

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

THURSDAY 20TH APRIL, 2023

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Councillor Barry Rawlings

Vice Chairman: Councillor Ross Houston

Councillors

Ross Houston

Daniel Thomas

Arjun Mittra

Sara Conway

Richard Cornelius

Sarah Wardle

Edith David

Anne Clarke

Alex Prager

Emma Whysall

Nigel Young

Substitute Members

Councillor David Longstaff

Councillor Pauline Coakley Webb

Councillor Caroline Stock

Councillor Val Duschinsky

Councillor Paul Edwards

Councillor Alan

Schneiderman

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Monday 17 April at 10AM. Requests must be submitted to Salar Rida salar.rida@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Salar Rida salar.rida@barnet.gov.uk

Media Relations Contact: Tristan Garrick 020 8359 2454

ASSURANCE GROUP

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ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 16
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Other interests (if any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Q3 2022/23 Contracts Performance Report	17 - 30
8.	Annual Procurement Forward Plan [APFP] Addendum Update	31 - 40
9.	Great North Leisure Park and the Finchley Lido Leisure Centre	41 - 142
10.	Dell Field Court and Meadowside Care Homes	To Follow
11.	Any other item(s) the Chairman decides are urgent	
12.	Motion to Exclude the Press and Public	
13.	Great North Leisure Park and the Finchley Lido Leisure Centre (Exempt)	143 - 168
14.	Dell Field Court and Meadowside Care Homes (Exempt)	To Follow
15.	Any other exempt item(s) the Chairman decides are urgent	

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Decisions of the Policy and Resources Committee

22 February 2023

Members Present:-

AGENDA ITEM 1

Councillor Barry Rawlings (Chair)
Councillor Ross Houston (Vice-Chair)

Councillor Daniel Thomas	Councillor Edith David
Councillor Arjun Mitra	Councillor Anne Clarke
Councillor Sara Conway	Councillor Alex Prager
Councillor Richard Cornelius	Councillor Emma Whysall
Councillor Sarah Wardle	Councillor Nigel Young

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 13 December 2022 be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS

Councillor Wardle declared an interest in Item 8 – Business Planning (including BOOST Business Plan) as a Board Member of The Barnet Group Ltd.

Councillor Mitra declared a pecuniary interest in agenda item 18 (Barnet Group Ltd Budget and Business Plan) as his mother is a tenant of Barnet Homes.

4. REPORT OF THE MONITORING OFFICER

None.

5. PUBLIC QUESTIONS AND COMMENTS

Details of the question asked and the answer provided were published and circulated at the meeting. A supplementary question was answered verbally at the meeting.

6. MEMBERS' ITEMS

None.

7. CHIEF FINANCE OFFICER REPORT

The Committee considered the Chief Finance Officer Report which contained a summary of the Council's revenue and capital forecast outturn for the financial year 2022/23 as at Month 9 (31 December 2022). It also contained information on the level of debt and the top 10 debtors as at 31 December 2022.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee notes the:

- 1. Current forecast financial outturn for 2022-23.**
- 2. Projected use of reserves.**
- 3. Current debt position and related actions.**

8. BUSINESS PLANNING (INCLUDING BOOST BUSINESS PLAN)

The Committee considered a report which set out the proposed budget for 2023/24 and the council's Medium Term Financial Strategy (MTFS) which include the assumptions for 2023-27 with regards to Council Tax, other funding, expenditure forecasts and the savings and income generation plans necessary to set a balanced budget. This would help to ensure resources are aligned to the strategic outcomes set out in draft Corporate Plan which was also being presented to this Committee elsewhere on the agenda.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 8
Against: 4
Abstentions: 0
Total: 12

RESOLVED that the Committee:

In respect of the Budget and Council Tax for 2023/24 and the MTFS 2023-27 taking into account the equality impact assessment and consultation findings:

- 1. Recommends to Council for approval the MTFS, attached as Appendix A, and the detailed revenue budgets in Appendix C, including the proposed savings and funding for pressures in 2023/24;**

2. **Recommends to Council for approval that the budget 2023/24 is prepared on the basis of a 1.8% increase (which takes account of the proposed 1% refund) for the general element of Council Tax in 2023/24 as discussed in paragraph 1.3.11 to 1.3.18;**
3. **Recommends to Council for approval that the budget for 2023/24 is prepared on the basis of an increase of 2% for the Social Care Precept, to help fund social care as detailed in paragraph 1.3.11 to 1.3.18;**
4. **Recommends to Council for the approval the resolutions relating to Council Tax contained within Appendix B;**
5. **Recommends to Council for approval, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2023/24 as set out in Council Tax resolution Appendix B, 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles) (England) Report 2023/24;**
6. **Recommends to Council that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 5 above within a period of 21 days following the Council's decision; and**
7. **Have considered the issues that have emerged from the consultation discussed in Appendix G when making their decisions and have made the decisions outlined in this report being mindful of the consultation responses and equalities impact assessments including the cumulative equalities impact assessments at Appendix H.**

In respect of Capital Strategy and the proposed capital programme:

8. **Recommend to Council the approval of the Capital Strategy as set out in Appendix I1; and**
9. **Recommend to Council for approval the Capital Programme as set out in Appendix I2 and set out in paragraph 1.10;**

In respect of the Treasury Management Strategy Statement (TMSS):

10. **Recommend to Council the approval of the TMSS for 2023/24 as set out in Appendix J.**

In respect of the Dedicated Schools Grant (DSG):

11. **Recommend to Council the approval of the Gross Schools Budget of £426.879m for 2023/24 as set out in Section 1.5; and**
12. **Recommend to Council that any changes to the Schools Budget reasonably required as a result of the final 2023/24 DSG and Post-16 settlement are delegated for decisions to the Executive Director – Children's & Family Services in consultation with the Executive Director of Resources.**

In respect of Housing Revenue Account (HRA) and Temporary Accommodation (TA):

- 13. Recommend to Council the approval of Council dwelling rents increases as set out in paragraphs 1.6.3-1.6.8;**
- 14. Recommend to Council to approve Temporary accommodation rents increases in line with Local Housing Allowance (LHA) rate as set out in paragraphs 1.6.9-1.6.13;**
- 15. Recommend to Council the approval of services charge and garages increases as set out in paragraph 1.6.14-1.6.26; and**
- 16. Recommend to Council the approval of the HRA Business Plan (at Appendix K) and the removal of the policy to increase the minimum reserve position by CPI each year.**

In respect of the BOOST 3 year Plan:

- 17. Approve the underwriting of S106 monies to enable payments to be made to BOOST to deliver their 3 year plan as set out in section 1.8;**

In respect of routine financial matters for 2022/23:

- 18. Notes the contingency budget and allocations from it in 1.9.1-1.9.3;**
- 19. Approves the virement set out in 1.9.4-1.9.6;**
- 20. Approves the writes-offs for Business Rates debt, Housing Benefit Overpayments debt, Sundry Debt, Housing Revenue Account tenant arrears and General Fund tenant arrears as detailed in 1.9.7-1.9.31 and Appendix N;**
- 21. Approves the revised Capital Programme and financing of it as detailed in Section 1.10 (also Appendix I2) including reprofiling of budgets to and from future years, accelerations, additions, and deletions;**
- 22. Recommend to Council to approve delegation to Chief Finance Officer to adjust capital programme and financing in 2023/24 in line with the 2022/23 outturn position; and**
- 23. Notes the Strategic Risk Register in Section 1.11 and Appendix O.**

In respect of Business Rate Reliefs and a new Council Tax Support Fund:

- 24. As set out in section 1.12, Committee to approve the following schemes and delegate authority to the Chief Finance Officer to make minor amendments to the schemes to take account of updated Government advice and software functionality:**
 - Council Tax Support Fund Scheme;**
 - Business Rates Supporting Small Business Relief Scheme; and**
 - Business Rates New 2023/24 Retail, Hospitality and Leisure Scheme.**

In respect of Barnet's 2023/24 Business Rates Discretionary Rate Relief and Hardship Policy:

25. Committee to approve Barnet's 2023/24 Discretionary Rate Relief and Hardship policy, as set out in 1.12, and delegate authority to the Chief Finance Officer to make minor amendments to the scheme to take account of updated Government advice or other relevant considerations. This ensures Barnet are operating the scheme in accordance with a live policy from 1 April 2023 following the expiry of the previous policy;

In respect of the Council Tax Support Scheme:

26. Instructs officers to review the Council Tax Support Scheme to consider restoring the 100% Council Tax rebate for households in the lowest income band alongside work to ensure our cost-of-living support is helping those that need it, and to bring back any recommendations to the relevant meeting in September.

9. CORPORATE PLAN

The Committee considered a report which set out the Council's Corporate Plan: "Caring for people, places and the planet: our plan for Barnet 2023 – 2026".

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 8
Against: 0
Abstentions: 4
Total: 12

RESOLVED that the Committee:

- 1. Agrees the proposals and content of the Corporate Plan 2023-2026 (Annex A).**
- 2. Agrees to refer the Corporate Plan to Council (28 February 2023) for adoption.**
- 3. Agrees to delegate authority to the Chief Executive in consultation with the Leader of the Council to make final formatting and non-material changes to the corporate plan prior to submission to council for adoption.**

10. TRANSFORMATION STRATEGY

The Committee considered a report which set out the Council's proposed Transformation Strategy and governance arrangements for delivery of the Strategy.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 8
Against: 4
Abstentions: 0
Total: 12

RESOLVED that the Committee:

- 1. Agrees the council's Transformation Strategy, as set out in Appendix A;**
- 2. Notes the feedback from the Collaborate engagement exercise, as set out in paragraph 1.5; and**
- 3. Notes the proposed governance arrangements for implementation of the Strategy, as set out in paragraph 1.9.**

11. DEPOT CONSOLIDATION PROGRAMME

The Committee considered a report which set out proposals to consolidate Street Scene services at Oakleigh Road Depot and seeks authorisation to commence the second phase of works.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee:

- 1. Note the contents of the report and the appended Full Business Case (FBC) (Appendix 1);**
- 2. Approve the recommended option for the Oakleigh Road Consolidation, to consolidate services on the existing Brogans site and to explore designs for future required remedial works to the Biel Brothers site;**
- 3. Notes:**
 - a) the funding strategy outlined in section 5 of the report and approve an additional £10.783m Public Loans Works Board capital funding to complete the project;**
 - b) the total anticipated final cost of the project of £19.783m;**
- 4. Approves the proposal to submit a planning application for the installation of a new salt storage barn and associated Mechanical and Electrical (M&E) installations for the wider site on the former Biel Brothers site;**

5. Authorise the procurement of the new salt storage barn, on completion of the design process and relevant Board endorsement of the procurement strategy;
6. Agree to delegate authority to the Deputy Chief Executive for further decisions required to deliver the remaining activities within the scope of the business case (outlined in section 4.1).

12. AREA COMMITTEES - COMMUNITY INFRASTRUCTURE LEVY

The Committee considered a report which set out proposals for revised arrangements in respect of Area Committee Community Infrastructure Levy funding.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee:

1. Having considered the Equality Impact Assessment ('EqIA') carried out by the three Area Committees and their public consultation in respect of this recommendation and 2 and 3 below, agree that the Community Infrastructure Levy (CIL) funding be allocated based on the population within each Area Committee area;
2. Having considered the public consultation undertaken and considered by Area Committees, agree to adopt the Area Committees CIL funding eligibility guidelines (Appendix C) to allow Area Committees to spend their CIL funding on a broader range of schemes addressing the demands that development places on an area (as defined under Regulation 59F(3) of the CIL Regulations 2010 (as amended) ("the Regulations") (see Paragraph 1.6);
3. Having considered the public consultation undertaken by Area Committees, agree the Area Committees to adopt that Sustainability, Community Engagement, Public Health & Community Safety will form part of the Area Committees CIL Funding priorities;
4. Having considered the public consultation undertaken by Area Committees, agree to implement the revised CIL funding application guidelines (Appendix D);
5. Agree that each Area Committee should develop and approve their own CIL funding priorities for each financial year starting in 2022/23;

- 6. Having considered the public consultation undertaken, agree in respect of the Road Safety & Parking Fund that it continues to be allocated borough wide and the schemes to be authorised by the Director of Highways & Transportation.**

13. ENABLEMENT CARE - ADDITIONAL ENABLEMENT PROVISION

The Committee considered a report which sought approval for a waiver to the Contract Procedure Rules section 12.1 to undertake a direct award to up to two additional enablement care providers.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee approve a waiver of the Contract Procedure Rules Section 12.1 to undertake a direct award of contract to up to two providers for provision of enablement care, following the completion of an expression of interest exercise with approved homecare providers.

14. ADULTS CONTRACTS UPDATE

The Committee considered a report which sought authority to waive Contract Procedure Rules and award contracts directly to incumbent contractors under single tender actions to enable continuation of identified contracts. The identified contracts will be subject to fully compliant procurement in 2023/24.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee:

- 1. Authorise a waiver of Contract Procedure Rules (CPR), pursuant to CPR 12.1, requiring written quotations to be obtained, and the award of contracts listed in this report directly to incumbent contractors under Single Tender Actions; and**
- 2. Note that officers will conduct a review of the identified contract requirements and future procurement plans, which will be identified on the Annual**

Procurement Forward Plan 2023/24 and presented for authorisation to Policy & Resources or Adults & Safeguarding Committees as appropriate.

15. ANNUAL PROCUREMENT FORWARD PLAN 2023-24

The Committee considered a report on the Annual Procurement Forward Plan 2023/24 which set out the detail of envisaged procurement requirements for 2023/24 and, where known, for 2024/25 and 2025/26.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 8
Against: 0
Abstentions: 4
Total: 12

RESOLVED that the Committee:

- 1. Approve the Annual Procurement Forward Plan 2023/24 to enable commencement of procurement activity for 2023/24 – 2025/26; and**
- 2. Note the requirements for procurement activity to be subject to service confirmation of continued requirement, any additional approvals required under the Council's Constitution, including the Contract Procedure Rules, and authorisation of a Procurement Launch Document including identification of approved budget source as set out in Appendix 1.**

16. ENFORCEMENT AND PROSECUTION POLICY

The Committee considered a report on an updated Enforcement and Prosecution Policy.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee:

- 1. Approves the implementation of the updated Enforcement and Prosecution Policy 2023 (Appendix 1) with effect from 1st April 2023**
- 2. Considers the Equalities Impact Assessment (Appendix 2); and**

3. Approves delegated authority to the Executive Director of Assurance to make necessary administration or updates as required to the Enforcement and Prosecution Policy.

17. AVENUE HOUSE ESTATE

The Committee considered a report on an application from their tenant, the Avenue House Estate Trust, for consent for alterations to the layout of the second floor flat in Avenue House.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee approves consent via a license for alterations to allow The Avenue House Estate to make alterations to the layout of the second floor flat in Avenue House and delegates authority to the Deputy Chief Executive to negotiate and settle the terms of the licence for alterations.

Councillor Mitra declared a pecuniary interest in the following agenda item as his mother is a tenant of Barnet Homes. He left the meeting during consideration of the item.

18. BARNET GROUP LTD BUDGET AND BUSINESS PLAN

The Committee considered a report which set out The Barnet Group's Business Plan for the period 2023/24 to 2027/28.

Following consideration of the item, the Chairman moved to vote on the recommendations in the report and addendum.

The vote was recorded as follows:

For: 12
Against: 0
Abstentions: 0
Total: 12

RESOLVED that the Committee approve The Barnet Group Business Plan attached as set out in Appendix A.

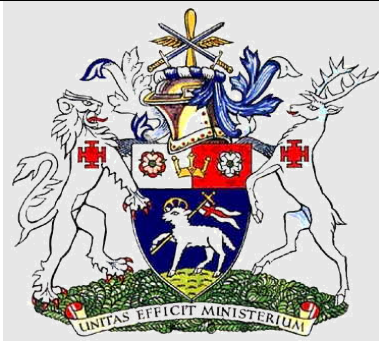
Councillor Mitra re-entered the meeting room.

19. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED that the Committee note the Forward Work Programme.

The meeting finished at 8.17 pm

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Policy & Resources Committee

20 April 2023

Title	Q3 2022/23 Contracts Performance Report
Report of	Chair of Policy & Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Tim Campbell, Interim Assistant Director Commercial and Procurement tim.campbell@barnet.gov.uk</p> <p>Alaine Clarke, Head of Programmes, Performance & Risk alaine.clarke@barnet.gov.uk</p> <p>Stephan Revert, Performance and Risk Manager (Contracts) stephan.revert@barnet.gov.uk</p>

Summary

This report provides an overview of Quarter 3 (Q3) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.

It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita), with specific performance reported to Environment and Climate Change Committee and Housing and Growth Committee in March 2023.

Overall, performance is going well with the vast majority of KPIs achieving their targets. The council continues to work with its contracted partners to address areas of concern, particularly on ensuring that progress is being made where backlogs have occurred due to the impact of the Covid-19 pandemic.

Officers Recommendations

The Committee is asked to note:

1. the Quarter 3 (Q3) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
2. the collective performance for the contracted services delivered by Regional Enterprise (Capita).

PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of Quarter 3 (Q3) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 1.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita), with specific performance reported to Environment and Climate Change Committee and Housing and Growth Committee in March 2023. Services included in this report are listed per contract in alphabetical order:

Customer and Support Group (CSG)

- Customer Services
- Estates
- Finance
- Human Resources
- Information Systems
- Revenues and Benefits

Regional Enterprise (Re)

- Local Land Charges
- Planning and Building Control
- Strategic Planning

- 1.3 The report does not include budget information, which was provided separately to Policy and Resources Committee on 23 February 2023.

OVERVIEW OF CONTRACTS

- 1.4 Overall both CSG and Re services performed well in Q3 2022/23. Out of 65 total KPIs, 57 passed and five failed against their targets (three KPIs were monitor only).
- 1.5 Capita has been working closely with the council to prepare for the return of all Re services by 1 April 2023, and Estates (including Print) services by 31 August 2023. An update on the transition programme will be reported separately to Overview and Scrutiny Committee in June 2023.

1.6 This will be the last report for contract performance in this format due to changes to the governance structure and move to a cabinet system starting in May 2023.

Overview - Customer and Support Group (CSG)

1.7 The CSG contract continues to perform well with all 16 KPIs achieving target, including the cross-cutting KPI¹ for CSG that measures compliance with the Authority’s Customer Service Standard and Complaints Policy.

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policy	N/A	Pass / Fail	Pass	Pass	Pass	Same

1.8 Service highlights included:

- The Customer Services team successfully rolled out a new contact centre telephony solution.
- The HR service completed the annual salary uplift in November with minimal errors due to a new upload method.

Overview - Regional Enterprise (Re)

1.9 The services managed by Re fall under the remit of three committees – Housing and Growth Committee, Environment and Climate Change Committee and Policy and Resources Committee. Reports were submitted to Environment and Climate Change Committee and Housing and Growth Committee on 14 and 23 March 2023 respectively, while performance for the services that were not covered by the remit of these committees, as set out in paragraph 1.2, is reported below in section 3.

1.10 Re services broadly performed well. Overall, for the whole of the Re contract, there were 49 KPIs reported in Q3 2022/23. 41 KPIs achieved target and three KPIs were “monitor only”. Five KPIs did not achieve the Q3 2022/23 target:

- Three KPIs related to Food Hygiene / Standards Inspections failed (reported to Environment and Climate Change Committee) due to knock on impacts of the backlogs generated by the Covid-19 restrictions, as well as changes to business operating hours or businesses not currently trading (resulting in lack of access to premises).
- Two KPIs related to the Planning service failed and are reported in paragraph 3.4 and 3.5 below.

1.11 Seven KPIs relate to services which do not fall under the remit of other theme committees. Five KPIs achieved the Q3 2022/23 target, including the cross-cutting KPI for Re which measures compliance with the Authority’s Customer Service Standard and Complaints Policy.² Two KPIs related to the Planning service failed and are reported in paragraph 3.4 and 3.5 below.

¹ The compliance target is to have no higher than 30 ‘fails’ in any given quarter: 1. Complaints responded to late i.e. outside of timescales are ‘fails’ against this target, and 2. Complaints arising from a failure to do what we promised to do are also ‘fails’ against this target.

² The methodology for this KPI involves a review of all Re service complaints recorded on the council’s system in any given quarter: 1. Complaints responded to late i.e. outside of timescales are ‘fails’ / instances of non-compliance against this KPI; and 2. Complaints arising from a failure to do what we promised to do are also ‘fails’ against this KPI.

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policies (number of instances of non-compliance with Authority policies)	Smaller is Better	Number	No more than 30	19	27	Improved

1.12 Service highlights in Q3 2022/23 included:

- The average time taken to process local land charges requests improved by almost one day compared to the same time last year.
- The Planning Service had difficulties with resourcing and the legacy impacts of Covid-19.
- There was significant progression with the Local Plan Examination in Public (EiP).

Notes on tables

1.13 The targets listed for both CSG and Re are for the year 2022/23 and the current reporting period, Q3 2022/23.

2. CUSTOMER AND SUPPORT GROUP (CSG)

Customer Services

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Customer satisfaction (phone, face-to-face, email and post case closure)	Bigger is Better	%	89	90.6	93.0	Worsened
Customer Services cases closed on time	Bigger is Better	%	94	100	100	Same
Cases / transactions completed via self-service channels	Bigger is Better	%	50	66.7	72.1	Worsened
Customer satisfaction (web performance and customer feedback)	Bigger is Better	%	65	69.6	67.0	Improved

2.1 There are four KPIs for Customer Services. All met the Q3 2022/23 target.

2.2 Both Customer Satisfaction KPIs remained above target this quarter, although for the measure related to 'phone, face-to-face, email and post-case closure' there was a decrease on the same period last year (2.4% from 93% in Q3 2021/22) and previous quarter (94.3% in Q2 2022/23). This was investigated by the service and believed to be due to a change in when and how the survey was conducted with residents following the successful roll out of the new contact centre telephony solution in October 2022. This has now seen an improved performance in Q4 2022/23 and we will continue to monitor.

2.3 The service continued to support the authority with the Homes for Ukraine initiative, with service staff taking calls and helping residents and hosts.

2.4 The service has continued to work with the web team on 'Digital Health Checks'. These have identified over 70 content improvement suggestions for the web site, many of which are planned to go live over Q4 2022/23.

Estates

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Lease Renewals	Bigger is Better	%	100	100	100	Same

2.5 There is one KPI for Estates. This met the Q3 2022/23 target.

Building Services

2.6 The Measured Term Contract for building services, cyclical compliance inspections, repairs, and maintenance was initially due for completion in September 2022, but was delayed until Q4 2022/23 (completed in February 2023). This was due to a delay with finalising the legal contracts.

2.7 Energy saving measures for the civic estate and libraries were reviewed and quick wins were implemented. These included reducing hot water and heating temperatures and reducing occupation times of buildings. The service has worked on programmes as part of the Public Sector Decarbonisation Scheme (PSDS) and have assisted where required on the reduction of carbon in line with the council's sustainability initiative.

2.8 The service completed restoration works to the obelisk on The Mill Hill war memorial, located at The Ridgeway in Mill Hill in December 2022.

Property Services

2.9 The Asset Valuation project for 2022/23 commenced earlier than last year, and 159 asset valuations were completed by the end of Q3 2022/23.

2.10 The service completed five rent reviews in Q3 2022/23, bringing the year-to-date total to 40.

2.11 Progress has been made on debt recovery from tenants accumulated following the Covid-19 period, and for the first time this debt owed is less than £1.0 million.

2.12 The service completed nine lease renewals in Q3 2022/23, bringing the year-to-date total to 25.

Facilities Management

2.13 The service signed up to 'The British Institute of Cleaning Science' (BICSc) cleaning standards and audits against this standard have commenced.

2.14 A quarterly building user group for the Colindale office commenced in October 2022 with representatives invited from every department, including from the unions.

2.15 The Housing Options Unit was handed over back to the Housing Options team ready for occupation following the refurbishment of the space. The security team are supporting by directing people to the correct location as some visitors for the Housing Options team are still arriving at the Colindale office main entrance.

2.16 The Colindale café has opened on the ground floor, which is being supported by security in the main entrance.

Print & Mail

2.17 There were 199 logged calls for either printer faults or courier requests in Q3 2022/23, compared to 209 for Q2 2022/23.

2.18 The service mitigated issues resulting from the Royal Mail strike days over Q3 2022/23. Most of the strikes were single day which effected only special and first-class delivery. The service kept staff informed of potential delays with posters in the office, and asked staff to work any large volume post around the strike dates.

Finance

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Operational availability of financial system application (Integra) to the hosted network	Bigger is Better	%	92	99.8	99.6	Improved
Invoice documents in Accounts Payable processed within agreed timescales	Bigger is Better	%	90	98.3	99.5	Worsened
Completion of audit recommendations by Capita in relation to their provision of finance services	Bigger is Better	%	100	100	100	Same

2.19 There are three KPIs for Finance. All met the Q3 2022/23 target.

2.20 The Accounts Payable (AP) team and Central Support Team (CST) continue to work with the council to facilitate payment of the Homes for Ukraine scheme.

2.21 The process of performing the 2019 aged creditors review has been completed, and £5.5m will be cleared off the ledger following final approval for all the items. This was in addition to the £5.0 million reported following a review of creditors from 2018, which was reported in Q2 2022/23.

Human Resources

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Payroll Accuracy – error rates and correct dates	Smaller is Better	%	0.10	0.00	0.02	Improved
DBS verification audits	Bigger is Better	%	100	100	100	Same

2.22 There are two KPIs for Human Resources. Both achieved the Q3 2022/23 target.

2.23 The service completed the Annual Salary increase in November by means of a new upload. Accuracy of this annual task was significantly increased resulting in an improved score for the Payroll Accuracy KPI (0.00% in Q3 2022/23 compared to 0.02% in Q3 2021/22, and against a target of 0.10%).

- 2.24 Successfully implemented the Nest Pension scheme ensuring all stakeholders were fully aware of progress and confident that deadlines would be met. Monthly tasks have been embedded including reporting. Completed the enrolment process for those opting out of the Local Government Pension Scheme, ensuring all statutory obligations were met for the Council.
- 2.25 Implemented Terms & Conditions amendments for The Barnet Group relating to Sickness, Maternity and Paternity leave, backdating the new schemes to April 2022.

Information Systems

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Incident resolution	Bigger is Better	%	91.0	95.2	94.5	Improved
Critical system availability	Bigger is Better	%	99.5	99.9	99.8	Improved

- 2.26 There are two KPIs for Information Systems. Both met the Q3 2022/23 target.
- 2.27 The service provided support to the Customer Contact Centre for the move to a new contact centre telephony solution. The new platform provides better security and resilience through its modern cloud-based infrastructure.
- 2.28 As part of ongoing efforts to improve the IT security of the Barnet estate, the service deployed Microsoft Sentinel which allows:
- Comprehensive security to get end-to-end visibility across all resources including users, devices, applications, and infrastructure.
 - Detection of advanced threats by using AI driven capabilities.
 - Investigation of prioritised incidents by surfacing critical incidents and hunt suspicious activities at scale.
 - Efficient and effective response by allowing the service to respond to incidents rapidly with built in automation of common tasks.
- 2.29 The core case management system in Family Services is used to hold data about children in care, which was occasionally going offline. The service identified this system was being overloaded by increased numbers of sessions (usage) at certain times of the day. Extra server capacity was added to ensure the system stays online, and this will continue to be monitored for further issues.

Risks

- 2.30 There was one high-level (scoring 15+) joint risk related to Information Systems in Q3 2022/23, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	15	Cyber awareness campaign ran over Christmas with staff, and a scenario planning workshop was run with business continuity leads in February. A review of wider cyber staff training that sits on the council's learning management system is being conducted. Simulated phishing campaigns are also being trialled as a learning tool for staff.

