

# London Borough of Barnet Locality Strategy

Version 1.0  
June 2016

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## 1. Executive Summary

### 1.1 Our Vision

Our vision for the way we work in 2018 is to **“work with our partners in the heart of our communities to serve our residents and support our members & staff”**.

By 2018 our services will be centred on the needs of our residents as we deliver targeted face to face support with our partners based on the needs of each community, while also providing more effective online access to information and services.

We will be closer to our residents and business, with staff based at new purpose built offices in the heart of the regeneration area of Colindale by 2018, but working amongst all our communities, providing local access to services. Working in this way will make efficient use of our buildings, and deliver a more personalised service to residents. And we will continue to challenge ourselves to explore how we can do things differently and better, finding the right provider to deliver good value, quality local services that meet residents' needs.

Members will continue to be supported by front line officers, who work closer to the communities that they serve. Through better use of technology, training and equipment Members will have access to the systems and information they need, wherever they are in the borough.

Hendon Town Hall will continue to be the democratic heart of the borough, used by both elected members and council officers to carry out our duties.

Colindale offices will be our main office base, but we will be able to work in variety of settings in order to be closer to the residents that they support and to work securely, safely and effectively. For many staff, this will mean less need to come in to the office.

Staff will be supported through better technology, training and equipment. That means whether they work from a team area, hot desk, home or in a client's home, officers will have access to the systems and information they need. Those that need to use cars will be able to, but we will reduce use of cars by making other forms of transport more appealing.

The Council's Locality Strategy is one of a number of core enablers to achieve this vision, alongside our planned changes to how we deliver services, move to new offices in Colindale, transformation of our face to face customer service model, and further adoption of smarter working practices. It has been developed to enable officers and members to decide where staff should be located across the borough to support the delivery of this vision. Specifically it has been developed:

**“to ensure our staff are based in the most appropriate locations across the borough to allow them to work securely, safely and effectively, close to the residents they serve.”**

### 1.2 Objectives

The 'locality offices' identified through this strategy must:

1. **Put the Customer at the centre:** in suitable locations in our communities, within a short distance of the customers we serve.

2. **Ensure that service requirements are met & staff preferences considered:** be sufficient and suitable for all the Council's 2,466 staff<sup>1</sup> as well as our partners where possible, considering the new Colindale offices and additional premises.
3. **Aligns with Smarter Working:** aligns with agile/flexible working arrangements by providing choice over where we work while we reduce the costs of our estate.

### 1.3 Approach

This strategy has been developed through the following steps:

- i. **Review of customer needs** through mapping of demand 'hotspots' where there is the greatest level of demand for some of the Council's highest volume services.
- ii. **Review of possible buildings** to identify those that could be adapted for staff to work from, and, where appropriate meet their clients (*called 'locality buildings' from now on in this report*), including consideration of assets owned by our partners such as DWP, CCG and local NHS Trusts.
- iii. **Review of service preferences** through consultation with senior officers in all parts of the Council to identify those services that are best delivered from within communities, and not from central, corporate offices (*called 'locality working' from now on in this report*). Representatives from the Department for Work & Pensions (DWP) and Barnet's Clinical Commissioning Group (CCG) were also approached to identify their preferences.
- iv. **Assessment of different options**, considering increasing degrees of locality working and the costs and changes involved.

### 1.4 Dependencies

This strategy is both important in its own right to meet the objectives set out above, and is also a key enabler of a number of different strategic priorities for the Council:

- **Transforming our customer service;** providing locality buildings for our staff to work from impacts on where and how we meet face to face with our customers to resolve their enquiries. The proposals must support the Council's Customer Access Strategy which seeks to make online the default choice where appropriate and to meet our customers face to face only where this will more efficiently and effectively meet needs. The recommended face to face provision for locality buildings, for the new Colindale Offices and for the Burnt Oak library and customer service centre has been informed by this strategy.
- **Developing new offices in Colindale:** the recommended use of locality buildings and resulting face to face provision informs the layout and usage of the new offices at Colindale. This has been considered within the Full Business Case for this development.
- **Barnet's Future Library Service:** The Council has recently decided to implement a new model for its Library Service which maintains the current network of 14 libraries by utilising technology to increase access and convenience to its libraries on a reduced budget envelope plan. This new model includes reducing the amount of space used by the library service in order to maximise the income generated through commercial or community use of library buildings and co-locating with other public services. Through the Locality Strategy, it is proposed that minor elements of this newly available space is considered for locality

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<sup>1</sup> The Council's staff numbers is in full time equivalents (FTEs), includes key strategic partners, such as CSG, Re, Barnet Group and Barnet CCG, and is accurate at the time of writing this report. This figure is different to the figure stated within the Colindale Full Business Case which refers to 2,350 individuals. This is a different number because a) it includes staff operating from buildings other than in NLBP and Barnet House, b) because numbers are in full time equivalents rather than headcount, and c) it is based on a more recent calculation of headcount.

working by the Council where this will not detract from the rental income target that is to be achieved.

- **Delivering Smarter Working and our ICT Strategy:** working effectively across a number of locality buildings will require us to work differently and will also require the right technology infrastructure and support. A number of key enablers have been identified which will now be delivered through the Smarter Working programme and implementation of the ICT Strategy.
- **Adults Transformation Programme:** The Council has recently commenced public consultation on a proposed new operating model for adults social care. Included in these proposals is the use of 'hubs' for assessments and reviews, as well as improving collaboration with voluntary and community services within these hubs. The new locality buildings would be able to host these hubs, and reduce the travel time for staff to get to other hubs, should they be agreed as part of the Revised Outline Business Case expected to be presented to Adults and Safeguarding Committee in September 2016 following consultation.
- **Children and Families Social Work:** The Strategy must also support delivery of our partnership vision to make Barnet the most Family Friendly borough by 2020. The theme of resilience has been chosen to drive our ambition for strong communities in which children can thrive and achieve. In terms of accommodation for Family Services this means ensuring spaces are designed with children in mind; with appropriate facilities, space for co-location of services, and with the ability to provide services at times and in places that suit children and families.

## 1.5 Recommendations

Having considered different options with varying degrees of locality working within this strategy, we recommend that:

- **Staff currently working from our central offices<sup>2</sup> use the proposed new offices in Colindale as their primary base<sup>3</sup>, with access to a number of touchdown spaces<sup>4</sup> across the borough**, including Hendon Town Hall, East Finchley, Chipping Barnet, North Finchley and Golders Green Libraries, and Colindale Independent Living Centre; these last three will also include assessment and support hubs for adults social care clients

Newly freed up space within these four libraries will be rented to organisations that provide Business Hubs with touchdown spaces open to all (not only Council staff) with any user paying a subscription to use this space. As well as touchdown spaces, Business Hubs can also offer tailored advice to support local businesses and entrepreneurs with potential to grow. This will support our Entrepreneurial Barnet approach to make Barnet the best place in London to be a small business. Further information on Business Hubs is in Appendix A.

- **A Family Friendly Hub is developed in the east of the borough** to support our vision to be the most family friendly borough by 2020. This will include both an office base for our staff who work with children and families, and also suitable facilities for meeting with children and families.

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<sup>2</sup> North London Business Park Units 2 & 4 and Barnet House

<sup>3</sup> Primary bases are staff's official place of work, where they come in for their team meetings and other team/service events; it is not necessarily where they will spend the majority of their working time which will depend on their job roles.

<sup>4</sup> Touchdown or 'co-working' spaces within Business Hubs are quiet, flexible working environments with wifi connection which will provide Council officers with spaces to work in suitable locations across the borough. Touchdown spaces differ from offices as no staff will use these spaces as their primary base.

- **Burnt Oak Customer Service Centre is re-configured to also provide the face-to-face appointments for housing benefits and homelessness** that are currently provided in Barnet House. A review, summarised in Appendix I, has taken place into current face to face contact volume and provision at Burnt Oak and Barnet House which has shown that the Customer Service Centre can be reconfigured to also provide this face-to-face contact.
- **That separate parts of the customer access area on the ground floor of the new Colindale offices** is used to host a Business Hub as well as a Family Friendly Hub to meet with children & families.

These recommendations are summarised below:

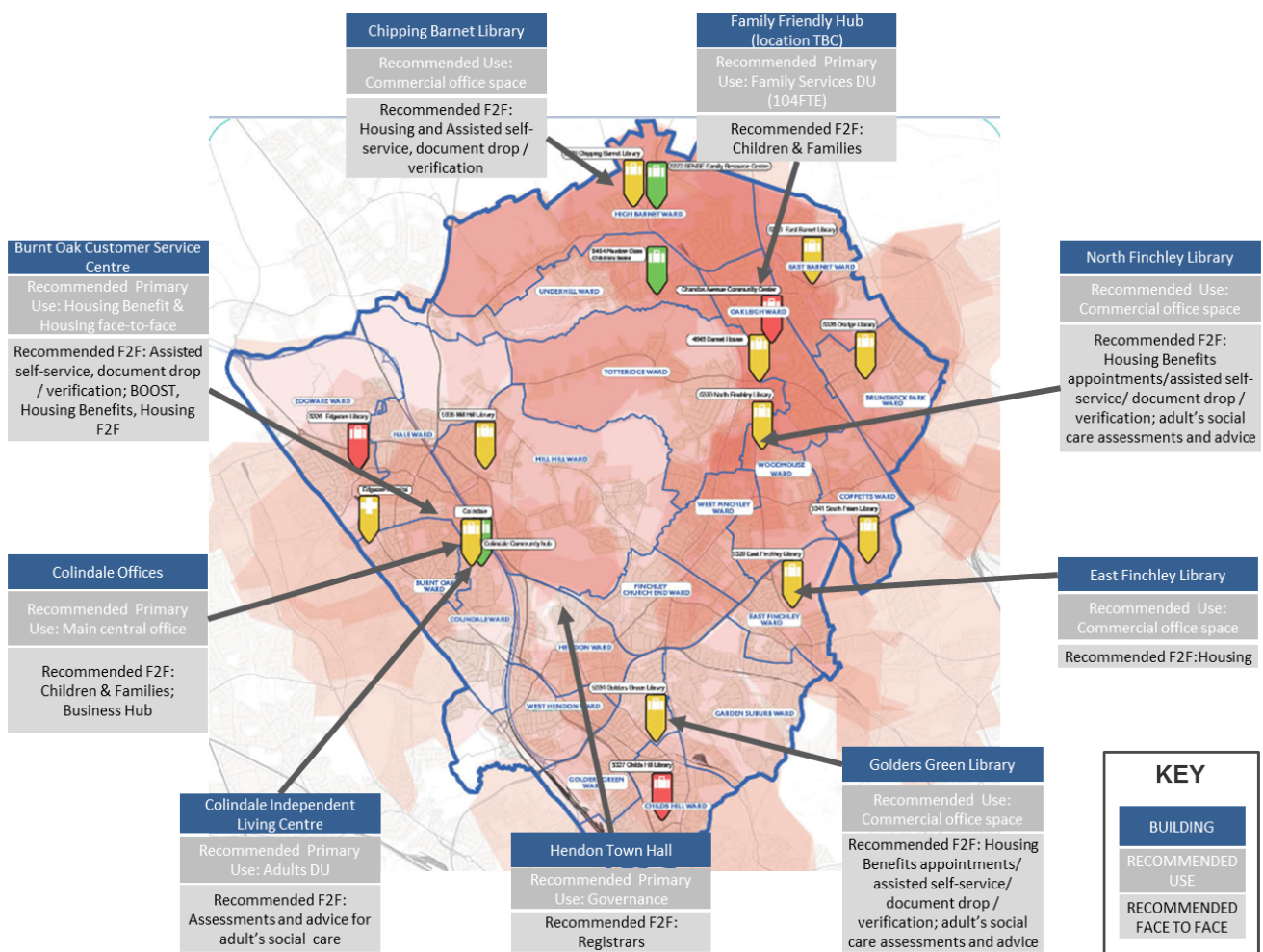


Figure 1: Map of recommended option

This strategy demonstrates that working in this way is the preferred option as it means:

- Making the most use of the buildings we own and removing the need to lease additional space in the borough,
- Providing suitable facilities for our staff to work from across the borough,
- Providing targeted face to face contact in suitable locations.

The additional running costs for the touchdown space within the new Independent Living Centre within Colindale is expected to be c £30k p.a. to cover the gap between the expected service charge and the contributions from other organisations licensing space in this building. The membership costs for the Council's use of the other touchdown areas within the four library buildings is expected to be covered by the rental income charged to the organisation(s). The net resulting rental income would contribute to the rental income targeted across all space available for commercial / community let within library buildings.

Delivering this option will require additional upfront investment to that set out in the Colindale Full Business Case, in particular reconfiguring the customer service centre in Burnt Oak, the assessment and review hubs in North Finchley and Golders Green libraries, and moving a greater number of staff. This is estimated to be £430k. This does not include the cost for developing a new Family Services Hub in the east of the borough as this will depend on which site is identified. The total cost for developing this should not exceed £2.5m which assumes no CIL/s106 contribution, the purchase of land, and similar costs per square metre as the new Colindale office. It also excludes the capital expenditure for the new Colindale Building, Library refurbishments, technology to support changes to customer contact, and Barnet House redevelopment which have been considered through separate Committee papers and budgeted for separately.

As One Public Estate and devolution over central government department control over assets have only recently commenced, there is less clarity at this time over possible use of buildings owned by our partners. However, a number of co-location opportunities have been identified, both for partners to use Council-owned space and vice versa. This strategy, if approved, will provide us with sufficient clarity over our own intentions to pursue these opportunities further.

Officers are currently exploring different options for developing Business Hubs which will consider options to include the touchdown spaces within the four libraries within a Business Hub 'network'. The options and next steps are summarised in Appendix A.

### 1.6 Next steps

Should the recommendations be agreed, the following steps will be taken to implement the Locality Strategy.

What needs to happen	By when
Commence search for organisations that specialise in establishing business hubs / providing touchdown office space as part of wider search for suitable tenants for space set aside for commercial / community rental in libraries	Started
Commence search for a suitable location for the Family Friendly hub in the east of the borough	Summer 2016
Conduct feasibility studies into reconfiguration options in Woodside Road Leaving Care hub, Greentop Activities Centre, and Burnt Oak Customer Service Centre	Autumn 2016
Pursue possible partner co-location opportunities, including for 0-25s and the Disabled Children Team in health settings	Autumn 2016



Commence use of space within new Colindale Independent Living Centre as a touch-down area	Autumn 2016
Implement changes to the Burnt Oak Customer Service Centre to enable face to face contact for housing options and homelessness to take place within the existing space	Autumn 2017
Commence use of touchdown spaces within Business Hubs as and when they are available	Phased - complete 2018
Commence use of space within Colindale offices	Autumn 2018
Commence use of space within Family Services Hub	Early 2020

## 2. Purpose of the Report

The London Borough of Barnet has developed a Locality Strategy **to ensure our staff are based in the most appropriate locations across the borough to allow them to work securely, safely and effectively, close to the residents they serve.** This is a key strategy to support the Council's planned move to offices in Colindale. It identifies both those staff best placed in the new Colindale building, and those staff better placed in other buildings, closer to the communities they serve. It also identifies the face to face services that residents can access at various locations, including at the new Colindale building and the existing Burnt Oak customer service centre.

This strategy has been submitted to the Council's Asset & Regeneration Growth (ARG) Committee in July 2016 for consideration alongside the Office Accommodation Review Full Business Case to ensure the Committee has a complete picture to inform decisions on where staff will be located.

### 2.1 Objectives of the Locality Strategy

A Locality Strategy is driven by community need and the design of services around this. The objective of this strategy is to identify the most suitable places for staff to work from and, where appropriate, meet their customers, that:

- 1 **Put the Customer at the centre:** working spaces in suitable locations in our communities, within a short distance (within 15-30 minute travel time on public transport) of the customers we serve and which meet the specific needs of customers across different localities.
- 2 **Ensure that service requirements are met & staff preferences considered:** working spaces that are sufficient and suitable for all the Council's 2,466 staff as well as our partners where possible, considering the new Colindale offices and additional premises.
- 3 **Support smarter working:** flexible working spaces with suitable office and meeting facilities providing choice over where we work, while we reduce the costs of our estate.

This requires a balanced strategy, one where:

- ✓ Services are provided from buildings and locations which are accessible to customers and support the new ways of working envisaged.
- ✓ The need to place staff at their preferred location also helps to reduce the size and cost of running the estate.
- ✓ The future operational estate is more sustainable (working within property-focused constraints such as leases, restrictive covenants, building quality and suitability).

The Locality Strategy aims to balance services location preferences along with the need to make the best use of our proposed investment in new offices in Colindale. The Locality Strategy is closely interlinked with the Colindale Full Business Case, the Smarter Working Programme, proposed changes to how services are delivered such as the new Adults Social Care Operating Model and Family Services Practice Improvement Plan, the Customer Access Strategy and Face to Face Review, the Library Strategy and the Barnet House Investment Appraisal.

### 2.2 Contents of this strategy

This strategy sets out the findings of the review that has taken place into suitable locality buildings (in section 3), before summarizing findings on the services that are most suited to locality working (in section 4). These findings are drawn together into a number of choices available to the Council

which are then assessed to identify the preferred option (in section 5). Should Members approve this Strategy and preferred option, a number of steps will need to be taken to further assess and then deliver the strategy, which are set out in section 6. Risks, Issues and Dependencies for delivering the strategy are identified in section 7. Finally the appendices contain all supporting evidence and information used to develop this strategy.

### **2.3 Scope and exclusions from scope**

The Council has three 'central' offices which accommodate the majority of our staff:-

- Barnet House
- Building 2, North London Business Park (NLBP2)
- Building 4, North London Business Park (NLBP4)

This Strategy is an initial assessment as to which services within these three buildings could move to Colindale, and which are more appropriately based closer to the communities they serve. It includes partners operating from these buildings, such as Barnet CCG, Barnet Group, CSG and RE<sup>5</sup>.

This Strategy also identifies services currently operating from other 'locality' buildings – both those owned by the Council and those owned by public sector partners – and whether these services are able to stay in these buildings in the future. Although Hendon Town Hall is the Council's democratic centre, it is included in this 'locality' list for the purpose of this strategy, because of the relatively small numbers of officers currently operating from this building.

The Council has 1096 operational assets from which a shortlist of 40 potential locality buildings was identified (these are listed in section 3.2.1 below). Properties not in this shortlist are excluded from scope and the options put forward as solutions.

The Council aspires to work more closely with its partners. Although the Council is slightly ahead of its partners in its consideration of its estate, and therefore it has not been possible to identify with certainty opportunities to co-locate in buildings owned by our partners, any opportunities to co-locate have been documented in order to take forward at a later stage.

### **2.4. Methodology**

This strategy was developed according to the approach set out in section 1.4. The methodology used to complete each step of the approach is summarized below:-

#### **(i) Reviewing customer needs**

- Drafting of Strategic Borough Maps – with different types of use highlighted, high service demand areas, and accessibility via public transport (the Council's 15 & 30 minute aspirations).

