

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

WEDNESDAY 16TH DECEMBER, 2015

AT 6.30 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Councillor Richard Cornelius
Vice Chairman: Councillor Daniel Thomas

Daniel Thomas
Dean Cohen
Tom Davey
Paul Edwards

Anthony Finn
Ross Houston
David Longstaff
Alison Moore

Alon Or-Bach
Sachin Rajput Barry
Rawlings

Substitute Members

Melvin Cohen
Geof Cooke

Alan Schneiderman
Mark Shooter

Reuben Thompstone
Arjun Mittra

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Friday 11th December 2015 at 10AM. Requests must be submitted to Faith Mwende; 02083594917 faith.mwende@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: Faith Mwende; 02083594917 faith.mwende@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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FACILITIES FOR PEOPLE WITH DISABILITIES

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Decisions of the Policy and Resources Committee

14 October 2015

Members Present:-

AGENDA ITEM 1

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

Councillor Dean Cohen	Councillor Alison Moore
Councillor Tom Davey	Councillor Alon Or-Bach
Councillor Paul Edwards	Councillor Sachin Rajput
Councillor Anthony Finn	Councillor Barry Rawlings
Councillor David Longstaff	Councillor Alan Schneiderman (as a substitute)

Apologies for Absence

Councillor Ross Houston

1. MINUTES OF LAST MEETING

RESOLVED – That the minutes of the meeting held on 2 September 2015 be approved as a correct record.

2. ABSENCE OF MEMBERS

An apology for absence was received from Councillor Ross Houston, who was substituted by Councillor Alan Schneiderman.

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

There were none.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There were none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were none.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. CCS LIQUID FUEL FRAMEWORK RM 1013 FOR HEATING OIL CALL-OFF FOR THE PERIOD 1 OCTOBER 2015 TO 30 SEPTEMBER 2017

The Committee considered the report.

The Committee;

RESOLVED – To approve a 2 year requirement to proceed with a further call –off for CCS Liquid Fuel Framework for provision of heating oil with Certas Energy UK Ltd.

8. CROWN COMMERCIAL SERVICES (CCS) LIQUID FUEL FRAMEWORK RM 1013 CALL-OFF FOR DIESEL FUEL THE PERIOD 1 OCTOBER 2015 TO 30 SEPTEMBER 2017

The Committee considered the report.

The Committee;

RESOLVED – To approve a 2 year requirement to proceed with a further call –off for CCS Liquid Fuel Framework for provision of transport diesel with Harvest Energy Ltd.

9. EXTENSION OF HEALTH CONTRACTS FOR PROVISION OF AN INTEGRATED LEARNING DISABILITY SERVICE

The Committee considered the report.

The Committee;

RESOLVED –

1. To agree a waiver of the Contract Procedure Rules to extend the contract with Central London Community Healthcare NHS Trust (CLCH) for the provision of health staff within the Integrated Community Learning Disability service from 1st February 2016 for the period of two years up to 31 January 2018.
2. To a waiver of the Contract Procedure Rules to extend the contract with Barnet Enfield and Haringey Mental Health Trust (BEH MHT) for the provision of health staff within the Integrated Community Learning Disability Service (ILDS) from 1st February 2016 for the period of two years up to 31 January 2018

10. THE BARNET GROUP - CREATION OF NEW LEGAL ENTITIES

The Committee considered the report.

The Chairman moved a motion that was duly seconded,

“To amend the recommendations on the report as follows:

That the Committee, recommend that Full Council:

1. Authorises the Commissioning Director, Growth and Development to finalise, and agree the Shareholder Agreement with TBG, in consultation with the Chairman of Policy and Resources Committee.
2. Approves the creation of a Registered Provider subsidiary of Barnet Homes
3. Approves the creation of a new TBG Terms and Conditions Trading Company”

Having been put to the vote the Committee voted:

For: 12
Against: 0
Abstain: 0

The motion was therefore carried.

The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report, which would require the Committee to go into private session. The questions were answered in the private session.

Having been put to the vote the Committee voted on each recommendation individually as follows:

Recommendation 1
For: 7
Against: 5
Abstain: 0

Recommendation 2
For: 12
Against: 0
Abstain: 0

Recommendation 3
For: 7
Against: 5
Abstain: 0

The Committee;

RESOLVED – to recommend that Full Council

1. Authorises the Commissioning Director, Growth and Development to finalise, and agree the Shareholder Agreement with TBG, in consultation with the Chairman of Policy and Resources Committee.
2. Approves the creation of a Registered Provider subsidiary of Barnet Homes
3. Approves the creation of a new TBG Terms and Conditions Trading Company

11. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the work programme.

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

There were none.

13. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Committee;

RESOLVED - that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 and 5 of Part 1 of Schedule 12A of the Act (as amended)

14. THE BARNET GROUP - CREATION OF NEW LEGAL ENTITIES - EXEMPT

RESOLVED - that the information contained in the exempt report be noted.

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

There were none.

The meeting finished at 8.00 pm

	<p>Policy and Resources Committee 16 December 2015</p>
<p style="text-align: right;">Title</p>	<p>Business Planning – Medium Term Financial Strategy 2016-20 and draft budget for 2016/17</p>
<p style="text-align: right;">Report of</p>	<p>Chief Operating Officer</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>Yes</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy 2016-20 Appendix B – Savings proposals by Theme Committee Appendix C – Capital programme</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Anisa Darr, Director of Resources, Anisa.Darr@barnet.gov.uk Stephen Evans, Director of Strategy and Communications, Stephen.evans@barnet.gov.uk</p>

<p>Summary</p>
<p>On 25 November 2015 the Chancellor set out the findings of the Government’s Spending Review and Autumn Statement 2015. This set the Government’s economic and financial plans to the end of Parliament in 2020. This report revises the Medium Term Financial Strategy in line with the announcement, updates the Committee on the savings proposals developed by Theme Committees and seeks approval from Policy & Resources Committee on the following:</p> <ul style="list-style-type: none"> a) Consulting residents on savings proposals developed by Theme Committees, in line with each Committee’s commissioning priorities, for the period 2016/17; b) Additions to the capital programme up to 2020; and c) The movements to the revenue budgets in 2015/16.

Recommendations

The report recommends that:

- 1.1 The Committee note the updated Medium Term Financial Strategy up to 2020 as set out in Appendix A and the assumptions underpinning this in section 1.3;
- 1.2 The Committee agrees, subject to consultation, a Council Tax freeze for 2016/17 as set out in section 1.3;
- 1.3 The Committee agrees to consult on whether or not a 2% social care precept - to help fund care for the elderly - should be applied for 2016/17 as set out in section 1.3, ahead of the final budget for 2016/17 coming back to P&R on 16 February, when full details of how the precept can be applied by local authorities will be known, and to Full Council for approval in March;
- 1.4 The Committee agrees to engage with Barnet CCG immediately to secure a more equitable share of the Better Care Fund for the council tax payer;
- 1.5 The Committee agrees for the savings proposals as set out in Appendix B, subject to consultation ahead of the final budget for 2016/17 coming back to P&R on 16 February, and to Full Council for final approval of the budget in March;
- 1.6 The Committee agrees the capital additions as set out in Appendix C and section 1.5;
- 1.7 The Committee agrees the process for consultation as set out in section 5.7;
- 1.8 The Committee agrees the movements in budget in 2015/16 as set out in section 1.6.

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1 On 25 November 2015, the Chancellor set out the Government's economic and financial plans to the end of Parliament, through the Spending Review and Autumn Statement 2015. Overall plans for Local Government have been received and the MTFS has been updated in line with the announcement. However, individual local authority allocations are due to be released week commencing 14 December 2015 and therefore there is still some uncertainty.
- 1.1.2 The Council's budget gap remains consistent with the position presented to Policy and Resources Committee in July 2015. The budget gap for the period 2016-20 is estimated to be £81.1m.
- 1.1.3 This report sets out the savings proposals developed by Theme Committees, in line with commissioning priorities, to close this budget gap. It also sets out

capital investment proposals required to ensure Barnet is able to support the growth needed.

1.2 Strategic context

1.2.1 The past five years has been a period of significant challenge for the council, but ones we have risen to, having successfully saved £75 million while limiting impacts on front line services and maintaining resident satisfaction. The latest Residents' Perception Survey indicates that 88 per cent of residents are satisfied with Barnet as a place to live and nearly 80 per cent feeling that the council is doing a good job. With financial pressure on the council set to continue, the next 5 years will continue to present challenges but, crucially, there will be some significant opportunities.

The Government's 2015 Spending Review – continued reductions to the Local Government core grant

1.2.2 On 25 November, the Chancellor announced the Spending Review and Autumn Statement, which reiterated the Government's commitment to eliminate the budget deficit – achieving a £10 billion surplus by 2019/20 – and reduce national debt.

1.2.3 Local government, along with budgets such as transport, skills, and universities, remain unprotected, meaning that reductions are even more pronounced. The Chancellor announced £4.1bn cuts to Local Government core funding – comprising business rates and the Revenue Support Grant – by 2020. London Councils estimates that this represents a 30 per cent reduction in real terms when changes in funding for the New Homes Bonus and Better Care Fund are factored in.

Continued restrictions to increasing Council Tax

1.2.4 The existing 2% limit imposed on increases to general Council Tax, before triggering a local referendum, remains in place. This reduces the flexibility for councils to use Council Tax as a means of reducing the gap.

The ability for councils to introduce a 2% per year adult social care precept from 2016/17 to fund care for the elderly

1.2.5 The Spending Review does provide councils with a new power to introduce a precept of 2% per year to fund care for the elderly. The precept is additional to the 2% limit for general Council Tax increases. The precept is discussed further in para 1.3.

Changes to the retention of business rates

1.2.6 The Spending Review also announced changes to business rates retention that would see Local Government retain 100% of business rates collected by 2020. The details of how this will be baselined or how the system will work have not been outlined, so it difficult to determine the potential impact on Barnet at this stage. Although greater flexibility in relation to business rates is welcome, as a potential lever to stimulate local business growth, the devil will be in the detail. It is not yet clear whether there will be a cap on retained business rates or whether a degree of redistribution across the system will occur (otherwise, councils such as Westminster will retain significantly more income).

1.2.7 It is also likely that the Government will place additional responsibilities on councils in return for allowing a greater level of business rates. Some of the additional responsibilities we are aware of at this stage are Housing Benefit for pensioners, Transport for London capital projects and public health.

Housing

1.2.8 The Chancellor also set out the Government's intention for social housing rent to be capped at the relevant Local Housing Allowance rate. Current estimates quantify the impact of the Housing Benefit changes in Barnet to be minimal. However, detailed modelling will be undertaken as further details emerge.

1.2.9 In addition, the Government will consult on reforms to the New Homes Bonus, including reducing the length of payments from 6 years to 4 years and a preferred option to reduce the overall total by £800m (roughly 50%). Details will be set out in the local government finance settlement consultation, which will include proposals to introduce a floor to ensure that no authority loses out disproportionately.

Barnet's strategy – Capital investment in infrastructure to ensure that Barnet remains a place where people want to live and work

1.2.10 Although the Spending Review makes clear that, for Local Government, there will continue to be significant pressure on resources, a core part of Barnet's strategy is to invest over the years ahead.

1.2.11 The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes and up to 30,000 new jobs. It will also generate £11m of additional recurrent income for the council by 2020, with one-off income of £50m to be reinvested in infrastructure.

1.2.12 The Treasury has made financial commitments to support our regeneration plans at Grahame Park and Brent Cross Cricklewood, including £97 million to fund a new Thameslink station. The council intends to hold a stake in these regeneration plans, for example as part of the joint venture developing Brent Cross. This will help the sustainability of the council's finances not just through to 2020, but beyond.

1.2.13 The council, via Barnet Homes, is also investing in an additional 50 Extra Care Housing units by 2017/18, and is considering plans to provide 100 specialist homes linked to health and care support and community facilities by 2020 including 50 for sale. The council will continue to invest in this way, to reduce the ongoing cost of social care.

1.2.14 Investment of £50m will be targeted on improving the condition of the borough's roads and pavements over the next 5 years, together with further investment in school places, building on the £116m invested over the past 5 years. Investment in school expansion, both in terms of funding and provision of land, has contributed to the creation of over 7,500 new school places over the last six years.

1.2.15 The council is also investing in new community centres at Grahame Park, Colindale and Stonegrove Spur Road, as well as two new leisure centres

located in New Barnet and Copthall. These facilities will help to ensure that Barnet's growing population can stay healthy and build strong community cohesion.

Barnet's strategy – Maximising the revenues we generate locally through growth and investment

Housing and regeneration

1.2.16 Growth is an essential part of the council's strategy, as we become less reliant on Government funding and which requires us to generate more of our income locally. Residents from will continue to share in the benefits of growth, with increasing housing development leading to an increase in the tax base and, subsequently, helping the council to bear down on Council Tax bills. As well as the significant financial benefits outline, housing development is also a necessity as the population of Barnet, already the highest in London, continues to grow, driven by a high birth rate, high in-migration and low out-migration, and people living longer.

Employment and skills

1.2.17 Most residents will benefit from the opportunities that growth brings, but some will require targeted support – such as help to get a job – so they do not miss out. Barnet's Welfare Reform Task Force and Burnt Oak Opportunity Support Team (BOOST) are examples of initiatives have already demonstrated significant benefits both for residents, by providing a 'one stop shop' approach which brings together multi agencies under one roof. The results have been impressive, with the Task Force having engaged with 96 per cent of Barnet residents affected by the Benefit Cap and helping 35 per cent into work. Since its launch in June 2015, 200 residents have signed up to work with the BOOST team in Burnt Oak, with over 70 helped into employment and, crucially, achieving high retention rates.

1.2.18 Not only does the model of co-located, multi-agency teams provide a better service for residents, it also generates efficiencies across the public sector with analysis showing an economic benefit of £3 for every £1 invested in the Task Force. The model of co-located teams is something that the council will look to roll out for other services in locations across the borough.

Barnet's strategy – Transforming the way we design and deliver services

1.2.19 For every service, the council will consider the case for different ways to deliver our priority outcomes. For example, in adult social care, a greater number of elderly residents will be provided with social care support within their own homes, which will allow individuals to access support services and technologies that are right for them. This will save money by reducing demand for high cost residential accommodation.

1.2.20 In children's social care, proposals to increase the size and effectiveness of the in-house foster care service are designed to save money by helping a greater number of children and young people to move from residential to foster care placements. Intervening earlier will prevent placements from breaking down, increasing the likelihood that children will remain in stable placements for longer.

1.2.21 Environmental services will be transformed through the use of new technology to improve the efficiency of street cleansing services and make it easier for residents to report problems. At the same time, increased monitoring and enforcement of littering, fly tipping and other offences, particularly in town centres, will help to reduce the need for street cleansing services.

Barnet's strategy – Promoting community participation and resilience

1.2.22 To ensure Barnet continues to thrive, and building on local community spirit, the council will work to build stronger relationships with residents and communities in the years ahead. The aim is to ensure that residents and community groups become more independent and resilient and less reliant on public services.

1.2.23 If we succeed, residents and community groups will be able to deliver more, and take on more responsibility for their local areas in places where there is clear potential for community groups to support and complement the council's role. Engaging users in the design and delivery of services will also help to ensure they are better matched to local need and ultimately more successful.

1.2.24 The council has developed a wider ranging Community Participation Strategy in order to achieve its ambitions to support resilient communities where residents participate more in local activities. The strategy covers multiple work streams, including:

- **Community Assets Strategy** – setting out how we will use our over 140 community buildings to achieve outcomes and lever support from residents and the voluntary and community sector;
- **Developing a comprehensive VCS database** – of 1,400 local voluntary and community sector organisations, so residents can find local support and reduce demand on statutory services; and
- **A resident volunteering programme** – to support more people to volunteer in priority areas such as parks and adult social care.

Barnet's strategy – Managing demand for services

1.2.25 Pressure on the council's budget is not only a consequence of declining funding from Government – increasingly it is driven by rising demand for services due to changing demographics.

1.2.26 Between 2010 and 2015, the council successfully met a 25% budget gap largely through efficiency savings and delivering services differently. This helped to limit the impact on frontline services, which might help explain high levels of resident satisfaction. Moving forward, although the council will continue to focus becoming more efficient, it will be increasingly difficult to manage a further 25% budget gap through supply side reforms alone.

1.2.27 As a consequence, the focus of the council's savings plans for 2015 to 2020 place a greater emphasis on ways to reduce demand on services - through the community doing more; intervening earlier to treat the cause, not the problem – including tackling the 'Toxic Trio' of domestic violence, drug and alcohol abuse and mental ill health, which are the most prevalent causes of poor outcomes for Barnet families – and influencing residents to change their behaviour, including recycling more.

1.3 Medium Term Financial Strategy

1.3.1 Appendix A sets out the Medium Term Financial Strategy from 2016/17 to 2019/20, taking into account national economic factors such as assumed government funding cuts and inflation, along with local factors such as housing trajectory and population and demand pressures on services. The headline figure is a budget gap of £81.1m for 2016-20.

1.3.2 The assumptions within the budget envelope are as follows:

- **Demographic Pressures:** an assumption has been made in the budget envelope for future demographic pressures specifically for Adults and Children's Social Care costs. This is based on latest demographic projections from the GLA and specific data from POPPI and PANSI. An assumption has also been included for increase in costs relating to complexity of cases in SEN and LD;
- **Inflation (pay):** the Local Government pay award has been confirmed as 1% increase for the next 4 years;
- **Inflation (non-pay):** figures of 2% for inflation have been used to estimate the increase in non-pay costs;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA;
- **Capital financing costs:** no further provision has been added since the budget was agreed in March by full Council as the current budget provision is considered to be sufficient based on current capital needs this maybe revised after the capital needs analysis exercise has been completed;
- **Contingency:** A provision has been added from 17/18 to cover general risks;
- **Homelessness:** £500k in a specific contingency in 2016/17 to deal with the pressures in supply and demand side costs in relation to temporary accommodation;
- **Concessionary fares:** increases have been projected in line with demographic changes of the 60+ population in Barnet;
- **Business rates:** The council, along with other London boroughs, have noticed a decrease in business rates due to an increase in successful appeals against rateable values; therefore a decrease in the baseline has been factored in to reflect this;
- **Revenue Support Grant (RSG):** the assumption for reduction in RSG prudently reflects the Government's aspiration to have a budget surplus by 2019/20;
- **Public Health Grant:** it has been confirmed that the ring-fence on public health spending will be maintained in 2016/17 and 2017/18 with a 3.9% average saving per annum over the next 5 years. To be prudent, a reduction of 5% has been modelled in the MTFs. It has been confirmed that funding of public health expenditure is one of the responsibilities local government will have to take on as a result of further localisation of business rates, however it is not clear which year this will kick in from and further consultation is expected. For now, the MTFs assumes this will be implemented after the current parliament ends;

- **Education Services Grant:** the Autumn Statement 2015 announced a £600m reduction in this budget. We have assumed a 10% year on year reduction in this grant into the MTF5;
- **Council Tax:** the proposal subject to consultation and the Equalities Impact Assessment is that a council tax freeze is factored into the MTF5 for 2016/17, with an increase of 2% per annum beyond that.
- **Adult Social Care precept:** the Chancellor's announcement on 25 November allowed the flexibility of applying a precept of up to 2% annually from 2016/17 in order to mitigate the impact of the pressures on care for the elderly. The current underlying pressure in Adult social care is estimated to be at least £5.4m for 2016/17, which includes risks around increasing demand, new statutory requirements and increased referrals from the NHS. Applying the new precept at the maximum amount for 2016/17 will allow for £3m of the pressure to be funded from this, with the remainder of the pressure being funded from further allocation of Better Care Fund and Winter Pressures money through negotiations with the CCG. The precept would result in annual increases in Council Tax for householders ranging from £14.70 (£0.28 per week) for Band A to £44.06 (£0.85 per week) for Band H. Full details of how councils will be able to apply the precept, including any potential constraints, will be available in December 2015.

1.3.3 There are a number of known pressures that we can confidently quantify and include in the MTF5, as presented above; these include inflationary pressures on pay and contracts, demographic increases and the impact on service provision and concessionary fares. However, there are other risks and pressures that haven't materialised yet and therefore inclusion of the pressure at this stage in the MTF5 would further increase the savings target. These include:

- The impact of the social care market, specifically care homes and home care, not being viable and the impact on the local authority being able to discharge of its statutory and safeguarding responsibilities;
- North London Waste Authority's (NLWA) proposed procurement of a new waste disposal facility, or upgrade of the current facility, will adversely impact the budget position for the council. Alternative delivery models for waste disposal, including the potential for the borough to exit the NLWA and procure its own contract for waste disposal;
- The costs of disposal of residual waste is more expensive compared to recycling and therefore if recycling rates continue to plateau or decline and / or the savings identified are not realised, it may become necessary to go to alternate weekly collection;
- Family services have seen increased demand for residential care, special guardianship orders and resident's orders, preparing for independence and family assessments. If these increases continue to rise, this could lead to a significant pressure in the Family Services budget.
- The proposal to reduce New Homes Bonus (NHB) payments from 6 to 4 years in the Chancellor's budget on 25 November poses a potential risk of funding the infrastructure projects in our capital programme. A reduction in NHB payments could lead to an increase in our borrowing

which would have an adverse impact on revenue by way of interests and associated borrowing costs.

1.4 Savings proposals

1.4.1 Policy and Resources Committee, in July 2015, agreed the allocation of additional targets to Theme Committees to close the budget gap by 2020. Theme Committees considered proposals that are presented in detail in Appendix B.

1.4.2 The main savings by Theme Committee are listed below:

Adults and Communities

1.4.3 Adults and Communities Committee has a total savings target of £18.5m. The main proposals contributing to this gap are:

- Improving information, advice and support offer so that individuals and their families take greater responsibility for their own and their family member's care and support;
- Develop alternative housing and support options to reduce the need for higher cost placements;
- To utilise new technologies to enable people to continue to live safely in their own homes;
- Increase the proportion of working age adults known to adults social care into employment;
- To integrate health and social care services to improve the experience of receiving care and support and reduce duplication;
- Increase the productivity of the adult social workforce to be able to meet the needs of a growing population within available resources.

Assets, Regeneration and Growth

1.4.4 Assets, Regeneration and Growth Committee has a total savings target of £13.8m. This is mainly achieved through:

- Efficiency savings in the civic and community asset estate by implementing the Office Accommodation Strategy and Community Asset Strategy;
- Additional income council tax and business rates from increasing the base through regeneration and development opportunities.

Children's, Education, Libraries and Safeguarding

1.4.5 Children's, Education, Libraries and Safeguarding Committee has a total savings target of £14.5m. The main savings proposals are made of:

- Reshape early intervention and prevention services to provide effective, targeted interventions which reduce the need for higher cost interventions;
- Developing new models of social work practice and intervention which reduce the need for higher cost placements and the number of adolescents in residential care;
- To utilise new technology and community capacity to create a sustainable library offer for Barnet;
- To integrate health, care and education services to improve the experience of receiving care and support for disabled children and their families and reduce duplication;

- Increase the productivity of the children's service to be able to meet the needs of a growing population within available resources

Community Leadership

1.4.6 Community Leadership Committee has a total savings target of £0.3m. the main savings proposals are made of:

- Non-renewal of the council's annual subscriptions to MOSAIC customer data segmentation programme;
- Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.

Environment

1.4.7 Environment Committee has a total savings target of £10.6m. The savings proposals are made of:

- Delivering a sustainable waste and recycling service which increases recycling rates, minimises the tonnage collected and sustains resident satisfaction;
- Securing greater value from Barnet's extensive green and open spaces and parks service through increased income and greater utilisation levels;
- Better utilising the council's regulatory powers to keep Barnet clean, green and safe;
- Increasing the efficiency and productivity of commissioned services.