Revenues and Benefits

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Accuracy of benefit assessments	Bigger is Better	%	95.0	100.0	97.8	Improved
Days to process new claims	Smaller is Better	Number	22	17	33	Improved
Days to process changes in circumstances	Smaller is Better	Number	6	4	2	Worsened

- 2.31 There are three KPIs for Revenues and Benefits. All three measures achieved target for Q3 2022/23. Accuracy of benefit assessments scored 100.0% for Q3 2022/23, however the volume of checks carried out was low in the period (401 compared to 2,663 for Q3 2021/22), due to the quality assurance team being redeployed to work on the energy rebates in October and November.
- 2.32 At the end of Q3 2022/23, Council Tax 4-year collection was 98.19% and in-year collection was 79.08%, a 0.06% increase on the same period last year (79.02%). Outbound calls or emails were made to residents who had a debt during Q3 2022/23 and a Telsolutions campaign (outbound text and email messages to those who have not paid before a formal reminder is issued, to prompt payment) that commenced in September 2022, continued this quarter.
- 2.33 Direct debit take-up increased to 72.36%, compared to 70.55% in December 2021.
- 2.34 The service supported the discretionary top up amount of the energy rebate and this was delivered by the deadline on 30 November 2022.
- 2.35 A recovery matrix was installed in December 2022. This will allow the service to view all debt/recovery stages for individual customers in one area, which enables more efficient targeting of debt recovery.
- 2.36 The automated form HBAAI (Housing Benefit Award Accuracy Initiative) was put in place and the project was on track to be completed by the deadline in February 2023 (which was achieved), with 4601 reviews being undertaken on high-risk cases.

3. REGIONAL ENTERPRISE (Re)

- 3.1 The following Re services do not fall under the remit of another theme committee and have been included for completeness.

Local Land Charges

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Average time taken to process requests for full official Land Charges searches (online and post)	Smaller is Better	Number	3.0	1.1	2.1	Improved

3.2 There is one KPI for Local Land Charges which achieved the Q3 2022/23 target and reduced by almost one day compared to the same time last year.

Planning and Building Control

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Planning Application Basket of KPIs	Bigger is Better	Number	6	4	6	Worsened
Planning Enforcement Basket of KPIs	Bigger is Better	Number	6	3	0	Improved
Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	%	80.0	84.3	90.4	Worsened
Decisions meeting building regulation statutory timescales	Bigger is Better	%	100	100	100	Same

3.3 There are four KPIs for Planning and Building Control. Two achieved the Q3 2022/23 target and two did not.

3.4 There were two fails in the planning application basket of KPIs: one relating to a complex prior notification which required legal advice after the target date, and the other related to certificates of lawfulness which were given a lower priority (statutory work was prioritised due to resourcing issues) in Q3 2022/23. The service met all other targets during Q3 2022/23.

3.5 There were three failures in the planning enforcement basket of KPIs. The indicators that were not met were due to the legacy impact on the casework from Covid-19, as they relate to the later stages of the enforcement process such as appeals, where the control over the timing of action sit with the Planning Inspectorate and the Courts.

Strategic Planning

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Strategic Planning Documents completed and signed off	Bigger is Better	%	100	100	No Activity	Not comparable

3.6 There is one KPI for Strategic Planning which achieved the Q3 2022/23 target.

3.7 There was significant progression with the Local Plan Examination in Public (EiP) with many resources across the service diverted to producing the 71 action notes required by the Planning Inspectors. Additional Statements of Common Ground with third party participants have also been negotiated at the request of the Inspectors. As expected, resources were stretched in dealing with the unprecedented detail and intensity of the EiP and the two high profile Planning Inquiries on the Homebase site and upcoming B&Q Cricklewood.

- 3.8 Community Infrastructure Levy (CIL) receipts were higher in Q3 2022/23 than Q2 2022/23 (£8.507 million compared to £2.204 million). Although the KPI for the year is likely to be met, there was £6.651 million from 43 cases of overdue payments, and of these, 24 cases were overdue for over a year. Most of the overdue cases were from larger schemes that delayed payment due to knock on effects of Covid-19 and the developers are in difficulty. It has been identified that legal advice is urgently required, as the team are unable to proceed further with enforcement without legal advice.

4. REASONS FOR RECOMMENDATIONS

- 4.1 This report provides an overview of Quarter 3 (Q3) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 4.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in March 2023.

5 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 None.

6 POST DECISION IMPLEMENTATION

- 6.1 None.

7 IMPLICATIONS OF DECISION

8. Corporate Priorities and Performance

- 8.1 Performance monitoring is essential to ensure robust management of the council's strategic contracts and supports commercial discussion and decision-making. It also ensures resources are adequately and appropriately directed to support delivery and achievement of corporate priorities.

- 8.2 Relevant council strategies and policies include the following:

- CSG contract
- Re Contract

9. Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 9.1 The report does not include budget information, which is provided separately to Policy and Resources Committee.

10. Legal and Constitutional References

- 10.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to

section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions. Robust contract management assists with ensuring the proper administration of the council's financial affairs.

10.2 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee.

- To be responsible for developing the Corporate Plan and recommending it to Full Council for adoption.
- To be responsible for Finance including:
 - Recommending the Capital and Revenue Budget (including all fees and charges); and Medium Term Financial Strategy; to Full Council for adoption
 - Revenue and Capital Monitoring and Expenditure: Committee to receive a cross-council overview with theme committees scrutinising revenue and capital expenditure within their remits
 - Treasury Management
 - Local Taxation
 - Insurance
 - Corporate Procurement
 - Revenues and Benefits
 - Grants
 - Writing-Off Debt
 - Virements
 - Effective Use of Resources
 - Procurement Forward Plan
- To be responsible for strategic policy, risk management, oversight of the organisation, performance and operational working of the council including the following specific functions/activities:
 - Local Plans (except for matters reserved to Full Council)
 - ICT and Digital
 - Customer Services
 - Emergency Planning
 - Equalities, Diversity and Inclusion
 - Contract Monitoring and Management: Cross-organisation overview of contracts with contracts in the terms of reference of another theme committee being scrutinised by that committee.
 - Performance Monitoring and Management: Cross-organisation overview of performance with performance in the terms of reference of another theme committee being scrutinised by that committee.
- Consider for approval budget and business plan of the Barnet Group Ltd
- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the council.

11. Insight

11.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 3 (Q3) 2022/23. The report covers delivery from Capita: the Customer and Support Group (CSG) and Regional Enterprise (Re).

12. Social Value

- 12.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

13. Risk Management

- 13.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level (scoring 15+) joint risks with strategic contractors are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

14. Equalities and Diversity

- 14.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

- 14.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

- 14.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

- 14.4 This is set out in the council's Equalities Policy, which can be found on the website at:

<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

15. Corporate Parenting

- 15.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

16. Consultation and Engagement

- 16.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement.

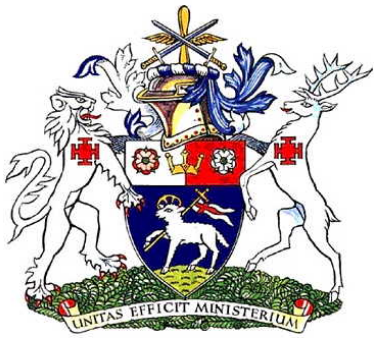
17. Environmental Impact

- 17.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

18. BACKGROUND PAPERS

- 18.1 None

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AGENDA ITEM 8

Policy and Resources Committee 20 April 2023

Title	Annual Procurement Forward Plan [APFP] Addendum Update
Report of	Chair of the Policy & Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Addendum Appendix 1 – Annual Procurement Forward Plan 2023/24
Officer Contact Details	Cath Shaw, Deputy Chief Executive cath.shaw@barnet.gov.uk Tim Campbell, Interim Assistant Director (Commercial & Procurement) tim.campbell@barnet.gov.uk Susan Lowe, Senior Business Partner, Procurement susan.lowe@barnet.gov.uk

Summary

This report provides addendum update for envisaged procurement requirements for 2023/2024 relating to Housing and Regeneration and Economic Development. The update relates to the Annual Procurement Forward Plan (APFP) 2023-24 detail presented to 22 February 2023 Policy & Resources Committee. The detail for update can be found in Addendum Appendix 1.

This report seeks authorisation to enable commencement of procurement activity in accordance with the Council's Contract Procedure Rules, subject to confirmation of continued requirement, available budget, and any additional approvals required under the Council's Constitution.

The use of the Annual Procurement Forward Plan (APFP) is in line with the Council's Constitution.

The approval of the APFP does not automatically provide approval for all procurement. Where appropriate, procurement activity will be referred to the relevant committee for

approval as part of the council's overarching governance process and set out in the Constitution, Contract Procedure Rules.

Officers' Recommendations

- 1. That the Committee approve the Addendum update to the Annual Procurement Forward Plan to enable commencement of procurement activity for 2023/24**
- 2. That the Committee note the requirements for procurement activity to be subject to service confirmation of continued requirement, any additional approvals required under the Council's Constitution, including the Contract Procedure Rules, and authorisation of a Procurement Launch Document including identification of approved budget source as set out in Appendix 1.**

1. Why this report is needed

- 1.1 Under paragraph 4.1 of the Council's Contract Procedure Rules any Procurement, including extensions and variations to contracts set out in the Annual Procurement Forward Plan (APFP) and approved by the Policy & Resources Committee, is deemed as authorised to commence, provided there is not an additional authorisation requirement identified, such as Cabinet or Portfolio holder approval depending on the value of the procurement. The expectation is that Cabinet approval will be required for contracts over £0.500m in the new executive system unless they are authorised via the Cabinet decision on the APFP.
- 1.2 The APFP is set out in Appendix 1 and it includes all known procurements that are anticipated in the 2023-24 financial year. These have been identified against category of spend as follows:

Sub-£25k (£10,000-£24,999)
ITQ (£25,000-£213,476)
Find a Tender Service [FTS] & Works ITQ (> £213,477)
Framework Agreement

Each category value is subject to different governance authorisation requirements, as detailed within the Council Constitution Article 10 Table B and Contract Procedure Rules. The APFP includes all procurement exercises that are envisaged to be required during the year. The APFP provides oversight and enables better planning of procurement activity and should not be regarded as indicating approval (or otherwise) of the business case for any particular scheme or project. As an appendix to the committee report the APFP provides a good practice, transparent annual update to the market of envisaged procurement activity.

- 1.3 The APFP does not identify the source of funding, as this is a service area responsibility. The procurement activity cannot commence without confirmed source of funding/budget allocation which is confirmed in the Procurement Launch Document (PLD).

- 1.4 The APFP contract title relates to the topic of envisaged procurement activity which will be finalised upon authorisation of Procurement Launch Document (PLD) and prior to release of procurement activity to market.
- 1.5 The APFP Appendix identifies activities of £0.500m and above which require additional approval to proceed. The additional reporting requirements on the APFP relate to activities that are subject to one or more of the following criteria:
- provision of Full Business Case (FBC);
 - capital works funding;
 - high value projects/programmes, and;
 - any activity identified at point of APFP authorisation by Policy & Resources Committee.
- 1.6 Additional authorisation for values in excess of £0.500m will be sought from cabinet when the new executive system is established, which can be via the APFP, subject to any additional requirements, and in the meantime by committee report to the following theme committees:

Service Area	Committee
Growth & Development	Housing and Growth Committee
Development & Regeneration Services	Housing and Growth Committee
Children's and Family Services	Children Education and Safeguarding Committee
Libraries Services	Community Leadership and Libraries Committee
Adults and Public Health	Adults and Safeguarding Committee
Highways including Street Scene	Environment Committee
Assurance, Commercial and Resources	Policy & Resources Committee

2. Reasons for recommendations

- 2.1 To comply with the Council's Contract Procedure Rules, which form part of the Council's Constitution.
- 2.2 To avoid presentation of multiple individual requests for approval to procure contracts above £0.213m to portfolio members and over £0.500m to Cabinet. Cabinet approval can be via approval of the APFP.
- 2.3 To provide visibility of individual service area requirements to procure lower values above £10,000 and beneath £213,476. Inclusion on the APFP provides both visibility and authorisation to procure, subject to budget confirmation.

3. Alternative options considered and not recommended

- 3.1 To present individual requests through the prevailing political governance structures as procurement activity comes due. This is not recommended for the thirty-eight addendum items owing to the administration burden it would place upon officers and members to prepare, consider and approve each activity.

4. Post decision implementation

- 4.1 Procurement and service area officers will proceed with a review of the authorised addendum APFP 2023-24.
- 4.2 Procurement activities will commence, where there is no additional approval mechanism, as Procurement Business Partners confirm with service area leads/budget holders that the requirement to procure is still valid and a Procurement Launch Document (PLD) is fully authorised. The PLD provides an audit trail which confirms the requirement, authorisation for procurement is in place including Capital Strategy Board approval as appropriate, the procurement option/strategy to be delivered, the budget for the contract, alignment with Council policies, collaboration, working with SMEs, apprenticeships, risks, delivery of Social Value and procurement timeline.
- 4.3 Review of the addendum APFP by Procurement Business Partners and service areas will include potential aggregation of requirements across services and removal of items that are not being progressed and/or procurement has been concluded removing the need for authorisation to proceed within the financial period of the APFP.

5. Implications of decision

5.1 Corporate Priorities and Performance

The APFP will enable the Council to maintain an accurate oversight of procurement activity across the full range of services and support more commercial and efficient procurement practices. The APFP supports transparency and drives achievement of the Council's key priorities as set out in previous Barnet Plan 2025 and is aligned with the key priorities in the new corporate plan. Built on the pillars of "***caring for people, our places and the planet***" the plan sets out the key priorities and specific areas of focus we will undertake to deliver this vision. The pillars are underpinned by a foundation of being ***Engaged and Effective***. This part of the report refers how we will become a 'listening council' collaborating and building a continuous dialogue with residents and communities. It also refers to how we will transform how we work to deliver these priorities.

- 5.1.1 The APFP will enable identification of procurement activity in support of Barnet's Social Value Policy and the delivery of contracts which align with social value Themes, Outcomes and Measures (TOMs) and provide evidence in support of community benefit through social value delivery of procured contracts.
- 5.1.2 The APFP will also enable identification of procurement activity in support of sustainability and net zero targets.

5.1.3 The Council is a signatory to London Council's Procurement Pledge "to create jobs and training through its supply chain." It is to be noted that the Social Value Policy of the Council captures the requirements typically expected through this pledge:

- Recruit a percentage of the workforce locally, for example by advertising with local Jobcentre Plus;
- Create apprenticeships;
- Offer a number of work placements to young people, graduates, or workless people;
- Offer additional training and qualifications opportunities to a percentage of their existing workforce;
- Work with their own supply chains to create additional opportunities;

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

5.2.1 The costs pertaining to the contracts contained within the Appendix to this report are contained within the individual service budgets of the Council. All procurements are subject to confirmation that budget is in place for the identified contracts.

5.2.2 Procurement will work with individual services to:

- confirm continuation of envisaged requirement as recorded on the published plan within the Appendix
- ascertain the budget source (capital/revenue/grant) for the contract which will result from the procurement exercise and achieve finance confirmation for budget spend
- consider aggregation opportunities across service requirements

5.2.3 Best value is a key consideration; both when identifying opportunities to join up procurement activity across Barnet or as part of consortium arrangements, and in the tender evaluation process.

5.3 **Legal and Constitutional References**

5.3.1 The Council's Constitution, Article 7 sets out the terms of reference of the Policy and Resources Committee including:

(1) To determine strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy and Corporate Plan to Full Council, Finance issues, Procurement Forward Plan, Local Plans, Information Technology, Strategic Partnerships, Customer Services and Resident Engagement, Emergency Planning and the effective use of resources.

5.3.2 The Council's Constitution, Article 17 (Contract Procedure Rules) sets out the authorisation process for entering contractual commitments. "Authorisation" is the approval required before quotations or tenders for supplies, services or works may be sought in accordance with Council Constitution Article 10 Table B.

5.3.3 The Council's Constitution Article 10 Table B summarises Authorisation and Acceptance Procedures, including that procurements of £500,000 and over may be authorised by the Annual Procurement Forward Plan:

- The aim is to speed up the procurement process by removing unnecessary bureaucracy – in this case, a duplication of the authorisation process.
- Any contract, including additions, extensions and variations, which have been included in a directorate or service's Budget and supporting plans and strategies or

- any other Committee approved plan is deemed as authorised irrespective of value.
- The Contract Procedure Rules at paragraph 4.3 states that there are separate reporting and authorisation conditions for certain procurement exercises, and these are set out in the Appendix 1 to this Report. This requirement means that Members will receive more detailed information on certain procurement activities before they are authorised.

5.4 **Insight**

5.4.1 Insight data will be used to support the delivery of the APFP as it will enable preparation of market engagement with internal and external stakeholders prior to procurement exercises and that Barnet's community requirements are considered to inform these.

5.4.2 Post tender delivery insight data will be used to support contract management.

5.5 **Social Value**

5.5.1 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (£213,477 from January 2022) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

- (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
- (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

5.5.2 The council has extended the Social Value Act's requirements through development of a Social Value Policy to support social value and sustainability delivery opportunities through all procurements at the Council, not just above threshold services contracts. This is discussed elsewhere on this committee's agenda.

5.5.3 Service areas will be asked to confirm that the development of specifications for all proposed procurements have taken these requirements into consideration. It should be noted that such considerations could compromise the Council's ability to maximise the value for money it can achieve, so a balance will be sought wherever possible

5.6 **Risk Management**

5.6.1 If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on best value and the likelihood of delivering significant procurement savings. In addition, the Council will be unable to forward plan the need for appropriate resource to support the programme. Well planned processes will enable effective commercial negotiations to take place thereby driving lower costs from the portfolio of contracts put to market.

5.7 **Equalities and Diversity**

5.7.1 Pursuant to the Equality Act 2010, the Council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment,

pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination. All organisations that submit tenders for Council business are required to submit their Policy Statement regarding how they manage compliance with the Equality Act, or equivalent legislation.

5.8 Corporate Parenting

5.8.1 Identified service area procurements may have direct and/or indirect impacts on looked after children and care leavers. Procurement will work with service areas to identify any opportunities to support children in care and/or care leavers as part of the procurement process, as well as to identify and seek to mitigate any potential adverse impacts of a procurement.

5.9 Consultation and Engagement

5.9.1 Consultation and engagement will take place within individual procurement projects as appropriate to the product(s) or service(s) required. Service users will be engaged in the procurement process as part of a co-design approach where appropriate.

5.10 Environmental Impact

5.10.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

6. Background papers

6.1 Policy and Resources Committee 6 January 2020 Agenda Item 10 Annual Procurement Forward Plan 2020/21 Appendix 1 Annual Procurement Forward Plan 2020/21
<https://barnet.moderngov.co.uk/documents/s56939/Annual%20Procurement%20Forward%20Plan%20APFP%2020202021.pdf>

6.2 Policy and Resources Committee 8 December 2020 Agenda Item 13 Annual Procurement Forward Plan [APFP] 2021/22
<https://barnet.moderngov.co.uk/documents/s62441/Annual%20Procurement%20Forward%20Plan%20APFP%2020212022.pdf>

6.3 Policy and Resources Committee 9 December 2021 Agenda Item 8 Annual Procurement Forward Plan [APFP] 2022/23
<https://barnet.moderngov.co.uk/documents/s69057/Annual%20Procurement%20Forward%20Plan%20APFP%202022-2023.pdf>

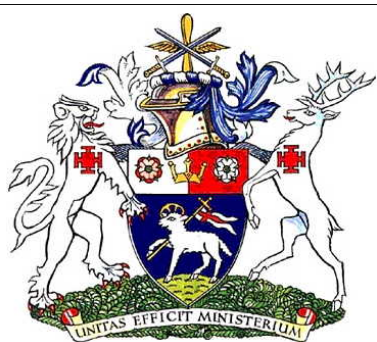
6.4 Policy and Resources Committee 22 February 2023 Agenda Item 15 Annual Procurement Forward Plan [APFP] 2023/24
https://barnet.moderngov.co.uk/documents/s76392/APFP%202023-24%20PR%20Ctte%20Report%20FINAL_22022023.pdf

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Annual Procurement Forward Plan 2023-24 Addendum April 2023
 Delivery Unit/Service Area :
 Procurement Activity 2023-24

No.	Contract Name / description	Procurement Type (Please Select)	Delivery Unit/Service Area	TOTAL CONTRACT VALUE including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 As determined by/to be determined by Committee Chair/Director/Capital Strategy Board	Contract Term in Years (Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months) Please note this must align with contract value to confirm authorisation to proceed	Procurement Start Date (dd-mm-yyyy) [to be clearly identified if procurement activity will commence prior to April 2023]	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
e.g. 9999	e.g. Gas Supply Contract	e.g. Retender	e.g. Estates	e.g. £3,000,000	Yes / No	1 year + 12 months	01/01/2021	01/04/2021	No
Housing Regeneration									
1	GLA funded New Southgate Future Regeneration Programme	New Procurement	Housing and Regeneration	£ 700,000	Yes	1 year + 12 months	04/01/2023	04/01/2024	N/A
2	Future Regeneration Programme Feasibility Work	New Procurement	Housing and Regeneration	£ 500,000	Yes	1 year + 12 months	01/04/2023	01/07/2023	N/A
3	Colindale West - Masterplanning	New Procurement	Housing and Regeneration	£ 320,000	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
4	1000 Homes Project - Consultancy Support	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
5	1000 Homes Project - Professional and Legal advice, support and services	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
6	Planning Policy - Supplementary Planning Document (Planning - Policy Thematic)	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
7	Planning Policy - Supplementary Planning Document (Planning - Area Based)	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
8	Planning Policy - Supplementary Planning Document (Infrastructure/Technical)	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
9	Planning - Digital Planning Tools / Software Improvements	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
10	Planning - Digital Planning Data / Mapping Improvements	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
11	Digital Placemaking - Consultancy Support services	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
12	Digital Placemaking - Connectivity Improvements (including Wi-Fi Network Infrastructure)	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
13	Digital Placemaking - Network Infrastructure	New Procurement	Housing and Regeneration	£ 213,477	No	10 years + 24 months	01/04/2023	01/07/2023	N/A
14	Digital Placemaking - IOT Sensors	New Procurement	Housing and Regeneration	£ 213,477	No	10 years + 24 months	01/04/2023	01/07/2023	N/A
15	Digital Placemaking - Smart Cities Technologies/Innovation	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
16	Housing Retrofit - Consultancy Advice and Programme Support	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
17	Housing Retrofit - Business cases / Piloting of projects and tools	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
18	Housing Retrofit - Data Collection / Analytics / Software	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
19	Digital Placemaking - Asset assessment and approvals support	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
20	Digital Placemaking - Asset management software	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
21	Housing Retrofit - Supplier market consultancy support	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
22	Housing Retrofit - Suppliers	New Procurement	Housing and Regeneration	£ 213,477	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
23	Digital Exclusion - Connections and Devices	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
24	Colindale - Connecting Colindale Transport and Public Realm Delivery Implementation	New Procurement	Housing and Regeneration	£ 100,000	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
25	Grahame Park Estate Improvements Programme	New Procurement	Housing and Regeneration	£ 50,000	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
26	Colindale West - Colindale Engagement Programme and Economic Capacity Study	New Procurement	Housing and Regeneration	£ 25,000	No	1 year + 12 months	01/04/2023	01/07/2023	N/A
Economic Development									
27	Edgware Town Centre Station Road - Professional Services and Capital Works	New Procurement	Economic Development	£ 5,000,000	Yes	3 years	01/04/2023	01/07/2023	N/A
28	Burnt Oak Town Centre Strategy Phase 2 - Professional Services and Capital Works	New Procurement	Economic Development	£ 4,000,000	Yes	3 years	01/04/2023	01/12/2023	N/A
29	Finchley Central Town Centre Strategy Phase 1 - Capital Works	New Procurement	Economic Development	£ 3,000,000	Yes	1 years	04/01/2023	01/07/2023	N/A
30	Golders Green Town Centre Strategy Phase 1 - Professional Services and Capital Works	New Procurement	Economic Development	£ 3,000,000	Yes	3 years	04/01/2023	01/06/2023	N/A
31	Chipping Barnet Town Centre Strategy Phase 2 - Professional Services and Capital Works	New Procurement	Economic Development	£ 3,000,000	Yes	3 years	01/04/2023	01/08/2023	N/A
32	General Town Centre Strategic Works - Professional Services and Capital Works	New Procurement	Economic Development	£ 3,000,000	Yes	3 years	01/04/2023	01/06/2023	N/A
33	Cricklewood Town Centre - Professional Services and Capital Works	New Procurement	Economic Development	£ 2,000,000	Yes	3 years	01/04/2023	01/05/2023	N/A
34	West Hendon Broadway Town Centre Strategy Phase 2 - Professional Services and Capital Works	New Procurement	Economic Development	£ 2,000,000	Yes	3 years	01/04/2023	01/06/2023	N/A
35	Economic Development Projects - Technical Support	New Procurement	Economic Development	£ 1,500,000	Yes	3 years	01/04/2023	01/06/2023	N/A
36	Business Support Projects - Technical Support	New Procurement	Economic Development	£ 1,500,000	Yes	3 years	01/04/2023	01/06/2023	N/A
37	North Finchley Town Centre Strategy Phase 1 - Professional Services and Capital Works	New Procurement	Economic Development	£ 600,000	Yes	3 years	04/01/2023	01/06/2023	N/A
38	Art & Culture Strategy development and delivery - Professional Services	New Procurement	Economic Development	£ 500,000	Yes	3 years	01/04/2023	01/07/2023	N/A
Assurance									
39	Print and Postage Services for Electoral Services (Elections and Electoral Registration)	New Procurement	Elections	£ 875,750	No	4 years	01/06/2023	01/04/2024	N/A

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Policy and Resources Committee 20 April 2023

Title	Great North Leisure Park and the Finchley Lido Leisure Centre
Report of	Chair of Policy & Resources Committee- Cllr Barry Rawlings
Wards	All
Status	Public with accompanying Exempt Report (not for publication by virtue of paragraph 3 of Schedule 12a of the Local Government Act 1972 as amended as this relates to information of a financial or business nature)
Urgent	No
Key	Yes
Enclosures	Appendix 1 Engagement Report Appendix 2 Finchley Lido Leisure Centre redevelopment Strategic Outline Case
Officer Contact Details	Cassie Bridger (Assistant Director of Greenspace and Leisure) Cassie.bridger@barnet.gov.uk Suzi Carter (Programme Manager, Estates) Suzi.carter@barnet.gov.uk Julia Xu (Programme Manager, Development Delivery) Julia.xu@barnet.gov.uk

Summary

Regal London's recent acquisition of the Head lease of Great North Leisure Park (GNLP) from LandSec Plc has created an opportunity for the Council to explore options for a new Finchley Lido Leisure Centre.

The Council undertook some initial public engagement between December 2022 and February 2023 about the potential leisure centre re-provision and the findings illustrated a strong preference for the new leisure centre to remain at GNLP. This report highlights the commercial negotiations that have taken place between the Council and Regal London with

regard to a proposed headlease extension and it makes preliminary recommendations with regard to the future of the Finchley Lido leisure centre in the context of those discussions.

