

Ref.		Section	Comments	Council's Response
1	Finchley Society	General comment	It is important that developers should offset the costs imposed on the community by their developments, and (together with the Community Infrastructure Levy, Section 106 agreements are a valuable means of ensuring that they do. Securing the provision of affordable housing in the borough is high on the Finchley Society's priorities, as is keeping employment in the borough and preventing it from becoming a mere dormitory suburb. We therefore welcome in particular the section of the Draft SPD entitled 'Addressing Loss of Employment Space' and the Council's attempts to limit the adverse effects of the Government's recent changes to the General Permitted Development Order. We believe that the provision of premises for businesses to start up and thrive in the borough is probably the best way of keeping it economically vibrant, and therefore support particularly paragraphs 2.17 to 2.19 of the draft.	We welcome this support from the Finchley Society
2	Finchley Society	Section 2	<p>We are a little less certain about the Local Employment Agreements. It seems to us that they are complex to negotiate, and even more to monitor, and we wonder what effective sanctions the Council will have if the developer (or anyone to whom a development is sold on) fails to comply.</p> <p>We do also have some doubts about the preference given to local residents. Barnet is not an island, some developments are close to the borders of other London boroughs or of Hertfordshire, and people - especially young people - are very mobile nowadays, changing their place of residence within Greater London.</p>	<p>Our aim with Local Employment Agreements is to make them practical yet flexible mechanisms capable of equipping local people to benefit from the employment opportunities arising from Barnet's growth. Making a LEA a legal obligation provides greater certainty about delivery of such opportunities. It enables the Council to enforce the LEA.</p> <p>The LEA forms part of the S106 connected to a planning consent for a development. Therefore if the development is sold on the new owner is faced with the same legal obligations.</p> <p>The SPD is a practical and realistic document. It does not expect every new job in Barnet to be filled by a local resident. Its focus is on planning the opportunities for new jobs, enabling the</p>

				Council and its partners to equip those people who live in the most deprived parts of the Borough with the appropriate skills to have an opportunity to share in Barnet's success.
3	St George Central	<p>Paras 2.1 – 2.3</p> <p>Para 1.16</p>	<p>a) The requirement to enter into a Local Employment Agreement is broadly acceptable.</p> <p>b) The nature of long term regeneration projects such as Beaufort Park is that the end commercial users are not known when the S106 is signed as the market and demand changes. Reflecting this, we also maintain flexibility on the use class so that at the time the commercial space is delivered it can respond to current demand. This helps to avoid vacant commercial units.</p> <p>c) It is therefore not possible to predict employment accurately when the S106 is signed. This is a concern if the LEA becomes a legal obligation.</p>	<p>a) We welcome this support from St George Central</p> <p>b) We do recognise that end users will not always be known when the S106 is signed. The SPD highlights at para 2.3 that the LEA will set out requirements to ensure regular information sharing from the date the development starts. We consider that this can reflect market change and ensure flexibility within the LEA.</p> <p>c) We have revised para 2.4 to reflect that information on end-use jobs should be provided as soon as an occupier is identified for each phase.</p>
4	St George Central	Para 2.4 bullet 3	<p>a) In our experience of working within the borough for a number of years on a large regeneration project, it is not possible to achieve 20% local employment, let alone the new target of 30%.</p> <p>b) In practice we find that 5% is nearer the achievable figure, primarily because of the nature of the London labour market and accessibility. Where most people do not work in the borough that they live in.</p>	<p>a) The SPD does not support a specific local labour target for end-use jobs as these are best negotiated on a case by case basis. Through a strong partnership approach with developers who are pro-active jobs generators higher levels of local employment can be delivered.</p> <p>b) As highlighted in para 1.3 with 3 out of 4 jobs in the Borough filled by residents Barnet's economy is fairly self-contained. High levels of local employment can be delivered as demonstrated with the regeneration of Grahame Park where local employment has reached 50% at its peak. We consider that</p>