Policy and Resources

1.4.8 Policy and Resources Committee has a total savings target of £18.4m. The savings proposals comprise of:

- Increasing the efficiency and productivity of commissioned services;
- Reducing costs associated with workforce and exploring option of shared service;
- Achieving efficiency through reduction in the costs associated with borrowing;
- Increasing revenue income through review of council tax support payments (already implemented).

1.4.9 The budgets for ring fenced budgets are listed below:

Better Care Fund (BCF)

1.4.10 Government has confirmed that the BCF will continue and increase (nationally by £1.5 billion) in 2016/17. The 2014/15 Barnet BCF allocation is £23.4m and is used to fund health services, social care services, major adaptations through the Disabled Facilities Grant and make investments into the development of integrated services.

1.4.11 Prior to the BCF, the council received section 256 monies for the funding of social care services which benefited health with a value of £6.6m. The section 256 monies were consolidated into the BCF in 2015/16. Adults Social Care services currently receives £4.2m of funding through the BCF for the protection of social care with the balance of the £6.6m being spent on health and social care integration projects.

- 1.4.12 The monies within Barnet's BCF form a pooled budget under section 75 of the NHS Act 2006 overseen by the Barnet Health and Wellbeing Board. The section 75 agreement allows for resources to be easily transferred between health and social in order to meet the objectives of the pooled fund.
- 1.4.13 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions and initiatives with the BCF are targeting resources on preventing admissions to hospital through 7 day social work service, rapid response services and enablement.
- 1.4.14 Given the additional demand pressures that adult social care is facing as a result of more people receiving care outside of hospital (there has been an average increase of 22% per year in referrals to hospital social work teams since 2012) and reduced winter pressures funding (88% reduction from funding levels in 2012), the council has assumed that £6.6m of the BCF will be available for the protection of adult social care services referred to in para 1.4.11. The additional funding will be used to address the underlying deficit of adult social care referred to in para 1.3 and 1.6.2. The council's assumptions have been shared with Barnet CCG through the Health and Wellbeing Financial Planning sub-group and will form the basis for the negotiations of the BCF for 2016/17.
- 1.4.15 It is proposed that the council engages with Barnet CCG on the options for 2016/17 to achieve an additional £2.4m for the protection of adult social care through the BCF. This consultation will run from the 18 December 2015 through to 31 January 2016, the outcomes and implications of which will be reported through to the Health and Well-Being Board and Policy and Resources Committee in February 2016.

Dedicated Schools Budget (DSG)

- 1.4.16 A draft 2016/17 DSG budget, which incorporated an amendment to the school funding formula, was presented to and agreed, in principle, by Schools Forum in October 2015. The Schools Forum was consulted on the proposals to amend the school funding formula and agreed with the local authority's proposal. Following the receipt of a revised data set by the Education Funding Authority (EFA), a revised draft will be presented to Schools Forum in February 2016. The final 2016/17 DSG budget will be included in the February 2016 budget update to Policy and Resource Committee.

Housing

- 1.4.17 Housing Committee has savings that deliver benefits to the Housing Revenue Account (HRA) business plan. These total £2.9m and comprise of the proposals below:
- Reduction in management and repairs costs due to forecast stock losses through estate regeneration and Right to Buy sales;
 - Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT;
 - Stopping 'non-essential' works and re-prioritisation of certain types of non-urgent repairs.

Public Health

1.4.18 Public Health funding has sustained an in-year cut of 6.2% (£1.048m) in 2015/16 as a contribution towards the national deficit. The Spending Review and Autumn Statement 2015 has confirmed that the ring-fence on public health spending will continue in 2016/17 and 2017/18, however funding is expected to reduce by an average of 3.9% per annum over the next 5 years. As part of the additional responsibilities that local government will need to take on as a result of further localisation of business rates – funding of public health expenditure has been confirmed. However, it is not clear which year this will be implemented from and a government consultation is expected. Therefore for now, the MTFs assumes this will be implemented after the current parliament ends.

1.4.19 In anticipation of a funding reduction the Public Health budgets have been modelled on a prudent 5% reduction. The programme of procurement in 2016/17 and beyond will in the main be a collaborative approach to the commissioning of sexual health services across London and is assumed to deliver efficiencies and contain growth, from April 2018. The proposals follow the strategic direction established for Public Health spend in 2014/15 with budget allocated to ensure delivery of priority outcomes. Decreases in spend in core Public Health service areas have been achieved via efficiencies and contract re-procurement.

1.4.20 Spend on the wider determinants of health, notably in Early Years, is increased. As a result, investment of £200k per annum (until March 2018) into Adult Social Care Prevention and £250k per annum (until March 2019) for CAMHS has been assumed. These investments will mitigate the impact of savings that will be delivered.

1.4.21 Commissioning intentions and the budget for 2016/17 is due to be presented to Health and Wellbeing Board at its meeting in March 2016. The draft budget will be included in the Policy and Resources paper in February 2016, following local government settlement, when grant figures for 2016/17 will be confirmed.

1.5 Capital Investment Programme and Treasury Management Strategy

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

1.5.2 The current capital programme totals £550m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The MTFs includes provision for future capital expenditure on council priorities through to 2020.

1.5.3 The changes recommended to the capital programme are set out in detail in Appendix C. Policy and Resources Committee allocates budgets to these

projects but it is the responsibility of relevant Theme Committees to ratify the proposals as and when they come forward as business cases. Additions to the capital programme are required in order to:

- Fulfil statutory requirements, including statutory duties;
- Provide investment to generate future capital value;
- Provide investment to realise MTFS savings;
- Provide investment to generate additional council tax and business rates income; and
- Address the environmental, economic and social conditions, both due to statute and to address corporate objectives.

1.5.4 A summary, by theme committee, of additions to the capital programme are listed below:

Theme Committee	Project	Total (£m's)
Asset, Regeneration and Growth	• Additional Investment in town centres	4.0
	• Additional Colindale parks work	6.2
	• Additional advanced delivery of highway improvements	7.7
	• Office building at Colindale	50.3
	• Development Pipeline 2015/16	10.7
	• Additional Brent Cross investment	8.0
Environment	• Hendon cemetery and crematorium	1.2
	• Additional local implementation plans (LIP) works	12.4
	• Additional street cleansing and greenspaces – vehicles and equipment	1.4
	• Additional Waste & Recycling vehicles	1.0
Housing	• Additional empty properties	3.3
	• Additional Decent Homes and Disabled facilities Grant	1.1
	• HRA Capital Works programme	4.7
	• Brent Cross Extra Care Homes	12.5
	• Infill 20 Homes	4.4
	• Advanced acquisitions	5.3
	• Additional Investment in Moreton Close	2.7
Policy and Resources	• Additional depot relocation works	11.2
	• Barnet ICT strategy	9.1
	• Daws lane community works	3.0
Children's, Education, Libraries and Safeguarding	• Additional Meadow Close children's home costs	2.5
	• Additional library services capital works	3.9
	• Youth Zone	4.2
	• Future school places planning	44.2
Smaller additions/new/reductions to projects across theme committees		1.3
Total		216.3

1.5.5 The capital additions listed above are funded from grants and external funding (£45m), Infrastructure reserve, S106 and CIL (£39m), capital receipts (£11m), revenue contribution (£8m), leaving an increase in borrowing requirement of £114m.

1.5.6 In addition to the capital additions listed above, there are a number of capital additions at different stages of development and approval, which may have a significant up front borrowing requirement. The costs of these are still being

worked up and therefore at this stage these have not been added to the capital programme from 2016/17 but these are estimated to be:

- Brent Cross Thameslink station: estimated to be in the region of £215m; and will enable the regeneration of Brent Cross south side. £97m of this will be funded by central government grant (re-confirmed at Spending Review and Autumn Statement 2015) and ring-fenced increased business rates generated in the area (Barnet and GLA share);
- Development Pipeline Tranche 1: estimated to be in the region of £85m (2016-20); this mixed tenure development will generate capital receipts in excess of the investment which will enable us to continue investing in other projects across the borough;
- Development Pipeline Tranche 3: estimated to be in the region of £60m (2016-20); this affordable housing for rent development is intended to pay back the investment within 30 years and provide much needed social rents in the borough.

1.5.7 In the period up to 2020, there are a number of non-HRA projects and programmes including office building at Colindale, Thameslink station, secondary school builds and investment in roads and pavements that require significant capital funding. The Treasury Management team has undertaken work to review the current strategy with specific regard to the borrowing strategy and reviewing capital financing requirement, cash balances, other capital proceeds, cashflow and phasing of new borrowing requirements. This will form part of the Treasury Management Strategy that is presented to Policy and Resources Committee in January 2016 and approved by Council in March 2016, in order to utilise cash balances as much as possible and reduce the need to take out new external borrowing.

1.6 2015/16 Revenue Budget management

1.6.1 The general fund forecast outturn for quarter 2 is an overspend of £3.718m. This represents a 1.15% variance against a budget of £276.5m. In order to manage expenditure and income within agreed budgets, Directors are tasked with developing recovery plans to identify all significant pressures to ensure mitigations are identified.

1.6.2 The Delivery Units with significant overspends are listed below with a summary of their main pressures:

- Adults and Communities: forecast overspend of £2.4m at quarter 2, driven by increased demand for services funded from care budgets, particularly clients with dementia; clients transitioning into learning disabilities from children's services with increasingly complex needs and correspondingly expensive packages of care; and self-funders whose funds have depleted.
- Family Services: forecast overspend of £1.3m at quarter 2, driven by increased demand for residential care, special guardianship orders and resident's orders, preparing for independence and family assessments. The overspend also relates to the use of agency staff due to the national shortage of social workers.

- Housing: forecast overspend of £1m at quarter 2, driven primarily because of a reduction in availability of lower cost units on regeneration estates, along with other economic factors resulting in increased demand for more expensive short term accommodation.

1.6.3 Recovery plans for forecast in-year overspends are monitored by Performance and Contract Management Committee through the year. Specific risks in the MTFS in para 1.3.2 does take the pressures above into consideration, however relevant Directors will need to ensure existing overspends are being addressed in order to ensure delivery of future savings proposals are not at risk.

Transfers from contingency and reserves

1.6.4 Allocate £274k (one-off) from contingency to fund the costs for Barnet Living Wage as per the table below:

Delivery Unit	£
Children's Education & Skills	109,800
Children's Family Services	9,530
Streetscene	154,770
Total	274,100

Transfers to reflect budget changes

1.6.5 The in-year reduction to Public Health funding of 6.2% and in year additional allocation for 0-5 years has resulted in a net impact of £1.5k which needs to be reflected in the budget. On a one-off basis, from 2015/16, the Public Health budget will need to be increased by £1.5k.

1.6.6 Following a review of support service recharges to the Housing Revenue Account and Special Parking Account, a virement of £540k is required on an ongoing basis between the Commissioning Group and the Customer Support Group budgets to reflect where recharge income is attributed to.

1.7 Transformation Programme

1.7.1 Delivery of the outcomes set through the Corporate Plan and the savings required by the MTFS have been achieved through the transformation programme. At the heart of this approach is an invest to save model, which to date has delivered successful programmes achieving and or enabling savings in 2014/15 and 2015/16, in the region of £9m.

1.7.2 The delivery of the additional savings in the MTFS will require additional funding to be allocated to the Transformation reserve. Each project funded from the transformation reserve, in line with Barnet's project management toolkit, will set out clear benefits related to the delivery of the Corporate Plan and MTFS.

1.7.3 The Programmes team will work with commissioning directors in order to report back in February 2016 regarding the level of investment required.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council is legally obliged to set a budget each year which must balance service expenditure against available resources. It is also a key element of effective financial management for the council to put together a financial forward plan to ensure that it is well placed to meet future challenges, particularly in the context of cuts to local authority funding, demographic increases and legislative changes.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income. Alternatives to this could include more significant cuts to services the council provides, but these are not included in this report.

4 POST DECISION IMPLEMENTATION

- 4.1 Following approval of these recommendations, resident consultation will commence on 18 December 2015. The savings proposals will then be reviewed in light of the results of the consultation and a further set of proposals along with the findings from the consultation will be presented to Policy and Resources Committee in February 2016. Savings proposals along with council tax requirement will then be taken to Council in March 2016.
- 4.2 Council will set the budget envelope. Some savings proposals may need individual detailed consultation and this will be carried out before individual decisions are made. If the consultation and equality impact assessment results are such that decision makers decide not to implement the proposals then alternative proposals will be considered including use of reserves.
- 4.3 Savings proposals along with council tax requirement will then be taken to Council in March 2016.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness, responsibility and opportunity**, to make sure Barnet is a place:

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

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

- 5.2.1 In July 2015, the Council agreed the budget covering the period 2016-20 and

the process by which the budget gap would be met. This report sets out the savings proposals recommended by Theme Committees to meet the savings gap of £81m in Appendix B. It also recommends the capital programme additions as set out in Appendix C.

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

5.2.3 The budget proposals in this report will have an impact on staff. A number of budget proposals will result in a reduction in posts in the organisation. For 2016/17, this impact will be discussed at General Functions Committee and is summarised below:

Delivery Unit	Full Time Equivalents (FTE)
Adults and Communities	47.5
Family Services	0
Street Scene	12
Commissioning Group	0
Total	59.5

5.3 Social Value

5.3.1 In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

5.3.2 The Public Services (Social Value) Act 2013 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.

5.4 Legal and Constitutional References

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

5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the

authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.

- 5.4.3 All proposals emerging from the review of the budget setting process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.4.4 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:
- To be the principal means by which advice on strategic policy and plans is given and co-ordinated ... on strategic issues such as the Council's Capital and Revenue Budget setting ... Medium Term Financial Strategy and ensuring effective Use of Resources and Value for Money.
 - To be responsible for the overall strategic direction of the Council including strategic partnerships, Treasury Management Strategy and internal transformation programmes.
 - To consider and take any necessary action on proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally, where not the specific concern of any other committee(s). The promotion of Bills and Provisional and Statutory Orders in Parliament shall be dealt with by the council.
- 5.4.5 This report is marked as urgent as it needs to go to public consultation. Referring it to Council will mean that consultation cannot commence until 27 January 2016. The findings of consultation along with the savings proposal will then need to be presented to Policy and Resources Committee on 16 February 2016 and then Council on 1 March 2016 in order to set a balanced budget and council tax requirement for residents ahead of the new financial year on 1 April 2016. Commencing consultation on 27 January to 8 February 2016 will not allow for meaningful consultation to take place.
- 5.4.6 Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. If negative equality impacts are found then decision makers may – or may not – decide to change their decisions after balancing all of the factors, including but not limited to equality considerations. The equalities duties are ongoing duties – they are not duties to secure a particular outcome. The equalities duties should be taken into account before a decision is made. It is important that decision makers have regard to the statutory requirements on them and make decisions in light of all available material. This will include the results of consultation and other comments that residents and organisations make on the proposals.
- 5.4.7 Full equality impact assessments will be prepared for the Policy and Resources Committee taking into account the results of the public consultation before the budget is referred to Council.

5.5 Risk Management

- 5.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to Committees and is reflected, as appropriate, throughout the annual business planning process.
- 5.5.2 In December 2015, the Government is due to confirm spending totals for Councils for 2016/17 and indicative figures from 2017-20. Ahead of this the Spending Review and Autumn Statement 2015 has confirmed that the deficit elimination and debt reduction programme is set to continue until the end of the decade. For this reason, it is important that the Council continues to be prudent with its use of reserves and contingency to mitigate future cuts.
- 5.5.3 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 5.5.4 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the Council must always ensure that safeguarding of adults, children and young people remains paramount.

5.6 Equalities and Diversity

- 5.6.4 The Equality Act 2010 and The Public Sector Equality Duty outlined in statute, (See section 5.3 of this paper on legal issues) require elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing all the proposals which emerge from the finance and business planning process, and considered together with any mitigating factors. As part of the Council's approach to strengthening how due regard is paid to equalities in decision making, the Council will analyse the equality impact of each of those proposals in the budget year in question and will also develop a cumulative impact assessment of all the proposals taken together. The Council's Annual Equalities Report for 2014/15 reports back on how this process was carried out in 2014/15.
- 5.6.5 To allow members to demonstrate that the Council has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning across services to assess the equality impact of budget proposals for the current year and to identify any mitigations to ease any negative impact on particular groups of residents. This can be refined as proposals develop and include the assessment of any cumulative impact on any particular group.
- 5.6.6 At this stage of the budget planning process for 2016/17 savings and savings

to 2020, the council has conducted a preliminary high level review of the equalities impact of the initial proposals. The savings templates, which have been approved by the relevant Theme Committees, are attached at Annex B to this paper and give detail of analysis to date indicating where further equality analysis may be required. Between December 2015 and February 2016 Delivery Units will review their equality analyses as proposals develop and in response to consultation feedback. Savings that are continuing from previous years will require on-going analysis and new savings will require initial analysis. The EIAs for 2016/17 proposals will be kept under review and updated prior to publication with the final budget report to Policy and Resources Committee and Full Council.

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

5.7 Consultation and Engagement

5.7.1 As a matter of public law the duty to consult with regards to proposals to vary reduce or withdraw services will arise in 4 circumstance:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation; and
- Where consultation is required to complete an equalities impact assessment.

5.7.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allows those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
- The consultation is clear on the reasons why, and the extent to which alternatives and discarded options, have been considered.

5.7.3 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and understand how they can get involved
- Feed in their views to the democratic decision making process.

Preliminary consultation

- 5.7.4 The Council has already undertaken a range of consultation and engagement to inform the Council's development of the Corporate Plan strategic priorities and 5 year Commissioning priorities and plans, along with indicative savings proposals to inform the MTFs. The preliminary consultation was designed to:
- a. Inform the Priorities and Spending Review by gathering insight to explore where savings and income generation can be made across the Council
 - b. Understand residents' views of Council priorities and valued services
 - c. Gain an in-depth understanding of stakeholders' priorities and how they would want the Council to approach the budget and allocation of resources over the next five years.
- 5.7.5 Earlier this year formal consultation took place on the Strategic Plan to 2020. The results of which were presented to Policy and Resources Committee in February 2015 and Full Council in March 2015, before signing off the final Strategic Plan and MTFs to 2020.
- 5.7.6 The Strategic Plan consultation was designed to consult on the combined package of the Corporate Plan; Commissioning Priorities; and budget to 2020.

The consultation aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.7.7 The table below outlines the phases of engagement to date:

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> • Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees • Engagement through Committee meetings

		and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 -2015	<ul style="list-style-type: none"> • A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users¹ of council services. • An online survey

General budget consultation on the 2016/17 budget

5.7.8 Public consultation on the overall budget for 2016/17 will commence on 18 December 2015, following Policy and Resources Committee; before the final savings are agreed by Policy and Resources Committee on the 16 February 2016 and Full Council on 1 March 2016.

5.7.9 The 2016/17 budget consultation will focus on the overall size and individual components of the 2016/17 budget in general terms. In particular the consultation will invite views on the overall budget, the savings being made within each Theme Committee, and the proposal to freeze Council Tax in 2016/17.

5.7.10 Residents and businesses will be invited to give their views through an online questionnaire published on Engage Barnet. Paper copies will also be available on request.

5.7.11 As part of the Council's statutory duty to consult with National Non Domestic Rate (NNDRs) payers, letters will be sent out to all the council's NNDR payers inviting them to take part in the online consultation.

5.7.12 As outlined in para 5.5.1, in terms of service specific consultations the Council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where required, consultation will take place on individual proposals linked to projects as they are developed in full for 2017-20 savings.

5.7.13 Where appropriate separate service specific consultations have already taken place for the 2016/17 savings and the outcome of these consultations have fed into committee decision making process. However, there will be further service specific consultations on 18 December 2015, after Policy and Resources Committee, on the following:

- Waste and recycling strategy – February 2016
- Parks and Open Spaces Strategy – February 2016
- Bowling Greens – February 2016
- Playing Pitch Strategy – May 2016

5.8 Insight

5.8.1 The Adults and Safeguarding and Children's, Education, Libraries and Safeguarding proposals have been developed using the Joint Strategic Needs Assessment (JSNA) which outlines the current and projected needs of the borough's population.

¹ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.

5.8.2 All the proposals have used evidence of best practice and guidance (such as NICE guidance), where available and relevant, to develop their initiatives.