Officers Recommendations

The Committee is asked to:

- 1. Approve the final Heads of Terms (HoTs) for:**
 - **a proposed Conditional Development Agreement at GNLP with Regal London; and**
 - **Entering into negotiation with Regal to finalise the Development Agreement. As per relevant requirements, it is proposed that the draft Development Agreement and the financial arrangement contained therein will be brought back to Cabinet at the relevant time for approval.**
- 2. Note the leisure centre facility mix options (at 1.15) that have emerged for consideration and are subject to further assessment through public consultation and engagement and business case development.**
- 3. Provide authority to serve a suitably worded VEAT notice post Committee as per regulatory requirements with regard to LBB entering into a Development Agreement on GNLP with Regal.**

1. Why this report is needed

- 1.1 Great North Leisure Park (GNLP) occupies an 11.2-acre (4.40 ha) site in a prominent position on High Road (A1000), North Finchley. It is in proximity to amenities at North Finchley Town Centre. The site has been allocated for redevelopment within the emerging local plan.
- 1.2 The freehold of the site is owned by London Borough of Barnet (LBB); and Regal London, a development company and LBB's development partner in North Finchley Town Centre, has recently completed the purchase of the two long leasehold interest (c121 years remaining) of GNLP from the previous head lessee, Landsec Plc, with the intention to redevelop for a residential-led mixed use scheme subject to planning.
- 1.3 The current headleases have covenants contained within them that restrict the tenant's ability to redevelop or change the use of the property without the Landlord (LBB)'s consent. In addition, with 121 years remaining, the leases are too short to facilitate a build-to-sell residential scheme on the site. Therefore, in order to pursue a residential led redevelopment of the site, Regal London have approached LBB to amend the terms of the headleases, including removing the relevant restrictive covenants and to extend the lease term to improve the commercial attractiveness of the investment.
- 1.4 The proposals set out in this report are twofold – to highlight the commercial negotiations that have taken place between LBB and Regal with regard to a proposed headlease extension, and to make preliminary

recommendations with regard to the future of the Finchley leisure centre in the context of those discussions.

- 1.5 The existing Finchley Lido Leisure Centre is a Council owned facility within the GNLP. It occupies the site by way of an underlease from Regal (LBB are therefore both the freeholder and the underlessee on that part of the site).
- 1.6 Whilst the facility is a popular family friendly leisure centre, it is aging, and has been subject to a programme of remedial and lifecycle repairs over recent years, resulting in closures and a loss of service to residents.
- 1.7 Finchley Lido Leisure Centre plays an important role in supporting a range of health, community, social and economic outcomes. In 2015, the Council completed a Feasibility Study that provided an assessment of all Council owned leisure facilities. This appraisal sought to understand building condition, usage, facility mix and performance information.
- 1.8 At that stage, replacing Finchley Lido Leisure Centre with a new wet and dry centre at GNLP or an alternative site was identified as a medium-term priority, following the prioritisation of Barnet Copthall Leisure Centre and Church Farm Leisure Centre. The replacement Barnet Copthall Leisure Centre and replacement for Church Farm Leisure Centre (now New Barnet Leisure Centre) opened in September 2019 following Council investment.
- 1.9 An updated appraisal (located at Appendix 2) provides an overview of the existing condition of the Finchley Lido Leisure Centre, alongside strategic information, demand analysis and public engagement undertaken between 12 December 2022 – 6 February 2023. The study also examines opportunities which have been presented through the prospective sale of the lease at Great North Leisure Park (GNLP) to deliver a series of outcomes; and it confirms the need to continue to provide a leisure offer within the Finchley catchment area, which is evidenced through Sport England Planning Models, Leisure Database Demand Reports and existing usage information.
- 1.10 For the existing leisure facility at GNLP to continue to deliver the Council's Plan for Barnet outcomes, major investment is required to bring the existing facility up to modern and more environmentally friendly standards, however refurbishment alone will not overcome the inherent problems of upgrading the building fabric and management systems (such as plant machinery) or deliver greater operational efficiencies.
- 1.11 Through the engagement activities, feedback demonstrated that whilst the facility is valued by users and the local community; there is a need for redevelopment. The recent disposal of the GNLP head lease therefore presents an opportunity for the Council to explore a means of re-providing the existing leisure facility.
- 1.12 A series of public engagement activities were co-ordinated between December 2022 and February 2023 to further inform the best outcome.

1.13 The engagement activities were both a combination of qualitative and quantitative research and included a total of 3,129 respondents, who were asked a series of questions pertaining to potential refurbishment, redevelopment or relocation option. The following facilities were most important for a future facility mix within a new leisure centre, which also coincided with the results from the supply and demand analysis. These were;

- swimming pool
- health and fitness suite
- leisure water
- thermal spa
- learner pool

*respondents were able to select more than one facility option.

1.14 The survey also asked respondents to provide their preference on future refurbishment, redevelopment or relocation options which resulted in more than 50% of the 2,585 total respondents, many of whom are existing users, supportive of a leisure facility remaining at GNLP. The full findings from the engagement can be found in Appendix 1 and Section 5.9 of this report.

1.15 As a result of the strategic review, customer insight and demand needs assessment, and in addition to the results of the engagement activities, a range of facility mix options have emerged for future consideration. This includes provision of;

- Health and Fitness
- Studios
- Swimming Pool (25m x 6 lanes)
- Learner Pool (13m x 10m)
- Leisure Water
- Soft Play
- Thermal Spa
- Adventure Zone
- Café

1.16 These facilities would be subject to further assessment through public consultation and engagement alongside the development of a business case, to determine an overall recommended facility mix for any new leisure facility. Any future proposal would also need to be factored into delivering a viable business case.

1.17 The Council's study has examined the results for future replacement of the leisure centre (Appendix 2), which has concluded at this stage that the preferred option is to retain the leisure facility at GNLP having taken the following into consideration.

- Review of the current building condition and results from feasibility.

- Assessment of supply and demand, providing an indication of facility mixes based on evidence collated.
 - Completion of initial public engagement activities to further assess current usage, views of facility mix and relocation opportunities.
 - Examination of the GNLP site and Town Centre location as options for the relocation of Finchley Lido.
 - High level review of revenue business plans for GNLP and Town Centre locations;
 - High level capital cost estimates for the GNLP and Town Centre locations.
- 1.18 The key objective of the commercial discussions based upon the outcome of the engagement, which took place, has been to ensure that any premium generated by granting a lease extension at GNLP delivers a new leisure facility at no direct cost to the Council. The Council has also safeguarded the existing leisure by ensuring that a new leisure facility is constructed in the first phase, thus the existing leisure centre will remain open until a new facility has been constructed. The exact quantum of the land receipt will be subject to Regal's detailed design, a positive planning outcome and detailed discussions on the specification, as well as the outcome of the ongoing consultation, but it is anticipated that the premium would be sufficient to deliver a new leisure centre.
- 1.19 Heads of terms have been agreed with Regal and authority is sought to enter into a Conditional Development Agreement to secure the delivery of the proposed scheme, including a leisure re-provision. .
- 1.20 The next stage of the leisure proposal will seek to progress a business case to ensure that any future facility meets the Councils requirements and to firm up on the viability.
- 1.21 Another aspect of Regal's redevelopment proposal at GNLP is to create synergy with the Revitalisation of North Finchley Town Centre with Joseph Partners, so there is potential for the positive impact of the town centre revitalisation to be extended to a wider area, including GNLP, to benefit more residents, and to make North Finchley town centre a destination for arts and culture in line with the goals set out in the Supplementary Planning Document (SPD) for North Finchley.
- 1.22 A key element of implementing this is to direct the entertainment and retail amenities at GNLP to the town centre and to improve the access and connectivity to the GNLP. As well as re-providing a new leisure centre, the emerging proposals at GNLP will also include ancillary facilities that meet the needs of the new community at GNLP to ensure that the area develops in a liveable and sustainable way that provides residents with access to facilities that meet their day to day convenience, wellness and service requirements.

2. Reasons for recommendations

- 2.1 The Heads of Terms at GNLP are an important precursor to agreeing a Development Agreement, and variation to the headlease to deliver the new leisure facility as part of the wider scheme.
- 2.2 The Council's leisure centres contribute to a range of outcomes beyond the immediate benefits of increased physical activity and improving health and wellbeing. They are assets that can foster community pride and cohesion, tackle health inequalities, create strong local economies and offer the potential to meet net zero targets.
- 2.3 Our leisure centres vary significantly in age. The newest facilities at Barnet Copthall and New Barnet Leisure Centres opened in 2019, followed by Burnt Oak Leisure Centre (built circa 2002/03); now Finchley Lido and Hendon Leisure Centre which are the oldest, both having been constructed in c1995. Hendon Leisure Centre is already subject to redevelopment as part of the Brent Cross South regeneration, which affirms the need for the Council to consider redevelopment options for Finchley Lido Leisure Centre as a priority.
- 2.4 On average leisure facilities generally have a lifespan which ranges between 30-35yrs before substantial investment is required. Similarly, whilst options for refurbishment are available, this only provides between 10-15yrs additional expectancy. Sport England research (Jan 2020) revealed that more than 63% of sport and leisure facilities across the UK are more than 10 years old and nearly a quarter of swimming pools have not been refurbished in more than 20 years.
- 2.5 Whilst Finchley Lido has benefited from capital investment since construction, major investment will still be required to bring the existing facility up to modern and more environmentally friendly standards.
- 2.6 In 2022, the Council declared a climate emergency. Research undertaken by the Local Government Association (2021) indicated that leisure facilities produce between 10-40% of district and unitary councils' direct carbon emissions, and that upgrading the leisure estate is crucial to achieving net zero targets.
- 2.7 It is also likely that, if Finchley Lido is not replaced, the cost of managing it for an operator will increase as the building continues to age (e.g. due to increased maintenance and energy costs and declining usage) and therefore the Council's future leisure management contract (existing contract expires 2028) will not be as attractive to the market and as financially advantageous to the Council.
- 2.8 Whilst the Council's Leisure Management Contract is currently performing at 90% of pre-pandemic levels, over the longer term, there remains a gap to generate the required revenue to support the level of capital investment required to redevelop Finchley Lido. Therefore, further development of an outline business case provides the opportunity for the Council to assess a model which seeks to significantly fund any new development.

- 2.9 The potential of funding the new leisure centre through development as part of regearing the GNLP Head Lease provides an opportunity for investment and to think about what our communities will need from our facilities and services in the future, and how we help our communities to be active and stay healthier for longer.
- 2.10 Leisure is a permitted use class at the GNLP in the Local Plan. Regal's redevelopment proposal envisages a residential led mixed use development that provides new connections to the existing public open space and it delivers a high quality and sustainable neighbourhood on a brownfield site. The site provides the opportunity for high quality residential-led redevelopment with a range of tenures including affordable housing. It will also include biodiverse public realm drawing the landscape of Glebelands into the site. The redevelopment will improve the physical and visual links between the High Road and the public open space of the Glebelands Nature Reserve and will improve the safety and quality of the existing connections. Commercial amenities including a new leisure centre will complement the residential setting and offer a focus on health and well-being and improved family play spaces.

3. Alternative options considered and not recommended

- 3.1 To enter into a pure land agreement with Regal, rather than a Development Agreement. However, it is considered that this would not incur as many obligations on the developer, which may mean that the Council's key objectives (particularly the delivery of a new leisure centre) may not be able to be achieved.
- 3.2 Not to extend the headleases or vary the terms. This would mean that no new housing (including affordable housing) could be provided at the GNLP, and that any leisure centre re-provision could not be funded from the redevelopment.
- 3.3 The Association for Public Service Excellence (APSE), the Local Government Association (LG) and Sport England research highlights that a significant number of Councils have reported that the state of repair of their facilities has now reached a point where it is no longer possible to keep them open safely. With an increasing number remaining closed also due to the impact of the Covid19 pandemic.
- 3.4 Any closure of Finchley Lido Leisure Centre severely restricts the Council's ability to deliver a range of health outcomes which would consequently have a negative effect on local communities and could create risk to physical health and mental wellbeing. Finchley Lido Leisure Centre generates a contribution to the Councils annual payment received by GLL (the Councils contracted leisure management operator), which, if closed, would impact the commercial position. Through the updated appraisal (Appendix 2), both the research base and evidence collated has presented this is an option which should be dismissed.

- 3.5 The public engagement exercise included questions in relation to the potential relocation of leisure to North Finchley town centre. A significant proportion of respondents preferred retaining a leisure facility at GNLP. Relocating to an alternative and suitable size site such as at the town centre would potentially restrict meeting current and future demands of the leisure facilities.

4. Post decision implementation

- 4.1 The Greenspaces and Leisure team will work in partnership with Regal to develop further consultation activities and business case for a new leisure facility within GNLP.
- 4.2 Subject to approval of the Heads of Terms, the negotiations on the proposed Development Agreement will be concluded in order to bring the proposed Development Agreement back to Cabinet at the appropriate time.
- 4.3 To serve a VEAT notice (a voluntary ex ante transparency notice: a notice to be published which will include, among other things, the reason why the authority considers that a contract may be awarded without prior publication of a contract or concession notice) in relation to the development arrangements at GNLP at the appropriate time, in line with regulatory requirements.
- 4.4 It is anticipated that Regal will proceed to detailed design and liaise with the LBB planning department with a view to submitting a planning application for a residential-led mixed use scheme in due course.
- 4.5 To support the development of an Outline Business Case, the next stages of the proposal should further investigate the viability of redeveloping the existing leisure facility at the GNLP. This includes developing a high-level schematic site plan for the site.
- 4.6 To conclude the negotiations on the proposed Development Agreement and seek approval from the elected members of the new cabinet once finalised.
- 4.7 Council officers (from both Leisure and Growth Teams) will liaise with key stakeholders to progress a range of outputs, including but not limited to the following. The outcome will be reported to a future cabinet meeting.
- Finalising a preferred facility mix option
 - Site options appraisal
 - Revised capital cost and business plan estimates
 - Procurement and delivery strategy
 - Identification of risks, constraints and opportunities.
 - Financial modelling
 - Consultation and Engagement

- Scheme benefits
- 4.8 Following the above, in consultation with the public and the Council, Regal London will progress with the design activities in earnest in preparation for the planning application submission within the extended exclusivity period,

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 The recommendations within this report support the Council's priorities of 'People, Place and Planet' seeking to support the regeneration and economic vitality of the Borough and to modernise leisure provision through regeneration.
- 5.1.2 Key benefits include;
- Ensure that regeneration is supported by local businesses and residents.
 - Improve Town Centres and connect places.
 - Meeting the needs of a growing population.
 - Creating a family friendly attraction.
 - Supporting Barnet to be a 'Borough of Fun'.
 - Helping people to lead happy and healthy lives.
 - Providing fit for the future services and sustainable infrastructure.
 - Providing environments that support active lifestyles.
 - Supporting Climate resilience and reducing carbon footprint.
- 5.1.3 A Sustainability Strategy is currently being developed, which will provide the overarching sustainability goals for the council and will pull together strategies and activities that support and promote sustainability. The Sustainability Strategy Framework was approved by Policy and Resources Committee on 9 December 2021 and lays the groundwork for the forthcoming Sustainability Strategy. It is anticipated that the developer partner will incorporate many such proposals in their proposed development.
- 5.1.4 The Councils plays a leadership role in creating active places, connecting plan objectives through planning, active travel schemes, parks and playground provision, and leisure facilities.
- 5.1.5 The Strategy has links to other council documents:
- Capital Strategy
 - Medium Term Financial Strategy
 - Treasury Management Strategy

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

5.2.1 The proposed Development Agreement will adopt the formula set out in the Heads of Terms for calculating LBB's land receipt and overage arrangements in return for amending the Headlease at GNLP. It will also set out the cost of the works that will be required in order to facilitate the construction of a new leisure centre. It is proposed that the agreed draft of the Development Agreement will be reported back to Cabinet at the appropriate time.

5.2.2 The estimated costs of the leisure redevelopment/ relocation will require further detailed investigation once a preferred facility mix, site location and specification has been confirmed. This will be progressed as part of developing an outline business case, which will detail the following;

- Develop a financial model that sets out the net financial position including capital costs and funding, lifecycle costs, equipment replacement provisions, estimates of income and the net operational position for a range of model scenario.
- To understand the level of investment and the financial viability of modelled options, in terms of capital, revenue, Internal Rate of Return (IRR) and overall cashflow against each scenario.
- To consider the level and timing of capital receipts / funding that can be used to finance any capital investment.
- Provide a headline summary of procurement options available (construction and operational), identifying where there are any opportunities / associated risks.
- Provide a cost estimate of the Social Return on Investment based on associated capital expenditure.
- Provide an outline of non-financial benefits associated within the scheme and where relevant indicate approximate value
- Summary conclusion of the appropriate financial / funding strategy for scheme which achieves the optimum best value (finance and outcomes)

5.2.3 Procurement

5.2.3.1 Given Regal's position as the new head lessee at GNLP (and the exclusivity they already have as part of the land agreement at North Finchley town centre / Lodge Lane) the Council can discharge the onus of justifying a direct award of the contract to Regal. However, a VEAT notice will be served at the appropriate time, in line with regulatory requirements.

5.2.3.2 Entering into a Development Agreement with Regal would constitute a public works contract, and thus the starting point would be that the

Council should run a fully regulated procurement competition under the Public Contracts Regulations 2015. However, the Council identified that there were in fact only two suitable and available sites within an appropriate vicinity upon which the leisure facility could be delivered: the existing site at GNLP and the Lodge Lane site at North Finchley town centre. Because Regal now control both of these sites, the Council is entitled to enter into this arrangement directly with Regal, without running a regulated procurement process on the basis of the so called “exclusive rights” exemption set out in Regulation 32 of the Public Contract Regulations

5.3 Insight

5.3.1 Please refer to Appendix 2 Section 3.3 which details the supply and demand analysis obtained.

5.4 Social Value

5.4.1 The Public Services (Social Value) Act 2012 requires people who commission public services to consider how they can also secure wider social, economic and environmental benefits.

5.4.2 Outcomes align with social outcomes desired in the future, as set out in the Corporate Strategy. There will be the provision of affordable housing at GNLP as part of the proposed development, and further discussions will be held with the developer on the provision of community-led uses at both GLBP and in North Finchley town centre.

5.4.3 Social benefits will principally be secured through opportunities to increase housing delivery (including affordable housing), widen the range of leisure, cultural and commercial activities, and improvements to the public realm. These activities will help to make North Finchley a more attractive and thriving destination.

5.5 Legal and Constitutional References

5.5.1 Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, economic development including employment strategy business support and engagement, and development of Council land.

5.5.2 The Council Constitution, Article 10 Table A states that Housing and Growth Committee is responsible for authorising all acquisitions and disposals over £500k and disposals at less than best consideration. Accordingly, the Development Agreement will be brought back to the relevant cabinet for approval in due course.

5.5.3 Council Constitution Article 7.5 states that the remit of the Adults and Safeguarding Committee includes responsibility for all matters relating to vulnerable adults, adult social care and leisure services.

- 5.5.4 Council Constitution Article 7.5 states that “If any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee as indicated by the Chair of the relevant committees in consultation with the Leader. If there is no indication from the committee chairs, then the report will be discussed and determined by the Policy and Resources Committee.” The Chairs have discussed and concluded that this decision should be taken by Policy & Resources Committee.
- 5.5.5 The Council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals.
- 5.5.6 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.5.7 The Council will need to consider, comply with, and obtain any statutory and legal requirements /consents to give effect to the proposed disposal.
- 5.5.8 In respect of any disposal of land arising from this decision the following provisions will apply:
- s 123 (2) of the Local Government Act 1972 states that, except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than best that can be reasonably obtained;
 - Section 123(1) of the Local Government Act 1972 permits Councils to dispose of land in any way they wish subject to the remainder of section 123, including section 123 (2) mentioned above.
- 5.5.9 The following requirements are not applicable to the acquisition or disposal of land but apply where the council is to procure a service. Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of contract notices on Find a tender as appropriate where such contracts are not drawn down from a compliant framework. The Council’s procurement rules must also be observed. The Public Services (Social Value) Act 2012 requires the Council to consider how what is procured may improve the economic, social and environmental well-being of an area as part of the procurement of these services; how in procuring, it may act with a view to securing such an improvement, and whether to consult. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law.

5.6 Risk Management

- 5.6.1 **Leisure** - Please refer to Appendix 2, Section 5 which details a complete list of risks and dependencies for the leisure re-provision. There are two high impact risks that residents do not support a recommended facility mix or proposal for relocation. The items in particular will be addressed through the next phase of public consultation and engagement.
- 5.6.2 Any future proposal is subject to achieving planning permission, further work will be conducted as part of producing detailed planning briefs for GNLP.
- 5.6.3 **Development Agreement**- As has already been described, it is considered that a Development Agreement at GNLP is the best way of ensuring that the Council achieves its dual objectives of a capital receipt and the re-provision of the leisure centre, with the proposal that the capital receipt is used to fund the construction of a new leisure centre. In order to cover any procurement risk of the Development Agreement, a VEAT notice is proposed as previously described. The Heads of Terms for the Development Agreement provide controls over the next stages of Regal's development process to ensure that the Council's objectives are met.
- 5.6.4 There is also a planning and design risk once the developer develops the scheme. We understand that they intend to undertake schematic design work on GNLP, particularly regarding massing and densities. The site is zoned for mixed use redevelopment in the emerging Local Plan. There will be engagement in the next stage with the Local Planning Authority as part of the design process to manage any planning and design risks.

5.7 Equalities and Diversity

- 5.7.1 An initial engagement has been undertaken and the feedback considered in preparing the recommendations of the report. An Equalities Impact Assessment Report (EQIA) will be undertaken at the conclusion of all consultations and engagement for the development.

5.8 Corporate Parenting

- 5.8.1 N/A

5.9 Consultation and Engagement

- 5.9.1 The Council conducted a range of public engagement activities from 12 Dec 2022 to 6 February 2023. Engagement activities were a combination of both qualitative and quantitative research, described in the table below.

Type	Approach	Date(s)	Number of responses/participants
Quantitative	Online questionnaire	13 Dec 22 – 23 Jan 23	2515

Qualitative	Community pop up events: - Finchley Lido Leisure Centre (x2) - North Finchley Town Centre (x2)	9 & 10 Jan 23	63	614
		11 & 21 Jan 23	470	
	Finchley Lido Leisure Centre user focus group meeting	18 Jan 23	8	
	Barnet Mencap service user meeting	19 Jan 23	3	
	North Finchley Community workshop	19 Jan 23	24	
	Lodge Lane N12 Resident Association meeting	6 Feb 23	46	
TOTAL			3,129	

5.9.2 The basis of the consultation was to further gauge feedback on the existing use of Finchley Lido Leisure Centre, facility mix information, in addition to exploring views on relocating a new facility to North Finchley Town Centre. A full Consultation Summary Report can be located at Appendix 1.

5.9.3 A summary of key findings from the quantitative phase (survey) includes:

5.9.3.1 All respondents were asked a series of questions pertaining to potential refurbishment, redevelopment, or relocation options.

5.9.3.2 Respondents told us that the following facilities were most important for a future facility mix within a new leisure centre;

- swimming pool (91.3%),
- health and fitness suite (54.6%),
- leisure water (51.0%),
- thermal spa (43.5%)
- learner pool (41.9%)

5.9.3.3 When asked to rank what is important in considering a potential refurbishment or re-development of a new leisure centre, results of the questionnaire found that the top 3 responses were:

- Providing facilities and activities that support my health and wellbeing.

- Opportunity to take part in targeted activities (such as GP referral schemes).
- Providing a social and community space.

5.9.3.4 The last two questions of the survey asked respondents to provide their preference on future refurbishment, redevelopment or relocation options at GNLP or North Finchley Town Centre. 78.4% of 2,515 respondents provided an answer to the question, which produced the following result;

- 64.3% of respondents would like a refurbished or new facility at GNLP
- 34.3% of respondents would like a new facility in the Town Centre or had no preference.

5.9.3.5 The same question was asked during the qualitative phase of engagement and yielded the following response from a total of 614 respondents:

- 19.% of respondents would like a refurbished or new facility at GNLP
- 80.3% of respondents would like a new facility in the Town Centre or had no preference.

5.9.4 Phase 2 of engagement commenced from 9th January through to 6 February 2023 and involved in person (qualitative) engagement via the form of four community pop up events and three focus group meetings/workshops.

5.9.4.1 35 people were engaged via the focus group sessions and 533 via the community pop up events (568 total). The purpose of the community pop up events was to raise awareness of the online questionnaire and encourage people to complete it. These events also provided the public with an opportunity to seek answers to any questions that they had.

5.9.4.2 The focus group sessions/workshops provided an opportunity to elicit more in-depth feedback in relation to the questions asked within the questionnaire e.g., current user experience and the future options.

5.9.4.3 During these engagements people were asked for their preference on the potential refurbishment, redevelopment, or relocation options. The focus group sessions provided an opportunity to understand the potential challenges and opportunities for each of these options.

5.9.4.4 Reasons that support the relocation to the town centre were:

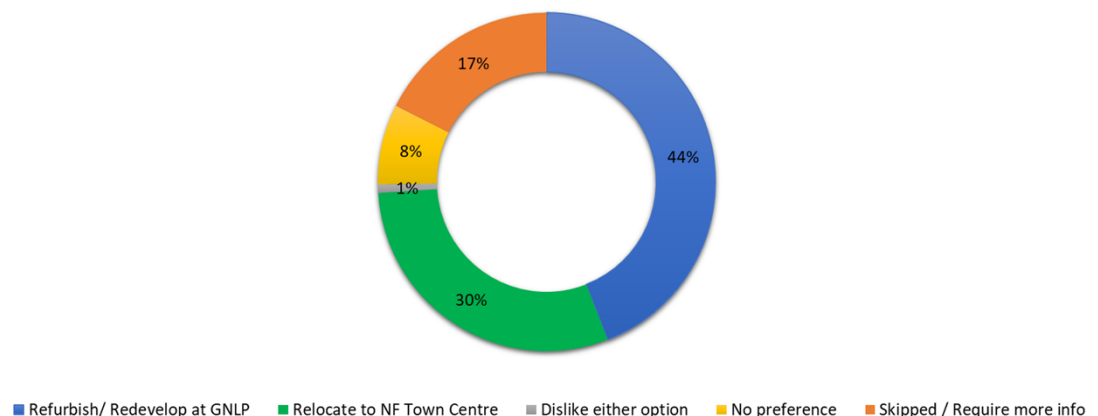
- More people visiting the town centre – increased footfall
- Good public transport links – improved access
- Brand new modern leisure centre with swimming pool

- Opens up leisure to a wider cohort of people in North Finchley
- Opportunity to help shape a new leisure facility that meets local people’s needs and aspirations

5.9.4.5 Some challenges identified with the relocation to the town centre were:

- Increased traffic – added pressure to residential roads.
- Limited parking in the town centre – families and older people.
- Not enough space to provide a like for like facility.
- Sentimental (heritage and cultural) values associate with the outdoor lido at GNLP.
- Current location at GNLP works even though the facilities require improvement.

5.9.5 A total of 3,129 responses have been collected from the qualitative and quantitative engagement activities. The pie chart provides an overall summary of the engagement results on the proposed location:



5.9.6 It is important that both the quantitative and qualitative results are not viewed in isolation, whilst GNLP has emerged as the preferred site option, further consultation and engagement will still be co-ordinated to support a future business case and proposal.

5.10 Environmental Impact

5.10.1 The management and operation of leisure facilities (i.e. swimming pools) can be amongst the most energy intensive assets within the Councils estate. Research by the LGA and APSE highlights that for some councils, leisure facilities can account for over 40 per cent of their direct carbon emissions making such facilities a priority for decarbonisation. Whilst in some scenarios this can be achieved, the age and design of many leisure centres such as Finchley Lido do not necessarily lend themselves to a complete retrofit solution and that a redevelopment is more likely for consideration if

community need can be met.