			<p>c) Is there evidence to suggest that this target is achievable and indeed is being achieved within Barnet.</p>	<p>LEAs will provide the flexibility to make adjustments to such agreed targets when local labour is not available despite the best efforts of the developer to attract local residents.</p> <p>c) We consider that this is achievable. The Council commissioned the Middlesex University Centre for Enterprise and Economic Development Research (CEEDR) to produce options for an Economic Strategy (Entrepreneurial Barnet). CEEDR have provided an analysis of Barnet's labour market including a focus on those groups who suffer labour market disadvantage. Barnet's Economic Strategy will provide a basis for negotiating local labour targets.</p>
5	St George Central	Para 2.4 bullet 5	<p>a) The overriding concern is the number of job ready candidates.</p> <p>b) At Beaufort Park, despite working closely with the council, colleges and other agencies there are not sufficient local candidates to fill vacancies in construction and the development.</p>	<p>a) The SPD has been revised at para 2.4 bullet 3 which states that where there are skills gaps or a lack of work ready candidates we will accept other forms of support.</p> <p>b) CEEDR have identified a resurgent construction sector in the Borough focused on regeneration schemes in the A5 Corridor. The construction sector is forecast to be an important expanding job growth sector in Barnet over the next decade and it is important that major contractors are encouraged to look to local employees and subcontractors through local labour agreements. Given this resurgence and the problems experienced in filling construction vacancies with local candidates at Beaufort Park it is imperative that we equip local</p>

			<p>c) To increase local labour we need a larger pool of job ready candidates.</p> <p>d) There should be greater focus on the provision of job coaches to improve basic employability of candidates</p>	<p>residents with the skills to access these jobs. We recognise the need for flexibility in LEAs when local labour is not available despite the best efforts of the developer to attract local residents.</p> <p>c) The LEA can address this as it recognises the importance of support and investment in apprenticeships and work experience.</p> <p>d) Although no specific reference is made to provision of job coaches in the SPD they are recognised as a means of getting candidates job ready.</p>
6	St George Central	Para 2.4 bullet 7	<p>a) If skills training and employment initiatives are to be approved in advance by the council this will add a time delay.</p> <p>b) Developers are better placed to ensure that initiatives meet the needs of the development, contractors and local people.</p> <p>c) The skills gap is often so vast that you can not expect candidates to be ready to be enlisted onto an accredited course: they may need to start lower in order to build this</p>	<p>a) The SPD has been revised at para 2.4 bullet 4 and states that we will work closely with developers to ensure such plans are approved expeditiously. Alignment with the Economic Strategy (Entrepreneurial Barnet) and Jobs Brokerage Programmes should ensure that there are no delays with Council approval.</p> <p>b) We consider that through working in partnership with developers and contractors, utilising mechanisms such as LEAs we are in a much better position to ensure that the benefits of growth are shared with local people.</p> <p>c) The nature of skills gaps will be reflected in negotiations of local labour targets as well as through the monitoring of LEAs. Identifying</p>

			<p>standard.</p> <p>d) The focus should be on improving the quality of life and employability of the candidates rather than headline targets which often will be a short term fix without a long term benefit.</p>	<p>ways of filling these gaps can be addressed through the Council's Economic Strategy (Entrepreneurial Barnet).</p> <p>d) This is an outcome focused approach in line with Government policy. The SPD has a clear objective (see para 1.9) of equipping residents with the skills to access the projected 21,000 jobs that regeneration will deliver in Barnet in the next 20 years. Our focus is therefore on improving employability over a significant period of growth. It is not a short term fix.</p>
7	St George Central	Paras 2.20-2.22	<p>a) The council should be mindful when considering legal agreements to encourage affordable and flexible floorspace.</p> <p>b) From our experience there is not a great level of demand as many retailers for instance wish to be located on a high street and do not want to be located in larger regeneration schemes such as Beaufort Park.</p> <p>c) Similarly for office accommodation, car parking is often a factor that limits the attractiveness of modern developments to smaller businesses.</p>	<p>a) Within mixed use development that replaces employment space the SPD encourages improvements in accommodation quality and format that are capable of creating affordable and flexible workspaces. Any use of S106 contributions to ensure provision of affordable retail units or workspace will be in accordance with NPPF (paras 203 to 205).</p> <p>b) It is recognised that most retailers will want a unit in a town centre location</p> <p>c) As highlighted by CEEDR development areas as well as town centres can provide attractive locations for affordable workspace and incubator units for small businesses. Levels of PTAL have increased in development areas as regeneration has progressed. This has added to their attractiveness as business locations.</p>