6 BACKGROUND PAPERS

Item	Decision	Link
Assets, Regeneration and Growth Committee 30 November 2015	Decision Item 15 – Business Planning	http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=696&MId=8311&Ver=4
Children’s Education, Libraries and Safeguarding Committee 18 November 2015	Decision Item 8 – Annual Business Planning	http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=697&MId=8259&Ver=4
Adults & Safeguarding Committee 12 November 2015	Decision Item 7 – Business Planning 2016/17	http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=698&MId=8362&Ver=4
Environment Committee 10 November 2015	Decision Item 7 – Business Planning	http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=695&MId=8334&Ver=4
Housing Committee 19 October 2015	Decision Item 11 – Housing Revenue Account (HRA) Business Plan	http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=699&MId=8268&Ver=4
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16-2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf

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APPENDIX A - Medium Term Financial Strategy	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Budget brought forward	282,927	281,875	270,558	260,982
Statutory/cost drivers				
Inflation (pay)	1,097	1,108	1,119	1,130
Inflation (non-pay)	3,309	3,376	3,443	3,512
North London Waste Authority (NLWA) levy	1,366	937	758	1,035
Capital financing costs	0	1,500	1,000	1,500
Public Health	4,209	(927)	(881)	(837)
Statutory/cost drivers sub-total	9,981	5,994	5,439	6,340
Contingency - general risks	(452)	540	1,170	1,265
Homelessness	500			
Concessionary Fares	227	255	292	346
Central Expenses sub-total	275	795	1,462	1,611
Balances to/(from) reserves				
Specific reserves contribution 2015/16 NHB	(7,416)			
Specific reserves contribution 2016/17 NHB	10,735	(10,735)		
Specific reserves contribution 2017/18 NHB		10,548	(10,548)	
Specific reserves contribution 2018/19 NHB			9,897	(9,897)
Specific reserves contribution 2019/20 NHB				7,583
Transfer from reserves	955			
Reserves sub-total	4,274	(187)	(651)	(2,314)
Total expenditure	297,457	288,476	276,808	266,618
New Formula grant funding				
Business Rates	35,352	35,697	35,130	36,656
Business Rates- Top up	18,712	19,404	20,141	20,927
Revenue Support Grant (RSG)	42,000	30,323	19,690	6,920
New Formula grant sub-total	96,064	85,424	74,961	64,502
Council Tax				
Council Tax (CT)	146,884	149,566	152,501	155,918
CT freeze grant 15-16	1,670			
Core grants				
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235
Education Services Grant	3,521	3,169	2,852	2,567
NHB	10,735	10,548	9,897	7,583
Housing and CT Benefit Administration Grant	2,223	2,001	1,801	1,621
Public Health	18,543	17,616	16,735	15,898
Other funding sub-total	185,811	185,134	186,021	185,822
Total Income from grant and Council Tax	281,875	270,558	260,982	250,324
Proposed Pressures	3,972	3,953	3,616	3,936
Budget Gap before savings & pressures	15,582	17,918	15,827	16,294
Proposed Savings	(19,554)	(21,871)	(19,443)	(15,230)
Budget Gap after savings	0	0	(0)	5,000

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Appendix B - Savings proposals by Theme Committee 2016/17 - 2019/20

Summary of the Savings as per the Theme Committees

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	3,383	5,411	5,161	4,497	18,452
Assets, Regeneration & Growth	2,253	6,362	5,132	48	13,795
Children, Education, Libraries & Safeguarding	2,071	4,062	2,596	5,818	14,547
Community Leadership	9	-	-	243	252
Environment	4,021	2,315	2,165	2,080	10,581
Housing	-	-	-	-	-
Policy & Resources	7,817	3,720	4,389	2,544	18,470
Policy & Resources Reserve				5,000	5,000
Total	19,554	21,870	19,442	20,230	81,097

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget	Savings						Variance Analysis			
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact		2015/16	2016/17		2017/18		2018/19		2019/20		
										£000	£000	FTE	£000	FTE	£000		FTE	£000	FTE
Efficiency																			
E1	3rd Party Spend (Inc. Prevention)	Fairness	Commissioning Director	Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The bulk of the adult social care budget (75%) is spent on external contracts for care services with external providers. Of this, the majority is spent on individual support plans for people with eligible social care need which is being addressed through other savings lines below. The remainder of contracts, i.e those not spent on people with eligible needs, £5.5m in total and are being considered under this saving. Proposals are being developed in relation to individual contracts and the changes include commissioning different models of service delivery, terminating contacts, improved contract management and negotiation of better rates for 15/16 contracts.	One to one engagement with service users on a case by case basis if required.	Improved management of contracts will make services more efficient. Other services will need to agree changes to contracts that affect them and service providers will need to be consulted to ensure that changes are sustainable. Impact on delivery of prevention services will be carefully assessed to avoid negative impacts. Full EIAs will be undertaken on the proposed changes.	There may be a negative impact on customer satisfaction if services accessed on a universal basis are changed or reduced. However, specific targeting of existing services may increase satisfaction and outcomes for some customers. The savings are being proposed following a review of contracts and proposals for effectiveness.	Initial equalities analysis has been undertaken and indicates there are potential negative and neutral impacts on service users over 65 and with disabilities. This/these will be kept under review as proposals develop and reported at A&S Committee in Jan 2016. Individual EIAs will be undertaken for each contract affected.	12,188	(400)		(863)		(791)	(561)		(21.46)%		
E2	Staffing Efficiencies	Fairness	Adults Delivery Unit	Last year's budget proposals for 2016-20 included workforce savings spread equally over four years. These have now been brought forward to deliver an earlier saving. An element of the saving can be mitigated through improved productivity and efficiency, in particular through the implementation of an improved case management IT system and changes to the assessment process. The proposals will include reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies.	This will be subject to formal consultation with staff affected in 2015 following council employee relationships procedures.	Some elements of the changes are to the overall skill mix. Changes to assessment processes, new IT systems and the implementation of the hub approach will mitigate the impact on service delivery and service standards should be maintained.	The changes to service delivery may lead to a decrease in customer satisfaction from service users. This will be mitigated by the process improvements described.	Initial equalities analysis has been undertaken and indicates there is a potential negative impact on staff, especially female and BME staff. This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016. A full EIA will be undertaken.	13,782	(1,088)	42	(400)			(213)	4	(12.34)%		
E3	Shared services & new delivery models	Opportunity	Commissioning Director	Identification of alternative delivery model(s) and / or shared service options, e.g. mutual or trusts, that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, tele care, enablement, creative support planning) to reduce care costs. Savings will be delivered through implementation of an asset based approach to meeting care needs, using local resources to prevent the need for council funded care.	Service specific consultation will be undertaken if required.	The intended impact is to improve demand management and support people with social care needs through low-cost and no-cost support.	Neutral impact	Full Equalities Impact Assessments will be undertaken as proposals are developed. An initial Equality Impact Assessment has been carried out on the proposed new operating model and is included in the Strategic Outline Case being presented to Adults and Safeguarding Committee on 12 November. This is currently showing as 'impact unknown' for staff and 'no impact anticipated' for residents and service users.	10,505			(654)		(654)	(654)		(18.68)%		
E4	Pooled commissioning and operations with the NHS	Fairness	Commissioning Director	It is now known that the Better Care Fund will continue into 2016/17. Evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.	Service specific consultation will be undertaken if required.	Impact on delivery will be assessed as proposals are developed. There may be a need for investment in social care services to deliver savings for the NHS and council, as community care and support is used instead of care in hospital settings.	Neutral impact	Equalities Impact Assessments will be undertaken as proposals are developed.	26,348						(727)		(2.76)%		
E5	Reshape working adults day care services to promote social inclusion and greater employment levels.	Fairness	Commissioning Director	Savings from redesign of Day services and other community support projects which enable people to participate in social and recreational activities outside of the home. This will include a substantial remodelling of day services to promote greater access to community activities and the development of pathways into employment and volunteering. Eligible needs of service users and carers will continue to be met but in different ways.	Service specific consultation will be undertaken if required.	The savings will lead to a reduction in traditional day centre services. The impact of this will be mitigated by the development of an employment and volunteering pathway leading to meaningful alternatives for existing service users.	The changes to service delivery described are likely to lead to a decrease in customer satisfaction from service users and carers.	Initial equalities analysis has been undertaken and indicates there is a potential negative impact on service users with learning disabilities and their carers. This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	16,695					(500)	(500)		(5.99)%		
Total											(1,488)	42	(1,917)	0	(1,945)	0	(2,655)	4	
Reducing demand, promoting independence																			
R1	Savings through supporting people in the community as opposed to high cost care packages and residential placements	Responsibility	Adults Delivery Unit	Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.	Service specific consultation was undertaken 2013 as part of the budget setting process for 2014/15 and 2015/16 budget, prior to the first year of the community offer initiative.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met. This is a continuation of an existing savings programme.	Medium. Eligible needs will still be met. However, some users/relatives may still prefer traditional care and find creative options less palatable	EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. This will be reviewed and updated if required prior to implementation of future savings. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral.	34,078	(350)		(350)		(350)			(3.08)%		
R2	Carers Intervention programme - Dementia	Responsibility	Adults Delivery Unit	An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples and was developed and consulted on as part of the priorities and spending review process in 2013/14 and the adults and safeguarding commissioning plan. The programme to deliver support to sustain carers of people with dementia to stay in their own homes will be developed internally.	Service specific consultation will be undertaken if required.	Enhanced carers offer	Should increase	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65 and carers. This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	1,691			(160)		(160)	(180)		(29.56)%		

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment	Budget	Savings					Variance Analysis					
								2015/16		2016/17		2017/18		2018/19		2019/20		
								£000	FTE	£000	FTE	£000		FTE	£000	FTE	£000	FTE
R3	Housing Revenue Account (Moreton Close)	Fairness	Commissioning Director	Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.	Qualitative research with older people underway via a series of visits to extra care housing schemes, involving officers from Commissioning and Procurement, together with members of the Older Adults Partnership Board in terms of service user and carer representation. There will be focus groups with service users of a local extra care housing scheme.	More choice for older people, reduced take up of residential care	Should increase	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65. This/these will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	6,806			(95)	(285)					(5.58)%
R4	Independence of Young People	Opportunity	Commissioning Director	Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.	Staff Consultation has been undertaken in September 2015. Coproduction and research work has been underway with parent and carer representatives since March 2015. Service specific consultation will be undertaken if required.	Should lead to better outcomes but may be difficulties in embedding new way of working	Should improve independence of young people. Eligible needs and statutory duties will continue to be met. Some users and families may prefer traditional care and this could lead to reduced satisfaction.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users with disabilities. This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	29,637	(300)		(350)	(150)	(100)				(3.04)%
R5	Older Adults - carers in work	Responsibility	Adults Delivery Unit	Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.	Carers engaged in development of new specification for services and will be involved in evaluation of bids.	Should improve	Should improve	EIA's for service user impact have been undertaken and is currently showing a positive impact on service users. This will be reviewed ahead of implementation of the further savings. Existing carers EIA to be updated to cover carers at work initiative.	16,344			(141)	(152)					(1.79)%
R6	Older Adults - DFGs	Responsibility	Commissioning Director	Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.	Service specific to be undertaken as proposals are developed and if required.	Should improve	Should improve	Initial analysis indicates that no staff and/or service user EIA is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop and any changes reported back at the A&S Committee in Jan 2016.	3,580	(100)		(180)	(170)	(170)				(17.32)%
R7	Personal assistants	Responsibility	Adults Delivery Unit	Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the LLW. Saving is modelled on 78,000 hours of home care being provided by PAs instead of home care agencies.	Service user case by case reviews will be carried out if required as the proposals are developed further.	Positive	Positive. Should improve - more choice	EIA for service user impact have been undertaken and is currently showing positive impact on service users (older adults, people with physical disabilities and learning disabilities and people with mental health needs). This will be reviewed ahead of implementation of the savings.	7,730	(60)		(200)						(3.36)%
R8	Support for Working age adults	Responsibility	Adults Delivery Unit	Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.	Engagement and reviews done on a case by case basis.	Promotes independence and integration into communities. Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	High - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer traditional care and this could lead to dissatisfaction.	Equalities impact assessments for service user impact have been undertaken and are currently showing a positive /neutral impact on service users (younger and older adults, people with physical disabilities, learning disabilities and mental health needs. As well as those with substance misuse concerns and other vulnerable people). These will be reviewed as proposals are developed and ahead of implementation of the savings.	29,637	(700)		(450)	(350)	(200)				(5.74)%
R9	Mental Health service users moving to step down/independent accommodation	Responsibility	Commissioning Director	Work has taken place to identify and review service users in placements who are suitable to step down from residential to supported living. Eligible needs will still be met. These savings are based on an audit of mental health service users currently in high cost residential placements who have been identified as suitable for more independent living (20 users).	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the Care Plan Approach as their move-on plans are developed and supported.	there will be a need to secure suitable independent living accommodation. Staffing resources will need to divert in Commissioning to develop the supply of accommodation. Social Care staffing will need to be diverted to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will need to take place to manage existing providers to support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	Impact will be assessed on an individual basis. Should be a positive impact for individuals. Full Equalities Impact Assessments will be undertaken as clients are identified.	2,746			(500)						(18.21)%
R10	Remove subsidy from home meals service to reduce overhead costs, whilst ensuring service user assessed needs and preferences are met from a range of providers.	Fairness	Commissioning Director	Remove the Council subsidy for the home meals service on expiry of the current contract and put in place alternative arrangements which actively enable service users to self arrange meals provision which meets individual and cultural needs in a safe way.	Service Specific Consultation completed in September 2015.	All service users have been reviewed and a range of alternative provision has been identified. Staff will focus on signposting and supporting users to purchase the service directly instead of managing a contract.	It is anticipated that some of the current service users and their carers will not be satisfied with the proposal. There may be people who do not have the means or the ability to cook or source their meal. Under exceptional circumstances the delivery unit will consider supporting those people. This may include a cost to the council for covering meals or arranging alternatives.	An equalities impact assessment has been undertaken and there will be a negative impact on people from ethnic minority backgrounds, people aged 85 and over, and Jewish people. However as part of the alternative food options customers will be signposted to a range of provision, including cultural specific provision and also supported to buy the same service directly if they wish.	284	(280)								(98.68)%

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget	Savings						Variance Analysis				
										2015/16		2016/17		2017/18			2018/19		2019/20	
										£000	FTE	£000	FTE	£000	FTE		£000	FTE	£000	FTE
R11	Wheelchair Housing	Responsibility	Commissioning Director	Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.	One to one engagement with service users as part of the support planning process. This is a continuation of current national and local personalisation and promoting independence policies.	Step down options will enable individuals to live more independently and have more choice and control over their care and support, which is in line with the services principles. All eligible care and support needs will still need to be met.	Impact on Customer Satisfaction	Promotion of independence should lead to increased service user satisfaction. A process of engagement with service users, their carers and families will be required to prepare individuals for step down. If this is not managed effectively service user satisfaction may drop. Service users and families who prefer traditional care may be less satisfied.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users, especially those with physical and learning disabilities.	2,489	(83)	(139)	(97)	(110)		(17.24)%				
R12	Older People Home Share	Responsibility	Commissioning Director	Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.	One to one engagement with service users as part of the support planning process. Each to be considered on a case by case basis.	Older people home share schemes should help alleviate demand for home/domiciliary care thus leading to a reduction in the cost of care packages. The scheme is consistent with the principles of promoting independence and supporting to people to remain at home for longer.	Home share schemes will be voluntary and, where used, are expected to increase customer satisfaction as individuals are offered a creative solution allowing them to remain independent at home for longer.	Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on service users especially those over 65. This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	6,212	(22)	(44)	(72)	(102)		(3.86)%					
R13	Brent Cross Hub and Spoke	Responsibility	Commissioning Director	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Should improve	Full Equalities Impact Assessments will be undertaken as clients are identified.	6,806					(380)		(5.58)%				
R14	Colindale Extra Care	Responsibility	Commissioning Director	Extra Care development of fully integrated service for older people of 51 Units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Should improve	Full Equalities Impact Assessments will be undertaken as clients are identified.	6,806				(380)			(5.58)%				
Total											(1,895)	0	(2,609)	0	(2,166)	0	(1,242)	0		
Service redesign																				
S1	Integrated Later Life Care	Opportunity	Commissioning Director	Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.	Initial consultation with service users took place to develop the Business Case through 2014. Further consultation to take place with staff and residents as proposals develop.	Services will need to reshape and align to work on a locality basis. This will change the patterns and style of service delivery to focus on the person and their family. Staff will require support and development to operate in new models of care and practice	Should increase as people will receive less and more focussed interventions.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users. This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	27,693			(385)	(300)	(350)		(3.74)%				
S2	Assistive technology (telecare) business case	Responsibility	Commissioning Director	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). This could be delivered through partnering with a telecare provider to provide large scale telecare services.	Provider engagement and market shaping will be required. Service specific consultation will be undertaken if required.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff may require further training in order to identify service users who may benefit from assistive technology, and significant provider engagement will be required to introduce telecare into residential/ nursing care providers.	Telecare can enhance individuals feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, LD, PD, MH). This will be kept under review as proposals develop and reported at A&S Committee in Jan 2016.	29,135			(500)	(500)			(3.43)%				
S3	Continuation of mental health placement savings	Opportunity	Commissioning Director	Following full implementation of the new mental health social work model to provide better services for users, the intention is to deliver further savings to high cost placements, workforce reconfiguration and longer term demand management for latter half of 4 year MTFS. The Saving is modelled on projections for demand of mental health care, the intended impact of demand management and reduction in crisis care admissions to hospital.	Engagement with service users took place to develop the Business Case through early 2015. Further consultation to take place with staff and residents as proposals develop, as agreed by Adults committee in September 2015. Service Users continue to be involved in the coproduction of the new service.	Staff are engaged in the coproduction process and have identified the tools and systems they require to work in the new model. A workforce development plan and estates plan set out further impact.	It is intended that as people are supported with timely access to service and have their needs met more efficiently without unpleasant experience of crisis care that satisfaction will increase.	Initial engagement with service users took place to develop the Business Case through early 2015. Consultation with staff and residents to take place towards the end of 2015 as proposals develop. This was agreed by Adults and Safeguarding Committee in September 2015. Service Users continue to be involved in the coproduction of the new service proposals.	5,171				(250)	(250)		(9.67)%				
Total											0	0	(885)	0	(1,050)	0	(600)	0		
Overall Savings											(3,383)	42	(5,411)	0	(5,161)	0	(4,497)	4		

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation ((Service Specific Consultations - there is also an opportunity to comment on the 16/17 savings in the General Consultation)How are we consulting on this proposal)	Impact Assessment	Budget	Savings								Variance Analysis				
								2015/16		2016/17		2017/18		2018/19			2019/20			
								£000	FTE	£000	FTE	£000	FTE	£000	FTE		£000	FTE		
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact												
Efficiency																				
E1	Accommodation Strategy	Opportunity	Commissioning Group	The current Medium Term Financial Strategy for 2014-16 already includes approximately £3m per annum of savings on the cost of office accommodation arising from the exit of North London Business Park Building 4 and the transfer of staff into vacant space in Barnet House and North London Business Park Building 2. Current plans suggest that the total saving from the exit of Building 4 could be more than £3m per annum subject to confirmation of costs of moving and wear and tear. This, along with further savings that could arise as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, changes to the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1m by 2017.	Service specific consultation will be undertaken if required.	This saving is achieved through reduced accommodation costs and is not expected to have an impact on service delivery	This saving is achieved through reduced accommodation costs and is not expected to have an impact on customer satisfaction	There is a potential equalities impact and this will be kept under review. An Equalities Impact Assessment will come back to the Policy and Resources Committee in the relevant budget year.		6,702			(2,000)							(29.84)%
Total										0	0	(2,000)	0	0	0	0	0	0		
Growth and Income																				
G1	Increase in CT and BR	Opportunity	Commissioning Director	The Council's regeneration schemes are projecting an increase in Council Tax and Business Rates over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the Council's budget.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact		(2,253)			(3,362)			(5,132)		(48)		N/A
G2	Development Opportunities	Opportunity	Commissioning Director	A number of development opportunities are being considered that are not included in the current regeneration programme, which could create additional capital receipts that would reduce the Council's future borrowing requirements. They could also generate additional Council Tax revenues. Finally, they could generate rents or dividends through the Council taking a development role, either directly or via a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact					(1,000)							N/A
Total										(2,253)	0	(4,362)	0	(5,132)	0	(48)	0			
Reducing demand, promoting independence																				
Total										0	0	0	0	0	0	0	0	0		
Service redesign																				
Total										0	0	0	0	0	0	0	0			
Overall Savings										(2,253)	0	(6,362)	0	(5,132)	0	(48)	0			

Children's, Libraries, Education and Safeguarding Committee

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Savings					Variance Analysis
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2015/16 £000	2016/17 £000	2016/17 FTE	2017/18 £000	2017/18 FTE	2018/19 £000	2018/19 FTE	2019/20 £000	2019/20 FTE		
Efficiency																			
E1	Contract management, including keeping costs down	Responsibility	Family Services Delivery Unit	Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.	Service specific consultation will be undertaken if required.	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	17,860	(381)		(135)		(134)		(188)		(4.69)%	
E2	3rd Party Spend	Responsibility	Family Services Delivery Unit	Proposal to save money by commissioning different models of service delivery and ceasing contracts, improved contract management and negotiating better rates. The contracts include Independent Reviewing Officers, early intervention commissioned services and recently concluded procurements.	One to one engagement with service users on a case by case basis.	This proposal may result in services being provided differently but should not impact on levels of service available.	This proposal is not expected to have a negative impact on customer satisfaction.	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to ascertain whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	17,860	(285)								(1.60)%	
E3	Workforce-related spend	Responsibility	Family Services Delivery Unit	Proposal to reduce spending on work related travel and on agency staff. This includes a small reconfiguration of some back office functions. The recruitment and retention approach being implemented in Family Services will support the reduction in agency spend; there are opportunities to save money on travel through purchasing arrangements and better planning of required travel. The savings are in the context of significant reductions in the workforce in the past year.	One to one engagement with service users on a case by case basis.	This proposal may result in services being provided differently and will include some reconfiguration, but should not impact on levels of service available.	This proposal is not expected to have a negative impact on customer satisfaction.	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to ascertain whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	16,816			(180)		(231)		(146)		(3.31)%	
Total Income Generation										(666)	0	(315)	0	(365)	0	(334)	0		
I1	Education and Skills revenue share	Opportunity	Education & Skills Delivery Unit	Through the development of a proposed new Delivery model for Education and Skills services in Barnet there will be a contractual requirement for a gainshare of profits from the trading of services externally. The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This is over and above the agreed contractual savings.	Specific consultation with schools, residents and groups of parents during 2014/15. On going consultation with schools throughout the procurement process.	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as services are protected and potentially enhanced.	Initial equalities analysis has been undertaken and indicates that there is a potential impact on staff and/or service users. An initial Equalities Impact Assessment formed part of the draft outline business case considered by CELS on the 15th September 2014. This will be kept under review as proposals develop and reported in the February 2016 Budget paper.	7,149							(300)		(4.20)%	
I2	SEN placements	Fairness	Education & Skills Delivery Unit	Through the development of the 0-25 integrated service savings through appropriate allocation of education costs for joint placements for children under the age of 18.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	5,047	(250)		(250)		(250)		(250)		(19.81)%	
I3	Child and Adolescent Mental Health Services traded service	Fairness	Commissioning Group	At present the council funds support for Child and Adolescent Mental Health provision in Primary and Secondary schools. It is proposed to remove that investment and develop a more bespoke traded service enabling schools to access required support where necessary.	Service specific consultation will be undertaken if required.	The proposal may impact on service delivery.	This proposal may impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	970			(430)						(44.33)%	

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									Savings										
									2015/16	2016/17		2017/18		2018/19		2019/20			
£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE											
I4	Partnership funding of substance misuse services	Fairness	Family Services Delivery Unit	It is proposed to fund children's substance misuse services with the public health grant to support joined up delivery with wider public health services.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	45	(45)								(100.00)%	
I5	No Recourse to Public Funds	Opportunity	Commissioning Group	Government is, at present, consulting on a range of proposals to change the approach for people with No Recourse to Public funds. In light of these proposals there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.	Service specific consultation will be undertaken if required.	The proposal may impact on service delivery.	This proposal may impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	177					(227)					(128.25)%
I6	Continuing Care	Fairness	Commissioning Group	As part of the on-going work to develop an integrated 0-25 year service, the council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	2,201	(150)		(150)		(200)					(22.72)%
Total										(445)	0	(830)	0	(677)	0	(550)	0		
Reducing demand, promoting independence																			
R1	LAC Placement commissioning strategy	Responsibility	Family Services Delivery Unit	Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.	Service specific consultation has taken place with looked after children and young people, foster carers and staff and fed into development of the strategy.	This proposal has the potential to significantly improve outcomes, and keep children local. Placements commissioning strategy went to CELS Committee in April 2015.	This proposal is likely to lead to better outcomes for looked after children	A full Equalities Impact Assessment has been completed. This/these will be kept under review as proposals develop and reported at February 2016 Budget paper.	18,001	(131)		(144)		(149)		(69)			(2.74)%
R2	Social care demand management	Responsibility	Family Services Delivery Unit	Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	May impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	11,574					(440)		(1,267)			(14.75)%
Total										(131)	0	(144)	0	(589)	0	(1,336)	0		
Service reform																			
S1	Early Years	Responsibility	Family Services Delivery Unit	Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	Service specific consultation took place (24/06/2014 - 12/09/2014)	Consultation has taken place and implementation of new model is underway.	Improved service model should increase satisfaction in the medium term but short term changes will mean some customers are less satisfied in the meantime.	A full Equalities Impact Assessment has been completed as part of the Early Years business case considered by the Children, Education, Libraries & Safeguarding Committee on the 29th October 2014. This will be kept under review as proposals develop and reported at February 2016 Budget paper.	3,864	(550)		(506)		(535)		(74)			(43.09)%