6. Background papers

6.1 Not Applicable

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Finchley Lido Leisure Centre

Engagement Summary Report

13 December 2022 – 6 February 2023

1. EXECUTIVE SUMMARY	4
1.1 RESPONSE TO THE ENGAGEMENT	4
1.2 SUMMARY OF KEY ENGAGEMENT FINDINGS	4
2. INTRODUCTION	9
2.1 BACKGROUND	9
3. ENGAGEMENT APPROACH	10
3.1 SUMMARY OF THE ENGAGEMENT APPROACH	10
3.2 PROMOTION OF THE ENGAGEMENT	10
4. REPORTING OF THE DIFFERENT ENGAGEMENT APPROACHES	11
5. QUANTITATIVE: DETAILED FINDINGS FROM THE QUESTIONNAIRE	11
5.1 OVERVIEW.....	11
5.2 QUESTIONNAIRE DESIGN	11
5.3 RESPONSE TO THE QUESTIONNAIRE	12
5.4 RESPONSE PROFILE.....	12
5.5 PROFILE OF PROTECTED CHARACTERISTICS	13
5.6 CALCULATING AND REPORTING ON RESULTS	17
6. FINDINGS IN DETAIL	18
6.1 QUESTION 1	18
6.2 QUESTION 2	19
6.3 QUESTION 3	19
6.4 QUESTION 4	21
6.5 QUESTION 5	23
6.6 QUESTION 6	24
6.7 QUESTION 7	25
6.8 QUESTION 8	27
6.9 QUESTION 9	28
6.10 QUESTION 10	28
6.11 QUESTION 11	29
6.12 QUESTION 12	30
6.13 QUESTION 13	31
6.14 QUESTION 14	32
6.15 QUESTION 15	33
6.16 QUESTION 16	33
6.17 QUESTION 17	34

6.18 QUESTION 18.....	37
6.19 QUESTION 19.....	38
6.20 QUESTION 20.....	42
6.21 QUESTION 21.....	43
6.22 QUESTION 22.....	47
6.23 QUESTION 23.....	48
6.24 QUESTION 24.....	49
6.25 QUESTION 25.....	50
7. QUALITATIVE.....	53
7.1 COMMUNITY POP UP EVENTS.....	53
7.1.1 AIMS.....	53
7.1.2 SAMPLE.....	53
7.1.3 FINDINGS.....	53
7.2 FOCUS GROUP AND COMMUNITY WORKSHOPS.....	54
7.2.1 AIMS.....	54
7.2.2 SAMPLE.....	54
7.2.3 METHODOLOGY.....	55
7.2.4 FINDINGS.....	55

Table of contents

1. Executive Summary

This report sets out findings from the Finchley Lido Leisure Centre engagement that was carried out between 13 December 2022 and 6 February 2023.

1.1 Response to the engagement

The engagement consisted of six different engagement approaches.

The table below provides an overview to the number of responses received for each of the different approaches.

Type	Approach	Date(s)	Number of responses/participants	
Quantitative (Phase 1)	Online questionnaire	13 Dec 22 – 23 Jan 23	2515	
Qualitative (Phase 2)	Community pop up events: - Finchley Lido Leisure Centre (x2) - North Finchley Town Centre (x2)	9 & 10 Jan 23	63	614
		11 & 21 Jan 23	470	
	Finchley Lido Leisure Centre user focus group meeting	18 Jan 23	8	
	Barnet Mencap service user focus group meeting	19 Jan 23	3	
	North Finchley Community workshop	19 Jan 23	24	
	Lodge Lane N12 Resident Association meeting	6 Feb 23	46	
TOTAL			3,129	

1.2 Summary of key engagement findings

Engagement on the future of Finchley Lido Leisure Centre commenced on 13 December 2022 and concluded on 6 February 2023.

There were total of 3,129 respondents/people that engaged in the various qualitative and quantitative engagement approaches recruited.

The engagement was promoted via a comprehensive communications plan and communication channels, including (but not limited to); email, digital platforms e.g., social media advertising and articles in Barnet First and other newsletters, and distribution of printed materials such as leaflets and posters.

Phase One of the engagement involved an online questionnaire that was available via Engage Barnet from 13 December 2022 through to 23 January 2023.

A total of 2515 responses were received to the engagement questionnaire – 2514 of these were online and one completed via a paper-based questionnaire.

93.3% of respondents of the questionnaire were Barnet residents.

61.7% of respondents were current users of Finchley Lido Leisure Centre. Results from the questionnaire found that of these respondents;

- Approximately 30% used the facility occasionally or 1-2 times per week
- 65.8% had been using the facility for more than four years
- Morning was the most popular time of day to visit (64.4%), followed by the afternoon (51.7%)
- 77.2% of respondents typically travelled by car
- 38.9% travelled an average 10-15 minutes to access the facility and 35.1% less than 10 minutes
- 63.8% of respondents visit the facility with family members.
- Swimming is the most common facility used within the leisure centre, with 69.5% of respondents using it on most visits
- 52.5% of respondents use the lido occasionally when visiting the leisure centre – it is worth noting that this is a seasonal facility that is only operational during the summer months
- The main reasons for respondents never using aspects of the facility include swimming being their main priority (236 comments) and not interested (134 comments).

13.2% of respondents answered that they don't use the leisure centre and 25.1% told us that they did previously, but no longer use the facility. Results from the questionnaire found that of these respondents:

- 26.4% answered that the condition of the facility was the main reason why they don't, or no longer use the facility. 16.0% of respondents answered that they preferred to use another Barnet leisure facility operated by Better, with Barnet Copthall being the most popular (53.6% of respondents)
- The main reason for using another leisure facility in the borough was due to facilities being better (62.0%)
- 40.0% of respondents answered that they used Pure Gym and 25.0% David Lloyd.

All respondents were asked a series of questions pertaining to potential refurbishment, redevelopment, or relocation options, which included options relating to a future facility mix, services and accessibility.

Respondents reported that the following facilities were most important for a future facility mix within a new leisure centre (the question permitted respondents to select their top 5 facilities);

1. swimming pool (91.3%),
2. health and fitness suite (54.6%),
3. leisure water (51.0%),
4. thermal spa (43.5%)
5. learner pool (41.9%)

Respondents were then asked if there were any services that they would like to be considered within a potential refurbished or redeveloped facility. The most common responses were a lido (143 comments), swimming pool (125 comments) and spa (124 comments). The latter two options were included and selected as most popular facilities within a list of facilities provided.

When asked to rank what is important when considering a potential refurbishment or re-development of a new leisure centre (1 being most important and 7 being least important), results of the questionnaire found that 'Providing facilities and activities that support my health and wellbeing' was the highest ranked option with a score of 5.6.

'Opportunity to take part in targeted activities (such as GP referral schemes)' and 'Providing a social and community space' were given a lower importance with a score of 3.7 and 3.55 respectively.

Respondents were asked to elaborate on the prior question and explain what (if any) 'other' items were important to them and they would like to see considered within a new leisure centre. Parking was the most common response with 102 comments.

In considering a potential relocation to North Finchley Town Centre, respondents were asked to what extent they agreed or disagreed to a series of statements. 'It will take me longer to access the leisure centre' and 'I will use a car to travel to the leisure centre' were highest ranking in respect of respondents strongly agreeing and tending to agree (3.34 and 3.32 respectively).

There were more respondents that strongly disagreed or tended to disagree with the statements 'The leisure centre will be located closer to my home and/or place of work/study' and 'I will be able to travel actively (walk, jog run or cycle) to the leisure centre'. These ranked the lowest with scores of 2.64 and 2.61 respectively.

When respondents were asked the same question to a similar set of statements pertaining to a potential refurbishment or redevelopment within the existing Great North Leisure Park, 'I would be encouraged to use the leisure centre' and 'I would be encouraged to use the other services available on the Great North Leisure Park' were the statements that respondents ranked highest in respect of strongly agreeing or tending to agree (4.17 and 3.88 respectively).

There were more respondents that strongly disagreed or tended to disagree with the statement 'It will take me longer to access the leisure centre' with a score of 2.33.

The last two questions of the questionnaire asked respondents to provide their preference on future refurbishment, redevelopment or relocation options for the facility with questions relating to facility mix, services and accessibility.

Table 1 below concludes that 64.3% of respondents of the questionnaire who answered the question; ‘Please indicate your views on the location of a refurbished or potential new leisure centre’, would like a refurbished or a new leisure to remain at its current location within the Great North Leisure Park.

Table 1:

Response	Total
Number of people that answered this question	1971
I would like a refurbished or a new leisure centre to remain at its current location within the Great North Leisure Park	1268 (64.3%)
I would like a new leisure centre located in North Finchley Town Centre	460 (23.3%)
I don't like either option	27 (1.4%)
I have no preference	216 (11.0%)

Respondents that answered they ‘didn’t like either option’ had the opportunity to explain why via an open text response. The most common comments across the responses were themed around no requirement to refurbish or re-provide the facility (6 comments). This was followed by a preference to remain at Great North Leisure Park and parking and traffic concerns if relocated to North Finchley Town Centre (both receiving four comments).

Phase Two of engagement commenced from 9 January through to 6 February 2023 and involved in person (qualitative) engagement in the form of community pop up events and focus group meetings/workshops (sessions).

81 people were engaged via the workshop and focus group sessions and 533 via the four community pop up events (614 total).

The purpose of the community pop up events was to raise awareness of the online questionnaire and encourage completion. These events also provided the public with an opportunity to seek answers to any questions that they had.

The focus group sessions provided an opportunity to elicit more in-depth feedback in relation to the questions asked within the questionnaire e.g., current user experience and the future options.

During these engagements people were asked for their preference on the potential refurbishment, redevelopment, or relocation options. The focus group sessions provided an opportunity to understand the potential challenges and opportunities for each of these options.

Table 2 below provides a summary of preferences in respect of the options. Findings conclude that 77% of people engaged would like a new leisure centre located in North Finchley Town Centre.

Table 2:

Response	Total
Number of responses	614
I would like a refurbished or a new leisure centre to remain at its current location within the Great North Leisure Park	115 (19%)
I would like a new leisure centre located in North Finchley Town Centre	475 (77%)
I don't like either option	0 (0%)
I have no preference	24 (4%)

In considering a refurbishment of the existing Finchley Lido Leisure Centre, people were concerned that this would involve lengthy closures of zones within the facility and was therefore not a preferred option, particularly amongst current leisure centre users. On the contrary, some people perceived this to be a more sustainable and value for money option.

Where there was a preference for the facility to remain at the existing Great North Leisure Park, it was strongly heard that the volume of parking on site is a valuable and important asset. People also regarded the sentimental value of the facility and wanted the pools (including the lido) to be retained. The main objections to the facility relocating to North Finchley Town Centre were due to concerns around parking and increased traffic. There was also concern as to where in the town centre a new facility could be accommodated and would the current facility mix be retained.

In support of a relocation to North Finchley, people told us that building a new modern leisure centre within the town centre would give a wider cohort of people access to leisure and bring more people to the area which will support its revival. Good public transport links would improve accessibility, however there was concerns around parking and increased traffic adding pressure to the residential roads.

It is important that the results of each phase of the engagement are not viewed in isolation. This is particularly pertinent when considering views around a future potential refurbishment, redevelopment, or relocation options for the leisure centre,

Table 3 below provides a summary of preferences against each of the refurbish, redevelop and relocation options. Results include all forms of qualitative and quantitative engagements undertaken between 13 December 2022 through to 6 February 2023 which engaged a total of 3129 people.

Table 3:

Response	Total
Number of responses	3129
I would like a refurbished or a new leisure centre to remain at its current location within the Great North Leisure Park	1383 (44.2%)
I would like a new leisure centre located in North Finchley Town Centre	935 (29.9%)
I don't like either option	27 (0.8%)
I have no preference	240 (7.7%)
Skipped/Respondent required more information	544 (17.4%)

2. Introduction

This report sets out the full findings from a public engagement exercise pertaining to Finchley Lido Leisure Centre which has considered existing usage of the facility and preferences in respect of a future potential refurbishment, redevelopment or relocation options.

2.1 Background

Finchley Lido Leisure Centre (located on the Great North Leisure Park) was built in c.1995/1996 and is operated by Better on behalf of London Borough of Barnet.

The existing facility is ageing, and the condition of the building restricts its ability for the council to deliver wider aspirations to create a more active and healthy borough, whilst offering a fully family friendly and inclusive experience.

The council is exploring the potential of a future redevelopment of Finchley Lido Leisure Centre to create a more modern and sustainable facility. As the lease of the Great North Leisure Park is being sold, the council used the formal engagement exercise to explore public views on the possible refurbishment and/or redevelopment opportunities at the facilities existing location (Great North Leisure Park), in addition to a potential relocation to North Finchley Town Centre. The latter of which would bring a new leisure facility to the town centre as part of the placemaking of the town centre regeneration.

3. Engagement approach

Public engagement of the future of Finchley Lido Leisure Centre commenced on 13 December 2022 and concluded on 6 February 2023.

3.1 Summary of the engagement approach

Engagement was delivered via six different approaches:

- Quantitative:
 1. An online questionnaire published on <http://engage.barnet.gov.uk> available from 13 December 2022 through to 23 January 2023, accompanied by FAQ documents pertaining to Finchley Lido Leisure Centre and North Finchley Town Centre. Paper copies of the questionnaire were made available on request.
- Qualitative:
 2. Community pop up events held at Finchley Lido Leisure Centre (x2) and North Finchley Town Centre (x2)
 3. Focus group meeting held at Finchley Lido Leisure Centre for existing users (by invite)
 4. Virtual focus group meeting held with service users of Barnet Mencap who utilise Finchley Lido Leisure Centre
 5. Community workshop held in North Finchley with individuals that live and/or have an interest in North Finchley Town Centre
 6. Meeting held with the Lodge Lane N12 Resident Association

3.2 Promotion of the engagement

A comprehensive communications plan was implemented to ensure the engagement achieved maximum exposure and reached our different communities. The plan consisted of the following elements and was extensively promoted via these mechanisms throughout the engagement period:

- news items included in the council's residents' e newsletter, Barnet First and the Strategy: Communities Together Network e-bulletin
- information on Engage Barnet promoting the community pop up events
- press release issued on 13 December 2022
- social media posts via Twitter and targeted Facebook ads promoting the online questionnaire and community pop up events
- e mail sent to partners inviting them to take part in the questionnaire and disseminate amongst networks and service users/community groups
- email sent to c.21,050 Better Barnet members on 19 December 2022 that have subscribed to receive marketing and communication updates. This email achieved an 50% open rate, with a 3% click through rate. On 10 January 2023 a follow up email was disseminated to remind members to complete the online questionnaire and have their say. A breakdown has been provided below.

- 10,439 emails sent to members that had not opened the first email. This achieved a 23% open rate and 2% click through rate
 - 10,303 emails sent to openers of the first email. This achieved a 78% open rate and 4% click through rate
 - 610 emails sent to new members that activated a Better membership from 19 December 2022. This achieved a 61% open rate and 5% click through rate.
- news items placed in the Barnet School Circular and other service user mailing lists
 - widely promoted via staff communications mechanisms e.g., Team Barnet e-newsletter
 - leaflets placed in public places e.g., libraries, children centres, leisure facilities and North Finchley Town Centre shops and cafes.
 - posters placed in public places e.g., leisure centres, libraries, children centres, shops, healthcare settings etc.

4. Reporting of the different engagement approaches

The following sections of this report consider the feedback received through each of the different engagement approaches and provides a comprehensive evidence base to help inform the final engagement summary. We recognise that considering the feedback from each approach of the engagement in turn can at times be repetitive given that similar issues often emerged – but it is important that this full report provides an accurate reflection of all feedback received.

5. Quantitative: Detailed findings from the questionnaire

5.1 Overview

This section outlines the detailed findings from the questionnaire responses.

This element of the engagement consisted of:

- an online questionnaire published on <http://engage.barnet.gov.uk> together supporting FAQ documents pertaining to Finchley Lido Leisure Centre and North Finchley Town Centre.
- paper copies of the questionnaire were also made available on request.

5.2 Questionnaire design

The questionnaire was developed to ascertain respondents' existing (or previous) facility usage, in addition to views on a potential refurbishment, redevelopment or relocation of Finchley Lido Leisure Centre.

In particular, the engagement invited views on the:

- Current use of the Great North Leisure Park
- Current use of Finchley Lido Leisure Centre (inclusive of questions for non-users)
- Potential refurbishment and/or redevelopment options

- Potential future location options

To facilitate an in-depth analysis of the results the following types of question were included:

- questions that provided one option for selection e.g., ‘Yes’, ‘No’ and ‘Prefer not to say’
- multiple choice questions that provided more than one option for selection
- many questions included an ‘other’ option which provided an opportunity for the respondent to free type a response
- ranking questions that requested respondents to select their top answers/preferences (within a maximum scale applied)
- questions that provided an option for respondents to select (within a sliding range) if they strongly agree, strongly disagree, or not sure/don’t know
- open ended questions, where respondents had the opportunity to free type a response.

5.3 Response to the questionnaire

A total of 2515 questionnaires were completed – 2514 online and 1 via paper questionnaire submission.

5.4 Response profile

Table 4 below shows that:

- the majority of those who responded to the questionnaire element of the engagement were residents: 93.3%
- 2.5% of respondents represented a Barnet resident and a Barnet business, whilst 2.5% of respondents selected ‘Other’
- 1.2% of the respondents worked in the London Borough of Barnet area
- One quarter of respondents (24.9%) did not answer this question.

Table 4: Profile of those who responded to the questionnaire

Stakeholder	%	Number
A Barnet resident	93.3%	1764
A Barnet business	0.3%	5
A Barnet resident and a Barnet business	2.5%	47
A person who works in the London Borough of Barnet area	1.2%	22
Representing a voluntary/community organisation	0.2%	4
Representing a public sector organisation	0.1%	1
Other	2.5%	47
Total who answered this question	75.2%	1890
Not answered this question	24.9%	625
Total response to the engagement	100.0%	2515

5.5 Profile of protected characteristics

The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity, and fostering good relations between people from different groups.

The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us in complying with the duty under the Equality Act 2010 we asked the respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

Table 5 below shows the profile of these who answered these questions.

Further demographic analysis on the engagement findings will be completed to coincide with further consultation and engagement phases. This will also include completion of an equalities impact assessment.

Table 5: Protected Characteristics, profile of those that completed the questionnaire

Protected Characteristic		
	Number	%
Gender		
Female	1221	65.5%
Male	564	30.3%
Binary	0	0.0%
Non-Binary	0	0.0%
Prefer not to say	74	4.0%
Prefer to use your own term	5	0.3%
Not answered	651	25.9%
Answered	1864	74.1%
Total	2515	100%
Age		
16-17	8	0.4%
18-24	34	1.8%
25-34	150	8.0%
35-44	453	24.2%
45-54	549	29.3%
55-64	339	18.1%
65-74	225	12.0%
75+	50	2.7%
Prefer not to say	64	3.4%
Not answered	643	25.6%
Answered	1872	74.4%
Total	2515	100.0%
Is the gender you identify with the same as your gender you were assigned at birth?		
Yes, it's the same	1751	94.4%
No, it's different	2	0.1%
Prefer not to say	101	5.5%
Not answered	661	26.3%
Answered	1854	73.7%
Total	2515	100.0%
Disability		
Yes	174	9.4%
No	1584	85.4%
Prefer not to say	97	5.2%
Not answered	660	26.2%
Answered	1855	73.8%
Total	2515	100.0%

Disability Type		
Hearing (such as deaf, partially deaf, or hard of hearing)	20	11.6%
Sight (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	5	2.9%
Speech (such as impairments that can cause communication problems)	5	2.9%
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	61	35.5%
Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	15	8.7%
Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	62	36.1%
Severe disfigurement	1	0.6%
Learning difficulties (such as dyslexia)	24	14.0%
Mental illness (substantial and lasting more than a year, such as severe depression or psychosis)	48	27.9%
Other	26	15.1%
Prefer not to say	12	7.0%
Not answered	2343	93.2%
Answered	172	6.8%
Total	2515	100.0%
Ethnicity		
Asian / Asian British - Bangladeshi	5	0.3%
Asian / Asian British - Chinese	31	1.7%
Asian / Asian British - Indian	122	6.6%
Asian / Asian British - Pakistani	14	0.8%
Any other Asian background	8	0.4%
Black / African / Caribbean / Black British - African	14	0.8%
Black / African / Caribbean / Black British - British	10	0.5%
Black / African / Caribbean / Black British - Caribbean	7	0.4%
Any other Black / African / Caribbean	0	0.0%
Mixed / Multiple ethnic groups – White & Asian	32	1.7%
Mixed / Multiple ethnic groups – White & Black African	4	0.2%
Mixed / Multiple ethnic groups – White & Black Caribbean	8	0.4%
Any other Mixed / Multiple Ethnic backgrounds	19	1.0%
Other ethnic group - Arab	0	0.0%
Any other ethnic group	0	0.0%
White - British	946	51.0%
White – Greek / Greek Cypriot	31	1.7%
White – Gypsy / Irish Traveller	0	0.0%
White – Irish	59	3.2%
White – Turkish / Turkish Cypriot	9	0.5%

Any other White background	264	14.2%
Any other ethnic group	100	5.4%
Prefer not to say	171	9.2%
Not answered	661	26.3%
Answered	1854	73.7%
Total	2515	100.0%
Faith		
Buddhist	13	0.7%
Christian	530	28.7%
Hindu	71	2.8%
Jewish	305	16.5%
Muslim	46	2.5%
Sikh	6	0.3%
No religion	575	31.1%
Other religion / belief	27	1.5%
Prefer not to say	274	14.8%
Not answered	668	26.6%
Answered	1847	73.4%
Total	2515	100.0%
Pregnancy		
Pregnant	16	1.3%
Not pregnant	1178	97.0%
Prefer not to say	21	1.7%
On maternity leave	31	2.7%
Not on maternity leave	1179	95.6%
Prefer not to say	20	1.7%
Not answered	1295	51.5%
Answered	1220	48.5%
Total	2515	100.0%

Sexual Orientation		
Bisexual	29	1.6%
Gay or Lesbian	43	2.4%
Straight or heterosexual	1438	78.7%
Prefer not to say	306	16.8%
Other sexual orientation	11	0.6%
Not answered	688	27.4%
Answered	1827	72.6%
Total	2515	100.0%
Marital Status		
Married	1086	59.0%
Divorced	95	5.2%
Separated but still legally married	23	1.3%
Separated but still legally in a civil partnership	3	0.2%

Widowed	36	2.0%
Surviving partner from a registered civil partnership	2	0.1%
In a registered civil partnership	16	0.9%
Formerly in a civil partnership which is now legally dissolved	0	0.0%
Never married and never registered a civil partnership	339	18.4%
Prefer not to say	240	13.0%
Not answered	675	26.8%
Answered	1840	73.2%
Total	2515	100.0%

5.6 Calculating and reporting on results

- The results for each question are based on “valid responses” i.e., all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size (%) may therefore vary from question to question.
- Where percentages do not add up to 100, this may be due to rounding, the question enables more than one option to be selected (multiple choice), or the question is multi-coded i.e., respondents could give more than one answer.
- The open-ended questions are multi-coded, as respondents could write in more than one comment and therefore the tables on verbatim comments and the number of comments may be different the number who answered the question.
- All open-ended responses have been classified based on the main themes arising from the comments, so that they can be summarised. It should also be noted that the responses were very varied, however there were some common themes that were evident, and the most common themes have been summarised in this report.
- Any theme with limited responses has been categorised within ‘other’ and an example of comments has been summarised within this report.
- For any question that requests the respondent to rank on a numerical scale, or strongly agree through to strongly disagree, a mean score has been applied to support analysis of the results. For example;

Q20 what is important to you in considering a potential refurbishment or redevelopment of a new leisure centre.

A 7-point rating scale was applicable to this question. Each increment of the scale has been assigned a weighted score e.g., 1 (most important) which has been given a weighted score of 7, through to 7 (least important) which has been given a weighted score of 1.

An equation has then been applied as follows;

w = number of responses

x = weighted score

$$(w1*x1 + w2*x2 + w3*x3 + w4*x4 + w5*x5 + w6*x6 + w7*x7) / \text{Total no of responses}$$

The same equation has been applied to questions 22 and 23.

6. Findings in detail

- This section will provide an overview of findings for each of the 25 core questions asked within the questionnaire. Questions include quantitative and qualitative responses which have been broken down further below.

6.1 Question 1

Question 1 asked respondents whether, excluding Finchley Lido Leisure Centre, they use any other facilities provided within Great North Leisure Park?

- Table 6 below shows that:
- Over three quarters of respondents (76.3%) answered ‘Yes’ to using other facilities provided within the Great North Leisure Park.
- Just over a fifth of respondents (22.2%) answered ‘No’ to using other facilities provided within the Great North Leisure Park.
- The remainder (1.5%) answered ‘Prefer not to say’ to this question

Table 6:

Excluding Finchley Lido Leisure Centre, do you use any other facilities provided within the Great North Leisure Park?	%	Number
Yes	76.3%	1904
No	22.2%	554
Prefer not to say	1.5%	37
Total	100%	2495

6.2 Question 2

Question 2 asked respondents whether they use Finchley Lido Leisure Centre?

Table 7 below shows that:

- Approximately three fifths of respondents (61.7%) answered ‘Yes, I use the leisure centre’
- Less than one fifth of respondents (13.2%) answered ‘No, I don’t use the leisure centre’
- The remaining quarter of (25.1%) respondents answered ‘I did previously, but I no longer use the leisure centre’

Table 7:

Do you use Finchley Lido Leisure Centre?	%	Number
Yes, I use the leisure centre	61.7%	1530
No, I don’t use the leisure centre	13.2%	328
I did previously, but no longer use the leisure centre	25.1%	622
Total	100%	2480

6.3 Question 3

Question 3 asked respondents to tell us the reasons why they do not use the leisure centre if they answered ‘No, I don’t use the leisure centre’, or ‘I did previously, but no longer use the facility’ within question 2.

- Table 8 below shows that
- Almost half of respondents (48.1%) answered that they don’t use the leisure centre, or did previously, but no longer use the leisure centre due to its condition.
- Over a quarter of respondents (28.0%) answered that the location isn’t suitable. This was followed by over another quarter (27.1%) who answered due to the type of facilities within the leisure centre.
- A quarter of respondents (25.1%) answered other which have been detailed further in table 9 below.
- Just under a fifth of respondents (17.8%) answered that they prefer to use a private leisure facility/gym in Barnet.

Table 8:

Please tell us the reasons why you don't use the facility?	%	Number
Location isn't suitable	28.0%	244
Parking	2.3%	20
Cycle storage facilities	3.1%	27
Public transport links (bus / train)	10.7%	93
Type of facilities within the leisure centre	27.1%	236
Condition of the leisure centre	48.1%	419
The facility is difficult to access in consideration of my physical and/or wellbeing requirements	3.9%	34
Prefer to use another Barnet council leisure facility operated by Better	28.2%	246
Prefer to use a private leisure facility/gym in Barnet	17.8%	155
Prefer to use a private leisure facility/gym outside Barnet	0.0%	0
Other (please specify)	25.1%	219
Total	194%	1693

**Note that a total of 872 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 1693 (and subsequent percentage exceeds 100%).*

- Table 9 below provides a summary of responses to the 'Other (please specify)' option.
- The most common occurring theme (with 51 comments) was that respondents had never used, or don't currently use the facility.
- This was followed by opening times/programming (22 comments), use of an alternative facility (21 comments) and maintenance/cleanliness (20 comments).
- There was a total of 125 comments which made up the 'other' theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., facilities not suitable (15 comments), cost (13 comments), overcrowding (9 comments),

Table 9:

Other (please specify)	
Number of respondents who completed this question	872
Description / Type of verbatim comments	Number of comments
I have never used / do not currently use the facility: Haven't ever had the need to use it... / Don't use leisure centres, but value their purpose / I don't use any leisure centre / Don't use it / No purpose to attend / I'd rather not / Just not interested / Just don't want to anymore / I simply don't use the gym anymore as I've opted for cycling instead / Prefer to exercise in parks	51
Opening Times / Programming: Unhelpful opening times / Timings / No deep water aerobics / Opens too late in the morning / 1 hour restrictions, opening hours / Very restrictive times when children can use it / Times of ladies' only swim not suitable / No female only swim sessions with female lifeguard / No classes/times that suit me / not enough classes that I want to do	22
Use an alternative leisure facility: I use Park Road pool, Crouch End (Haringey Council) / Use a Haringey leisure Centre / I use another lido but it's important people in this borough have access to swimming pool / Work closer to Crouch End so use the park road lido but would use this centre if the pool was attractive and more like the original we had back in the day / I now swim all year round at Park Road Lido/I now use the park road lido/I use another nearby centre operated by Better but not in Barnet	21
Maintenance / Cleanliness: Poor maintenance and unhelpful opening times / Not pleasant no facilities / It's really quite disgusting and run down. I used to take the kids to the pool every weekend when they were younger but the wave machines stopped working, it became more and more grubby so we just stopped altogether and now go to Archway. / Swimming area was always a concern due to cleanliness	20
Other	125
Total number of different types of comments	239

6.4 Question 4

Question 4 asked respondents to tell us the MAIN reasons why they don't use the facility if they answered 'No, I don't use the leisure centre', or 'I did previously, but no longer use the leisure centre' in question 2.