			d) Is there evidence to suggest that there are businesses in demand of the space?	<p>d) CEEDRs work for Barnet highlights the importance of affordable, accessible and flexible space to support business start-ups, small business development and the growth of home-based businesses.</p> <p>As of July 2014 there had been 123 Prior Approval applications in Barnet since the change to the permitted development right to allow change of use from offices (B1(a)) to residential (C3) Early indications show a restructuring of the local office market with small to medium enterprises being displaced from office premises that have Prior Approval for conversion to residential. In these changing circumstances there will remain a demand for affordable, accessible and flexible space.</p>
8	St George Central	Appendix B	Residents output for developments are calculated using a generic HCA calculator which is applicable nationwide and therefore does not reflect Barnet's circumstances. A Barnet specific output table should be produced to accurately reflect the needs of the area.	We consider the use of a tried and tested national standard for developers and contractors to be the most practical approach for calculating resident outputs.
9	Hammerson plc	Section 2	Real need (in line with government guidelines) to consider a regional approach to skills, employment, enterprise and training. At the very least, a partnership with surrounding boroughs and a sharing/trading of targets but ideally a partnership agreement across boroughs. This would help to overcome some of the fragmentation in construction resulting in short term contracts rather than sustainable opportunities	This SPD forms an important first step to future partnership working
10	Hammerson plc	Para 2.4 bullet 2	Notification of job vacancies: 10 days ring fencing for Barnet residents will not always be realistic. For example, in construction many opportunities start the following week or are more suitable	We do recognise that in practice for some particular vacancies this will not always be practicable and have revised para 2.4 to reflect

			for agencies	this. This can also be addressed through the wording of the LEA.
11	Hammerson plc	Para 2.4 bullet 3	Local labour target: <i>developer should agree that 30% of construction vacancies are filled by local residents.</i> See point 1, a joined up approach is needed here. Barnet would then get access to more and a greater variety of positions from other boroughs.	<p>The SPD is a practical and realistic document. It does not expect every new job in Barnet to be filled by a local resident. Its focus is on planning the opportunities for new jobs, enabling the Council and its partners to equip those people who live in the most deprived parts of the Borough with the appropriate skills to have an opportunity to share in Barnet's success.</p> <p>We also recognise the benefits of working in partnership with neighbouring boroughs to share the success of sub-regional growth.</p>
12	Hammerson plc	Para 2.4 bullet 5	Apprenticeships and work experience: A shared system needs to be developed here (with other boroughs). Focus on sustainability rather than just new roles. Many contracts will be short term, requiring specialist skills. A shared system with other boroughs could place apprentices between projects, therefore maximising the number and sustaining more positions. Consider the cost of co-ordinating this function.	As highlighted above we recognise the benefits of partnership working across borough boundaries. We will work with other boroughs to explore alternative models such as apprenticeship training agencies
13	Hammerson plc	Para 2.4 bullet 5	Cost: There is a current mismatch between government funding for apprenticeships and the construction industry. The requirement for an employer to contribute towards the training costs of over 19's, health & safety requirements and a high number of SME's in the industry all create a significant challenge. Consider incorporating a budget to offset the employer's contribution within developments (ask the developer).	While we recognise the costs involved there is an anticipation that developers and the construction industry will invest in its future workforce. The developer is responsible for ensuring compliance by contractors and sub-contractors with the LEA. The Department for Business Innovation and Skills paper – UK Construction: an economic analysis of the sector (July 2013) states that the proportion of employees engaged in construction contracting with a degree, or equivalent qualification has almost doubled over the last decade. The sector continues to run a trade surplus in

				construction contracting as well as in some professional services such as architecture and quantity surveying. The Industry Strategy for Construction 2025 (July 2013) sets out in detail the policies and actions that the Government and industry are jointly putting in place to address these issues.
14	Hammerson plc	Paras 2.6 & 2.7	Provision: Ask developers to generate a skills forecast for their project and include details of shortages. This is an opportunity to develop local provision and create opportunities for local people	This is a welcome suggestion. Text at para 2.4 has been amended to make reference to a skills forecast
15	Hammerson plc	Paras 2.17 to 2.19	Enterprise: Ensure there is provision to support local people start enterprises or understand self-employment	In developing the Economic Strategy (Entrepreneurial Barnet) the Council has considered how it will help support the business community. The work by CEEDR underpins this approach and highlights a number of options for providing support including a local business hub which can provide the skills base to nurture key growth sector start-ups and early stage growth oriented businesses through the troublesome first few years where there are particularly high business failure rates. Financial contributions raised through the SPD are linked to specific employment, skills, training and enterprise support and initiatives highlighted in the Economic Strategy.
16	Hammerson plc	General	One stop shop: Facilitate and name a point of contact to assist developers/contractors meet targets	This is a welcome suggestion. One Stop Shop ideas are being explored for key employment sectors.
17	Highways Agency	General	We have reviewed the consultation document and do not have any comment to make.	n/a
18	Canal & River Trust London,	General	We have reviewed the consultation and do not have any comment at this time.	n/a