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									Savings											
									2015/16	2016/17		2017/18		2018/19		2019/20				
£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE												
S2	Early Years further service reform	Opportunity	Family Services Delivery Unit	Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	3,864								(850)		(22.00)%	
S3	Alternative Libraries	Opportunity	Commissioning Group	Developing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.	Service specific consultation currently taking place (28th October 2015 - 6th January 2016)	Impact on service delivery will depend on option agreed by CELS Committee in 2015	Impact on customer satisfaction will depend on option agreed by CELS Committee in 2015.	Initial equalities analysis has been undertaken and indicates there is a potential impact on staff and/or service users. A full Equalities Impact Assessment is set out in the appendix to the libraries strategy paper considered by the Children, Education, Libraries & Safeguarding Committee on the 28th October 2014. This will be kept under review as proposals develop and reported at February 2016 Budget paper.	4,602	(194)		(1,907)		(25)		(151)			(49.48)%	
S4	Libraries service reform	Opportunity	Commissioning Group	Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	4,602								(573)		(12.45)%	
S5	Child and Adolescent Mental Health Services re-commissioning	Opportunity	Commissioning Group	Developing joined up Child and Adolescent Mental Health provision with neighbouring boroughs enabling a saving through re-commissioning the externally commissioned service.	Service specific consultation will be undertaken if required.	May impact on service delivery	May impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,198			(200)							(16.69)%	
S6	Youth service	Opportunity	Family Services Delivery Unit	Proposal to remodel the Council's existing youth service, alongside the development of a youth zone, to secure economies of scale and to realise opportunities to generate income.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to ascertain whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	2,434									(800)		(32.87)%
Total										(744)	0	(2,613)	0	(560)	0	(2,448)	0			
Shared services models																				
S7	Education and Skills-New Delivery model	Opportunity	Commissioning Director	Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.	Specific consultation with schools, residents and groups of parents during 2014/15. On going consultation with schools throughout the procurement process.	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as customers.	Initial equalities analysis has been undertaken and indicates there is a potential impact on staff and/or service users. An initial Equalities Impact Assessment formed part of the draft outline business case considered by the Children, Education, Libraries & Safeguarding Committee on the 15th September 2014. This will be kept under review as proposals develop and reported at February 2016 Budget paper.	7,149	(85)		(160)		(255)		(350)			(11.89)%	

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										Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2015/16		2016/17		2017/18	
						£000	£000	FTE	£000				FTE	£000	FTE	£000	FTE	£000
S8	Shared services/ models	Opportunity	Commissioning Group	The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	29,687							(800)		(2.69)%
S9	Adoption regionalisation	Opportunity	Family Services Delivery Unit	Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	Service specific consultation will be undertaken if required.	May impact on service delivery	May impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,447					(150)				(10.37)%
Total										(85)	0	(160)	0	(405)	0	(1,150)	0	
Overall Savings										(2,071)	0	(4,062)	0	(2,596)	0	(5,818)	0	

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (Service Specific Consultations - there is also an opportunity to comment on the 16/17 savings in the General Consultation)	Impact Assessment			Budget	Savings								Variance Analysis							
										Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2015/16	2016/17		2017/18			2018/19		2019/20				
													£000	£000	FTE	£000	FTE		£000	FTE	£000	FTE			
Efficiency																									
E1	Policy	Fairness	Commissioning Group	Non-renewal of the Council's annual subscription to MOSAIC customer data segmentation programme. MOSAIC is software which allows the Council to model population growth and preferences to help inform policy development. The Customer and Support Group Insight Team uses an identical programme called Call Credit. The proposal is not to renew the subscription to MOSAIC in order to avoid duplication and confusion by using two similar programmes and generate a saving in the process.	No service specific consultation required	Low. Currently, the Customer and Support Group Insight Team - which is included as part of the contract with Capita - has access to a similar software package which can be used for the same purpose as MOSIAC. The Council retains all of the data used by the Customer and Support Group programme.	Low. Currently, the Customer and Support Group Insight Team - which is included as part of the contract with Capita - has access to a similar software package which can be used for the same purpose as MOSIAC.	No internal / external Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff	20,789	(9)										(0.04)%					
Total										(9)	0	0	0	0	0	0	0	0	0						
Growth and Income																									
Total										0	0	0	0	0	0	0	0	0	0						
Reducing demand, promoting independence																									
Total										0	0	0	0	0	0	0	0	0	0						
Service redesign																									
S1	CCTV	Opportunity	Commissioning Group	Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off	Consultation will be required in 2018/19 when the income position is clear.	High if service ceases.	High - service is valued.	There is a potential equalities impact and this will be kept under review as proposals develop	817										(243)	(29.74)%					
Total										0	0	0	0	0	0	0	0	0	(243)	0					
Overall Savings										(9)	0	0	0	0	0	0	0	0	(243)	0					

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment	Budget	Savings					Variance Analysis					
								2015/16	2016/17		2017/18			2018/19		2019/20		
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
Efficiency																		
E1	Commissioning Group - Contract Efficiencies	Fairness	Commissioning	Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.	No service specific consultation required.	This saving is in respect of the Re supply chain management and is not expected to have an impact on service delivery	This saving is in respect of the Re supply chain management and is not expected to have an impact on customer satisfaction	This saving is in respect of the Re supply chain management and is not expected to have an equalities impact.	16,015					(500)				(3.12)%
E2	Commissioning Group - Highways	Opportunity	Commissioning	Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.	Service specific consultation will be undertaken if required.	This saving is in respect of the amount of expenditure on reactive maintenance costs	There may be an adverse customer perception of the reduction of spend	There is a potential equalities impact and this will be kept under review.	1,904								(550)	(28.89)%
E3	Street Scene - Fleet Management	Fairness	Street Scene	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,094	(125)								(11.43)%
E4	Street Scene - Parks and Open Spaces	Responsibility	Street Scene	Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling	Service specific consultation will be undertaken on the proposal in Spring 2016. The implementation of any proposed scheme will be dependant upon the completion of the service specific consultation and relevant EIA process.	This is a reduction in service standards but is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	An Equalities Impact Assessment will be completed and kept under review as part of the project.	2,885	(50)		(345)						(13.69)%
E5	Commissioning Group - Parking Services	Fairness	Parking & Infrastructure	Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that the Council provides value for money.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	3,630					(150)				(4.13)%
E6	Commissioning Group - Street Lighting PFI	Opportunity	Parking & Infrastructure	Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.	No service specific consultation required.	This is a reduction in service standards but is not anticipated to impact on service delivery.	This saving may have an adverse impact on customer satisfaction.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	6,331	(200)								(3.16)%
E7	Street Services - Recycling Centre	Opportunity	Street Scene	Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.	Staff consultations took place as part of the project development process	This saving has not impacted on service delivery.	This saving will not have an adverse impact on customer satisfaction.	Staff consultations took place between April - slept 2015 as part of the project development process - the project has been completed	747	(80)								(10.71)%
E8	Street Scene - Alternative Delivery Model	Opportunity	Commissioning Director	Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that the Council provides value for money.	There is a potential equalities impact This will be reviewed as proposals develop and ahead of implementation of the savings. An Equalities Impact Assessment will come back to PRC in the relevant budget year.	14,856			(250)		(450)				(4.71)%
E9	Street Services - Mortuary shared service	Opportunity	Street Scene	Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.	Service specific consultation already completed (add dates)	This saving has not impacted service delivery.	This saving has not had an adverse impact on customer satisfaction and it is possible that the Council provides value for money.	Project Completed	144	(45)								(31.25)%
E10	Street Scene - Street Cleansing	Fairness	Street Scene	Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.	Service specific consultation will be undertaken if required	There may be a localised reduction in service delivery as new arrangements are introduced.	There will be a potential adverse impact on customer satisfaction	Initial equalities analysis has been undertaken and indicates there is a potential negative impact on staff and/or service users. A full EQIA will be completed. These will be kept under review as proposals develop and any staff implications will be subject to a full staff consultation as per the councils agreed process.	3,426	(150)		(600)						(21.89)%

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										Impact on Service Delivery		Impact on Customer Satisfaction	Equalities Impact		2015/16		2016/17		2017/18		2018/19		2019/20					
										£000	FTE	£000	FTE	£000	FTE		£000	FTE	£000	FTE								
Growth and Income																												
G1	Street Scene - Parks and Open Spaces	Opportunity	Street Scene	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process. EIA will be carried out if required	(630)					(100)												15.87%		
G2	Street Scene - Commercial Waste and Waste Collection and Street Cleansing Income. No consultation will be required for 15/16 savings.	Opportunity	Street Scene	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	Service specific consultation will be undertaken if required	This saving is a change to service delivery.	This saving will not have an adverse impact on customer satisfaction	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop.	(2,498)	(50)	(200)	(300)	(1,000)													62.05%		
G3	Street Scene and Commissioning Group - demand management via enforcement and education	Fairness	Street Scene	Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.	Service specific consultation will be undertaken if required	Improved use of resources	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	0		(25)	(25)														N/A		
G4	Commissioning Group	Fairness	Across services	Income generation from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	Service specific consultation will be undertaken if required	There will be separate report on fees & charges in January 2016	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	A full Equality Impact Assessment will accompany the January 2016 report. This will kept under review.		(930)	(270)	(240)	(130)													N/A		
G5	Street Services - Reduction / Delay in Growth Assessment and changes to agency staff recruitment	Fairness	Street Scene	Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	No service specific consultation	Minimal	None	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff.	7,394	(360)	(75)															(5.88)%		
Total																												
Reducing demand, promoting independence																												
R1	Commissioning Group - NLWA	Fairness	Commissioning Group	Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.	No service specific consultation required.	This saving is not anticipated to impact on service delivery. Savings for 2016/17 are based on current NLWA projections and LBB waste tonnage data.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff.	10,736	(1,900)	(500)	(100)	(100)													(24.22)%		

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget	Savings						Variance Analysis				
										Impact on Service Delivery		Impact on Customer Satisfaction	Equalities Impact	2015/16	2016/17		2017/18		2018/19	
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE			
R2	Street Scene - Waste and Recycling collection	Fairness	Street Scene	Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.	Service specific consultation, alongside Waste Strategy - January 2016. The implementation of any proposed scheme will be dependant upon the completion of the service specific consultation and relevant EIA process.	This saving is anticipated to impact on service delivery.	This saving may have a short term adverse impact on customer satisfaction as collection rounds are changed, but longer term benefits will be delivered in terms of more efficient and effective collection services based on local characteristics rather than a one size fits all approach.	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop.	7,394	(31)		(50)		(200)		(200)		(200)		(6.51)%
R3	Street Scene - Parks and Open Spaces	Responsibility	Street Scene	Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	A service specific consultation will be carried out. Savings in 2016/17 are based on internal back office changes	Changed delivery model	Possible loss of management control and deterioration of standards	An Equality Impact Assessment will be completed. This will kept under review as the specific proposals develop.	522	(100)				(100)		(100)		(100)		(57.47)%
Total										(2,031)	0	(550)	0	(400)	0	(400)	0	(400)	0	
Overall Savings										(4,021)	0	(2,315)	0	(2,165)	0	(2,080)	0			

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (Service Specific Consultations - there is also an opportunity to comment on the 16/17 savings in the General Consultation)	Impact Assessment			Savings					Variance Analysis			
									Budget								
									2015/16	2016/17	2017/18	2018/19	2019/20				
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE	£000	FTE		
Efficiency																	
E1	Across Service	Opportunity	Commissioning Group	This proposal is to reduce the remaining Council IT spending that does not form part of the Customer & Support Group contract (approximately £1m per annum). This proposal would reduce this by approximately 10% in 2016/17.	No service specific consultation required	This proposal increases the efficiency of IT expenditure. It is not expected to impact on service delivery.	This proposal increases the efficiency of IT expenditure. It is not expected to have a negative impact on customer satisfaction.	This proposal increases the efficiency of IT expenditure. It is not expected to have an equalities impact.	1,355	(140)							(10.33)%
E2	3rd Party Spend	Responsibility	Commissioning Group / Assurance	Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	This proposal increases the efficiency of third party contract spending. It is not expected to have an equalities impact.	1,976	(62)	(46)	(45)	(44)				(9.97)%
E3	Workforce savings	Responsibility	Commissioning Group / Assurance	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.	This will be subject to a formal consultation with staff affected in 2015 before the saving can be implemented in 2016	This proposal generates a 10% reduction in employee costs to 2020. It is not expected to impact on service delivery	This proposal generates a 10% reduction in employee costs in the years to 2020. It is not expected to impact on customer satisfaction	There is a potential equalities impact on staff and this will be kept under review during the consultation period. An Equalities Impact Assessment will come back to Policy & Resources Committee in 2016 for 2016/17 proposals.	12,482	(480)	(579)	(100)					(9.29)%
E4	Members allowance	Responsibility	Assurance	The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July 2014. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings of £100k.	Council report was required to take account of London Councils Independent review into Remuneration of Councillors. The agreed Scheme was published and advertised.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	This saving is not expected to have an adverse equality impact.	1,407	(140)	(80)						(15.64)%
E5	Shared services	Opportunity	Commissioning Group / Assurance	There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.	This will be subject to formal consultation with affected managers of these teams in advance of implementation.	This proposal is in respect of sharing management costs of back office functions with another borough and is not expected to have a service impact.	This proposal is in respect of sharing management costs of back office functions with another borough and is not expected to have an impact on customer satisfaction.	There is a potential staffing equalities impact and this will be kept under review. An Equalities Impact Assessment will come back to Policy & Resources Committee in the relevant budget year.	21,813			(1,244)					(5.70)%
E6	Minimum Revenue Provision	Opportunity	Central Expenses	The Council is required to budget each year for costs associated with repaying the principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.	No service specific consultation required	This saving is in respect of a revision in capital financing costs and is not expected to have an impact on service delivery	This saving is in respect of a revision in capital financing costs and is not expected to have an impact on customer satisfaction	This saving is in respect of a revision in capital financing costs and is not expected to have an equalities impact	16,797	(1,000)							(5.95)%
E7	Redundancy Payments	Responsibility	Central Expenses	Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1.875m per annum.	No service specific consultation required	This saving is in respect of a reduction in redundancy costs and is not expected to have an impact on service delivery	This saving is in respect of a reduction in redundancy costs and is not expected to have an impact on customer satisfaction	No external EIA is required because the proposal does not impact on service delivery, no internal EIA is required because the proposals do not impact on employees.	5,427	(1,850)							(34.09)%
E8	Stop Contributions	Responsibility	Commissioning Group	Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. A review of spending on annual subscriptions and membership fees is to take place in 2015. This will include recommendations on where to make savings.	Consultation on cancellation of non-statutory subscriptions not required	Impact likely to be low. To assessed during review of spending on subscriptions and fees.	Impact likely to be low. To assessed during review of spending on subscriptions and fees.	No EIA required as no impact anticipated on staff or service delivery	675	(400)							(59.26)%

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Responsibility (Commissioning Director or Delivery Unit)	Description of saving	Consultation (Service Specific Consultations - there is also an opportunity to comment on the 16/17 savings in the General Consultation)	Impact Assessment			Budget	Savings						Variance Analysis				
										2015/16		2016/17		2017/18			2018/19		2019/20	
										£000	FTE	£000	FTE	£000	FTE		£000	FTE	£000	FTE
E9	Borrowing costs and interest on deposits	Opportunity	Central Expenses	The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £5m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.	No service specific consultation required	This saving is in respect of treasury costs and is not expected to have an impact on service delivery	This saving is in respect of treasury costs and is not expected to have an impact on customer satisfaction	This saving is in respect of treasury costs and is not expected to have an equalities impact.	5,963	(2,500)	(2,500)	(1,500)	(500)			(117.39)%				
E10	Customer Access Strategy	Opportunity	Commissioning Group	The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.	Service Specific consultation with the public will take place on the CAS in 2016, before committee approval in May 2016. Consultation with affected staff will take place before final decision on savings proposals are taken by Committee.	Impact should be minimal if self-service options are improved as planned. Insight about customer needs and preferences will underpin the face to face model chosen.	Impact should be minimal if self-service options are improved as planned. Insight about customer needs and preferences will underpin the face to face model chosen.	EIA for Customer Access strategy published with December 2015 Policy and Resources report showing anticipated minimum negative impact on older people, people with learning disabilities and race and ethnicity and outlining mitigations to overcome this. The proposals will be kept under review as implemented				(500)				N/A				
E11	Contract Reduction	Fairness	Commissioning Group	The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction of £2m is anticipated (£1.5m guaranteed in the contract and £0.5m is an expectation of greater savings from the contract review at year 3) meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. The full contract is available online.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This will be reviewed in the relevant budget year.	26,550			(1,000)	(1,000)			(7.53)%				
E12	Audit Fees	Fairness	Central Expenses	Reduction in Audit fees budget to reflect changes in current costs	No service specific consultation required	This saving is not anticipated to impact on service delivery.	Impact likely to be low on front line services – this saving is focused on contract costs	This saving is not expected to have an adverse equality impact.	399	(135)						(33.83)%				
E13	Insurance	Fairness	Commissioning Group	Insurance reduction as part of re-procurement in October 2015	No service specific consultation required	This saving is not anticipated to impact on service delivery.	Impact likely to be low on front line services – this saving is focused on contract costs	This saving is not expected to have an adverse equality impact.	2,416	(25)						(1.03)%				
E14	Management	Responsibility	Commissioning Group	Senior Management Costs Saving	This will be subject to formal consultation with affected managers of these teams in advance of implementation.	It is not expected to impact on service delivery	It is not expected to impact on customer satisfaction	There is a potential staffing equalities impact and this will be kept under review during the consultation period.	4,248				(1,000)			(23.54)%				
Total									(6,732)	0	(3,205)	0	(4,389)	0	(2,544)	0				
Growth and Income																				
G1	C/tax Support	Opportunity	Commissioning Group	Increasing Council Tax Support payments to 20%	Service specific consultation undertaken in January 2015 ahead of implementation. Scheme implemented in financial year 2015/16	There is a minor impact on service delivery, due to increase in collectible debt	There is a negative impact on satisfaction for those customers having lost support, however this is in lien with wider welfare reform agendas making work pay	Assessed (Jan 2015) and confirmed as minimal negative (Nov 2015)		(1,026)		(456)								
Total									(1,026)	0	(456)	0	0	0	0	0				
Reducing demand, promoting independence																				
R1	Grants Budget	Fairness	Central Expenses	Reduction in grants budget for London Councils Grants Scheme	No service specific consultation required	This saving is not anticipated to impact on service delivery.	It is not expected to impact on customer satisfaction	This saving is not expected to have an adverse equality impact.	896	(59)	(59)						(13.17)%			
Total									(59)	0	(59)	0	0	0	0	0				
Service reduction																				
Total									0	0	0	0	0	0	0	0				
Service redesign																				
Total									0	0	0	0	0	0	0	0				
Overall Savings									(7,817)	0	(3,720)	0	(4,389)	0	(2,544)	0				

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Appendix C - Capital Additions 2016 – 2020

Summary of the Capital Additions as per the Theme Committees

Theme Committee	2015-16	2016-17	2017-18	2018-19	2019-20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(1,014)	-	-	-	-	(1,014)
Assets, Regeneration & Growth	18,072	21,874	22,071	17,680	5,350	85,047
Children, Education, Libraries & Safeguarding	(1,470)	16,810	13,917	18,062	6,475	53,794
Community Leadership	-	-	-	-	-	-
Environment	2,098	7,700	2,597	2,421	1,705	16,521
Housing*	(8,402)	13,488	11,013	3,610	17,766	37,475
Policy & Resources	3,502	18,685	2,249	-	-	24,436
Total	12,786	78,557	51,847	41,773	31,296	216,259

* Housing Committee is inclusive of Housing Revenue Account Programme

Adults and Safeguarding committee - capital additions and reductions

Committee	Project	Expenditure						Funding						Description	
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing		Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	Investing in IT	1,276					1,276	819		207			250	1,276	Replacement of Adults case management system and development of IS solutions focused on service user and self serve. Existing Scheme and an additional £1.3m requirement
Adults and Safeguarding	Centre for Independent Living	(1,476)					(1,476)	(1,476)						(1,476)	Scheme moved to Policy & Resources Committee
Adults and Safeguarding	Transformation care grant	5					5	5						5	Additional Quarter 2 Grant Funding
Adults and Safeguarding	Social Care Capital Grant	(819)					(819)	(819)						(819)	Funding stream substitution to part fund Investing in IT as above
Total		(1,014)	-	-	-	-	(1,014)	(1,471)	-	207	-	-	250	(1,014)	

Assets, Regeneration and Growth committee - capital additions and reductions

Committee	Project	Expenditure						Funding						Description	
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing		Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Assets, Regeneration and Growth	Brent Cross			8,031			8,031			(25,969)	34,000			8,031	Possible advance land acquisitions to safeguard the Brent Cross Cricklewood (BXC) regeneration site (south). This includes any legal fees as part of the procurement to bring forward the Brent Cross Cricklewood South land. Existing Scheme and an additional £8m requirement
Assets, Regeneration and Growth	Graham park regeneration		(398)				(398)	357		(57)	(698)			(398)	In line with Colindale Area Action Plan (CAAP) and anticipated increase in local residents the following projects have been identified to improve movement, either vehicular, pedestrian or public transport in and around the area. Existing Scheme and reduction
Assets, Regeneration and Growth	Colindale parks		650	1,500	2,300	1,750	6,200	3,500		150	2,550			6,200	In 2013 an open spaces strategy was produced for 'Colindale' and highlighted the lack of quality open spaces within Colindale and Burnt Oak; additionally the report highlighted the lack of facilities within existing open spaces in Colindale. This strategy was translated into high level proposals for the various parks in the area. Existing Scheme and an additional £6.2m requirement
Assets, Regeneration and Growth	Grahame park decant programme			(2,650)			(2,650)				(2,650)			(2,650)	The proposal was to convert 70 private sale homes planned to be delivered in Stage A by the development partner Genesis into social rent homes sufficient to enable additional secure tenants currently living in properties on the concourse within Grahame park to relocate earlier in the programme. Existing Scheme and reduction
Assets, Regeneration and Growth	Advanced delivery of highway improvement	50	50	1,100	2,850	3,600	7,650	3,400			4,250			7,650	This bid is a resubmission of the original approved bid with the addition of £1million to bring forward pedestrian links to Hendon Station from the A5, which would include either a Pelican or Toucan Crossing. Resubmission also includes £4 million to bring forward infrastructure works in the form of 2 new bridges to incentivise the timely delivery of future phases of development. Existing Scheme and an additional £7.6m requirement

Committee	Project	Expenditure						Funding						Description	
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing		Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Assets, Regeneration and Growth	Town Centre	389	1,120	1,000	1,500		4,009	4,769		240	(1,000)			4,009	A range of projects targeted at "main" town centres in Barnet, which are: Chipping Barnet, North Finchley, Finchley Church End, Golders Green, Cricklewood, Burnt Oak and Edgware Include improved public realm, Lower business turnover in high streets, Improved resident and business satisfaction, increased tax base, lower unemployment. Existing Scheme and an additional £4.0m requirement
Assets, Regeneration and Growth	Thames Link Station enablement		1,152				1,152				1,152			1,152	To undertake single option design, development work and costings on the Thameslink Station. A detailed programme of works to deliver GRIP 4. Existing Scheme and an additional £1.1m requirement
Assets, Regeneration and Growth	Office Building at Colindale	6,890	19,300	13,090	11,030		50,310						50,310	50,310	Erection of an office building up to 9 storeys to provide approximately 116,000 square feet of accommodation. New Bid of £50.3m
Assets, Regeneration and Growth	Development pipeline (Tranche 1 and 3)	10,743					10,743						10,743	10,743	The Council's Development Pipeline Programme combines an ambitious programme of new build mixed-tenure housing development on Council land across the Borough. New Bid of £10.7m for 2015/16 costs incurred
Total		18,072	21,874	22,071	17,680	5,350	85,047	12,026	-	(25,636)	37,604	-	61,053	85,047	

Children's, Education, Libraries and Safeguarding - capital additions and reductions