- Table 10 below shows that
- Over a quarter of respondents (26.4%) answered that the condition of the leisure centre was the main reason why they don't use the facility, or did previously, but no longer use it.
- 16.0% of respondents answered that they prefer to use another Barnet council leisure facility operated by Better.
- Approximately 15.7% of respondents answered 'other' as a main reason which has been detailed further in table 11 below.
- 15.3% of respondents answered that the location isn't suitable.

- Approximately 10.9% of respondents answered that the main reason they don't use the facility is due to the type of facilities within the leisure centre, and 10.3% prefer to use a private leisure facility/gym in Barnet.

Table 10:

You told us the reasons why you don't use the facility. Can you now tell us the MAIN reason why?	%	Number
Location isn't suitable	15.3%	134
Parking	0.8%	7
Cycle storage facilities	0.3%	3
Public transport links (bus / train)	2.7%	24
Type of facilities within the leisure centre	10.9%	96
Condition of the leisure centre	26.4%	232
The facility is difficult to access in consideration of my physical and/or wellbeing requirements	1.6%	14
Prefer to use another Barnet council leisure facility operated by Better	16.0%	140
Prefer to use a private leisure facility/gym in Barnet	10.3%	90
Other (please specify)	15.7%	138
Total	100%	878

- Table 11 below provides a summary of responses to the 'Other (please specify)' option.
- The most common occurring theme (with 25 comments) was that respondents used an alternative leisure facility.
- This was closely followed by respondents telling us that they had never used, or don't currently use the facility (24 comments).
- There was a total of 101 comments which made up the 'other' theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., facilities not suitable (15 comments), health reasons (12 comments), feeling of safety; location (6 comments) and cleanliness (4 comments).

Table 11:

Other (please specify)	
Number of respondents who completed this question	878
Description / Type of verbatim comments	Number of comments
Use an alternative leisure facility: I moved to New Barnet / I moved to New Barnet / Play tennis at Victoria Park instead / Found another pool which is quieter and nearer home. / Prefer to do exercise more locally to me, local park and local tennis club. / Prefer fusion pool in haringey /Barnet Copthall is closer / Prefer to swim outside now that my children are adults / I now use the park road lido / I changed to David Lloyd but want to return to the Lido as it is far better value and I think the facilities are good. / As said above, I cycle instead so have stopped using the gym	25
I have never used / do not currently use the facility: I no longer want to exercise in this way / We don't swim / I loved it as a child but I no longer regularly swim / I'd rather not / My son no longer swims there / Just dont want to anymore / Kids have grown up/ Not sporty /Lost touch / I don't like health and fitness / age...mine not the facility	24
Other	101
Total number of different types of comments	150

6.5 Question 5

Question 5 asked respondents to tell us which Barnet council leisure centre operated by Better they preferred to use, if they answered 'prefer to use another Barnet council leisure centre operated by Better' in question 4.

- Table 12 below shows that
- Over half of respondents (53.6%) prefer to use Barnet Copthall Leisure Centre. This was closely followed by 49.3% of respondents that preferred to use New Barnet Leisure Centre.

Table 12:

Please tell us which Barnet council leisure centre operated by Better you prefer to use?	%	Number
Barnet Copthall Leisure Centre	53.6%	75
Burnt Oak Leisure Centre	2.9%	4
Hendon Leisure Centre	5.0%	7
New Barnet Leisure Centre	49.3%	69
Total	111%	155

**Note that a total of 140 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 155 (and subsequent percentage exceeds 100%).*

6.6 Question 6

Question 6 asked respondents to tell us what influenced their preference to use another Barnet council leisure centre operated by Better (as answered in question 5).

- Table 13 below shows that
- Over three fifths of respondents answered that the condition of the facility is better (62.0%) and 57.8% answered that the location is more suited to them.
- Two fifths of respondents (40.1%) answered that the type of facilities available in the leisure centre were better.
- 17.6% of respondents answered that they found parking easier at other facilities operated by Better.
- 13.4% of respondents answered ‘other’, examples of which have been detailed further in table 14 below.

Table 13:

Please tell us if any of the following items have influenced your preference	%	Number
Location is more suited to me	57.8%	82
Easier to park here	17.6%	25
There are better / more cycle storage facilities	2.8%	4
There are better public transport links (bus and train)	2.8%	4
The type facilities available in the leisure centre are better	40.1%	57
The condition of the leisure centre is better	62.0%	88
The facility is easier to access in consideration of my physical and/or wellbeing requirements	3.5%	5
Other (please specify)	13.4%	19
Total	200%	284

**Note that a total of 142 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 284 (and subsequent percentage exceeds 100%).*

- Table 14 below provides a summary of responses to the ‘Other (please specify)’ option.
- The most common occurring theme (with 10 comments) was better facilities / programming.
- This was followed by respondents giving safety from a travel and personal perspective (3 comments) as a reason.
- There was a total of 7 comments which made up the ‘other’ theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., location (2 comments), I don’t like Finchley (1 comment) and there is a library there and park for the children (1 comment).

Table 14:

Other (please specify)	
Number of respondents who completed this question	142
Description / Type of verbatim comments	Number of comments
Better facilities / programming: better days and times of ladies' only swim / It has swimming club / Better times for classes / Our children have 2 slots for swimming lessons that fit our schedule well / Fantastic pool and clean / The lane swimming is better suited to me - there are fewer swimming lessons using the pool when I want to use it. But, this is partly due to the location being closer to where i live, so I can use the pool at lunchtime, instead of on my way back from work / The swimming club is there / Learner swimming pools here / My trainer only runs classes at Hendon and cophall / Better changing rooms and bigger swimming pool.	10
Safety (travel/personal): Do not like exiting the leisure centre because of the busy road / It's mostly a more pleasant cycle journey but still too risky for most people to consider cycling there. The route could easily be improved. I can make detailed suggestions / The surrounding area feels safer during the day but it is still disgusting there are no transport links that can be used close to the building during opening hours. Not safe to walk from Pursley Road	3
Other	7
Total number of different types of comments	20

6.7 Question 7

Question 7 asked respondents to tell us which facility/gym they preferred to use if they answered ‘prefer to use a private leisure facility/gym in Barnet’ in question 4.

- Table 15 below shows that
- Two fifths of respondents (40.0%) preferred to use Pure Gym, and a quarter of respondents (25.0%) preferred to use David Lloyd.

- 15.0% of respondents used the Laboratory Spa and Health Club with 10.0% preferring to use The Gym Group, Virgin Active and 'Other' - examples of which have been detailed further in table 16 below.

Table 15:

	%	Number
Anytime Fitness	0.0%	0
David Lloyd	25.0%	5
Nuffield Health	5.0%	1
Oakleigh (Woodside Park) Swimming Pool	0.0%	0
Pure Gym	40.0%	8
The Gym Group	10.0%	2
The Laboratory Spa and Health Club	15.0%	3
Virgin Active	10.0%	2
None of the above (I use a facility outside of the borough)	5.0%	1
Other (please specify)	10.0%	2
Total	120%	24

- *Note that a total of 20 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 24 (and subsequent percentage exceeds 100%).
- Table 16 below provides a summary of responses to the 'Other (please specify)' option.
- There were two responses to this question with both respondents commenting that they used another facility (2 comments)

Table 16:

Other (please specify)	
Number of respondents who completed this question	20
Description / Type of verbatim comments	Number of comments
Use another facility: Zero gravity pilates / Anytime fitness	2
Total number of different types of comments	2

6.8 Question 8

Question 8 asked respondents to tell us what influenced their preference to use a private leisure facility/gym in Barnet (as answered in question 4).

- Table 17 below shows that
- Over two thirds of respondents (68.4%) answered that the condition of the leisure centre was better.
- Almost half of respondents (47.4%) answered that the type of facilities available are better
- Over a quarter of respondents (26.3%) answered that the location of the facility is more suited to them.
- 15.8% of respondents answered 'other', examples of which have been detailed further in table 18 below.

Table 17:

Please tell us if any of the following items have influenced your preference	%	Number
Location is more suited to me	26.3%	5
Easier to park here	5.3%	1
There are better / more cycle storage facilities	5.3%	1
There are better public transport links (bus and train)	0.0%	0
The type facilities available in the leisure centre are better	47.4%	9
The condition of the leisure centre is better	68.4%	13
The facility is easier to access in consideration of my physical and/or wellbeing requirements	5.3%	1
Other (please specify)	15.8%	3
Total	174%	33

**Note that a total of 19 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 33 (and subsequent percentage exceeds 100%).*

- Table 18 below provides a summary of responses to the 'Other (please specify)' option
- There were three responses to this question including price (2 comments) and programming (1 comment).

Table 18:

Other (please specify)	
Number of respondents who completed this question	19
Description / Type of verbatim comments	Number of comments
Price: Price and booking better elsewhere / It's cheaper	2
Programming: Type of pikates and timings	1
Total number of different types of comments	3

6.9 Question 9

Question 9 asked respondents how often they use Finchley Lido Leisure Centre (if they answered 'Yes, I use the leisure centre' within question 2)

Table 19 below shows that:

- Almost a third of respondents answered that they used the leisure centre occasionally (30.9%) and over a quarter of respondents answered that they used the leisure centre 1 – 2 times a week (28.8%).
- 17.2% of respondents use the leisure centre 3-4 times a week, with 14.2% using the facility once a month, and 8.9% more than 4 times per week.

Table 19:

Do you use Finchley Lido Leisure Centre?	%	Number
1 – 2 times a week	28.8%	466
3 – 4 times a week	17.2%	279
More than 4 times a week	8.9%	144
Once a month	14.2%	230
Occasionally	30.9%	500
Total	100%	1619

6.10 Question 10

Question 10 asked respondents how long they have been using Finchley Lido Leisure Centre (if they answered 'Yes, I use the leisure centre' within question 2)

Table 20 below shows that:

- Almost two thirds of respondents (65.8%) answered that they have been using the leisure centre for more than 4 years.
- Approximately 10% of respondents answered that they have been using the leisure centre for less than a year (10.1%) and 1-2 years (10.6%).
- Almost 7% of respondents answered that they have been using the facility for 2-3 years (6.7%) and 3-4 years (6.8%).

Table 20:

How long have you been using Finchley Lido Leisure Centre?	%	Number
Less than a year	10.1%	162
1 – 2 years	10.6%	169
2 – 3 years	6.7%	107
3 – 4 years	6.8%	109
More than 4 years	65.8%	1053
Total	100%	1600

6.11 Question 11

Question 11 asked respondents what days of the week they typically visit Finchley Lido Leisure Centre (if they answered 'Yes, I use the leisure centre' within question 2)

Table 21 below shows that:

- Over a quarter of the respondents answered that they use the facility on weekdays only (25.5%) and Saturday (25.5%)
- Approximately one fifth of respondents answered that they typically use the facility on a Sunday (20.5%) and a Wednesday (19.3%).

Table 21:

What day(s) of the week do you typically visit Finchley Lido Leisure Centre?	%	Number
Everyday	16.2%	254
Weekdays only	25.5%	400
Weekends only	18.1%	284
Monday	17.0%	267
Tuesday	16.2%	254
Wednesday	19.3%	302
Thursday	16.9%	265
Friday	17.2%	270
Saturday	25.5%	399
Sunday	20.5%	322
Total	192%	3017

**Note that a total of 1568 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 3017 (and subsequent percentage exceeds 100%).*

6.12 Question 12

Question 12 asked respondents what time(s) of day they typically visit Finchley Lido Leisure Centre (if they answered 'Yes, I use the leisure centre' within question 2)

Table 22 below shows that:

- Almost two thirds of respondents (64.4%) answered that they used the leisure centre in the morning, with just over half of the respondents (51.7%) using the facility during the afternoon.
- The remaining respondents (32.8%) answered that they used the leisure centre during the evening.

Table 22:

What time(s) of day do you typically visit Finchley Lido Leisure Centre?	%	Number
Morning	64.4%	1013
Afternoon	51.7%	812
Evening	32.8%	516
Total	149%	2341

**Note that a total of 1572 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 2341 (and subsequent percentage exceeds 100%).*

6.13 Question 13

Question 13 asked respondents what mode(s) of transport they typically use to travel to Finchley Lido Leisure Centre (if they answered ‘Yes, I use the leisure centre’ within question 2)

Table 23 below shows that:

- Over three quarters of the respondents (77.2%) answered that they typically travelled to the leisure centre by car.
- Over one quarter (28.6%) of respondents answered that they typically travelled to the leisure centre on foot.
- Approximately one fifth (19.8%) of respondents answered that they typically travelled by bus.

Table 23:

What mode(s) of transport do you typically use to travel to Finchley Lido Leisure Centre?	%	Number
Car	77.2%	1229
Coach or minibus	0.2%	3
Motorcycle or moped	0.3%	5
Bus	19.8%	316
Underground (tube)	0.6%	10
Cycle	7.5%	119
Foot	28.6%	455
Other (please specify)	0.4%	7
Total	135%	2144

**Note that a total of 1593 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 2144 (and subsequent percentage exceeds 100%).*

- Table 24 provides a summary of responses to the ‘Other (please specify)’ option.
- There were seven responses to this question; walking (3 comments), followed by mixed modes of transport (1 comment) and car (1 comment). All themes were selectable within the list of options presented.
- There was a total of two comments which made up the ‘other’ theme. Comments were categorised here as they were non-legible e.g., single letters.

Table 24:

Other (please specify)	
Number of respondents who completed this question	1593
Description / Type of verbatim comments	Number of comments
Walk: Walk	3
Mixed modes: mixed	1
Car: Car but if it was nearer I would walk	1
Other	2
Total number of different types of comments	7

6.14 Question 14

Question 14 asked respondents on average how long it takes them to travel to Finchley Lido Leisure Centre (if they answered ‘Yes, I use the leisure centre’ within question 2)

Table 25 below shows that:

- Almost two fifths of respondents answered that on average it takes them 10 – 15 minutes (38.9%), or less than 10 minutes (35.1%) to travel to the leisure centre.
- Approximately a fifth of respondents (20.6%) answered it takes them an average of 15 – 30 mins to travel to the leisure centre.

Table 25:

On average how long does it take you to travel to Finchley Lido Leisure Centre?	%	Number
Less than 10 minutes	35.1%	556
10 – 15 minutes	38.9%	616
15 – 30 minutes	20.6%	326
30 – 45 minutes	3.0%	48
45 – 60 minutes	1.4%	22
1 hour plus	1.0%	16
Total	100%	1584

6.15 Question 15

Question 15 asked respondents who they visit Finchley Lido Leisure Centre with (if they answered ‘Yes, I use the leisure centre’ within question 2)

Table 26 below shows that:

- Almost two thirds of respondents (63.8%) answered that they visit the leisure centre with family members.
- Over two fifths of respondents (42.5%) visit the leisure centre alone, followed by 15.6% who visit with friends.

Table 26:

Who do you visit Finchley Lido Leisure Centre with?	%	Number
No one, I visit alone	42.5%	668
With family members	63.8%	1003
With a friend(s)	15.6%	245
With a person I provide car for, or my carer	2.5%	39
As part of a larger group, e.g., school, charity group, faith group, community organisation	2.4%	37
Total	127%	1992

**Note that a total of 1571 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 1992 (and subsequent percentage exceeds 100%).*

6.16 Question 16

Question 16 asked respondents what facilities they use when they visit Finchley Lido Leisure Centre with (if they answered ‘Yes, I use the leisure centre’ within question 2)

Table 27 below shows that:

- For ‘I use on most visits’
 - Over two thirds of respondents (69.5%) use the swimming pool on most visits
 - Over two fifths of respondents (41.2%) use the leisure pool on most visits
 - Over one quarter of respondents (26.55) use the health and fitness suite on most visits
- For ‘I use occasionally’
 - Over half of respondents (52.5%) occasionally use the lido - it is worth noting that this is a seasonal facility that is only operational during the summer months
 - Almost a quarter of respondents occasionally use the health and fitness suite (23.8%), sauna (23.6%) and swimming pool (23.3%)
 - A fifth of respondents (20.0%) occasionally use the studio

- For 'I never use'
 - Almost three quarters of respondents (72.8%) never use the cycling studio
 - Almost two thirds of respondents never use the studio (64.7%)
 - Three fifths of respondents never use the sauna (60.8%)
 - Almost half of respondents (49.7%) never use the health and fitness suite
 - Over a third of respondents never use the lido (34.9%), and a quarter never use the leisure pool (28.6%)

Table 27:

What facilities do you use when visiting Finchley Lido Leisure Centre?	I use on most visits (Number)	%	I use occasionally (Number)	%	I never use (Number)	%
Swimming Pool	1035	69.5%	347	23.3%	107	7.2%
Leisure Pool (children's pool with water features and wave machine)	526	41.2%	386	30.2%	366	28.6%
Lido (seasonal outdoor pool)	163	12.6%	678	52.5%	450	34.9%
Health and Fitness Suite (gym containing cardiovascular and weights equipment)	354	26.5%	318	23.8%	665	49.7%
Cycling suite (situated within the gym area)	121	9.8%	216	17.5%	901	72.8%
Studio	197	15.6%	249	20.0%	819	64.7%
Sauna	198	15.6%	300	23.6%	773	60.8%
Total	2594	190.7%	2494	190.5%	4081	318.8%

**Note that a total of 1545 respondents answered this question, however as this was a multiple choice question the number of overall responses equals is higher for each option (and subsequent percentage exceeds 100%).*

6.17 Question 17

Question 17 asked respondents who answered they 'never use' facilities when visiting the leisure (as per question 16) to tell us why.

Table 28 below shows that:

- Comments pertaining to swimming / using the pool is my main priority (236 comments) was the most common occurring theme as to why respondents never use facilities when visiting the leisure centre. This was followed by not interested (134 comments).

- Popular comments that followed were themed around; sauna (74 comments), use of an alternative facility (53 comments), I don't use the facility as I have no children/I'm not a child (49 comments) and personal time constraints (47 comments).
- There was a total of 60 comments which made up the 'other' theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., exercise outdoors (4 comments), yoga studio (6 comments) and use of technology (2 comments).

Table 28:

If you have selected 'I never use' for any of the facilities within Finchley Lido Leisure Centre, please tell us why	
Number of respondents who completed this question	721
Description / Type of verbatim comments	Number of comments
Swimming / using the pool is my main priority: I'm here for the pool / Have no interest in the other facilities, my membership is swimming only and I do not have children so no need for leisure pool / I prefer swimming / I dont like gyms, I just want to swim / i come especially for the pool. i don't like exercise machines / Swimming is my preferred form of exercise. / Only visit for swimming / I have never been allowed by my parents. We have always used the leisure centre for swimming. / Our school visits for swimming lessons / I only like to swim / I only pay for the swimming as I have a knee injury and swimming is a better / I only use the pool facilities & have no interest in the gym option for me	236
Not interested: I'm not interested in those types of activities / I don't wish to use them for now. / Not interested in them / I have no desire to use any other facilities./ Not so interested in those activities at the present time/ Not interested in those / Not my kinda thing / /Never used because it was either unavailable or I didn't have an interest in using.	134
Sauna: I don't use the sauna / Not a fan of a sauna, personal preference. / I don't use the sauna as it tends to be used by men mainly and don't feel so comfortable using it on my own / Do not like saunas / Sauna not clean and too small / Saunas do not appeal to me. / I was not aware that there was a sauna available	74
Use of an alternative facility: Family gym membership elsewhere / New Barnet GLL gym is better equipped / I am a gym member else where / I usually visit another Better center for the gym. / I go to a different gym so don't need to use the gym. / I am a member of another gym / I live closer to New Barnet Better gym so go there more / Usually use Cophall . Much nicer than Finchley / There are nearer gyms to me / I use another gym / There are more modern gyms available with better equipment.	53
I don't use the facility as I have no children/I'm not a child: I do not have children so no need for leisure pool. / No young children / My children are grown up / I dont use the Lesiure Pool because I'm not a child / I don't need to use the Leisure pool as I don't have young children. / My children are grown up now. / No children / I'm not a child so don't use the child's poop / Do not have children and outdoor is cold or overcrowded when it's hot day	49
Personal time constraints: No time with children / Not enough time / Time constraints so focus on things I enjoy. / I have a baby / I'm a parent carer so have limited opportunity! / Insufficient time at the moment	47
Lack of awareness: I only found out recently there is a sauna! / Didn't know they existed / Didn't know they have these facilities / I was not aware that there was a sauna available / Didn't realise this was on offer / Didn't know about some of them.	39

If you have selected 'I never use' for any of the facilities within Finchley Lido Leisure Centre, please tell us why	
Number of respondents who completed this question	721
Description / Type of verbatim comments	Number of comments
I don't like to use / don't use the gym: I dont like gyms, I just want to swim / I don't like gyms / I don't like using gyms to exercise so I don't use that facility. / I'm not a gym goer / Don't have a gym membership nor does it interest me. I am not a gym person so does not use it / Don't use a gym / Don't like gyms or saunas	33
Age appropriate: Not appropriate to use with my children / I visit with my children / I always visit the centre with young children / I attend with my kids and don't use other facilities whilst there / I usually visit with my children so we use the pool rather than the gym / They are not suitable for my toddler	28
Health concerns / reasons: Can't use for health reason / I only pay for the swimming as I have a knee injury and swimming is a better option for me / Disabilities mean I can only swim / Due to health reasons I can't use sauna / I have a spinal cord injury so am unable to use them/ due to health reason swimming is the only exercise i can safely do/ have a hernia can't do weight lifting activities / Covid safety (or rather lack of safety) - hopefully not forever	28
Opening times: Outdoor pool is barely open in the summer / I would love to use the outdoor pool but it has been closed / Outdoor pool has not been in operation recently / Outside pool is never open! Even in the very hot summer / Outdoor pool is mainly closed. Opened during summer time only / It's closed by the time i get there	25
Programming: Group classes not at convenient times. / You do not provide lessons for disabled adults in the pool / there aren't classes for 50+ women trying to get fitter / Because I prefer women only area or sessions / I would use but there are limited spaces at classes and not always convenient times	24
Membership: Not covered on my membership / Because my membership doesn't include this centre. / Those are Member only areas. I am not a member. / I don't have gym membership / Member only facilities	22
Affordability: Price / Cost / It costs money and there are outdoor gyms or other free ways to exercise / Cost concern / Financial / I can not afford the prices charged / Too pricey to use / If the facilities were nicer I might spend the money on it / Because I dont have any time or money at present.	19
Overcrowded / Fully booked: We have never managed to book slot for the outside pool / outdoor is cold or overcrowded when it's hot day / Would prefer summer as other times find it cold. But always busy in summer / Studio - too hard to book classes even with the ease of the online app. The classes fill up quickly. / Group sessions I attempted multiple times but it always shows full, so could not try it out/Lido, seating area too small, pool too small, meaning gets busy and overcrowded shortly after opening / I took my children to the wave pool at one stage but it was so crowded and unpleasant, they stopped wanting to go.	18
Don't like the facility: Don't like facility / tired / old there are nicer available in barnet area - new barnet for example. / They don't seem great / Poor quality/hygiene / Too old / Not convenient or an 'attractive' facility to visit / Location & run down building	16
Suitability of lido: Outdoor pool is too cold and not big enough. / The outdoor pool is to small and needs prebooking. / Area too small / Lido is pitifully small and not fit for purpose. / The success of the lidos at Park Road (Haringey) and Parliament Hill (Camden) show the substantial latent demand for a decent lido, given demand for year	15
Other	60
Total number of different types of comments	920

6.18 Question 18

Question 18 asked respondents to select the top 5 facilities that are most important to them, and what they would like to see considered as part of the facility mix within a new leisure centre

Table 29 below shows that:

- 91.3% answered that a swimming pool (25m main pool) was important, and they'd like to see considered as part of the facility mix within a new leisure centre
- Over half of respondents answered that a health and fitness suite (54.6%) and leisure water (51.0%) were important to them.
- Two fifths of respondents answered that a thermal spa (43.5%) an learner pool (41.9%) were important to them.

Table 29:

Please select the top five facilities that are most important to you, and what you would like to see considered as part of the facility mix within a new leisure centre.	%	Number
Swimming Pool (25m main pool)	91.3%	2028
Learner Pool	41.9%	931
Leisure water (e.g., water features / splash pad)	51.0%	1132
Health and Fitness Suite (gym containing cardiovascular and weights equipment)	54.6%	1213
Thermal Spa (such as steam and sauna)	43.5%	966
Studios (accommodating group exercise and static cycling)	40.1%	891
Adventure Zone (space that has capacity to accommodate leisure activities for young people such as clip and climb)	31.4%	697
Soft play	16.9%	376
Café	41.8%	929
Creche	4.5%	100
Other	8.3%	184
Other (please specify)	13.3%	296
Total	439%	9743

**Note that a total of 2222 respondents answered this question, however as this was a multiple choice question the number of overall responses equals 9743 (and subsequent percentage exceeds 100%).*

- Table 30 provides a summary of responses to the 'Other (please specify)' option.
- Comments pertaining to the lido (92 comments) was the most common occurring theme / facility that respondents said was most important and they would like to see

considered as part of the facility mix within a new leisure centre. 43 comments followed for a diving/deep water pool.

- There was a total of 202 comments which made up the ‘other’ theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., sports hall (29 comments), changing facilities (15 comments), parking (13 comments), spa (12 comments), leisure water (11 comments), outdoor space (7 comments) and a cafe (4 comments). A number of these themes were included as options for selection within the question.

Table 30:

Other (please specify)	
Number of respondents who completed this question	2222
Description / Type of verbatim comments	Number of comments
Lido: Outdoor Pool / outdoor pool / Lido / 50m outdoor heated swimming pool / Outdoors pool / outside pool / outdoor swimming / The lido. Why have you excluded the Lido from the top 5? Outdoor swimming has increased in popularity in the last few years. / Outdoor pool / An outdoor pool / Outdoor pool is treasured / OUT DOOR heated pool Open-air lido / Heated Outdoor / A large outside pool would be most inclusive - not just for healthy types.	92
Diving / Deep Water Pool: Diving / 1m, 3m, and 5m Diving boards - PLEASE! / Deep water / Option to dive / Please bring back a diving board which cophall lost. / diving pool since there is no facility in Barnet / Please finally bring back a diving pool to Barnet. It has been sadly missing since you knocked down cophall / Diving boards, a deep water pool with moveable floor. / Deep water, diving board / Diving pool or diving facilities within the swimming pool / Deep diving / Deep water access /diving / Deep Water sports / Deep water pool with moving floor for diving facilities, learn to swim, water polo, synchro, water workouts at a reasonable depth 1.2-1.5m deep for shallow classes and 2m plus for deep water class. I believe a multipurpose pool would be more beneficial and cost effective in the long run then just having a learner pool on is own. This pool can then be used constantly all day and all evening / Deep water pool for Diving would be good as we lost the one at Barney Cophall.	43
Other	202
Total number of different types of comments	337

6.19 Question 19

Question 19 asked respondents if there any services they would like to see considered in a potential refurbishment or redevelopment of a new leisure facility?