#### **(i) Reviewing potential locality buildings**

- The shortlisting of potential locality buildings from all operational assets
- Collation of baseline property and cost data (eg. tenure, earliest exit dates, condition, constraints)

#### **(ii) Reviewing services suited for locality working**

- Collation of existing data from strategies developed to date such as the Customer Access Strategy and the Office Accommodation Rationalisation Strategy
- Reviewing staff travel times to different possible locality buildings

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<sup>5</sup> Partners operating from central offices with staff numbers greater than 5FTE have been considered within this strategy.

- Engagement with services to identify their preferences and confirm staff numbers and locations

**(iii) Assessing the preferred option for locality working**

- Overlaying of service requirements and preference with the property considerations to determine potential location options.

### 3. Reviewing customer needs

#### 3.1 Strategic borough mapping

The accessibility of these 40 locality building has been considered from a customer perspective to inform this Locality Strategy as shown in the strategic borough-wide maps found in appendix B. This includes mapping of:

*The Borough Context and Customer Needs<sup>6</sup>:*

- ✓ Ward population densities
- ✓ Location of Housing Benefit Claimants
- ✓ Family Services priority areas – Location of Children in Need
- ✓ Adult Social Care priority locations
- ✓ Reactive repair hot spot areas
- ✓ Borough wide customer profile mapping (using defined segmentation categories)
- ✓ Claimant rate mapping (out of work benefits, employment support allowance, housing benefit, job seekers allowance)

*Key Strategy and Policy Drivers:*

- ✓ Customer Access Strategy showing the Council's planned primary face to face access locations
- ✓ Library Strategy showing borough-wide access to the Council's 14 Libraries
- ✓ Key Regeneration Areas and housing growth points to provide further evidence of the locations of expected high service demand

*15-30 minute accessibility by public transport<sup>7</sup> to the following asset types:*

- ✓ Youth, Elderly, Leisure, Children's, Library and Community Facilities; and
- ✓ The Civic / office estate (Barnet House, North London Business Park, Colindale, Mill Hill Depot etc)

The extracted example below shows the extensive accessibility and borough-wide coverage of the Council's Libraries.

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<sup>6</sup> Information provided by the Insight Team (and other sources such as ONS) adds further customer level information, helping to pinpoint particular service priorities across different parts of the Borough.

<sup>7</sup> Travel times to and from the shortlisted assets was firstly considered using PTAL mapping, which is available via the online inter-active Transport for London website. This is the most widely recognised way to measure connectivity to the public transport network in London. PTAL is an acronym for Public Transport Access Level. Mapping from individual locations to assess the travel distances achievable in 15 to 30 minutes travel time (by public transport) was also undertaken using interactive TIM maps, which are also available on the web site.

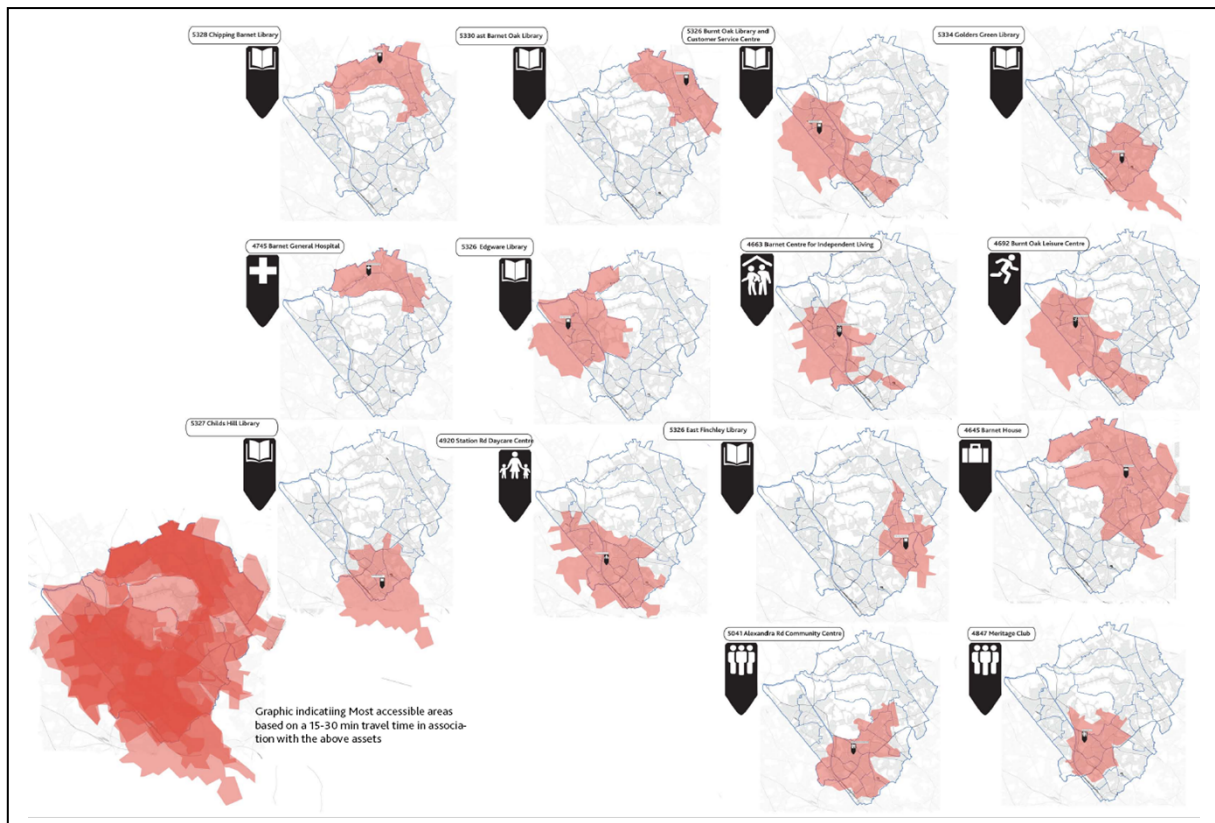


Figure 2: Libraries Accessibility Mapping (by Public Transport)

### 3.2 Key issues raised by Strategic Mapping

The culmination of the mapping exercise points to a number of opportunities and issues, which the Locality Strategy should ideally address:

#### *Issue 1 - Accessibility*

The wards to the south west of the borough (Burnt Oak, Colindale, West Hendon, Childs Hill) place high demand on a number of services yet the accessibility mapping shows they are poorly served by the current assets due to the lack of east-west connectivity and the lack of current service facilities in this part of the Borough.

The new building in Colindale (planned to open in 2018) provides a primary access point in this high need area but given the general lack of east-west connectivity, the borough would benefit from having other locations (including those identified in the CAS) both for staff to work from and for customers to access services and support, such as those that could be provided by locality buildings.

#### *Issue 2 - Customer & Service Preferences*

The mapping analysis also identifies specific areas of greater demand for different services across different parts of the borough – demand ‘hot spots’ – which offer the greatest opportunity for locality working. Engagement with services during the drafting of this strategy (see section 3.3 below) supports this finding.

The key focus points for this issue are:

<b>Nature of Service Demand</b>	<b>Demand 'hot-spots'</b>	<b>Potential Locality Working Locations</b>
Housing Benefit Claims	Primary hot-spot in south west of the borough: Burnt Oak, Colindale, Childs Hill, Golders Green Secondary hot-spots in Underhill, Hendon and East Finchley	Burnt Oak Library & Customer Service Centre and Golders Green Library. Chipping Barnet and / or North Finchley Libraries
Employment/ Job Seekers Allowance	Underhill in the north. Burnt Oak, Childs Hill & Colindale to south east	Colindale, Barnet House, Chipping Barnet, and Burnt Oak Library & Customer Service Centre.
Youth Offending	None identified although team based currently at Barnet House	Areas of gang neutrality, e.g. Whetstone (preferred), East Finchley, and Friern Barnet, and ideally located close to the Pupil Referral Unit.
Adult Social Care Users	Underhill, Hale, Burnt Oak, Brunswick Park, Woodhouse, Totteridge, Golders Green	Colindale Independent Living Centre, North Finchley and Golders Green Libraries.

**Figure 3: Summary of demand hot-spots**

## 4. Identifying potential locality buildings

The Council has 1096 operational assets. The project initially discounted inappropriate operational target locations that could never be used for locality working, such as cemeteries and toilets, in order to consider a shortlist of 40 potential locality buildings. These locations can be seen on the baseline maps at appendix B.

### 4.1 Fully utilized locality buildings

Of these 40 buildings, 25 shown in the table below are already used for locality working and have limited potential be used further for this purpose. This does not include staff working from various schools and children's centres who are assumed to continue to work from these locations in the future. These buildings are not included in the baseline maps for clarity.