Committee	Project	Expenditure						Funding							Description
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing	Total	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children's, Education, Libraries and Safeguarding	Meadow Close Children's home	200	2,150	150			2,500						2,500	2,500	Replacement and relocation of Meadow close Childrens Home, with adolescent support hub. Existing Scheme and an additional £2.5m requirement
Children's, Education, Libraries and Safeguarding	Youth Zone	200	2,400	1,200	400		4,200			4,200				4,200	The project aims to build a 'Youth Zone' in the Colindale. The Youth Zone would offer activities and opportunities for children and young people between age 8 and 19 years old (up to 25 years old for people with disabilities). New Bid of £4.2m
Children's, Education, Libraries and Safeguarding	Libraries commissioning plan 2015-20	(2,000)					(2,000)						(2,000)	(2,000)	Scheme moved to policy and resources committee
Children's, Education, Libraries and Safeguarding	Loft conversion and extension policy for Foster Carers	130	240	220	180	130	900						900	900	Implementation of loft conversion and extension policy for foster carers. Existing Scheme and an additional £0.9m requirement
Children's, Education, Libraries and Safeguarding	New Park House Children's home		80				80						80	80	Modernisation Of Barnet Children's Home to include updating bedrooms for shower facilities, general decoration and extension to the front of the building. New Bid of £0.1m
Children's, Education, Libraries and Safeguarding	Libraries service capital works		3,940				3,940						3,940	3,940	This bid comprises three elements: Backlog of maintenance and repair costs, Implementation of Open+ and Reconfiguration. Existing Scheme and an additional £3.9m requirement
Children's, Education, Libraries and Safeguarding	School place planning and alternative provision		8,000	12,347	17,482	6,345	44,174	13,038		14,309			16,827	44,174	To meet basic need for school places and fulfil statutory duty to secure sufficient provision. Existing Scheme and an additional £44.2m requirement.
Total		(1,470)	16,810	13,917	18,062	6,475	53,794	13,038	-	18,509	-	-	22,247	53,794	

Environment committee - capital additions and reductions

Committee	Project	Expenditure					Funding							Description	
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing		Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Environment	Parking signs and lines introduction and replenishment		200	200	200	200	800						800	800	The borough has the largest road network in London and many of the roads have parking infrastructure in the form of white and yellow lines and extensive signage in the form of posts and information plates. Existing Scheme and an additional £0.8m requirement
Environment	Refurbish and regenerate Hendon cemetery and crematorium	515	668				1,183		591				592	1,183	To refurbish the infrastructure at Hendon Cemetery & Crematorium to facilitate the delivery of guaranteed income. Existing Scheme and an additional £1.2m requirement
Environment	Local implementation plan 2014/15	(1,230)					(1,230)	(1,230)						(1,230)	Reduction in current scheme budget
Environment	Local implementation plan 2015/16	229					229	229						229	Additional Quarter 2 Grant Funding
Environment	Additional local implementation plan	1,500	6,357	1,500	1,500	1,500	12,357	12,357						12,357	Additional TfL Funding to support future years LiP programme. New Bid of £12.4m
Environment	Bridge assessment	25					25	25						25	Additional Quarter 2 Funding
Environment	Borough cycling programme	200	206				406	406						406	Secured funding from TfL for the Borough
Environment	Air Quality System	175					175	175						175	Additional Quarter 2 Funding
Environment	Highways investment programme	15					15	15						15	Additional Quarter 2 Funding
Environment	Travel plan implementation	45					45	45						45	Additional Quarter 2 Funding
Environment	Drainage	45					45	45						45	Additional Quarter 2 Funding
Environment	Road traffic act	33					33	33						33	Additional Quarter 2 Funding
Environment	Waste and recycling vehicles		190	530	270		990		990					990	The procurement of new vehicles in relation to Waste & Recycling Services. New Bid of £1.0m
Environment	Street cleansing and greenspaces - vehicles and equipment	391	164	357	446		1,358		1,358					1,358	The procurement of new vehicles and equipment in relation to Street Cleansing and greenspaces service areas. New Bid of £1.4m
Environment	Supply of street litter bins	15	15	10	5	5	50					50		50	Barnet has circa 2,000 litter bins on the street and in town centres, a number of the bins require replacing due to their age and design. New Bid of £0.1m
Environment	Parks & Open Spaces and Tree Planting	20					20		20					20	Additional Quarter 2 Funding
Environment	Lagan system	120					120				120			120	New scheme from Qtr 2, new system implementation
Environment	Park infrastructure		(100)				(100)						(100)	(100)	Reduction of scheme budget in the next financial year
Total		2,098	7,700	2,597	2,421	1,705	16,521	12,100	2,959	0	120	50	1,292	16,521	

Policy and Resources committee - capital additions and reductions

Committee	Project	Expenditure						Funding							Description
		2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing	Total	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy and Resources	Depot relocation	1,613	9,570	49			11,232					11,232		11,232	To acquire necessary sites, design, build and decant the Mill Hill East Depot. Existing Scheme and an additional £11.2m requirement
Policy and Resources	Customer access centre	(2,992)					(2,992)					(2,992)		(2,992)	Funding stream substitution to part fund ICT Strategy as below
Policy and Resources	Asset Management	(920)					(920)						(920)	(920)	Reduction of scheme budget in the current financial year
Policy and Resources	Centre for independent living and library	2,661	315				2,976	1,476			1,500			2,976	Creation of a centre for independent living Existing Scheme transferred from Adults & Safeguarding and Asset, Regen & Growth
Policy and Resources	Daws Lane Community Centre	320	2,680				3,000	1,178				1,822		3,000	Demolition of former civil defence building and rebuild of a new community centre, library and children's nursery. New bid of £3.0m
Policy and Resources	Libraries commissioning plan 2015-20	2,000					2,000						2,000	2,000	Scheme moved from Children's, Education, Libraries and Safeguarding committee
Policy and Resources	ICT strategy	820	6,120	2,200			9,140					2,992	6,148	9,140	To deliver the Barnet ICT Strategy delivering services to Customers, Users and Partners Existing Scheme and an additional £9.1m requirement
Total		3,502	18,685	2,249	-	-	24,436	2,654	-	-	1,500	13,054	7,228	24,436	

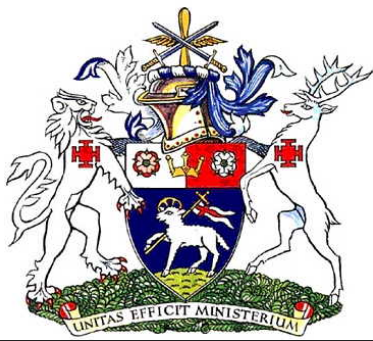
Housing committee - capital additions and reductions

General Fund		Expenditure						Funding							Description
Committee	Project	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing	Total	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Housing	Empty Properties	(1,052)	900	1,500	1,000	1,000	3,348						3,348	3,348	To significantly reduce the number of long term empty properties in the borough through a combination of enforcement and financial assistance. Existing Scheme and an additional £3.3m requirement
Housing	Decent homes programme	107	107	107	107	107	535						535	535	Deliver a Decent Homes programme to increase the number of homes meeting the Decent Homes Standard and particular improve homes within the District which contain vulnerable households by removing category 1 hazards. Existing Scheme and an additional £0.5m requirement
Housing	Social Mobility Fund	750					750	750						750	To deliver mandatory and discretionary DFG's to some of the most vulnerable residents in the borough. Existing Scheme and an additional £0.5m requirement
Housing	Disabled Facilities Grant	633	746	127	(491)	(473)	542	982	(22)			(400)	(18)	542	To deliver mandatory and discretionary DFG's to some of the most vulnerable residents in the borough. Existing Scheme and an additional £0.5m requirement
Housing	Moxon Street Land Purchase	750					750				750			750	Addition at Quarter 2 Monitoring - Land Purchase
Total		1,188	1,753	1,734	616	634	5,925	1,732	(22)	-	750	(400)	3,865	5,925	

HRA		Expenditure						Funding							Description
Committee	Project	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing	Total	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Housing	Major Works	(1,593)	(528)	(3,151)	(1,781)	4,550	(2,502)		(2,502)					(2,502)	Overall reduction in existing HRA Major Works Programme. Existing Scheme and reduction
Housing	Regeneration	1,276	(4,217)	(795)	(784)	720	(3,801)		(3,801)					(3,801)	Overall reduction in existing HRA Regen Programme. Existing Scheme and reduction
Housing	Misc - Repairs	1,272	689	272	(93)	2,205	4,346		4,346					4,346	Overall increase in existing HRA Misc Works Programme. Existing Scheme and additional £4.3m requirement

HRA		Expenditure						Funding							Description
Committee	Project	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants / External Funding	RCCO / MRA	Other (incl. S106 and CIL)	Capital Reserve	Capital Receipts	Borrowing	Total	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Housing	M&E/ GAS	(3,565)	(4,049)	(636)	(234)	6,257	(2,226)		(2,226)					(2,226)	Overall reduction in existing HRA M&E / Gas Programme. Existing Scheme and reduction
Housing	Voids and Lettings	876	1,942	1,547	1,095	3,400	8,861		8,861					8,861	Overall increase in existing HRA Voids & Lettings Programme. Existing Scheme and additional £8.9m requirement
Housing	New affordable homes						-				5,810	(5,810)		-	Change of funding highlighted
Housing	Moreton Close	(4,334)	6,418	582			2,666					609	2,057	2,666	The provision of 51 Extra Care Homes for rent to assist in meeting the shortfall in the borough. New Bid of £2.7m
Housing	Tranche 3 via RP		2,000				2,000						2,000	2,000	HRA Costs associated to loan to registered provider. New Bid of £2.0m
Housing	Infill 20 homes		4,400				4,400					1,320	3,080	4,400	Creation of 20 infill homes within the borough. New Bid of £4.4m
Housing	Brent Cross Extra Care		500	8,460	3,540		12,500	5,000				3,000	4,500	12,500	Provision of extra care housing for rent, private sale and shared ownership. New Bid of £12.5m
Housing	Advanced Acquisitions	(3,523)	4,580	3,000	1,250		5,307					(1,023)	6,330	5,307	Advance acquisitions of leasehold properties in regeneration areas: in particular Grahame Park, West Hendon and the Whitefields Estate. Existing Scheme and additional £8.9m requirement
Total		(9,590)	11,735	9,279	2,994	17,132	31,550	5,000	4,677	-	5,810	(1,904)	17,967	31,550	
Overall Total		(8,402)	13,488	11,013	3,610	17,766	37,475	6,732	4,655	-	6,560	(2,304)	21,832	37,475	

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Policy and Resources Committee
16 December 2015

Title	Customer Access Strategy
Report of	Director of Strategy
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – The Draft Customer Access Strategy Appendix 2 – Equality Impact Assessment
Officer Contact Details	Kari Manovitch, Head of Customer Strategy & Programmes Bill Murphy, Customer Services Director, CSG, 07847188983

Summary

Increasingly, people are embracing new communications technologies and using them in their everyday lives. We see it in the way we now manage our finances, book our holidays or do our Christmas shopping – all of which can be done at a time that suits us, in a way which is quick and convenient and which, in the vast majority of cases, delivers what we want. The Council’s vision, through the Customer Access Strategy, is to achieve a public sector version of this, which allows our customers to engage with us in ways which are simpler, more convenient and more in keeping with modern life.

Over 82% of Barnet residents have and use the internet for online transactions for many aspects of their lives as they can do this in the comfort of their own home at a time which is convenient to them. However, in terms of how residents contact the Council, around 80% is still conducted via the phone.

In achieving our vision, we will gradually seek to shift this figure, by 2020, to 80% of customer transactions being done online or other ‘digital’ means, by working to ensure that the contact methods the Council provides are easy to use and intuitive. This is how most Barnet residents prefer to access services; it will provide residents with a better experience and save the Council money so it can direct resources to support those most in need.

To achieve this, the strategy proposes changes to the way customer services are currently delivered, while also ensuring that customers who experience barriers to accessing services via self-service channels are supported to do so.

Whilst the Council's vision is to make it as easy as possible for people to access services digitally, some residents will still require face to face advice for services such as homelessness and housing need. The strategy proposes changes to how face-to-face services are delivered, making best use of new or existing community assets such as libraries and community hubs, as well as the Council's new headquarters at Colindale. The approach supports the Council's vision that, by 2020, local services will be more joined up, with public sector agencies - such as the Council, NHS, Jobcentre, police and health and education advisers - embracing co-location and taking a more integrated approach by pooling resources, sharing staff and assets and developing joint solutions. This builds on the success achieved by the multi-agency Welfare Reform Task Force and Burnt Oak Opportunity Support Team (BOOST), which are multi-agency teams that provide integrated support in one location, generating savings for the public sector and better services for residents.

Finally, the Customer Access Strategy also recommends that Barnet's contact centres should all use the same technology and adhere to the same customer care standards, and that we bring more customer data together into a single reporting tool. In addition, the strategy proposes that the Council develops a clear approach to the management of social media as a customer services channel; that we explore the development of 'apps' for mobile internet devices in addition to website access for high volume services; and that we plan for how customer services can support the Council's demand management strategies, through encouraging greater use of community resources.

Recommendations

That the committee

- 1. approves the draft Customer Access Strategy in Appendix 1 of this report.**
- 2. agrees for the proposals in the Customer Access strategy that will alter the way customers currently access services to be consulted on with the public for a period of 8 weeks, starting no later than 18 January 2016.**
- 3. approves the funding for the first phase of work as outlined in section 5.2 of this report.**
- 4. receives a report back in 2016, with the outcomes from the consultation, and a progress update on the development of a full business case for implementing the Customer Access Strategy.**

1. WHY THIS REPORT IS NEEDED

- 1.1. Barnet's vision for 2020, as set out in the Corporate Plan, is to provide local services that are integrated, intuitive and efficient, making life simpler for our residents and customers. New technologies are an important part of this. Most of us are used to the benefits that new technologies have brought to our everyday lives – how we now shop, travel and communicate. As customer services across the private sector continue to innovate – particularly in the retail and banking sectors – this creates higher expectations about what residents expect of the public sector. The Council's vision is to create a public sector version of the online experience that residents receive from leading retailers and banks.
- 1.2. The Council has made progress and has already responded to the changing habits of our residents by providing more information and services online and via automated telephony. It is now much easier to interact with us – to report a problem; to pay a bill; to see how taxpayer resources are spent; and to participate in a consultation. This makes people's lives easier and saves the Council money by reducing pressure on staff resources. However, we know there is more work to be done to respond to increasing public expectations.
- 1.3. The Council's vision for customer services in 2020 is:
 - That the majority of access is via digital means – 'digital by default'
 - Customer journeys enable efficient and effective resolution at the earliest opportunity
 - Customers receive a high quality personalised service, including relevant services from partners
 - Customers are connected to the community, not just Council services
- 1.4. This vision reflects what our data tells us that customers expect from public services, and the factors that drive positive customer satisfaction, as well as the Council's core principle of responsibility, with residents taking on more personal and community responsibility for keeping Barnet a great place.
- 1.5. The Customer Access Strategy sets out how we will achieve this vision for customer services. It uses a range of data including customer demographic data, customer feedback data, transaction volume data and national trends, and looks across all Council services to identify areas to improve the experience for customers and generate efficiencies. The strategy has been written with the full involvement of the Council's Delivery Units and Commissioning Directors.
- 1.6. The implementation of this strategy will take place over a number of years, and investment will be phased and subject to approved business cases. The focus at this stage is to make the case for change, so that we can then consult the public on those changes that will affect their access to services, and to start developing those proposals in more details to understand the precise costs and benefits.

- 1.7. As detailed changes are developed over the next 2-3 years, there will be a need for further customer engagement to ensure that the proposed improvements meet customer need. The strategy also acknowledges that the Council has a set of service design principles formulated with several groups of residents during the development of My Account, which describe the features of an excellent customer experience. These design principles will be applied as part of any service redesign activity undertaken as part of the implementation of this strategy.
- 1.8. We know from our customer data that 82% of Barnet residents have access to, and are competent in using the internet to access information and perform transactions. While in some areas significant progress has been made – for example, 98% of schools applications are made online – telephone contact still comprises around 80% of contact with Council services, with staff answering queries and recording and submitting customer requests.
- 1.9. The majority of Barnet residents choose online transactions as the most convenient way to transact for a range of retail and banking services, with 50% classed as highly sophisticated users of technology. Yet the Council still has relatively poor take up of its own online services, compared to the use of the phone. The aim of the strategy is to ensure, where possible, that residents can transact online as easily with the Council, as they would with Amazon. This requires further investment, and the strategy identifies the priorities for this investment.
- 1.10. Another important benefit of improving and increasing facilities for online and telephony self-service is that it will free up more time for customer services staff to focus on those customers with complex needs such as customers with accessibility issues or who are in vulnerable situations. These customers often need a greater level of advocacy or assistance and it is important that a human, empathetic approach is maintained.
- 1.11. Customer services is an area where often inefficient processes lead to both poor customer experience, and unnecessary cost. The interviews and workshops with Delivery Units highlighted that the fact that often systems are not fully integrated and we do not have technology fully supporting our processes. This leads to inefficiency, and a risk that the communication of customer requests, and the outcomes for those requests get broken at some point during the process. There is still too much reliance on manual activities by staff and retyping information, which is inefficient. We are also lacking automated progress reports to customers, which results in customers having to chase us to get an update rather than us keeping them better informed. The research also identified that for some services, such as Planning and Adults & Communities, a significant proportion of phone calls are from customers seeking information that is already online, or could be published online. Making this easy for residents saves them time, and delivers further efficiency savings.
- 1.12. The strategy therefore concludes that while some improvements and savings can be made from increasing self-service and reducing telephone calls and face to face visits, and making the initial customer experience better for customers, much bigger savings and customer experience improvements will

result from a combination of demand reduction and process improvement, making end-to-end journeys as automated or 'digital' as possible. There is a project already underway by Street Scene to automate the process from customer contact to full resolution for street-based services and green spaces, which will deliver a significant saving in addition to the improvement to the customer experience.

1.13. The initial modelling shows that there is a business case for investing in making services more digital, but more work will be done to establish the precise costs and benefits.

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

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

- **Website functionality** – while good progress has been made with the new website and My Account, there is still some missing functionality. **The following integrated functionality needs to be prioritised in the IT investment roadmap** as it is not possible to deliver modern, efficient customer services that promote self-service until this functionality is in place:
 - An online bookings/appointments tool for accessing all those services that offer appointments or public facilities
 - A corporate payments solution, so that there is one consistent, integrated and user-friendly tool for all services payments to be made online
 - An online geographic mapping tool that can be integrated with service systems so that location-based services and service requests and other data can be easily presented on interactive, searchable maps, using common standards for geographic data
 - An improved tool for managing webforms and the full end-to-end process through to the resolution of the customer request, which would provide customers with electronic alerts regarding status updates and notification of job completion

- Improved online directories of services and organisations that support the Council's community participation and demand management objectives
 - Integration of the Barnet Homes online services with the existing My Account facility on the main Council website, enabling customers to view and interact with multiple services in one secure place.
- **Piloting self-service only services** – with 82% of Barnet residents able to transact 'digitally', we know that there is scope to make some services 'digital-only', as with Universal Credit. Self-service would then become the default way to access them. It is recommended that once we have implemented improvements to make it easier for customers to self-serve, and ensured that the end-to-end customer experience is efficient and effective, that a set of services are tested as pilots for 'self-service only' services. This would mean that personal support from customer services staff over the phone or in face to face locations would be focussed on helping customers to self-serve, or helping those customers who are unable to self-serve, or who have a complex case. It should be noted that self-service may include automated telephony solutions where these best meet the needs of customers and are possible for the service in question; the Council already has a number of automated telephony services in place. The pilots proposed below have been developed in consultation with the Delivery Units and Commissioning Directors and reflect high volume transactions that should be straightforward, where customer services staff intervention can usually add little value:
 - Reporting highways and street related issues
 - License applications for businesses
 - Parking¹
 - New bins and waste collections
 - Pitch bookings
 - Library Membership
 - School admissions (excluding in-year transfers)
 - Schools information
 - **Digital Inclusion** – this is the term used nationally to refer to people who have the ability and the means to use digital technologies that rely on internet access. Our data, and national data, says that 82% of Barnet residents are willing and able to use digital channels, but we recognise that the 18% that are not 'digitally included' are likely to be the key users of our services. We also know that within the 18% there are people who have computer and smartphone and internet access but choose not to use them to access Council services, where additional support from the Council or community organisations could make a difference. We also

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

know that there are ways of making digital services more accessible through various assistive technologies and intelligent design. For other customers who will never be able to use self-service tools we need to ensure we have special arrangements that enable their access to services, so that people who need our support will always get it. ***A Digital inclusion strategy needs to be prepared in advance of any decisions to make any service 'self-service only', to develop a better understanding of those who are digitally excluded, and identify how this group will be supported to use council services, and include using learning from other authorities.***

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

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

- Given that diversity of access can create diversity of standards, and given the need for savings, the strategy proposes that the starting point is that where this can be proven to be the most cost effective option, and can deliver the required service quality, ***all Barnet calls should use the same technology, customer care standards, and potentially, the same contractual arrangements. Therefore, there needs to be a review of all remaining Barnet based call centres to assess future options.***
- **Re-designing customer journeys end-to-end** – We know from our data and research that fulfilling a customer's request is what matters most to customers and their satisfaction levels. Therefore, if we were only to look at the contact methods and access points, we would not deliver the level of improvement required to achieve the Council's vision. The full end-to-end customer journeys need to be reviewed to make sure that information is transferred accurately and efficiently from the customer to the teams that deliver the final outcome, who in most cases are not part of customer services.

It is proposed that the key customer journeys are identified and subjected to detailed review and re-design. We believe that these reviews will be

needed before we can pilot any services as 'self-service only'. Following data analysis and discussions with Delivery Units, **it is recommended that this work begins with the following four services**, prioritised using a number of criteria – known issues with end-to-end service impacting satisfaction, the potential for savings, and the potential for reducing telephone and face to face visits in favour of self-service:

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

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

The end to end journey mapping needs to consider:

- How do customers currently experience these journeys?
- Will systems integration reduce cost and improve the service?
- How do we keep customers updated for service processes that can take a long time to resolve?
- Where does the web add value within the customer journey? Would adding the service into MyAccount add value?
- How could full online access to customer records & integration to case management systems (e.g. Council tax and benefits, the new Mosaic system in adult social care) add value?
- Can more work be brought into the front office? Can work flowing direct to professionals or operatives via systems and handheld devices reduce the need for middle/back offices, as being developed for Street Scene?
- Could more calls be put into the main customer services contact centre?
- Can social media assist the service delivery process?
- Are there opportunities for other technology to improve service and efficiency (e.g. identification tags on street furniture, automatic laser scanning of roads to identify potholes attached to buses and Council vehicles?)
- How is customer feedback and co-design integrated into the service chain?
- Where can community-based providers offer greater support to residents and users?
- Could community hubs be used to support multi-agency working?

- What opportunities are there to reduce the availability of staff once the self-service offer and digital inclusion approach is good enough?