- Table 31 provides a summary of responses to the ‘Other (please specify)’ option.
- Comments pertaining to the lido (143 comments) was the most common occurring theme / facility that respondents said was most important and they would like to see in a potential refurbishment or redevelopment of a new leisure facility.

- This was followed by swimming (125 comments), spa (124 comments) and changing facilities / toilets / showers (116 comments), programming (99 comments), café (95 comments) and parking (92 comments).
- There was a total of 358 comments which made up the 'other' theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., learner pool (23 comments), soft play (20 comments), 50m indoor pool (18 comments), outdoor space (17 comments), crèche (16 comments), membership (10 comments) and wider leisure amenities such as restaurants and the cinema (5 comments). A number of these themes were included as options for selection within question 18.

Table 31:

Are there any other services you would like to be considered in a potential refurbishment or redevelopment of a new leisure facility?	
Number of respondents who completed this question	1235
Description / Type of verbatim comments	Number of comments
Lido (outdoor pool): a 25m pool outside open all year long / 25m outdoor pool / Outdoor Pool and facilities / A good outdoor pool would be amazing / Outdoor lido / Outdoor / open air lido / heated outdoor swimming pool / An open air pool which may not be viable but would be amazing as it has such mental health benefits being outdoors as well as being able to swim. / Having an outdoor lido. This is what used to be on the land there and in warmer months the lidos are all over subscribed, it must be a consideration that outdoor swimming is still available at the new centre. It is imperative that Barnet provide outdoor swimming facilities to limit pressure on other borough provisions / 25 or 50 metre outdoor pool / Some additional work for the outdoor pool, to make it a really awesome summer hangout / An outside complex of swimming pools, plunge pools with diving boards at pool height, 2.5m and 5m. There are complexes such as this everywhere in Europe and its disappointing in the summer that we have to drive a large distance of over 30 mins to use an outside pool. With longer, hotter summers outside pools should be considered and be seen as necessary for local ppl to use / Outdoor pool is a brilliant boost for people's health and well-being combining exercise with an opportunity to swim in daylight boosting their vitamin d / as summer are getting warmer a large outdoor Lido would be more than welcome / A much larger outdoor pool. / People need outdoor swimming	143
Swimming (generic): 25m swimming pool for lane swimming / Decent lane pool for swimming that isn't crowded and slow / The swimming pool HAS to be gradient, as it being able to walk in. ESPECIALLY for those with SEND / Only as previously indicated - 25m swimming pool / A local swimming pool is essential to me, as if this one closes I will find it very hard to swim as regularly / The swimming pool is I think most important / The provision of a swimming pool is vital for the physical and mental wellbeing of me and my family	125
Spa: A spacious gym with consideration for hidden disabilities, spa type area and a space to sit down, an inviting space / spa facilities / Massage and alternative therapies / deep tissue massage / Full health suite for relaxation and message etc / would LOVE to see a better "spa experience" opened in the new / renovated centre / Space for massage facility / Spa services, like at Swiss Cottage / Foot and nail spa / Spa facilities at affordable rates for wellbeing, youth and children's activities (water based) / Plus decent sauna/steam/spa area	124

Are there any other services you would like to be considered in a potential refurbishment or redevelopment of a new leisure facility?	
Number of respondents who completed this question	1235
Description / Type of verbatim comments	Number of comments
<p>Changing facilities / toilets / showers: The pool toilets look very outdated / Need more accessible changing facilities for people with learning disabilities etc. / Primary importance is a swimming pool with better/more showers as there is not always enough space to shower after a swim / Swimming pool and changing facilities need to be updated / More ladies loos. 2 isn't enough. / Private showers instead of communal showers / Private showers in the swimming changing area / more private showers / More private showers. Larger and more private changing areas / Separate ladies changing rooms / Good secure changing rooms with secure lockers / Separate changing area - most women feel uncomfortable and self-conscious with men watching them as they walk from the shower cubicle to the changing lockers - we all pay to use the facility and should be able to feel comfortable as well as safe. / Separate male and female changing rooms and showers as couples are showering together at the New Coptall Leisure Centre! Changing cubicles also please</p>	116
<p>Programming: Swimming lessons / more adult swimming lessons / Classes / An expansion of activity rooms and more classes would be great / Affordable group exercise for older working women / fencing lessons / Swimming lessons for children / More classes for over 50s / Different classes/spaces (dance, martial arts) to bring a buzz / Larger studio and an additional studio so more Pilates and yoga classes could be offered at weekends and early evenings / Boxing, or 1-2-1 health and fitness programme / More exercise classes, particularly aquaerobics, which are suitable for people with disabilities / Classes to include aqua aerobics for the elderly / Ladies only pool with female lifeguards at all times Female only fitness classes. Mum and baby classes</p>	99
<p>Café: Cafe/lunch spot / Cafe is needed, place to relax after workout / I think that there should be a cafe as eating after a swim is something that people enjoy / A cafe would be great / Decent café / A full cafe area that's well staffed and affordable / A cafe with a waiting space which isn't in the pool area / Good quality cafe on site.</p>	95
<p>Parking: Plenty of free parking / parking / Adequate free parking is essential. / Free parking and ample space as you do not get that in North Finchley Town. It's required however if free parking is offered there's also public users who do not use the gym or facilities who may park in there to think about / Parking is very important / Parking available / Free parking / Car park / Parking / Parking is very important. Also location between East Finchley and North Finchley helps it serve 2 communities / Got to be accessible with free parking / Accessibility, free parking onsite / Parking is the main convenience and moving to North Finchley will remove this.</p>	92
<p>Diving: Diving pool / A proper diving pool would be good to encourage young people to take up the sport as well particularly as the diving pool at Coptall was removed despite strong opposition to this / Diving board / Deeper pool for diving classes / Please put back a diving school / Deep water swimming / Diving facility, following the loss of this at Coptall / Deep water pool for diving / Deepwater pool suitable for diving / As before a dive pool - this is imperative to Barnet / Diving boards up to 10m and deep water pool</p>	68
<p>Sports Hall: Badminton and basketball / Sports Hall / Sports hall for racquet games, table tennis etc / Sports hall with spectator seating for basketball / Indoor sports facility - Pitches. Basketball. Football. Badminton etc / Indoor courts for badminton, basketball, netball, five-a-side football, etc. / Other sports facilities such as badminton courts and climbing walls / table tennis / Facilities for age 11-17yrs such as badminton, tennis and table tennis / Climbing wall. A gym to play basketball or volleyball / Access to get there from other areas not in the doorstep. Large sports hall for roller skating / Sports Hall, outdoor pitches / A sports hall would be a good idea because it would allow the local community to partake in team sports like netball, basketball, indoor football.</p>	63

Are there any other services you would like to be considered in a potential refurbishment or redevelopment of a new leisure facility?	
Number of respondents who completed this question	1235
Description / Type of verbatim comments	Number of comments
Leisure Water (slides/water features): A large slide to be built into the pool / Leisure pool & water slides would be great / Water slide! / Very important to keep leisure pool for kids, maybe with a addition of water slides, more water fun for kids please / Slides in a separate pool for kids / Flumes and water slides / A waterslide for the kids in the pool like at Archway pool/ Slides with rubber "donoughts" for kids / Water park with lots of slides, wave machine, etc / Basically everything current leisure centre has in better form and may be more slides	60
Climbing Wall / Bouldering: Climbing / bouldering wall / Climbing for adults / Climbing wall like at Brixton Rec // Climbing wall would be amazing / Rock climbing facilities with auto-belay	55
Gym: A spacious gym with consideration for hidden disabilities / More gym equipment eg cable machine / gym floor, other workout rooms / Gym equipment for senior citizens / More gym equipments like barbell , steps / Out door gym / Gym facilities / More area for stretching and free weights / Expanded gym with more equipment / Gym for teenagers /	50
No further comment / None: Unsure at this time / Not really / No / None / Nothing comes to mind	48
Preference for the leisure centre to remain at Great North Leisure Park: I would like that the centre does not move from where it is / I would be unlikely to use the facility in North Finchley. I would be very sad if it moved. We were so happy it finally reopened and I'm shocked that it might close now / I wish the Finchley lido could stay where it is now at leisure way / Please just leave it all. I cannot travel to anywhere else / Please keep the Lido and all the facilities where they are as they are well used and an integral part of the community / Leave as it is. No residential redevelopment / Just keep it where it is and don't build something that's only gonna last 25 years this time / This site should not be shit down. It is a vital community hub & a lifeline to many	42
Studio: Dance studio / A larger studio room for classes so more people can book on to one class / New great studios / Fitness studio / Larger studio and an additional studio so more Pilates and yoga classes could be offered at weekends and early evenings / More than 1 studio. Permanent spin studio. Dance studio / We need more than one studio for fitness lessons as all fitness sessions are oversubscribed. We need greater variety of fitness lessons in the studios, which at the moment are restricted due to lack of space / Build good sized exercise studios with good sound systems	41
Community Space (meeting/library): community room for yoga, arts and crafts and courses / community hall / Community space/rooms / Flexible community hall space that you can rent out eg for baby classes. / Community hub, a space for meetings/talks for social engagement / Community hub/ warm Space / Library	40
Disability and inclusion: Need more accessible changing facilities for people with learning disabilities etc / To think of accessibility such as captioned TV, interpreters for classes for deaf people / More specific coaching and support for disabled people (my brother is an adult over 50 years old, with Autism, and is non verbal). Consider better offering for SEND children / I'm disabled with a balance disorder that means I use a rollator (walking device). It would be nice if there was a hoist to help me get in and out of the water / A lift for disabled access that they don't have now would be helpful /Disability access to the pool -easy access sloping shallow end that is warm to help people rehabilitate or maintain mobility / Definitely an accessible swimming pool with graduated steps for entry and exit / Need better changing facilities where access to toilets for sen kids is more accessible / More for Special educational needs / Provision	36

Are there any other services you would like to be considered in a potential refurbishment or redevelopment of a new leisure facility?	
Number of respondents who completed this question	1235
Description / Type of verbatim comments	Number of comments
for SEN children and adults; changing rooms, toilets, parking, quiet hours, awareness and acceptance of SEN by staff	
Indoor courts (squash/padel ball/tennis): Squash / Squash would be fab. There are no cheap squash courts in the borough. / padel courts / Indoor tennis courts	28
Other	358
Total number of different types of comments	1683

6.20 Question 20

Question 20 asked respondents what is most important to them when considering a potential refurbishment or redevelopment of a new leisure centre. Respondents were asked to rank each activity according to importance, with 1 being most important and 7 being least important

Table 32 below shows that:

- Most of the respondents answered 'providing facilities and activities that support my health and wellbeing' as their most important option. This ranked the highest with a score of 5.6.
- 'Opportunity to take part in targeted activities (such as GP referral schemes)' and 'Providing a social and community space' were given a lower importance with a score of 3.7 and 3.55 respectively. This was followed by 'Other' which was ranked as least important with a score of 1.65. Respondents were able to elaborate on this within question 21.

Table 32:

What is important to you in considering a potential refurbishment or redevelopment of a new leisure centre	1 (Number)	%	2 (Number)	%	3 (Number)	%	4 (Number)	%	5 (Number)	%	6 (Number)	%	7 (Number)	%	Number	Mean Score
Providing facilities and activities that my support my health and wellbeing	37.14%	729	24.40%	479	16.45%	323	10.80%	212	6.98%	137	3.26%	64	0.97%	19	1910	5.6
Opportunity to access a wide range of facilities	27.49%	525	23.51%	449	19.11%	365	13.51%	258	9.11%	174	5.39%	103	1.88%	36	1899	5.23
Opportunity to participate in lessons and courses	7.36%	143	15.79%	307	23.51%	457	23.71%	461	17.23%	335	9.83%	191	2.57%	50	1963	4.33
Providing family fun and/or recreation	17.99%	354	16.21%	319	11.64%	229	11.69%	230	11.43%	225	25.30%	498	5.74%	113	1944	4.19
Opportunity to take part in targeted activities (such as GP referral schemes)	6.42%	122	10.80%	205	15.06%	286	18.33%	348	18.59%	353	25.49%	484	5.32%	101	1937	3.7
Providing a social and community space	2.89%	56	8.88%	172	13.22%	256	19.05%	369	31.65%	613	20.29%	393	4.03%	78	1968	3.55
Other	5.30%	95	1.95%	35	1.51%	27	2.06%	37	2.79%	50	6.02%	108	80.37%	1441	1793	1.65

**Note that a total of 2070 respondents answered this question, however as this was a ranking question the number of overall responses equals is higher for each option (and subsequent percentage exceeds 100%).*

6.21 Question 21

Question 21 asked respondents what other items are important to them, and they would like to see considered within a new leisure centre?

- Table 33 below provides a summary of responses.
- Comments pertaining to parking (102 comments) was the most common occurring theme that respondents said was most important to them and they would like to see considered within a new leisure centre.
- This was followed by swimming (78 comments), programming (74 comments), café (56 comments) and lido (54 comments).
- There was a total of 239 comments which made up the 'other' theme. Comments were categorised here as less than 2% of respondents had commented pertaining to a particular theme e.g., security and safety (14 comments), opening hours (6 comments) and soft play (3 comments).

Table 33:

Please tell us what other items are important to you, and you would like to see considered within a new leisure centre	
Number of respondents who completed this question	773
Description / Type of verbatim comments	Number of comments
Parking: Safe and convenient parking/parking facilities/ Parking and Transport access. / Adequate parking/ Easy parking available for access / easy and free parking/Parking/I think you should also consider Free Parking as leisure way has/ Free Car Parking facility with plenty of spaces/Parking/There should be parking available. Sometimes I like to use the centre really early or really late and I would find it uncomfortable to use public transport at these times	102
Swimming provision (generic): Swimming pool/ A good size main swimming pool like Copthall. Better changing and shower facilities especially for disabled/ To have ample space to swim lengths in a 25m pool/For me a 25m training pool perhaps with a cafe serving good coffee for afterwards is absolutely perfect./large swimming pool/ Swimming is critical/ Swimming pools offering all day lane swimming and a seperate fun children's pool plus learner pool for classes/ 25m swimming pool/ high quality swimming pool with lots of lane swimming for the public which doesn't all get used for swimming lessons or swimming club/ Really good, decent length swimming pool./ minimum 25 meter pool very important	78
Programming: Mix of classes outside of office hours /More gym equipments available. More Zumba classes/ The offer of a wide range of classes and badminton courts/ Swimming lessons, lifesaving lessons, exercise classes like circuits catering for a range of abilities fitness./ I think open are classes for the summer/ Over 50 classes and discounts/ Zumba classes, accessible exercise classes/ See previous answer. I would like to see regular aqua aerobics classes/ The offer of a wide range of classes and badminton courts/ More dance and aqua aerobic classes/ Holistic and cardio classes/ More classes for over 50s./ Swimming lessons for beginners /swimming and yoga for elderly people	74
Café: Cafe with only genuinely healthy options. / Cafe area with comfortable chairs/ Cafe if possible for people/ cafe, to get some healthy refreshments and a space to meet/ A cafe with lots of health conscious options and free wifi/ A decent café/ healthy food options in café/ /Use the general space ie cafe with aquarium / A space to have a drink or snack and meet up with others / and a nice cafe.	56
Lido (outdoor pool): Outdoor lido/ Large Lido/ Outdoor heated pool with encouragement for local clubs/ Outdoor heated 50m pool/ Having the outdoor pool is such a bonus in the summer. It's such a lovely facility for the community / A better lido which allows for lane swimming in the winter / Outside swimming pool large enough as Crouch end swimming pool, that is at least 5 lines 25 m long. Please/ The lido do not provide fun swimming area for the teenagers. This part of the population is completely forgotten./ A lido pool (outside) that is open all year round/	54
Changing facilities / toilets / showers: cubicle showers/ Better changing and shower facilities especially for disabled/ More showers/ large open facility with plenty of changing rooms & showers/ Decent showers and changing rooms/ Good lockers, good showers, good changing areas/ Clean changing rooms and easy access/ Well designed changing rooms with plenty of space to get things out of lockers./ Clean changing rooms with shower/toilet facilities and baby changing facilities plus lockers/Separate wet and dry section of the changing area for swimming changing rooms/Better changing facilities/Sensible design of changing facilities, Secure lockers provided/ Lovely and clean changing rooms	45

Please tell us what other items are important to you, and you would like to see considered within a new leisure centre	
Number of respondents who completed this question	773
Description / Type of verbatim comments	Number of comments
Spa: definitely a sauna and possibly a spa /Spa facilities/ It would be fantastic to have a better spa in the borough, currently I go to Welwyn Garden City, central london waltham forrest one/ Spa well-being Centre/physio/massage services/Spa / Sauna	45
Accessibility (location/improved public transport): Location is very important to me as I walk there each time. It currently takes me 20mins and if it was further away this would effect how frequently I would go/I think it's important to consider the location of the centre in relation to areas of relative deprivation in Barnet, using the Index of Multiple Deprivation data in Lower-Layer Super Output Areas. Although deprivation is lower in this area of Barnet than the west, I wonder whether the current location of the leisure centre makes it more accessible to the relative more deprived areas near East Finchley, than if it were to be relocated to North Finchley town centre. I think a more granular look at this data is needed, perhaps including collection of postcode data / transport methods of current visitors to the leisure centre, and relative barrier to access, including distance to other Barnet leisure centres. /Easy to travel to - so has a free car park or on a good bus route/Being near and convenient for people like myself living & bussing in from E Finchley. it's is not close to any other public leisure facilities other than this - so, please Do Not move it to North Finchley./Easy access by public transport or walking, I do not drive/ Better accessibility by public transport / active travel than is currently the case - e.g. more bus routes stop nearby, safe walking and cycling routes, adequate cycle parking.	36
Current facilities are suitable: The current gym is spacious and well equipped with free weights and machines, for me it is important that any new facility continues this provision / As before, the same services as at the moment but to a higher standard. / I am happy with the swimming pool and sauna / Don't need a new leisure centre. The existing one is perfect! / Keep it as it is-there is nothing wrong with it apart from refurbishing the outdoor pool area / Sufficiently resourced to provide clean and welcoming environment	29
Affordability: clean and affordable facilities/Provide more facilities to teenagers either for free or at significantly reduced fee to get them off the streets and into learning positive team building/working / Affordable gym and pool as now/ Affordable price/ Ease of access from a cost perspective. Love that we can use the swimming pool without being tied in to a monthly payment and that it is affordable/ Services which are affordable and accessible/ Price wise, activities on offer need to remain affordable/ Affordable, good quality leisure facilities/ Ability to have an affordable health and fitness scheme locally!!/ Discounted rates for low income families and individuals Low cost weekend and holiday activities allowing children and young people to try activities usually not affordable that encourage being active and developing skills and confidence (climbing, swimming, diving, etc)	29
Diving / Deep Water: Maybe some specialist faculties for niche sports which are poorly accommodated. The dream would be to reinstate a diving pool which was bizarrely lost when cophthall was redeveloped. / Diving, diving and more diving!!! / It should have a diving pool / Deep pool for diving / Diving pool - or at least a diving section at one end of the pool (as it is in Waltham Forest) / Deep water access/ diving / Please can we have a deep water pool and water sport activities like water polo / Deep diving pool / Diving, sub aqua. Water polo. Synchronize swimming plus loads more ! Where can we go for these in Barnet "/A deep diving pool like the one in East London	28
Activities and spaces for teens/children/families: Activities for children /Provide more facilities to teenagers either for free or at significantly reduced fee to get them off the streets and into learning positive team building/working /activities for young people.	28

Please tell us what other items are important to you, and you would like to see considered within a new leisure centre	
Number of respondents who completed this question	773
Description / Type of verbatim comments	Number of comments
including cinema, bowling, maybe rock climbing, ping pong / Climbing wall, gymnastics, activities for early teens from age 12 onwards to age 17. They need specific activities, also for girls or boys only in addition to regular activities / Teenagers space, maybe a skate board park, cafe, outdoor space/youth activities for teens/Anything for children's activities	
Disabled and inclusive spaces/activities: Disabled access and facilities/ A good size main swimming pool like Cophthall. Better changing and shower facilities especially for disabled /Provision for children and adults with SEN, including classes, activities, safe spaces that understand their needs./ Offer opportunities for children and adults with SEN and disabilities/ Activities for children with disabilities/ Accessible for children with severe disabilities like my daughter/ Access to SEN & Safe space for SEN/More SEN activities and safe spaces, SEN targeted activities and leisure activities, lessons and courses for SEN children and adults. More involment/"Deep-water pool. Also a range of activities for all age groups and for disabled citizens of all ages." / Making it accessible to families with children with disabilities. Quiet hours during the weekend (they don't need to be exclusive to SEN kids, can be all ages). The local NHS should have statistics for you. Hundreds of kids unable to attend school need access to swimming during the school day for physiotherapy. / Provision for children and adults with SEN, including classes, activities and safe spaces that understand their needs.	23
Community space (meeting area/working area/library): A space for community groups to meet/library/ community hub for locals/ Collocation with other community facilities such as a library/ community space/ Community hub/ Spaces for community groups to hire cheaply/A working hub / More facilities to meet other ppl in the community, walking groups etc.	22
Sports Hall: Indoor sports hall for badminton & table tennis/ As mentioned, a sports hall is essential, because it would allow the local community to partake in team sports like netball, basketball, indoor football. This is essential in order to encourage the local population to take part in activities that will enhance health and wellbeing./A hall that can be hired out is always quite handy / A sports hall for sports such as badminton and squash courts	22
Cleanliness: clean and affordable facilities / Cleanliness / Clean / High cleanliness standards/ A high level of cleanliness! / Cleanliness - very important	21
Leisure water (slides/water features): Water slides would be amazing as I think it would draw a lot of people to the area/Water slides. The nearest similar facilities are in Archway. / Water slide park!/ Better slides for the kids with the wave machine/ An outdoor water park, wave machine, FUN for the kids/A slide and wave machine for the kids	19
Gym: More gym equipments available. More Zumba classes/Gym/ A gym/cardio area with floor to ceiling windows similar to the new Barnet facilities./ Size and quality of the gym/ Wider range of gym equipment (sit up bench, Roman chair)/ I am only interested in the gym and would like top of the range machines./ a well equipped, modern gym	19
Outdoor Space: Would be nice to have some outdoor space , gardens around the site so can sit outdoors/ easy access, outdoor space for community garden/ An agreeable outdoor space for fine weather/Green space / Outdoor play area accessible for kids in area. Currently only Percy Rd playground which is quite small. Nothing close for school age kids to play / Such as play areas	18

Please tell us what other items are important to you, and you would like to see considered within a new leisure centre	
Number of respondents who completed this question	773
Description / Type of verbatim comments	Number of comments
Health space and activities: The relocation of a GP surgery would be inovative . An integrated health service , including access to basic nursing services, linking to Finchley Memorial would be amazing ! / Therapy rooms that physios and other health professionals can tent / Activities to encourage people with conditions such as a combination of body pain and mental health difficulties to start moving for example through singing and swaying to music. Better if it's not recorded music but their own music making.	18
Climbing Wall: Climbing wall, Clip and climb/ Climbing facilities / Bouldering	16
Other	239
Total number of different types of comments	1021

6.22 Question 22

Question 22 asked respondents if a new leisure centre was to be relocated to North Finchley Town Centre, to what extent did they agree and disagree with a set of statements

Table 34 below shows that:

- There were more respondents that strongly agreed or tended to agree with the statements 'It will take me longer to access the leisure centre' and 'I will use a car to travel to the leisure centre'. These ranked the highest with scores of 3.34 and 3.32 respectively.
- There were more respondents that strongly disagreed or tended to disagree with the statements 'The leisure centre will be located closer to my home and/or place of work/study' and 'I will be able to travel actively (walk, jog run or cycle) to the leisure centre'. These ranked the lowest with scores of 2.64 and 2.61 respectively.

Table 34:

If a new leisure centre was relocated to North Finchley Town Centre,	Strongly agree (Number)	%	Tend to agree (Number)	%	Neither agree nor disagree (Number)	%	Tend to disagree (Number)	%	Strongly disagree (Number)	%	Not sure / don't know (Number)	%	Mean Score
It will take me longer to access the leisure centre	37.8%	767	13.0%	264	12.9%	262	11.0%	223	22.2%	452	3.2%	64	3.34
I will use a car to travel to the leisure centre	36.1%	734	14.4%	292	12.4%	251	7.2%	147	24.6%	500	5.3%	108	3.32
I would be encouraged to use the leisure centre	23.1%	470	16.4%	334	16.3%	332	13.9%	282	27.1%	550	3.2%	64	2.95
I would be encouraged to use North Finchley Town Centre	19.6%	399	18.2%	370	19.4%	394	13.9%	282	26.3%	534	2.6%	53	2.91
I would be encouraged to use the leisure centre with friends and/or family	17.7%	360	14.7%	299	21.8%	442	15.4%	313	27.7%	562	2.8%	56	2.79
It would encourage me to increase my physical activity levels	16.4%	333	13.8%	280	23.1%	470	15.2%	309	28.7%	583	2.8%	57	2.73
I will be able to use public transport (bus or train) to travel to the leisure centre	12.4%	252	18.8%	381	19.8%	403	13.3%	271	28.8%	585	6.9%	140	2.71
The leisure centre will be located closer to my home and/or place of work/study	20.7%	420	11.8%	239	15.8%	320	9.9%	201	38.9%	791	3.0%	61	2.64
I will be able to travel actively (walk, jog run or cycle) to the leisure centre	21.0%	426	11.2%	228	12.4%	251	12.5%	254	38.8%	789	4.1%	84	2.61

**Note that a total of 2032 respondents answered this question, however as this was a ranking question the number of overall responses equals is higher for each option (and subsequent percentage exceeds 100%).*

6.23 Question 23

Question 23 asked respondents if the current facility was refurbished or redeveloped within the existing Great North Leisure Park site, to what extent did they agree and disagree with a set of statements.

Table 35 below shows that:

- There are more respondents that strongly agreed or tended to agree with the statements 'I would be encouraged to use the leisure centre' and 'I would be encouraged to use the other services available on the Great North Leisure Park'. These ranked the highest with scores of 4.17 and 3.88 respectively.
- There are more respondents that strongly disagreed or tended to disagree with the statement 'It will take me longer to access the leisure centre'. This ranked the lowest with score of 2.33.

Table 35:

If the current facility was refurbished or redeveloped on the existing Great North Leisure Park site,	%	Strongly agree (Number)	%	Tend to agree (Number)	%	Neither agree nor disagree (Number)	%	Tend to disagree (Number)	%	Strongly disagree (Number)	%	Strongly disagreed (Number)	Mean Score
I would be encouraged to use the leisure centre	54.27%	1080	22.96%	457	11.01%	219	5.23%	104	5.33%	106	1.21%	24	4.17
I would be encouraged to use the other services available on the Great North Leisure Park	40.35%	803	26.98%	537	17.24%	343	7.29%	145	6.63%	132	1.51%	30	3.88
I would be encouraged to use the leisure centre with friends and/or family	38.39%	764	23.67%	471	21.06%	419	6.83%	136	7.94%	158	2.11%	42	3.79
It would encourage me to increase my physical activity levels	35.93%	715	24.07%	479	23.77%	473	7.89%	157	6.68%	133	1.66%	33	3.76
I will use a car to travel to the leisure centre	39.20%	780	22.11%	440	14.37%	286	5.18%	103	16.48%	328	2.66%	53	3.64
The leisure centre will be located closer to my home and/or place of work/study	30.00%	597	10.05%	200	24.87%	495	13.92%	277	18.59%	370	2.56%	51	3.19
I will be able to travel actively (walk, jog run or cycle) to the leisure centre	22.86%	455	14.72%	293	16.13%	321	16.08%	320	26.33%	524	3.87%	77	2.91
I will be able to use public transport (bus or train) to travel to the leisure centre	15.18%	302	18.79%	374	22.26%	443	14.02%	279	24.37%	485	5.38%	107	2.86
It will take me longer to access the leisure centre	11.21%	223	9.95%	198	20.70%	412	13.57%	270	42.26%	841	2.31%	46	2.33

**Note that a total of 1990 respondents answered this question, however as this was a ranking question the number of overall responses equals is higher for each option (and subsequent percentage exceeds 100%).*

6.24 Question 24

Question 24 asked respondents to indicate their views on the location of a refurbished or potential new leisure centre.