19	Natural England	General	Natural England does not consider that this Delivering Skills, Employment, Enterprise and Training SPD poses any likely or significant risk to those features of the natural environment ¹ for which we would otherwise provide a more detailed consultation response and so does not wish to make specific comment on the details of this consultation.	n/a
20	Transport for London	General	<p>Although the draft SPD does not specifically cover transport, it does cover 'Supporting Barnet's Residents in Accessing Work'.</p> <p>I acknowledge that 'accessing' in this instance means 'job availability'. However, for clarity, it may be helpful in the policy context section to include a paragraph explaining the definition of 'access' as used in the draft SPD, and to differentiate from transport 'access'. The latter of course is equally important in providing job opportunities for Barnet residents. In particular, buses allow access to job opportunities for people without a car, which is especially (and increasingly) important for young people. As such, securing funding for improvements to bus services through S106 agreements may be equally appropriate, so you could consider including a short section on this in the SPD and/or cross refer to the relevant policies in other policy documents.</p>	We recognise that good public transport access is an important factor in accessing work. Contributions to improving such public transport access are addressed through Barnet's CIL charge which was introduced in May 2013.
21	Brent Cross Cricklewood Development Partners	General	<p>Planning Permission Ref (C/17559/08) for the comprehensive redevelopment of the Brent Cross Cricklewood Regeneration Area (BXC) was granted in Oct. 2010. A resolution to grant permission Ref No. F/04687/13 was obtained in Jan. 2014 for a Section 73 (S73) application to develop land without complying with conditions attached to permission Ref No. C/17559/08. The S73 Application does not seek to alter the fundamental principles of the BXC Development, and will result in the creation of over 25,000 jobs in and around a new town centre spanning across the A406.</p> <p>The DPs share LBB's desire to maximise the benefits of development for local people and are committed to producing an Employment and Skills Action Plan (incorporating a Skills</p>	We welcome this support from the BXC Partners

			Development Method Statement) in line with Condition 10.1 attached to the planning permission. This Action Plan will cover most of the issues that the Draft SPD envisages as being included within an LEA.	
23	Brent Cross Cricklewood Development Partners	Table 1 and para 2.2	<p>These interventions in employment and skills work best when all parties are committed and obligations are passed through supply chains and we have a number of concerns about the practicality of some of the measures and requirements proposed in the Draft SPD.</p> <p>Firstly, we are concerned that the minimum threshold for producing an LEA based on the number of Full Time Equivalent (FTE) jobs is very low. The Draft SPD states that any scheme that will create 20 FTE jobs would be required to produce a LEA. Applying the criteria in the Homes and Communities Agency (HCA) Employment Densities Guide 2010, the industry standard, a development creating 20 FTE jobs could be as small as 200m2 of commercial space. This seems unnecessarily onerous and is inconsistent with the alternative definition in Table 1 of the Draft SPD which sets the minimum threshold for preparing a LEA at 1,000m2.</p>	<p>We do not consider it onerous to link LEAs with employment generating development.</p> <p>According to Barnet's Economic Strategy (Entrepreneurial Barnet) the Borough is home to a small business economy. By March 2013, Barnet (89.7%) had a higher proportion of micro businesses (0-9 employees) than Greater London (84.8%) and England (82.9%) and a smaller proportion of businesses with 20 or more employees (4.8%) than in London as a whole (7.7%) and England (8.9%).</p> <p>A development generating 20 FTE is therefore significant in Barnet.</p> <p>Table 1 highlights that any non-residential development generating 20 or more FTE jobs for its end use should be subject to a LEA.</p> <p>Table 1 has been amended to ensure consistency with para 2.1</p>
24	Brent Cross Cricklewood Development Partners	Para 2.1	The Draft SPD states that an LEA sets out the skills, employment and training opportunities to be delivered from development and must include all employment opportunities generated by construction as well as the end use. The LEA is identified as being a legal obligation in which the developer is expected to set out their approach to a number of measures, such as forecasting of job opportunities; notification of job vacancies; and local labour	We do recognise that end users will not always be known when the S106 is signed. The SPD highlights at para 2.3 that the LEA will set out requirements to ensure regular information sharing from the date the development starts. We consider that this can reflect market change and ensure flexibility within the LEA.