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

- **Customer and Business Intelligence (BI).** Information about customers that is not held by CSG is still difficult to access. The Council's data warehouse solution, used for customer data analysis, does not have a full 'single view of the customer'. Without this oversight, the Council cannot fully or efficiently understand how its customers are experiencing services, or where there are opportunities for improvements. ***The Council needs to ensure that high volume customer data is available across all services and all DUs need to make their customer data available to the data warehouse to give a total overview of the customer experience for Barnet residents.***
- **Social Media** – the Council has two active Twitter accounts, one main one, and one for the libraries service. There is also a Council Facebook page, and a Barnet Libraries Facebook page, and a less active page for young people regarding employment and training ('BEETS'). Customers increasingly use the main Council accounts to report problems related to Council services – with on average two reports via this channel each day. CSG Customer services is in the process of taking on responsibility from the corporate communications team for responding to those social media contacts that raise customer service issues, with responses directing customers to use the existing access channels, particularly the Council's website, unless the issue concerns a technical problem with those channels. The Council is not proposing to create a dedicated customer services Twitter or Facebook account at this stage, due to the low volume of customer service messages, but this will be kept under review. The Council will instead focus its resources on ensuring that the Council's website is easy to use and delivers a quick, responsive service. ***The customer journey mapping projects will consider the role social media might play in improving the customer experience for the individual services being reviewed.***
- **Apps** – The strategy contains data on the huge increase in the use of mobile devices such as smartphones, which use 'apps' to access services. The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increase self-service when compared to website self-service, and whether the cost is lower. The app would need to provide access to a service with a degree of complexity in order for it to be a useful pilot for testing a broader approach. ***Given the Council's aim to encourage an 'entrepreneurial Barnet' and the desire to make Council services for businesses more joined up and easier to access, it is proposed that a business app be the first pilot. This will be the goal of one of the four proposed end-to-end service reviews.***

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

1.15. The future of Council face-to-face Services

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

For residents, this approach will mean easier access to the services without having to deal separately with different agencies and, for the Council, it will reduce bureaucracy and generate efficiencies, with increased collaboration driving improvements in the way services are designed and delivered. The Council has already worked effectively to co-locate with other agencies in a ‘hub’ model in a number of areas, including:

Barnet Welfare Reform Task Force

- The Task Force, created in 2013, brings together Council housing advisers, Jobcentre Plus staff and mental health advisers into a co-located single team – based at Barnet House – to work with those impacted by Welfare Reform.
- The ‘one-stop shop’ approach has proved to be more effective than any single agency at engaging with residents because the different partners are able to reinforce each other’s messages. Where one agency is unable to engage a particular resident, another might have more success. Depending on their personal circumstances, some residents have been more receptive to messages delivered by their local housing officer, a Jobcentre Plus adviser, or a Housing Benefit officer.
- The results have surpassed what the Council originally expected, with the Task Force successfully engaging with 96 per cent of Barnet residents affected by the Benefit Cap and helping more than a third (35 per cent) into work.
- This approach has also paid dividends to the Council and its local partners, with economic analysis showing that assisting over a third of residents affected by the Benefit Cap into employment returns savings of

three times the money invested in getting them there.

Burnt Oak Opportunity Support Team (BOOST)

- The experience of the Welfare Reform Task Force told us that people's needs do not fit neatly within public service boundaries. Residents are often unaware of, or confused by, the breadth of support available to them, and they grow weary of providing the same information to multiple agencies.
- By creating a place-based 'Jobs Team' in Burnt Oak (BOOST) - which brings together the 'Love Burnt Oak' community group, Jobcentre Plus, Benefits service, Youth services, Barnet Homes and Health Coaching Support from Future Path - it was envisaged that all the partners would work as a unified service for the benefit of the local community.
- The team provides face-to-face advice and well as contact over the telephone and through the use of social media. It was designed to be a model for the future, with coordinated local services delivered in areas of the greatest need using less resource.
- BOOST is based in Burnt Oak Customer Services Centre and the space is not owned by the Jobs Team or seen as the Jobs Team's office. It is a shared community space with an informal feel - training and outreach activities make use of other community settings such as the Burnt Oak Resource Centre and Barnfield Children's Centre.
- Since the service went live in May 2015, a total of 225 people have signed up for support and 75 have found employment.

These case studies demonstrate that the provision of face-to-face services through a model which brings together a number of related services into an integrated, co-located community hub can provide benefits for those that use the services on offer, as well as the Council. It is very much this approach that is being used to inform how Barnet's face-to-face services will be designed and operate moving forward.

- 1.16. In Barnet, there are currently two face to face centres with a footfall of c.125,000 annually, with around 45% of visits to Burnt Oak Customer Services Centre and 55% to Barnet House. Most of these visits are for housing benefits and Barnet Homes services, as Table 1 below shows. Whilst there will remain a need for face to face contact for those at risk of homelessness, and family services clients, and for universal credit claimants over the age of 65, there is scope to reduce the need for the remainder of visits. The introduction of universal credit as a web-only service for working age claimants has established a precedent with regard to moving benefits claiming online.
- 1.17. In November 2015 Customer Services successfully introduced a new approach to managing the face to face visits received relating housing benefits, Council tax, and general enquiries, offering a combination of assisted self-service and freephones to obtain advice from the contact centre or book an appointment on

another day. This means that we have ceased to offer a 'walk in' service in the Council's face to face centres, except for rare emergencies. Barnet Homes is also exploring whether it can reduce the walk-in element of its tenant reception service at Barnet House. These changes are consistent with how customers expect to access services, as they give customers certainty over when and where they will obtain the advice they need, they reduce the queue times, and reduce the overall footfall because customers realise that they can more quickly obtain the information or advice or appointment that they require by using the telephone, email or the website options.

- 1.18. This model of obtaining advice via scheduled appointments rather than 'walk-in' is intended to become the main operational model for non-emergency face-to-face visits.
- 1.19. Services that currently require customers to physically present documentation for proof of eligibility and entitlement will be asked whether this can be done remotely either electronically or by post, and making the required process changes will be incorporated into the proposed face to face project.
- 1.20. The Council's Assets and Regeneration Committee agreed that as part of the Council's accommodation strategy, the Council would initiate a new build development at Colindale, with a view to breaking the lease at Barnet House or sub-letting from October 2017.
- 1.21. There is no current plan to close the Burnt Oak Customer Services Centre. Thus the Council has a choice about what should happen to the face to face customer contact that currently happens at Barnet House. To risk assess the impact, a review was undertaken to ensure that there would be sufficient provision to meet customer face to face demand following its closure. Through analysing the customer data and understanding the plans for the various services and Council buildings, Table 1 below sets out where the demand would be met. At this stage, this shows that the demand can be accommodated within the other Council buildings that are available. However, as plans for community hubs and multi-agency working develop, these new sites can be considered for certain services. All these proposals need further investigation and detailed design, and will be informed by consultation with the public, which will commence following the Strategy's approval by this Committee.
- 1.22. The detailed proposals around the use of libraries for housing benefits/council tax services, document provision and assisted self-service, will be developed early in the new year and will need to recognise the implications of the libraries strategy which is currently out to consultation. The funding implications will be considered as part of the development of the business case for the proposed face-to-face changes.

Table 1

Service	Avg Barnet House visitors	Nature of current visits	Proposed changes
---------	---------------------------	--------------------------	------------------

	a day		
Housing Benefits & Council Tax	150	Appointments and mandatory document provision/certification. Walk ins being reduced.	Assisted self-service, document certification and appointments to be relocated to North Finchley and/or Golders Green libraries. This would promote additional footfall to these libraries, and utilise existing community assets that are geographically close to where the existing customers live.
Housing options and homelessness	50	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale Headquarters or a community hub in the west of the borough. This is a more accessible location for the majority of the client group. The venue / location for receiving 'walk in' demand is still to be determined, and the proposed end to end review of this service, and review of face to face, will look at how 'walk ins' can be reduced, as well as how web-based information and services can be improved.
Housing tenants and leaseholders	30	Appointments and walk ins	This is not a well-used service and Barnet Homes are looking at how improved web self-service as well as the existing telephone contact centre can meet customer needs without the need for a face to face reception.
Planning Office	25	Appointments and walk ins	Relocate appointments to the normal officer meeting rooms within the new Colindale Headquarters, and cease to offer walk ins. The need for walks ins is already reducing due to better availability of online documents.
Registrars (Birth and Death Certificates)	20	Appointments only	Relocate appointments either to Barnet Hospital or identify a better location for the service once a decision is made on the future of the existing office in Burnt Oak.
Welfare Reform Task Force	18	Appointments only	Re-location to follow the location of housing advice services offered by Barnet Homes.
Family Services (child protection interviews and	7	Appointments only	Relocate appointments to the ground floor of the new Colindale Headquarters or community hub as determined by the

conferences, youth offending meetings)			new operation model for the service.
Booked meetings	Unknown	Customer invited in for specific services e.g. SEN reviews	There are a number of meeting rooms that are booked by services for specific functions as and when needed. This will be captured by the Colindale Headquarters project

Table 2

Council building	Proposed primary use
Burnt Oak Library & Customer Services Centre	The customer services provision will stay as it currently is, which is general information, advice, appointments, and document certification and receipt for Council services, predominantly housing benefits. However the footfall will be reduced through service re-design and increased use of the improved website and self-service facilities by customers. The multi-agency jobs team (BOOST) will remain in place. Subject to the proposed face-to-face and service reviews, and space analysis, from 2017 it may also include housing advice and homelessness and the welfare reform task group.
Golders Green and North Finchley Libraries	Assisted self-service for accessing all services available online, with particular emphasis on housing benefits and Council tax support; receipt and certification of customer documents used to prove eligibility and entitlement, with specialist scanning facilities; provision for appointments regarding housing benefits and Council tax.
The new Colindale headquarters	Appointment-based customer visits only. The exact mix of services will be subject to service design. Current proposals considered are for family services (child protection, youth offending), housing options and homelessness, housing tenants and leaseholders, and other statutory referral-based services.
Colindale Barnet Centre for Independent Living & Library	This new building may also be a site for those services that offer advice on a walk-in basis, such as those offered by Barnet Homes.
Community Hubs (various locations)	These are at an early stage, but a number of services are developing commissioning plans that involve the use of community hubs where this provides a more appropriate form of delivery. These will comprise a combination of third sector provision, partnership-based services (e.g. a multi-agency jobs team such as BOOST) and Council services that offer advice on a walk-in basis.

The next stage is to consult with the public, and develop a full business case for the changes outlined above to ensure that the investment will deliver the expected benefits outlined in the strategy.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The strategy is needed to achieve the Council's vision for customer services in 2020. Investment will also enable the release of savings that contribute to the Council's overall savings requirements.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could choose to not produce a Customer Access Strategy or invest in improvements. This was rejected because this would not enable the Council to achieve the vision or meet its savings target of £500K by 2018.
- 3.2 Rather than looking across all Delivery Units and having a Council wide strategy, it could have been left to each DU develop its own approach. However this was rejected on the basis that it would lead to an inconsistent approach to customer service depending on which service you were accessing as well as being wasteful in terms of duplicating IT costs when shared IT would be more cost effective.
- 3.3 In terms of the Council's proposed changes to face-to-face access to services, doing nothing is not an option because Barnet House will not be available from 2017. In addition, savings are required from the review of face-to-face services to meet the needs of the Medium Term Financial Strategy, so replicating Barnet House's customer services model in a new location, thus preserving two customer services centres in the borough, would not enable the Council to make savings. Having a single face-to-face centre at Colindale was considered. This was rejected for two reasons. Firstly there is simply not enough space to accommodate all customer-facing services into the new Colindale ground floor space, and secondly, the library strategy retains a facility at Burnt Oak. Therefore there is no business case to relocate the existing facility from Burnt Oak to Colindale. Similarly there is insufficient space at Burnt Oak for it to become the sole site of customer access in the borough, and it would be a less accessible venue for customers who live in the east of the borough.

4. POST DECISION IMPLEMENTATION

- 4.1 There will be an 8 week period of public consultation on the proposals within the Customer Access Strategy that will alter the way customers currently access services, followed with a report to Policy & Resources Committee in 2016.
- 4.2 The Council will commence work on **a number of the proposals in this strategy**, which will gather further evidence needed to understand the costs and benefits of implementing the Customer Access Strategy in full and develop the business case. An update on this will be reported to Policy & Resources Committee in 2016.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

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

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

5.2.1 The delivery of all aspects of the strategy would require significant investment. It is clearly important to ensure that this investment delivers the full range of financial and non-financial benefits intended. Therefore a phased approach is proposed. Phase 1 of the work, the proof of concept phase, is designed to help obtain robust information that can inform a full business case. This will identify the investment needed to implement this strategy and the financial and non-financial benefits that it can produce. This will need to show that the investment will enable savings to be released at a timescale that supports the needs of the MTFs.

5.2.2 For phase 1 of the work, December 2015 to March 2016, a project team will work to deliver the first set of business cases to prove the key concepts within the Customer Access Strategy. The specific deliverables from this exercise will be:

- **Re-designing customer journeys end-to-end:**
 - A fully detailed and documented 'to be' customer journey for four initial services.
 - A business case for each service that properly quantifies the level of saving and/or increased income that can be delivered.
 - Full business requirements to enable ICT specialists to quantify the most appropriate technological building blocks and solutions
 - Indicative technical solutions and implementation plans.
- **A Digital Inclusion Strategy**
- **A detailed plan for face-to-face services post closure of Barnet House**
- **Review of the existing telephony contact centres**

5.2.3 The estimated cost of this will be £270k and will be funded from the transformation reserve.

5.2.4 A dedicated team will be based in Barnet for the duration of this work.

5.2.5 The IT infrastructure and platforms being recommended proposals will need to be benchmarked to ensure the Council is achieving value for money. It is anticipated that this will be achieved through engaging IT specialists in order to provide robust challenge. This is anticipated to cost £30k and be funded from the transformation reserve.

5.2.6 It is anticipated that the implementation of the business case will require

further investment. However, the scale and timescale of this will be dependent on the findings of the initial work, the subsequent full business case, and the outcomes from the public consultation. An update on these items will be reported to this Committee in 2016.

5.3 Social Value

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

5.4 Legal and Constitutional References

5.4.1 Constitution, Responsibility for Functions, Annex A, sets out the terms of reference of the Policy and Resources Committee including:

- To be responsible for the overall strategic direction of the Council including customer care, communications and resident engagement activities.

5.4.2 More detailed consultation on those proposals affecting customers will be conducted before the Customer Access Strategy is approved in final form; with sufficient information about the proposals and the reasons for them to allow stakeholders to make informed comments.

5.4.3 As firm proposals develop for each service change, there will need to be further consultation and service-specific equalities impact assessments to ensure that the final outcome does not prohibit residents with protected characteristics from accessing the Council's services.

5.5 Risk Management

5.5.1 The following risks to implementing this strategy have been considered.

Ref	Event	Root cause	Risk impact	Controls in place
1.	Public resistance to change in access methods	Public used to telephone and face-to-face as main channels and don't trust that online requests will be dealt with	Customer dissatisfaction, complaints Unable to deliver channel shift savings hence wasted investment	Customers involved in designing new digital channels and processes/journeys. Digital inclusion strategy to support those for whom "digital" is not the best approach. Phased piloting of changes Communicating changes to residents in advance
2.	Failure to	Solutions not designed	Savings forecast will	As projects go live contacts to be

	achieve the channel shift percentages required to allow the savings to be realised.	around user's needs. Poorly understood business requirements.	not be achieved.	monitored to ensure that channel shift benefits are being achieved.
3.	Skills and capacity to enable the required business change are not in place	We didn't plan the resources requirement adequately or early enough. We don't pay the requisite market rate to attract the skills needed.	The solutions identified won't be developed in the timescales identified.	Strong project and programme management put in place Business Plans are developed with the services and ICT to ensure the right resources are both costed and programmed into resourcing plan. Programme Sponsor Meetings take place fortnightly and are attended by ICT to discuss resourcing issues.
4.	Technical solutions take too long to deliver or may not be technically possible in the time frames required.	Building the new website and ICT building blocks has been more complicated and is taking more time than was anticipated	The business solutions cannot be delivered until the technical solutions are in place. The savings and income will not be achieved in the timescales forecast.	Strong project and programme management put in place Regular meetings between the programme team and ICT to discuss progress, communication back to business leads. ICT use an agile method of project management for the Design and Build phase. Technical Design Authority to have a monthly Online Board which authorises the focus of resources on resolving the infrastructure issues Programme Manager and Director regular update meetings with the Programme Sponsor.
5.	Inadequate management data to focus improvement efforts on the priority areas	The original data collected which detailed the highest levels of demand.	We may focus on areas that will not deliver the greatest change. As a result we may not get the best value for our investment.	Maintaining an awareness of any data limitations at board level before decisions are made
6.	A lack of	Services may prefer to	We only focus on a	Programme Sponsor to raise at

	corporate engagement in the programme	work in silos and not engage with corporate programme but rather deal internally with issues being faced.	small part of the whole. As a result the potential of the programme will not be achieved.	client management meetings.
7.	Mistakes happening because of the pace of change causing service failure and reputational damage	Too much pressure on existing staff Inadequate planning	Solutions will not be properly tested and developed before they are implemented. This may mean services not functioning correctly and transactions not being able to be delivered.	Strong programme planning and management ensuring there is sufficient capacity to introduce change at the same time as managing the day to day demands
8.	Failure to close down other channels	Lack of faith in digital channels and digital inclusion approach	Channel shift will not take place at the level required	Ensure that digital channels and digital inclusion approach are robust and there is evidence for their effectiveness Seek Member sign off to channel shift principles before enacting

5.6 Equalities and Diversity

5.6.1 An Equalities Impact Assessment is included as Appendix 2 to this report and concludes that the combined changes proposed by the strategy will not have a detrimental impact on customers with protected characteristics. However, once a full business case with implementation plan is developed, and the results of the consultation are known, EIAs for individual service changes can be completed where needed.

5.6.2 The strategy recognises that there is a section of the community for whom face to face and telephone channels will be needed, and certain services where face to face access is required to achieve the optimum outcome. The proposed changes to face to face should not exclude any customer from accessing a service they need.

5.6.3 A key aim of the strategy is to focus valuable staff resources on the residents who most need it, supporting residents who have more complex needs.

5.6.4 The data tells us that over 82% of Barnet residents are competent, regular internet users, yet around 80% of our contacts are still by phone, because we are not providing sufficient visibility to customers over the progress of their requests, and manual processing by staff can lead to delays and errors. This means that investment in making services more digital, end-to-end, and accessible via self-service, will be welcomed by the majority of the borough's residents.

5.6.5 The strategy proposes that to support customers less able or confident using the website or other self-service options, more self-service assistance will be offered, beyond that which is already provided by customer services staff at the two existing face-to-face centres. The detail of this support will be developed as part of the proposed face to face review and the Digital Inclusion Strategy.

5.7 Consultation and Engagement

5.7.1 As a matter of public law the duty to consult with regards to proposals to vary reduce or withdraw services will arise in 4 circumstance:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the Council will consult then the Council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation; and
- Where consultation is required to complete an equalities impact assessment.

5.7.2 Regardless of whether the Council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allows those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
- The consultation is clear on the reasons why, and the extent to which alternatives and discarded options, have been considered.

5.7.3 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the Council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the Council does
- Voice their views and understand how they can get involved
- Feed in their views to the democratic decision making process.

Formal public consultation on this strategy

- 5.7.4 Following this report being agreed by this committee, a consultation process will be launched no later than 18 January 2016 for a period of 8 weeks. This will comprise an online questionnaire published on Engage Barnet, and will be widely publicised via the Council's various communication channels, customer services interactions, and in the Council's two customer service centres. Paper copies of the questionnaire will also be made available for customers unable to use the internet and the consultation will also seek to hear the views of those that are digitally excluded
- 5.7.5 The consultation will seek to discover the impact that the following recommendations may have on the customers that use these services:
- Removal of staff contact options in favour of user-friendly self-service options, and the proposed approach to achieving greater digital inclusion
 - Reconfiguration of face to face access away from Barnet House, towards a couple of libraries in the east of the borough, and various locations in the west of the borough
- 5.7.6 Once specific service changes are being proposed, it is intended, that on a service by service basis, service users will be engaged in the design process.

5.8 **Insight**

- 5.8.1 The strategy makes extensive use of the most recent insight data available, including data from customer satisfaction surveys.
- 5.8.2 The Council has a set of design principles for a positive customer experience that were developed in autumn 2013 through workshops with residents representing the diversity of Barnet. These principles will be used to design changes to customer access.

6. **BACKGROUND PAPERS**

- 6.1.1 Decision of the Assets, Regeneration and Growth Committee on 1 June 2015 to approve the recommendations of the London Borough of Barnet Accommodations Options Review, item 12:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8309&Ver=4>

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Draft Customer Access Strategy for the London Borough of Barnet

December 2015



BARNET
LONDON BOROUGH



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1 EXECUTIVE SUMMARY

- 1.1. Barnet's vision for 2020, as set out in the Corporate Plan, is to provide local services that are integrated, intuitive and efficient, making life simpler for our residents and customers. New technologies are an important part of this. Most of us are used to the benefits that new technologies have brought to our everyday lives – how we now shop, travel and communicate. As customer services across the private sector continue to innovate – particularly in the retail and banking sectors – this creates higher expectations about what residents expect of the public sector. The Council's vision is to create a public sector version of the online experience that residents receive from leading retailers and banks.
- 1.2. The Council has made progress and has already responded to the changing habits of our residents by providing more information and services online and via automated telephony. It is now much easier to interact with us – to report a problem; to pay a bill; to see how taxpayer resources are spent; and to participate in a consultation. This makes people's lives easier and saves the Council money by reducing pressure on staff resources. However, we know there is more work to be done to respond to increasing public expectations.
- 1.3. The Council's vision for customer services in 2020 is:
 - That the majority of access is via digital means – 'digital by default'
 - Customer journeys enable efficient and effective resolution at the earliest opportunity
 - Customers receive a high quality personalised service, including relevant services from partners
 - Customers are connected to the community, not just Council services
- 1.4. The data in this strategy shows that 82% of Barnet residents, have access to, and are competent in using digital means to access information and transact. While in some areas significant progress has been made (e.g. 98% of schools applications are made online), telephone still makes up around 80% of the contact for many services.
- 1.5. A key benefit of this approach will be the ability to direct staffing resources where they are most needed. Moving more services to digital-only channels will enable the resources to be focused on those customers with complex needs – customers with accessibility issues or who are in vulnerable situations, which place requirements for customer advocacy or additional assistance and management of expressions of dissatisfaction with services delivered that requires an empathetic human response.
- 1.6. However, the strategy concludes, that while some savings can be made from channel shift, and access consolidation, much bigger savings and customer experience improvements will result from a combination of demand reduction and process improvement along all elements of the supply chain, making end-to-end journeys as digital as possible.
- 1.7. The strategy identifies that 5% of residents make up 20% of the calls to the Council. Understanding and engaging with this group should be a priority in terms of ensuring that any service redesign has the desired impacts.

- 1.8. This Customer Access Strategy seeks to identify what now needs to happen to translate the vision for customer access into reality. It contains a lot of data and the output of detailed discussions with the full range of Council services.
- 1.9. The strategy will require investment, so a business case will be developed.

