staff.

Given the strong probability that this will not achieve the Council’s channel shift objective, this approach is not recommended.

5.3 Option 2: Make Incremental Improvements towards the CAS

The Council does have an existing website and My Account platform. Under this option the council would build on these investments through two streams of work:

1. Undertake a Content and Navigation Refresh of the existing web site, taking steps to improve citizen service, deliver persona-led web interactions and to deliver accurate and timely content.
2. Develop as far as possible the existing My Account platform.

Taking these in turn:

The former is in approach similar to that taken under option 3, the recommended option. The Council would work with a web partner to deliver a series of agile web projects which would improve the content and navigation of the existing website. This approach could successfully deliver the content and navigation improvements as required to work towards the recommendations of CAS Recommendation 1.

However only limited improvement that can be realised on the transactional My Account platform without adding significant investment. To move forward on My Account, multiple additional technical capabilities are required, including:

- Secure multi-factor authentication
- The addition of a consolidated contact history, allowing both citizens and agents to have a view of the forms and transactions they have initiated online.
- A framework for follow-through on eforms, providing for escalation and follow up, closing the loop with customer feedback.
- The work to migrate existing “simple” forms to the more sophisticated model
- The incorporation of new services for Adults Social Care, Housing and Council Tax transactions.

None of these would be addressed by an investment-light Option 2. These capabilities represent the majority of the cost differential between Option 2 and options 3 / 4.

In conclusion

Option 2 refers to a focus on web content rather than online transactions. The Council under this approach would delivery:








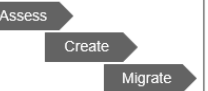
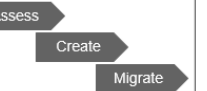



- Improved web journeys, improved content and navigation, and some channel shift and demand benefits arising from this
- A fragmented digital transaction experience that required citizens to use multiple passwords for different council services. This fragmented experience would ultimately lead to frustration for citizens, and would limit the Councils’ ability to achieve its channel shift targets as expressed in the CAS.
- A slower journey towards Digital Inclusion than is achieved through options 3 and 4.

Because of these limitations, Option 2 does not achieve the implementation of the CAS, so is not recommended.

5.4 Implement a full response to the recommendations of the CAS

The recommended approach is to fully address the recommendations of the CAS through the four streams of activity defined in this business case. This recommendation fully addresses the recommendations of the CAS. There are two sub-cases for this recommendation:

Option 3: Implement the full programme. Option 3 proposes to deliver the full programme over a two-year implementation timeline, as shown below.

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018	
Refreshed Web	 ASC Web pilot sprints	 Intensive Web Improvement Sprints (project). Create web team		 Continue improvement through BAU web team		
Enhanced My Account		Phase 1 Core new account; waste & problem reporting; webchat	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services	
Digital Inclusion	Strategy preparation and planning	Set up DI taskforce; Commission national partner Create DI plans and staff engagement for Phase 1, Phase 2 services	Create benefits measurement framework DI plans and engagement with Phase 3 services Initial public inclusion offer	Assess & iterate public inclusion offer DI engagement for Phase 4 services	Assess results and refine offer. Fully transfer inclusion to steady state 3 rd sector	
Business Change / Self-Service only services						
External Dependencies	Programme Initiation gateway 					Colindale office opens 

Because of the initiation of all four streams in parallel, this approach does call for a significant early investment. The council would need to commit in the region of £3.5m to achieve phases 1 and 2 as an initial package, with a gateway review in place before initiating phases 3 and 4.

Option 4: Implement the full programme with a modified profile. The modified profile adds an initial phase of work on the residents account platform that starts ahead of the remaining phases of work. This variant has a small impact on the overall timeline, but provides a risk-mitigated profile of cost commitment. This option also makes early web content and search improvements, addressing residents' key dissatisfactions early.

The Council has discussed options for the content of the initial phase of work. Three sub-options have been considered:

4A: Focus on web content. For an indicative budget of £700-800K, focus work on the Refreshed Web stream for the first 6 months of the programme.

4B: Focus on My Account and Transactions. For an indicative budget of £1.1m, deliver the first phase of My Account work in the first 6 months of the programme.

4C: Hybrid. For a total budget of £1.5m, the council will deliver 4B, the first phase of My Account improvements. The council will also deliver:

- Improvement to navigation, content and search on the Council's website, delivering initial resident personas in Adults Social Care

- An extension to the scope of the Customer Experience team, who will improve and standardise the resident telephony experience for contacts outside of the main Coventry contact centre.

Sub option 4C is recommended as representing the best value approach to initiating the programme and achieving early delivery. This approach will both begin the My Account transactions work, which is the longest running line of activity, so drives the end date for the overall programme, as well as realising web improvements to key high impact areas of resident experience. This recommended approach is illustrated in the Programme Approach section below.

6 Programme Approach and Scope

The overall programme timeline and approach is summarised as follows, and assumes work commences in January 2017.

The formal programme work will be preceded by a phase of Rapid Improvement work targeted on the Adults Social Care web presence. This improvement work both prototypes the improvement approach that will be adopted by the programme, and provides tangible benefits to the council during the run-up to the programme. Successful completion of this work is seen as a prerequisite / entry criteria to the programme by Council officers. A gateway review will be completed after the Adults improvement work before authority to proceed with the outline plan below is granted.

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018
Refreshed Web	 ASC Web pilot sprints	 Web navigation, content and search	 Intensive Web Improvement Sprints (project). Create web team	 Continue improvement through BAU web team	
Enhanced My Account		Phase 1 Core new account; waste & problem reporting	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste; webchat	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services
Digital Inclusion		Strategy preparation and planning	Commission DI Partner Create DI plans and staff Design interventions (staff and resident) Deliver initial interventions	Delivery of Digital Inclusion interventions	Assess results and refine offer Transition Digital Inclusion to steady-state partners (third sector)
Business Change / Self-Service only services		Alignment of non-Coventry contact centres			
External Dependencies	Programme Initiation gateway ▼	Programme Continuation gateway ▼			

6.1 Adults Rapid Improvement

The council is already working to deliver improvements to the Adults Social Care elements of the current website, focussing on content and navigation refresh. This work is being delivered through two phases of activity:

- A short **Definition** phase made up of a series of workshops that will scope the extent of the changes. The Definition work will confirm with all key stakeholders the scope and deliverables for the delivery phase. This will be based on the principles of the rapid improvement event and will be split into 3 categories: content, navigation and technical improvements.

- Outputs from this work include a series of specific recommended changes to the customer journeys and content that will be implemented on the Adults section of the Council’s web site.
- **Delivery**, comprising improvements delivered using an agile method through a series of Sprints. The duration of the Delivery activity will be estimated during the Definition phase.
- Changes will be made based on the identified customer stories through a series of 2-week sprints which have been identified during the definition phase. The process to be followed for each sprint will be:

In order to support all three of these categories of work the Council has mobilised a multi-disciplinary team comprising:

- Agile project management
- User experience design
- CMS expertise
- Content expertise

This work will conclude with a gateway review that will assess lessons learned that should be taken forward into the continuing phases of programme work, as well as providing evidence of the quality of work that can be achieved.

6.2 Refreshed Web

Accurate and clearly written web content heart of delivering a digitally accessible council. To achieve this the programme will undertake 15 two-week phases of web improvement, representing an investment of over 100 days of development effort. The programme will also add a full-time content author for a period of time, both of these resources being in addition to the current corporate web manager.

For each persona group the team will:

1. Develop detailed personas and user stories, defining the priority user types who are accessing the web, assessing success factors for each group and building a list of user stories.
2. Prioritise the list of user stories against criteria agreed with the council. Criteria will include both benefit to citizen, to borough and to the council.
3. Assess the web navigation needed to make the priority user stories readily accessible.
4. From the above, build a prioritised backlog of work to implement, both development and content update.

The team will conduct agile sprints to deliver against the backlog. The sprint planning is open to revision as the project progresses, but is expected to comprise:

Sprint focus area	Expected number of sprints
Adult Social Care	5
Housing & Benefits	2
Parents, Children & Education	3

This work will be a joint endeavour between the project team and the council's corporate web manager, such that any lower-priority editing work that is not completed in the above time-boxes can be undertaken as business as usual work.

6.3 Enhanced MyAccount

An enhanced MyAccount will be delivered in four phases. Each phase is estimated to take in the region of 16-18 weeks of development effort. This business case proposes to deliver a phase every 6 months, balancing the desire for speedy delivery with the need for thorough testing and for respecting residents' capacity to absorb change.

Upon completion of the Enhanced MyAccount work, the council will have:

- All current, and a range of new online forms and online transactions integrated into a new MyAccount framework, a one-time investment with an expected lifespan of at least 4-5 years.
- An online transaction history for citizens
- Services from multiple providers and partners drawn together into one user experience.
- A strong platform on which to build new online services, as they are identified, allowing the council to quickly realise further improvements as new online opportunities emerge.

The new platform will have an expected lifespan of at least 4-5 years. During this time there may be specific opportunities to make incremental investment (adding new integrations and transactions as they are justified). But the core platform investment will have a long lifespan.

The phases planned are:

6.3.1 Phase 1: Core new MyAccount

Account Registration	Registration for both personal and business account, including Address Lookup and password recovery features.
Notification Preferences	The creation of citizen notification and communication preferences, allowing citizens to provide contact details and cite a preferred contact method (e.g. email, or SMS).
History Integration with CRM	Integration of citizen details with the Council's CRM system, allowing CRM agents to use a citizen's provided contact information. A history of a citizen's interactions with the council, accessible from within the portal account via the 'My Activity' page.
Improved waste services	Web improvements to Waste, including: <ul style="list-style-type: none"> • Request an assisted collection • Request new/replacement bins • Request a bulky waste/special collection

	<ul style="list-style-type: none"> Report a missed bin <p>Each of these forms will be integrated with the Council's CRM solution and with the in-cab waste solution, allowing for a real-time check whether a missed bin is already known to the council, and if so providing the reason for non-collection – thus helping eliminate the need to contact the council where bins were missed for a legitimate reason (e.g. they were not left out).</p>
Mobile app for Waste	Waste App, providing bin collection dates, reminders to put bins out and missed-bin notifications to the council.
Problem reporting	General problem reporting for the Council's attention, including routing incidents to the appropriate team, integration with the Council's CRM and Highways apps, and "closing the loop" by informing the citizen when a reported problem has been resolved.
Parking, Libraries and Council Tax / benefits	Phase 1 will ensure the current MyAccount solutions for these areas continue to be available.

6.3.2 Phase 2: Social Care & Council Tax focus

Phase 2, planned for December 2017 replaces the current MyAccount, and will:

Parking and Libraries	Develop a number of new web forms in high priority areas to improve customer experience. Full customer interaction improvements to these areas however follows in later phases.
Tiered multifactor authentication	Add Tiered log-on, allowing users an easy log-on experience for simple reports, but requiring a second factor (an email or SMS exchange is most likely) where sensitive data is to be accessed.
Webchat	Webchat facility, enabling citizens using the council's website to initiate a webchat conversation with a customer services agent
Submission of documents / evidence	The ability for citizens to upload documentation for the council's attention, attached to a relevant case.
Adult Social Care	Delivering a single sign-on to the Mosaic Portal functionality, which offers the ability for care recipients, their advocates and professionals to interact with a citizens care plan. Completion of a number of priority Adults Social Care contact forms, including booking capability.
Waste	Enabling proactive notification to a citizen (according to their notification preferences) of any missed bin or other collection problems, removing the need for citizens to access their

	account for this information. (note: this requires real-time collection data to be recorded in-cab, which will need to be delivered by the Waste provider under the ADM currently in progress)
Problem reporting	The ability for citizens to 'subscribe' to an existing problem report, rather than submit a duplicate, so that updates to the report can be sent to the citizen via their preferred method of communication.
Council Tax	Integrating to the new Council Tax online service being deployed by CSG, ensuring that citizen accounts are held together in the central Barnet MyAccount rather than being fragmented. The new service will offer a range of additional transaction types, including move in and move out capabilities.
Environmental health	Pest control book and pay; Noise reporting.
Book and pay (public spaces)	Book and pay for public spaces form will be developed. Book & pay will initially be deployed for sports facility booking (such as football pitches). There is potential to extend this capability to enable booking rooms in hubs and libraries and to appointment booking for face to face service. Note: leisure centre booking remains handled through the websites of the leisure provider.
Family services	Development of a range of forms that are integrated to the MyAccount Portal. Largely replacing the current email-only forms on the website, and eliminating those that have seen only very infrequent use.

6.3.3 Phase 3: Housing, Benefits & Licensing

Benefits	Citizens would log on to the portal and be authenticated through to the Council's benefits system, providing an integrated user experience.
Housing	Deliver a web portal solution for LB Barnet for residents/tenants/customers, which will integrate directly with Barnet Homes Housing Management system. Provide for customers to: <ul style="list-style-type: none"> • Log a repair, • View/update contacts/property details

	<ul style="list-style-type: none"> • Set preferences • View rent account statements • View arrears details • Make a payment • Set up a direct debit <p>This activity will take advantage of the OpenHousing module that Barnet Homes has already procured, and will build a user experience for that portal that is consistent with the Barnet MyAccount.</p>
Licensing	Develop a range of license applications through the My Account portal. Forms will be integrated to iDox. Note that the programme will maintain a watching brief here, as there is a possibility that iDox themselves will undertake this work on the iApply portal. Consideration will be given to third party approaches available at the time prior to committing to the solution approach.
Schools and Education	Development of a range of forms in MyAccount, including schools travel applications and in-year admissions.

6.3.4 Phase 4: Business, Planning, Corporate

Phase 4 focuses on businesses, on planning eforms and on corporate and member services. It will also absorb any remaining forms development work such that all current eforms are integrated into a MyAccount, allowing improved history, case management and tracking.

Business	Gather business insight data in order to provide targeted communication to businesses, helping secure a broader relationship and to secure new business for the Council's partners and joint ventures. Add other business-relevant forms (Health & Safety; Trading Standards)
Planning	Implement viewing of existing planning applications. Add a number of planning and building control related forms, noting that functionality build on iApply or elsewhere would not be duplicated.
Corporate services	A Freedom of Information request will be developed as a simple form to request the data.

Member services	Introducing case tracking to track and improve responsiveness to member enquiries.

6.4 Digital Inclusion

The Digital inclusion work will:

Establish a Digital Inclusion Task Force, comprising:

- DI coordinator who will work with the DUs and the national partner to define activities
- Project manager to support the DI coordinator
- Comms and engagement support in order to ensure that the work being done is widely promoted and success is celebrated

The team will also be responsible for seeking out additional sources of funding for this work, for example via the UKOnline future digital inclusion funding programme². The task force will also work with Barnet suppliers and other businesses active in the Borough in order to connect to corporate social responsibility funding and volunteering activities in order to further extend the digital inclusion programme.

Align with other activities

Both the Community Participation Strategy and Entrepreneurial Barnet aim to encourage local businesses to support local projects. The Council will be undertaking a review of the Local Infrastructure Contract to be delivered from 2018/19 onwards. The contract will stipulate the local support which is required by the voluntary, community and faith sector in Barnet. This presents an opportunity to review the current capacity of the sector to support the DI inclusion strategy, and to identify where there are opportunities to support the sector to achieve this.

Identify and procure a partner

The digital Inclusion strategy proposes to appoint a partner to deliver specific Digital Inclusion interventions. The partner will deliver:

- Existing online materials that can support residents as they develop their digital skills
- A programme for staff to develop them as digital champions
- Delivery of face to face courses and support for digitally vulnerable groups

Partnership delivery should include those local partners who are already providing digital literacy support in the Borough. It is also expected that partnering with a national organisation may help us to secure additional funding for this work.

Establish measures of effectiveness

² <https://www.ukonlinecentres.com/funding/future-digital-inclusion-funding>

Part of the role of the digital inclusion task force will be to monitor the achievement of digital inclusion across the targeted groups in order to measure the benefits delivered by the DI strategy.

A range of indicators will be tracked, such as:

- Reach of the DI interventions
- Take up of new services
- Reductions in use of assisted digital options on target services
- Measurement of social and financial impacts on digitally vulnerable groups

The DI task force will create an impact assessment plan to support this strategy and will work with DUs in order to develop data collection mechanisms to enable tracking of these benefits.

6.5 Business Change and Self-Service Only services

6.5.1 Business Change and Communications

A targeted communications and change programme will be initiated to support Barnet and partner staff to understand what the move to digital citizen services will mean for staff and citizens. The purpose of this is to help staff to:

- Confidently manage their own change process and adopt the new ways of working as the council increases its use of digital services
- Confidently deal with customers and represent to customers the Council's digital intent; demonstrate awareness and understanding of what the Customer Access Strategy sets out to achieve
- Adopt necessary behaviours to deliver the principles, acting as enablers for citizens to self-serve
- Identify citizens who have digital inclusion challenges, and find the most appropriate ways to help them.

This change will sit alongside the council's Digital Inclusion work, and will be achieved through:

- A series of Briefing sessions covering the Customer Transformation and Social Media Awareness
- Development of a 45 minute e-learning available to Council and Partner staff
- A series of half or full day workshops targeted at Council staff with customer facing responsibility. Workshops will cover Change Management, Values & Behaviours and will identify the need for any specific Technical training
- A range of Focus Groups and Action learning sets, helping staff consolidate their learnings from the change process

6.5.2 Moving to Self-Service Only Services

Migration to Self-Service only services will be managed through a controlled process, as identified in the Digital Inclusion Strategy.

The Customer Access Strategy identified a number of services that should be piloted as self-service only. Those identified were:

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

When migrating services to digital by default or digital only provision, the Programme will follow a structured process to identify impacts and required mitigations, in the context of the communication and skills development provided by the Digital Inclusion work. The Programme will:

1. Assess the communities who use or require the service, informed by the segmentation and analysis undertaken by the DI Task Force and delivery unit participants. This analysis will identify the digital inclusion impacts and recommend an appropriate response
2. Create / establish the new service, including all channel elements (online, telephony, face to face) and inclusion support elements
3. Deliver a service migration journey, including a series of communications, nudge and progressive withdrawal of non-preferred channels. Each change or stage in the migration journey will be underpinned by entry criteria.
4. Finally after completion of the project and migration activity, periodic reviews will be scheduled through the Task Force to ensure the migrations are varied based on experience and lessons learned.

The programme will undertake this work for the identified Digital Self Service Only services. Further Digital service transformations will be the responsibility of Delivery Units to identify, supported by the programme, and will require a Delivery-unit led business case and funding once the programme's seed funding for this work is exhausted.

7 The programme

7.1.1 Approach

The programme will use a blended agile approach, adopting:

- For the web refresh, a fully agile approach. The agile approach will ensure web transformation effort is focused on the highest priority user stories.

This focus on continuous re-prioritisation will require strong product ownership, provided from a combination of CSG, Delivery Unit and Commissioning Group resource. Each series of sprints will require a product team who can make rapid decisions about the relevant Delivery Unit and Commissioning Group priorities.

- For the enhanced MyAccount development, a semi-waterfall approach combining agile sprints internal to the development team, with frequent Delivery Unit interaction to course

correct. A formal testing phase will apply for this work, which will require DU representatives, accompanied with citizen representatives where available, to test the Product against agreed use cases.

- The Digital Inclusion and business change work are not delivering technical products, so will be managed using Barnet’s standard project management methodology.

7.1.2 Dependence on Council and Partner contribution

Key council contributions and involvement include:

Area / Function	Responsibility	Description
Delivery Units (including corporate comms and web manager for common elements of the design)	Fulfil the “Product Owner” agile development role; participate in elaborating clear requirements Provide subject matter experts to participate in workshops and to acceptance test solutions.	The “Product Owner” role is defined as the person that knows what is needed and in what order 1. “Tell us what you want” 2. “Tell us what the most important bits are” And critically, is empowered to make prompt decisions about priority that allow the build team to make progress. It is important that the Product Owner prioritises realistically, so the team addresses the changes that are most impactful.
Delivery Units	Provide refreshed web content	Working with editors to revise the most critical web content
Delivery Units	Participate actively in process and customer experience change	Digital services will provide opportunities for process improvement that will need active leadership from DU managers, including adopting end to end processes and realising benefits
Delivery Units, Commissioners	Keep the programme team up-to-date, and align local plans to the programme (digital governance)	The programme team must be engaged in the decision process for any potential line of business system changes, new partnerships or point web services or improvements which may impact delivery
Commissioners / all	Programme Governance	Participate in programme governance, including setting and revising priorities as the programme proceeds

Delivery Unit ICT Systems	Access, information and enabling changes in core systems	To integrate with existing systems, the programme will need: <ul style="list-style-type: none"> • Access to subject matter experts, both software vendor and council staff • Availability of and access to appropriate software interfaces, allowing the CTP solution to integrate • Confidence on Delivery Unit's ICT plans, including any planned changes or upgrades
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7.1.3 Risks, issues and assumptions

Risks, issues and assumptions will be tracked through the project. A preliminary risk register is appended to this report.

7.1.4 Governance of the programme

The majority of decisions to be taken through this programme, for example concerning the prioritisation, phasing or design work are at the level of one of the sub projects. Such decisions that do not affect budget or materially change scope will be taken at the project level.

Programme wide decisions will be taken through a suitable programme board, created in accordance with Barnet's programme management methodology.

8 Appendix

8.1 The Barnet Waste App

The Customer Access Strategy recommended the council assess the use for apps for mobile devices to improve the delivery of proactive information to citizens.

Through the development of this business case, a number of principles for the use of apps have been established. Apps present unique opportunities to use the capabilities and nature of a mobile device to interact with citizens in new ways.

Overall, Barnet appreciates that many of the features required of apps can be achieved through a well-designed responsive website. As such use of apps should be carefully evaluated. This business case proposes to use apps only where the following criteria apply:

- There is an absolute requirement for mobile apps where the unique capabilities of the device are essential, such as access to GPS, RFID or the Apple or Play stores for micropayments
- A strong driver to consider mobile apps applies where a tailored (device-specific) user interface, personalisation or frequent notifications and reminders are required
- A moderate driver to apps to avoid the sometimes awkward experience of authenticating to a webpage on a mobile device, particularly for interactions that are used frequently

The development of an app for Waste is proposed, providing residents with notification and lookup of their own bin collection dates, and through a simple mobile service to report bin problems. This app will allow Barnet to assess success and consider further apps for the future. An obvious second candidate is around street scene reporting.

The Barnet Waste app will allow residents to view the date of when bins will be collected from their address, to receive notifications before their next collection is due and to submit a report when a collection is missed. The features offered through the app will give customers a more complete experience, offering them the chance to raise the issue if their bin has been missed instantly.

The app will include:

My Collections

This is the homepage and will be the first page seen by the citizen. This page shows the types of collections in the area, the date of the next collection and if they have set up a notification to be sent to their mobile device.

Missed Collections

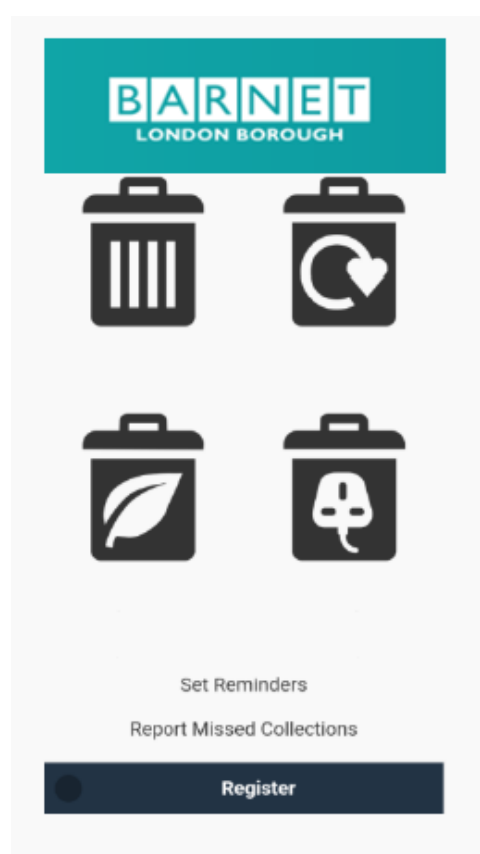
This form is to be used when a collection has been missed.

Recycling Locations

A map that showing local recycling locations. Provides opening hours and links through to driving directions.

Information

Allowing Barnet to communicate specific information, advice and content about waste.



8.2 Preliminary Risks & Issues log

Ref	Area	Risk	Impacts	Primary Stance	Notes
1	Web	Agile approach to web refresh fails due to DU or participant conservatism or indecisiveness leading to delay to web improvement stream and cost challenges	Failure to achieve web improvements (and hence channel shift), or cost overruns.	Control / Mitigate	<ol style="list-style-type: none"> 1. Deliver Agile methods primer at start of working with each team 2. Regular team temperature checks as project progresses to check comfort with process and address issues 3. Ensure & build on early success through adults work.
2	Web	Web supplier does not deliver sufficiently innovative or good quality designs to materially improve the quality of experience	Failure to achieve web improvements (and hence channel shift).	Control / Mitigate	Web supplier to be commissioned on agile basis, with commitments no bigger than 3-month blocks. Should issues arise will look to either replace supplier or to insource to delivery team using interim resource.
3	MyAccount	Supplier overruns due to technical delivery challenges leading to knock-on effect on the programme.	Delay causes longer burn on core team, leading to cost overruns.	Accept	<p>Mitigate through fixed price arrangement with MyAccount team</p> <p>Mitigate commercial exposure through phase-by-phase commitment to deliverables.</p>
4	MyAccount	Integration issues with third parties mean a quality integration cannot be achieved in some areas	Inability to deliver an acceptable integration with certain connected systems, and / or cost overrun due to unexpected integration cost	Control / Mitigate	<ol style="list-style-type: none"> 1. Partially mitigated through decision to host in Barnet's environment (connectivity challenges). 2. Early activity for project architect must be to work through each integration scenario. 3. Continue to drive out ambiguity early in each phase of the work
5	My Account	Requirements for transactions and integrations change between proposal and implementation.	Wrong transactions estimated, needing re-scoping.	Control / Mitigate	Ensure first phase of every iteration rechecks scope. Trade in and out with sponsor agreement for unstarted work (i.e. remove work no longer

					required and introduce new work.
6	My Account	Slippage to dependent solutions (Mosaic Portal, Civica portal, others)	Unable to adhere to planned phasing.	Control / Mitigate	Monitor dependencies and replan phasing if slippage appears likely.
7	Digital Inclusion	Digital inclusion work achieves limited real change in citizen engagement, or does not achieve increased engagement beyond what would have happened without the intervention	Ability to adopt digital does not improve, meaning savings cannot be realised	Accept	Commission incrementally based on results and measures.
8	Business Change	Barnet services, residents or other stakeholders do not permit migration to digital only services	Digital channel would become an additional route not the primary route. Channel shift targets missed	Control / Mitigate	Approach outlined in bus case to managing this - which will allow early conditional agreement. Critical this process is followed to give early warning of any equality or other concerns.
9	Overall	Governance and Security: Security compliance over registration or authentication processes causes slippage	Slippage, or worst case inability to proceed	Control / Mitigate	Engage early with Barnet IM team; produce agreed security documentation early in programme.
10	Overall	National policy or organisation changes necessitate a change to approach, or introduce new national services to which solution must integrate.	Unplanned work	Accept	Manage as a change to the project. Monitor.

A Digital Inclusion Strategy For Barnet: This is for everyone

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1 Executive Summary

1. Local and national data tells us that the vast majority of Barnet residents are able to use the internet, but nonetheless 18% of the borough's adult population are described as digitally excluded. This strategy aims to reduce this number as far as possible.
2. A higher level of Digital inclusion is necessary for the council to achieve its ambitions for Barnet residents and the delivery of council services. The Customer Access Strategy (CAS) intends the majority of customer access to be digital by 2020.
3. The role of Barnet Council staff, members and partner staff in delivering this strategy is critical – they need to be digital champions who can clearly articulate the advantages of becoming more digitally literate, as well as support residents as they make this change. There will need to be engagement with members and staff, and where necessary training, to support this work. The research for this strategy found that staff digital literacy cannot be assumed.
4. This strategy has been created in order to support the council to become 'digital by default', at the same time as offering increased opportunities and skills to residents, so that residents are digital by choice not just by necessity
5. Customer insight research has shown that the digital inclusion activity needs to focus on 3 key groups:
 - a. Older residents
 - b. Residents with a learning disability or a barrier to communication
 - c. Lower income families and individuals for whom affordability is a major issue
6. Further to this there is a group of residents identified as 'follow the leader' who are not as yet accessing the internet on a regular basis. This group has the potential to move quickly towards a digital by default behaviour if we can better understand their needs and motivations
7. To achieve the aim of this strategy, it will be necessary to create a digital inclusion Programme which will:
 - a. develop digital inclusion plans specific to individual Delivery Unit's online services and customers
 - b. Provide and monitor interventions with specific cohorts of service users based around their needs
 - c. Work with the main CAS programme in order to ensure that digital inclusion is central to the work being done to reach our 2020 vision
 - d. Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
 - e. establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem
 - f. Ensure that the equalities impact assessment (EIA) for the CAS is kept up to date and monitored
8. This programme should be delivered by a national partner working with local partners who are already supporting Barnet in this area and should link closely to the Council's community participation strategy
9. This programme should comprise the following, which are covered in more detail later:
 - a. Online training materials
 - b. Face to face sessions aimed at specific groups
 - c. Training and support for staff

2 Introduction

“We need to equip the whole country with the skills, motivation and trust to go online, be digitally capable and to make the most of the internet”. Francis Maude, Minister for the Cabinet Office¹.

Digital inclusion, put simply, is all about ensuring that all residents have the ability to use the internet and other digital channels to do things that benefit them in their daily life. It’s about ensuring that all residents have access to services, but also about ensuring that they have the digital literacies needed to fully take part in society online. Councils are a vital part of this vision, as the shift to providing services as ‘digital by default’ opens up an opportunity to support residents in making this shift with them.

Barnet is not alone in having a vision for 2020 in which the majority of customers will access its services through digital channels². Core to that vision, too, is the need to make sure that this does not disadvantage customers. The future provision of ‘assisted digital’ support - help for people who need to use government digital services but who cannot do so on their own³ - must be there as a safety net for those who need it. By providing ‘assisted digital’ support, the council will help foster digital inclusion amongst those who are often most in need of services and least able to go online to access them. This strategy sets out the Barnet approach to digital inclusion, and reflects good practice both within and beyond the borough.

Achieving digital inclusion requires many types of support, from a wide variety of sources, and no single organisation can provide all the help the digitally excluded need. It’s a national challenge, and this strategy recognises that Barnet, like all local councils, has its role to play, alongside other public and private sector bodies, and the voluntary and community sector.

So, what forms can digital inclusion take? It is often described in terms of the presence of three basic things⁴:

1. **Digital literacy and skills** - being able to use computers, the internet and mobile technology such as smart phones. This is an obvious barrier, but it’s by no means the only or biggest one that service users can face.
2. **Accessibility** – Ranging from broadband connectivity and assistive technology to the design and provision of services to meet all users’ needs.
3. **Affordability** - affordable access to the internet and digital devices is still an issue for many people in the UK. Partly in the hands of private sector providers, it’s also something we can help to address, for example, through influencing and brokering the provision of digital services in the building of new homes.

The absence of any of these three things can be the root cause of digital exclusion, but we cannot underestimate the power of more subjective issues. In this respect, two other factors which influence whether or not people are prepared to shift to digital channels.

¹ The words of Francis Maude in the executive summary of the December 2014 Government Digital Inclusion Strategy, echoing Sir Tim Berners-Lee’s comments in 2012 on the transformation brought about by the World Wide Web. (<https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy#1>)

² Customer Access Strategy 2020 vision.

³ See the Government’s digital service manual for more detail - <https://www.gov.uk/service-manual/helping-people-to-use-your-service/designing-assisted-digital>

⁴ See for example the Government’s Digital Inclusion Strategy which covers these as well as motivation and trust - <https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy#1>.

These are:

- **motivation** - knowing the reasons why digital is a good thing, and
- **trust** – will my data be safe; can I really get a council service online?

Therefore, we need to make sure that our digital services are what people really want and are confident to use, rather than something we have forced upon them. We need to give people a reason to go online as well as the tools they need to succeed when they get there.