Barnet House	Greentop Centre
Barnet Multi Cultural Community Centre	Hendon Library (library space)
Burnt Oak Leisure Centre	Meadow Close 68a
Burnt Oak Library and Customer Service Centre	Mill Hill Depot
Canada Villa Young Peoples Activity Centre	Mill Hill Library (library space)
Childs Hill Library (library space)	North Finchley Library (library space)
Chipping Barnet Library (library space)	North London Business Park Building 2
Church End Library	North London Business Park Building 4
Colindale Library	Osidge Library (library space)
East Barnet Library (library space)	South Friern Library (library space)
East Finchley Library (library space)	The Family Resource Centre
Edgware Library	Woodhouse Road 34-36
Golders Green Library (library space)	

Figure 4: Fully utilised locality buildings

### 4.2 Locality buildings with further potential

The remaining 15 locality buildings, including the new offices in Colindale, identified below are either spaces which could be used in the future for locality working, or spaces currently used for locality working which could also host more staff in the future:-

Chandos Avenue Community Hub	Golders Green Library (commercial space)
Childs Hill Library (commercial space)	Finchley Youth Theatre
Chipping Barnet Library (commercial space)	Hendon Town Hall
Colindale Independent Living Centre	Mill Hill Library (commercial space)
Colindale Offices	North Finchley Library (commercial space)
East Barnet Library (commercial space)	Osidge Library (commercial space)
East Finchley Library (commercial space)	South Friern Library (commercial space)
Edgware Hospital & other co-located NHS sites	

Figure 5: Locality buildings with further potential

Two of these buildings, warrants further explanation as they are still to be built and are subject to some restrictions on usage and space:

- **Chandos Avenue Community Hub:** this is a section 106 build with required use as D1 (community space and / or nursery) scheduled for delivery by late 2017 alongside a residential development. Space within this building has been considered although it is likely



that any use as a potential ancillary locality working space beyond 49% would require a successful planning application to support the change in designated use. The Planning Service will need to be consulted and agree on any use as a locality building, which is therefore a key risk at this stage, particularly if the developer of the site or local residents objects to any formal use of this as an office. These factors should not preclude some use of the facility in the future when these matters can be considered in detail. Should it not be possible to use this building, alternative suitable buildings can be considered including future s106 funded developments.

- **Colindale Independent Living Centre:** this is the 1<sup>st</sup> floor of a section 106 build scheduled for completion in August 2016 and being built on behalf of the Council by Barnet & Southgate College, who will use the top two floors of the building. The ground floor will house the new Colindale Library which is transferring from its existing location in Grahame Park. The Council contributing £3m to the build cost for the use of these two floors. The total capacity on the 1st floor is 47 desks. The Council is in discussions with Inclusion Barnet and the Chinese Mental Health Association over their licensing of some of this space. It is expected that c. 30 desks will still be available for locality working.

#### **4.3 Discounted locality buildings with possible future opportunities**

As identified above, a large number of Council owned assets were discounted as either they could not be used for office space, or because they were already subject to plans to change their use. A number of those discounted warrant further explanation as they were suggested as possible options for locality working and could possibly be considered further in the future if circumstances change:

- **Colindale Health Hub:** This is part of the Grahame Park Estate Regeneration Programme with plans to replace the existing Health & Children's Community Centre with a Colindale Health Hub. At present, the size, layout and design of the new building are not yet known. The Council could consider this as a locality building as part of the planning application which is to be submitted around December 2016.
- **Tarling Road Community Centre:** This building is scheduled for delivery in the first quarter of 2017. It is understood that there is no scope to increase occupation or the footprint of the building at this time although if this changes, this could be considered as a locality building.
- **Daws Lane Community Centre:** This building is scheduled for delivery in the second quarter of 2018. It is understood that there is currently touchdown space, a nursery and a café within the proposals and that the Council is in discussions with community groups over its future use. This could also be considered as a locality building in the future should plans change.

## 5. Identifying services suited for locality working

This strategy draws on engagement with Service Directors which took place in order to confirm their number of staff, understand their business needs, and identify where they are best located to serve their customers and support their staff.

Each service also gave information on possible co-location opportunities, including with other partners, and what their service requires from their properties and locations in order to efficiently deliver to their customers. This included aspects such as geographical locations for locality offices, gang related location requirements, property security requirements and space requirements.

The full results of the engagement exercise are summarized below, split by service.

### 5.1 Current Service Location

The following table summarises where the Council's 2,466 staff are currently based:

Service	Central Buildings	LBB Locality Buildings	Partner Locality Buildings	Notes
Adults & Communities	249	14	56	14FTE from the Network in LBB Locality Buildings, 56FTE from Hospitals & Health Partnership, and Mental Health services in various hospital sites; 249 FTE in Barnet House, including 23FTE Health staff in the Integrated Learning Disabilities Team
Family Services	339	91	6	14FTE Leaving Care, 34FTE Children's Homes Placements, 22FTE Youth & Play, 13FTE Contacts and 8FTE Children's Centres staff in LBB Locality Buildings; 6 CIN/CP staff with Edgware Hospital CAMHS service; remainder in NLBP and Barnet House
Barnet Group	376			All staff primarily based from Barnet House; staff numbers do not include those based in satellite offices who are assumed to remain there
Education & Skills	100	84		100 staff work wholly from NLBP; remainder are mobile working from schools but also using hot-desks in NLBP
Street Scene		17		Numbers includes office-based staff (i.e. not waste operatives) that are based predominantly at Mill Hill Depot
Libraries	20	79		79 staff working from Libraries; 20 central management and support staff working from NLBP
CSG	384			All staff based in NLBP and Barnet House
CCG	69			All staff based in NLBP
RE	376			All staff based in NLBP, Barnet House and Burnt Oak Customer Service Centre
Assurance	36	4		4 staff based at Hendon Town Hall; remaining staff in NLBP
Commissioning Group	166			All staff based in NLBP
<b>Total</b>	<b>2115</b>	<b>289</b>	<b>62</b>	

Figure 6: Services current central/local location split

The cells highlighted green in the table above show services already operating from locality buildings.

## 5.2 Preferred Future Service Location

From the engagement exercise with services, summarised in the table below with locality preferences highlighted in green, there are a number of services that are best situated within locality buildings, outside of central offices, and a number of 'flexible' services that could operate from locality buildings if required because of space limitations in central buildings:

Service	Central Buildings	LBB Locality Buildings	Partner Locality Buildings	Flexible	Reasoning
Adults & Communities	243	20	56		First preference for all staff to operate from a single base, with touch down points/hot desks in locality buildings for front-line staff to support new adults social care operating model, apart from the Network which should have permanent desks in a locality building; second preference, if required due to space limitations, is to base front line staff in a small number of locality buildings (possibly 3), ideally each with space for c. 50 staff
Family Services	167	246	23		Preference for two Family Friendly hubs, one in the west (Colindale offices are suitable) and one in the east of the borough, with appropriate rooms for family meetings and an environment that attracts and retains the highest quality practitioners to work with children and families on building their resilience; preference to co-locate YOS with Family Friendly Hub in east so long as suitable facilities are provided; Preference also to co-locate Leaving Care with Children in Care + fostering + adoptions + SGOs with Leaving Care if space can be made available in existing locality buildings.
Barnet Group				376	No strong preference although willing to consider locality working and the benefits this could bring to those staff who carry out home visits, particularly in areas close to demand 'hot-spots', so long as Delivery Unit does not have to work across too many separate locations (max. 3 office bases)
Education & Skills	92	92			Preference to retain current arrangements with same amount of seating provided in Colindale to enable mobile working for staff visiting and working from schools; Virtual Schools team are ideally co-located with Children in Care which are ideally co-located with Leaving Care outside of Colindale offices
Street Scene		17			No change
Libraries		79		20	Libraries central team could operate from any suitable office site
CSG	384				To be based centrally
CCG				69	Barnet CCG is to undertake a review of its accommodation options to determine where to locate its office staff in the future
RE	376				To be based centrally
Assurance	36	4			No change
Commissioning Group	166				To be based centrally

<b>Total</b>	<b>1464</b>	<b>458</b>	<b>79</b>	<b>465</b>	
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Figure 7: Services location preferences

### 5.3 Preferences for use of NHS locations

There are 62 FTE already based with Health partners at hospital locations. During the engagement exercise, it emerged that Family Services have a preference for the 0-25 and Disabled Children Teams to work with health colleagues. Barnet CCG will also consider use of available space within hospital settings as part of its review into its accommodation options.

Until the outcome of Barnet CCG's review is known, the amount of available space (and associated costs) cannot be estimated. The Project Team have made the assumption that there will be space available for the 0-25 and DC Teams. This will require further investigation at the next stage with CCG colleagues once their Accommodation Review is complete.

## 6. Options

### 6.1 Description of options

Four strategic options emerged for consideration to determine how the Council's buildings and assets can best serve the aims and objectives of *Locality Working* (see section 2.1). These options have been refined through a workshop with senior officers, and through consideration at Delivery Unit Board and Strategic Commissioning Board.

Doing nothing is not an option given the need to deliver the Council's vision and objectives as set out above, and to enable the delivery of other corporate priorities such as our move to new offices in Colindale, transformation of our customer services, proposed new operating model for adults social care, and provision of suitable accommodation for children and families to meet with social workers.

#### OPTION 1

- Staff remain if already in locality buildings
- NLBP4 released 2018, NLBP2 released 2020
- Barnet House (BH) utilised until 2032
- New Colindale offices and Barnet House used as primary bases for most staff (w. additional spaces within Colindale)

#### OPTION 2

- Staff remain if already in locality buildings
- NLBP4 released 2018, NLBP2 released 2020
- BH utilised until 2032
- 3 new locality buildings used primarily by Adults & Communities DU
- Use of additional NHS space for 0-25s and DC teams
- New Colindale offices and Barnet House used as primary bases for most staff (with less staff in Barnet House and full use of Colindale)

#### OPTION 3

- Staff remain if already in locality buildings
- NLBP4 released 2018, NLBP2 released 2020
- New Colindale offices used as primary bases for most staff (with minimal use of Barnet House until lease expires in 2032)
- Use of space in Hendon Town Hall, Colindale Independent Living Centre, and in East Finchley, Chipping Barnet, North Finchley and Golders Green Libraries, as touchdown spaces for officers
- Colindale Independent Living Centre, and North Finchley & Golders Green Libraries contain assessment and support hubs for adults social care clients
- New Family Friendly Hub developed in east of borough with office space for 105FTE Family Services staff
- Use of additional NHS space for 0-25s and DC teams
- Burnt Oak CSC reconfigured to provide Housing Benefits & Homelessness face to face appointments
- Ground floor of new Colindale offices configured with distinct areas for a Family Friendly hub and Business Hub.