			target. However, we do not consider that it will be possible to achieve the Draft SPD's ambitions for end-use occupiers to be identified in the LEA.	We have revised para 2.4 to reflect that information on end-use jobs should be provided as soon as an occupier is identified for each phase.
25	Brent Cross Cricklewood Development Partners	Para 2.6 bullet 1	<p>Whilst we share the Council's ambition of involving occupiers in employment and training activities, the measures identified in the LEA, such as the local labour target of 30%, cannot be imposed on occupiers. More practically, in terms of forecasting job opportunities, the end-use occupiers may not be known far enough in advance and even if they are, they may not know what their recruitment needs will be. Also, providing data six month in advance of each phase of development may delay the commencement of development.</p> <p>We would therefore prefer for the Draft SPD to set out policies and mechanisms for encouraging the engagement of contractors and occupiers rather than identifying developer requirements that are impractical and/or those that cannot be imposed by landlords on tenants.</p>	<p>The SPD does not impose a 30% labour target for end use occupiers. As stated above we have amended para 2.4 with regard to end-use job opportunities.</p> <p>It is not the role of this SPD to go into the detail concerning engagement of contractors and occupiers. This is a role best addressed by the developer.</p>
26	Brent Cross Cricklewood Development Partners	Paras 2.5, 2.6 & 2.7	<p>In terms of construction employment, we support the Council's focus on contractors and their requirements.</p> <p>However, we are concerned about some of the detail. Firstly, we think schemes would benefit from more flexibility on Workplace Coordinators (WPCs). The need for a WPC will be based on the scale of opportunities, not necessarily the scale of development and there may be cases when other arrangements are more appropriate than a WPC. Wording that reflects such flexibility would be welcome. In addition, Government guidance (National Apprenticeship Service – <i>Working Together to Boost Local Construction Apprenticeships</i>) suggests that Councils should not seek to limit construction apprenticeships to their local authority areas as this can be unsustainable and encourages flexibility on</p>	<p>We welcome this support from BXC partners</p> <p>The need for the LEA to be proportional to scale and type of development is reflected at para 2.6. We agree that the requirement for a WPC should also be related to the scale of opportunities. The text at para 2.5 has therefore been revised.</p>

			the part of local authorities.	
27	Brent Cross Cricklewood Development Partners	Para 2.6 bullet 2	Furthermore, we are of the opinion that there should be greater flexibility on advertising vacancies. An exclusivity period is fine in principle, however there will be times when recruitment needs are more urgent and the wording of the Draft SPD needs to allow for flexibility to reflect that.	We do recognise that in practice for some particular vacancies this will not always be practicable. Para 2.4 has been revised to reflect that subject to prior approval for exemption there can be flexibility on advertising vacancies for specific recruitment needs.
28	Brent Cross Cricklewood Development Partners	Para 2.6 bullet 6	Also, we are concerned that the supply chain requirement for two Barnet companies to be on tender lists may not be achievable in every case, particularly given the need for relevant experience and the fact that international and national companies are generally required for medium and large scale developments. Again, flexibility should be built into the policy wording.	The SPD asks developers to consider use of local suppliers. We do recognise that in practice this will not always be possible. Again this can be addressed through the wording of the LEA.
29	Brent Cross Cricklewood Development Partners	Appendix C	Finally, a pro-forma for projected construction requirement and training requirements is set out at Appendix C. There is some information required within the pro-forma which we consider will be difficult if not impossible to obtain, for example, the contractors are unlikely to know the number and type of vacancies and apprenticeships they will need at this early stage in the process. As such, the pro-forma should be revised.	The pro-forma at Appendix C is aimed at small scale development. For large scale developments a more individual approach is appropriate. Para 2.6 has been revised to clarify this.