In terms of Barnet, national analysis and Barnet customer insight shows that digital literacy and skills, and affordability are not the issues they are in other parts of the UK. However, evidence tells us that there are still issues to address in terms of supporting some of our residents to use the internet and other digital devices. This strategy outlines the approach for addressing these issues in Barnet in support of the Council's 2020 vision.

2.1 The purpose of this strategy

The purpose of this Digital Inclusion Strategy is primarily to support delivery of Barnet's Customer Access Strategy (CAS). The latter was underpinned by ten core recommendations including creation of a Digital Inclusion Strategy which would serve as the Council's formal approach to ensuring all Barnet's customers can interact with the council effectively using appropriate means.

It builds upon both the CAS, the CAS Equalities Impact Assessment and engagement with Delivery Units (DUs), and aims to enable the Council to address fully issues of digital exclusion in the borough. Its starting point is the recognition that, whilst the vast majority of our customers are well placed to use digital channels, there is a minority of residents who, for a variety of reasons, are not part of the 'digital community'. These people will need our support if our digital vision is to be achieved, and by offering increased opportunities and skills to residents we aim to make digital a matter for choice rather than constraint.

Key objectives of the strategy are to:

1. Determine the most effective ways to support all customer groups to become more digitally able, ensuring Barnet residents can benefit from improved digital access channels;
2. Ensure that DUs are in a position to draw upon proven digital inclusion support mechanisms and good practice both within Barnet and more broadly across both public and private sectors;
3. Implement the benefits of digital inclusion for our customers, the Council, the community and the general economy, and set in place processes by which those benefits can be tracked and realised at a corporate level, by individual DUs, and working with our partners.

3 Digital Inclusion and 'digital by default' for customer access

3.1 Barnet's vision

The Government first published its Digital Strategy for central government departments in December 2013⁵. Since then the 'digital by default' has gained traction, and many local councils reflect it in their own digital channel shift initiatives, which often pre-date the Government Digital Strategy. The CAS

⁵ <https://www.gov.uk/government/collections/government-digital-strategy-reports-and-research>

recognises that the digital inclusion support solutions that will be put in place as a result of the Digital Inclusion Strategy, which complements the CAS, are critical in terms of our ability to achieve the Barnet digital vision.

Digital inclusion should also be seen as a key enabler of our demand management strategy as it enables people not only to shift to cheaper forms of delivery but also to better engage with a wide range of agencies and opportunities which are increasingly only available online.

3.2 Realising the benefits of digital inclusion

It is well recognised that in all sectors of the UK, effective digital inclusion delivers benefits to:

1. Service users;
2. Service providers;
3. The wider community; and
4. The general economy⁶.

Clearly all of these are of importance to Barnet. So, the purpose of our Digital Inclusion Strategy must be to first support the needs of the CAS, then to seek to unlock some of these wider digital inclusion benefits for Barnet residents.

Summarised below are some of the key benefits that the Digital Inclusion Strategy will both directly realise and contribute to. In the next phase of DU engagement which will accompany further circulation of this strategy document, **work will be done with service areas across the Council to articulate specific digital inclusion benefits in more detail, including but not limited to the immediate CAS channel shift objectives, and develop plans for their tracking and realisation to 2020 and beyond. A cross-Council benefits realisation plan will be a core deliverable of this strategy.**

3.2.1 Service user benefits

One of the main guiding principles for the Council's 2020 vision is to redesign local services which are integrated, intuitive and efficient. Providing access to our services through easy to use and convenient digital services is a major component of that vision. This will bring major benefits to the majority of the digitally capable but often time-poor users.

However, it's not just the 'digitally savvy' who will benefit – think of how Amazon's same day delivery could benefit an elderly person who finds it hard to get out of the house regularly; or how switching to a lower-cost energy helps those on low incomes. Doteveryone estimate that households which are able to use online services save £744 per year on household bills. Digital participation offers a host of financial, social and health benefits.

By taking a more inclusive digital approach to service provision in the borough we will support the vulnerable and most disadvantaged, who are often most likely to be digitally excluded (i.e. those in social housing, those on lower wages or unemployed, those with disabilities, and those at opposite ends of the age scale, all of whom will be in high need of Council services).

Examples of service user benefits already planned by the DUs are:

1. **Financial** – internet and phone pricing structures have an effect on digital accessibility, with those on low incomes finding it difficult to commit to long term, meaning they are often left with more expensive pay as you go options. Barnet Homes Rental Income Team provides

⁶ The Government Digital Inclusion Strategy is a good source of further information on this.

personal budgeting support which helps identify how money is spent and how to plan for these longer but overall cheaper services.

2. **Social** – The Adult and Communities digital vision includes using GPS technology to allow customers to connect to others with similar interests and increase community engagement.
3. **Increased chances of employment** – Post 16 & Barnet Education, Employment and Training, better access to online job markets. Support advertising of volunteer and employment opportunities via their own Facebook page.
4. **Access to benefits** – Developing the Barnet MyAccount functionality to proactively notify customers in order to create a better user experience around access to benefits and promote different routes to employment. Barnet Homes delivers Universal Support Delivered Locally to people moving onto Universal Credit, which supports people to manage the transition to monthly benefits payments. They offer digital support, financial support, housing and employment support.

3.2.2 Service provider benefits

Investing in appropriate and targeted digital inclusion support alongside increased digital literacy in staff is recognised by practitioners to deliver service provider benefits in terms of:

- improved achievement of service delivery requirements and operational performance indicators;
- measurably improved customer outcomes;
- more successful customer engagement by opening up additional channels of communication such as social media;
- Supporting the channel shift targets and associated savings within the CAS
- equipping customers not just to self-serve, but also to 'self-manage', so that more confident self-reliance and access to a wider network of support results in reduced call upon Council services, our more effective demand management, and reduced cost of contact.

These benefits highlight how relevant this Strategy is for achievement of a wide range of corporate goals.

For example, Barnet's Corporate Plan 2015 to 2020 identified four priorities - including developing more resilient communities by working with residents to increase self-sufficiency, reduce reliance on statutory services and tailor services to their needs; and prioritising the transformation of services, redesigning them to make them more intuitive and integrated, and more efficient to deliver. Clearly both the CAS and this Strategy have very important roles to play in the delivery of these priorities.

3.2.3 Benefits to the wider community

Barnet has a committed role to play as a resource and support mechanism not just for individual customers, but for the community as a whole.

There is much evidence⁷ to show that digital inclusion helps both people to live better lives in a variety of ways, and communities to become more cohesive and self-reliant. There is much we can do in this area especially at a time when Council resources are ever more stretched.

⁷ The national digital inclusion strategy which outlines the basis for the benefits of digital inclusion can be found here:

Examples of the community and social benefits of digital inclusion include –

- Reduced personal isolation and improved health and wellbeing (e.g. with better use of social media and free-to-use video chat and voice call services such as Skype),
- Better outcomes for individuals and families – financial inclusion, and educational and employment opportunities are increasingly dependent on digital access and skills,
- Encouraging a spirit of community self-help (e.g. through Streetlife or Facebook communities), and
- Fostering local social enterprise, and supporting the goals of small and medium size enterprises (SMEs)⁸.

3.2.4 Benefits in the general economy

Various estimates have been made about the potential for digital to add to the value of the UK economy. For example the Government's Digital Inclusion Strategy cites the independent analysts Booz and Co. who have calculated that full digital take up could add £63 billion value to the UK economy. In a similar piece of research Doteveryone estimate the potential benefit to the UK economy of simply reducing digital exclusion to be £14.3bn by 2025. Whatever the true value, it's clear that the booming digital and superfast broadband markets can both benefit the economy as a whole and help communities to thrive⁹.

3.3 Designing inclusive 'digital by default' services for Barnet

The precise meaning of the term 'digital by default' is still much debated in the public sector. In some circumstances it can mean the provision of services purely via digital channels (usually called channel mandation, and the complete withdrawal of traditional channels such as phone and face to face. However, this very rigorous interpretation of the term is usually only applicable when there is a specific customer group(s) which is known to be wholly capable of transacting digitally – for example, in the case of government to government or government to business service delivery.

In local government, there may be instances when the above situation applies, although even then we should be aware that customer groups such as SMEs and the charitable and voluntary sector still commonly experience digital exclusion issues such as access to the internet and lack of digital skills¹⁰. For the most part, local authorities' approach to digital transformation is founded upon the vital principles of customer inclusion and support, including the targeted use of traditional channels for those most in need. Our digital vision (as above and detailed in the CAS) is fully aligned with this approach.

For Barnet, then, realising the 'digital by default' goals, as outlined in the customer access strategy (CAS) depends on the Council's ability to:

1. Make digital services as *intuitive and easy to use* as possible through fully-automated self-service, as we know this is what our majority 'digital native' group want; and also

⁸ The Government's Digital Inclusion Strategy cites evidence that 50% of SMEs and VCSEs don't have a website, and that 28% of the latter group don't have the basic skills to be able to transact online.

⁹ The Government's Digital Efficiency Report, although now nearly four years old, is a good source of more detailed analysis (<https://www.gov.uk/government/publications/digital-efficiency-report/digital-efficiency-report>).

¹⁰ It is commonly estimated that around 11% of this still lack basic digital capability/access.

2. Design and deliver a variety of *digital inclusion support mechanisms* for both the ‘digitally excluded’ minority and our ‘digital with assistance’ users. (These mechanisms are often referred to as ‘*assisted digital*’¹¹support.)

Digital inclusion and assisted digital support can and should take different forms, depending on the particular needs of the customer group/individual user. A ‘*one size fits all*’ approach is highly unlikely to succeed. For example, a customer who lacks confidence or experience in using the internet to transact with government, but who is otherwise digitally capable, may need some temporary help to keep them in a digital channel. On the other hand, a vulnerable, digitally excluded resident will probably require long term support via face to face and/or phone.

Some of the key support mechanisms we will need to design and deploy are the following¹²:

- The telephone contact centre as the principle mitigation for digital exclusion – as it already offers a service for vulnerable customers and will enable the maximisation of the benefits of the CSG infrastructure;
- Assistive technologies, such as web chat and automated telephony, to increase user confidence and encourage them to remain in the digital channel;
- Make better, but still carefully managed, use of more informal technologies such as WhatsApp in order to reach and support different groups of users
- Making best use of new or existing council, partner and community assets such as libraries, Jobcentres and community hubs where varying levels of digital inclusion support can be provided at convenient local venues;
- Support for the Barnet Plan which is design to deliver more ‘joined up’ local services with partner organisations who share common goals and contribute to shared customer outcomes (e.g. Barnet Council, our partner service providers, NHS, Jobcentre Plus, Registered Social Landlords, Police, Education Sector), taking a more integrated approach to service delivery and developing joint solutions. Examples of this way of working includes BOOST and the Welfare Reform Programme who offer holistic support to support people into work;
- Our planned, targeted Council face to face service for services such as homelessness and housing need, where we can provide support with, for example, online form completion; and other digital processes; and
- Making digital services as simple and accessible as possible via a touch-screen device such as a tablet/ipad/smartphone.

We look at these interventions in more detail in relation to Barnet in Section 5 below.

4 Establishing a robust evidence base

¹¹ See also, the Government approach to assisted digital, <https://www.gov.uk/government/publications/government-approach-to-assisted-digital>.

¹² As flagged up in Barnet’s case by the CAS EIA and as reflected in good practice both within and without the Council.

It sounds like a statement of the obvious to say that every good strategy should be able to establish three key things:

3. **The starting point** (or 'baseline') for change, which in turn informs both
4. **Strategic goals and objectives**, and
5. A **practical action plan** for how best to achieve them.

However, in practice it's not always so straightforward.

The initial goal for the Digital Inclusion Strategy was to do all three by:

- Understanding where we are now in relation to our customer base and their digital inclusion needs at DU level and service level¹³; current customer contact volumes by channel; and our progress with digital transformation;
- Setting clear goals and hard objectives to be achieved both corporately and by individual DUs through delivery of the strategy, with milestones to 2020; and
- Describing the agreed roadmap for doing so.

It has become clear, in the writing of this Strategy, that Barnet has some very insightful information about our customers and their likely propensity to (be able to) use digital channels both now and in the future. However, it's also apparent that the Council lacks some of the data needed to link this data into customer behaviours¹⁴ with respect to Barnet services. The CAS has already acknowledged the need for DUs to collate and report customer contact volumes by service and channel.

Therefore, recognising that contact data is just one (very important) area of evidence, we have created the accompanying **digital inclusion evidence base** to enable an assessment of not only current customer contact, but a number of other categories of information which are necessary to inform both the Digital Inclusion Strategy and the CAS. It draws upon existing Barnet projects¹⁵, and the evidence in the CAS collated through initial engagement with DUs.

The evidence base covers the following key areas:

1. Barnet CSG and DU, and outsourced services **current levels of incoming customer contact via face to face, phone, web** and any other relevant channel (e.g. email, post, social media), over a consistent period if possible¹⁶;
2. Where the above is not available, we have sought to compile general information about the **nature of incoming contact by service area and the main channels used**;
3. An outline of the **main customer categories using each service**, with a high level of likely digital literacy where available;

¹³ As opposed to general customer analysis, which we have covered in section 4.

¹⁴ As stated in the CAS, other than for CSG services where data is collected in Lagan, and for Re Ltd which has PIs that require a channel breakdown of contact, we cannot currently obtain current customer contact data by channel.

¹⁵ For example, covering the Council's face to face and telephony customer offers, and specific service reviews such as Housing and Adult Social Care.

¹⁶ With any data assumptions.

4. **Total volume of customer contacts** where known, also over a consistent period;
5. **Estimated customer split in terms of digital access/capability (not yet discussed with DUs)** – using the three digital groupings of Digital Customer, Digital with Assistance, and Digitally Excluded¹⁷;
6. **Priority areas for digital channel shift;**
7. **Risks associated with digital channel shift, and mitigations** (e.g. in terms of need to address digital exclusion issues etc.);
8. **Likely assisted digital requirements and opportunities** – where information is available;
9. **Any current/planned digital inclusion activity with partner organisations;**

This has been used to gauge the suitability of each service area for the ‘digital by default’ delivery model, based on digital inclusion criteria rather than any technical or process assessment of suitability. This consists of an estimated high level RAG rating which has helped inform the recommendations in this strategy, and which will be tested with DUs in the next round of engagement on this Strategy.

We will set out an assessment of where we are now in terms of this evidence base in the following section. However, it is already clear that Barnet needs to do some further work to flesh out its customer and contact baseline both at corporate and DU level, before we can move on to the setting of goals, objectives and milestones, all supported by an agreed action plan. While our initial steps to implement a Digital Inclusion Strategy are very clear, over time there will be a need for a more detailed evidence base than is currently available. Nonetheless, while the Council at present lacks detailed data to support more granular interventions – such as targeting our ‘follow the leader’ customer segmentation subgroups¹⁸ within a specific service – there is plenty of ‘low hanging fruit which can be immediately be acted on.

Therefore, **our strong recommendation is that the need to collect additional DI data is included in the Customer Transformation Programme and the shift to digital by default.**

¹⁷ See following Section – this looks to be something that very few, if any, service areas will have already assessed.

¹⁸ Ibid.

4.1 What does Digital exclusion look like in Barnet?

As a foundation for this Strategy data has been looked at from a number of sources:

- National data ¹⁹has been used to examine the use of ‘digital’, beyond council services, within the borough, has been looked at by the customer insight team
- The Equalities Impact Assessment which has been carried out to support the CAS
- Current customer contact channel usage data
- Interviews with key staff with key stakeholders
- The digital exclusion heatmap produced by Doteveryone²⁰
- Direct research was carried out as part of the shaping of the CAS

4.1.1 Understanding the needs of all our customers

The headlines from the CAS might lead us to think that digital exclusion isn’t much of an issue in Barnet. For example, we know that the majority of Barnet residents already choose online transactions as the most convenient way to transact for a range of retail and banking services. 50% are classed as highly sophisticated users of technology (or ‘digital customers’); 32% are able to use digital channels but may need some support (we can call these customers ‘digital with assistance’); leaving 18% whom we would class as ‘digitally excluded’. This means that around 82% of Barnet residents use the internet and other digital channels to either a greater or lesser extent. It’s interesting to compare this three-way split with the Government’s assessment of the average ratio across the UK:

- Digital Customers – 32%
- Digital with Assistance – 50%
- Digitally Excluded – 18%

So, whilst the total percentages of digital users and digitally excluded are the same, at 82% and 18% respectively, the ratio of Digital Customers and Digital with Assistance customers is reversed – showing that we have a far higher percentage of Digital Customers in the borough than the estimated UK average. That doesn’t mean, however, that Barnet can ignore digital inclusion. Our digitally excluded residents may be in the minority, but we suspect that they dominate in terms of our service users. In other words, the digital exclusion profile of our customer contact will exceed 18 as a result of customer concentration in the digitally excluded groups.

Another factor to consider is that, despite high levels of customer digital capability, there is a poor take up of Council online services, especially compared with customer contact via the phone²¹, and satisfaction with our web offer is well below that for phone and face to face²². There are some notable exceptions – for example 98% of school admissions applications in Barnet are now made online; however, overall the evidence strongly suggests that, for whatever reason, even digital customers find our digital offer unattractive, and we are not making the progress some other local authorities are making in terms of the volume of digital services available and their level of take up by their customers.

¹⁹ The Cameo LIFESTYLE data has been used as had already been used in other projects within Barnet

²⁰ <https://doteveryone.org.uk/resources/heatmap/>

²¹ As stated in the CAS, around 80% of all customer contact with the council is estimated to be via phone.

²² Satisfaction with email and web services running is only 55% and 45% respectively, compared to 89% for phone and 90% for face to face (Govmetric analysis from Jan to March 2016).

For example, Westminster City Council achieved 99% of parking permit renewals online and 70% of first time applications within 6 months of going live. Leeds City Council reduced their calls to agents by 14% over 8-month period by introducing webchat to support self-service roll out, with 70% of customers saying they would have called without this support. Conversely, when automated telephone messages were implemented to promote Barnet’s MyAccount and applying for parking permits online, this initially drew demand away from agents for the first couple of months. However, call volumes have been steadily rising again since September 2015²³, indicating that increasing Barnet’s digital service offering hasn’t resulted in the reduced telephone demand we would have expected.

All the above shows that individuals’ digital capability does not automatically equate with their digital behaviour, and there’s clearly much more for us to do in terms of assessing our customers’ subjective attitudes and behaviours in relation to communicating and transacting digitally with their Council. This includes engaging with frontline staff who are a vital source of user insight and digital advocacy. **The strong recommendation is that that further work is done to ensure that the DI strategy supports targeted marketing activity which is aimed at supporting the channel shift objectives.**

4.1.2 Drilling down

In order to gain a more detailed understanding of our customers and their digital inclusion needs, we have analysed two important information sources:

- Barnet’s customer segmentation exercise
- The CAS Equalities Impact Assessment June 2016

4.1.3 Customer segmentation

Barnet’s customer segmentation exercise, based on data from CAMEO Lifestyle groups, residents who share similar characteristics into 17 categories of customers, ranging from ‘affluent singles’ through to ‘penny-wise pensioners’. Each group describes characteristics such as where people live in the borough, their likelihood of contacting the council, and if they do, in what volume and for which services.

This data provides insight into needs and circumstances of each segment which can be used to support service planning, design, and delivery (including the clustering of linked services around users with multiple needs). For example, it shows at a high level that more affluent groups have high demand for services such as Parking Permits and Libraries, whilst lower income and more vulnerable groups have high demand for Benefits and Social Care. The data also illustrates each group’s current online access and behaviour²⁴.

However, to develop fully a Digital Inclusion Strategy we need a deeper level of analysis that encompasses not just likely digital usage, but also an understanding of the varying attitudes and motivations that may prohibit or promote digital usage²⁵. This is not provided by the CAMEO data which is based on quantitative rather than more qualitative data.

Barnet has therefore conducted a further segmentation exercise, using Call Credit demographic data, which splits residents into five distinct ‘Connected’ groups (as listed below), each with a more detailed assessment of their attitudes towards, and use of, technology:

Group	Definition	Total Barnet population	Level of digital engagement
Lagging behind	Residents neither have the need, or the	19%	Low

²³ Barnet’s Contact Centre Review May 2016.

²⁴ e.g. use of social media and email.

²⁵ As described above, motivation and trust are strong influencers of whether or not people are prepared to shift to digital channels

	desire, to learn new ways of doing things. For the most part they are content using traditional means to access services.		
Spending big	Residents invest in established technologies that are easy to use	12%	Moderate
Follow the leader	Residents are slow to adopt new technologies but will move in that direction over time	41%	Fairly Low
Family Fun	Residents follow technological trends and are amongst the first to adopt new technologies	2%	Fairly High
Online trendsetters	Resident are addicted to all things technical and their lives revolve around online communication, networking and entertainment	26%	High

These descriptions provide a rich picture of the individual lives within these groups, such as the ‘Wireless Socialites’ a subgroup of Online Trendsetters. Those in this subgroup mostly have no children, and spend more time out and about, accessing online via portable technology. Whereas individuals in Follow the Leader use the internet for researching potential purchases, financial planning, games and social media, but prefer to go to the shops to spend money.

All this data can be used to answer practical questions such as how the Council should best prioritise, design, and target digital services, and what digital inclusion support if any we should factor in to ensure each customer group is able to access the services they genuinely need.

Example: Barnet Homes

A good example of use that has already been made of the Council’s customer segmentation, is CSG’s profiling of Barnet Homes customers²⁶ to explore their potential for channel shift.

Key findings from this profiling include the following:

- 54% of Barnet Homes customers belong to the three lowest income segments with income <20K per annum;
- 25% are unskilled and semi-skilled manual workers;
- 36% of Barnet Homes customers are in the ‘Lagging Behind’ digital group - they are *very unlikely* to transact online or be convinced to do so in the future without additional support;
- 40% of customers are in the ‘Follow The Leader’ group - those customers *adapt slowly or have limited technological capability*; and
- The proportion of Barnet Homes customers in the ‘Online Trendsetters’ category is lower than across Barnet as a whole, which suggests that Barnet Homes customers are *less connected* when compared with the rest of the borough.

However, the profiling also shows that:

- When compared to the total Barnet population, Barnet Homes customers are *more* likely to use social networks (Facebook, Twitter, etc.) and,
- The likelihood of having a smartphone is also *above average* with almost 75% of customers likely to have one.

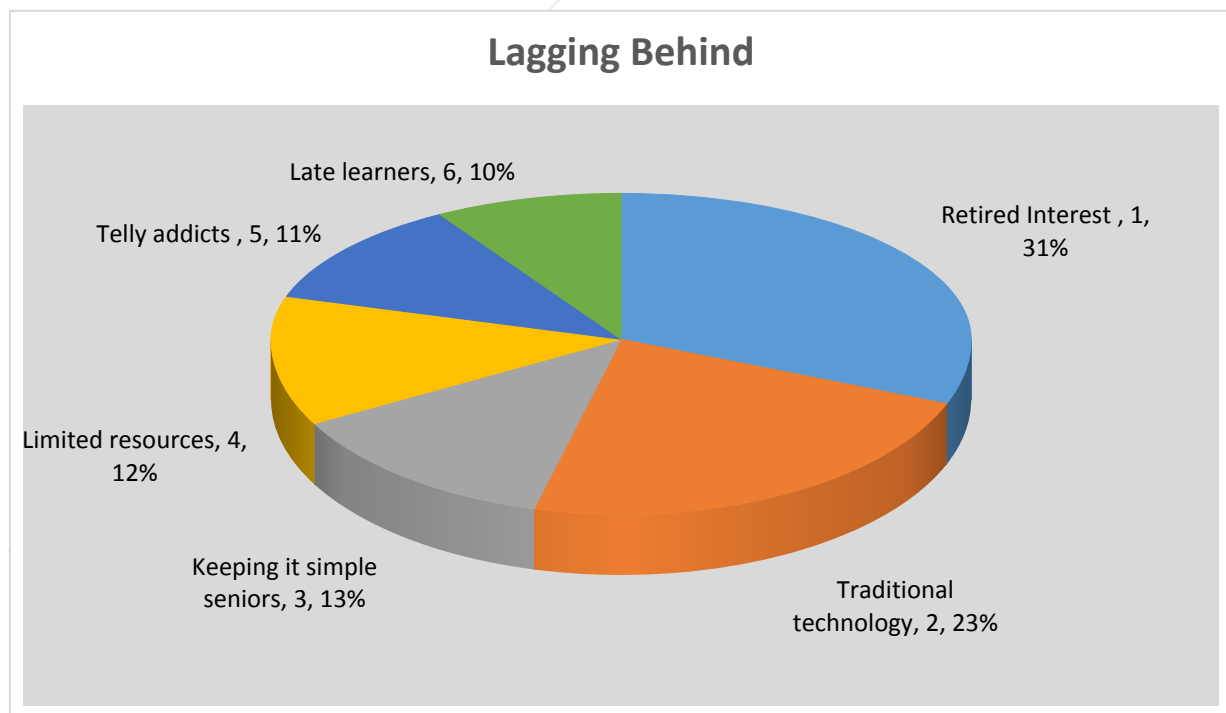
The example above shows the potential of profiling to help us make fewer stereotypical assumptions about service users’ digital capability - a common hazard in channel shift – and recognise that even

when customers may appear to lack digital skills, they may in fact be amenable to some specific channels, such as smart phones (which we know are far more prevalent amongst lower income groups than are landlines).

The DI implementation plans need to make use of Barnet’s customer segmentation to supplement the existing evidence base for digital transformation and digital inclusion.

4.1.4 The ‘Lagging behind’ segment

The group of people that fit under the category ‘Lagging behind’ are identified as the group most vulnerable who require high levels of support for digital engagement. ‘Lagging Behind’ is defined as residents that neither have the need, or the desire, to learn new ways of doing things. For the most part they are content using traditional means to access services. This group represents 19% of the Barnet population and is another customer group well worth detailed investigation. Below is a breakdown of the sub groups that make up the ‘Lagging Behind’ group.



For an in depth definition of each of the sub-groups please refer to the Barnet digital profile assessment document. Key themes to be considered in this group are:

Social isolation

Within this group a key theme identified is around social isolation, below is a snapshot associated with social isolation within Barnet:

- Inaccessibility to public transport contributes to social isolation,
- 90 percent of the residents (total 5,572) who make up the top 20 percent of people living alone are female and over 75 years,
- Best contacted through local and national newspapers,
- Garden Suburb, Finchley Church End and High Barnet have the highest number of people who live in isolation. In comparison, elderly people who live in Burnt Oak, Colindale and West Hendon are not as isolated as they are long term residents and have strong ties with the communities. (Keeping it Simple and Limited Resources groups may fit here),

- Potential hot spots of social isolation will be Garden Suburb, Mill Hill and Edgware which will experience the largest increase in female elderly population in the next decade.

Age is not the only indicator

- The most digitally excluded group in Barnet are those above the age of 50 years, more than half are female, nearly half have an income of under £25,000, are long term residents and a third are affected by social isolation.
- This group has a mixed skills set. It seems that those residents who engage with digital technology from this group have a 'light' level of engagement mainly for staying in touch with family and friends, research and communication.
- This group is projected to grow in the medium to long term and the needs are expected to become more complicated as people live longer, are better supported through advancements in health and medicine, and have multiple long term conditions like dementia, diabetes and depression. However this does not have to mean that the proportion of this group who are digitally excluded also need to grow – with the right digital inclusion interventions this group could become less digitally excluded over time
- The policy landscape is changing especially in relation this age group. Future services are expected to be:
 - less standardised and more personalised;
 - more transparent about the choices residents have through information, advice, guidance and a local offer;
 - much more integrated in terms of delivery of health and social care services; and
 - focused more on prevention and early intervention to support independent living better.
- Income is already an issue within this group and this issue is likely to grow with the welfare reforms coming into effect. Any digital inclusion work will also support the changes being driven by the implementation of Universal Credit which will also require a shift to digital by default.
- The next generation who move into this group may have a different set of conditions related to their lifestyle and public health issues like diabetes and obesity.

4.1.5 The potential in the “Follow the leader” group

At 41% the follow the leader group is the largest segment of the Barnet population and has considerable scope for increased digital take-up if we can win them over and offer some transitional assisted digital support.

Key characteristics:

- Young and middle aged group make up nearly half of Barnet’s population. They appear to have differing levels of incomes and money does matter to this group. They are settled residents in Barnet.
- Appear to have a sound understanding of using the various tools available on digital like entertainment and research. Given the pressures on income, they seem to be resourceful in the sense that they use the internet to make smart decisions about how they use their money.
- They are motivated by a range of factors including socialising, supporting a convenient lifestyle, entertainment and possibly the free/cheap resources that are available.
- This group is prone to long term health conditions if they are not living a healthy lifestyle.
- Some of this group may not be as engaged in digital technology due to lack of affordability and also some level of risk averseness.

- Opportunity to support this group better with better access to digital technology in community settings.

While this group does have some barriers to going online it also has huge potential to channel shift if offered the right motivation. However, as yet little is known about the motivations and potential behaviours of this important group, and we recommend further research in order to better understand it.

4.2 Which groups need to be the focus of the Barnet Digital Inclusion strategy?

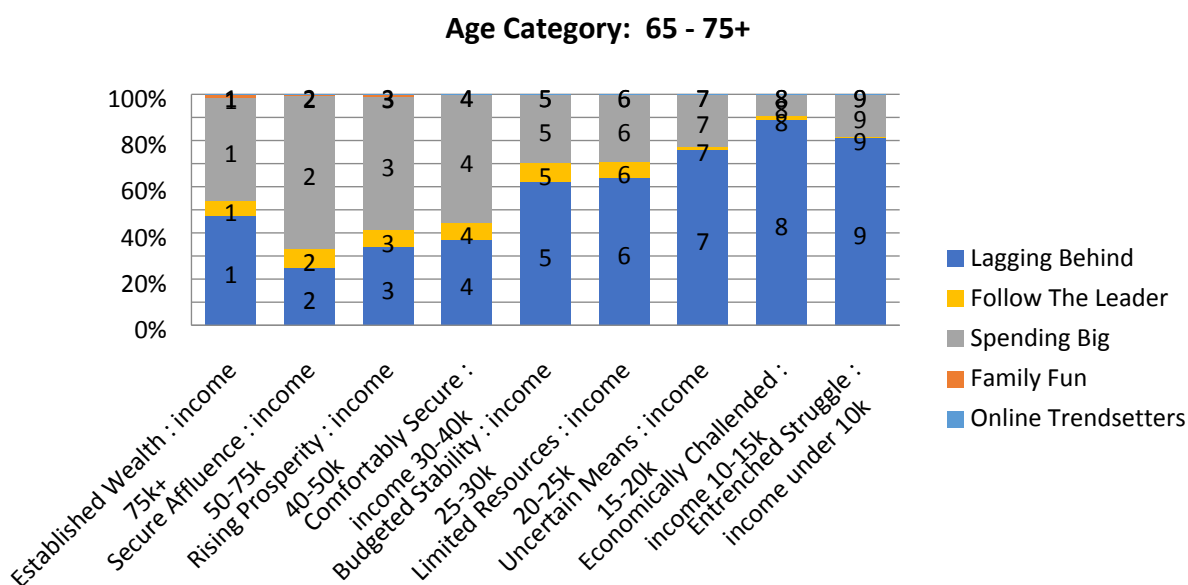
When we combine the conclusions of the EIA and the customer segmentation insight work we can isolate the following groups as needing support in order to move them from being digital excluded to digitally included:

- Older residents
- Residents with a learning disability or a communication disability
- Lower income families and individuals for whom affordability is a major issue

4.2.1 Older residents

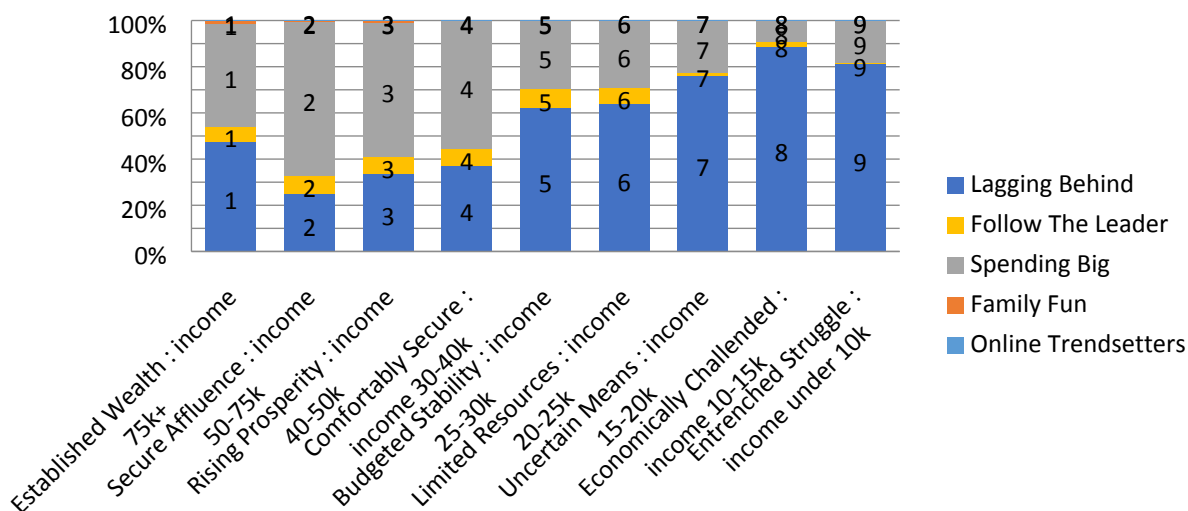
While this was not true a few years ago you cannot assume someone is not online simply because of their age²⁷. While internet take up does reduce in the over 75 group factors such as affordability, trust and motivation are more likely reasons for DI in the older population than age.