2 KEY PROPOSALS FROM THE STRATEGY

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

- **Website information provision** - It still appears to be easier to find a phone number and phone the Council, than it is for customers to find the answers they need on the Council's website. For example, amongst all the phone calls received by Social Care Direct, the customer service team for adult social care, 60% are resolved straightaway. This means that the majority of these phone calls will simply be seeking information or advice, and much of this information either is already, or could be, published online. At around 4,000 calls per month, this is costing around £10,000 per month. ***Information about Council services still needs to be much easier to find and accessible to more people. A review of the existing website is required as well consideration given of other ways of providing the information such as apps for mobile devices such as tablets and smartphones, and proactive delivery of information via email in response to customers' own search criteria.***
- **Website functionality** – while good progress has been made with the new website and My Account, there is still some missing functionality. **The following integrated functionality needs to be prioritised in the IT investment roadmap** as it is not possible to deliver modern, efficient customer services that promote self-service until this functionality is in place:
 - An online bookings/appointments tool for accessing all those services that offer appointments or public facilities
 - A corporate payments solution, so that there is one consistent, integrated and user-friendly tool for all services payments to be made online
 - An online geographic mapping tool that can be integrated with service systems so that location-based services and service requests and other data can be easily presented on interactive, searchable maps, using common standards for geographic data
 - An improved tool for managing webforms and the full end-to-end process through to the resolution of the customer request, which would provide customers with electronic alerts regarding status updates and notification of job completion
 - Improved online directories of services and organisations that support the Council's community participation and demand management objectives
 - Integration of the Barnet Homes online services with the existing My Account facility on the main Council website, enabling customers to view and interact with multiple services in one secure place.
- **Piloting self-service only services** - it is recommended that once we have implemented improvements to make it easier for customers to self-serve, and ensured that the end-to-end customer experience is efficient and effective, that a set of services are tested as pilots for "self-service only" services. This means that personal support from customer services staff over the phone or in face to face locations would be focussed on helping customers to self-serve, or helping those customers who are unable to self-serve, or who have a complex case. It should be

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

- Reporting highways and street related issues
 - License applications for businesses
 - Parking¹
 - New bins and waste collections
 - Pitch bookings
 - Library Membership
 - School admissions (excluding in-year transfers)
 - Schools information
-
- **Digital Inclusion** – this is the term used nationally to refer to people who have the ability and the means to use digital technologies that rely on internet access. Our data, and national data, says that 82% of Barnet residents are willing and able to use digital channels, but we recognise that the 18% that are not ‘digitally included’ are likely to be the key users of our services. We also know that within the 18% there are people who have computer and smartphone and internet access but choose not to use them, where additional support from the Council or community organisations could make a difference. We also know that there are ways of making digital services more accessible through various assistive technologies and intelligent design. For other customers who will never be able to use self-service tools we need to ensure we have special arrangements that enable their access to services. ***A Digital inclusion strategy needs to be prepared in advance of any decisions to make any service self-service only, clarifying how this group will be supported through the period of change, and include using learning from other authorities.***
-
- **Telephone Contact Centres** – currently the Council has a number of telephone contact centres:
 - **Customer Services main provision** – 75% of all contact centre calls, based in Coventry, managed by the Customer & Support Group (CSG);
 - **Social Care Direct** – first line support for enquiries related to adult social care, based at Barnet House, managed by CSG
 - **Re service hub** – based at Barnet House, managed by Re
 - **Barnet Homes** – two separate telephone contact centres: one for tenants and leaseholder services, and the other for housing options
 - **Electoral registration** – a specialist service run by CSG for elections, with in-year contact handled by staff in the Assurance Delivery Unit;

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

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

- Given that diversity of access can create diversity of standards, and given the need for savings, the strategy proposes that the starting point is that where this can be proven to be the most cost effective option, and can deliver the required service quality, ***all Barnet calls should use the same technology, customer care standards, and potentially, the same contractual arrangements. Therefore, there needs to be a review of all remaining Barnet based call centres to assess future options.***
- **Re-designing customer journeys end-to-end** – We know from our data and research that fulfilling a customer’s request is what matters most to customers and their satisfaction levels. Therefore, if we were only to look at the contact methods and access points, we would not deliver the level of improvement required to achieve the Council’s vision. The full end-to-end customer journeys need to be reviewed to make sure that information is transferred accurately and efficiently from the customer to the teams that deliver the final outcome, who in most cases are not part of customer services.

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

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

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

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

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

- **Social Media** – the Council has two active Twitter accounts, one main one, and one for the libraries service. There is also a Council Facebook page, and a Barnet Libraries Facebook page, and a less active page for young people regarding employment and training ('BEETS'). Customers increasingly use the main Council accounts to report problems related to Council services – with on average two reports via this channel each day. CSG Customer services is in the process of taking on responsibility from the corporate communications team for responding to those social media contacts that raise customer service issues, with responses directing customers to use the existing access channels, particularly the Council's website, unless the issue concerns a technical problem with those channels. The Council is not proposing to create a dedicated customer services Twitter or Facebook account at this stage, due to the low volume of customer service messages, but this will be kept under review. The Council will instead focus its resources on ensuring that the Council's website is easy to use and delivers a quick, responsive service. ***The customer journey mapping projects will consider the role social media might play in improving the customer experience for the individual services being reviewed.***
- **Apps** – The strategy contains data on the huge increase in the use of mobile devices such as smartphones, which use 'apps' to access services. The strategy proposes that the Council develops an app to evaluate whether it improves customer satisfaction and increase self-service when compared to website self-service, and whether the cost is lower. The app would need to provide access to a service with a degree of complexity in order for it to be a useful pilot for testing a broader approach. ***Given the Council's aim to encourage an 'entrepreneurial Barnet' and the desire to make Council services for businesses more joined up and easier to access, it is proposed that a business app be the first pilot. This will be the goal of one of the four proposed end-to-end service reviews.***
- **Demand management and community participation** – The strategy primarily focuses on customer access to Council services, but in parallel the community participation programme, overseen by the Community Leadership Committee, is working to establish a stronger role for the community in delivering services and supporting residents. ***Commissioning Directors to identify, with their theme committees, how they wish customer services to promote more community participation and the use of community providers for the services they commission.***

2.2 The future of Council face-to-face Services

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

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

- 2.3 In Barnet, there are currently two face to face centres with a footfall of c.125,000 annually, with around 45% of visits to Burnt Oak Customer Services Centre and 55% to Barnet House. Most of these visits are for housing benefits and Barnet Homes services. Whilst there will remain a need for face to face contact for those at risk of homelessness, and family services clients, and for Universal Credit claimants of pension age, there is scope to reduce the need for the remainder of visits. The introduction of Universal Credit as a web-only service for working age claimants has established a precedent with regard to moving benefits claiming online.
- 2.4 Services that currently require customers to physically present documentation for proof of eligibility and entitlement will be asked whether this can be done remotely either electronically or by post, and making the required process changes will be incorporated into the proposed face to face project.
- 2.5 The model of obtaining advice via scheduled appointments rather than 'walk-in' is intended to become the main operational model for non-emergency face-to-face visits.
- 2.6 The Council's Assets and Regeneration Committee agreed that as part of the Council's accommodation strategy, the Council would initiate a new build development at Colindale, with a view to breaking the lease at Barnet House or sub-letting from October 2017.
- 2.7 There is no current plan to close the Burnt Oak Customer Services Centre. Thus the Council has a choice about what should happen to the face to face customer contact that currently happens at Barnet House. Through analysing the customer data and understanding the plans for the various services and Council buildings, section 6 of this strategy sets out where the demand would be met. At this stage, this shows that the demand can be accommodated within the other Council buildings that are available. However, as plans for community hubs and multi-agency working develop, these new sites can be considered for certain services. All these proposals need further investigation and detailed design, and will be informed by consultation with the public, which will commence following the Strategy's approval by this Committee.
- 2.8 The detailed proposals around provision in libraries will be developed early in the new year and will need to recognise the implications of the libraries strategy which is currently out to consultation. The funding implications will be considered as part of the development of the business case for the proposed face-to-face changes.

3 BACKGROUND AND CONTEXT

3.1 Purpose of Report

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

- Understanding the current state of customer services across all Delivery Units;
- Understanding the gap between the current state and the agreed vision for customer services;
- Identifying opportunities for improvement that deliver improved customer satisfaction and reduced cost of delivery.

3.2 2020 Vision for Customer Services

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

This strategy therefore explores:

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

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

3.3 Background to customer services in Barnet

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

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

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

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

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

In terms of customer services, the key elements to achieving these saving were:

- Moving services to a shared service centre outside of London with a lower cost base (Coventry)
- Encouraging customers to utilise lower cost, self service access channels via the investment of a new customer services infrastructure (Lagan CRM², expanded automated telephony, new website, My Account) with design choices informed by a new ‘Insight engine’ in the form of a data warehouse and team of analysts
- Moving the two face to face service centres to an appointments model

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

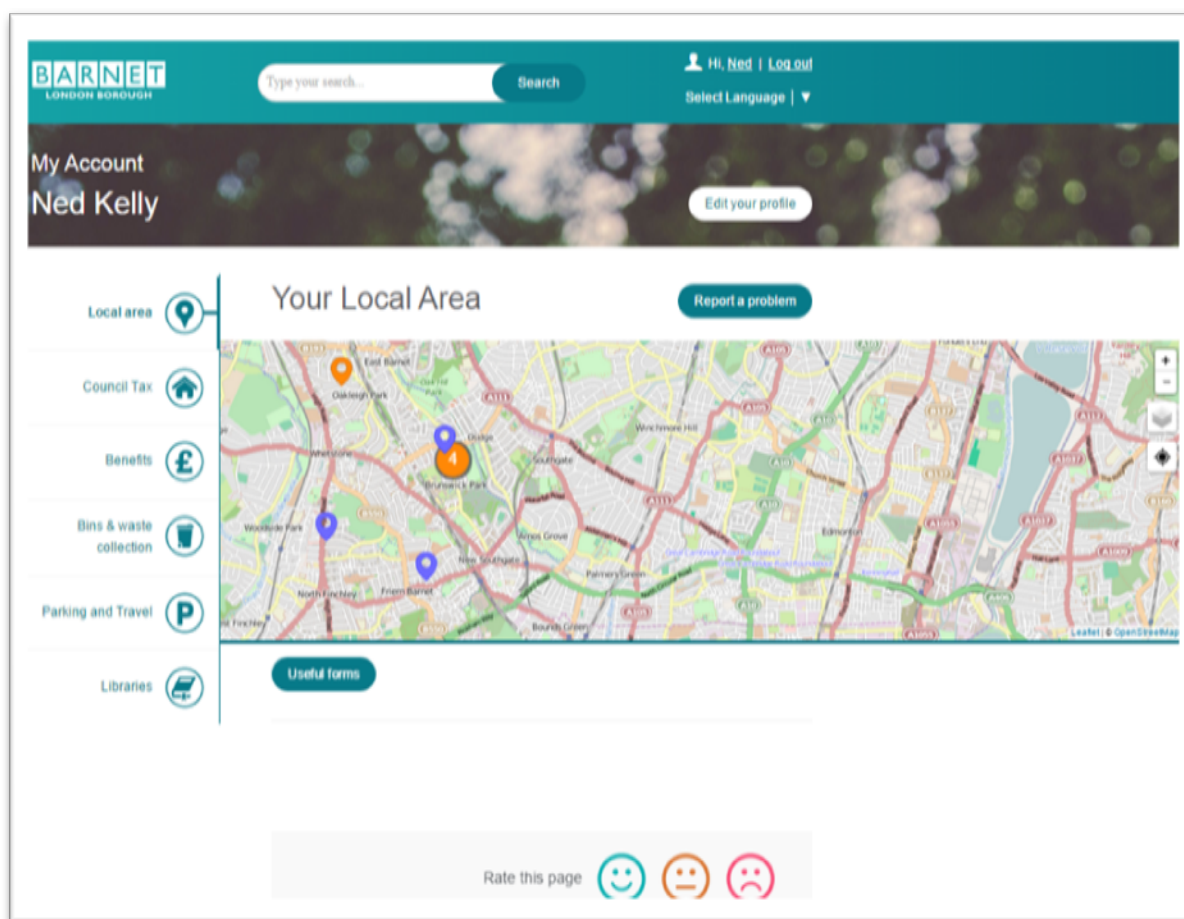
Barnet Homes, the Council’s social housing provider, also manages its own customer services function, based currently in Barnet House.

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

The first phase of My Account includes the following services:

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

- Report a Problem – and track how it’s being dealt with
- Bins & Waste collections – keep a check on the dates of bin collections, seasonal changes and report a missed bin
- Parking – request, renew & pay for parking permits and vouchers
- Libraries – request membership, reserve and renew books and films & pay fines.
- Council Tax – register, check balance and make a payment
- Housing benefits – check your account, make payments and apply for benefits
- My Area – find out about services and events in the area
- Useful Forms – Find forms for a range of services with pre-population if you are logged into My Account



The Council has significant ongoing budgetary challenges over the spending period to 2020. CSG has a target to provide the Council with £0.5m savings from customer services by 2018, over and above the savings it already has to continue make as part of the original contract.

3.4 Links to other strategies

3.4.1 Community Assets, Libraries, Smarter Working and IT Strategies

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

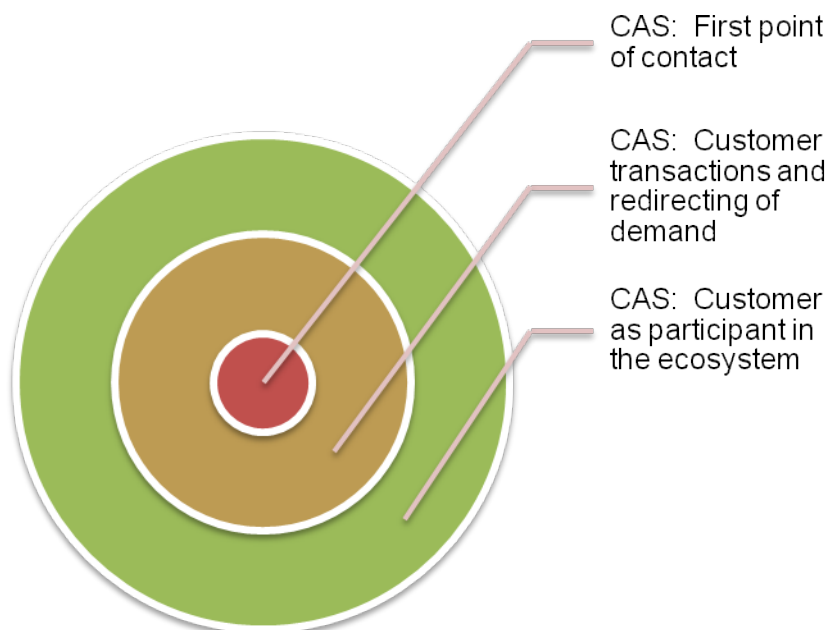
There is also a close link to the Council's Accommodation Strategy, which is setting out where staff will be located, which buildings they will operate from and the services that they will provide. This proposes a new Council headquarters in Colindale.

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

3.4.2 Community Participation Strategy (CPS)

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

The diagram below shows how CAS and CPS fit together, with customer access seen as the inner core of the system, but part of a much wider system linking together a much more extensive range of help and support mechanisms.



An initial step in developing this is the creation of a database of community assets, human and physical, that will be integrated into the customer services infrastructure to support the process of directing demand to community-based provision rather than necessarily Council services. As

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

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

3.4.2.1 Digital civic spaces

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

- Working with the town teams to experiment with smart cities technology, which involves introducing digital technology to Council-maintained infrastructure (for example, street lamps, car parks and traffic crossings)
- Working with libraries teams to explore the options for online community and digital social activity around library provision
- Working with the community participation team to ensure that digital technology supports the ambitions around new forms of volunteering

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

3.4.2.2 Digital Inclusion

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

3.5 Scope of this report

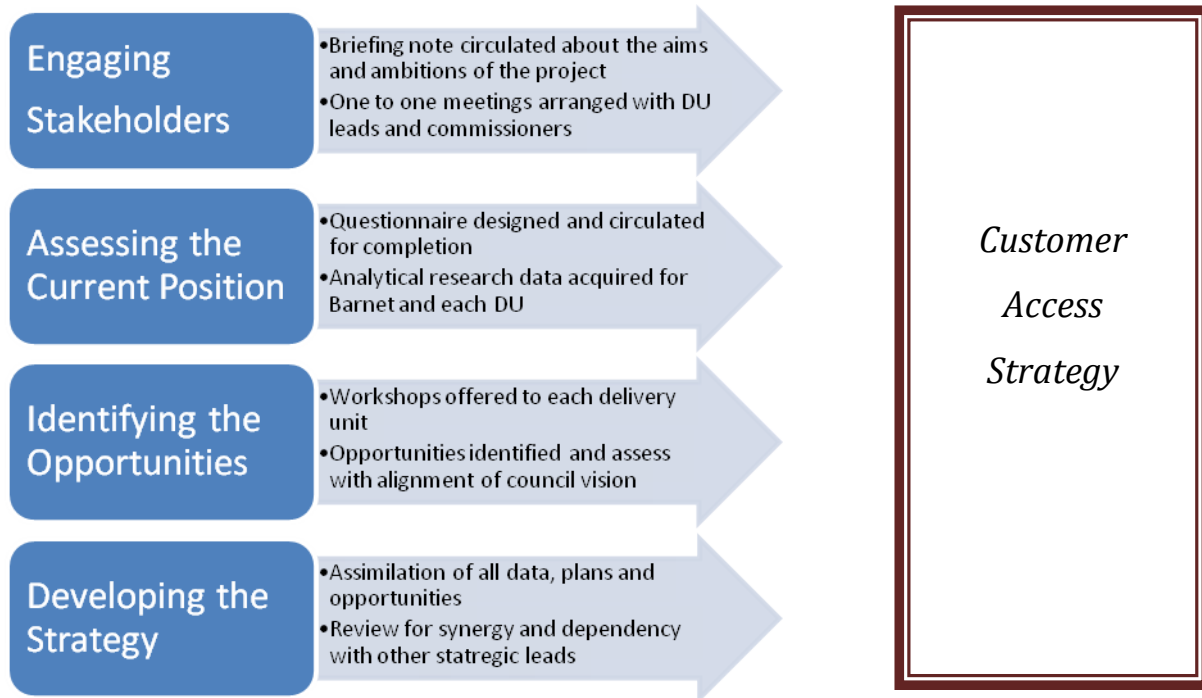
This report covers the key aspects of each delivery unit, their current position and future plans for a digital by default future. It takes into account the other related strategies (outlined above) and the major Council wide initiatives that will have an impact on customer access such as the development of the community and voluntary sector.

The report does not include a detailed appraisal of back office systems and the plans to automate back office functions. However, these initiatives are noted.

3.6 Method deployed in writing this report

The method adopted for compiling material for this report is summarised Figure 1 below.

Figure 1: Method for compiling data for report



As the diagram shows, this report has been compiled as the result of a range and variety of interactions with key stakeholders from the Delivery Units, commissioners, the Insight team and those leading other Council strategic initiatives. These interactions included invites to attend one to one meetings, the completion of a questionnaire seeking information about the current position and future aims, workshops designed to present an understanding of the Insight data held about each delivery unit, to confirm the understanding of this and to qualify the future opportunities, the establishment of a customer access strategy room open to all stakeholders to review and comment on the emerging strategy.

These views have then been brought together to present the overall picture as well as taking in wider initiatives both across and beyond the Council. The outcome of the strategy will go to public consultation after Policy and Resources Committee approval.

4 UNDERSTANDING BARNET'S CUSTOMERS

Barnet is an affluent, healthy and diverse borough:

- The average annual income is £38,800, compared with a North London figure of £31,862 and nationally, £27,487.
- The average house price is £451,963 (ranked in the top 20% of districts nationally).
- The life expectancy is high in Barnet, fewer people smoke and/or are obese than the norm and cancer mortality rates are in the lowest 20% in the country.

4.1 Digital by Default in the UK

Barnet's ambitions do not exist in a vacuum. The whole of the public and private sector are addressing the issue of how to make best use of the opportunities technology provides to improve and simplify access to services. In March 2012 the UK Government made a commitment to move towards Digital by Default. The UK Government's Digital Strategy sets out how government will redesign its digital services to make them so straightforward and convenient that all those who can use them prefer to do so. This strategy:

- follows the [March 2012 Budget](#) commitment to digital services being the default
- has been developed collaboratively across government, as part of the [Civil Service Reform Plan](#)
- has been followed up with [departmental digital strategies](#), published in December 2012
- is supported by a cross-government approach to [assisted digital](#) provision

This strategy will affect the lives of the residents of the UK as a whole pushing the population towards the use of digital communication for government services (e.g. Universal Credit). To ensure that everyone has an equal opportunity to engage with the Council's services we will need a more focused digital inclusion strategy.

4.2 Customers, Services and Access Channels

4.2.1 The digital world and the UK population as a whole

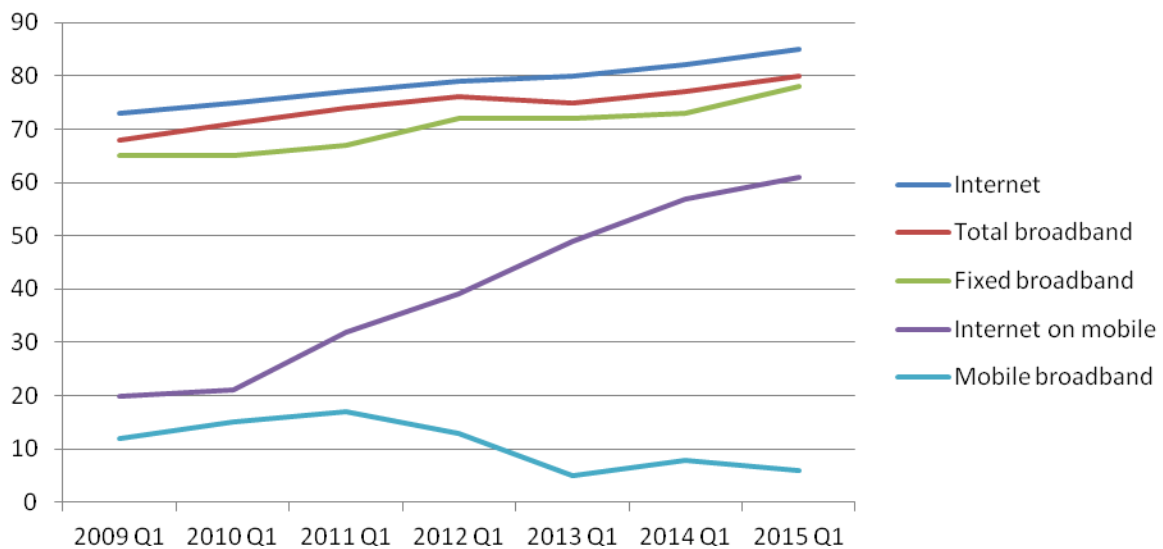
The digital world has become increasingly important to the UK population as a whole year on year. Ofcom's 2015 survey into 'The Communications Market' had the following key findings:

- **Almost eight in ten households now have fixed broadband access at home.** Home internet access continues to grow, with 85% of adults having access in Q1 2015, a rise of three percentage points since Q1 2014. In particular, fixed broadband has increased by five percentage points, standing at 78% in Q1 2015.
- **Smartphones have become the most widely owned internet-enabled devices, alongside laptops.** In Q1 2015 smartphones were present in two-thirds of households (66%), on a par with laptops at 65%.
- Tablet ownership has increased by ten percentage points since 2014, the largest increase of all internet-enabled devices, with over half (54%) of households owning at least one tablet. This increases to almost two-thirds (64%) of 35-54s. Although over-55s are the least likely to own a tablet, take-up among this age group has increased nine-fold over the past three years (37% vs. 4%).