Table 36 below shows that:

- Almost two thirds of respondents (64.3%) answered that they would like a refurbished or a new leisure centre to remain at its current location within the Great North Leisure Park.
- Almost a quarter of respondents (23.3%) answered that they would like a new leisure centre located in North Finchley Town Centre.
- 11.0% of respondents answered that they don't like either option.
- 1.4% of respondents had no preference.

Table 36:

Please indicate your views on the location of a refurbished or potential new leisure centre	%	Number
I would like a refurbished or a new leisure centre to remain at its current location within Great North Leisure Park	64.3%	1268
I would like a new leisure centre located in North Finchley Town Centre	23.3%	460
I don't like either option	1.4%	27
I have no preference	11.0%	216
Total	100%	1971

6.25 Question 25

Question 25 asked respondents to tell us why if they didn't link either proposed location option in question 24.

- Table 37 below provides a summary of responses to question 25.
- Comments pertaining no requirement to refurbish / re-provide the leisure centre (6 comments) was the most occurring theme.
- The following themes received 4 comments each; preference to remain at Great North Leisure Park, concerns about the previous closure for structural works and accessibility (location/public transport)
- The following themes received 3 comments each; space concerns at North Finchley Town Centre, parking/traffic concerns in North Finchley Town Centre and require further info to answer the question and preference to relocate elsewhere
- There was a total of 5 comments which made up the 'other' theme. Comments were categorised here as less than 1 (number) of respondents had commented pertaining to a particular theme e.g., retention of current facilities (1 comment), anything that makes the facility more appealing (1 comment), uncertainty regarding potential closure whilst a new facility is built (1 comment).

Table 37:

If you don't like either option please tell us why	
Number of respondents who completed this question	27
Description / Type of verbatim comments	Number of comments
No requirement to refurbish / re-provide the leisure centre: Just leave as it is / The Council quite recently spent hundred of thousands of pounds refurbishing the leisure centre. It is not clear why the refurbishment is not satisfactory. There are leisure centres in London much older than Finchley Lido which operate perfectly well. This proposal appears to be a huge waste of money given the vast sums recently spent on Finchley Lido. The current leisure centre appears fit for purpose and in no need of further refurbishment./ refurbishment not necessary, there are better uses or the resources in other health and recreation spend. / There is no need to build another one or anything else is enough the existing one! This borough has no money to do is required now, leave alone to build a leisure centre!	6
Preference to remain at Great North Leisure Park: I like the center where it is.It's very close to home place and I can complete my routine. If you move it, I probably won't have enough time to go there and go back to work like I always do without any setbacks. If you definitely decide to move it, I will cancel my membership because I really disagree with changing locations. / I would like the center to stay as it is because I am using it a lot. If it has to be refurbished, I would like it to stay at the same place, otherwise it will take me too long to get there / There is no need to move from the current location where there is plenty of space. There is insufficient space elsewhere in N Finchley and parking would also be more difficult.	4
Concerns about previous closure for structural works: I'm concerned about the whole project. The centre was closed for a long period of time only a 2 or so years ago. A significant amount of money was spent. When it reopened I couldn't see any significant improvements./ The Council quite recently spent hundred of thousands of pounds refurbishing the leisure centre. It is not clear why the refurbishment is not satisfactory	4
Accessibility (location/public transport): Access by public transport from the edge of the borough (Edgware) is difficult at the moment and would be only marginally more convenient if centrally in Finchley./ Kids needs to have close access to the leisure centre. You can always destroy everything and saying it is for good reason it doesn't work like that.	4
Parking / traffic concerns in North Finchley Town Centre: I am very concerned about the increase in traffic in the roads close to Lodge Lane. Many are already used to bypass the High Road and I foresee the problem getting worse during the building's construction and once opened. It would be wonderful if people travelled there on public transport but I think it is naive to assume they will not travel by car. What plans, if any, are there to deal with the inevitable increase in traffic? / There is very limited parking in North Finchley so do not develop on the already reduced parking spaces / There is insufficient space elsewhere in N Finchley and parking would also be more difficult.	3
Space concerns at North Finchley Town Centre: A town centre site may not be large enough - you need to identify such sites before people can meaningfully comment on their suitability. / There is insufficient space elsewhere in N Finchley / There is not a lot of space spare in the Town Centre, so I am unsure how an adequate facility could be fit in without compromising the provision of facilities.	3
Require further info to answer: what is the proposal?? - can 't say until I know what you are proposing!! / have many other questions. And would like to see a detailed proposal for moving the centre, updating it or doing nothing and why such a decision needs to be made at all. / Where is the proposed site in North Finchley Town Centre?	3

If you don't like either option please tell us why	
Number of respondents who completed this question	27
Description / Type of verbatim comments	Number of comments
And what would be built on the existing site? Would it be for example on the Homebase site?	
Preference to relocate elsewhere: i'd like to have the centre in Golders Green / I'm closer to Finchley Central as a town centre as i am in Church End / I would prefer it to be refurbished elsewhere.	3
Other	5
Total number of different types of comments	35

7. Qualitative

This section of the report provides a summary of the qualitative engagement approaches together with a detailed overview of findings.

7.1 Community Pop Up Events

Four community pop events were hosted at Finchley Lido Leisure Centre (x2) and North Finchley Town Centre (x2) during peak and off-peak times.

7.1.1 Aims

- To raise awareness of the online questionnaire available via Engage Barnet and encourage participation
- To facilitate 'light touch' conversations that sought to answer questions and support completion of the online questionnaire.

7.1.2 Sample

- The community pop up events were advertised via Engage Barnet and social media (including targeted posts).
- As these events were informal anyone was permitted to attend with a total of 533 people attending.

7.1.3 Findings

- A desire for the leisure centre to remain at Great North Leisure Park was a predominant response at the Finchley Lido Leisure Centre pop up events, with common concerns pertaining to parking, traffic and a future facility mix (particularly swimming) being raised. There was also a strong sense of sentiment attached to the facility.
- The majority of people engaged at the North Finchley pop up events were in support of the leisure centre relocating to the town centre, with a few opposing. People visioned the benefits a new modern facility would bring to the area, and public transport links would make the facility accessible to a wider cohort of people. Concerns were however raised about parking and traffic pressures, particularly on residential roads.
- Table 38 below provides a summary of preferences when asking people about potential refurbishment, redevelopment or relocation options. Findings conclude that 79.4% of people engaged would like a new leisure centre located in North Finchley Town Centre.

Table 38:

Response	Total
Number of responses	533
I would like a refurbished or a new leisure to remain at its current location within the Great North Leisure Park	104 (19.5%)
I would like a new leisure centre located in North Finchley Town Centre	423 (79.4%)
I don't like either option	0 (0%)
I have no preference	6 (1.1%)

7.2 Focus Group and Community Workshops

Three focus group sessions were conducted with existing users of Finchley Lido Leisure Centre and a community workshop with individuals that live and/or have an interest in North Finchley Town Centre. A total of 35 participants attended the focus group sessions. There was capacity to include more participants at each session, however last minute no shows were experienced.

7.2.1 Aims

Focus group meetings (with existing Finchley Lido Leisure Centre users)

- To gain an in depth understanding of the current user experience and how this could be improved / enhanced
- To explore existing facility users views on a potential refurbished, redeveloped and/or relocated facility to North Finchley Town Centre, and what opportunities and challenges are presented with these options.

Community workshop (with individuals that live and/or have an interest in North Finchley Town Centre)

- To gain an in depth understanding of the current user experience and how this could be improved / enhanced
- To explore views on a potential relocation to North Finchley Town Centre, and what opportunities and challenges are presented with this option.

7.2.2 Sample

Participants were Barnet residents from different wards and were invited through:

- Focus group sessions: participants were identified working with Better (operator of Finchley Lido Leisure Centre) and Barnet Mencap
- Community workshop: Participants were invited via direct contact from a list of community groups, businesses and residents who have previously engaged with the North Finchley Town Centre development and indicated that they would like to be

informed. Also published on Engage Barnet webpage where the public were invited to register their attendance.

- 35 people participated in the three focus group sessions.

7.2.3 Methodology

Focus group meetings:

- In person: four council officers from across the organisation facilitated a group discussion with existing users of Finchley Lido Leisure Centre (8 attendees) and captured feedback.
- Virtual: a discussion group was held via Microsoft Teams with two Barnet Mencap service users and support worker (3 attendees) who utilise Finchley Lido Leisure Centre. Two council officers from across the organisation provided facilitation and captured feedback.

Community workshop:

- 24 attendees were split across four breakout groups with a mix of demographics represented in each group. Six council officers from across the organisation provided facilitation for each breakout group and captured feedback.

All participants of the focus group sessions were sent a link to the online questionnaire in advance.

7.2.4 Findings

6.2.4a In person focus group (existing leisure centre users):

Part 1: Improving user experience

- **Q1: What do you like and dislike about the existing leisure centre?**
- **Q2: What could be improved / enhanced to improve your experience of using the leisure centre?**

The participants expressed a range of different views to explain what they liked and disliked about the existing leisure centre which have been summarised in table 39 below. Accessibility and the free/availability of parking was the common 'like' amongst the participants. This was followed by the 'uniqueness' of the facility offering e.g., lido (outdoor pool), wave machine, garden area and sauna. Participants agreed that access for people with a disability and/or mobility challenges is an area that could be enhanced / improved.

*Items in *italics* pertain to facility management and not specifically the facility and/or location.

Table 39:

Likes	Dislikes / What could be enhanced / improved
The lido (outdoor pool) is unique and important	Operation of the lido is limited and needs to be open throughout the year
Offers easy and free parking	Access for people with a disability and/or mobility challenges falls short e.g., no lift – the stair lift is too often out of service
Good public transport links and easy to access	Could be a better co-location of health services
Many older people live nearby and walk to the leisure centre	<i>Not keen on current management</i>
c.n.4 schools are located nearby and walk to the leisure centre	
Only facility within radius that offers a wave pool, sauna, parking (free) and garden	
Provides a community service	
<i>Price – cheap / affordable</i>	
<i>Nice staff</i>	
<i>Diverse programme</i>	

Part 2: Views on future leisure provision

Participants were asked their views on the following three options, paying particular attention to perceived challenges to be considered and the potential benefits.

- **Q3: What are your views on a potential refurbished facility?**
- **Q4: What are your views on a potential redeveloped facility**
- **Q5: What are your views on a potential relocation to North Finchley Town Centre?**

The participants expressed a range of different views which have been summarised in tables 40, 41 and 42 below. The main conclusion drawn from this exercise was a preference for the facility to be redeveloped on the existing Great North Leisure Park site. There was concern that a refurbishment of the existing facility would cause too much disruption whilst construction is underway. Relocation to North Finchley Town Centre was least favoured due to a number of factors e.g., accessibility, parking, traffic, ability to provide a like for like replacement.

Table 40: Views on a potential refurbished facility

Challenges What are the challenges that need to be considered?	Opportunities What do you think the benefits are/could be?
Closure of zones within the leisure centre whilst refurb construction is under way	Opportunity to improve sound proofing, air conditioning, changing facilities and accessibility e.g., install a lift
What would the timescales be?	Improved bus access
	Provides access to other amenities e.g., restaurants on the site

Table 41: Views on a potential redeveloped facility

Challenges What are the challenges that need to be considered?	Opportunities What do you think the benefits are/could be?
Massive investment costs	New and improved facilities e.g., bigger (or more) studio space
	Chance for it to be bigger and serve more people
	Improve accessibility (much needed)
	Take unique aspects of the leisure centre into a new facility e.g., car parking
	A new facility would last longer
	Easy access to restaurants nearby

Table 42: Views on a potential relocation to North Finchley Town Centre

Challenges What are the challenges that need to be considered?	Opportunities What do you think the benefits are/could be?
Removing opportunity [to stay active / access leisure] for people who live in East Finchley as there will be additional travel time	May help drive more people to the high street
Taking from one community to give to another	
Not having parking will disadvantage older people and women	
There is a more target and captive audience in North Finchley Town Centre – they will like the centre located there	
Traffic and accessibility will be an issue	
Moving to North Finchley Town Centre will be of the detriment to older people – many of whom walk to the current leisure centre	
Will schools that currently use the facility be able to continue to use if relocated? Schools have limited time and will need to factor in travel time.	
How will a like for like facility be provided in North Finchley Town Centre?	

At the close of the meeting participants were asked to cast a final vote on their preference for the facility to be refurbished, redeveloped, or relocate to North Finchley Town Centre.

- All participants (8) were against a refurbishment of the existing facility mainly due to the disruption that would be caused during construction
- Two participants had no preference about a future potential location; especially if ‘forced’ by the future lease arrangements of Great North Leisure Park and if the design was well thought out.
- The remaining six participants were against a relocation to North Finchley Town Centre and in favour of the facility being redeveloped on the existing Great North Leisure Park site. The main reasons given for this were accessibility, parking and ability to provide a like for like facility, whilst retaining the lido (outdoor pool)

6.2.4b Virtual focus group (Barnet Mencap service users who use the leisure centre):

Part 1: Improving user experience

- **Q1: What do you like and dislike about the existing leisure centre?**
- **Q2: What could be improved / enhanced to improve your experience of using the leisure centre?**

The participants expressed a range of different views in what they liked and disliked about the existing leisure centre which have been summarised in table 43 below. Ease of access via bus and providing a space where likeminded people could meet were common likes. Participants agreed that the studio could be bigger and there was also a vote for larger pools and better changing facilities.

*Items in *italics* pertain to management and not the facility and/or location.

Table 43:

Likes	Dislikes / What could be enhanced / improved
Easy to access via bus (from Colindale and Whetstone)	Bigger pools (outdoor and indoor) and studio space
<i>Programming</i>	Better changing facilities (similar to Copthall Leisure Centre)
Sense of community and a space to meet likeminded people	
<i>Staff are nice</i>	

Part 2: Views on future leisure provision

Participants were asked their views on the following three options, paying particular attention to perceived challenges to be considered and the potential benefits.

- **Q3: What are your views on a potential refurbished facility?**
- **Q4: What are your views on a potential redeveloped facility**
- **Q5: What are your views on a potential relocation to North Finchley Town Centre?**

Following a discussion on each option, one participant was in favour of the facility remaining at the existing Great North Leisure Park location due to its accessibility, and they know how to access via bus etc. Two participants had no preference on a future location, particularly as a relocation to North Finchley Town Centre for one of the participants would mean a shorter bus journey. Participants agreed that clear wayfinding signage is an important consideration wherever a future leisure centre is located.

When considering a future facility mix participants felt it was important to offer the same mix within a new leisure centre, however emphasised the importance of a larger studio space.

6.2.4c Community Workshop (individuals that live and/or have an interest in North Finchley Town Centre):

Part 1: Improving user experience

- **Q1: What leisure facilities do you currently use in the borough?**
- **Q2: What do you like most about the facilities you currently access?**
- **Q3: What would make your experience of leisure facilities better?**

Likes	What could be enhanced / improved
Higher standard, better environment with wide range of facilities that are clean.	Higher quality and better maintenance With improved cleanliness, the current facility is rundown and old and needs upgrading
Enjoyable experience	A café and healthy option eatery
Comfortable and social atmosphere	Easier booking system and a pay as you go access (the sign in process is difficult and forces you to give away your information to have a membership.
Modern, state of the art facilities	Bigger swimming pool (50m) and diving board
A higher membership price is justified by high quality and maintenance of the facilities.	The Lido is in disrepair – not required unless it will be maintained
	Lower membership costs
	Tennis and sports options (badminton, snooker, squash etc)
	There needs to be a unique selling point – offer something different
	Accessible – easy to walk (safe footpath/ pedestrian area)
	Gym classes and spa
	Changing rooms (private/spacious rooms) that are single sex – relaxing changing environment

Part 2: Views on future leisure provision

Participants were asked their views on a potential relocation of Finchley Lido Leisure Centre to North Finchley Town Centre, paying particular attention to perceived challenges that need to be considered and the potential benefits.

Table 45:

Challenges What are the challenges that need to be considered?	Opportunities What do you think the benefits are/could be?
Traffic – congested residential roads	Create a green environment to support health and wellbeing
Parking provision – lost space to be provided	Community hub / Local asset
Cost of refurbishment, redevelopment to council	Increased footfall supporting the local economy
Bus station is inadequate and needs major improvements for a greener borough and accessible transport links.	Dynamism to High Road
Operational costs – cost to run and maintain	Leisure instead of high-rise residential building
	Accessible public transport
	Potential to ease traffic with one way system
	New and unique facility, making the town centre a destination with a sense of identity
	Better changing rooms
	Fitness classes – aerobics
	Reduce energy costs with a facility that is more sustainable
	Consider a school/ leisure combined heating system

At the close of the meeting participants were asked to cast a final vote on their preference for the leisure centre to be relocated to North Finchley Town Centre. All in attendance (24) were in favour of the facility relocating to North Finchley Town Centre.

6.2.4d Lodge Lane N12 Residents Association Meeting (Open to non-members):

Lodge Lane N12 Residents Association hosted a community meeting at The Bohemia, North Finchley. The meeting was open to non-members and included representatives from other residents' groups as well as individuals and business from the local area. The purpose of the meeting was to discuss the revitalisation of North Finchley Town

Centre as a whole, understand the vision and key players involved in bringing the development forward as well as explore the potential for relocation of Finchley Lido Leisure Centre to the town centre.

Presentations were delivered, explaining the various engagement activities on the regeneration of North Finchley Town Centre, the role of the North Finchley Partnership Board and the engagement on Finchley Lido Leisure Centre.

Residents and traders who have engaged in the process shared their views and urged other to participate in future engagement and consultation activities. Following a questions & answers session with some of the speakers, attendees were asked to vote by show of hands, on their preference on refurbishment, redevelopment or relocation options.

Table 46 below provides a summary of preferences indicated.

Table 46:

Response	Total
Number of responses	46
I would like a refurbished or a new leisure to remain at its current location within the Great North Leisure Park	3 (6.5%)
I would like a new leisure centre located in North Finchley Town Centre	28 (60.9%)
I don't like either option	0 (0%)
I have no preference	15 (32.6%)

- Table 47 below summarises preferences of the 81 people engaged in all focus group sessions in respect of the potential future refurbishment, redevelopment, or relocation of options. Findings conclude that 64.2% of people engaged would like a new leisure centre located in North Finchley Town Centre.

Table 47:

Response	Total
Number of responses	81
I would like a refurbished or a new leisure to remain at its current location within the Great North Leisure Park	11 (13.6%)
I would like a new leisure centre located in North Finchley Town Centre	52 (64.2%)
I don't like either option	0 (0%)
I have no preference	18 (22.2%)

Finchley Lido Leisure Centre – Strategic Outline Case

Author:	<i>Cassie Bridger</i>
Date:	<i>25 January 2023</i>
Service / Dept:	<i>Communities, Adults & Health</i>

1. Introduction

1. The Council are exploring the potential redevelopment and relocation of Finchley Lido Leisure Centre which is presently located at Great North Leisure Park (GNLP). This appraisal sets out information which has been collated and includes the review of relevant national, regional and local strategies, supply and demand analysis, feasibility studies and initial resident engagement in order to provide recommendations on next steps.
- 1.1 'Finchley Lido' has been located at GNLP since 1931 in different formats. The original Finchley Open Air Pool was opened in September 1931 and provided a 50m pool with depths up to 3m. This facility closed in 1992 and the existing leisure facility, which includes both an indoor and significantly smaller outdoor pool was provided as a replacement.
- 1.2 The leisure centre is a popular family friendly facility, aided by its location on a leisure retail park. However, the age and condition of the building restricts the full ability of the Council to deliver wider aspirations and corporate priorities. Outlined as a medium-term consideration in the Councils feasibility study (2015), it was recognised that significant future investment will be required into the facility to meet modern standards and to meet operational efficiencies as it reaches its optimum lifespan. It should also be noted that there are limitations to the current building e.g. the lack of a learner pool and the restricted configuration which limits capacity to enhance the facility and mix.
- 1.3 The GNLP site is owned by the Council and leased to Land Securities PLC (as at January 2023). In 2022 the Council were alerted to the prospective sale and purchase of the head lease at the Great North Leisure Park, which has been marketed as a standing asset or redevelopment potential asset. Thus providing an opportunity for re-provision of the centre on the site or to repurpose the existing leisure centre location, subject to the new Head Lessee proposals.
- 1.4 Concurrently, the planned regeneration of North Finchley Town Centre emerged an opportunity for the Council to consider the potential relocation of the leisure centre to be included as part of the regeneration programme. The Town Centre is approximately 1-1.5m from the Great North Leisure Park and provides an opportunity to optimise the community, social, health and economic benefits of regeneration.
- 1.5 The Council has been working with Joseph Partners and its development partner, Regal London over several years to progress with ambitions plans for revitalising North Finchley Town Centre. The core heart of these proposals and redevelopment opportunities are guided by the Supplementary Planning Document (SPD) produced for North Finchley.
- 1.6 The Council and the developer have been exploring how to best achieve the ambitions of to creating sustainable leisure, retail, and community provision within

North Finchley Town Centre. Given the sale of lease at GNLP and the objectives of the Town Centre, the potential relocation of Finchley Lido Leisure Centre emerged as a consideration.

1.7 Redevelopment and location options are further explored within this appraisal provide the Council with an option to deliver a new/redeveloped facility that has the potential for funding through development.

1.8 This appraisal describes the following items in more detail, together with a recommendation to progress further developing a business case for redevelopment.

- Leisure Management Contract Summary
- Building Condition and Remedial Works
- Strategic Information (National and Local)
- Supply and Demand Analysis
- Public Engagement
- Capital and Revenue Estimates

2. Background

Leisure Management Contract

2.1 On 1st January 2018, the Council and GLL entered into a new 10-year leisure management contract (with the option of a five-year extension) for the Council's leisure facilities:

- Barnet Copthall Leisure Centre (Until August 2019);
- New Barnet Copthall Leisure Centre (From September 2019);
- Finchley Lido Leisure Centre;
- Hendon Leisure Centre;
- Burnt Oak Leisure Centre;
- Church Farm Leisure Centre (Until June 2019); and
- New Barnet Leisure Centre (from July 2019).

2.2 The Council receives an annual payment from the operator, which includes Finchley Lido Leisure Centre. The contract also sets out the responsibilities of the Council and the operator in respect of service delivery and maintenance obligations.

Facility Mix

2.3 The current facility mix at Finchley Lido Leisure Centre includes the following:

- Circa 100 station gym with spinning area;
- Studio;
- 25m x 6 lane pool;

- Small leisure pool; and,
- Small lido (25m x 2 lanes approximately, not heated and generally open from May-September).

2.4 Investment over the last 5 years has included reconfiguration of the wet side changing areas, upgrades to the health and fitness suite and the introduction of a 'changing places' facility. The investment has been funded via contributions from the council, the operator and third-party funding.

Building Condition and Remedial Works (2019-20)

2.5 The Council's leisure management contract (2018-2028) outlines the responsibility of the operator and the Council in respect of maintenance responsibilities. As part of the monitoring schedule a review of asset condition, lifecycle maintenance and repairs and maintenance take place on a quarterly basis with GLL. Where items are required for action, LBB and GLL work to commission specialist contractors to undertake work as per an agreed specification.

2.6 The primary responsibility for the physical asset is retained by the Council, who are liable for the associated loss of revenue if the facilities are not available for use and GLL are unable to operate the service.

2.7 In line with routine maintenance, Solution Consulting Engineers Ltd (SCE) were commissioned in December 2018 to carry out a roof inspection within the pool hall at Finchley Lido and provide a report on its structural condition. The SCE report noted a number of areas of requiring further investigation and immediate attention. In the interests of customer safety and due to the nature of the defect along with the limited survey data available the Council closed access to the wet-side facility in March 2019.

2.8 A programme of intrusive investigations and surveys were conducted between April – December 2019 by a team of specialist civil and structural engineers. To minimise service disruption and to bring the facility back into full use in a timely manner, Guild Architectural Restoration (Guild) were directly appointed in September 2019 to deliver the remedial action required.

2.9 The total capital value of the remedial programme was £1.415m which was funded from the Asset Management Fund and included all associated professional fees, site investigations, surveys and the remedial works required.

2.10 Initial works were completed between September – December 2019, in which remedial items relating to the glulam beams, apex joint connections and steel columns were identified. Further works commenced in December 2019 and were completed in October 2020, with remedial work taking place during the pandemic. The general expected lifespan of these works is between 7-10yrs, which is in line with the overall expectancy of the asset.

Leisure Feasibility Study (2015)

2.11 In 2014/15 the Council completed a Feasibility Study as part of the Sport and Physical Activity (SPA) Project which provided an assessment of its leisure centres, and included a review of the management and operation of the following facilities;

- Barnet Cophall Leisure Centre (redeveloped new facility 2019/20)
- Hendon Leisure Centre
- Burnt Oak Leisure Centre
- Finchley Lido Leisure Centre
- Church Farm Leisure Centre (closed 2019/20)

2.12 The Feasibility Study sought to understand the existing condition of each facility, facility mix and usage, alongside any consideration for future development. At this stage, the study highlighted that replacing Finchley Lido Leisure Centre with a new wet and dry centre on or at alternative site should be progressed as a medium-term aspiration, following the prioritisation of Barnet Cophall Leisure Centre and Church Farm Leisure Centre.

2.13 Both Barnet Cophall Leisure Centre and New Barnet Leisure Centre (replacement leisure facility for Church Farm Leisure Centre) opened in 2019/20 following Council a £45m investment. The Council are now reviewing the existing condition of Finchley Lido, based on the recommendations within the Feasibility Study (2015), Indoor Sport and Recreation Study (2018) and other strategic information which is explored in the next section.

3. Strategic Context

National

3.1 In 2021 Sport England published a new strategy called 'Uniting the Movement'. The strategy is a 10-year vision to transform lives and communities through sport and physical activity. The strategy places a particular emphasis on tackling the 5 big issues which are:

- Recover and reinvent – recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network for organisations providing sport and physical activity opportunities that meet the needs of different people.
- Connecting Communities - Sport and physical activity's ability to make better places to live and bring people together.
- Positive experiences for children and young people- An unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.
- Connecting with health and wellbeing- Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.
- Active environments - Creating and protecting the places and spaces that make it easier for people to be active.

3.2 These national drivers provide an essential context for understanding the local picture and it's important to consider how any proposed investment in a redeveloped facility can contribute to achieving the targets around physical wellbeing and mental wellbeing.

Local

3.3 At a local level, the key strategic influences are;

- Plan for Barnet (2023)
- Fit & Active Barnet Framework (2022-26)
- Indoor Sport and Recreation Study (2018)
- Growth Strategy (2020-30)
- Children and Young Peoples Plan
- Sustainability Strategy
- Health and Wellbeing Strategy
- Long Term Transport Strategy

3.4 Any future redevelopment of Finchley Lido can play a part in contributing towards the delivery of all of these local strategic priorities. The next section provides a review of the supply and demand of sport and leisure facilities within the catchment area (of both GNLP and North Finchley Town Centre) in order to identify an evidence base for the appropriate range of facilities to be considered in any future proposal.

3.5 This intelligence should be considered alongside a research base, through consultation and engagement plus the development of an outline business case to determine any future proposed facility mix.