When we drill down further in the older residents group we see as you would expect there is a correlation between 'lagging behind' residents and lower income groups. In numerical terms this puts approximately 22,000 older people in the lagging behind group. When we exclude residents aged 75+ this halves to approximately 11,000 residents.



²⁷ OFCOM's Communications Marketing report : http://stakeholders.ofcom.org.uk/binaries/research/cmr/cmr16/uk/UK_Internet.pdf
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Age Category: 65 - 75+



4.2.2 Residents with a learning disability or a communication disability

Ensuring that the design principles outlined in the CAS is essential to meeting the needs of this group. In order to meet the need for residents in this group who are already known to the Council specific plans will be included to support them as part of the channel shift process.

By giving the DI Programme a role in working with the equalities team to ensure that these design principles are brought to life we mitigate against the risk of this group being left behind.

4.2.3 Lower income families and individuals for whom affordability is a major issue

Affordability issues can be mitigated by ensuring availability of free wifi in public places as well as in libraries and other civic spaces. Other authorities have further mitigated this issue with free or subsidised wifi being available via housing schemes for tenants. However, as has been shown by the Barnet Homes case study many people in this group will have a smart phone and so adopting a 'mobile first' approach to web design will further mitigate impacts for this group.

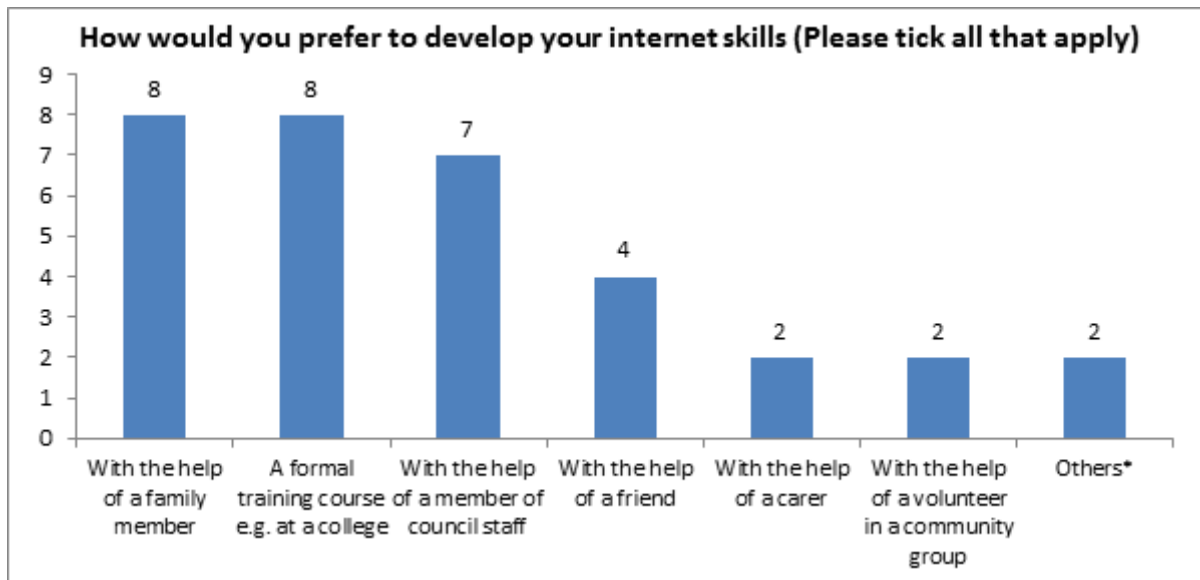
Once affordability has been addressed then this group are well placed to channel shift.

4.2.4 Meeting the needs of residents with complex lives

There is a further category of resident for whom digital inclusion is part of a more complex level of need. Anyone who is homeless or has is being supported by multiple government agencies for example will have additional difficulties which are beyond accessibility, affordability or digital literacies. The digital exclusion of this group is significant but the Council is best served by addressing this issue in the round with other interventions and support. Some people will need more hand holding support to organise their information and do more online. To address this, staff working with these groups should be part of the digital inclusion training with further support designed as needed.

4.3 Understanding how people want to be supported

The public consultation about the CAS in the early part of 2016 asked residents about their preferences with respect to developing internet skills. 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 then answered how they would like to develop their skills:



*Comments under "Others" included "being unable to afford college fees" and family and friends being too busy to offer help.

The Council also ran a session with the group Inclusion Barnet on 19 April 2016, which is a peer-led organisation that promotes accessibility for disabled people. It 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.

The full consultation results were published and reported to Policy & Resources Committee in June 2016.

5 Proposed interventions and the role of partners

In creating the recommendations for interventions, the Digital Inclusion Strategy makes some key assumptions:

1. At each stage the ambition is to minimise residents' dependency on additional support and encourage people to become 'digital customers';
2. The intention is to develop residents' digital confidence more generally and not simply enable them to interact with Barnet services, although this immediate priority of the CAS must be met;
3. Frontline staff are a vital element in any digital inclusion strategy and that it's important that they are confident users of the technology we want service users to switch to
4. Where possible interventions should support cohorts of residents that cut across multiple service areas;
5. The intention is to work with partners in preference to delivering digital inclusion interventions ourselves; and
6. Each DU will require its own digital inclusion plan which will make use of interventions which are supported centrally as a whole Barnet digital inclusion programme. This process will begin with the services which have been identified by the CAS as being suitable to shift to self-service delivery and prioritised through the Customer Transformation Programme.

5.1 Creating a Digital inclusion Programme

For Barnet to succeed in its ambitions to be digital by default it is important that digital inclusion and enhanced digital literacy for all become part of the fabric of the council. In order to achieve this it is proposed that a digital inclusion Programme be created which will run alongside the CAS in order to:

- a) develop digital inclusion plans specific to individual Delivery Unit's online services and customers
- b) Provide and monitor interventions with specific cohorts of service users based around their needs
- c) Work with the main CTP programme in order to ensure that digital inclusion is central to the work being done to reach our 2020 vision
- d) Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
- e) establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem
- f) Ensure that the equalities impact assessment (EIA) for the CAS is kept up to date and monitored

As part of the impact assessment of the DI work the DI Programme should develop key measurable indicators for DI which will allow it to identify and plan for its own redundancy when DI targets are met.

Given the scope of the objectives outlined here it is recommended that the Programme should sit within the Council strategy team to co-ordinate, with a high level of input from Customer Services and Information Management. The approach of the Programme should be to develop a partnership approach with different agencies, and to look at various models of commissioning, for example encouraging partnership of consortium bids.

5.2 Working with the CAS

The CAS is succeeding in putting in place a comprehensive structure for driving digital self-service.²⁸

Since the publication of the CAS, a series of customer service principles have also been proposed in the CAS business case to guide the delivery of technical and business solutions. These are as follows:

Easy and Engaging	<p>The most popular interactions will be easiest to find and to use.</p> <p>Customer solutions will be location-based and personalised where applicable</p> <p>The council will enable and help the customer to self-serve rather transacting on the customer's behalf</p> <p>Forms and applications will collect just enough information to provide the service and give feedback</p> <p>Web content will be Concise, accurate, task-focused</p>
Connected	<p>Delivering integrated high volume transactions – minimising system to system re-keying</p> <p>Key customer journeys will be excellent end-to-end</p> <p>The council will not ask for copies of evidence that it already has</p> <p>The solution will work towards integration with central government (including gov.uk verify and direct interaction with the DVLA.)</p> <p>Customers will be proactively alerted to issues that affect them to eliminate enquiries</p>
Prioritised	<p>The council will focus on delivering excellent and simple content and customer journeys for the highest volume transactions or transactions that lead to the most expensive demand on council services</p>
Trustworthy	<p>The council's solutions and services will set and meet clear expectations on what will happen next.</p> <p>Requests will never disappear into a black hole; residents will be updated by their preferred channel (email, text, social media)</p>
Mobile	<p>Design mobile first; location aware where relevant</p>
Inclusive	<p>Proactive in supporting those unable to interact digitally</p> <p>An enabler to Ecosystem working</p>

Each one of these demonstrates a clear focus on digital inclusion, and **DUs should be given them as part of planning their own digital inclusion action plans.** These plans will be central to ensuring that digitally vulnerable groups are identified and supported as part of the channel shift process.

Earlier in this strategy we presented a list of some of the most commonly used digital inclusion interventions and many of these are already designed in as part of the CAS. Although doubtless not exhaustive, when combined with the design principles above, they represent a variety of good practice solutions currently employed in customer-facing organisations of all kinds -

- **The telephone contact centre** as a key mitigation for digital exclusion. It already offers a service for vulnerable customers, whereby customers are flagged as 'needing

additional support' and can access a separate phone line with a different messaging and routing.

- **Supportive technologies, such as web chat and automated telephony**, to increase user confidence and encourage them to remain in the digital channel;
- **Use of Social media** to extend the range of channels where the Council has a presence; currently the Education and Skills delivery unit aims to better communicate with young people (who may not have enough credit on their mobile phones) through social media.
- Making best use of **new or existing council, partner and community assets** such as libraries and community hubs where varying levels of digital inclusion support can be provided at convenient local venues;
- **More 'joined up' local services with partner organisations** who share common goals and contribute to shared customer outcomes (e.g. Barnet Council, our partner service providers, NHS, Jobcentre Plus, Registered Social Landlords, Police, Education Sector, and so on), taking a more integrated approach to service delivery and developing joint solutions;
- **Better use of libraries and community hubs** to deliver digital literacy and support at the same time as helping people use services
- Our planned, **targeted Council face to face support** for services such as homelessness and housing need, where we can provide help with, for example, online form completion; and other digital processes; and
- Making digital services as **simple and accessible as possible via a touch-screen device** such as a tablet/iPad/large smartphone.

The DI Programme will work with DUs to:

- 1) Discuss any current digital inclusion interventions and use these as the basis for individual service action planning
- 2) Ensure planned interventions align with estimated digital group breakdown (i.e. Digital customer/Digital with Assistance/Digitally Excluded) and service characteristics.
- 3) Ensure local and national best practice is reflected in DU action plans
- 4) Estimate suitability of all service areas in terms of the 2020 digital by default vision and map milestones towards individual digital channel shift goals.
- 5) Accelerate use of social media and web chat from the Customer Contact centre in order to enhance the assisted digital offer

5.3 The role of Council staff, members and partner staff

The role that members and staff can play in encouraging residents and service users to go online should not be underestimated.

Members are community leaders, with extensive knowledge of their local area, and the best way to reach individuals who are digitally excluded, and the DI Programme must utilise their knowledge and connections if it is to be fully effective.

Consultation with DUs concluded that we cannot be confident that staff have the degree of digital confidence required in order to deliver on this opportunity. As part of the digital inclusion programme we recommend a staff engagement workstream which will help build digital skills with staff and partners in order to ensure they are actively advocating digital channels to residents.

The ambition of this strategy is that we support staff to be confident users and advocates of digital channels who are able to support the shift to digital by default from personal experience rather than referring service users to third party training in every instance.

5.4 Matching interventions with key customer groups

We outlined above the key customer groups likely to be in need of targeted digital inclusion support. Each of these groups will still require assisted digital options outlined above, however the purpose of the digital inclusion strategy is to minimise the need for this over time.

It follows that specific digital inclusion interventions need to directly address the needs of these groups. The table below highlights the requirements of each of our identified groups with respect to the five digital exclusion drivers we identified at the start of this Strategy:

	Older Residents	Residents with a learning disability or a communication disability	Lower income families and individuals for whom affordability is a major issue
Digital literacy and skills	<ul style="list-style-type: none"> Requires access to suitable face to face training. Consider use of mentoring and peer support as well 	<ul style="list-style-type: none"> Requires access to suitable face to face training. Consider use of mentoring and peer support as well 	<ul style="list-style-type: none"> Requires access to suitable face to face training
Accessibility	<ul style="list-style-type: none"> Requires us to add digital access to our needs assessment 	<ul style="list-style-type: none"> Ensure that services are designed with this group actively involved 	<ul style="list-style-type: none"> N/A – though use of plain English is of big benefit to this group
Affordability	<ul style="list-style-type: none"> N/A (unless part of lower income group as well) 	<ul style="list-style-type: none"> Requires us to add digital access to our needs assessment 	<ul style="list-style-type: none"> Work with Barnet Homes and others to ensure that this group has access to affordable internet access
Motivation	<ul style="list-style-type: none"> Any training or skills support needs to be look beyond use of council services into wider use of digital Support and advocacy from frontline staff and partners 	<ul style="list-style-type: none"> Any training or skills support needs to be look beyond use of council services into wider use of digital Support and advocacy from frontline staff and partners 	<ul style="list-style-type: none"> Any training or skills support needs to be look beyond use of council services into wider use of digital Support and advocacy from frontline staff and partners
Trust	<ul style="list-style-type: none"> Skills content needs to address concerns in this area 	<ul style="list-style-type: none"> Skills content needs to address concerns in this area 	<ul style="list-style-type: none"> Skills content needs to address concerns in this area

On the basis of the above analysis, the interventions we propose are consequently fairly straightforward:

1. A programme of suitable skills and literacy training which is aimed at the needs of specific cohorts;
2. Focus on ensuring that lower income residents have access to affordable internet access – this to be developed in partnership with organisations such as Barnet Homes or Genesis; and
3. Inclusion of digital access in our needs assessment for other council services

Learning from national best practice in this area, it is our strong recommendation that the programme of digital inclusion support is best provided via partners rather than directly by the Council.

Note - as before the 'Follow the leader' group are slightly different in that they not only require access to the right information, but also active marketing of online services in order to support them making the shift. This is arguably not the role of the Digital Inclusion Strategy but as some of the 'Follow the leader' subgroups do have inclusion needs, it has been included here.

5.5 The role of partners

Given that digital inclusion is widely seen as a community and social issue, beyond the limited sphere of the Council and our individual service users, it's not surprising that the role of delivery partners features so highly in the interventions list. Our partners can help in two main ways:

- Use their current contact to provide support and advocacy for residents to help them become digitally active; and
- Provide specific training and support focused on agreed target audiences.

Designed well, partner organisations have the clear potential to provide the programme of skills and literacy training, the need for which has been identified above.

The CAS EIA also placed much focus on the need for Barnet to do the following in the context of the working with partners:

- 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 programme;
- Encourage partnership working within the sector – for example, Age UK runs a digital literacy class which is over-subscribed; and
- Develop staff and community digital skills - 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.

In the course of the research for this strategy a number of relevant partner activities were identified and are shown in the table below:

5.5.1 Potential local partners for DI support

Who	Location	Remit / Target audience	Support online	Free wifi	Facilities with PC
One Housing		People on low income	Yes	1 hour free	Yes
Network Housing		Older / vulnerable people	Yes	Yes	Yes
London Strategic Housing		Key workers in social care and students	Yes		Yes
Octavia Housing		People on low incomes	Yes		Yes

Peabody Trust		Large HA in London	Yes		Yes
Age UK Barnet		Charity supporting older people to live independently	Yes		Yes
Libraries X 14		Broad based	Yes	Yes	Yes

This list is a good starting point for the digital Programme to build on in the course of its work.

The profiles of Barnet’s different digital groups suggest that there could potentially be a wide range of creative partnership opportunities across organisations in the VCSE, cultural, public and private sectors in Barnet. In addition, given the digital talent which already exists amongst Council residents, this could be a prime opportunity to develop different kinds of roles for residents to participate and ‘get involved’ in the transition of the borough into a digital borough. Some examples of this are as follows:

- Younger adults confident in using digital technology could participate in work based volunteering schemes to support less confident digital groups in the borough;
- residents could be certified as ‘digital residents’ after undertaking training for a mentoring and volunteering scheme to support the digitally excluded groups; and
- An informal digital peer to peer support network could be designed for a group such as ‘Lagging Behind’ and ‘Spending Big’ groups providing regular offline and online masterclasses to develop capabilities.

The Digital Inclusion Programme should be responsible for ensuring Council collaboration with partners and making sure that there are opportunities for residents to get involved as a core element of this strategy. In order to deliver this work a small budget will be needed to support and accelerate the work of partners in this area.

We explore two areas of partner working in more detail as follows.

5.5.2 Providing advocacy and support

As DUs clearly recognise, there are a large number of practical opportunities for working closely with other public sector bodies in Barnet. For example, two Barnet teams are currently demonstrating this in their work with the Burnt Oak Opportunity Support Team (BOOST) and the Welfare Reform Programme. BOOST provide one to one assistance to help residents complete online application forms and can refer users to digital and other training at Barnet Southgate College. The Welfare Reform Programme provide one hour of support for all users and motivation training with elderly which will include basic digital skills. Users of these services mostly have smartphones so are proficient at social media but lack digital skills for employment or accessing services using online forms.

Housing associations are another prime example. Many of Barnet’s housing associations, such as Network Housing Group and the Octavia Group, provide computer facilities, limited free wi-fi and support to complete online applications. In addition to supporting access, One Housing Group help people to get work and become independent. There is great opportunity to build upon their current offer to enable access and include learning digital skills as part of their housing design and support. With housing groups offering their own online portals to manage their interactions, it is important that the Council considers integration during service design. Simpler digital access routes to council and housing association services can encourage less confident users.

In addition, in terms of Adults’ and Children’s Social Care, Barnet Mencap, the leading voluntary organisation for children and adults with learning disabilities and their families in the borough, may offer another opportunity for providing joined-up and effective digital inclusion support for vulnerable residents.

Building up a picture of the all the current partner offerings within Barnet suggests there are a good many individual instances of digital support, but these don't yet constitute an optimal, integrated model which has at its heart the goal of ensuring all people in the borough maximise their digital potential and benefit as much as possible from all that digital inclusion can bring.

5.5.3 Providing access to skills and training

It's a challenge for any local authority to identify and create effective working partnerships with local organisations offering digital support. Developing a core digital inclusion partner and utilising their networks, knowledge and experience will allow us to reach those in need in a shorter timeframe. Organisations such as Tinder Foundation, Doteveryone and Social Media Surgery are well established in supporting, funding and delivering this kind of work. The Tinder Foundation are already funding Get mobile - make IT work for you in Barnet Libraries while Doteveryone is doing projects in Croydon and Lewisham which would provide a useful starting point for Council.

One of the benefits of identifying a core partner for this work could be to engage them to work to 'train the trainer' and work with our advocacy partners to ensure consistent messages and access to information. This provides the additional benefit of increasing digital literacies within the wider ecosystem of Barnet and will also support the delivery of the community participation strategy.

Given the focus on older people in this strategy then a proven track record of supporting older people to get online would be an important criterion in partner selection.

This strategy should be aligned with the community participation strategy, and involve work with a core digital inclusion partner to shape and deliver a programme of digital skills interventions.

6 Creating the operational plan

Implementing the DI strategy will happen in two phases:

1. Creation of the DI Programme and identification of a national partner in order to support staff development into the role of digital champions,
2. The creation of specific DI plans, as part of the CAS, to support channel shift activities which will identify support required for digitally vulnerable groups.

6.1 Creation of the Programme

It is envisaged that the Programme will be drawn from existing staff who will be seconded to focus on this work. The team will comprise of:

- DI coordinator who will work with the DUs and the national partner to define activities
- Project manager to support the DI coordinator
- Communications and engagement support in order to ensure that the work being done is widely promoted and success is celebrated

The team will also be responsible for seeking out additional sources of funding for this work, for example via the UKOnline future digital inclusion funding programme²⁹. The Programme will also work with Barnet suppliers and other businesses active in the Borough in order to connect to corporate social responsibility funding and volunteering activities in order to further extend the digital inclusion programme.

6.2 Alignment with other activities

Both the Community Participation Strategy and Entrepreneurial Barnet aim to encourage local businesses to support local projects. This is realised through the creation of online self-assessment tools and guidelines for businesses to promote and by providing examples of projects to support, and through outreach with larger organisation to identify specific areas of interest and common goals. This work stream could support the DI strategy by signposting local businesses to how they can support the digital vision for Barnet. Entrepreneurial Barnet is also developing the council's broader approach to becoming a 'Smart City' and supporting investment in technological solutions that improve lives for residents, workers and visitors to Barnet.

By situating the Programme in the strategy team we can align this work to ongoing council activities. For example, The Council will be undertaking a review of the Local Infrastructure Contract to be delivered from 2018/19 onwards. The contract will stipulate the local support which is required by the voluntary, community and faith sector in Barnet. In order to inform this contract, research will be carried out in Autumn 16 to Spring 17 to identify the needs of the local sector. This will be an opportunity to review the current capacity of the sector to support the DI inclusion strategy, and where there are opportunities to support the sector to achieve this.

²⁹ <https://www.ukonlinecentres.com/funding/future-digital-inclusion-funding>
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6.3 Identifying a national partner

The national partner is proposed in order to provide access to relevant up to date resources and best practice. There are a number of charities working in this area who would be able to support Barnet. The two most recognised of these are:

- Tinder Foundation
- Dot Everyone

These partners would be asked to work to support local partners as well as residents directly in order to build capabilities within our partners in parallel with the ambition around increasing staff capability with respect to digital which is outlined in this paper.

The table below shows a comparative overview of both organisations:

	Tinder Foundation	Doteveryone
Background	<ul style="list-style-type: none"> • Registered charity • Established 2011, rebranded Tinder 2013 • Based in Sheffield • Funded from a mix of public, private and third sectors, including Department for Business, Innovation and Skills 	<ul style="list-style-type: none"> • Registered charity • Merged with Go ON UK in 2016 • Based London
Focus	<ul style="list-style-type: none"> • Digital inclusion, community learning and tackling social challenges through digital. • National network of delivery partners • Helped 1.8M people to learn digital skills 	<ul style="list-style-type: none"> • Prototyping new digital products and services for NHS and others • Addressing the gender gap in tech • Digital literacy partnership programmes
Resources	Manage / support the UK Online Centres network of 5,000 centres with materials Learn My Way learning platform – variety of materials/resources tackling key barriers e.g.: <ul style="list-style-type: none"> • English my way – community-based • MyComputer MyWay – usability tips for variety of impairments / disabilities 	Doteveryone Campus – prototyping / design team uses an agile approach: <ul style="list-style-type: none"> • create digital tools and services • scale and hand over to partners
Clients / Partner	Widening Digital Participation programme with NHS England Reboot UK project: funded by Big Lottery and delivered with partners Mind, Homeless Link and Family Fund JobCentre Plus, HMRC, Barclays, BBC – programmes on digital inclusion / digital champions	Argos, BBC, Big Lottery Fund, BT, Google, Lloyds Banking Group, Sage (partners / clients) Go ON Lewisham – programme for 67,000 residents lacking basic digital skills plus 22% of small businesses Go ON Croydon – acted as a broker between Council and funders

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Criteria for appointing a national partner should include:

- Availability of online materials that can support residents as they develop their digital skills
- Ability to provide a programme for staff to develop them as digital champions
- Experience in running face to face courses and support for digitally vulnerable groups

It is expected that these national partners will work in conjunction with local partners who are already providing digital literacy support in the Borough. It is also expected that partnering with a national organisation should also help us to secure additional funding for this work.

6.4 Supporting the CAS and creating DI plans

The primary purpose of the DI strategy is to support the CAS in ensuring that services identified as being piloted as self-service only will continue to meet the needs of residents who are digitally excluded.

The table below shows how this work interfaces with the CAS plans over time:

	To end 2016	Jan – Jun 2017	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018
Refreshed Web	 ASC Web pilot sprints	 Web navigation, content and search	 Intensive Web Improvement Sprints (project). Create web team	 Continue improvement through BAU web team	
Enhanced My Account		Phase 1 Core new account, waste & problem reporting	Phase 2 Improve Parking, Library; new council tax services; ASC; Trade waste; webchat	Phase 3 Benefits, Licensing, Housing Portal integrated for rent & repairs	Phase 4 Business Account; Planning services
Digital Inclusion		Strategy preparation and planning	Commission DI Partner Create DI plans and staff Design interventions (staff and resident) Deliver initial interventions	Delivery of Digital Inclusion interventions	Assess results and refine offer Transition Digital Inclusion to steady-state partners (third sector)
Business Change / Self-Service only services		Alignment of non-Coventry contact centres			
External Dependencies	Programme Initiation gateway	Programme Continuation gateway			

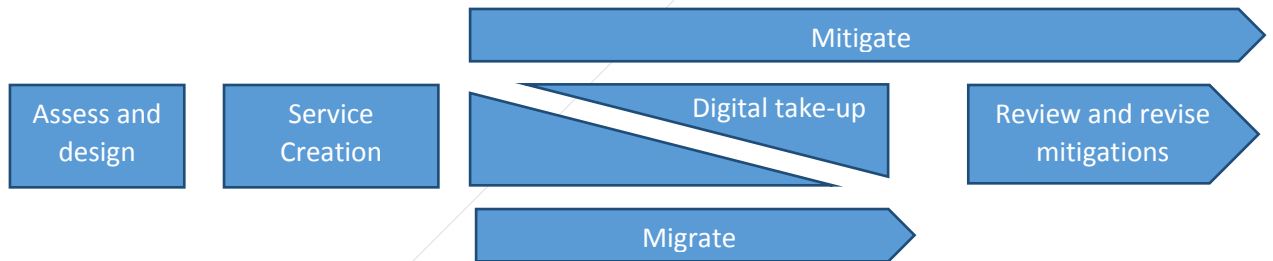
While some common sense exclusions can be made (for example it can be assumed that few if any older residents will be using the schools admissions process) the objective of this strategy is to:

- Ensure that mitigations are in place for each of our digitally vulnerable groups for each of these services
- Use this process to create an approach which can be used to support more extensive channel shift activities

It is therefore proposed that in migrating services to digital by default or digital-only provision, the Customer Transformation Programme should follow the process outlined in the diagram below. The delivery unit, supported by a DI project manager within the CAS team:

1. Assess the communities who use or require the service, informed by the segmentation and analysis undertaken by the DI Programme and delivery unit participants. This analysis will identify the digital inclusion impacts and recommend an appropriate response

2. Create / establish the new service, including all channel elements (online, telephony, face to face) and inclusion support elements
3. Deliver a service migration journey, including a series of communications, nudge and progressive withdrawal of non-preferred channels. Each change or stage in the migration journey will be underpinned by entry criteria and DI requirements
4. Finally after completion of the project and migration activity, periodic reviews will be scheduled through the Programme to ensure the migrations are varied based on experience and lessons learned.



The focus at Stage 1 will include determining:

- a. **Which communities / cohorts require this service**
- b. **Where existing services can give us guidance on potential take-up and approaches.**
For example, the DVLA's online vehicle excise process does evidence that most or all drivers have now found a successful way of working online with at least one Self-Service only service.
- c. **Any DI needs within those cohorts and where possible the nature of their exclusion based on the 5 factors described in section 1**
- d. **What digital inclusion consequences can be expected from migrating this service to Digital by Default or Digital Only provision?**
- e. **What features should be established in service creation that will mitigate those consequences.** This may include establishing any, all or none from the range of possible digital inclusion interventions: providing face to face support, providing support through the voluntary sector / Barnet ecosystem, providing special telephony or other support for Customers with additional support needs. Critically this phase must also propose how individuals requiring additional support can be identified in the context of the service under consideration.
- f. **Success criteria for each stage of the journey.** This will include the above-mentioned entry criteria.

The specific support needs of the affected digitally vulnerable groups will be identified via this process. By developing these plans in parallel the DI Programme will be able to identify the resources required to support the digitally vulnerable groups and ensure that appropriate mitigation is in place across the whole programme.

6.5 Measuring the benefits of this work

The main purpose of this strategy is to support the Council's plans to be digital by default by ensuring that no residents are excluded from services as a result, and hence helping release the substantial savings offered by this route. However DI as has been shown by this strategy can bring considerable

benefits beyond simply enabling channel shift. These are more difficult to track as they relate to individuals and their families in many instances.

While the overall level of digital inclusion has been clearly identified in this strategy, targeting individual residents is more difficult. It is intended that part of the role of the digital inclusion Programme will be to fill this data gap and monitor development of digital inclusion across these groups in order measure the benefits delivered by the DI strategy.

A range of indicators will need to be tracked including:

- Reach of the DI interventions
- Take up of new services
- Reductions in use of assisted digital options on target services
- Measurement of social and financial impacts on digitally vulnerable groups

The DI Programme will create an impact assessment plan to support this strategy and will work with DUs in order to develop data collection mechanisms to enable tracking of these benefits.

7 How are we going to get there? Overview of recommendations and next steps

7.1 Recommendations

While focused on the CAS and the immediate need to support channel shift objectives the digital inclusion strategy should be implemented in such a way as to ensure benefits for the whole Barnet ecosystem. In order to do this it is recommended that Council should establish a digital inclusion Programme which will:

1. Identify and work with a single national as well as local partners who can provide support for DI activities
2. Work with these partners to develop training and support materials which can be used to by both staff and residents
3. Support the Customer Transformation Programme work in order to ensure that digital inclusion continues to be a core design principle
4. Work with delivery units to develop digital inclusion plans aimed at their specific staff and customer groups
5. Work with the community participation team in order to ensure that the DI work for CAS has wider social benefits
6. Work with the Entrepreneurial Barnet team in order to ensure that the DI work for CAS links to the Council growth agenda
7. Explore opportunities for external funding for this work – both for Council and for partners
8. Develop an impact assessment framework and ensure data collection is in place in order to measure the progress of the programme
9. Ensure that the CAS EIA is kept up to date and that progress is monitored by the DI Programme

Further to these recommendations it is also suggested that the CAS adopt a 'mobile first' approach to the website, going beyond the current responsive design approach, in order to accommodate the fact that many digitally vulnerable residents are more likely to have access to smartphones rather than desktop technology.

7.2 Next steps

The Digital Inclusion Strategy has:

- Set out what we mean by digital inclusion in the context of customer service delivery at Barnet and the CAS vision and good practice both locally and nationally;
- Conducted a high level review of where we are now in terms of customer understanding, current service provision, and DU plans for both channel shift and assisted digital support; and
- Made a number of recommendations to support the creation of a clear Barnet digital inclusion roadmap and action plan.

The immediate next steps are proposed as follows:

1. Establish a digital inclusion Programme which will bring coordinate digital inclusion activity across the whole council;
2. Ensure that each DU has a specific digital inclusion plan which can be supported by a whole-Barnet digital inclusion programme;
3. Ensure that digital inclusion is key consideration as we redesign services as part of the CAS
4. Develop a programme of digital skills and literacy support that focuses on the cohorts identified within this strategy;
5. Identify a core partner to support this programme; and
6. Explore the opportunities for external funding for this work

Equality Analysis

Business Case for Customer Transformation Programme

<ul style="list-style-type: none"> • Details of function, policy, procedure or service: 	
Title of what is being assessed: Customer Access Strategy - Business Case for Customer Transformation Programme	
Is it a new or revised function, policy, procedure or service? Revision to existing services	
Department and Section: All	
Date assessment completed: September 2016	
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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, and was further updated as a result of the consultation and other work undertaken in June 2016.