#### OPTION 4

- Staff remain if already in locality buildings
- NLBP4 released 2018, NLBP2 released 2020
- New Colindale offices used as primary bases for most staff (with minimal use of Barnet House until lease expires in 2032)
- 3 new locality buildings (commercial space in Golders Green & North Finchley Libraries, Colindale Independent Living Centre) used primarily by Adults & Communities DU
- Use of space in Hendon Town Hall as touch-down area for officers
- New Family Friendly Hub developed in east of borough with office space for 105FTE Family Services staff
- 2 new locality buildings (Chipping Barnet & East Finchley libraries) used primarily by Barnet Group
- Libraries central team based in commercial space in Osidge Library
- Burnt Oak CSC reconfigured to provide Housing Benefits and Homelessness face to face appointments
- Ground floor of new Colindale offices configured with distinct areas for a Family Friendly hub and Business Hub.

These options represent differing degree of locality vs. central working as shown in the chart below. They also require differing levels of investment and change in order to develop a fit for purpose estate.

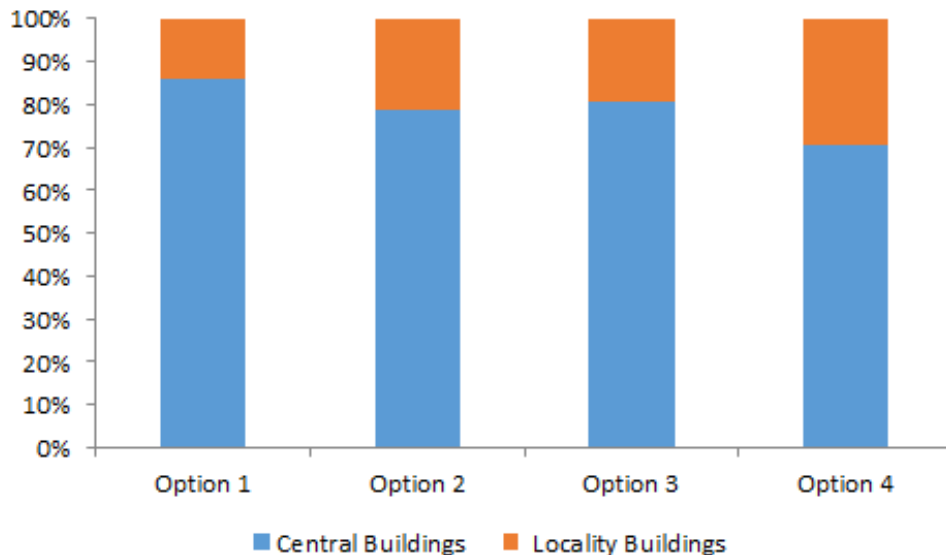


Figure 8: Comparison of Central vs. Locality Options

#### Baseline Assumptions

The assumptions common to all options are summarised below:

- Staff already based in LBB-owned locality buildings are able to stay there (289 staff)
- Staff based at partner-owned locality sites are able to stay there (62 staff)
- New offices in Colindale will open in Summer/ Autumn 2018 with c. 1,200 desks
- A number of projects, which are now in place to enable effective Smarter Working (including a lower desk to staff ratio that is currently in place and an assumed reduction in reliance upon car use), will be implemented
- Leases for NLBP 4, NLBP 2 & Barnet House terminate in 2018<sup>8</sup>, 2020, 2032 respectively

<sup>8</sup> Assuming the current NLBP 4 lease is extended from October 2017 to August 2018 as recommended in the Colindale Full Business Case

## 6.2 Assessment Criteria

This Locality Strategy has been developed to determine which services should relocate to the new Colindale building and which services are better placed in more local buildings. Importantly, it must identify working spaces that meet the following objectives, as set out in section 2.1:

- 1 Put the Customer at the centre
- 2 Ensure that service requirements are met & staff preferences considered
- 3 Aligns with smarter working

The method for evaluating each option against these objectives is explained below:

### ***Key objective: putting customers at the centre***

The options have been devised to test and determine how many facilities will be required to ensure that customers can access key facilities within a 15 to 30 minutes travel time by public transport. Bearing in mind that the specific needs of customers will vary across different localities this will require a varied response in each area of the Borough.

Testing the accessibility of the proposed locality buildings within each option (using the data prepared at the baseline stage) forms a strand of the options assessment (see accompanying maps).

### ***Key objective: ensure that service requirements are met & staff preferences considered***

How each of the options could meet the service and staff preferences (expressed during the engagement process) has been fully considered.

How the 2,466 (FTE) staff identified could be accommodated in each option is identified (including LBB partners such as the Clinical Commissioning Group and Barnet Group).

The location of services by facility is shown for each option to allow comparison and testing. This includes; a Moves Matrix for teams; and evaluation of the percentage of staff working either centrally or locally.

### ***Key objective: aligns with Smarter Working***

Options development and testing recognises that integrated working between teams of staff and partners at the right locations will provide more effective support for customers.

By utilising agile working (currently at a nominal 7:10 desk to staff ratio) this supports a greater number of staff to share locations providing greater flexibility, whilst also driving down the size and cost of the estate. The strategy explores increasing agility where services are capable of a higher ratio.

This objective will be assessed using the Critical Success Factors adopted by the Smarter Working programme, which considers:

- Efficiency & Effectiveness
- Quality & Value
- Supporting New Ways of Working
- Future-Proofing
- Improving Customer Access & Benefits

- Alignment with Corporate Strategy & Strategic Commitments
- Ease of Delivery & Implementation

### 6.3 Options Assessment & Key Findings

#### 6.3.1 Assessment from a Customer Perspective

In this section we look at how effectively the potential options might meet specific customer needs within each of the 'Hot Spot' locations. We also look at the synergy between the Customer Access Strategy (CAS) and the proposed locations.

Baseline mapping (in appendix B with an example extracted in figure 7 below) has enabled us to identify customer hotspots for some of the Council's highest volume services and to compare this to the accessibility of locality buildings using public transport services:-

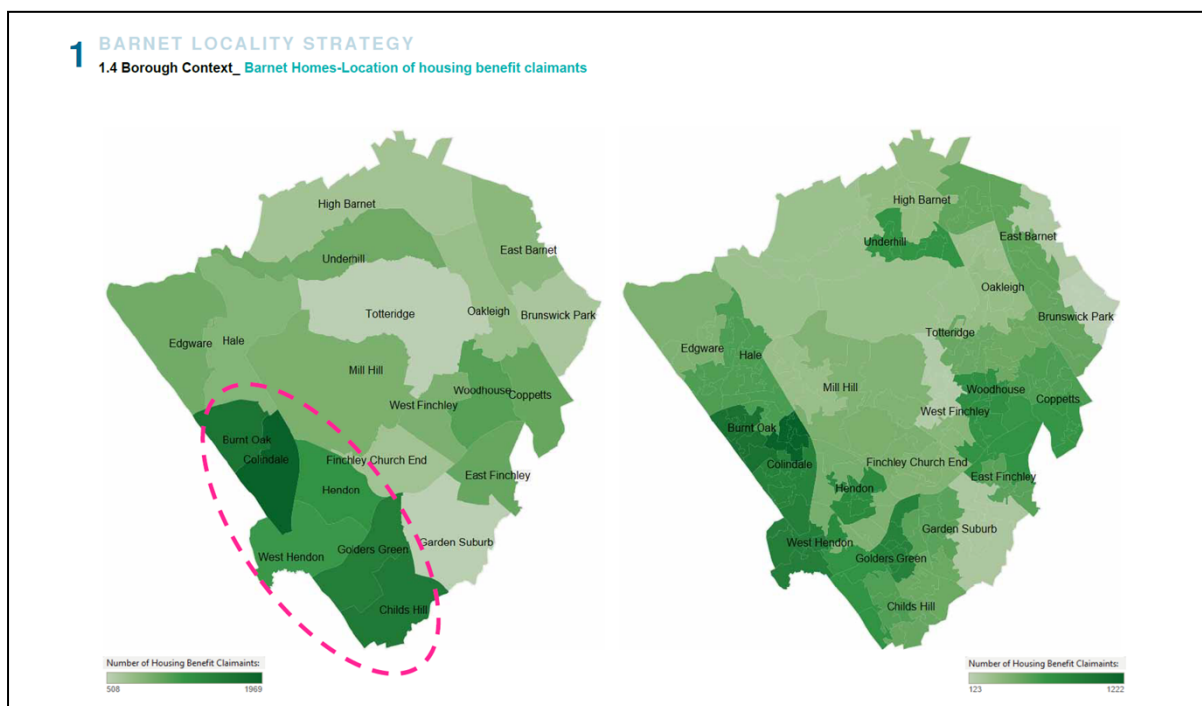


Figure 9: Hot Spot Areas for Housing Benefit Claimants & Out of Work Claimants

Proximity to these demand hotspots for relevant staff is summarised below for each option:

Nature of Service Demand	Demand Hotspots	Provision			
		Option 1	Option 2	Option 3	Option 4
<b>Housing Benefit Claims</b>	<p>Primary hot-spot in south west of the borough: Burnt Oak, Colindale, Childs Hill, Golders Green</p> <p>Secondary hot-spots in Underhill, Hendon and East Finchley</p>	<p>Burnt Oak Customer Service Centre, Barnet House, North Finchley and Golders Green Libraries providing face to face access points; remaining Housing Benefits &amp; Housing officers based in Colindale</p>		<p>Burnt Oak Customer Service Centre, North Finchley and Golders Green Libraries providing face to face access points; remaining Housing Benefits &amp; Housing officers based in Colindale</p>	<p>Burnt Oak Customer Service Centre, North Finchley, Golders Green &amp; Chipping Barnet Libraries providing face to face access points; remaining Housing Benefits staff based in Colindale; Housing officers working from Colindale, Chipping Barnet &amp; East Finchley</p>



				with option to use touchdown spaces	
<b>Employment / Job Seekers Allowance</b>	Underhill in the north. Burnt Oak, Childs Hill & Colindale to south east	Benefits officers based in Colindale; Housing officers based in Barnet House (BH)	Benefits officers based in Colindale; Housing officers based in BH and Colindale	Benefits and Housing officers based in Colindale with option to use touchdown spaces	Benefits officers based in Colindale; Housing officers working from Colindale, Chipping Barnet & East Finchley
<b>Youth Offending clients</b>	None identified although team based currently at Barnet House	Barnet House provides a secure meeting area in a gang neutral location		New Family Friendly Hub in east of borough provides a secure meeting area in a gang neutral location	New Family Friendly Hub in east of borough provides a secure meeting area in a gang neutral location
<b>Adult Social Care Users</b>	Underhill, Hale, Burnt Oak, Brunswick Park, Woodhouse, Totteridge, Golders Green	Adults social workers operate from Colindale	Adults social workers operate from Colindale with option to use touchdown spaces; Assessment and support hubs that clients are encouraged to access where appropriate in Independent Living Centre, North Finchley and Golders Green libraries	Adults social workers operate from Colindale Independent Living Centre, North Finchley and Golders Green libraries and use these locality buildings as assessment and support hubs that clients are encouraged to access where appropriate	

Figure 10: Summary of how each option aligns with demand hot-spots

In summary, while the options could be tailored to meet service needs, **option 4 allows the greatest proportion of staff to be working in localities, and therefore the greatest proximity of these staff to the customers/client groups they serve, although option 3 does also provide the flexibility for staff to work from localities, albeit when appropriate rather than from permanent offices.**

Option 4 also best aligns with the Council's Customer Access Strategy by providing face to face access points where they are most needed and will help to resolve enquiries efficiently and effectively. The map below shows the gap in accessibility in the North of the borough based on current plans for face to face provision, which option 4 would help to resolve through using Chipping Barnet library as a secondary 'spoke' for handling housing benefits contact.

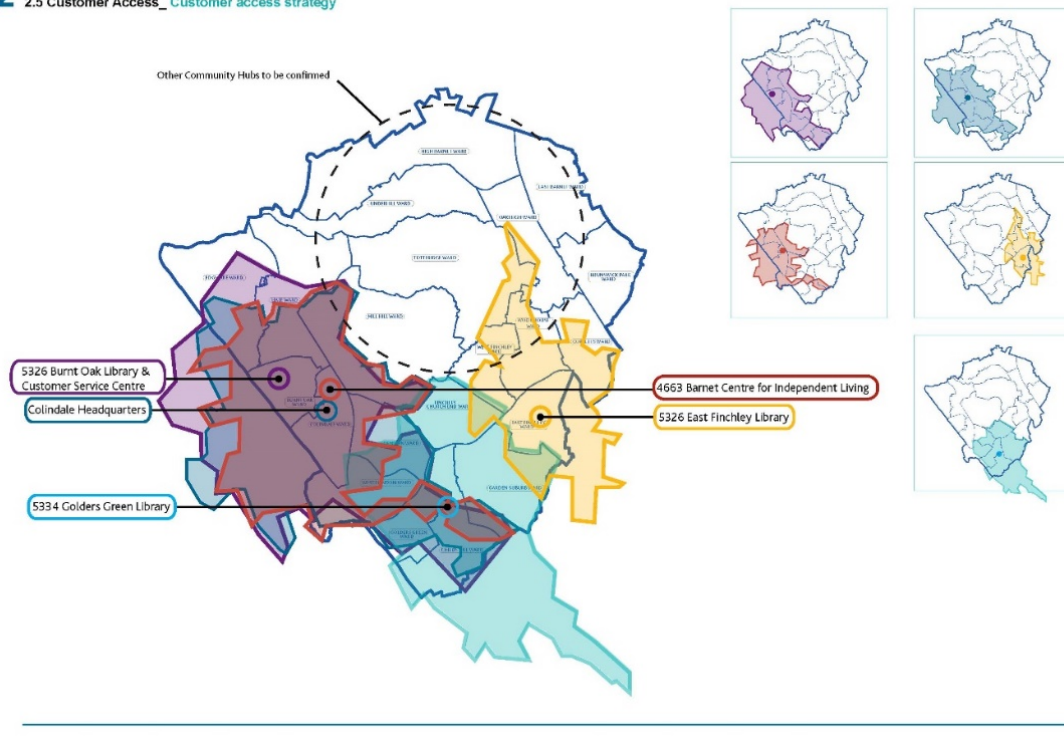


Figure 11: Proposed Face to Face locations & accessibility

### 6.3.2 The Options from a Service and Staff Perspective

During the service engagement exercise, a number of high level preferences were expressed which have been factored into the options as summarised below:

Service	Preference	Options assessment
Adult & Communities	Preference to have whole service (aside from teams already working in locality buildings) operating from a single primary base with opportunity to use touch-down points throughout borough with hub meeting facilities, to be closer to the customer.	Option 3 best meets the full preferences of the service; Options 2 & 4 are the next best by offering three locality buildings (Colindale Independent Living Centre, and commercial space in North Finchley & Golders Green libraries) but these would require some split of teams across these sites.
Family Services	Preference for two Family Friendly hubs in the east and west of the borough to support delivery of high quality social work; Children in Care, fostering, adoption, SGOs and YOS could also be based in locality buildings if sufficient space.	In options 1 & 2, core social care teams have been allocated to Colindale. In options 3 & 4, a Family Friendly hub in the east of the borough is proposed (location TBC) which would also offer additional suitable facilities to meet children & families.
Clinical Commissioning Group (CCG)	Preference for the team to remain together in one area. They also suggested that there is a benefit to being co-located with LBB services although they were considering	In all options, CCG have been allocated space within Colindale and will remain as one group, working closely with other LBB service streams.

	where best to be located from in the future once the current arrangements in NLBP 2 run out in November 2016.	
Barnet Homes	Preference for two locality bases for housing officers to work from in North & East of the borough.	In option 3, the service will be able to make use of touchdown spaces whilst maintaining a single, primary base for all staff; In option 4, the service will have primary use of two locality buildings – East Finchley and Chipping Barnet libraries – the areas of greatest need, but with the disadvantages of splitting teams across a number of primary bases.
Education & Skills	A large portion of the service operate from schools across the borough and this is planned to continue; the staff based from a central office expressed a benefit to being co-located with Barnet Homes and RE.	In all options, the service has been placed in Colindale with sufficient seating for both the office-based and schools based staff (the same as current levels) along with the teams noted above.
Assurance	Due to the nature of the work the service carry out, some large meeting spaces and some secure facilities need to be provided above that of the normal level expected across the council.	In all options, it is expected that the security and specialist facilities will be provided within Colindale and current provision for storage will be kept.

Figure 12: Summary of service preferences

From a staff perspective we can see the impact that a maximum degree of locality working, through option 4, would have on accessibility by public transport for staff from the Council's three largest Delivery Units.

Delivery Unit	Percentage of staff living within 1 hour's travel of...				
	NLBP	Barnet House	Colindale Offices	Chipping Barnet Library	Golders Green Library
Adults and Communities	52%	59%	39%	49%	58%
Family Services	56%	64%	45%	54%	61%
Barnet Homes	54%	63%	58%	52%	61%

Figure 13: Summary of staff within 1 hour travel time of possible offices

The analysis suggests that providing alternative places of work to Colindale would likely reduce the travel time for at least some staff. Through option 4, where staff are primarily based in specific locality buildings, these buildings may well be closer for these staff than the Colindale offices, although it is not necessarily the case. Option 3 would likely provide staff with the greatest flexibility over workplace, so long as their choice of workplace was appropriate for their role.

The impact of the preferred locality working option on staff time spent travelling (rather than serving customers) and on customer access has also been assessed within Resident and Staff Equalities Impact Assessments in Appendices K & L.

**In summary, option 3 best meets service and staff preferences.**

### 6.3.3 The Options from a Smarter Working Perspective

Each option has been tested against the Smarter Working Critical Success Factors using the following scoring system, using the current position (the status quo) as the baseline position against which all other options were assessed.