Needs Assessment – Supply and Demand

3.6 The vision for future provision of sport and leisure facilities in Barnet is set out within the Councils Fit and Active Barnet Framework (2022-2026) and other supporting policies which is to ensure that there is an adequate supply of good quality facilities offering a range of sports / physical activities in order to meet current and future levels of demand and provide even more opportunities to create a more active and healthier Borough.

3.7 This section provides a high-level overview of the information and data from several sources to establish customer needs, at Borough wide and site catchment levels, including;

- Barnet Wide Data:
Comprising of:
 - Sport England Local Insight Tool;
 - Office of National Statistics (ONS) data including Population Projections and Estimates;
 - Index of Multiple Deprivation 2019 (IMD);
 - Census 2011; and,
 - Sport England Active Lives Survey.

- Great North Leisure Park and North Finchley Town Centre Catchment Data.

3.8A summary of some of the key findings of the analysis includes;

- Slightly older than average population than the rest of London but still above the national averages, including those with higher propensity to exercise.
- Population growth is expected to exceed the ONS data, with 470,000 residents by 2036.
- Ethnically diverse population in Barnet.
- High car dependency in the Borough.
- The most popular activities in Barnet are fitness, gym and swimming.
- For those who are inactive, there is higher inactivity for those with less income, females and black and minority ethnic groups.
- In general, Barnet has an active population although activity levels in people under 55 and those in well paid jobs is below the London averages.
- Healthy population with lower-than-average number of children and adults who are obese or overweight.
- Above average number of students and older people who are active.
- Larger proportion of the population within the first 5 minutes of Town Centre (21%) compared to GNLP (19%) but this is a slightly smaller population.
- GNLP has a larger catchment population of 66,000 (excluding any future development at the site).
- GNLP catchment has a larger proportion of 15-39yrs under 39 years old versus the Town Centre.
- GNLP has a larger number of young people (10,000 more) aged 0-14yrs.
- GNLP shows that initial 10-minute drive time that stretches south to Hampstead, Wood Green to the east, Hendon to the west and Chipping Barnet to the north.
- The ten-minute drive time within the Town Centre has a similar catchment to GNLP but stretches further to the north of Barnet and does not stretch as far south (eg Hampstead).

Indoor Sport and Recreation Study

3.9 In November 2017, LBB commissioned an Indoor Sports and Recreational Facilities Study (ISFS) which provides an assessment of the need for Indoor Sports Facilities in Barnet. The ISFS is intended to guide future provision of indoor sports facilities to serve existing and new communities in Barnet providing a strategic evidence base for the development of the London Plan (2036). The commission was undertaken by Sport and Leisure Limited (SLL) in partnership with 4 Global and a final draft report was produced in June 2018.

3.10 The scope of the ISFS included an analysis of provision for the following facility types, in line with the geographical area covered by the Local Plan;

- Sports Halls (including schools and community buildings), and covering indoor sports hall sports such as, badminton, boxing, martial arts, indoor cricket basketball, netball, table tennis and volleyball
- Swimming Pools
- Health & Fitness Centres (including dance/aerobic studios)
- Squash Courts
- Indoor/Covered Tennis Centres
- Gymnastics Facilities
- Indoor Bowls Halls
- Athletics Tracks
- Multi-Use Games Areas (MUGAS)

3.11 The draft final ISFS highlights an existing and projected future unmet demand in relation to swimming pools, gymnastics facilities and sports halls. Demand is mostly prevalent in locations where regeneration schemes are being delivered, where existing facilities do not offer such provision, accessibility is an issue and capacity to support demand is limited. A summary also conclusion also outline that whilst the Borough has good sports facilities there are notable ageing facilities, which will require replacement/refurbishment in the Plan period.

Market Demand Update

3.12 In 2022 the Council commissioned FMG consulting to provide an updated supply and demand market demand assessment based on the redevelopment of Finchley Lido Leisure Centre at the GNLP and surrounding Town Centre location. In addition, we have undertaken a new market assessment surrounding the Town Centre location and identified any differences in the potential market between the locations, considering the findings from the updated demographic and catchment analysis. This is detailed by facility type and summarised below;

Swimming Pools

3.13 The current facility mix at Finchley Lido includes a 6 lane x 25m main pool (325m²), 150m² leisure pool and 200m² outdoor lido (totalling 675m²).

- There is an opportunity to reconfigure the water space at Finchley Lido as part of a redevelopment. This would contribute towards reducing the level of unmet demand in the future.
- Leisure water could be re-provided due to the young population in the catchments, providing a different swimming water offer to the Council's other sites at New Barnet and Barnet Cophall.
- A learner pool should be provided for Learn to Swim opportunities.
- There is an opportunity to create a destination facility with wet and dry fun.
- The inclusion of the lido does not increase the sustainability of the site rather provides only a traditional of keeping a lido at the GNLP location.
- A lido would not be practical in the town centre sites due to the restriction on the footprints and the surrounding environments.
- There has been no new pools built in the catchment since 2019.

- David Lloyd, also located on the GNLP, is currently building an outdoor lido as part of a new spa facility, however this provides for a different market than Finchley Lido, with key emphasis on membership and day visits for spa days.
- The catchment for the town centre identifies a similar profile of competing facilities and therefore provides a similar requirement to replace the current water space as a minimum.

Health and Fitness

3.14 The current health and fitness facilities include a 100-station gym with spinning studio and large studio.

- The Leisure Database Company (TLDC) Latent Demand report identified need at the GNLP of 3,328 members across a 1.5 mile catchment and 3,077 for the Town Centre.
- This included allowance for travelling outside the catchment area and negative consideration for competition.
- Based on an industry average of 25 members per station, this equates to the need for 133 stations or an average of 600m² minimum (based on 4.5m per station) for both sites.
- A 700m² gym could allow for growth and functional fitness spaces / new trends, alongside 2/3 studios of 120m².
- There are no new health and fitness providers in the catchment, with the Pure Gyms at North Finchley, London Finchley and Muswell Hill continuing to be key competitors within and on the outskirts on the catchment (all 220 stations). In addition, at the top end of the market, the David Lloyd site on the GNLP campus and the Nuffield Health site at Friern Barnet continue to be operational.

Sports Hall

3.15 The current site does not include a sports hall.

- There is potential need for more space if access agreements for current sports hall sites do not change.
- However, there is no requirement for a sports hall at the GNLP location. It would be preferable to focus sports hall development at any new centre at Hendon/Brent Cross where there is also an active Gymnastics offering.

Adventure Soft Play

3.16 There is currently no adventure soft play at Finchley Lido.

- There are 3 competitors in the 10-minute catchment for both GNLP and the Town Centre locations - Clown Town Indoor Play Centre, N20 Kids Club and Kidz Escape.
- There are an estimated 58,000 children within 10 minutes of the GNLP site, aged 0-9 years old.

- From catchment analysis, demand has been calculated at up to a range of 45,000-60,000 visits for a soft play facility at either GNLP or the Town Centre , when also taking into consideration an adjustment for duplication and competition to the catchment.
- As a result, these metrics identify the need for a 200m2 play frame, with additional seating area and party rooms for consideration.

Adventure Climbing

3.17 There is currently no adventure climbing facilities at Finchley Lido.

- There is no competition within 20 minutes' drive time of the GNLP or Town Centre locations, with other adventure climbing facilities being location circa 30-40 minutes from the site (such as Jump in Enfield and Waltham Forest Feel Good Centre).
- The demand range is between 30,000- 49,000 visits for adventure climbing at either location.
- If considered for inclusion, it should be in combination with soft play.
- Subject to site location and scale, there is also opportunity to consider destination facility with a larger adventure zone that includes soft play, Clip 'n Climb and a flexible area for activities for teenagers such as Tag Active.

Thermal Spa

3.18 There are currently no thermal spa facilities at Finchley Lido. There is a sauna room by the pool side with hot and cold drench showers available to sauna users.

- Whilst there is some competition in the area, most of the facilities provide a 'high end' offer as part of a spa day or health and fitness membership.
- Therefore, any inclusion of this type of facility would provide an attractive location for a thermal leisure centre spa, supporting a concept of a destination facility.
- Estimation of 12,500 visits per annum – which has been assumed as part of membership as a 'bolt on'.
- Whilst independent providers have opened and closed beauty and treatment spa facilities, there has been no change in the supply of thermal spa facilities with hot and cold treatment facilities in the catchments since 2019.
- The inclusion of a sauna and spa is recommended for consideration in any proposed facility mix.

3.19 In considering the strategic information, customer data and the supply and demand analysis, a range of facility mix options have emerged for consideration. This includes;

- Health and Fitness
- Studios
- Swimming Pool (25m x 6 lanes)
- Learner Pool (13m x 10m)

- Leisure Water
- Soft Play
- Thermal Spa
- Adventure Zone
- Café

3.20 As part of developing an outline business case, these facilities would need to be further assessed through public engagement to determine an overall preferred facility mix.

3.21 Based on both the research and evidence base undertaken, the following design considerations have also emerged;

- A high quality, family friendly facility.
- A distinct identity for the site.
- Innovative in design and technology.
- Provides a mix of facilities that promote health and wellbeing.
- Engagement with all demographic groups.
- Create a new leisure centre that considers co-location opportunities
- Meets existing and future demand as evidenced within the ISFS and Sport England Facility Planning Model.
- Increase in physical activity and improved health outcomes.
- Decrease Council risk of investment required to age and condition of facility
- Generates an ongoing sustainable revenue position for the Council.
- Optimisation of land use and space in consideration of adjacent facilities / public realm.
- An exciting facility that considers its surroundings and draws engagement Borough wide.
- Consideration of sustainability and climate resilience

4. Engagement

4.1 To further inform the development of the Strategic Case, the Council conducted a range of public engagement activities from 13 Dec 2022 – 6 February 2023.

4.2 Engagement activities were delivered in two phases; an online questionnaire published via Engage Barnet from 13 December 2022 – 23 January 2023 and a second phase which included community conversation pop up events held at Finchley Lido (x2) and North Finchley Town Centre (x2), in addition to virtual focus groups meetings and a community Resident Association meeting.

4.3 The basis of the consultation was to further gather feedback on the existing use of Finchley Lido Leisure Centre, current facility performance and views on a future mix of facilities, in addition to exploring views on relocating a new facility to North Finchley Town Centre. A full Consultation Summary Report can be located at Appendix 1

4.4 The Borough wide online survey was promoted through Engage Barnet website, through the Councils Fit and Active Barnet Network, stakeholders and within Council owned leisure centres. Paper copies of the survey were also made available upon request. The engagement was promoted via range of communication methods including (but not limited to); email, digital e.g., social media advertising and articles in Barnet First and other newsletters and distribution of printed materials such as leaflets and posters.

4.5 Engagement activities were a combination of both qualitative and quantitative research, described in the table below.

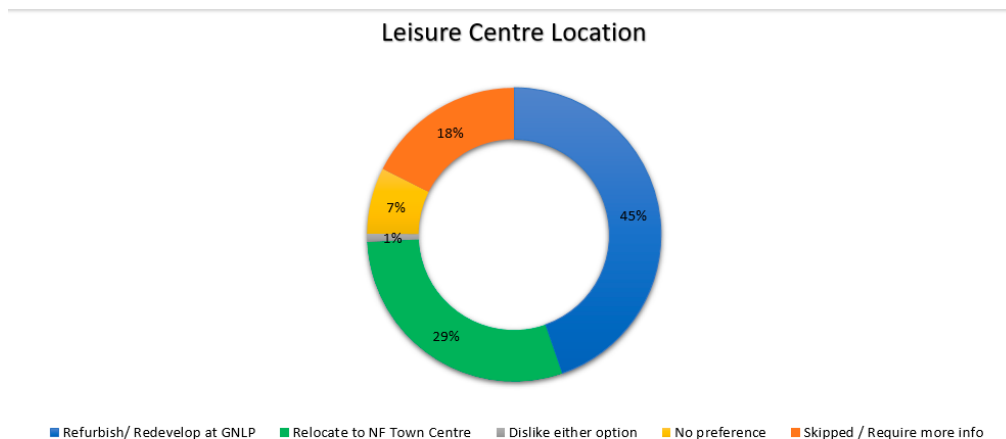
Type	Approach	Date(s)	Number of responses/participants	
Surveys	Online questionnaire	13 Dec 2022 – 23 Jan 2023	2515	
Workshops/ Pop-ups	Community Conversation pop-up events:			568
	Finchley Lido Leisure Centre (x2)	9 & 10 Jan 2023 11 & 21 Jan 2023	63 470	
	North Finchley Town Centre (x2)			
	Finchley Lido Leisure Centre user focus group meeting	18 Jan 2023	8	
	Barnet Mencap service users and provider meeting	19 Jan 2023	3	
	North Finchley Community workshop	19 Jan 2023	24	
	Local Residents Association	6 Feb 2023	46	

	meeting			
TOTAL				3129

4.6 Respondents were asked a series of questions pertaining to potential refurbishment, redevelopment, or relocation options. The following facilities were most important for a future facility mix within a new leisure centre;

- swimming pool (91.3%),
- health and fitness suite (54.6%),
- leisure water (51.0%),
- thermal spa (43.5%)
- learner pool (41.9%)

4.7 The last two questions of the survey asked respondents to provide their preference on future refurbishment, redevelopment or relocation options at GNLP or North Finchley Town Centre, which produced the following result;



4.8 Stage two of engagement commenced from 9th January through to 6 February 2023 and involved in person (qualitative) engagement via the form of community pop up events and focus group meetings/workshops. 35 people were engaged via the focus group sessions and 533 via the four community pop up events (568 total). The purpose of the community pop up events was to raise awareness of the online questionnaire and encourage people to complete it. These events also provided the public with an opportunity to seek answers to any questions that they had.

4.9 The focus group sessions/workshops provided an opportunity to elicit more in-depth feedback in relation to the questions asked within the questionnaire e.g., current user experience and the future options. During these engagements

people were asked for their preference on the potential refurbishment, redevelopment, or relocation options. The focus group sessions provided an opportunity to understand the potential challenges and opportunities for each of these options. Whilst there was some preference, especially for the existing leisure centre users, for the facilities to remain at GNLP, there was a large percentage of people that would still potentially be open to relocation at the town centre.

4.10 Some of the engagement observations included;

- A high % of in support of remaining at GNLP from existing users.
- A high % in support of relocation from the town centre popup/workshops.
- A high % in support of remaining at GNLP from surveys, even with limited contextual information.

4.11 Due to commercial sensitivity, limited information on the GNLP leasehold disposal, it was not possible to share further information with the public at the time of engagement. In addition, due to legal sensitivity, no definitive town centre location could be shared with the public.

4.12 It is important that both the quantitative and qualitative results are not viewed in isolation, and it is proposed that the two locations remain subject to further investigation and public consultation as part of developing the business case.

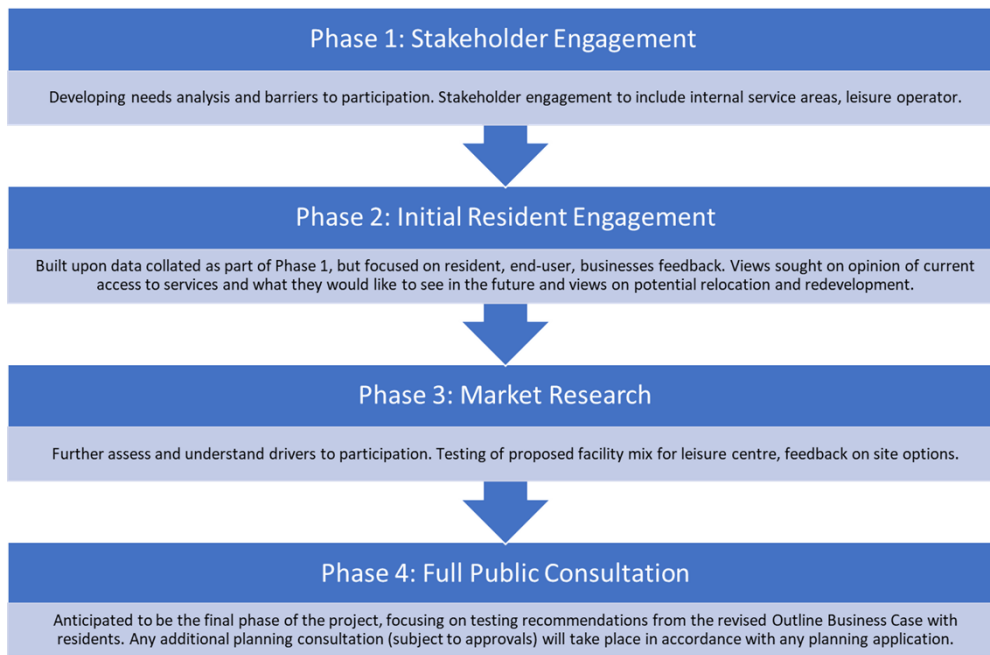
Future Stages of Consultation & Engagement

4.13 The diagram below identifies the proposed stages of consultation and engagement. Phase 1 and Phase 2 are assumed complete, with Phase 1 including feedback obtained from Council service areas, stakeholders and the Councils leisure operator. Phase 2 is identified as the initial resident engagement undertaken from December 2022 – February 2023.

4.14 Phases 3 and 4 are anticipated to further assess the preferred facility mix options based on both a research base and evidence base. This stage of engagement will be broadened to include proposed concept designs, cost estimates, spatial requirements, and business plan deliverability to support the development of an Outline Business Case.

4.15 Phase 4 will include delivery of consultation and engagement plan, the following areas are identified;

- Stakeholder Engagement – Sport England, National Governing Bodies of Sport
- Partner Engagement – existing leisure operator (GLL), Regal London
- Market Research – construction and leisure
- Full Public Consultation



5. Business Case Development

Strategic Priorities

5.1 The following cross cutting strategic priorities have been identified in relation to this project as key areas of focus and also align with national focus outcomes:

- Creating a family friendly attraction;
- Helping people to lead happy and healthy lives;
- Providing fit for the future services and sustainable infrastructure;
- A focus on prevention to help people stay healthy;
- Giving everyone equal opportunities;
- Helping children achieve a healthy start in life and ensuring they have a chance to succeed;
- Giving people opportunities to be physically active;
- Providing work opportunities including apprenticeships, training and placements;
- Providing environments that support active lifestyles;
- Meeting the needs of a growing population;
- Helping town centres to thrive;
- Promoting clean growth;
- Reducing carbon emissions.

Current Overview and Conclusions

5.2 This study has examined the options for re-provision of Finchley Lido Leisure Centre, on the existing GNLP site or to relocate to North Finchley Town Centre. The current building is ageing, has cost the Council significant amounts in capital works over recent years (which have resulted in closures and loss of service to residents) and is financially underperforming compared to the contract expectations.

5.3 This report has set out an appraisal and strategic case for the future replacement of the leisure centre. A summary of the key outputs so far have included;

- Assessment of the current building condition and results from feasibility.
- Assessment of supply and demand, providing an indication of facility mixes based on evidence collated.
- Completion of initial public engagement activities to further assess current usage, views of facility mix and relocation opportunities.
- Examination of the GNLP site and Town Centre location as options for the relocation of Finchley Lido.
- High level review of revenue business plans for GNLP and Town Centre locations;
- High level capital cost estimates for the GNLP and Town Centre locations;

5.4 The above has concluded that any future redevelopment of a leisure centre should be retained within the GNLP site. Some of the other key conclusions are:

- Through the collation of data and intelligence, there remains a need to provide leisure within the Finchley catchment. This has been supported through Sport England Planning Models, Leisure Database Demand Reports and existing usage information.
- There are some existing features of the current Finchley Lido Leisure Centre which are a USP (eg leisure water) but do not provide a particularly high-quality experience for families.
- Any new facility should consider the inclusion of a learner pool, increased health and fitness and studio provision as a minimum.
- There is a need for further public consultation and stakeholder engagement to determine a preferred facility mix and supporting business case.
- Whilst the capital cost estimates for both locations (GNLP and Town Centre) are broadly similar, it is important to note that the GNLP site has the greatest opportunity cost.
- The revenue projections across each potential facility mix option (identified through the supply and demand analysis) present an opportunity to increase the net operating surplus. GNLP provides the most positive return across all options.

- The existing use of the current lido is low, has a limited seasonal operation and expenditure related to maintenance issues. Any inclusion in a preferred future mix at GNLP would have a negative revenue impact to the Council as usage remains weather dependant and expenditure is required for staffing and maintenance.
- The capital costs and revenue costs should not be viewed in isolation and should be further interrogated through the next stage of developing the business case.
- The Council's retained budget for lifecycle replacement of the building should be positively impacted by developing a new leisure centre. The Council has invested in repairing Finchley Lido to keep it open in recent years (major lifecycle replacement issues are the responsibility of the Council under the contract).
- The existing facility is an ageing building and similar lifecycle issues and costs are likely to continue to arise over the coming years. Although future spend on this is difficult to predict, by developing a new replacement leisure centre it is sensible to assume that the amount the Council is required to spend on its lifecycle replacement responsibilities for the building will decrease in the short-medium term because it will be a new building without some of the defects and risks associated with the existing building.
- It is also likely that, if Finchley Lido is not replaced, the cost of managing it for an operator will increase as the building continues to age (e.g. due to increased maintenance and energy costs and declining usage) and therefore the Council's future leisure management contract will not be as attractive to the market and as financially advantageous to the Council.
- Further analysis of procurement strategy and delivery options for both locations; eg to work with the Councils development partner (Town Centre) to review ensure that the design fully meets its requirements and also that the professional team and construction partner employed to develop the centre meet the Council's requirements in terms of experience and quality.

Business Case – Next Steps

The next stages of the proposal should further investigate the following;

- The best model to sustain and achieve a quality of service with the best possible revenue position and the best possible capital position.
- Minimise Council exposure to revenue cost through direct subsidy, or via maintenance (and other) liabilities.
- Maximise opportunity for external capital investment and advise the Council as to how this can be achieved early in the new contract period, including projected annual payment beyond 2025.
- Demonstrate an innovative approach to delivering leisure.

- Operate facilities efficiently and sustainably, in accordance with the Council's objectives.
- Outline options for site re provision within GNLP.
- Increase participation in sport and physical activity and provide value for money.
- Contribute towards the Council's strategic objectives and corporate priorities set out in the corporate plan, and objectives in the Fit & Active Barnet Framework, ISRFS, Open Spaces Strategy.

A further stage of the appraisal should include a review of the following items;

- Planning (visual, community impact, status of land etc)
- Location (within GNLP site)
- Site capacity and condition
- Accessibility and Transport
- Commercial (revenue generating potential)
- Financial (eg affordability assessment)
- Design concepts
- Consultation and engagement

Outputs

The outputs relating to the above should include:

- Identify preferred facility mix option (through engagement)
- Revised capital cost estimates – based on preferred facility mix
- Revised business plan estimates - based on preferred facility mix
- Procurement and delivery strategy
- Identification of risks, constraints and opportunities.
- Financial appraisal report
- Undertake a key risk assessment (including short, medium and long-term risks) linked to the sustainability of the preferred design option (as a minimum):
 - Third party income risk from demand by users
 - Operating risks
 - Lifecycle risks
 - Construction risks
 - Procurement risks
 - Legal risks
- Consultation and Engagement Report
- Provide outline of non-financial benefits associated within the scheme and where relevant indicate approximate value.

Risks

The headline areas below are identified as risks being considered, mitigated and resolved as part of the proposal;

Risk	Impact	Likelihood	Mitigating Action
Residents do not support the redevelopment of Finchley Lido Leisure Centre	Yellow	Green	Establishment of consultation and engagement plan, which includes a range of communication methods to obtain resident feedback.
Redevelopment is not supported	Red	Yellow	Establishment of consultation and engagement plan, which includes a range of communication methods to obtain resident feedback.
Planning approval is not permitted	Red	Yellow	The next phase of the project will need to obtain strategic planning advice, which will support appraisal.
Increased lifecycle and maintenance of facility if not developed	Red	Red	The existing facility is subject to an ongoing programme of maintenance. The associated costs are expected to increase as the building continues to age.
Delivery of funding strategy	Red	Yellow	As part of developing a future Business Case, the project will assess the associated funding model, ensuring that the Council reduces the risk through commercial agreements for any capital contribution.
The projected revenue does not meet anticipate	Yellow	Yellow	The feasibility study findings have formed a cautious baseline for the capital costs and income estimates. Further financial modelling and testing will need to be undertaken to refine these figures.
Project resource has the appropriate technical expertise.	Yellow	Green	Early engagement with key stakeholders for the design and build elements. Appointment of LBB Technical Project Manager.
Procurement Strategy (design and build)	Red	Green	To be assessed as part of the Outline Business Case, including obtaining specialist leisure, technical and legal advice.
Leisure management contract renegotiation	Red	Green	Assessment of the Councils leisure management contract to ensure that it still meets the Councils priorities.

Dependencies

The following dependencies below are identified for this initial phase;

Dependency	Level	Impact	Mitigation
Programme Resource	Medium	Specialist support is required to develop the business case	Establish project team structure and associated budget for any specialist commissions
Planning Advice	High	Strategic planning advice is required to support site options appraisal.	As above.
Funding model	High	Opportunity for the Council to receive developer contribution to fund new facility.	Ongoing stakeholder dialogue
Sale of GNLP Head Lease	High	New Head Lease enables the Council to review options for redevelopment and relocation.	Dialogue with new Head Leasee

Stakeholder Management

A number of stakeholders will need to be informed and engaged in the next phase of the project. Key internal and external stakeholders and communications methods are outlined below

Stakeholder	Purpose of Communication	Channel/Method	Frequency
Members	Update on progress and submit decisions for approval.	Briefings	As required
Committee/Cabinet	Provide decision on Business Case and future redevelopment	Committee/Cabinet meetings	As required
Public	Full consultation on the preferred facility mix, location and OBC	Drop in sessions, online survey, workshops, exhibitions	In line with Consultation & Engagement Plan
Leisure Operator (GLL)	Obtain information as required, input into design and assessment of commercial information.	Meetings, emails.	As required
Development Partner	Obtain information as required, input into development of OBC	Meetings, emails,	As required

Internal stakeholders (eg Sustainability, Growth, Transport)	Engage and support site options appraisal and development of Outline Business Case	Emails, meetings	Weekly
Fit and Active Barnet Partnership Board	Update on project and explore feedback via network on facility mix, design.	Board Meeting	Quarterly
Resident Associations	Update on project and explore feedback via network on facility mix, design	Drop in sessions, online survey, workshops, exhibitions	In line with comms plan
Leaseholders (GNLP)	Update on project	As required	As required

Any consultation process will use existing mechanisms/resources, for instance, in targeting those with specific needs using the expertise in Adults & Communities and Children’s Services and service users and carer forums already in place, alongside the wider consultative approaches

Timescales

It is anticipated that the following activities will be undertaken during the next phase of the project:

Phase 3

- Further engagement on preferred facility mix
- Seek views on site relocation
- Site options appraisal and analysis
- Development of Outline Business Case
- Outline Business Case reported to Committee / Cabinet

Phase 4

- Facility mix and location approval
- Development of concept design
- Stakeholder engagement
- Design workshops
- Public exhibitions

6. Project Management

Programme Management

A Finchley Lido Leisure Board will be formally established to progress the next stage outputs. This Board will comprise of the following Council Officers as core, with non-core membership throughout project stages:

Assistant Director: Greenspaces & Leisure (Joint SRO)
Assistant Director: Development Delivery (Joint SRO)
Service Manager: Sport and Physical Activity
Programme Manager: Development Delivery
Communications Lead: Growth and Corporate Services

Document History

Date	Version	Reason for change	Changes made by
30.1.23	V1	First Version	C.Bridger
06.02.23	V2	Updates on formatting	C.Bridger
07.02.23	V3	Updates on appendix references	C.Bridger

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