This version of the EIA presents further updates that are founded on:

- The completion of the Digital Inclusion Strategy for the council, which was identified as a CAS deliverable.
- The definition of a programme of work to implement the recommendations of the CAS, expressed in the Customer Transformation Programme Business Case and Approach.

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 Council and organisations acting on behalf of the council, have a legal responsibility under the 2010 Equality Act to provide equal treatment through making reasonable adjustments to its customer access and customer service provisions to those Barnet residents who, due to advance age or disability, may not be able to access services online. The Council recognises that, because of a particular disability, some individuals will not be able to access services digitally and will need a person to talk to. Therefore, no change is proposed to the existing arrangements for those residents who are recognised as needing extra support to access council services. As required by 2010 Equalities Act, the council will aim to provide parity in access to services for People with Disabilities, including, where necessary, the option to talk to a person.

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. To achieve this 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.

Consultation Findings

The conclusion from the June consultation was 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.

The previous update to this Impact Assessment stated 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. At present in the region of 80% of council resident interactions are by telephone.

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.

Digital Inclusion Strategy

A Digital Inclusion Strategy has now been developed that further refines the view of those who may be digitally excluded, provides a framework for causes of exclusion, and recommends a programme of work to drive digital engagement across the borough. The key recommendations from the Digital Inclusion Strategy are:

1. Digital inclusion has been identified as a key enabler for the 2020 vision for Barnet and the delivery of the Customer Access Strategy (CAS)
2. The role of LBB members and partner staff in delivering this strategy is critical – they need to be digital champions who can clearly articulate the advantages of becoming more digitally literate as well as supporting citizens as they make this change. We recommend that member and staff engagement and where necessary training be developed to support this work
3. This strategy has been created in order to support the CAS in its ambition to be digital by default at the same time as offering increased opportunities and skills to residents - digital by choice not just by necessity
4. Customer insight research has shown that the digital inclusion activity needs to focus on 3 key groups:
 - a. Older residents
 - b. Residents with a learning disability or a barrier to communication
 - c. Lower income families and individuals for whom affordability is a major issue
5. Further to this there is a group of residents identified as ‘follow the leader’ who are not as yet accessing the internet on a regular basis. This group has the potential to move quickly towards a digital by default behaviour if we can better understand their needs and motivations
6. Our recommendation is for the creation of a digital inclusion task force which will:
 - a. Incorporate delivery unit digital inclusion plans
 - b. Provide and monitor interventions with specific cohorts of service users based around their needs
 - c. Work with the main CAS programme in order to ensure that digital inclusion is central to reach our 2020 vision
 - d. Ensure that the investment in digital inclusion enables the successful implementation of the CAS and other commissioning strategies
 - e. Establish a sustainable model of support, where possible utilising and strengthening the existing Barnet ecosystem
7. It is recommended that this programme is delivered by a national partner working with local partners who are already supporting Barnet in this area and should link closely to the LBBs community participation strategy
8. This programme should comprise the following, which are covered in more detail later:
 - a. Online training materials

- b. Face to face sessions aimed at specific groups
- c. Training and support for staff

9. The Council recognises that, because of a particular disability, some individuals will not be able to access services digitally and will need a person to talk to. Therefore, no change is proposed to the existing arrangements for those residents who are recognised as needing extra support to access council services. As required by 2010 Equalities Act, the council will provide parity in access to services for People with Disabilities including where necessary the option to talk to a person.

Supporting Customers who require Additional Support

The Council has an agreed process to identify and support customers who need additional support when accessing Council Services.

All advisors are trained and use the criteria below to identify customers who require access to this facility, comprising a dedicated phone number or an appointment at one of the face to face locations. The criteria that is used to identify customer need is below :-

Criteria

- Customer is unable (as opposed to unwilling) to use the website or other self-service options due to a vulnerability or digital exclusion
- Where the Customer is facing an imminent threat to their safety (including domestic violence or homelessness)
- Where delaying action may otherwise give rise to the Customer facing an increased risk of loss of or damage to personal property or personal injury.
- Customer has been unable to resolve their service request despite multiple contacts with the Council

As part of regular performance management staff are expected to offer advice and guidance about how a customer might access services digitally , and if required would assist in the online process or book them more tailored support by booking them an appointment at our face to face locations.

Services

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 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,

Housing benefits claimants can ask libraries staff for assistance with filling out an application on-line

- 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.

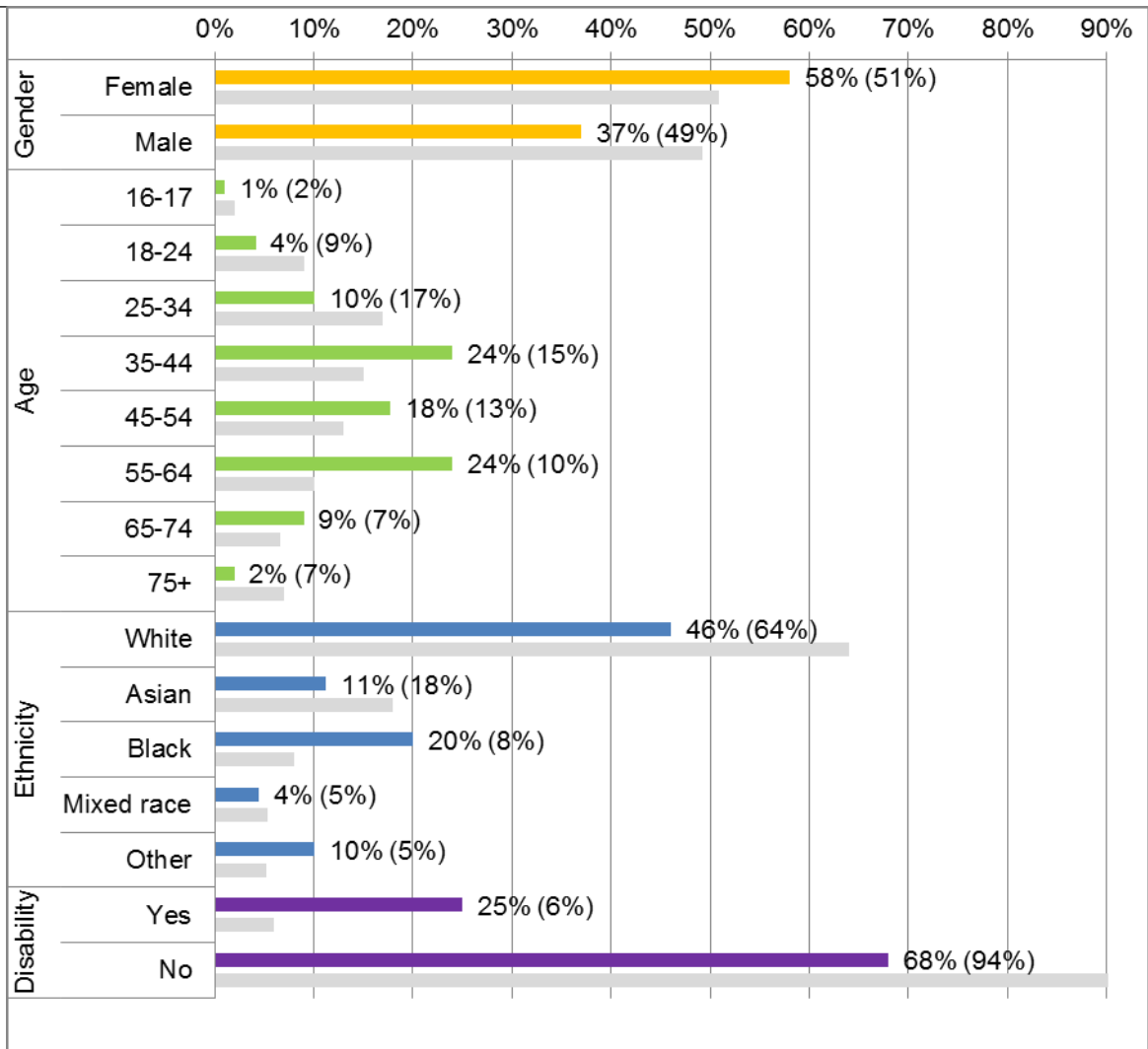
Ethnicity is noted in this EIA as being impacted by the proposals because those whose first language is not English may have traditionally preferred face to face options to communicate effectively. However, the CAS gives an opportunity to better support people with language barriers as on-line services 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.

² The main Registrars office is in Burnt Oak, a separate location to the library



1. 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.:

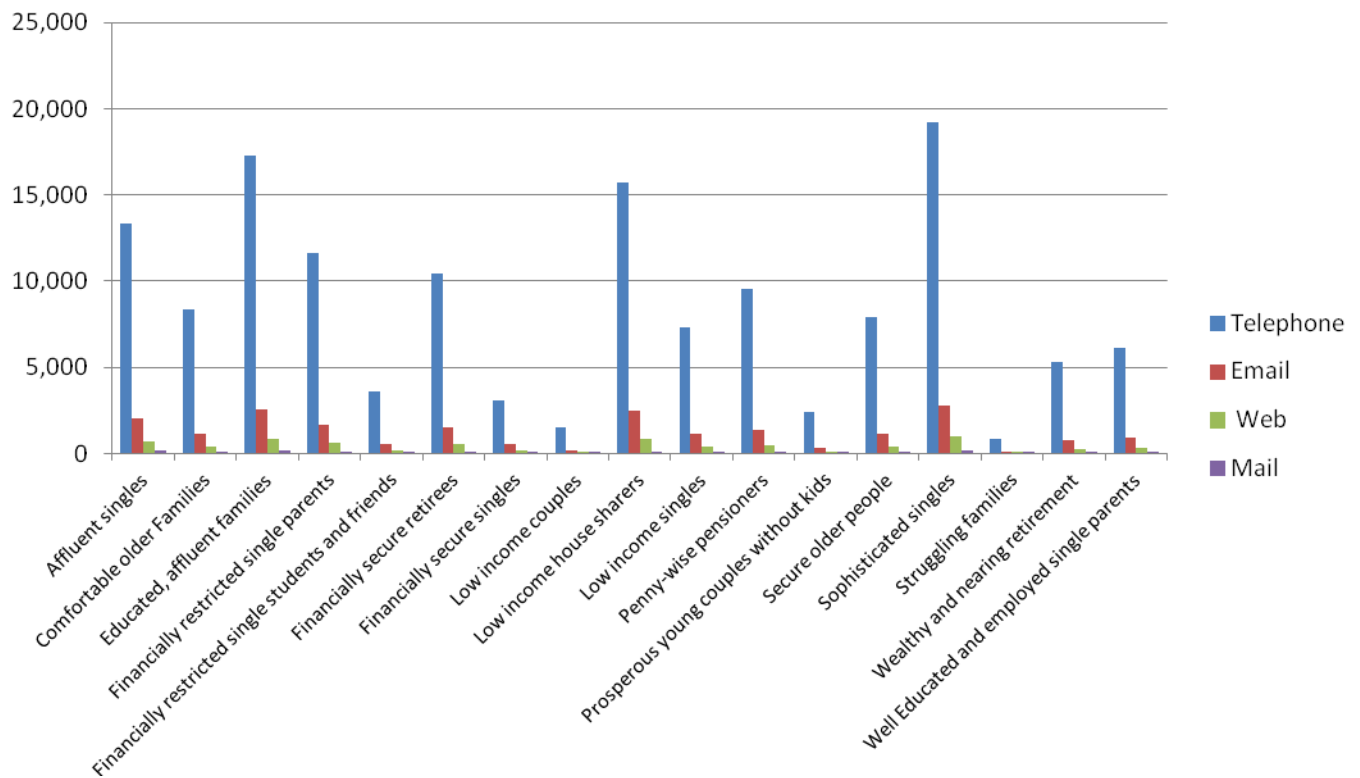
- Reporting highways/street related issues
- License applications for businesses
- Parking permits & appeals
- New bins and waste collections
- Pitch bookings

- 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 in the form of the Customers requiring Additional Support process. This process comprises a dedicated telephone number that is offered as required, either for an individual transaction or for use by a citizen in all their transactions. 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.
- The vulnerable customers' process will require additional communication to council front-line staff in advance of any change to current service.
- 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.

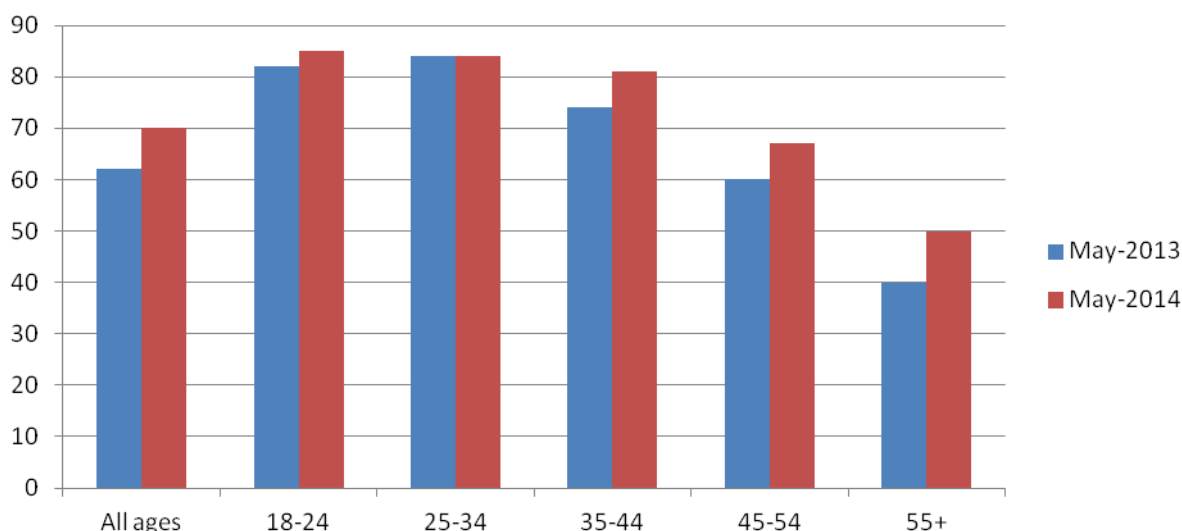
The above actions specifically focus on providing support to those who are digitally excluded, or digitally limited in skills.

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.

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.

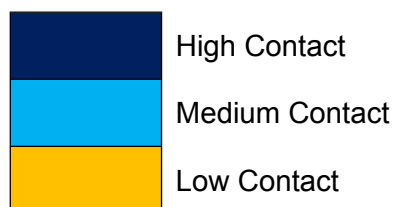
Table 2 – % smartphone usage by age



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



Segment	Households	Individuals	Adult Social Care	Schools	Benefits	Parking Permits	Libraries	Business Rates
Affluent Singles	9,404	17,849	Medium Contact	Medium Contact	Medium Contact	High Contact	Medium Contact	Medium Contact
Prosperous Young Couples without Kids	1,907	3,742	Medium Contact	Medium Contact	Medium Contact	High Contact	High Contact	Medium Contact
Educated, Affluent Families	14,374	38,900	Medium Contact	High Contact	Medium Contact	Medium Contact	High Contact	Medium Contact
Well Educated and Employed Single Parents	4,260	5,775	Medium Contact	Low Contact	Low Contact	Low Contact	Low Contact	Low Contact
Sophisticated Singles	15,301	34,779	Medium Contact	Medium Contact	Medium Contact	High Contact	Medium Contact	Low Contact
Wealthy and Nearing Retirement	4,277	8,355	Medium Contact	Medium Contact	Medium Contact	Low Contact	High Contact	Medium Contact
Financially Secure Retirees	9,149	22,528	High Contact	Medium Contact	Medium Contact	Low Contact	Low Contact	Medium Contact
Financially Secure Singles	2,509	2,509	Medium Contact	Medium Contact	Low Contact	High Contact	Medium Contact	High Contact
Low Income Couples	1,172	2,303	High Contact	Medium Contact	High Contact	Medium Contact	Medium Contact	Medium Contact

Low Income House Sharers	10,566	30,130							
Comfortable Older Families	6,568	19,582							
Secure Older People	8,903	8,903							
Financially Restricted Single Students and Friends	2,164	5,039							
Low Income Singles	5,994	5,994							
Struggling Families	646	2,307							
Financially Restricted Single Parents	7,448	12,036							
Penny-wise Pensioners	10,181	14,538							

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

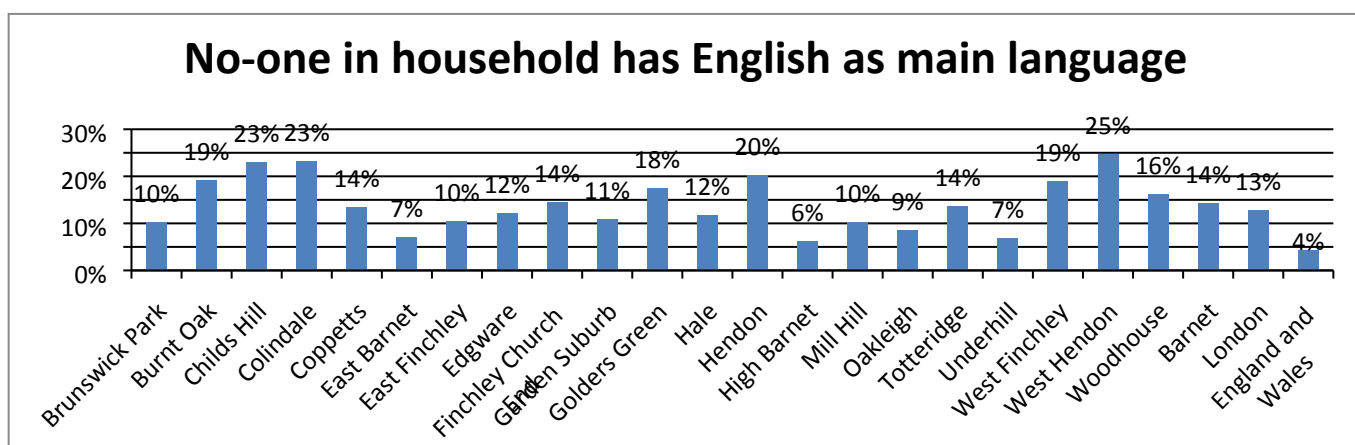
Service	Avg Barnet House visitors a day	Nature of current visits	Proposed changes
Housing Benefits & Council Tax	150	Appointments and mandatory document provision/certification. Walk ins being reduced.	Assisted self-service, document certification and appointments to be relocated to North Finchley and 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.

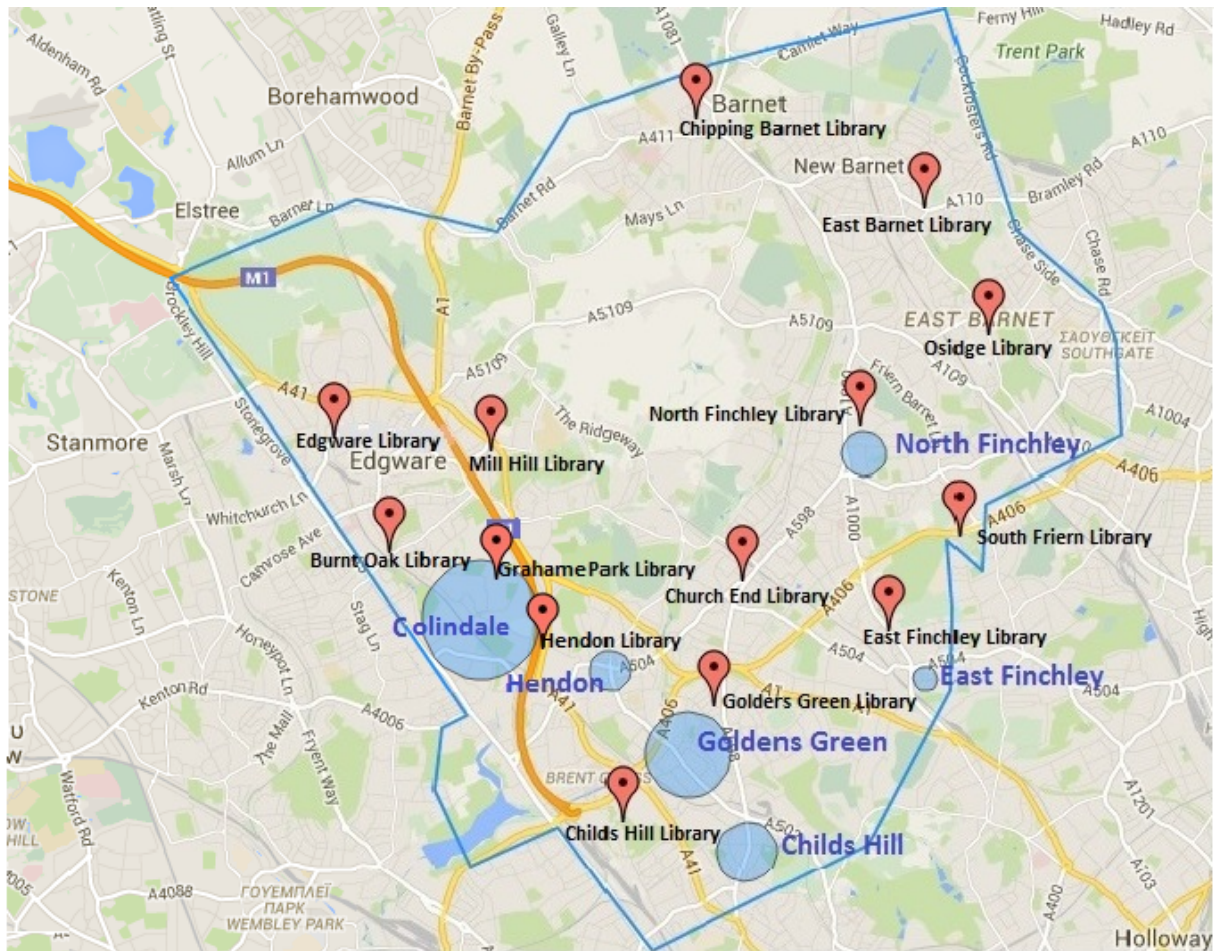
The overwhelming preference for accessing services was online, when presented with online or telephone self-service only options.

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 Saturdays 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 <input checked="" type="checkbox"/>	<p>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.</p> <p>They may also be affected by affordability constraints, limiting their ability to buy devices or connectivity.</p>	<p>The principal 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.</p> <p>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.</p> <p>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.</p> <p>The Customer Access Strategy has produced a Digital Inclusion Strategy that identifies the need for specific interventions to help older</p>

people access council services via digital channels.

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

			<p>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.</p> <p>The Draft Digital Inclusion Strategy proposes to work with partners to offer face to face training and assistance at suitable locations to such groups.</p>
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>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.</p>	<p>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.</p> <p>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.</p> <p>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..</p>

			<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Consultation analysis</p> <p>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.</p> <p>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.</p> <p>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</p>
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			<p>local government services on-line for this group.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The Draft Digital Inclusion Strategy proposes to work with partners to offer face to face training and assistance at suitable locations to such groups.</p>
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3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impacts identified	No additional issues identified through the consultation
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	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 <input checked="" type="checkbox"/> / No <input type="checkbox"/>	People whose first language is not English may prefer using face to services, as this may enhance their ability to communicate effectively and obtain the service they need.	The council's website has a language translation built in (using Google Translate software). An improved web offer should continue to benefit from this. The voice recognition software in use for the automated switchboard has been designed to recognise a number of different accents. 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 <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impacts identified	No additional issues identified through the consultation.
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	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.
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impacts identified	No additional issues identified through the consultation.
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impacts identified	No additional issues identified through the consultation.
10. Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	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.

The implementation of the Digital Inclusion Strategy will devise a measuring strategy to ensure the impact of digital inclusion work undertaken is measurable and is reported to officers.

• **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 be progressed through the Digital Inclusion work stream.

Overall Assessment

• Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ³ <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
• Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

• Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

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.

The Council recognises that, because of a particular disability, some individuals will not be able to access services digitally and will need a person to talk to. Therefore, no change is proposed to the existing arrangements for those residents who are recognised as needing extra support to access council services. As required by 2010 Equalities Act, the council will provide parity in access to services for People with Disabilities including where necessary the option to talk to a person.

For the vast majority of residents, the service will be significantly improved.

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	<p>Policy and Resources Committee</p> <p>5th October 2016</p>
<p>Title</p>	<p>Sustainable Design and Construction and Residential Design Guidance Supplementary Planning Documents</p>
<p>Report of</p>	<p>Neil Taylor - Commissioning Director Growth and Development</p>
<p>Wards</p>	<p>All Wards</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix 1: Consultation Report - Sustainable Design and Construction Supplementary Planning Document Appendix 2: Sustainable Design and Construction Supplementary Planning Document (SD&C SPD) Appendix 3: Consultation Report - Residential Design Guidance Supplementary Planning Document Appendix 4: Residential Design Guidance SPD (RDG SPD)</p>
<p>Officer Contact Details</p>	<p>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</p>

<p>Summary</p>
<p>This report brings forward revisions to key existing planning guidance on design and construction bringing those documents into line with current London Plan standards and other guidance and bringing clarity to the decision making process for planning applications enabling more timely delivery of developments in the Borough.</p> <p>The proposed revised Sustainable Design and Construction SPD sets out the Council's sustainability requirements and supplements policies in the Local Plan Core Strategy and Development Management Policies documents. The proposed Residential Design Guidance SPD sets out an approach to housing design that is sensitive to and reflective of Barnet's suburban character. The refocused SPDs capture changes on space standards as well as addressing new standards relating to accessibility, security, energy, noise, air pollution, flood risk and water conservation.</p>

The revised Residential Design Guidance SPD cross references these changes and also clarifies the Council's approach to conversions including small HMO conversions.

Recommendations

1. That the Committee note the responses in the Consultation Report for the proposed Sustainable Design and Construction Supplementary Planning Document attached at Appendix 1.
2. That the proposed Sustainable Design and Construction Supplementary Planning Document attached at Appendix 2 is approved for adoption for use as guidance for planning applications.
3. That the Committee note the responses in the Consultation Report for the proposed Residential Design Guidance Supplementary Planning Document attached at Appendix 3.
4. That the proposed Residential Design Guidance Supplementary Planning Document attached at Appendix 4 is approved for adoption for use as guidance for planning applications.

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 clarify the Council's interpretation of sustainable development in light of national and regional policies and standards and within 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 SPD and Residential Design Guidance SPD (RDG SPD). Both 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 RDG SPD cross references these changes and also clarifies the approach to be taken in respect of conversions including small HMO conversions.

Supplementary Planning Documents

- 1.3 A supplementary planning document is required to be put in place where it can help applicants make successful applications or aid infrastructure delivery (Para 153 NPPF, March 2012)
- 1.4 In so doing, it should build upon and provide more detailed advice or guidance on the policies in the Local Plan without adding unnecessarily to the financial burdens on development (Local Plans – Paragraph 28, NPPG, March 2014).
- 1.5 Government regulations set out the requirements for producing a supplementary planning document.
- 1.6 In this instance the changes made are considered not to be significant as to warrant screening for Strategic Environmental Assessment. Strategic Environmental Assessment is a requirement to consider the environmental effects of a plan or proposal and SPD usually only require sustainability appraisal in exceptional circumstances where there are significant environmental effects.

2 REASON FOR RECOMMENDATIONS

- 2.1 The current SD&C SPD and the RDG SPD both require updating in order to reflect regulatory changes relevant for planning in Barnet.
- 2.2 The following changes are proposed to be made to the SD&C SPD:
 - In response to the introduction of the National Housing Technical Standards in October 2015 the new nationally described space standard have been introduced. The nationally described space standards are reflected in the London Plan and Mayor’s Housing Supplementary Planning Guidance. The SPD has been updated to be consistent with the London Plan which is consistent with the nationally described space standard.
 - 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. The SPD has been updated to be consistent with the London Plan which is consistent with the optional accessible and adaptable standards.
 - 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. This replaces the reference to the Code for Sustainable Homes standard.
- In response to adoption of the new Mayor's Dust and Emissions Supplementary Planning Guidance the air quality section has been revised to include reference to meeting new minimum standards on construction dust management.
- In response to consultation new references to the environmental benefits of trees in relation to reducing impact of air pollution and reducing flood risk have been added.
- 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. This replaces the noise exposure categories formerly contained in the Planning Practice Guidance 24: Planning and Noise. Also a new standard for noise levels in external amenity areas has been introduced and appropriately cross referenced to the relevant British Standard in response to comments received at consultation
- References in response to the introduction in March 2015 of the Non statutory technical standards for SUDs and Council's responsibility as Lead Local Flood Authority have been made. Also reference to flood risk and sequential testing has been updated for further clarity and reference to flood risk and basements has been revised to introduce refinement in relation to geology and groundwater and slope stability.
- All references to the Code for Sustainable Homes have been removed following its cessation.

2.3 The following changes are proposed to be made to the RDG SPD:

- In response to the introduction of the National Housing Technical Standards in October 2015 the SPD has been revised to reference the incorporation of the former Secured by Design section 2 standard into Building Regulations part Q.
- Further to the Councils' confirmation of the small Houses in Multiple Occupation Article 4 Direction which came into affect 29 May 2016 reference to the Article 4 Direction has been made and the detail on conversions has been updated to include references to parking standards, bin storage and HMO room space standards
- In response to the introduction of the National Housing Technical Standards in October 2015 the new nationally described space standard have been introduced. The nationally described space standards are reflected in the London Plan and Mayor's Housing Supplementary Planning Guidance. The SPD has been updated to be consistent with the London Plan which is consistent with the nationally described space standard.

3 ALTERNATIVE OPTION CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to do nothing and not update the SD&C and RDG SPDs. However, it is considered that this would impede the decision making process and as a consequence restrict timely delivery of development in the Borough.

4 POST DECISION IMPLEMENTATION

- 4.1 If members are minded to approve the adoption, then the process of adoption of the SD&C and RDG SPDs will include the following steps:
- Informing internal consultees of the decision to approve the adoption
 - Preparation of an adoption statement
 - Making the approved SD&C and RDG SPDs available on the Council's website, Barnet House reception and local libraries with the adoption statement for a period of 3 months from the date of adoption
 - Sending a copy of the adoption statement to any person who has asked to be notified of the adoption of the SD&C and/or RDG SPDs
 - After the planning challenge period has expired, updating the Planning, Conservation and Building Control pages ('Planning Policies') of the Council's website by replacing the existing versions (2013) with the revised versions;

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

Approval of the proposed SPDs is aligned with the Council's Corporate Plan (2015-2020 with 2016/17 addendum and targets) priorities (page 4) to

- 'manage demand for services' by delivering services differently and more efficiently ("Fairness" principle).
- get the basics right to ensure that clients who need to transact with regulatory services such as Planning and Building Control are able to do so with greater speed and certainty ("Opportunity" principle)
- manage the budget reductions in place to 2020 by delivering (services) more efficiently (differently and better) by the Council and the wider public sector. ("Opportunity" principle)

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 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: consider for approval and adoption Local Development Scheme, Statement of Community Involvement, Supplementary Planning Documents and Planning Briefs.."
- 5.3.2 Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for the production and adoption of a supplementary planning document.

5.4 Risk Management

- 5.4.1 The proposed changes to the SD&C SPD and RDG 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

- 5.5.1 The Public Sector Equality Duty contained in section 149 of the Equality Act 2010 requires public authorities to have due regard to a number of equality considerations when exercising their functions. The principal of equalities impact assessment is to identify whether people with protected characteristics are likely to be affected disproportionately and/ or differentially by impacts arising as a result of the proposals contained in the Supplementary Planning Documents. A disproportionate equality effect arises when an impact has a proportionately greater effect on people sharing a protected characteristic as compared to other members of the general population at a particular location.
- 5.5.2 The most recent Equalities and Cohesion Data Summary published by the Council in January 2016 was considered in drafting the revised SPDs. The revisions on accessibility reflect the 2015 Building Regulations which were revised to address current and future needs to include standardised accessibility and adaptability requirements for all new residential development across England. The changes introduced voluntary standards which were considered by the Mayor of London who set how the standards would be applied in London. The standard in Barnet is therefore set and simply repeated in this document for clarity.
- 5.5.3 Projects using the revised SPDs will, where appropriate develop further

equalities analysis for consideration where necessary at submission of planning applications for development.

- 5.5.4 The revised SPDs should support the Council in meeting the Public Sector Equality Duty in delivering services and the Council's priorities and to achieve the Strategic Equalities objective which is set out in the Corporate Plan. The Council's Strategic Equalities objective: "Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer."