-3 Significant Negative Impact	-1 Minor/Medium Negative Impact	0 No Impact	1 Minor/Medium Positive Impact	3 Significant Positive Impact
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Critical Success Factor	Option 1	Option 2	Option 3	Option 4	Notes
<b>Efficiency &amp; Effectiveness</b>	0	1	3	1	Option 3 involves the greatest reduction in the use of the estate; it also best enables staff to work effectively across the borough while avoiding the likely disruption & inefficiencies caused by services being based across a number of sites. Further analysis of running costs is included below.
<b>Quality &amp; Value</b>	-1	-1	3	3	Both options 3 & 4 would deliver modern office accommodation for all staff.
<b>Supporting New Ways of Working</b>	0	1	3	1	Option 3 promotes the greatest flexibility, including enabling staff to work from a number of locations and of management on outcome rather than attendance
<b>Future proofing</b>	-3	1	3	1	Option 3 is most future-proofed by being most flexible model; Option 4 carries risks of designing new office space in multiple locations that becomes redundant in the future.
<b>Improving Customer Access &amp; Benefits</b>	-1	1	1	3	Both options 3 & 4 use different methods (Option 3 through touchdown spaces; Option 4 through primary bases) to situate frontline staff closer to the residents they serve. Overall option 4 is likely to best improve the understanding and links between frontline staff and their clients.
<b>Alignment with Corporate Strategy</b>	-1	1	3	1	Option 3 best meets the combined strategic objectives set out in the Customer Access Strategy, Office Accommodation Review, Libraries Review, and future plans for adults and children's social care.
<b>Deliverability &amp; Implementation</b>	-1	-1	-3	-3	Option 3 & 4 are the hardest to implement – option 3 because of the greater efforts required to transform the way we work to reduce the ratio of desks to staff in Colindale; option 4 because of the level of

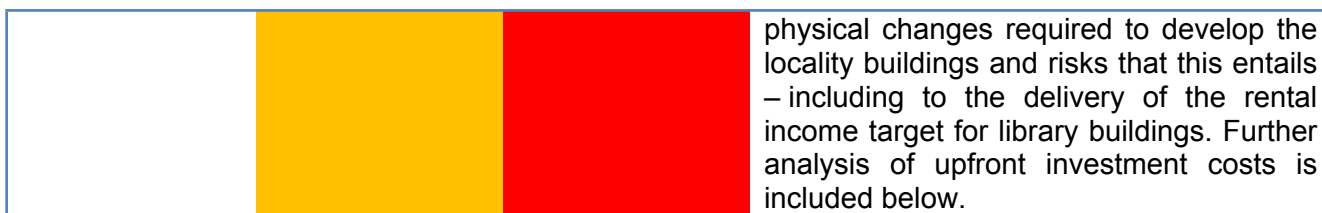


Figure 14: Summary of evaluation against Smarter Working critical success factors

**In terms of running costs, options 2, 3 & 4 all entail £30k additional operating costs per annum** for the use of the Colindale Independent Living Centre as a touchdown space for officers.

Running costs have been calculated on the following basis:

- Touchdown space in Colindale Independent Living Centre is presumed to include all available space after Inclusion Barnet and Chinese Mental Health Association expected requirements.
- In the absence of annual cost data for health sites and for the Family Friendly hub in the east of the borough, no ongoing running costs have been estimated at this time.
- The annual cost associated with the use of the Colindale Independent Living Centre in options 2-4 is to cover the gap between the expected service charge and the contributions from other organisations licensing space in this building.
- The annual running costs for other locality buildings are already within current budgets and therefore do not represent any additional costs.
- The membership costs for the Council’s use of the other touchdown areas within the four library buildings under option 3 is expected to be covered by the rental income charged to the organisation(s). The net resulting rental income would contribute to the rental income targeted across all Libraries.

**Financially option 1 requires the least upfront investment, which relates solely to the reconfiguration of Burnt Oak Customer Service Centre, estimated to cost £190k.** Option 3 has a slightly higher upfront cost, expected to cost £430k, because of the additional costs associated with moving more staff and of setting up assessment and review hubs within Golders Green and North Finchley libraries. Both options are substantially lower than option 2 and option 4, as these options involve upfront costs in developing office spaces within newly available spaces within libraries.

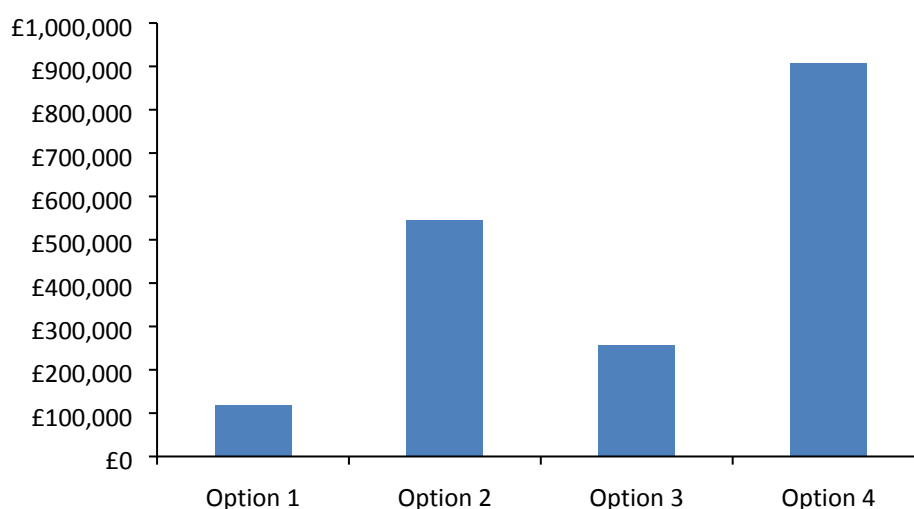


Figure 15: Comparison of upfront costs

Calculations for closure & capital costs are based on the following assumptions:

- The costs are indicative and prepared for option comparison purposes only.
- Refurbishment costs have been estimated based on previous examples of similar exercises.
- Move costs are estimates based on the rates used within the Office Accommodation Review Full Business Case.
- Capital Expenditure for the new Colindale Building, for technology and service changes to support improvements to customer contact, Library refurbishments, and Barnet House redevelopment has been considered under separate business cases and are therefore excluded.
- The cost for building and fitting out a Family Friendly Hub in the east has been excluded at this stage as a site has not yet been identified. However, the total cost for developing this should not exceed £2.5m which assumes no CIL/s106 contribution, the purchase of land, and similar costs per square metre as the new Colindale office.

## 6.4 Preferred Option

The preferred option is Option 3 as this best meets the Council's objectives of placing customers at the centre and supports the Council's smarter working plans, whilst ensuring that service requirements are met & staff preferences considered. This option also involve a combination of low ongoing running costs and low upfront investment costs

This preferred option is summarised below:

- Staff remain if already in locality buildings
- NLBP4 released in 2018, NLBP2 released in 2020
- New Colindale offices used as primary bases for most staff (with minimal use of Barnet House until lease expires in 2032)
- Touchdown spaces for frontline officers in Hendon Town Hall, Colindale Independent Living Centre, North Finchley, Golders Green, Chipping Barnet & East Finchley Libraries
- Colindale Independent Living Centre, and North Finchley and Golders Green libraries contain assessment and support hubs for adults social care clients
- New Family Friendly Hub developed in east of borough with office space for 105FTE Family Services staff
- Use of additional NHS space for 0-25s and DC teams
- Burnt Oak CSC reconfigured to provide Housing Benefits, Housing & Homelessness face to face appointments
- Ground floor of new Colindale offices configured with distinct areas for a Family Friendly hub and a Business Hub.

Implementing this option will require a lower desks-to-staff ratio in Colindale than is currently the case, which is challenging although possible. The model will still be for all teams to have dedicated zones where they will work from, in addition to some touchdown provision which any member of staff can work from. All staff will also have access to meeting rooms and other facilities to meet as teams and to conduct confidential conversations<sup>9</sup>.

Other authorities, including many of our statistical nearest neighbours, have achieved or are aiming to achieve 6 and even 5 to 10 ratios, and a case study is included in Appendix E summarizing the steps taken by one such authority to get to a 6:10 ratio.

The location for all teams according to this option is summarized below:

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<sup>9</sup> The layout and design of office spaces in Colindale will be informed by the findings of the 2011 Munroe Report to ensure that this enables high quality social work practice including: enabling regular, confidential, and good quality supervision; providing familiar and safe, spaces; and providing appropriate work environments in general.

Service	Central Buildings	LBB Locality Buildings	Partner Locality Buildings	Recommended Solution
Adults & Communities	243	20	56	A&C staff based in Barnet House move to new Colindale offices, apart from those already working from LBB or Partner locality buildings; Touch-down space and suitable facilities to carry out client assessment & support set up in the Colindale Independent Living Centre, Golders Green Library (commercial space), and North Finchley Library (commercial space)
Family Services	218	195	23	Family Friendly Hub in west of borough created in new Colindale offices with suitable facilities for meeting with children & families on ground floor and office space in building; an additional Family Friendly Hub set up in east of borough, including suitable facilities for meetings with children & families; Hub in East also includes sufficient space and facilities for the Youth Offending Service; Children in Care, Adoption, Fostering and SGOs also assumed to operate from Colindale offices although further consideration will be given to whether can operate from other existing locality buildings; Staff already working from locality buildings to remain there
Barnet Group	376			All Barnet House based staff move to new Colindale offices with further consideration given to touch-down points in East Finchley Library (commercial space) and Chipping Barnet (commercial space) to support mobile working
Education & Skills	100	84		As current arrangements with same amount of seating provided in Colindale to also enable mobile working for staff visiting and working from schools
Street Scene		17		To remain in depot sites
Libraries	20	79		Libraries central team move from NLBP to new Colindale offices
CSG	384			CSG move from NLBP to new Colindale offices
CCG	69			CCG move from NLBP to new Colindale offices
RE	376			RE move from Barnet House to new Colindale offices
Assurance	36	4		Assurance staff based at NLBP move to new Colindale offices
Commissioning Group	166			Commissioning Group move from NLBP to new Colindale offices
<b>Total</b>	<b>1988</b>	<b>399</b>	<b>79</b>	

Figure 16: Service Location for Option 3

This would involve moves for all services as summarized in the move matrix below:

Service	Staff numbers	From	To
Adult Social Care	243	BH	Colindale
Family Services	218	NLBP2	Colindale
	89	NLBP2	Family Friendly Hub in east of borough
	15	BH	Family Friendly Hub in east of borough
	17	NLBP 2	Health accommodation

Barnet Group	376	BH	Colindale
Education and Skills	100	NLBP2	Colindale
Libraries central team	20	NLBP2	Colindale
CSG	263	NLBP4	Colindale
	121	BH	
	69	NLBP2	
RE	376	BH	Colindale
Assurance	36	NLBP2	Colindale
Commissioning group	154	NLBP2	Colindale
	11	BH	Colindale

Figure 17: move matrix for Option 4



## 7. Project Delivery Timeline

There are a number of choices available to the Council within this strategy. Once a decision has been taken, detailed implementation planning will be required including feasibility studies and detailed implementation cost analysis.