5.6 Consultation and Public Participation

Draft Sustainable Design and Construction SPD and draft Residential Design Guidance SPD

- 5.6.1 Consultation on the proposed Sustainable Design and Construction SPD and Residential Design Guidance SPD took place over a 6 week period extending from 14th July until 25th August 2016. Consultation involved letters that were e-mailed to stakeholders on the Local Plan consultation database. A Public Notice was published in the Barnet Press to publicise the consultation and the draft SPDs and Pre-production Consultation Statement were published on the Council's website in compliance with Regulation 12 requirements (2012 Regs).
- 5.6.2 There were 8 responses received during the consultation. They were received from a mix of statutory stakeholders including the Historic England, Natural England, Mill Hill Neighbourhood Forum, developers, local residents and the Woodland Trust.
- 5.6.3 A Consultation Report summarising the main issues raised by those persons to the proposed SD & C SPD (Appendix 2); the complete representations and the Council's response is attached at Appendix 1:
- 5.6.4 A consultation report summarising the main issues raised by those persons to the proposed RDG SPD (Appendix 4); the complete representations and the Council's response is attached at Appendix 3

6 BACKGROUND PAPERS

- 6.1 Policy and Resources Committee, 28 June 2016, item 12, Draft Sustainable Design and Construction and draft Residential Design Guidance Supplementary Planning Documents
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4>
- 6.2 Cabinet, 18 April 2013, Item 5, Barnet's Local Plan –Sustainable Design and Construction Supplementary Planning Document - Adoption

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=6752&Ver=4>

- 6.3 Cabinet, 18 April 2013, Item 6 Barnet's Local Plan – Residential Design Guidance Supplementary Planning Document – Adoption
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=6752&Ver=4>

London Borough of Barnet

Sustainable Design and Construction SPD

Consultation Report

October 2016

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Summary of Consultation Activity

Consultation on the draft Sustainable Design and Construction SPD took place over a period of 6 weeks extending from 14th July until 25th August 2016. Consultation involved letters that were e-mailed to stakeholders on the Local Plan consultation database. A Public Notice was published in the Barnet Press to publicise the consultation and the draft SPD was published on the Council's website.

There were 8 responses received during the consultation. They were received from a mix of statutory stakeholders including the Historic England, Natural England, Mill Hill Neighbourhood Forum, developers, local residents and the Woodland Trust,.

Below is a summary of the issues raised, with a full set of comments, alongside the Council's response to each, and what action was taken to amend the draft Sustainable Design and Construction SPD to address the issue raised contained in appendix A.

Main issues raised

Biodiversity

- Add reference to and strengthen policy approach on ancient woodland and veteran trees
- Add updated references to guidance for trees in a hard landscape
- Consider making provision for Green Infrastructure
- Consider providing more detailed guidance on biodiversity measures, for example, levels of bat roost or bird box

Flood Risk

- Bounds Green Brook is not identified as a main river
- Benefit trees can have in reducing surface water run-off and flood risk

Air quality

- Should have maximum levels for air quality where sensitive uses may not be developed
- Add references to trees ability reduce air pollution

Space Standards

- The amount of 'dirty storage' per dwelling unit should be greater
- Introduce policy to restrict development of one bedroom units only in exceptional circumstances
- Make amendments to text on space standards regarding ceiling heights going beyond national standards

Energy standards in new buildings

- Concern over clarity of application of lean energy guidance

- Strengthen references to trees ability to mitigate urban heat island effect

Noise

- Introduction of noise standards for outdoor amenity space does not clearly reflect British Standard
- Protecting existing noise creating business from impact of new development in particular cultural venues not considered

Other issues

- Add cross reference on planning obligations and open space deficiency
- Introduce article 4 direction to remove permitted development right to convert office space to residential, and note ability to apply noise consideration
- Introduce further policy on basements
- Add references to updated Historic England guidance
- Add references to importance of landscape
- Consider application of Strategic Environmental Assessment

Appendix A: Full list of Representations and Council Response

Biodiversity

Respondent	Response	Council Reply	Action
Woodland Trust	<p>The Trust supports Barnet’s commitment to the protection of biodiversity, woodland, trees and Green Infrastructure, as indicated in Section 2.16 - Biodiversity and Habitat Quality.</p> <p>However, there isn’t an explicit reference to retaining the existing extent of woodland (especially ancient woodland), or veteran/ancient trees, or enhancing tree canopy cover, in the borough.</p> <p>I would therefore request that this section has an additional paragraph to reflect the wording of NPPF para 118 as updated by the Communities and Local Government Select Committee’s recommendations¹, specifically for ancient woodland and veteran trees: ‘The Council will not permit any development proposal which would result in the loss or deterioration of irreplaceable habitat such as ancient woodland and the loss of aged or veteran trees found outside ancient woodland, unless the need for, and benefit of, the development in that location is wholly exceptional’.</p> <p>Old individual trees are an important part of Barnet’s cultural and landscape heritage: ancient, veteran and notable trees resonate with the history of the landscape and form markers in the lives of individual people and communities. Ancient trees also have a special conservation value, supporting many species of epiphytes, invertebrates and fungi, whilst also providing a habitat for other animals including owls, woodpeckers, other hole nesting birds and bats. In addition, trees make a significant contribution to the urban environment both in visual terms and in helping to abate air pollution and create oxygen.</p> <p>It is important that there is no further avoidable loss of ancient trees through development pressure, mismanagement or poor practice. The Woodland Trust would like to see all such trees recognised as historical, cultural and wildlife monuments scheduled under TPOs and</p>	<p>LB Barnet has seven ancient woods identified on Defra mapping website. All seven sites are protected as Sites of Importance for Nature Conservation. Some of these nature conservation sites also have group TPO applied to them.</p> <p>Reference to veteran trees and individual trees would be better set out in the Local Plan Development Management Policies which is due for review. Also note that further detail on biodiversity and habitat quality will be set out in the Green Infrastructure SPD.</p>	<p>Add cross reference to link to NPPF ancient woodland in section 2.16.</p>

	<p>highlighted in plans so they are properly valued in planning decision-making. There is also a need for policies ensuring good management of ancient trees, the development of a succession of future ancient trees through new street tree planting and new wood pasture creation, and to raise awareness and understanding of the value and importance of ancient trees.</p> <p>Therefore please include the above points in Section 2.16, and Paragraph 14.6 should include reference to London Plan Policy 7.21 <i>Trees and woodlands</i>.</p>		
Woodland Trust	<p>Practical guidance and potential SPD</p> <p>The Woodland Trust is a member of the Trees and Design Action Group (TDAG), and I note you have referenced <i>Trees in the Townscape</i> (TDAG, June 2012). TDAG have also recently published a practical guide for the retention and planting of trees in urban situations, including new development - <i>Trees in the Hard Landscape</i> (TDAG, September 2014). (http://www.tdag.org.uk/trees-in-hard-landscapes.html)</p> <p>Therefore, I recommend that Barnet Council references <i>Trees in the Hard Landscape</i>, and the Woodland Trust's <i>Residential Development and Trees</i> report in the SPD.</p>	Noted	Add reference
Natural England	<p>Green Infrastructure</p> <p>This SPD could consider making provision for Green Infrastructure (GI) within development. This should be in line with any GI strategy covering your area.</p> <p>The National Planning Policy Framework states that local planning authorities should plan '<i>positively for the creation, protection, enhancement and management of networks of biodiversity and green infrastructure</i>'. The Planning Practice Guidance on Green Infrastructure provides more detail on this.</p> <p>Urban green space provides multi-functional benefits. It contributes to</p>	<p>Further detail on biodiversity and habitat quality will be set out in the Green Infrastructure SPD.</p> <p>Section 2.16 includes reference to Green roofs, trees and green façades and rainwater gardens with aim to maintain and improve biodiversity and harness the benefits of healthy local habitats.</p>	No change

	<p>coherent and resilient ecological networks, allowing species to move around within, and between, towns and the countryside with even small patches of habitat benefitting movement. Urban GI is also recognised as one of the most effective tools available to us in managing environmental risks such as flooding and heat waves. Greener neighbourhoods and improved access to nature can also improve public health and quality of life and reduce environmental inequalities.</p> <p>There may be significant opportunities to retrofit green infrastructure in urban environments. These can be realised through:</p> <ul style="list-style-type: none"> ☒ green roof systems and roof gardens; ☒ green walls to provide insulation or shading and cooling; ☒ new tree planting or altering the management of land (e.g. management of verges to enhance biodiversity). <p>You could also consider issues relating to the protection of natural resources, including air quality, ground and surface water and soils within urban design plans.</p> <p>Further information on GI is include within The Town and Country Planning Association's "Design Guide for Sustainable Communities" and their more recent "Good Practice Guidance for Green Infrastructure and Biodiversity".</p>		
Natural England	<p>This SPD could consider incorporating features which are beneficial to wildlife within development, in line with paragraph 118 of the National Planning Policy Framework. You may wish to consider providing guidance on, for example, the level of bat roost or bird box provision within the built structure, or other measures to enhance biodiversity in the urban environment. An example of good practice includes the Exeter Residential Design Guide SPD, which advises (amongst other matters) a ratio of one nest/roost box per residential unit.</p>	<p>Generally level of such provision would respond to a particular site specific situation where for example there was development impact on biodiversity which was judged to require some mitigation ie through bat or bird boxes.</p>	No change

Flood Risk

Respondent	Response	Council Reply	Action
Chris Faulkner	<p>You will note that your policy ignores the Bounds Green Brook, which is a main river, and it's catchment. It is also included in Barnet's SWMP as a Critical Drainage Area. The identified flood risk area includes the A406 for which you have maintenance responsibilities and any development in the Barnet section of the Bounds Green Brook Catchment will impact on Enfield and further downstream in the River Lea catchment.</p> <p>I would refer you to Sections 100, 101 & 102 of the NPPF</p>	<p>The Strategic Flood Risk Assessment 2008 identifies the Dollis Brook and Silk Stream as the two dominant watercourses within the borough, draining the majority of Barnet towards the south where the River Brent begins at their confluence. Mutton Brook, Deans Brook and Folly Brook are significant tributaries to these watercourses. East Barnet is drained by the Victoria Watercourse, Bounds Green Brook and to a lesser extent the Monkenmead Brook, all of which are tributaries of the Pymmes Brook which is part of the River Lee catchment. The SPD references the dominant watercourses for simplicity. The Bounds Green Brook is a main river.</p>	<p>Add reference to tributaries in section 2.15</p>
Chris Faulkner	<p>The quoted SFRA was out of date 5 years ago and is not consistent with the NPPF.</p> <p>If you have prepared your SA, DMP's and SPD's based on NLWP SFRA then they are unsound and you have not prepared them in accordance with Sec 33A "Duty to Cooperate" requirements. All plans are required to be "Updated" to be consistent with NPPF Para 157</p>	<p>The Local Plan was prepared and considered sound by a Planning Inspector in 2012. The Inspector was also satisfied that the Local Plan was in line with the NPPF. As part of this process the Environment Agency were consulted who had no objection to use of the NLWP SFRA.</p> <p>The Local Plan review which is due to commence shortly will consider updating the evidence including the Strategic Flood Risk Assessment.</p>	<p>No change</p>
Woodland Trust	<p>Flood risk Trees can reduce the likelihood of surface water flooding in urban situations, when rain water overwhelms the local drainage system, by regulating the rate at which rainfall reaches the ground and</p>	<p>Guidance already recognises the benefit that retaining biodiversity can have in reducing surface water run-off although does not reference trees.</p>	<p>Add reference to particular</p>

	<p>contributes to run off. There is a positive role here for the use of trees with SUDS initiatives. Slowing the flow increases the possibility of infiltration and the ability of engineered drains to take away any excess water. This is particularly the case with large crowned trees. Research by the University of Manchester has shown that increasing tree cover in urban areas by 10 % reduces surface water run-off by almost 6%. (<i>Using green infrastructure to alleviate flood risk, Sustainable Cities - www.sustainablecities.org.uk/water/surface-water/using-gi/</i>). The Woodland Trust has also produced a policy paper illustrating the benefits of trees for urban flooding – <i>Trees in Our Towns – the role of trees and woods in managing urban water quality and quantity</i> (https://www.woodlandtrust.org.uk/mediafile/100083915/Trees-in-our-towns.pdf).</p> <p>The Woodland Trust believes that trees and woodlands can also deliver a major contribution to resolving a range of water management issues, particularly those resulting from climate change like flooding and the water quality implications caused by extreme weather events. They offer opportunities to make positive water use change whilst also contributing to other objectives, such as biodiversity, timber & green infrastructure - see the Woodland Trust publications <i>Stemming the flow – the role of trees and woods in flood protection</i> - https://www.woodlandtrust.org.uk/publications/2014/05/stemming-the-flow/ and <i>Woodland actions for biodiversity and their role in water management</i> - https://www.woodlandtrust.org.uk/mediafile/100263208/rr-wt-71014-woodland-actions-for-biodiversity-and-their-role-in-water-management.pdf?cb=001108c3a78944299140a996b2cd7ee8.</p> <p>In addition, a joint Environment Agency/Forestry Commission publication <i>Woodland for Water: Woodland measures for meeting Water Framework objectives</i> states clearly that: ‘<i>There is strong evidence to support woodland creation in appropriate locations to achieve water management and water quality objectives</i>’ (Environment Agency, July 2011-http://www.forestry.gov.uk/fr/woodlandforwater).</p>	<p>Barnet was one of two winners of the Street Tree 2008-2015 Award for planting work along the A5 Edgware Road. The award scheme is run by the Mayor of London the award is given for tree planting projects between 2008 and 2015 that improve the street scene and are valued by local residents and businesses. The project provides evidence of the difficulties in planting in the urban environment with Barnet CAT scanning both sides of the road for 6.5km each way from West Hendon Broadway to Brockley Hill and identified only 120 potential planting pits (voids without cables or pipes) out of a potential 13,000.</p> <p>http://www.forestry.gov.uk/pdf/Awards_2015-case_study-Edware_Road_LB_Barnet.pdf</p>	<p>benefit of trees in reducing run-off in section 2.15 and 2.16.</p>
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	<p>Therefore, the Woodland Trust would like to see trees and woodland, which have been proven to have a significant effect on flood amelioration, more explicitly acknowledged (along with the references above) in Section 2.15 – Flood Risk, Sustainable Urban Drainage Systems and Water Quality.</p>		
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Air quality

Respondent	Response	Council Reply	Action
<p>Mill Hill Neighbourhood Forum</p>	<p>Air quality (section 2.13) There are no pollution standards shown in a quantified form. It would be good to see something more definite about maximums beyond which homes, schools etc would not be built. A chart similar to the one provided at 2.14.1 for Noise Quality as “Stage 1 Initial Site Risk Assessment” could be provided for Air Quality measurement.</p>	<p>The whole borough is considered an Air Quality Management Area with continuous monitoring taking place at sites around the borough. The variable nature of air pollution due principally weather factors means there needs to be long term measurement or accurate future predictions to assess the impact of development on air quality. Air quality is considered where sensitive receptors eg housing may be exposed to more serious air pollution through air quality assessment and appropriate design solutions to mitigate any air quality impacts, alongside measures to encourage sustainable transport.</p> <p>With older vehicles leaving the vehicle fleet and being replaced by newer less polluting vehicles and initiatives like the GLA Low Emission Zones, this will mean that air quality will gradually improve which is evidenced by the monitoring trends since measurements began in Barnet in the early 1990’s and the invention of catalytic converters to reduce exhaust emissions.</p> <p>Air quality neutral assessments are designed to compare the current air quality levels with the</p>	<p>No change</p>

		<p>predicted future air quality levels with the National Air quality Objectives and if there are predicted future exceedances above National Objectives and the future local levels are higher than the current levels then if no acceptable mitigation is provided this may lead to potential refusal of development on air quality grounds. Emission benchmarks for Buildings and Transport are also set out in appendix 5 and appendix 6 of the Mayor of London's Sustainable Design and Construction SPG and referenced in the Barnet Sustainable Design and Construction SPD.</p>	
Woodland Trust	<p>Air quality, urban heat islands, climate change and health Trees and woodland improve air quality by adsorbing pollutants such as sulphur dioxide and ozone, intercepting harmful particulates from vehicle emission, smoke, pollen and dust and of course release oxygen through photosynthesis. This helps to reduce the occurrence of the problems caused by chronic respiratory disease. The British Lung Foundation suggests that one in every five people in the UK is affected by lung disease, more than 12 million people. Research on the impact of installing a kerbside line of young birch trees demonstrated more than 50% reductions in measured Particulate Matter (PM) levels inside those houses screened by the temporary tree line. Electron microscopy analyses showed that leaf-captured PM is concentrated in agglomerations around leaf hairs and within the leaf microtopography. Furthermore, iron-rich, ultrafine, spherical particles, probably combustion-derived, were abundant on the leaf, noted these as a particular hazard to health. The researchers concluded that “the efficacy of roadside trees for mitigation of PM health hazard might be seriously underestimated in some current atmospheric models.” This underlines that trees will have a proportionately</p>	<p>Agreed. The Council has had some success in reducing air pollution at a local school with boundary planting to form a hedge.</p>	<p>Add reference</p>

	<p>greater effect in urban areas, where they are close to sources of pollution and nearer to people who might be affected. The Woodland Trust has published a report on the importance of trees in urban green space in improving air quality, and considers species choice for new planting – see <i>Urban Air Quality</i></p> <p>https://www.woodlandtrust.org.uk/mediafile/100083924/Urban-air-quality-report-v4-single-pages.pdf</p> <p>Therefore I suggest additional comment is made in Section 2.13 Air Quality to the benefits of trees and woodland in improving air quality, and <i>Urban Air Quality</i> added as a reference</p>		
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Space standards

Respondent	Response	Council Reply	Action
Mill Hill Neighbourhood Forum	<p>At 2.2.4 "In addition to internal storage there should be space for 'dirty' storage space for items such as bicycles and buggies."</p> <p>We consider the recommended space to be too low. For example a "flat (could be 1, 2, 3 bedrooms with 6 people living therein) without a garden should have 1sq metre". A single bicycle could be stored vertically within 1 Sq Metre but not if a buggy also needed to be stored by the occupants of the property.</p> <p>As currently drafted this guidance would be open to too much interpretation or ignored as impractical to achieve.</p>	<p>The intention is that this provision is made communally, with storage floorspace combined for a block of flats. The GLA standards for cycle parking are cross referenced which are 1 space for a studio/1 bedroom flat and 2 spaces for all units above this. In combination with the Barnet standards for dirty storage it is considered that the Mayor standards are sufficient.</p>	No change
Robert Newton	<p>Section 2 – Sustainable design and construction requirements and guidance. Add a new sub heading and paragraph before 2.1 to read: "Ensuring a variety of sizes of new homes to meet housing need.</p> <p>The Local Plan "Policy DM08 - Ensuring a variety of sizes of new homes to meet housing need" addresses the oversupply of small units since 2004. We will require developers to provide new homes that meet the housing needs of the Borough as is appropriate to the location of the proposed development and we will resist:</p> <p>a) Developments that include one person units except in exceptional circumstances, and</p> <p>b) Developments that provide second and third bedrooms with a floor area that is only marginally below the Table 2.1 standard for double/twin bedrooms but do not otherwise meet the London Plan Residential Space Standards for units with double/twin bedrooms."</p>	<p>Our approach to ensuring a variety of new homes sizes is clearly set out at Policy DM08 and this is consistent with the NPPF(para 50).</p> <p>Development should meet the minimum space standards and room dimensions to deliver the Mayor's aspiration that homes are fit for purpose. Full justification will be required if these standards cannot be met.</p>	No change
Robert Newton	<p>Table 2.1 Add a new sentence to line 5 of Note 3 to read:</p>	<p>The space standards have been amended to align with the Technical housing standards –</p>	No change

	However, in the London Borough of Barnet it is a requirement applicable to habitable floorspace in order to continue the enhanced standard appropriate to its outer London suburban character.	nationally described space standard therefore it is not possible to make amendments.	
Robert Newton	Paragraph 2.1.3 Amend the first six lines to read: The Mayor regards the relative size of all new homes in London to be a key element of housing quality. Applicants will be expected to demonstrate how these standards are to be met by showing on the drawings accompanying a planning application, the size of each dwelling, the number of persons to be accommodated and the habitable floor space of individual rooms. Where a development proposal includes accommodation in the roof space, appropriate section drawings are required. 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.	Agreed	The text has been amended
Robert Newton	Paragraph 2.2.2 Add a new sentence to line 7 to read: However, in the London Borough of Barnet it is a requirement applicable to habitable floorspace in order to continue the enhanced standard appropriate to its outer London suburban character.	The space standards have been amended to align with the Technical housing standards – nationally described space standard therefore it is not possible to make amendments.	No change
Robert Newton	Table 2.2 Amend last section to read: Development proposals should avoid single aspect dwellings and in particular those that are north facing or exposed to noise exposure categories C & D or contain three or more bedrooms	The existing text is considered appropriate.	No change

Energy Use in New Buildings

Respondent	Response	Council Reply	Action
Nick	2.8.2 (1) – the omission of the words “and	The design of the building envelope can have the	Remove word technically.

Cockburn	commercially feasible” is an unwelcome alteration. The draft document wording would suggest that developers are responsible for ensuring that proposed buildings were as energy efficient as “technically possible”. Depending on the attitude of individual planning officers, this may set the bar unattainably high and result in a commercially unviable scheme.	greatest influence on the energy demands of a building. Designing carbon dioxide saving measures into a development from the start is the most cost effective way to ensure developers can minimise these emissions. Responding to the Mayors Energy hierarchy is fundamental to reducing emissions and achieving maximum emission reductions from being lean is of utmost importance therefore achieving the highest reduction possible from lean measures is important, although it is acknowledged that there maybe instances where technically achievable gains may not be commercially achievable for certain specific schemes.	
Woodland Trust	Furthermore increasing tree cover in urban areas can help mitigate the ‘urban heat island effect’. This occurs in towns and cities as the buildings, concrete and other hard surfaces such as roads act as giant storage heaters, absorbing heat during the day and releasing it at night. The resultant effects can be dramatic; on some days there is a difference of as much as 10°C between London and its surrounding areas. Projections for our changing climate suggest this problem will get markedly worse. The problem is exacerbated by a lack of green space. Natural green space, and trees in particular, provide both direct cooling from shade (protection from radiant heat and UV radiation) and reduce the ambient temperature through the cooling effect of evaporation and transpiration from the soil and	Reference to trees already set out in section 8 under para 2.8.3, in line with London plan.	Reference added to trees in section 2.16

	<p>plant leaves.</p> <p>The impact on health of urban heat islands is two-fold; firstly higher temperatures increase ground level ozone production exacerbating the symptoms of chronic respiratory conditions. Secondly prolonged high temperature can precipitate cardiovascular or respiratory failure or dehydration, particularly amongst the elderly, very young or chronically ill. In the 2003 summer heat wave more than 2,000 people died in Britain alone and more than 35,000 died across Europe.</p> <p>Research at the University of Manchester using computer modelling has shown how increasing urban green space can mitigate urban heat island effect. Without any increase in green space, by 2050 the temperature in Manchester is projected to rise by 3°C. However if the amount of green space increases by just 10% then the temperature rise in the city could potentially eliminate the effects of climate change on increasing surface temperatures. However, reducing tree cover by the same percentage could lead to an increase of 8.2°C under some scenarios.</p> <p>Trees can therefore play an important role in urban climate change strategies, so:</p> <p>Trees and canopy cover should be explicitly acknowledged with Paragraph B of the Design Principles in Section 2.16 of the SPD as being able to help combat the urban heat island effect.</p>		
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Noise

Respondent	Response	Council Reply	Action
Nick Cockburn	<p>2.3.2 – refers to outdoor amenity space requiring a “good acoustic environment”: see 2.14.6 F (below)</p> <p>2.14.6 F – The implication that outdoor amenity space (including communal) should comply with a maximum limit of 55dBA is both unwelcome and unduly inflexible in the manner in which it has been drafted, and does not reflect the guidance of BS8233:2014 which states: <i>For traditional external areas that are used for amenity space, such as gardens and patios, it is desirable that the external noise level does not exceed 50 dB LAeq,T, with an upper guideline value of 55 dB LAeq,T which would be acceptable in noisier environments. However, it is also recognized that these guideline values are not achievable in all circumstances where development might be desirable. In higher noise areas, such as city centres or urban areas adjoining the strategic transport network, a compromise between elevated noise levels and other factors, such as the convenience of living in these locations or making efficient use of land resources to ensure development needs can be met, might be warranted. In such a situation, development <u>should be designed to achieve the lowest practicable levels in these external amenity spaces, but should not be prohibited.</u></i></p>	<p>The intention of introducing guidance on noise levels in external amenity areas is to ensure that use of outdoor amenity space is not significantly affected by noise, impacting residents quality of life. Providing outdoor amenity space through balconies facing a noisy main road for instance, may satisfy a policy requirement but may not provide high quality outdoor amenity space. In this instance developers should be challenged to consider alternatives. Existing guidance in both Residential Design SPD and Planning Obligations provides flexibility in design terms through references to creative design and off-site contributions. It is acknowledged that BS8233:2014 recognises the values are not achievable in all circumstances and the text will be amended to reflect this.</p>	<p>Amend text and add cross reference to Residential Design SPD and Planning Obligations SPD.</p>
Theatres Trust	<p><i>Regarding Section 2.14 – Noise</i></p>	<p>The issue is partly addressed in section 2.14 although more explicit reference to NPPF is</p>	<p>Make amendment</p>

	<p>A residential use in close proximity to a theatre or cultural facility inevitably creates issues for both the venue and the new residents. These types of venues are in regular operation at all hours of the day and are a source of potential noise and vibration from amplification, the loading and uploading of production equipment, special effects, and noise associated with audiences and attendees. They are also sensitive to outside noise sources. In order to safeguard your cultural venues, development proposals adjoining a cultural facility must be designed in a way to ensure that any new residents will not be disturbed to the extent that Council would be required to take action, e.g. issue a noise abatement order. Given the age and construction of many older cultural buildings, it is difficult to install noise mitigation measures to deal with these issues.</p> <p>A Planning Inspectorate decision of 26 March 2013 (Reference APP/ X5990/A/12). The Inspector - J.M. Trask - refused consent for conversion of offices to residential adjacent to the London Palladium (also in the City of Westminster) after reviewing specialist acoustic evidence from appellants and third parties on behalf of the owners of the London Palladium. The Inspector concluded (at paragraph 15) that ‘...the proposal would not provide satisfactory living conditions...and would have an adverse effect on the operation of the adjacent theatre’. At the hearing,</p>	<p>necessary.</p>	
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	<p>and in written evidence, a number of examples were cited where theatres have had to close, restrict their operation, or incur very substantial expenditure to overcome the problems of having residential development nearby. These included the Cambridge Theatre, the Theatre Royal Drury Lane, the Shaftesbury Theatre and the Lyric Theatre (all in London). The Inspector attached weight to evidence in relation to these theatres in the appeal decision referred to above. More recently, Planning Inspector S Glover (Reference APP/K5600/A/14/2222551, 15 October 2014) dismissed an appeal for the creation three residential units on the upper levels of the building containing the Finborough Theatre, London (Royal Borough of Kensington and Chelsea). The Inspector concluded (at paragraph 21) that ‘there would be harm to future residents living conditions in respect of ... disturbance from theatre activities’ and that ‘the long term operation of the theatre would not be safeguarded’.</p> <p>The importance of protecting cultural facilities is stressed in the National Planning Policy Framework (NPPF) as one of the Core Planning Principles (para.17) and is further addressed in para. 70, which states that in ‘promoting healthy communities’, planning decisions should ‘plan positively for cultural buildings’ and ‘guard against the loss of cultural facilities and services’.</p>		
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	<p>Further, Para 123 also refers to noise and states 'existing business should not have unreasonable restrictions placed on them because of changes in nearby land uses since they were established'</p> <p>Recommendation – We welcome the amendments to the noise section in this SPD, but recommend the guidance is strengthened to better reflect para. 123 of the NPPF and that the SPD should not just apply to noise sensitive uses, but also when development is proposed next to a noise sensitive use (eg cultural facilities such as theatres).</p> <p>The Trust also recommends Council consider an Article 4 Direction to remove permitted development rights for the conversion of offices to residential use in locations near your cultural facilities.</p>		
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Other Issues

Respondent	Response	Council Reply	Action
Robert Newton	<p>Paragraph 2.3.3 At the end of Line 5 add:</p> <p>Such a Planning Obligation is separate from and in addition to any Obligation that is required where a development is located in an area of open space deficiency.</p>	<p>The intention of policy regarding open space deficiency is to ensure that sites which are in areas of open space deficiency and are of sufficient scale or on an appropriate site should provide new public open space on site. The suggested sentence implies that schemes which cannot make an on-site contribution in areas of open space deficiency should make a contribution of some form which is not the intention and would not meet the tests for</p>	No change

		Planning Obligations set out in the NPPF para 204 - in particular it would not be fairly and reasonably related in scale and kind to the development.	
Peter Pickering	<p>We understand, of course, that the recent increase in 'permitted development' laid down by the Government makes it hard for local planning authorities (including Barnet) to follow their own guidance. In particular it is not clear how residential standards can be enforced when offices are turned into residential as 'permitted development'. The only way, as we see it, is through Article 4 directions; we exhort the Council to prepare and consult on such directions with all possible speed.</p> <p>It is, however, now possible for local planning authorities to take account of noise when requiring prior approval for conversions from offices to residential (to avoid commercial and entertainment establishments being closed down by protestors living in converted offices); something about this should be included in the sections on noise (e.g. perhaps in 2.14.6)</p>	Further evidence is required to support an Article 4 Direction in order to remove permitted development rights.	No change
Peter Pickering	The Council has missed the opportunity to promulgate a policy on basements, as a number of London councils have done or are in the process of doing. Although hitherto basements and the problems their construction brings have been much more a feature of inner than of suburban London there are signs that they are spreading, and it would be wise of Barnet to consult on and adopt a policy in advance rather than having to react to events.	Minor amendments have been introduced in the draft Sustainable Design and Construction SPD on basements with regards geology, flood risk and land instability. Any further policy would have to be taken through the Local Plan review process with an appropriate evidence base.	No change
Peter Pickering	In 2.17.1 'English Heritage' should be replaced by 'Historic England'.	Noted	Make amendment

Historic England	<p>Section 2.6 - Accessible and Adaptable Dwellings - Historic England has published advice relevant to this topic entitled 'Easy Access to Historic Buildings', which is available at: https://historicengland.org.uk/images-books/publications/easy-access-to-historic-buildings/</p> <p>A reference could be included at the end of this section.</p>	Noted	Add reference
Historic England	<p>Section 2.10 - Retrofitting of Existing Buildings - We welcome the inclusion to English Heritage's Guidance on energy conservation in the references section. Please note that this has now been superseded by our publication '<i>Energy Efficiency in Historic Buildings</i>' which provides technical advice on how to avoid conflicts between energy efficiency requirements in Part L of the Building Regulations and the conservation of historic and traditionally constructed buildings. This is available on Historic England's website, together with other related advice on this topic, at : https://historicengland.org.uk/advice/technical-advice/energy-efficiency-and-historic-buildings/</p>	Noted	Add reference
Natural England	<p>Landscape enhancement</p> <p>The SPD may provide opportunities to enhance the character and local distinctiveness of the surrounding natural and built environment; use natural resources more sustainably; and bring benefits for the local community, for example through green infrastructure provision and access to and contact with nature. Landscape characterisation and townscape assessments, and associated sensitivity and capacity assessments provide tools for planners and developers to consider how new development might make a positive contribution to the character and functions of the landscape through sensitive siting and good design and avoid unacceptable impacts.</p> <p>For example, it may be appropriate to seek that, where</p>	Further detail on landscape, biodiversity and habitat quality will be set out in the Green Infrastructure SPD. This will build on work undertaken by the Mayor and the All London Green Grid SPG.	No change

	viable, trees should be of a species capable of growth to exceed building height and managed so to do, and where mature trees are retained on site, provision is made for succession planting so that new trees will be well established by the time mature trees die.		
Natural England	Other design considerations The NPPF includes a number of design principles which could be considered, including the impacts of lighting on landscape and biodiversity (para 125).	Reference to impact of artificial lighting on biodiversity is relevant.	Add reference
Natural England	Strategic Environmental Assessment/Habitats Regulations Assessment A SPD requires a Strategic Environmental Assessment only in exceptional circumstances as set out in the Planning Practice Guidance here. While SPDs are unlikely to give rise to likely significant effects on European Sites, they should be considered as a plan under the Habitats Regulations in the same way as any other plan or project. If your SPD requires a Strategic Environmental Assessment or Habitats Regulation Assessment, you are required to consult us at certain stages as set out in the Planning Practice Guidance.	In this instance the changes made are considered not to be significant as to warrant screening for Strategic Environmental Assessment.	No change

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Local Plan

Supplementary Planning Document:

Sustainable Design and Construction

October 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 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 2016. 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 m ² .
Major	Residential development over 10 units. Non residential development over 1,000 m ²
Large scale major	Residential development over 200 units or a site of 4 hectares or more. Non residential development over 10,000 m ²

- 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 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
 - 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.
- 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 Standards²

- 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 adopted in 2016 applies the nationally described space standard as a minimum residential space standards for new dwellings³. 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	

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 39m ² to 37m ² , 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 (m ²) 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 following; size of each dwelling, number of persons to be accommodated, habitable floor space of individual rooms and the furniture and circulation space in order 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](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
<p>Minimum room dimensions and floor areas:</p> <p>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.</p>	<p>Minor, major and large scale residential</p>
<p>Ceiling heights</p> <p>A minimum ceiling height of 2.5m for at least 75% of the dwelling area is strongly encouraged.</p> <p>Habitable floorspace in rooms with sloping ceilings is defined as that with 1.5 m or more of ceiling height.</p>	<p>Minor, major and large scale residential</p>

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
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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.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](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 32 recommends 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. Artificial lighting can also impact biodiversity and intrinsically dark landscapes.

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 hours.	All development

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%20pollution%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		
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.
- 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.

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)

2.6.5 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
- Easy Access to Historic Buildings, Historic England, 2015
<https://historicengland.org.uk/images-books/publications/easy-access-to-historic-buildings/>

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 Guidance⁶ 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.

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 possible using 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 hierarchythe London Plan carbon dioxide requirements and where	Major, Large scale

⁷ The Energy Hierarchy is set out in London Plan Policy 5.2 Minimising Carbon Dioxide Emissions.

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 centre⁸ 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 connection point should be discussed with the provider of the DE network or Energy Services Company (ESCO).

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.

- 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 Efficiency in Historic Buildings and other guidance, Historic England, 2011 <https://historicengland.org.uk/advice/technical-advice/energy-efficiency-and-historic-buildings/>
- 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 Regulations¹⁰.
- 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 supporting¹¹.
- 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 MI/d in 2020 to -416 MI/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.

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. There is a challenging target to achieve 50% recycling of household waste in 2016 rising to 70% by 2020 - further detail are available in the Councils' Municipal Recycling and Waste Strategy¹³. 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:

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).

¹³ <http://barnet.moderngov.co.uk/documents/s31744/Appendix%20%20Municipal%20Recycling%20and%20Waste%20Strategy%202016%202030.pdf>

- 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:
- 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 <i>Waste Management in Buildings – Code of Practice</i> .	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 <i>Site Waste Management Plans - Guidance for Construction Contractors & Clients - Voluntary Code of Practice</i> .	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>
- Barnet Municipal Recycling and Waste Strategy (2016 – 2030) draft for consultation Feb 2016
<http://barnet.moderngov.co.uk/documents/s31742/Recycling%20and%20Waste%20Strategy%202016%20to%202030.pdf>
- 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=00000000030050097>
- 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 permitting 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 also becoming more accepted that trees and planting can contribute to reducing air pollutants.
- 2.13.3 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. New or existing trees and planting may also help provide a barrier. 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.	<ul style="list-style-type: none"> - Minor - Major, Large scale with the potential to increase and/or change road traffic. - Commercial or industrial use requiring environmental permitting¹⁴ - 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

¹⁴ 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>

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:

- 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 $L_{Aeq,10hr} < 50dB$ $L_{Aeq,8hr} < 40dB$	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 $L_{Aeq,10hr} 50-63dB$ $L_{Aeq,8hr} 40-55dB$	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 $L_{Aeq,10hr} 63-69dB$ $L_{Aeq,8hr} 55-60dB$ $L_{AFmax} > 80dB^{**}$	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 $L_{Aeq,10hr} > 69dB$ $L_{Aeq,8hr} > 60dB$ $L_{AFmax} > 80dB^{**}$	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. The NPPF para 124 provides guidance that continuing businesses should not have unreasonable restrictions put on them because of subsequent changes in nearby land uses since they were established. 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. BS8233: 2014 recognises that these guideline values are not achievable in all circumstances where development might be desirable, therefore where outdoor amenity areas cannot achieve this level then winter gardens or other solutions such as not siting balconies on most affected facades could be considered. The Residential Design SPD supports a flexible approach to outdoor amenity space recognising that the rigid application of amenity space standards can sometimes restrict creative design and layout of new residential developments, particularly on smaller development sites. The Planning Obligations SPD also recognises that in town centres and for some higher

density schemes including tall buildings it may not be feasible for development to provide adequate private or communal outdoor amenity space. In these circumstances the development may make a financial contribution to the nearest appropriate public open space to compensate for the lack of outdoor amenity space.

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 SUDs¹⁵ 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. Retaining or incorporating existing biodiversity on a site, in particular trees can also help regulate the rate rainfall reaches the ground.
- 2.15.4 SUDs can have an additional benefit through helping to remove pollution from rainwater

¹⁵ 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>

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) and its tributaries, the Dollis Brook (poor water quality) and the Silk Stream and Edgware Brook (moderate water quality) and their tributaries. 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.

- 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 data¹⁶. 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

¹⁶ http://www.nlwp.net/documents/sfra_documents_submission.html

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

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 evapotranspiration 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 ¹⁷ development is proposed in areas of flood risk ^{18,19} .	Minor ²⁰ , 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 ²¹ 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 ²²
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

¹⁷ 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

¹⁸ 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>

¹⁹ 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/FLHQ1211BVNP-E-E.pdf>

²⁰ 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.

²¹ 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.

Where planning permission is required for hardsurfacing porous materials should normally be used.	Householder, Minor, Major, Large scale
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Useful References for Flood Risk, Sustainable Urban Drainage and Water Quality:

- 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. Large crowned trees in particular can help regulate the rate rainfall reaches the ground. 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 SPD²³. The Local Plan Development Management Policies sets out in Table 17.2 Sites of Importance for Nature Conservation in Barnet. Some of these sites include ancient woodland which should be protected in line with NPPF para 118.

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, trees 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, trees 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 legislative²⁴ provisions. In Barnet, the main specially-protected species that are likely to be encountered are bats, great crested newts, grass

²³ Please see the Local Development Scheme for details of the timetable for publication

²⁴ Principally the Wildlife and Countryside Act 1981

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 Requirements	Development 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, Trees and Design Action Group November 2012 <http://www.tdag.org.uk/trees-in-the-townscape.html>
- Trees in the Hard Landscape: A Guide for Delivery, Trees and Design Action Group 2014 <http://www.tdag.org.uk/trees-in-hard-landscapes.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/londonhabssp.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
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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
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.clare.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/pmo0412bwfe-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 (CO₂) 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).²⁵ 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

²⁵ See the BRE website at www.bre.co.uk.

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 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

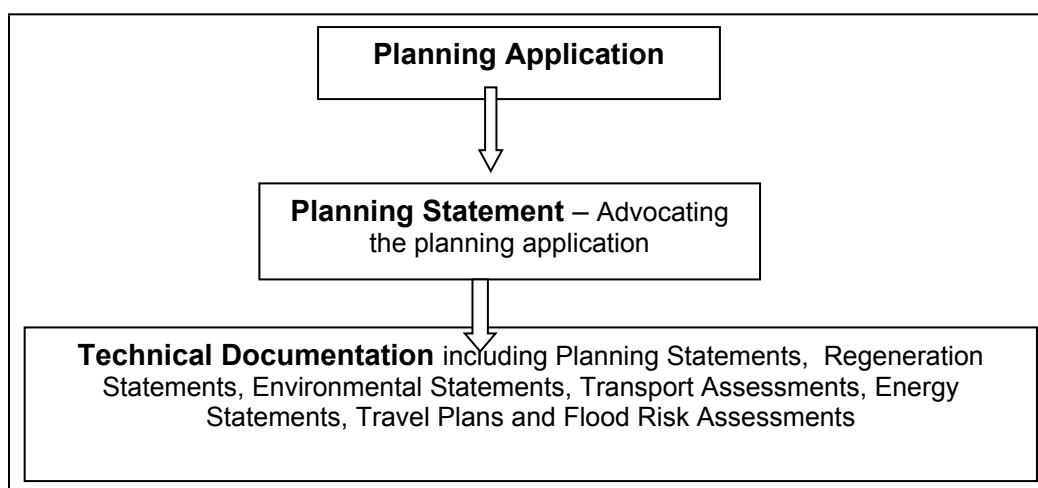
Useful References for Considerate Constructors Scheme:

- 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



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.

- 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 regulations²⁶. 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.

²⁶ 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		

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.
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: <ul style="list-style-type: none"> • 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 m² 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.
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 : <ul style="list-style-type: none"> 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.
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 - <ul style="list-style-type: none"> • 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.

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 NO _x 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 SINC (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
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Building Regulation enquiries:

Building Regulation Service
Tel: 020 8359 4500
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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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London Borough of Barnet

Residential Design Guidance SPD Consultation Report

October 2016

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Summary of Consultation Activity

Consultation on the draft Residential Design Guidance SPD took place over a period of 6 weeks extending from 14th July until 25th August 2016. Consultation involved letters that were e-mailed to stakeholders on the Local Plan consultation database. A Public Notice was published in the Barnet Press to publicise the consultation and the draft SPD was published on the Council's website.

There were 8 responses received during the consultation. They were received from a mix of statutory stakeholders including the Historic England, Natural England, Mill Hill Neighbourhood Forum, developers, local residents and the Woodland Trust,.

Below is a summary of the issues raised, with a full set of comments, alongside the Council's response to each, and what action was taken to amend the draft Sustainable Design and Construction SPD to address the issue raised contained in appendix A.

Main issues raised

Housing Design Issues

- Strengthen the policy on conversion of garages to residential accommodation
- More flexibility for extensions to provide more personal space for working at home
- Strengthen policy protection for single family houses
- Strengthen policy and guidance on basements

Back Gardens

- Text is not clear

Parking

- Flexibility for meeting parking standards for conversions and support for extending CPZ to enable more 'car free' development
- Permitted development right for hardstandings on front gardens not made clear

Trees

- Support for inclusion of more detail on benefits of trees

Open space / outdoor amenity space deficiency

- Barnet standards should be brought in line with Mayors Housing SPG standards
- Development should not be required to meet existing open space deficiency

Other issues

- Include references to Historic England guidance on archaeology

Appendix A: Full list of Representations and Council Response

Back Gardens

Respondent	Response	Council Reply	Action
Mill Hill Neighbourhood Forum	<p>“8.3 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”</p> <p>Referring to the above text, we are unsure of the true meaning. It would be clearer if the words “where this can be locally justified” were removed.</p>	The text quoted is contained in the London Plan and cannot be amended.	No change

Parking

Respondent	Response	Council Reply	Action
Nick Cockburn	<p>15.6 – the provision of policy DM17 compliant off-street parking in instances where an existing building is being converted to provide additional residential units is, in practice, unlikely to be possible in the majority of cases. Some innate flexibility should be considered in the application of this policy. This developer would welcome the introduction of additional and widespread controlled parking zones within the borough to allow the Council more flexibility in regulating on-street parking through S106 obligations requiring “car-free” development, which ultimately produce more environmentally sustainable development, subject to application of such a policy in areas with a ‘good’ PTAL rating.</p>	<p>Parking is key planning consideration and the approach in the Local Plan Development Management policies to parking provision accepts the need for restraint, but intends to apply it with sensitivity to local circumstances. The parking standards are clearly set in policy DM17 and the supporting text makes clear that some developments may have difficulty meeting parking requirements, particularly in town centres. In these situations the council will show flexibility in the assessment of parking requirements where evidence can show on-street capacity is available either within or outside a CPZ. In these situations the development may be acceptable with limited or no parking.</p> <p>Regarding CPZ, the Councils Parking Policy including for CPZ is set out online. https://www.barnet.gov.uk/citizen-home/parking-roads-and-pavements/Parking.html</p> <p>Controlled Parking Zones are set up to ensure suitable parking</p>	No change

		<p>is available to local residents at restricted periods as well as ease congestion by deterring inconsiderate and inappropriate parking while dissuading commuting motorists from driving into these areas.</p> <p>CPZs have typically been introduced in residential areas around shopping centres and major transport hubs such as underground stations where commuter parking has developed. The timing of CPZs varies, often limited to an hour a day around transport hubs, but operating for most of the working day close to shopping areas although all-day (24 hours) controlled parking zones can be considered if appropriate.</p> <p>To ensure that parking controls continue to reflect current priorities, it is proposed that each CPZ is reviewed every four years as part of a rolling programme. In addition we will ensure that residents can park near their homes by monitoring the demand within a CPZ against the capacity for each CPZ.</p> <p>Regarding new CPZ the parking policy states that “given that areas surrounding the majority of town centres and transport hubs are already controlled, the Council has become more reactive than proactive in seeking to introduce CPZs, extend CPZs or remove CPZs from roads to address particular parking demand issues, and will in the main act, subject to there being available funding, if there is a significant indication from an area (e.g. through letters received, or via submission of petitions) that investigations into CPZ/CPZ extensions/CPZ removals are requested and supported by the local community.... Moving forward, it is considered that the methodology of establishing the requirement of CPZs/CPZ extensions or otherwise be regularised in order to ensure clarity and transparency for the Council and the public alike.” It</p>	
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Mill Hill Neighbourhood Forum	It is unclear in the guidance as to whether planning permission is required for new “hard standings” in front gardens. In view of the “ <i>identified severe impact of off-street car parking and consequent loss of front gardens on the dominating street typologies</i> ” perhaps planning permission should always be required to ensure conformance with guidelines.	Regarding crossovers the SPD provides further detail on when permitted development rights will apply and when planning permission will be required.	Add further detail on permitted development rights for hard standings and front gardens.
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Trees

Respondent	Response	Council Reply	Action
Woodland Trust	I suggest a new paragraph should be added before paragraph 17.22: “There is now a wealth of evidence on the many benefits of accessible woodland and high canopy cover, including improving: physical and mental health; air quality; water quality; water management (reducing flooding); shading; cooling through evapotranspiration; as well as the more obvious benefit of improving biodiversity. Guidance on the retention and planting of trees in new development can be found in the report <i>Residential Development and Trees</i> published by the Woodland Trust” Paragraph 17.22 itself needs to be much stronger in retaining existing trees. Reference should be made to BS 5837: 2012 <i>Trees in relation to design, demolition and construction</i> . http://shop.bsigroup.com/ProductDetail/?pid=000000000030213642 Furthermore, for the planting of new trees you should reference BS 8545:2014 <i>Trees: from nursery to independence in the landscape</i> http://shop.bsigroup.com/ProductDetail/?pid=000000000030219672	The benefits of trees can be added. Further detail on biodiversity and habitat quality including detail on trees will be set out in the Green Infrastructure SPD.	Add ref to benefit of trees

Open space deficiency and outdoor amenity space

Respondent	Response	Council Reply	Action
Hill	Paragraph 8.10 of the Residential Design SPD recognises that rigid application of standards can restrict creative design. The	The Mayors standards set out in Standard 26 of the Housing SPG 2016 are set out as minimum standards. The Outdoor Amenity Space standards for Barnet have not been amended in	No change

	<p>SPD then goes on to apply such standards, as set out in Table 1.2. Those Outdoor Amenity Space requirements for flats are considerably more onerous than those set out by the Mayor of London. The Mayor’s housing guide, Standard 26, requires 5 sq.m. for 1-2 person dwellings and an extra 1 sq.m. for each additional occupant. Both SPDs should be amended to accord with the minimum standards set out in the Mayor’s Housing SPG, March 2016.</p>	<p>this revision to the SPD. Revision to them will be considered further as part of the Local Plan Review.</p> <p>One of the key qualities of Barnet’s suburban character is its significant amount of garden space. This justifies Barnet’s more generous standard. In town centres and for some higher density schemes including tall buildings it may not be feasible for development to provide individual private garden space. In these instances the development should make a financial contribution to the nearest appropriate green space to compensate for the lack of private garden space.</p>	
Hill	<p>The Residential Design SPD introduces a new paragraph 8.4. This paragraph suggest that there are circumstances in which the Council will seek development sites to address existing deficiencies in open space. Whilst we accept that developments should mitigate their impact by either providing new open space on site or by making contributions under CIL or S106 towards off-site provision, we do not consider it appropriate for a development to be expected to address existing deficiencies. We consider it inappropriate for Council’s to seek measures to address deficiency in open space in an area as that that does not relate directly to the impact of development. The sentence should be amended by deleting all of the text after “open space strategies”.</p>	<p>The detail on open space provision is clearly set out in the Local Plan, both Core Strategy and Development Management Policies and supported by guidance in Planning Obligations SPD. The policy is supported by an evidence base. The additional text in paragraph 8.4 introduces text from the Mayors Housing SPG which supports the Councils approach.</p> <p>Development Management Policy DM15: Green Belt and Open Spaces states that “where the development site is appropriate or the opportunity arises the Council will expect on site provision...” The standards set out are supported by the evidence contained in the Barnet ‘Open Space, Sport and Recreational Facilities Needs Assessment’. It is clearly referenced that only development of a sufficient scale or on an appropriate site may be able to provide new open space. It is also recognised that where a proposal addresses public open space deficiency then the value of the land transferred will be offset against the CIL contribution required.</p>	

Housing design issues

Respondent	Response	Council Reply	Action
Mill Hill Neighbourhood Forum	<p>Section 14 & 16. We are surprised that the Guidance does not make more comment about the problems that result from the conversion of Garages into Habitable Spaces. As such this action probably pushes a vehicle (or more In the case of two-three car garages) out onto a private driveway or worse still onto the public highway, increasing the dominance of cars in the residential area. While many garages are not used for cars today they are used for vital “dirty” storage, or refuse storage. If made into habitable rooms cycles, and bins etc are then typically left in front gardens impacting the street-scene adversely.</p> <p>We would like to see you strengthen the guidance, to ensure that the action of converting garages to habitable rooms always requires planning permission and that due consideration must be given to the impact on parking on the public highway, the resulting dominance of cars on driveways, and that proper separate provision is made within the application for adequate bin/cycle storage. A “Crossover” has presumably been provided for access to the existing garage, but this might not be appropriately placed following the conversion and any new provision should be part of the planning application. This new “Crossover” may impact on-street parking adversely.</p>	<p>To remove permitted developments rights requires an evidence base which would have to justify the harm being caused to the proper planning of an area. In terms of garage conversion, anything that will require external works will generally require planning whilst internal works only will not.</p>	No change
Celia Campbell	<p>Re. planning permission for extensions to flats, or an extra garden building. Please consider the extension needs of flat-dwellers for whom their property is a live-work space, e.g. work at home supports a profession carried out away from home. Lack of space/rooms in the existing flat can lead to one room having a triple function: living room, office at home with files and office storage, and spare room for guest. So, please be lenient in allowing extension requests as such a situation described can adversely affect quality of life and work-life balance.</p>	<p>Extensions to houses are subject to temporary increases to the size limits for single-storey rear extensions that must be completed by 30 May 2019. These have been introduced by the Government to stimulate the economy and provide flexibility for homeowners. Proposals for an extension are subject to a prior notification scheme which notifies neighbours of a proposal.</p>	No change

Robert Newton	Section 3 – Barnet’s residential character Paragraph 3.6, in the second sentence on the second line of the paragraph insert the words “single family” between the words “by” and “houses”.	The Local Plan Core Strategy sets out the approach to housing in policy CS4: Providing quality homes and housing choice in Barnet. The policy sets out that a range of dwellings sizes and types of housing including family and lifetime homes will be sought that meet our identified housing priorities and does not undermine suburban character or local distinctiveness. The need for conversions to consider the dwelling size priorities is referenced in paragraph 2.8.2 in the Local Plan Development Management Policies.	No change
Robert Newton	Section 4 – Principles of good design. Before Paragraph 4.1, add a new introductory paragraph to read: Permission should be refused for development of poor design that fails to take the opportunities available for improving the character and quality of an area and the way it functions. (National Planning Policy Framework (March 2012) Paragraph 64).	Agreed	Add below para 4.1
Robert Newton	Section 5 – Housing density and building form. Replace existing Paragraph 5.1 with: Barnet’s Local Plan Policy CS3 after describing the areas of “focus of growth” states: Our strategic approach on further development opportunity sites will be set within the context of the density matrix in the London Plan. We will seek to optimise rather than simply maximise housing density to reflect local context, public transport accessibility and provision of social infrastructure.	Text amplifies strategic approach set out in CS3, cross reference has been added to this paragraph.	Add link to policy CS3
Robert Newton	Section 6 – Enhancing local character. Paragraph 6.1 In the first line of the first sentence of paragraph 6.1 insert the words characterisation by the type of housing (e.g. single family houses), between the words “including” and “built form”.	The Local Plan Core Strategy sets out the approach to housing in policy CS4: Providing quality homes and housing choice in Barnet. The policy sets out that a range of dwellings sizes and types of housing including family and lifetime homes will be sought that meet our identified housing priorities and does not undermine suburban character or local distinctiveness. The need for conversions to consider the dwelling size priorities is referenced in paragraph 2.8.2 in the Local Plan	

		Development Management Policies.	
Robert Newton	<p>Section 8 – Balconies and roof gardens. At the end of paragraph 8.17 insert a new sentence to read:</p> <p>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.</p>	<p>The intention of policy regarding open space deficiency is to ensure that sites which are in areas of open space deficiency and are of sufficient scale or on an appropriate site should provide new public open space on site. The suggested sentence implies that schemes which cannot make an on-site contribution in areas of open space deficiency should make a contribution of some form which is not the intention and would not meet the tests for Planning Obligations set out in the NPPF para 204 - in particular it would not be fairly and reasonably related in scale and kind to the development.</p>	No change
Robert Newton	<p>Section 12 and Section 14 (Paragraphs 14.42 to 14.45) – Basements</p> <p>These sections on basements should be reviewed and expanded so as to provide more detailed policy and practical guidance. Basement development has presented serious challenges, especially in Inner and Central London, and the Council should now be pro-actively preparing for more basement planning applications in the Borough. In particular, policy development by the Royal Borough of Kensington and Chelsea and Westminster City Council may be of assistance.</p>	<p>Noted. Minor amendments have been introduced in the draft Sustainable Design and Construction SPD on basements with regards geology, flood risk and land instability. Any further policy would have to be taken through the Local Plan review process with an appropriate evidence base.</p>	No change
Robert Newton	<p>Section 15 – Conversions. Paragraph 15.2 Replace the first sentence of paragraph 15.2 with the following sentence:</p>	<p>The Local Plan Core Strategy sets out the approach to housing in policy CS4: Providing quality homes and housing choice in Barnet. The policy sets out that a</p>	

	<p>The residential suburbs of Barnet are characterized by houses in single family occupation and also have strong architectural character and streetscapes.</p>	<p>range of dwellings sizes and types of housing including family and lifetime homes will be sought that meet our identified housing priorities and does not undermine suburban character or local distinctiveness. The need for conversions to consider the dwelling size priorities is referenced in paragraph 2.8.2 in the Local Plan Development Management Policies.</p>	
Robert Newton	<p>Section 15 – Conversions. Paragraph 15.3</p> <p>In the second line of the first sentence of paragraph 15.3, between the words “the local environment” and the word “and” insert the words and areas characterised by single family houses.</p>	<p>The Local Plan Core Strategy sets out the approach to housing in policy CS4: Providing quality homes and housing choice in Barnet. The policy sets out that a range of dwellings sizes and types of housing including family and lifetime homes will be sought that meet our identified housing priorities and does not undermine suburban character or local distinctiveness. The need for conversions to consider the dwelling size priorities is referenced in paragraph 2.8.2 in the Local Plan Development Management Policies.</p>	
Robert Newton	<p>Section 15 – Conversions. Paragraph 15.4</p> <p>Replace the third sentence of paragraph 15.4 with:</p> <p>However, even in such locations they can harm the character of areas characterised by single family houses and also by changing external appearance and increased noise and activity.</p>	<p>The Local Plan Core Strategy sets out the approach to housing in policy CS4: Providing quality homes and housing choice in Barnet. The policy sets out that a range of dwellings sizes and types of housing including family and lifetime homes will be sought that meet our identified housing priorities and does not undermine suburban character or local distinctiveness. The need for conversions to consider the dwelling size priorities is referenced in paragraph 2.8.2 in the Local Plan</p>	

		Development Management Policies.	
Robert Newton	<p>Section 15 – Conversions. Paragraph 15.6. Add new bullet points to Paragraph 15.6 that read:</p> <p>Proposals to convert houses with less than five habitable rooms or with a Gross Internal Floor Area of less than 120 sq. Metres will be resisted.</p> <p>Family sized flats of two bedrooms or more should be located on the ground floor and first floors of a property.</p> <p>Drawings accompanying a planning application for conversion should show the size of each dwelling, the number of persons to be accommodated and the habitable floor space of individual rooms.</p> <p>Where a conversion includes accommodation in the roof space, appropriate section drawings are required.</p>	Our approach to conversions is clearly set out at Policy DM01 (h). Changes to policy of this nature should be appropriately evidenced as part of the Local Plan review process.	
Robert Newton	<p>Section 15 – Conversions. Paragraph 15.7</p> <p>In the first sentence of Paragraph 15.7, delete the words “aim to”.</p> <p>After the last sentence, add a new sentence to read:</p> <p>Conversions will normally only be acceptable in properties that have useable rear gardens of more than 50 sq.metres.</p>	Our approach to conversions is clearly set out at Policy DM01 (h). We consider that the flexibility provided by para 15.7 helps to implement our policy objectives with regards to conversions.	
Robert Newton	Section 15 – Principles of Good Design Paragraph 15.13	Our approach to ensuring a variety of new homes sizes is clearly set out at Policy DM08 and this is consistent with the NPPF(para 50).	

	<p>After the end of the second paragraph headed “Minimum size of units” insert a new paragraph to read:</p> <p>The Local Plan “Policy DM08 - Ensuring a variety of sizes of new homes to meet housing need” addresses the oversupply of small units since 2004. We will require developers to provide new homes that meet the housing needs of the Borough as is appropriate to the location of the proposed development and we will resist:</p> <p>a) Developments that include one person units except in exceptional circumstances, and</p> <p>b) Developments that provide second and third bedrooms with a floor area that is only marginally below the Appendix 2 (Table 1.3) standard for double/twin bedrooms but do not otherwise meet Residential Space Standards for units with double/twin bedrooms.</p>		
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Other Issues

Respondent	Response	Council Reply	Action
Nick Cockburn	8.9 c – the requirements of this element are unclear and therefore might result in uncertainty	Please see relevant response to Sustainable Design and Construction SPD	No change
Historic England	Section 12 - Design of basements – It would be appropriate in this section to refer to the need to seek advice regarding any archaeological interest that may be affected by the excavation of basements. The Greater London Archaeological Advisory Service (GLAAS) can provide information and should be consulted on this matter, particularly within Archaeological Priority Areas. Details of the service offered by GLAAS are available at: https://historicengland.org.uk/services-skills/our-planning-services/greater-london-	Noted. Reference to be added to Sustainable Design and Construction SPD	Make change

	archaeology-advisory-service/		
Historic England	Section 17 – Planning permission and other issues – The advice relating to conservation areas could be usefully linked to the Council’s Conservation Area Appraisals so that more specific information relating to significance and sensitivity is readily accessible. It would also be useful to make a link to the Council’s Characterisation study as a further source of information.	Agreed	Make change
Mill Hill Neighbourhood Forum	2.3 We believe you refer to the London Plan as updated in March 2016 not 2015 Again at Section 5 the year should be 2016	Noted	Update references throughout

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Local Plan

Supplementary Planning Document:

Residential Design Guidance

October 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 Approach¹ 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.

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 SPDs² 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.

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 2016) 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.

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 Plan (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 The NPPF para 64 states that "Permission should be refused for development of poor design that fails to take the opportunities available for improving the character and quality of an area and the way it functions."
- 4.3 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, <i>BfL12</i> 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 <i>BfL12</i> criteria in bringing forward new residential schemes. BfL12 questions are outlined in Appendix 1.
3	Barnet's Sustainable Design and Construction (SD&C) SPD, 2016 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. It 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), CABI, 2006 http://webarchive.nationalarchives.gov.uk/20110118095356/http://www.cabi.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 2016 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 (see Local Plan Core Strategy Policy CS3: Distribution of Growth in Meeting Housing Aspirations). 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).

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

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.
- 7.14 **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

7.15 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

7.16 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.

7.17 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.

7.18 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.

Principles

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).
- 8.6 All private outdoor space should also ensure a good external noise level in line with the British Standards BS8233: 2014 – for further detail see section 2.14 of the Sustainable Design and Construction SPD.

Design of outdoor amenity spaces

- 8.7 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.
- 8.8 In designing high quality amenity space, consideration should be given to privacy, outlook, noise, 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.
- 8.9 Communal amenity space should:
- receive adequate sunlight relative to the defined purpose of the space
 - provide sufficient shade where necessary;
 - ensure a good external noise level in line with the British Standards BS8233: 2014 – for further detail see in section 2.14 of the Sustainable Design and Construction SPD.
 - 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.
- 8.10 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.

- 8.11 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.
- 8.12 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 SPD³ 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.
- 8.13 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).
- 8.14 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

- 8.15 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.
- 8.16 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

- 8.17 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

³ See timetable for production in LDS

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.

- 8.18 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 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

- 8.19 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.
- 8.20 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.**

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, 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

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

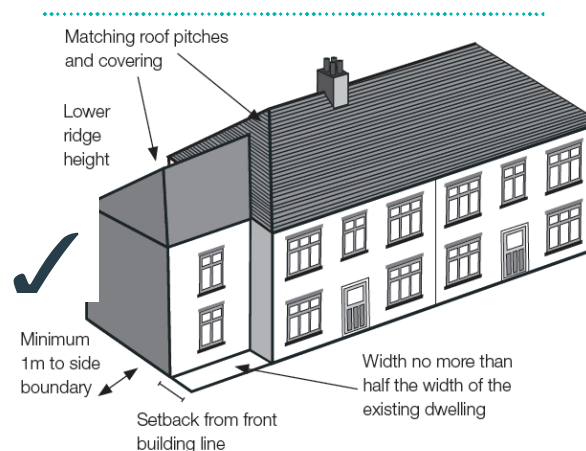


Figure 2: Subordinate approach

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

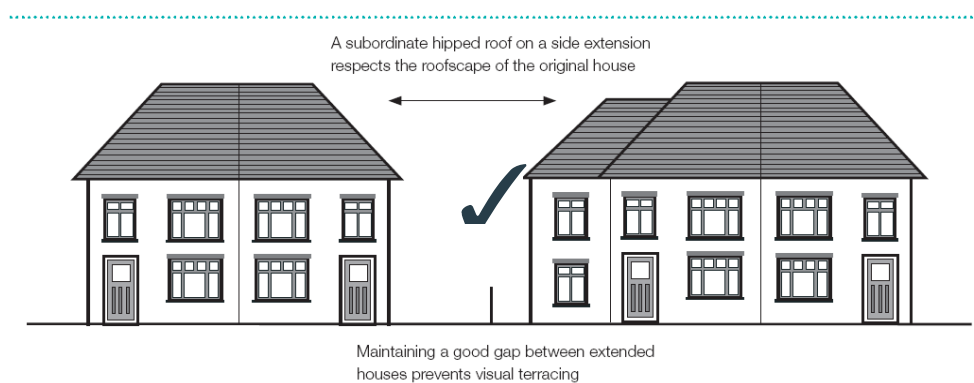


Figure 3: Maintain gaps between houses with subordinate extensions

- 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.