A Locality timeline is difficult to set out owing to the proportion of unbuilt buildings the Council wishes to use as part of the solution as the design, planning and build timelines (as yet unknown for all) will dictate the speed at which the Council may be able to implement the Locality Strategy.

An indicative high level timeline to get from the outline/strategy stage to implementation might be as follows:-

<b>Milestone</b>	<b>Timeline</b>
Agree preferred option to implement (ARG Committee for consideration alongside Colindale FBC)	July 2016
<b>Develop detailed plans for preferred option</b>	
Commence search for organisations that specialise in establishing Business Hubs / providing touchdown office space as part of wider search for suitable tenants for space set aside for commercial / community rental in libraries	Started
Commence search for sites for Family Friendly Hub, and 0-25s and Disabled Children Teams, and explore further partner co-location opportunities	July 2016
Conduct feasibility studies at target locations including for face to face changes and opportunities to make more use of existing locality buildings	Aug/Sep 2016
Develop Move Management Plan showing timing of each service moves and to/from locations.	Late Sept 2016
Barnet CCG determines preferred location to base staff and any NHS-owned space for further co-location	Late 2016 [TBC]
<b>Implementation</b>	
Start to use Colindale Independent Living Centre when opens	Sept 2016
Commence use of touchdown areas within Business Hubs as and when available	Summer 2017 onwards
Implement enabling Projects (see appendix D) – initiate new ones and adjust scope of existing (if necessary)	Summer 2018
Implement any changes to face to face provision	Summer 2018
Vacate NLBP 4	Summer 2018
NLBP 4 lease terminates	August 2018
Colindale ready for occupation	Autumn 2018
'Colindale bound' services vacate their existing buildings	Autumn 2018
Family Friendly Hub practical completion deadline	Early 2020
Vacate NLBP 2	Spring 2020
NLBP 2 lease break	Jun 2020
Barnet House lease expires	Sept 2032

## **8. Risks, Constraints, Assumptions & Dependencies**

### **8.1 Risks**

A Risk Register has been developed by the Project Team and submitted to the Colindale & Smarter Working Programme Board. This is attached at appendix F. The top risks are:

- Lack of suitable providers of touchdown office spaces to rent available space within libraries
- Identifying a suitable, affordable site for the new Family Friendly hub in the east of the borough
- Resistance to cultural changes as the smarter working and encouraged use of public transport initiatives are instigated
- Lack of changes to ways of working posing a strain on a single, principle office in Colindale.

The mitigations for these risks are set out in appendix F. There are also a number of risks associated with the interdependent projects (e.g. Colindale) which are captured elsewhere.

### **8.2 Constraints and Assumptions**

There are a number of constraints that have impacted on development of the Locality Strategy and how the solutions within it are put forward. Reasonable assumptions have been made to overcome the constraints:

Cost data is not held on a building by building basis. To overcome this, indicative costs per metre for potential refurbishment/re-modelling at target locations have been used in order to model options. One of the enabling projects set out in appendix D is to split out costs for each individual building so that the Council has detailed baseline information in order to take informed strategic decisions about the property solutions that support service delivery.

Condition reports do not exist for all buildings and could not be completed within the timeline of the project. These need to be undertaken as the detailed implementation plan is developed to fully inform any works required.

This Strategy is a high level view of the numbers of staff at service area level that could be realistically accommodated at each target location. The options presented will need to be further refined as service plans, staff numbers and ways of working fluctuate.

### **8.3 Equality and Diversity Considerations**

The Locality Strategy aims to put services closer to the communities they serve and has therefore been developed in consultation with Delivery Units and alongside the Customer Access Strategy to ensure that they are correctly located for their customers.

Initial Equality Impact Assessments (EIAs) have been completed to assess the impact of the preferred option on all of stakeholder groups (including customers, residents and staff). These EIAs are included in the appendices of this report.

The Council has the following equality aspirations for every project or initiative which the Locality Strategy is mindful of and that have been further considered within the EIA's:-

- Optimising the operational estate to build in flexibility and capability which reflects alternative delivery models, locality/place based commissioning support so the Council and its partners can achieve Strategic and Corporate Plan objectives and deliver quality and VFM services based on the rich diversity of Barnet staff, residents, service users and businesses.

- Ensuring that decisions taken support a blended solution for the organisation based on diversity, choice flexibility for staff and customers bearing in mind all relevant elements of organisational strategies such as the Customer Access Strategy (incl. channel shift to 80% web contact, alternative delivery models such as place based commissioning) and the Library Strategy.
- Ensuring that all strategy assumptions and agreed actions consider equality impacts and mitigate equality risks and bring these to the attention of decision makers. For example understanding that 30 minute travel by public transport will impact differently for older people, those with mobility difficulties, families with children, vulnerable adults and or their carers.
- Ensuring that Barnet’s Smarter Working Programme builds upon staff flexibility and mobility in development since 2007 when social care staff have been supported to work flexibly from multi sites.
- Use of the Council’s Equalities Data Dashboard regarding the demographic of the borough and where the most vulnerable groups are.

#### 8.4 Dependencies

The Locality Strategy is closely interdependent upon a number of other projects, initiatives and strategies, some of which are yet to finalise their findings:

- Office Accommodation Review
- Barnet House Investment Appraisal
- Smarter Working Programme
- Customer Access Strategy / Customer Transformation Programme
- The Future of the Library Service
- The Council’s plans for future service delivery including the proposed new operating model for adults social care and practice improvement plans for children & families social care

Alignment with wider strategy & emerging business cases	
What?	Alignment & Synergy
<b>Office Accommodation Review (Colindale Full Business Case)</b>	<p>Baseline data has been shared between the teams.</p> <p>The Locality strategy supports the strategic case for new offices in Colindale and the rationale and commitment to exit from NLBP 4 in 2018 and NLBP 2 (where the lease expires in 2020) ensuring the creation of fit for purpose, affordable and flexible accommodation.</p>
<b>Barnet House investment appraisal</b>	<p>The Locality strategy looks to the BH appraisal to examine the options (and financial costs) for retention, exit or redevelopment of the facility, which is currently leased under a Head Lease, which runs until 2032.</p> <p>The Locality strategy examines the strategic case for either maintaining staff at BH or reducing the use of this facility. It will also usefully inform the business case on the number of staff and services, which may need to be relocated should there be an opportunity or need to vacate.</p>

<p><b>Smarter Working Programme</b></p>	<p>The Locality working strategy has been developed in order to:</p> <ul style="list-style-type: none"> <li>• Support Smarter Working</li> <li>• Put the Customer at the Centre;</li> <li>• Ensure Service requirements are met &amp; Staff preferences considered</li> </ul> <p>Moving to locality working will be made possible through the introduction of Smarter Working and by adhering to the following critical success factors:</p> <ul style="list-style-type: none"> <li>• Efficiency &amp; Effectiveness</li> <li>• Quality &amp; Value</li> <li>• Supporting New Ways of Working</li> <li>• Future –Proofing</li> <li>• Improving Customer Access &amp; Benefits</li> <li>• Alignment with Corporate Strategy &amp; Strategic Commitments</li> <li>• Ease of Delivery &amp; Implementation</li> </ul> <p>A common overall staff ratio of staff to desks will be adopted for all office spaces, both the new Colindale offices and any other spaces identified in the borough.</p>
<p><b>Customer Access Strategy / Customer Transformation Programme</b></p>	<p>The Locality Strategy will identify sufficient &amp; correctly located facilities for customers; locations will be selected on the basis of their suitability to meet the specific needs of customers across different localities supporting the delivery of the Customer Transformation Programme.</p>
<p><b>Library Strategy</b></p>	<p>Given the accessibility and geographic spread of the libraries, which are ear marked for improvement under the emerging Libraries Strategy, the Locality study should examine their potential use by services wishing to operate in closer proximity to their customers, whilst still ensuring the rental income target associated within all library buildings will be met.</p>
<p><b>New service models for adults’ and children’s social care</b></p>	<p>The Locality Strategy has identified some space within locality buildings which could be used to host hubs’ for assessments and reviews, should they be agreed by Adults and Safeguarding Committee in September 2016.</p> <p>The Locality Strategy supports the delivery of our partnership vision to make Barnet the most Family Friendly borough by 2020 by identifying appropriate facilities, space for co-location of services, and with the ability to provide services at times and in places that suit children and families.</p>

## 9. Appendices

- Appendix A: Business Hubs briefing paper
- Appendix B: Strategic Borough Maps (current baseline)
- Appendix C: Staff Travel Times
- Appendix D: Indicative Enabling Projects
- Appendix E: Agile Working Case Study
- Appendix F: Risk Register
- Appendix G: Staff Equalities Impact Assessment
- Appendix H: Residents Equalities Impact Assessment
- Appendix I: Barnet House and Burnt Oak Face to Face Review