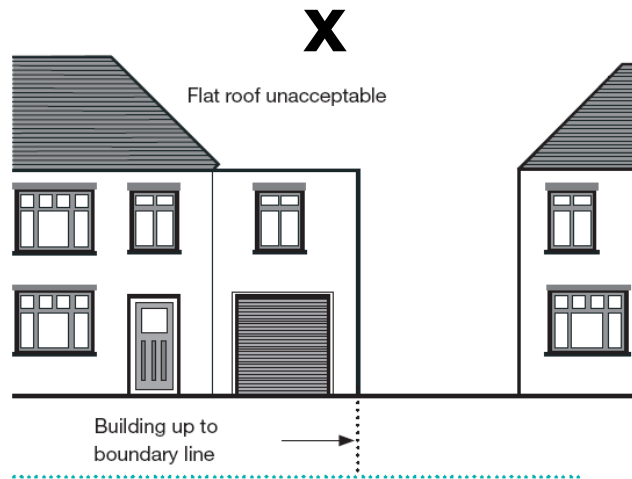


Figure 4: An inappropriate side extension on a semi-detached house

- 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.

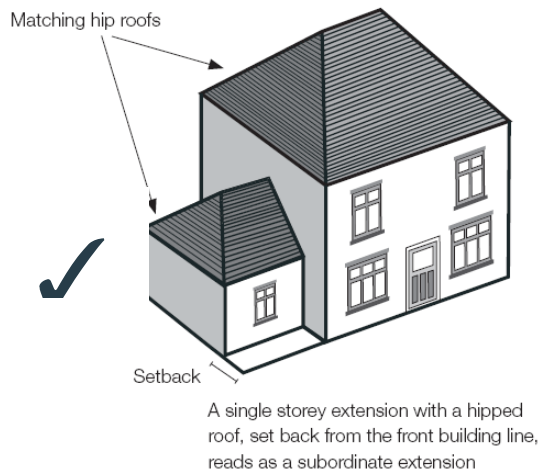


Figure 5: A subordinate single storey extension

- 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.

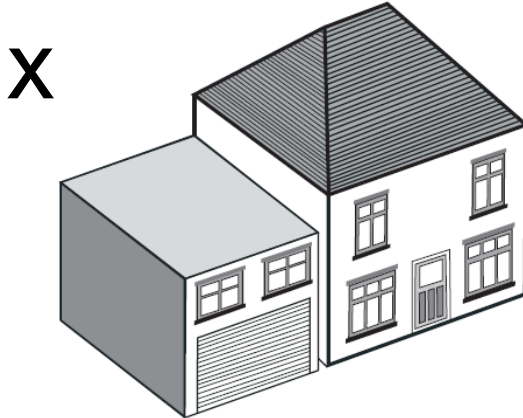


Figure 6: An inappropriate side extension on a detached house

- 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).

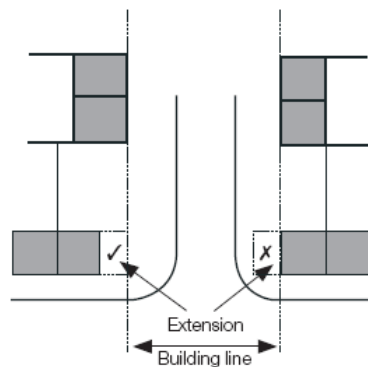


Figure 7: Do not protrude past prominent corners

- 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

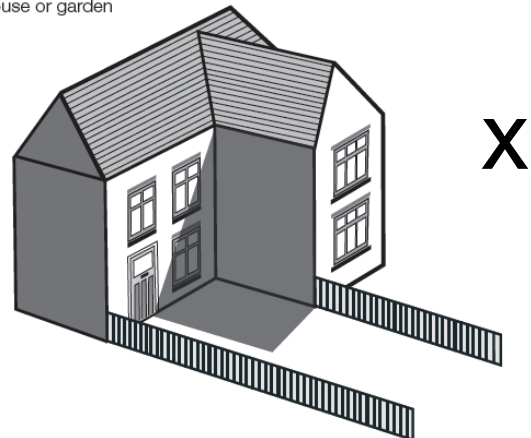


Figure 8: An over-sized two storey rear extension

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.

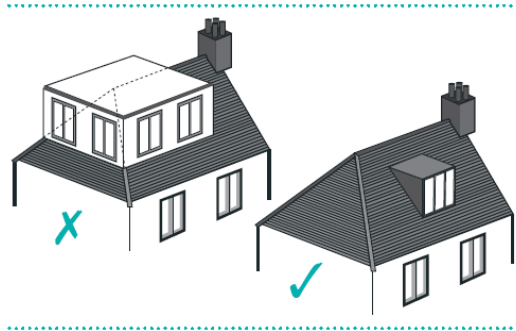


Figure 9: Size and scale of dormer windows. Dormers should be of an appropriate size and position

- **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.

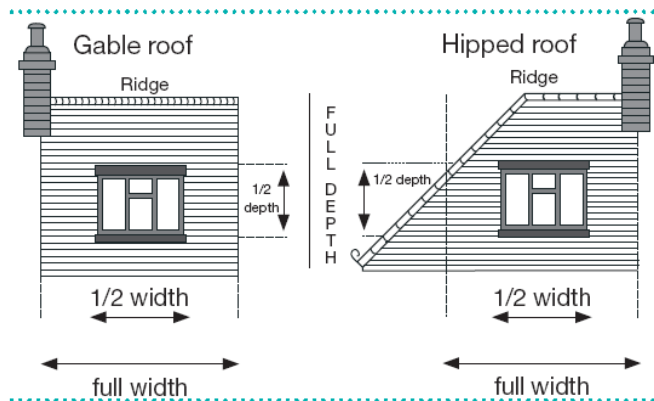


Figure 10: Rear dormer windows of an appropriate scale

- 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).

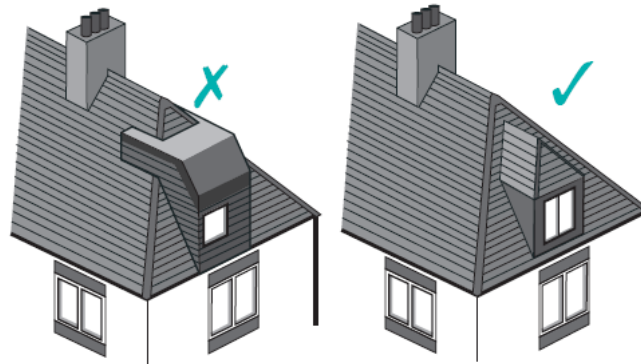


Figure 11: Relationship to existing roof design and bulk is important

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)

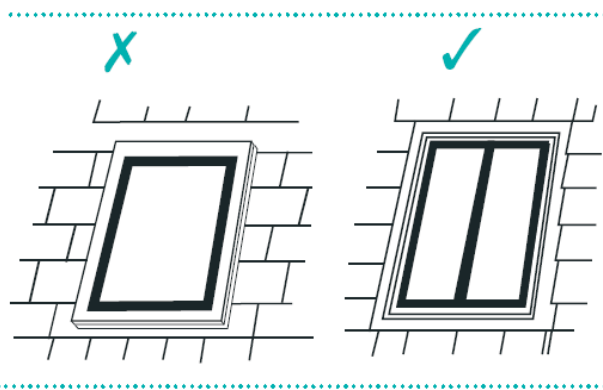


Figure 12: Flush fitting ‘conservation’ style rooflights sit more comfortably within roof slopes

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.

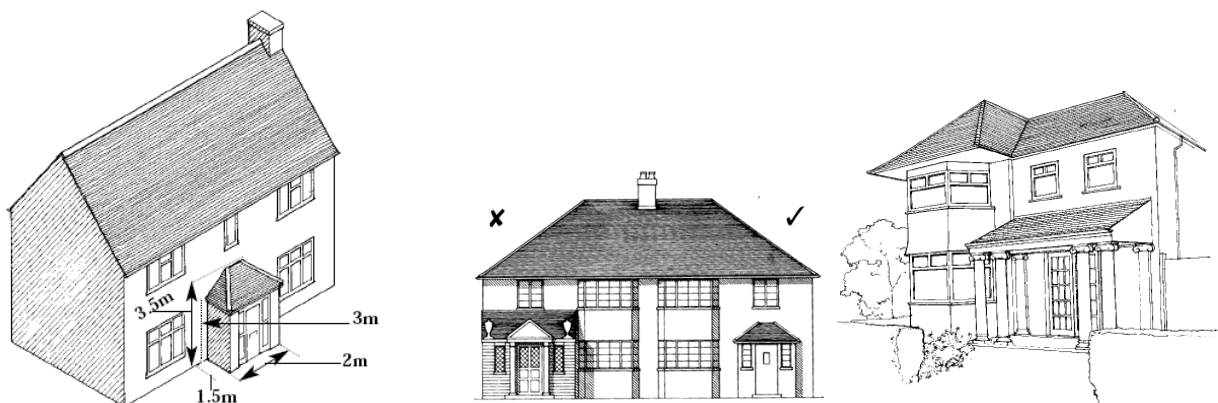
14.50 The calculations will include unused permitted development rights and any extant consents to build accordingly. The exception to this will be when the applicant agrees to the extinguishment of unimplemented permissions or parts thereof. In all cases the council will require a detailed survey which 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 small House in Multiple Occupation (HMO) is a dwelling in which three to six unrelated people (separate householders; unrelated to each other) share communal facilities such as bathrooms, kitchens and living rooms. From 29 May 2016 an Article 4 Direction was introduced to remove the permitted development right to convert a dwelling house (Use Class C4) into a small HMO (Use Class C4). Larger HMO are properties occupied by more than 6 unrelated individuals who share basic amenities such as a kitchen or bathroom facilities. They are classified as ‘sui generis’ (a use like no other) and always require planning permission. 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.

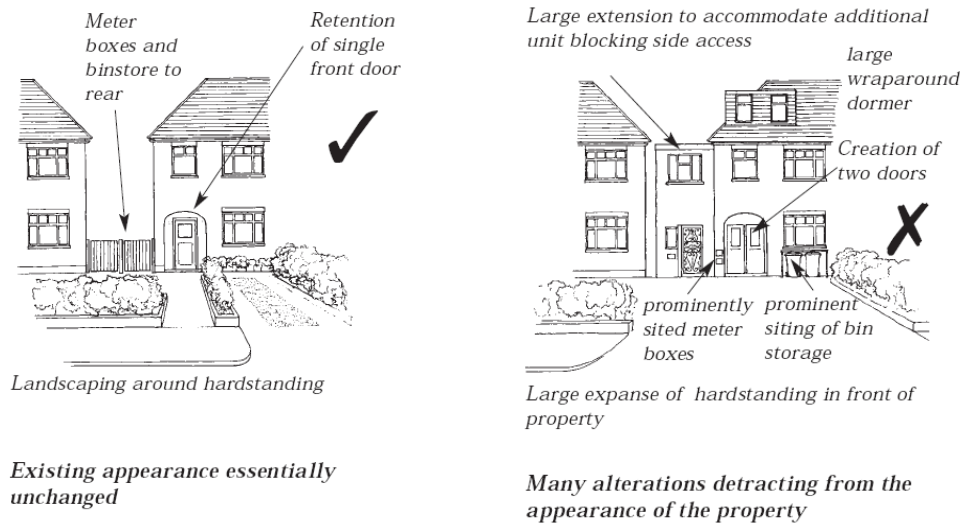


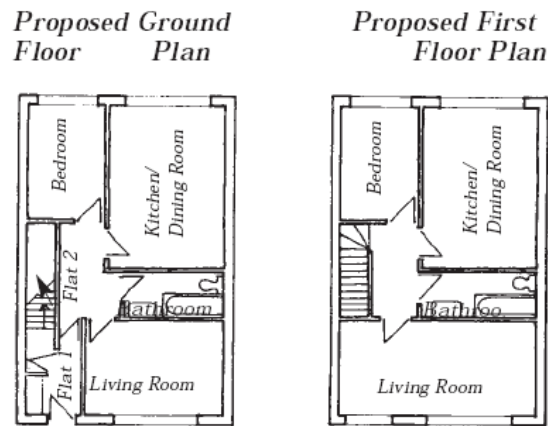
Figure 13 – Respecting Existing Appearance of Front of Properties

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 39m² (where a studio has a shower room instead of a bathroom, the floor area may be reduced from 39m² to 37m²) for any new dwelling created through a residential conversion, including studio flats.



Floor layout should ensure that Living Rooms are above one another

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.

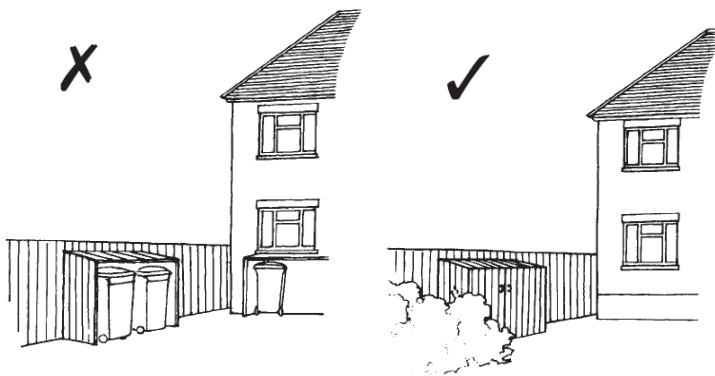


Figure 15: examples of an integration of waste and recycling storage areas

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.

Principles

- 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 From 1 October 2008 permitted development rights changed for hard surfacing of front gardens. The installation or renewal of a hard surface of more than 5 square metres of domestic garden with an impervious material requires an application for full planning consent, unless provision is made to direct run-off water from the hard surface to a permeable, or porous area or surface within the curtilage of the dwelling house. The use of permeable material would be considered permitted development.
- 16.3 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).
- 16.4 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

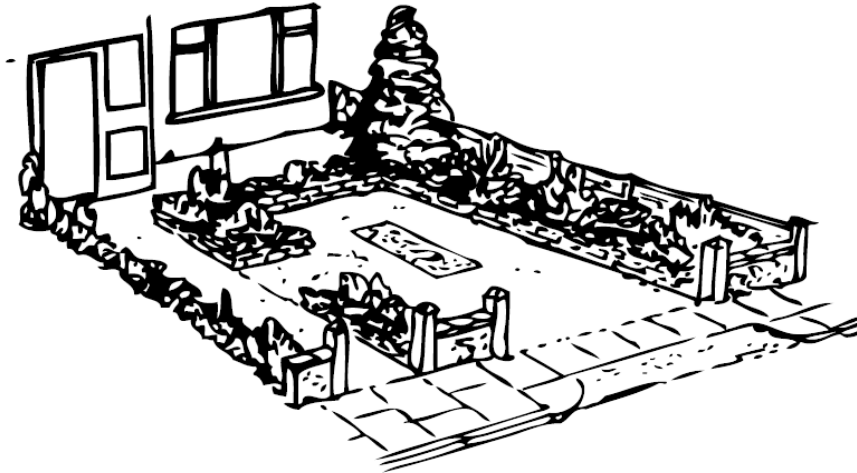
- 16.5 Gardens help to reduce the risk of flash flooding by soaking up an average of 10 litres of rainwater per minute (Royal Horticultural Society). Soft landscaping prevents water running away from gardens onto the highway. The Sustainable Design and Construction SPD (section 2.15.3) advises that new 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.
- 16.6 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

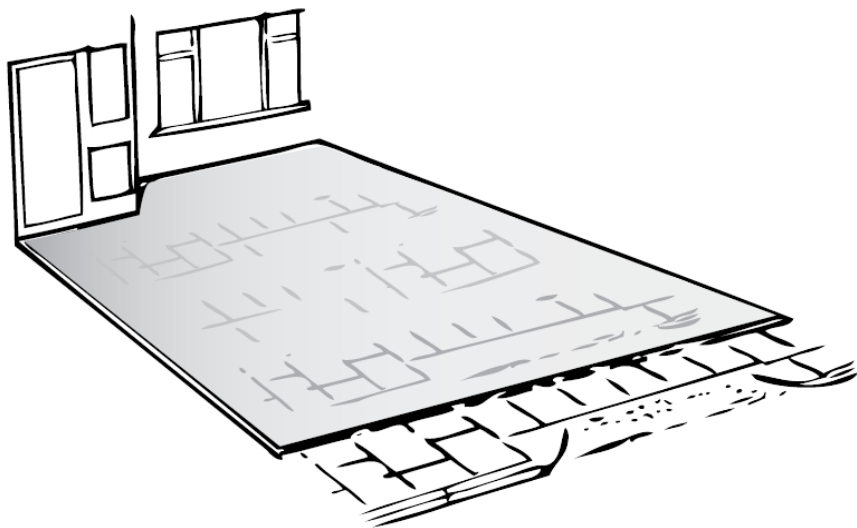
- 16.7 As shown in Figure 16 the hardstanding should maintain a balance between hard and soft landscaping and should contribute positively to the streetscene.
- the area intended for the hardstanding should be the minimum space necessary to allow a vehicle to be parked
 - a hardstanding impact can be 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

16.8 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

- 16.9 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.
- 16.10 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.
- 16.11 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.
- 16.12 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.**

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, CABI guidance can be downloaded from the CABI website: <http://www.cabi.org.uk/publications/design-and-access-statements> . Barnet's Design and Access Statement Guidance Note to assist those making planning

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 There is a wealth of evidence on the benefits of accessible woodland and high canopy cover, including improving: physical and mental health; air quality; water quality; reducing run-off; shading and cooling through evapotranspiration; as well as the more obvious benefit of improving biodiversity. Guidance on the retention and planting of

trees in new development can be found in the report *Residential Development and Trees* published by the Woodland Trust.

- 17.23 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

- 17.24 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.
- 17.25 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.
- 17.26 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

- 17.27 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

- 17.28 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.

- 17.29 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

- 17.30 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.
- 17.31 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.
- 17.32 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
Suburban¹	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
<p>Setting is defined as:</p> <p>¹Suburban – 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.</p> <p>²Urban – 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.</p> <p>³Central – 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</p> <p>Source: London Plan 2016.</p>			

Table 1.2: Outdoor Amenity Space Requirements for Barnet	
Outdoor Amenity Space Requirements for Barnet	Development Scale
<p>For Flats:</p> <ul style="list-style-type: none"> • 5 m² of space per habitable room. 	Minor, Major and Large scale
<p>For Houses:</p> <ul style="list-style-type: none"> • 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
<p>Development will not be permitted if it compromises the minimum outdoor amenity space standards.</p>	Householder
<p>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.</p> <p>Source: Sustainable Design and Construction SPD 2012, Table 2.3 and section 2.3.2</p>	

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

- *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.
- 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)
- 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 13m² (including fittings), or the dining space if it is divided from the working area by a moveable partition. Rooms exceeding 20m² 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 2016
<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
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.lscop.org.uk/newwaytoplan/travelplan.html>

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)

- 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

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

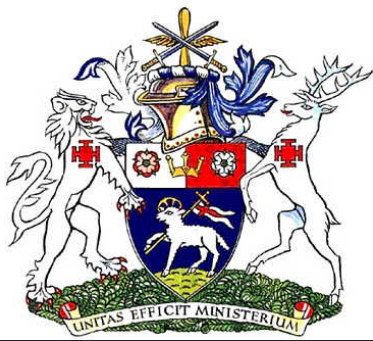
Contact details

Strategic Planning (Planning and Housing), 1255 High Road, Whetstone, London N20 0EJ

Or email: forward.planning@barnet.gov.uk

Or contact us on: 0208-359-4990

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Policy and Resources Committee

5 October 2016

Title	ICT Strategy
Report of	Director of Resources
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – ICT Strategy on a Page Appendix 2 – ICT Strategy executive summary Appendix 3 – ICT Strategy (to follow)
Officer Contact Details	Jenny Obee, Head of IT and Information Management Jenny.Obee@barnet.gov.uk ; 020 8359 4859

Summary

The Council’s ICT Strategy to 2020 is presented for information and for discussion.

In meetings of the Audit Committee and Performance and Contract Management Committee this year, as well as sessions of the Members IT Working Group and the CSG Contract Review Member Working Group, reference had been made to the ICT Strategy, with Members requesting that it be presented to Committee.

Recommendations

1. That the Committee considers the council’s ICT Strategy and notes that business cases to deliver the strategy will be presented to Committee for approval

1. WHY THIS REPORT IS NEEDED

Background

- 1.1 The ICT Strategy sets the direction of IT for the council and Members to 2020, approved by the Strategic Commissioning Board (SCB) in September 2015.
- 1.2 The ICT Strategy provides the council with a clear and concise vision for the future state of the ICT Service and Infrastructure. It underpins the Council's Corporate Plan 2015-2020; draws on the council's business strategies; and was developed through extensive consultation with Commissioning Directors, Delivery Units, CSG, Re and the Barnet Group. The Strategy also takes into account central government direction of travel, policy and IT industry innovation and best practice.
- 1.3 In meetings of the Audit Committee and Performance and Contract Management Committee this year, as well as sessions of the Members IT Working Group and the CSG Contract Review Member Working Group, reference had been made to the ICT Strategy, with Members requesting that it be presented to Committee.

The ICT Strategy

- 1.4 The ICT Strategy is summarised on a page at appendix one. The Executive Summary of the ICT Strategy is at appendix two. The key business themes to which the strategy aligns are:
 - **Reduce Demand;**
 - **Drive Down Costs;**
 - **Partnerships / Inter-Agency Working;**
 - **Improve Customer Experience;** and
 - **Enable Commissioning**
- 1.5 There are four Strategic IT Themes in the Strategy:
 - **Mobile and Flexible** – staff are mobile and less dependent on offices while remaining connected with their teams, systems and information;
 - **Integrated and Digital** – systems are integrated enabling data to be stored, shared and consumed digitally and securely, to drive reliable, consistent and efficient processes;
 - **Secure and Reliable** – a reliable and secure service that leverages existing investment, reduces duplication, and delivers what the business needs; and
 - **Partnership and Sharing** – platforms are shared and accessible through a variety of channels, enabling collaboration with residents, local businesses, partners and third parties.

Governance of the ICT Strategy

- 1.6** While a capital budget of £9.1m has been allocated to implement the strategy over its 5 year term, the authority to spend significant sums of this budget must be bid for through approval of individual business cases by Policy and Resources Committee. The first main business case will be presented to the Policy and Resources Committee on 10 January 2017 for the implementation of Unified Communications software and an Electronic Document Management system. These projects are a key enabler for the successful implementation of the Locality Strategy and the Colindale Full Business Case.
- 1.7** The IT Partnership Board oversees the implementation of the Strategy. This is chaired by the IT Director, with further membership from the Director of Resources, Head of IT and Information Management, the Enterprise or Solutions Architect, representatives from the IT Project Management Office (PMO) and the CSG Director of Operations. This group monitors the delivery of the strategy, including oversight of project initiation documents and business cases.
- 1.8** A third party, technical assurance partner has been contracted with to provide independent scrutiny of the technical aspects of the implementation of new systems under the Strategy. This partner will also provide scrutiny of the technical aspects of the implementation of the Customer Access Strategy, along with assurance of ad-hoc technical projects requested by Delivery Units. It is good practice to proactively carry out assurance on complex or high value projects, which will help to ensure that the work carried out is resilient and meets the council's requirements. A delegated powers report (DPR) has authorised assurance of up to £164,176 to be spent over the term of the strategy (up to 2020).

2. REASONS FOR RECOMMENDATIONS

- 2.1** It is important that Members are able to discuss and consider the aims and objectives of the ICT Strategy.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1** N/A

4. POST DECISION IMPLEMENTATION

- 4.1** The implementation of the Strategy will continue, with business cases being presented to Policy and Resources Committee for authority to spend significant sums of allocated capital budget.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** The ICT Strategy provides the council with a clear and concise vision for the future state of the ICT Service and Infrastructure and underpins the Council's Corporate Plan 2015-2020.

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

5.2.1 A capital budget of £9.1m has been allocated for the implementation of the ICT Strategy. The authority to spend significant sums of this budget must be bid for through approval of individual business cases by Policy and Resources Committee.

5.3 Social Value

5.3.1 N/A.

5.4 Legal and Constitutional References

5.4.1 No specific legal issues have been identified.

5.4.2 The Council's Constitution (Responsibility for Functions, Annex A) states that the Policy and Resources Committee has the following responsibility:

(1) "To be responsible for the overall strategic direction of the Council including the following specific functions/activities:

- ...
- Information Technology provision"

5.5 Risk Management

5.5.1 The Council processes, shares and holds personal data relating to employees, residents and other persons. According to Schedule 1 of the Data Protection Act 1998, personal data must be processed fairly and lawfully and appropriate technical and organisational measures must be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data. The Council will also hold sensitive personal data relating to employees, residents and other persons as defined under section 2 of the Data Protection Act 1998. The Council must take additional care when processing or sharing such information.

5.5.2 Any solution implemented as part of the ICT Strategy must therefore be in compliance with the council's data protection responsibilities.

5.6 Equalities and Diversity

5.6.1 The ICT Strategy is a strategic overarching document that does not itself have any direct Equalities implications. However, the ICT Strategy makes provision for increasingly digitalised services for customers and an increasingly digitalised way of working for Council employees. An Equality Impact Assessment regarding the impact on customers has already been carried out in relation to the Council's Customer Access Strategy. This Equality Impact Assessment will be reviewed as the Council works to deliver on the Customer Access Strategy and ICT Strategy.

5.6.2 The impact of an increasingly digitalised way of working could impact on Council employees with certain protected characteristics for example those with disabilities. The impact will be assessed when the implementation of the ICT Strategy is considered in more detail.

5.7 Consultation and Engagement

5.7.1 The Council has consulted customers during an 8 week period ending in March 2016 in relation to its Customer Access Strategy. This consultation

dealt with the impact on Equalities groups identified in the EIA referred to above.

5.8 Insight

5.8.1 N/A

6 BACKGROUND PAPERS

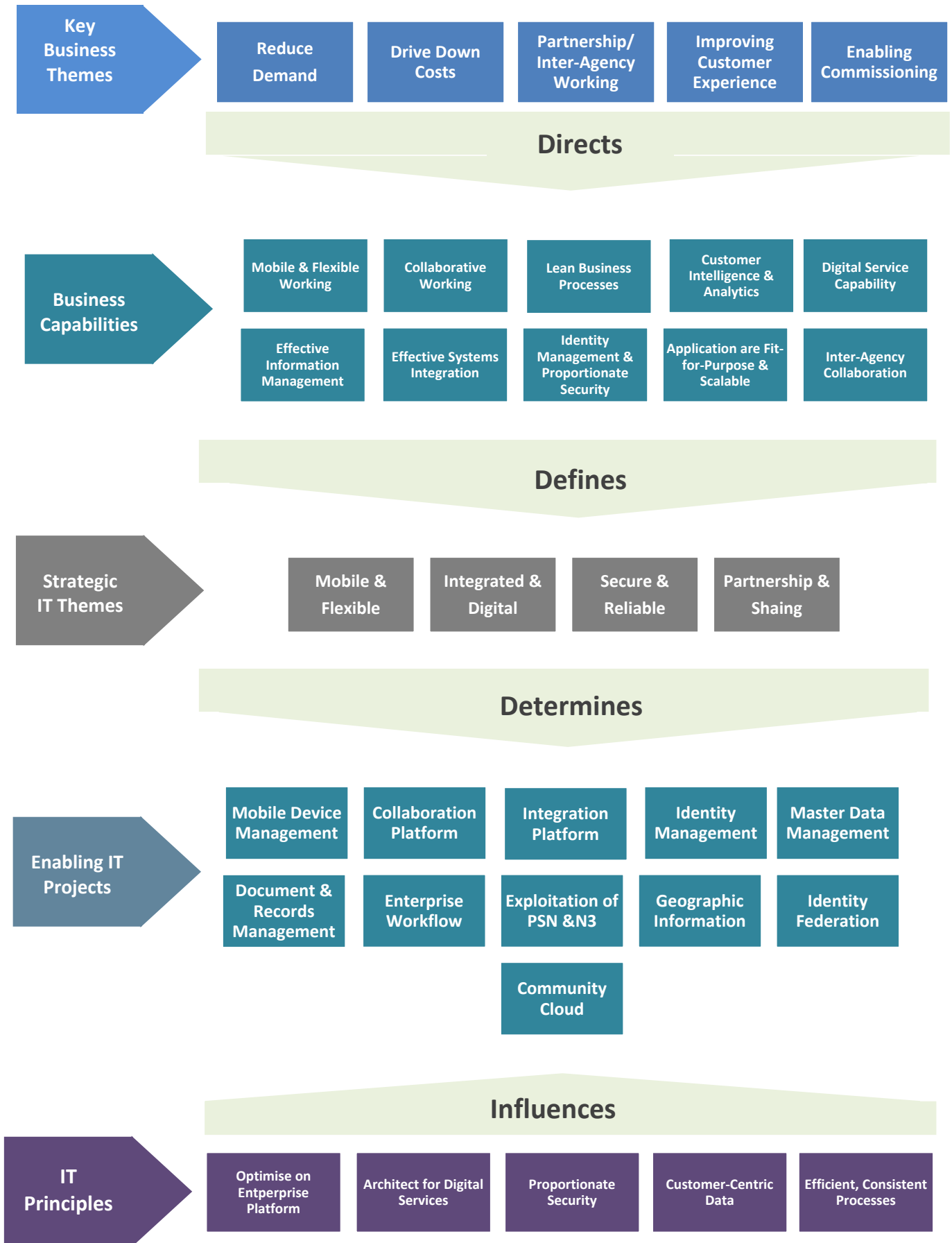
6.1 Delegated powers report, July 2016, Procurement of IT Technical Assurance Partner – Appointment of Lockheed Martin

<http://barnet.moderngov.co.uk/documents/s34009/Monthly%20Table%20List%20of%20Actions%20Taken%20Under%20Summary%20DPRs-July%202016.pdf>

6.2 [Customer Access Strategy](#)

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IT Strategy On-A-Page



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LONDON BOROUGH OF BARNET

INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY EXECUTIVE SUMMARY

“To enable Barnet residents, local businesses, Members, staff and partners to access the information and services they need securely and reliably from anywhere through any device.”

Document Reference	LBB ICT Strategy Executive Summary v1.6 Update
Owner	Jenny Obee
Version	Version 1.6
Release Date	26 September 2016

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1. Executive Summary

This Information and Communications Technology (ICT) Strategy provides the Council with a clear and concise vision for the future state of the ICT Service and Infrastructure. It underpins the Council's Corporate Plan 2015-2020; draws on the Council's business strategies and plans; and has been developed through extensive consultation with Commissioning Directors, Delivery Units, Capita, Re and Barnet Group. The Strategy also takes into account central government direction of travel, policy and IT industry innovation and best practice.

The Council faces significant challenges, and how services will be delivered and accessed in the future will change radically. The Council faces unprecedented budgetary pressures. There is a need to deliver more for less and a need for closer collaboration with partners and external agencies to deliver better outcomes. Advances in technology has fuelled an enhanced 24/7 personalised customer experience in other sectors which challenges current models of delivery.

The Council's prevailing direction is towards a commissioning and enabling model of service delivery. This requires a responsive, flexible IT environment; shared IT platforms; better use of information; and a focus on improving services to customers through smarter ways of working.

Implementation of this strategy will not only modernise how the Council functions in the short term, but provide the agility and building blocks to allow the Council to embrace the opportunities that new technologies and new models of service provision bring.

The IT Strategy will drive effective prioritisation and investment decisions. Implementation will deliver:

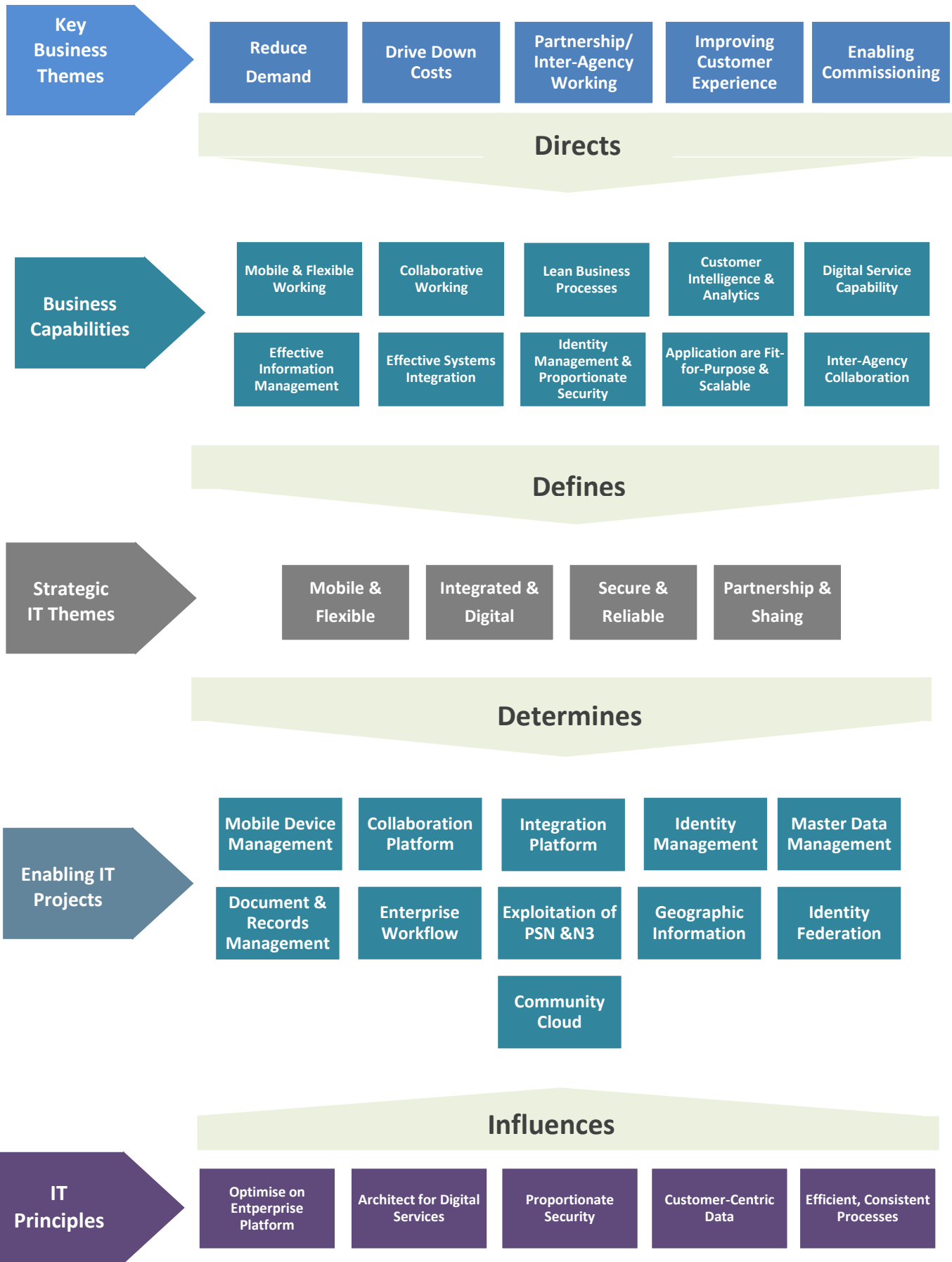
- a. A cost effective IT Service that contributes significant business value
- b. An enhanced, modern customer experience by providing the tools for digital services and a process of continuous improvement
- c. More effective inter-agency working by allowing closer collaboration
- d. Increased productivity and customer satisfaction through an empowered field-based workforce with access to the information they need
- e. Better public service outcomes through intelligence led service planning
- f. Property rationalisation savings by enabling smarter working
- g. Reduced complexity and increased efficiency for employees with a significant reduction in the number of applications utilised by the Council.
- h. A modern, intuitive, functionally rich but simplified IT user experience

Approval of this strategy will initiate:

- Development of an overarching delivery plan, taking into account priorities and dependencies.
- Business cases for each of the components, starting with the high priority delivery needs.

The following diagram illustrates how IT can contribute to business value through 4 Strategic IT Themes. From these, the key enabling projects are identified.

IT Strategy On-A-Page



2. Introduction

Purpose:

This strategy provides a view of the future IT capability, architecture and services required by the Council, aligned to current and future business needs. It is not a detailed specification of IT components, but a business-oriented document that provides the necessary contextual view to enable IT investment decisions to be aligned with the corporate direction.

The strategy is about how IT will help London Borough of Barnet to succeed in delivering its objectives. It is an integral part of the business strategy - it sets out how IT will guide the business strategy, and how IT will deliver on the business strategy.

Technology within the Council is critical to business success. Delivery units rely on technology services to enable successful outcomes. Business areas and ICT could do more to ensure that maximum benefits are being derived from current and future technologies. For this to happen, the business needs to embrace ICT within key decision making processes and the Council's major line of business systems need to be viewed more as Council strategic assets. Achieving this will require cultural and procedural changes but the potential benefits in the form of improved business efficiencies and delivery of faster outcomes should be viewed as essential.

The ICT strategy is supported by a five year implementation roadmap influenced by an assessment of business risks, priorities and the likely availability of funding and business cases.

Source:

- The Strategy underpins the Council's Corporate Plan 2015-2020;
- Delivery Unit plans and objectives
- Consultation with Commissioning Directors, Delivery Units, Capita, Re and Barnet Group
- Priorities and Spending Review 2016-2020
- Takes into account central government direction of travel, policy
- IT industry innovation and best practice.

The strategy considers external factors such as government health reforms and austerity measures which have financial and organisational impacts felt by employees, partners, service providers and the residents of Barnet. ICT services, like all other Council services, need to contribute to the savings.

This document will be updated and reissued annually to reflect the impact of ongoing strategic planning and needs assessment, with changes being fed back into ongoing ICT change programmes.

The Strategy Supports and enables:

- Information Management Strategy
- Smarter Working
- Customer Access Strategy
- ICT management and security policies

3. Business Context

London Borough of Barnet Council faces significant challenges over the next five years. All delivery units are faced with reducing budgets whilst needing to enhance the quality of service delivery. ICT can directly help by delivering a robust and flexible technology platform, and by introducing new, cost effective solutions.

ICT must provide solutions that represent value for money. Over the next five years LBB will become increasingly aligned with Central Government, Health, other third parties and outsourcing partners. This will increase the need to realise the benefits of shared services and alternative delivery models.

The key business themes to which the IT Strategy must align are:

Reduce Demand

Drive Down Costs

Partnership / Inter-Agency Working

Improve Customer Experience

Enable Commissioning

Key Business Theme 1: Reduce Demand

A significant challenge is growth in demand for services; particularly in Health and Social Care where age-related demand is set to increase dramatically. In addition to increasing volumes, there is an increase in scope of service responsibilities and statutory obligations. A prevention strategy is necessary and information systems that can facilitate this are vital.

Key Business Theme 2: Drive Down Cost

The need to reduce operational costs whilst absorbing increasing demand and improving customer service is a key challenge and one where IT can make a significant contribution.

Key Business Theme 3: Partnership / Inter-Agency Working

There is an increasing need to engage with external professional teams. This is driven by increasingly shared public service outcomes e.g. managing care choices more holistically with health. Collaboration and co-design with partners means new ways of working.

Key Business Theme 4: Improve the Customer's Experience

The Council is committed to having a strong customer focus. Customer expectations are becoming more sophisticated. Services need to be increasingly mobile, personalised, intuitive and available 24/7. By 2020, the majority of customer interactions with the Council will be digital, self-service, intuitive, and flexible and will increase customer satisfaction.

Key Business Theme 5: Enable Commissioning

Barnet's Commissioning approach drives the Corporate Strategy. We support a varied mix of providers: in-house, charities, private and joint ventures. This range of delivery models requires a flexible and collaborative approach to the design and delivery of IT services.

4. Strategic IT Themes

A number of business capabilities have been identified as key to the Council meeting its challenges and achieving its vision. These capabilities fall into four Strategic IT Themes:

Strategic IT Theme 1: Mobile and Flexible

Staff are mobile and less dependent on offices while remaining connected with their teams, systems and information.

Staff are able to work remotely and are not dependent on specific Council sites

Staff are able to collaborate with colleagues and agencies while working in the field

Access to systems and information is simple for mobile workers

Mobile devices are appropriate to the way staff work

Strategic IT Theme 1: Mobile & Flexible

The highly mobile, social, and always connected world has had a profound effect on business and increasingly local authorities. This theme will support mobile and collaborative working and interaction with customers. It will enable the deployment of new applications and tools to integrate services and content with increasingly mobile technologies.

The Council workforce will be mobilised and costs reduced with explicit use of mobile technologies, video/audio conferencing and collaboration tools.

The Strategy will harness these technologies to support smarter working; increase the number of people per allocated desk; rationalise the Council's property estate (e.g. enable the move to Colindale in 2017); reduce carbon footprint; and improve productivity.

The architecture provided under this theme will support effective collaboration both internally to reduce the feeling of isolation when working in the field and with partner agencies (see also the Partnership and Sharing theme). All services and partners will be able to share information on projects and initiatives.

Strategic IT Theme 2: Integrated and Digital

Systems are integrated enabling data to be stored, shared and consumed digitally and securely, to drive reliable, consistent and efficient processes.

Applications are fit-for-purpose and scalable

Staff are trained to make better use of applications

Better quality data to improve service delivery efficiency

Portals are intuitive for Residents, partners and staff

Effective systems integration

Lean, consistent businesses processes

Strategic IT Theme 2: Integrated and Digital

The Council is seeking through its Customer Access Strategy and the associated Customer Transformation Programme to enhance the customer experience through effective demand management. To achieve effective demand management, the Council needs to deliver excellent online services that are integrated through to the Council's internal data, systems and processes.

This theme will help the Council enhance its engagement with its customers and provide a personalised, responsive experience. It will enable residents and local businesses to find what they need in a self-service environment. A key element of this will be to reduce instances of the use of paper in Council processes to allow information to be electronically available to customers and staff.

A programme of activity will allow the Council to realise a variety of benefits:

- **Better Customer Experience** – through digital services, user satisfaction will increase.
- **Reduced cost of delivery** – streamlined processes, end-to-end integration, and automation.
- **Culture of Continuous Improvement** – embedded to drive continuous business processes improvement and ensure benefits realisation.
- **Mobile-enabled services delivery** – reduced need to return to offices to find paper-based information and carry out manual processes

Strategic IT Theme 3: Secure and Reliable

A reliable and secure service that leverages existing investment, reduces duplication, and delivers what the business needs.

Single, consistent user identity across systems

Reliable ICT that supports business continuity

Proportionate security

PSN and PCI-DSS compliance

Secure access to information for Residents and Businesses

Strategic IT Theme 3: Secure & Reliable

Changing delivery models are increasing the complexity of the security landscape. Partnerships and mobility are adding to the complexity, requiring new approaches to extend security outside of the firewall, and to provide risk intelligence and rapid response. This theme will propose a solution which is federated and scalable to achieve the necessary interoperability. Security will be applied proportionately so that users are only required to follow complex authentication procedures when they are accessing sensitive information. This theme will be delivered in partnership with the Customer Transformation Programme, which is at the centre of providing new services to residents.

This theme will also deliver rationalisation of the application estate, promoting re-use of existing investments and reducing duplication. This will also enable information to be captured, stored and maintained in fewer places leading to improved data quality and reliability.

Key benefits:

- **Keep data safe** – ensure data is protected and access only provided through appropriate layers of authentication and security
- **Remove risk** – ensure the Council is adhering to security accreditations where appropriate
- **Simplify user experience** – where appropriate through single sign-on authentication
- **Improved data quality** – leading to improved service efficiency and effectiveness

Strategic IT Theme 4: Partnership and Sharing

Platforms are shared and accessible through a variety of channels, enabling collaboration with residents, local businesses, partners and third parties.

High assurance identity management & data security

Customer communication

Inter-agency collaboration

Digital service capability

Integration with Partner agencies supports commissioning

Customer & business Intelligence & advanced analytics

Strategic IT Theme 4: Partnership & Sharing

Secure sharing of information with residents, local businesses and partners is an increasing requirement to deliver service. Partners include major organisations such as the NHS and Police as well as local charities and voluntary sector organisations.

This theme will deliver sharing and collaboration capabilities to deliver on a variety of scenarios ranging from transfer of a single document containing sensitive information through to regular, automated information streams.

Key benefits:

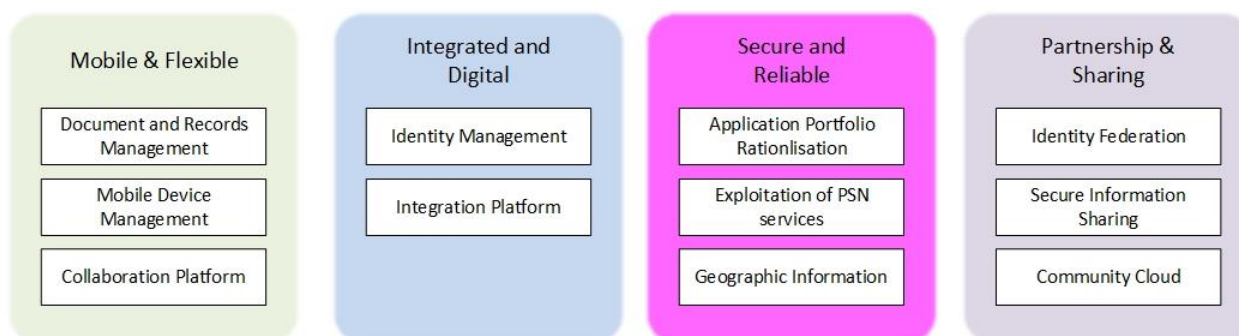
- **Reducing information security risk** – by standardising secure information exchange, confidence in sharing with partners is increased
- **Reducing manual information exchange** – increase efficiency by providing the tools to reduce the amount of manual effort, postage and other means employed to exchange information
- **Compliance with standards**– use integration to exchange information in compliance with established standards e.g. the Interoperability Toolkit (ITK) standard as adopted by NHS and local health and social care communities

5. Technical Components

In order to deliver the drivers and outcomes there are a number of specific core ICT components that need to be established either through adapting and enhancing existing applications within the LBB landscape or introducing new ones.

The intention is to implement these core components and retire other components where functions are duplicated. Economies will be achieved by having a less diverse estate and so reducing costs to maintain.

These core components are as follows:



Theme 1: Mobile and Flexible

Document and Records Management

A key enabler of the IM Strategy, document and records management enables centralisation and digitisation of previously paper-based information and provides secure, efficient access from a variety of locations. It supports paperless office and archive reduction initiatives and access to documentation for mobile workers.

Mobile device management

This component provides a robust and centralised capability to apply and manage policy for corporate and “bring your own” devices which may be required by Council staff to deliver service efficiently. It can apply the policy required to ensure security is maintained to local and Cabinet Office standards, ensure license compliance and procedures when a device is lost or stolen.

Collaboration Platform

This facilitates shared work spaces and communication, both internally and with external partners. It enables remote working with tools for document collaboration and conferencing.

Theme 2: Integrated and Digital

Identity Management

This delivers a common identity management capability with a single source for managing access, revocation, authentication and authorisation of system users. It is able to federate with other identity providers, both external and internal to provide a broader, secure reach supporting sharing information across organisational boundaries.

Integration Platform

An “Enterprise Service Bus” is capable of communicating with a broad range of systems and data sources. The integration platform provides orchestration and data mapping facilities to enable effective and automated data exchanges in both batch and near-real-time mode. This enables the Digital services architectural approach by providing consistent data provider services to a broad range of channels and consumers in a predictable, repeatable way.

Theme 3: Secure and Reliable

Application portfolio rationalisation

Application portfolio rationalisation actively seeks out IT services which are not delivering value, are a poor fit to business needs, do not comply with technology standards or are duplicating other systems’ functions. This process will drive re-use of existing investments and improve value for money from IT as well as reducing complexity for both users and the IT service.

Exploitation of PSN Services

The Public Services Network delivers a range of services which the Council should be taking advantage of. The core service allows secure communication between government bodies including DWP and NHS (via N3) and for shared services such as Brent registrars and Harrow legal. Consideration can also be given to the Digital Marketplace on G-Cloud which supplies services ideal for secure partner information sharing.

Geographic Information

The ability to store and use information with a geospatial dimension is essential to the Council to deliver services and gather Management Information. Accurate geospatial data is critical to keeping customers informed, for example advising residents of planned works in their area, as well as being essential for asset management and effectively planning and managing the Barnet environment.

Theme 4: Partnership and Sharing

Identity Federation

Linked with Identity Management (Theme 1), the ability to federate identity with external organisations is a foundation for information sharing with external parties whether they be NHS or local businesses and charities. Establishing federated trust relationships enables secure access to be provided to information while preventing the need to take on onerous administration of access management for non-Council users.

Secure Information Sharing

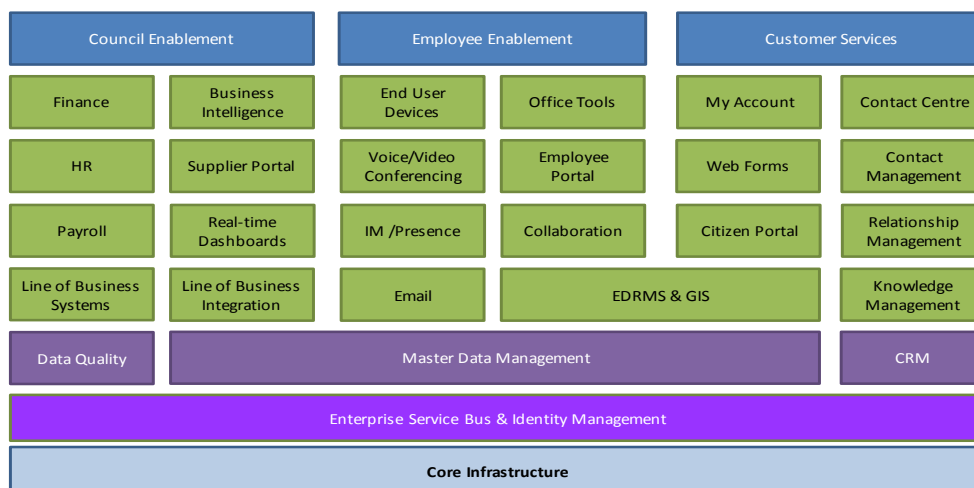
This capability will deliver the ability to share information on a number of levels and through a variety of mechanisms with external organisations and individuals. This will involve: ad-hoc document exchange through to continuous, automated information feeds; in some instances adopting the information exchange standards of other organisations; while in other circumstances setting the standards where none exist or where the Council needs to be taking a lead.

Community Cloud

This capability exploits the provision built into the ICT transformation programme whereby infrastructure is made available to host applications and services on behalf of the Barnet ecosystem and supports the Commissioning model. Where new and existing partners need the use of systems which they cannot themselves provide or are required by commission to use Council-mandated technology, the community cloud can be extended to deliver these services.

6. Proposed Architecture

The proposed future state architecture for the Council reflects how the ICT capabilities are organised to deliver the needs of the key stakeholder groups. The following diagram illustrates this:



A common set of capabilities provide the “glue” around the internal business systems and the externally facing services as consumed by users with a variety of devices. The purpose is to achieve a consistent way of delivering services and information securely to a variety of consumers while maintaining value by achieving improved economies and efficiencies. Economies are achieved by having a less diverse estate and so reducing costs to manage, a smaller skill set to maintain in support and development and reduced user training. This also leads to efficiencies by enabling a greater degree of re-use when change occurs – for instance when systems are replaced.

The capabilities may not necessarily be one single application (although the fewer the better to minimise interoperability issues), but rather a set of services specified to fulfil business requirements.

7. IT Principles

A set of IT principles will guide IT decision making. These principles provide a cultural and standards-driven steer to new and existing solutions design to ensure they deliver the business needs and outcomes required. This supports the Enterprise Architecture objective of alignment of business and IT services.

The high-level IT Principles are:



IT Principle 1: Optimise Enterprise Architecture

- Description** The direction will be towards using enterprise-wide platforms.
- Rationale** Reduce the number of business solutions providing similar functions into a common platform to remove complexity, reduce data duplication and redundancy. A shared platform approach to delivering digital services and managing data accelerates the adoption of new technologies, lowers costs and reduces duplication.
- Implications** Application review to identify opportunities to rationalise. Proactively retire legacy systems based on lifecycle and cost/benefit analysis.

IT Principle 2: Architect for Digital Services

- Description** The direction will be to architect our systems using a Service Orientated Architecture (SOA) approach and choose technology and applications that allow interoperability and integration end-to-end from the front office to the back office.
- Rationale** To deliver digital services which enhance the customer experience and deliver at a lower cost through multiple channels. A SOA approach will allow us to decouple information and data from applications and develop a common set of business functionality components. This will drive more efficient processes, reduce application portfolio and allow us to present information, from mobile applications to websites, and increased automation at the presentation layer. If done right, it will add reach and value to Council services by helping to surface the best information and making it widely available through a variety of useful formats. This also provides vendor agility by reducing lock-in and enabling individual components to be modified or replaced without knock-on effects on the rest of the IT landscape.
- Implications** Integration of Customer Platform into relevant connected systems using open integration approaches. Architectural review of the application estate to rationalise and migrate to common platforms. Replacement over time of non-compliant and monolithic legacy systems which cannot support the SOA agenda.

IT Principle 3: Proportionate Security

Description	Security measures are applied in direct proportion to the sensitivity of the data being accessed. This includes the user experience so that the need to undergo complex identity verification is limited to those processes and information accesses which demand it.
Rationale	Identity verification and user authentication processes can become onerous activities which are justified when accessing sensitive information. However, these processes can become unjustified and frustrating if the user is only accessing public domain or relatively insensitive information.
Implications	Council information classification must be comprehensive and accurate to enable the appropriate security measures to be applied. An identity management platform must be established to enable variable levels of authorisation to be conferred according to the level of sensitivity.

IT Principle 4: Data is Customer-Centric

Description	Data is created, managed, and presented through websites, mobile applications, raw data sets, and other modes of delivery, and allows customers to shape, share and consume information, as required.
Rationale	How we create information, the systems we use, and how we organise and present data, must focus on our customers' needs. Customers must also be able to trust that the council will maintain and use their data securely and in compliance with standards such as those embodied within the Data Protection Act. Putting the customer first means quality information is always accessible, current and accurate.
Implications	Develop improved customer insight to understand the customer's business needs. Make content more broadly available and accessible and present it through multiple channels on any device. Make content more accurate and understandable by maintaining plain language and content freshness standards. Encourage feedback to ensure we continually improve service delivery. Facilitate transactions that rival customer experiences when engaging with the private-sector. Customers are directly able to access and update their Council-held data and provide the appropriate consents on how it is used.

IT Principle 5: Efficient, Consistent Processes

Description	IT is to support efficient business processes and the way we work.
Rationale	IT can better deliver what the business needs by focussing on the business processes which it is required to support and enable.
Implications	The business must document its emerging requirements which are then used as the measure of success for IT transformation and change. The business must provide priorities for IT changes to ensure that there is sufficient time and resources available to deliver what is needed. Effective business relationship management is established and maintained within the IT service.

8. Current Landscape

The following are key achievements realised through the ICT transformation programme and provide a strong foundation for the implementation of the capabilities described in this ICT strategy.

- Data centres and resilience
- Replaced Email platform
- New networks
- Service improvement
- Performance & Supportability
- Replacement web sites & My Account
- Mobile Devices

The following elements evident in the current ICT landscape represent the core focus areas for the strategy to address:

Silo Application Structure

- Applications dictate business process
- Inability to integrate, collaborate

Vast number of Applications

- Duplication of systems and data; discrete information structures preventing joined-up data
- Expensive to maintain, proprietary, expensive to develop
- Need for modern productivity tools

Technical Architecture lacks Flexibility & Agility

- Information held in islands, unstructured held in thousands of documents with multiple versions of related data
- Difficult to marshal accurate and timely information to support decision making and information sharing.
- Reporting and analytics are currently underutilised, with business users often tracking data in separate spreadsheets and databases in order to report and utilise information

9. IT Governance

IT Governance will sustain direction and guidance for the development and implementation of IT for the Council. It will monitor and ensure compliance with corporate policies, standards, vision, strategy and change control procedures. An essential function must be to ensure alignment between business, transformation and IT strategies and roadmaps. It will provide guidelines on key principles and standards to be followed and make reference to industry best-practice. These will include standards across the entire enterprise: business, information & data, security, applications, technology, infrastructure.

10. People

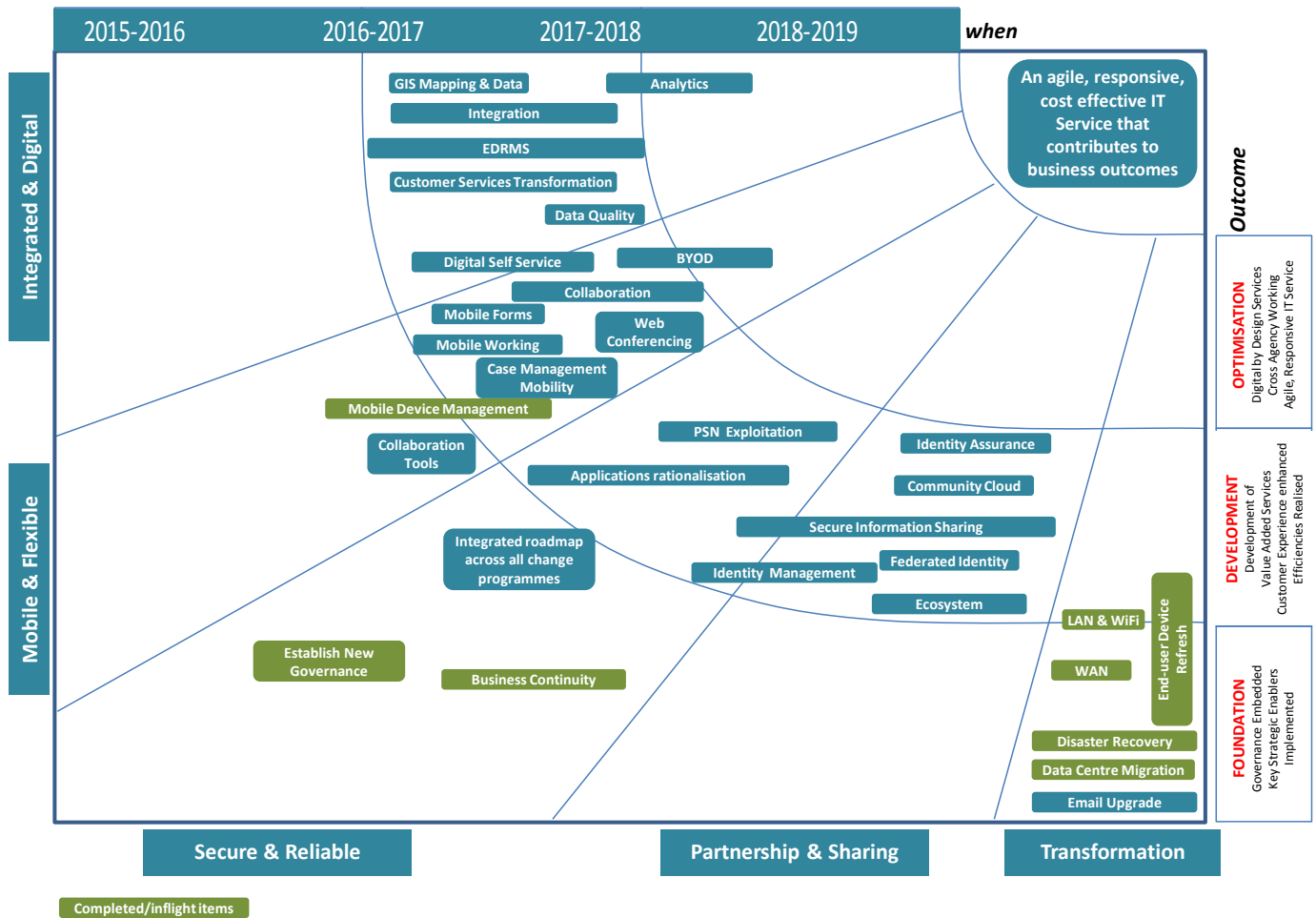
The challenge the Council faces is to improve the effectiveness of its people's contribution to public services at a time when the importance and expectation of IT is increasing. The Government's ICT Capability Strategy, (October 2011) addresses the people aspect of future Government ICT, building on the Skills Framework for Information Age (SFIA). The IT Operations Plan will provide an assessment of how it plans to leverage and develop the skills capability of its workforce.

The implementation of the IT Strategy will provide new applications with new functionality, and enable new ways of working. The transformation will only be a success if adequate training provision of staff is included in the cost models and business cases of each project. Failure to address this adequately will lead to expensive solutions delivering sub-optimal value.

11. IT Roadmap

The roadmap shows the broad timelines for the implementation of strategic platforms and capabilities including the internal steps which will make up their projects including:

- Requirements/Proof of Concept
- Product selection
- Design and Build
- Testing and Training
- Rollout



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	<p align="center">Policy and Resources Committee 5 October 2016</p>
<p align="right">Title</p>	<p>Policy and Resources Committee Work Programme</p>
<p align="right">Report of</p>	<p>Interim Chief Executive</p>
<p align="right">Wards</p>	<p>All</p>
<p align="right">Status</p>	<p>Public</p>
<p align="right">Enclosures</p>	<p>Committee Work Programme: September 2016</p>
<p align="right">Officer Contact Details</p>	<p>Kirstin Lambert: kirstin.lambert@barnet.gov.uk 020 8359 2177</p>

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 Work Programme
(September)
October 2016 - June 2017**

Contact: Kirstin Lambert; 02083592177 kirstin.lambert@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
5 October 2016			
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.	Interim Chief Operating Officer	Non-key
Customer Transformation Programme	This report seeks approval for the establishment of a programme of work to implement the recommendations of the Customer Access Strategy (CAS).	Director of Strategy, Innovation and Customer Services	Key
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 considered for adoption following consultation.	Commissioning Director, Growth and Development	Non-key
IT Strategy	To note the council's IT Strategy 2015-2020.		Non-key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Business Planning - Efficiency Plan Submission	To approve the 'Efficiency Plan' for submission to the Department for Communities and Local Government (DCLG)	Director of Resources (Deputy Section 151 Officer)	Non-key
Business Planning - Virements	To approve virements to and from the contingency fund	Director of Resources (Deputy Section 151 Officer)	Non-key
1 December 2016			
Business Planning	To approve the Business Planning priorities for the period 2016/17 to 2019/20.	Director of Resources (Deputy Section 151 Officer), Interim Chief Operating Officer	Non-key
Annual Procurement Forward Plan [APFP] 2017/2018	Approve the Annual Procurement Forward Plan 2017-18.	Interim Chief Operating Officer	Key
Corporate Enforcement and Prosecution Policy	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

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
Diving Feasibility Study (Barnet Copthall Leisure Centre)	A feasibility study reviewing the inclusion of diving in the facility mix at the redeveloped Copthall Leisure Centre.	Commissioning Director (Adults and Health)	Key
Disabled Persons Freedom Pass Review	To receive the outcomes from the consultation, proposed appeals procedure and a progress update on the introduction of the revised criteria.	Commissioning Director Environment	Key
Golders Green Station Draft Planning Brief	A framework for the redevelopment of land at Golders Green Station.	Commissioning Director, Growth and Development	Non-key
10 January 2017			
The Way we Work programme: Full Business Case for electronic document management, Office 365 and Unified Communication Solutions	Approval of the full business case to implement a new approach to EDM, Office 365 and UC using allocated capital budget.		Non-key
23 February 2017			

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
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.	Director of Resources (Deputy Section 151 Officer), Interim Chief Operating Officer	Non-key
North London Waste Plan (Reg 19 stage)	To approve the North London Waste Plan (NLWP) for public consultation.	Commissioning Director, Growth and Development	Non-key
Golders Green Station Planning Brief - adoption	To approve the planning brief following consultation.	Commissioning Director, Growth and Development	Non-key
21 March 2017			
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
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
The Barnet Group (TBG) Business Plan	To approve the budget and business plan of the Barnet Group Ltd.	Interim Chief Operating Officer	Non-key

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
16 May 2017 27 June 2017			
The Local Plan	To approve Barnet's Local Plan for consultation.	Commissioning Director, Growth and Development	Key
Items to be allocated			
Affordable Housing Supplementary Planning Document - Adoption	To adopt the Supplementary Planning Document for Affordable Housing.	Commissioning Director, Growth and Development	Key
Green Infrastructure Supplementary Planning Document - Adoption	To adopt the Supplementary Planning Document for Green Infrastructure.	Commissioning Director, Growth and Development	Key