- **The average amount of time spent online per user on smartphones exceeds that spent browsing on desktops and laptops.** In March 2015 users spent an average of 58 hours 39 minutes browsing or using apps on smartphones, compared to 31 hours 19 minutes browsing on laptops and desktop computers.
- **More than three-quarters of offline homes do not intend to take up the internet.** Fifteen per cent of adults did not have household access to the internet in Q1 2015. The majority of these said they did not intend to get access (12%); a further 1% of respondents were not sure if they were likely to get access, and 2% said they were likely to get access in the next 12 months

Figure 2 shows the changing nature of internet access between Quarter 1 2009 and Quarter 1 2015 as indicated in Ofcom’s report:

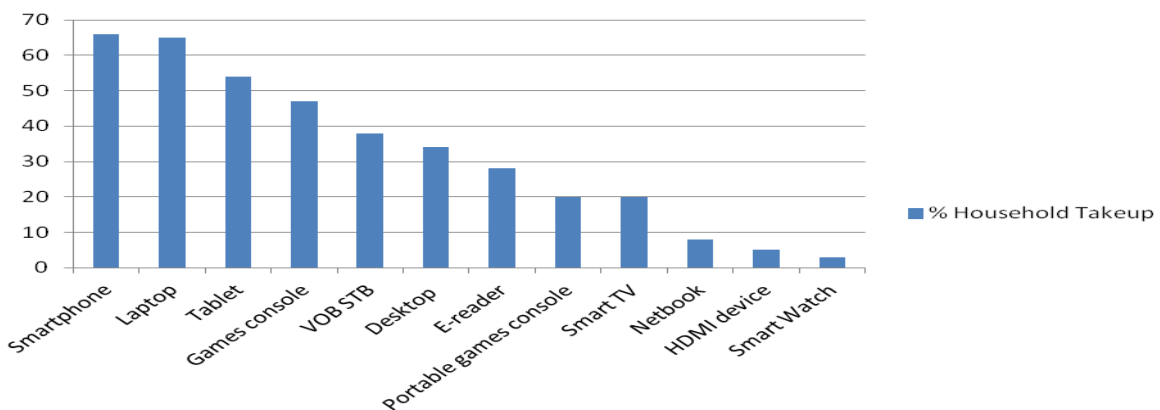
Figure 2: Household internet access - Q1 2009 to Q1 2015



It is interesting to note from Figure 2 that the largest change in the accessing the internet is the rise of use of Internet on Mobile (i.e. smartphones), tripling usage from 2009 to 2015.

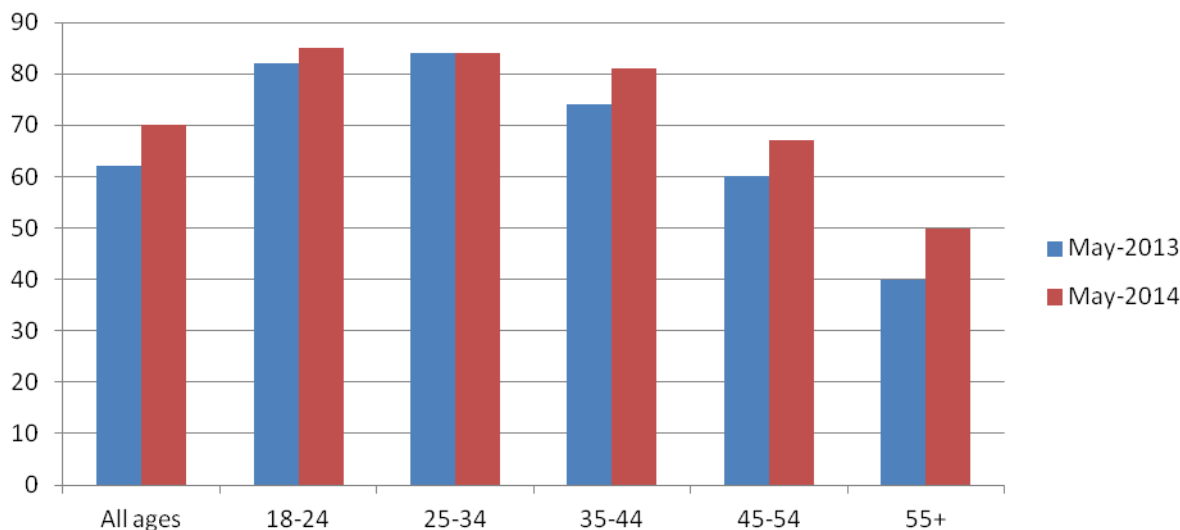
Figure 3 shows that smartphones are marginally the most widely owned internet enabled device.

Figure 3: Ownership of internet enabled devices - Q1 2015



Professional services firm Deloitte's Mobile Consumer Survey looked into five key trends in the smartphone market and habits of consumers. More than 4,000 UK consumers between the age of 18 and 75 participated in the research. The key conclusion is clear: mobile services dependency in the UK continues to rise sharply, and consumers can't seem to leave their phones alone. Figure 4 shows smartphone penetration per age group (as indicated in Deloitte's survey):

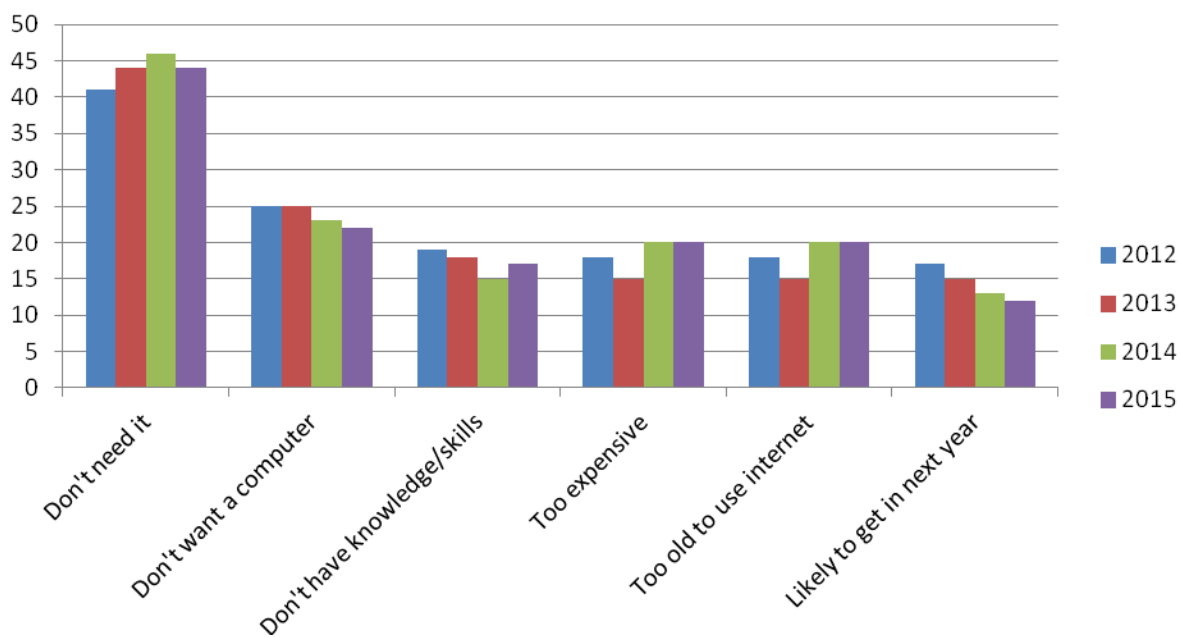
Figure 4: smartphone penetration by age group



For those homes that do not have internet access (according to Ofcom's 2015 survey into 'The Communications Market')

Figure 5 below shows the reasons given, with the most dominant reason being that the homes do not see a need for it, or want it.

Figure 5: Main reason for not having home broadband connection



According to Ofcom's latest 'Adult Media Use and Attitudes Report', 14% of UK adults are not online (for any reason) and are more likely to be aged over 65, and in lower income households.

Non-internet users were prompted with seven possible benefits of being online and were asked to say which of these, if any, would be the main advantages to them. Although just over half (52%) did not think there were any advantages to them being online, just over a third (34%) agreed that there would be some benefits, especially in being able to find information quickly (22%).

However, research shows that there are other benefits to digital inclusion. BT's report into 'Valuing Digital Inclusion' has calculated the financial value of digital inclusion for new users is worth £1064. Also, [EE's research into older internet users](#) indicates that for over half of those polled, being online is an important tool to reduce feelings of loneliness or isolation as it helps them feel closer to their families. Perhaps surprisingly, for the majority of people aged over 65, the internet is the most important source of news and information with 98% of those asked saying they would rather give up their TVs, radios, magazines and newspapers before cutting off access to the internet.

4.3 **Barnet Residents**

4.3.1 **Barnet Customer Segmentation**

The Insight team have created a number of customer segments to help the Council's understanding of the households and residents in Barnet. They were created using lifestyle, demographic, technological, and service usage data. This data is based on the Insight Report into 'London Borough of Barnet Household Segments – July 2015'.

The 17 customer segments created are described on the Council's open data portal: <https://open.barnet.gov.uk/dataset/barnet-information-dashboard>

The three largest segments in Barnet are:

1) Sophisticated Singles (14% of households)

These mixed households are predominantly represented by mature adults, many of whom are aged 45 years and over. Most have reached the pinnacle of their careers and are drawing very comfortable incomes. Sophisticated Singles are local business owners and pay business rates to the Council. The majority of Sophisticated Singles have lived in their homes for over seven years. Some may be living with older children or in shared homes. Overall, this group is likely to account for a large number of contacts to the Council, the majority of which will relate to car parking.

2) Educated, Affluent Families (14% of households)

This group comprises a mix of families of all ages who like to spend their time travelling and taking in activities that keep the kids occupied. Older families, especially those with children studying at college or university, will find time to enjoy more cultured activities such as theatre and dining. As expected, these families live in large houses that are likely to be mortgaged. Educated, Affluent Families lead busy lifestyles and are very enthusiastic towards any technology that makes juggling work and family life easier. However, they are likely to contact the Council by telephone for all things school and library related.

3) Low Income House Sharers (10% of households)

Households in this segment are characterised by their low income and living arrangements. They tend to be house shares, although there will be instances where an owner is renting out multiple rooms in a single property. People in these households are often fitness enthusiasts

and well travelled. This segment is the third largest in the borough by number of households, and as such accounts for a high proportion of Council contacts. Low Income House Sharers are keen internet users who are willing to navigate around the Council's website looking for specific information. However, important enquiries relating to benefit payments are likely to be submitted over the telephone.

The Insight team have produced the following summary of the Barnet Residents and their likelihood to use Council services based primarily on Lagan CRM data, which is used by CSG customer services, but not Re, Barnet Homes, or other Delivery Units:

Table 1: Barnet Residents likelihood to use Council services

Segment	Households	Adults (16+)	Adult Social Care	Schools	Benefits	Parking Permits	Libraries	Business Rates
Well Educated and Employed Single Parents	4,260	5,775	High	Medium	Medium	Medium	Medium	Medium
Secure Older People	8,903	8,903	High	High	High	High	High	High
Financially Restricted Single Parents	7,448	12,036	High	High	High	High	High	High
Financially Secure Retirees	9,149	22,528	High	High	High	High	High	High
Low Income Singles	5,994	5,994	High	High	High	High	High	High
Low Income House Sharers	10,566	30,130	High	High	High	High	High	High
Comfortable Older Families	6,568	19,582	High	High	High	High	High	High
Wealthy and Nearing Retirement	4,277	8,355	High	High	High	High	High	High
Sophisticated Singles	15,301	34,779	High	High	High	High	High	High
Financially Secure Singles	2,509	2,509	High	High	High	High	High	High
Penny-wise Pensioners	10,181	14,538	High	High	High	High	High	High
Affluent Singles	9,404	17,849	High	High	High	High	High	High
Prosperous Young Couples without Kids	1,907	3,742	High	High	High	High	High	High
Educated, Affluent Families	14,374	38,900	High	High	High	High	High	High
Low Income Couples	1,172	2,303	High	High	High	High	High	High
Financially Restricted Single Students and Friends	2,164	5,039	High	High	High	High	High	High
Struggling Families	646	2,307	High	High	High	High	High	High

Note: The following legend indicates the likelihood to contact the Council in relation to a particular service in Table :

High Contact	Medium Contact	Low Contact
High	Medium	Low

While this data is interesting for those services where data is held in Lagan, it is not comprehensive, as does not include contact data which is held in other back office systems. A key recommendation of this strategy is the need to ensure there is a comprehensive approach to capturing customer data across all Delivery Units. Without this data, robust business cases for change will be difficult to develop.

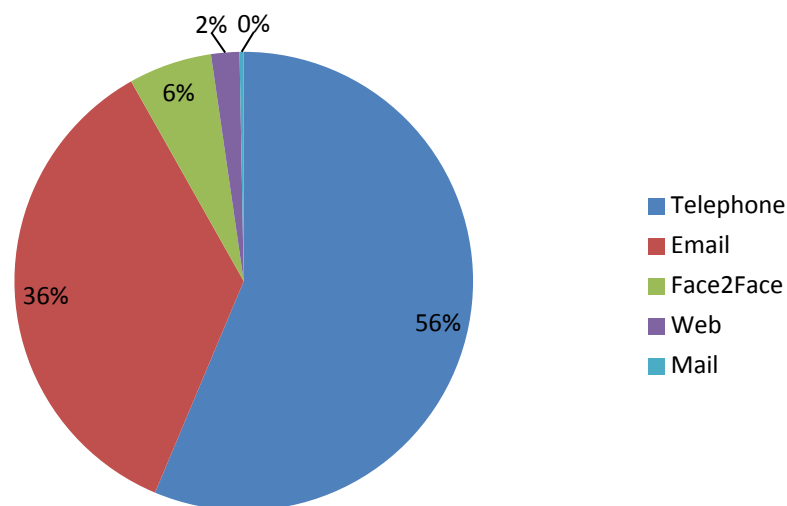
4.4 Access channels

The 4 key customer access channels that this report looks at are:

- **Face to face** – customers visiting our offices
- **Telephone** – this can be to the call centre or direct to the back office and can include the use of interactive voice response (IVR) technology
- **Mail** – this relates to traditional paper forms or letters
- **Email** – typed communication, which is usually unstructured and requires time to consider the query and respond
- **Webforms** – use of our websites and My Account to find out information and perform transactions.

Figure 6 indicates the likelihood of the residents of Barnet to contact the Council using the access channels mentioned above for transactions, based on a sample size of 788,339 recorded transactions. This excludes all those contacts that are resolved ‘instantly’ (first contact resolution) and do not involve the creation of a case. When these contacts are included, the telephone contact figure rises above 80%.

Figure 6: Contact Type Percentage for Barnet Residents for Lagan Logged Service Requests



The average costs associated with each of these access channels are shown in Figure 7.

Figure 7: Cost per Transaction (local government data)

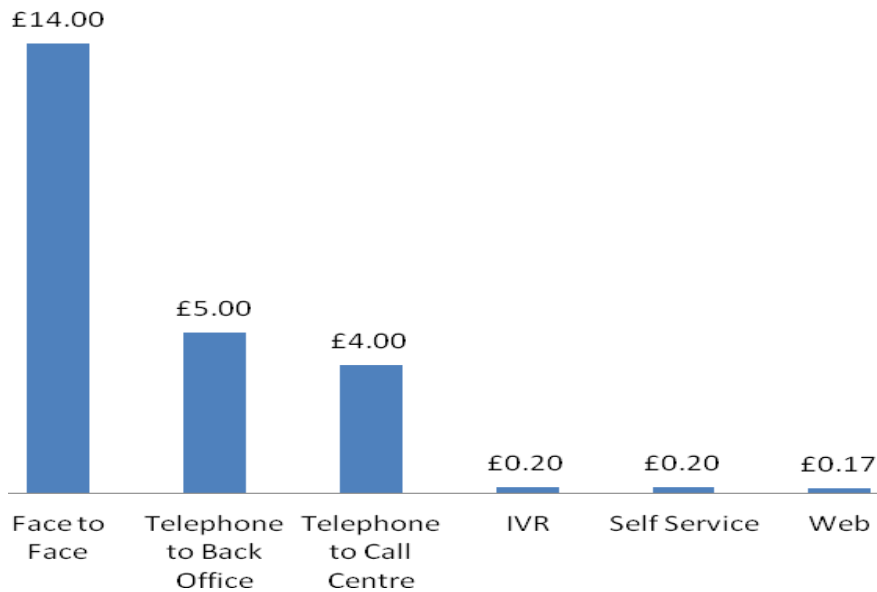


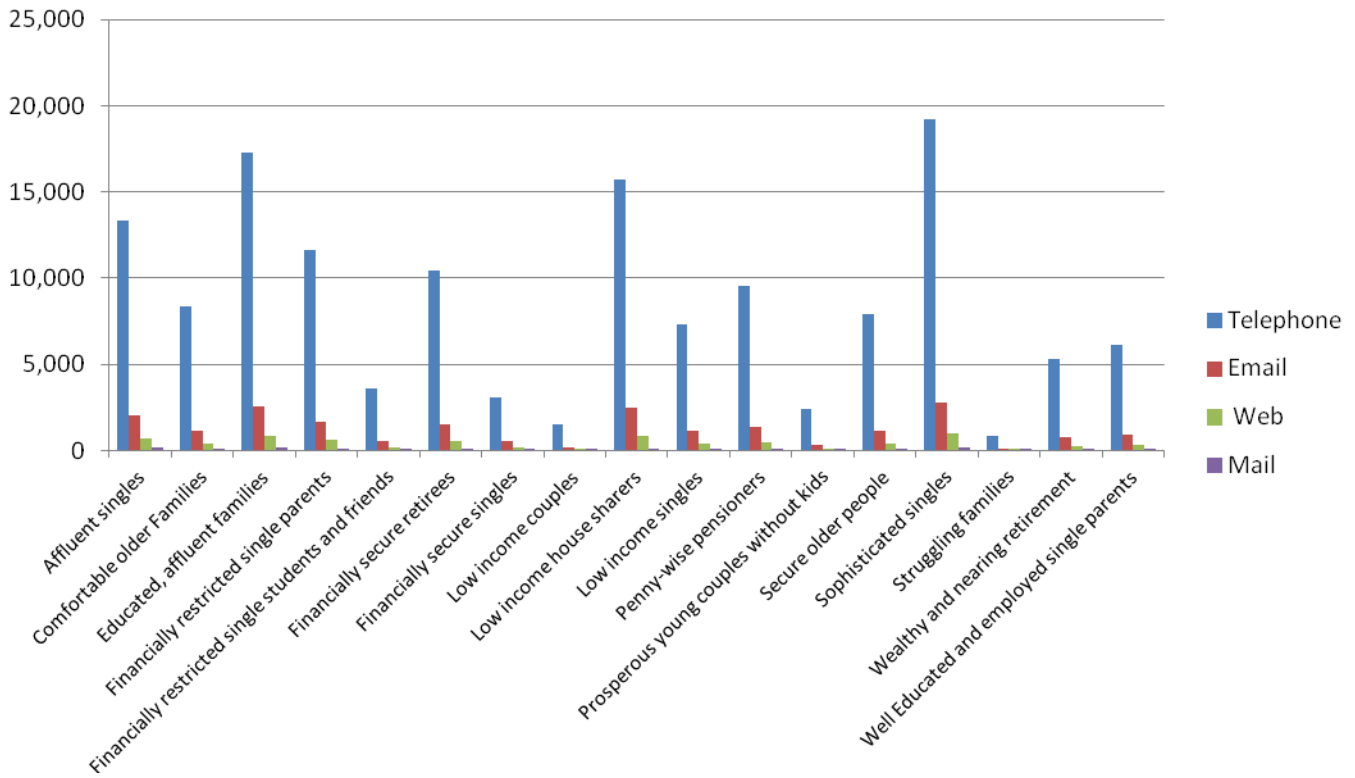
Figure 7 shows that face to face communication is by far the most expensive, followed by telephone and then the web, which is 70 times cheaper, as all of the investment is up front in terms of functionality and integration with back office systems. It allows the customer to access information and perform transactions themselves.

4.5 Delivery Unit and service level data

Each delivery unit has its own analysis. Where this has been provided, it is included with the Delivery Unit specific pages. Generally, other than for CSG services where data is included in Lagan, and Re which has performance indicators that require a channel breakdown, it is not possible to get a comprehensive view of all customer contact broken down by channel. Specifically, e-mail traffic, is in the main, not logged into any specific system and therefore not readily available for analysis.

However, the data held within Lagan CRM system does include over 700,000 transactions across a diverse range of services. This has been applied across the customer segments, shown in figure 8.

Figure 8: Contact volumes by segment and contact method



The telephone channel is significantly higher than every other type of access channel used for contacting the Council. Figure 8 also shows that the following segments: Sophisticated Singles, Educated Affluent Families and Low Income House Sharers contact the Council most frequently, which is to be expected given that they are the largest segments by household numbers.

Table 2 below, looks at access channels from the perspective of Council Delivery Units.

Table 1: Access Channel summary for Delivery Units

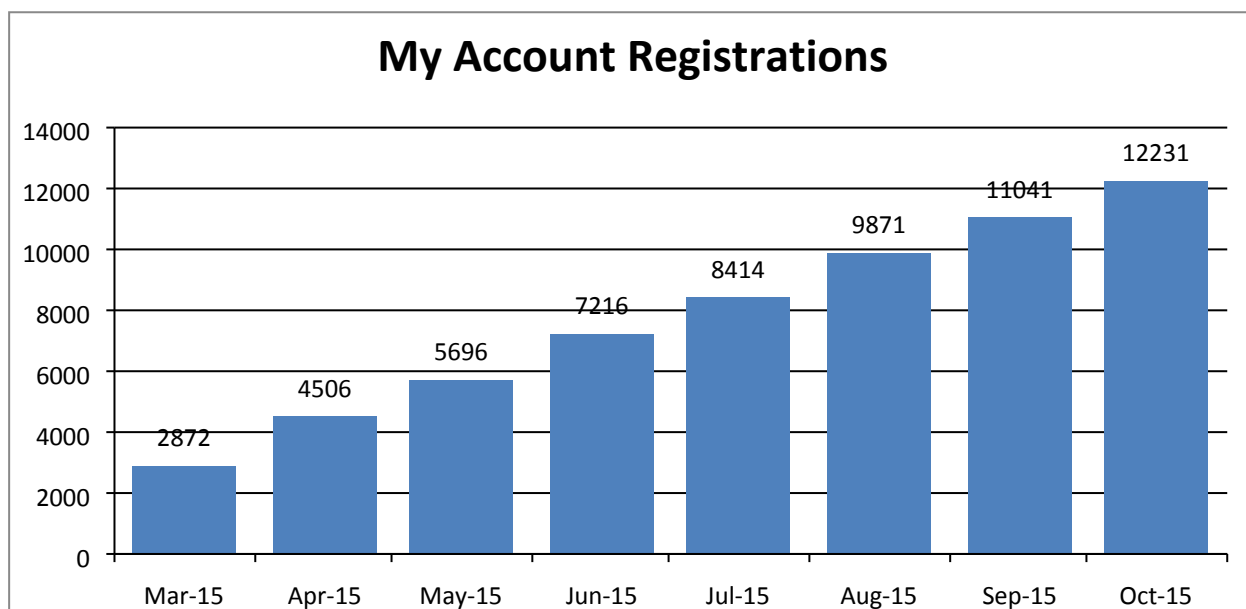
Delivery Unit	Access Channel				
	Face to face	Telephone	Email	Web	White Mail
CSG – Customer Services	<ul style="list-style-type: none"> • 2nd largest contact method, driven by Housing Benefits • Two ‘walk in’ centres available, although the focus has shifted to appointments, freephones and web self-service 	<ul style="list-style-type: none"> • Mostly used for switchboard services • New IVR introduction to push channel shift 	<ul style="list-style-type: none"> • 3rd largest contact method but resource intensive to manage 	<ul style="list-style-type: none"> • Introduction of My Account functionality • Problems with navigation of website 	<ul style="list-style-type: none"> • Limited
CSG - Revenues & Benefits	<ul style="list-style-type: none"> • Primary method for new claimants – assessment process requires a face to face assessment 	<ul style="list-style-type: none"> • More intelligent IVR features required to drive channel shift • Used in relation to enquiring around updates to accounts/transactions 	<ul style="list-style-type: none"> • Used in relation to enquiring around updates to accounts/transactions 	<ul style="list-style-type: none"> • Benefit features are included in My Account • Used in relation to enquiring around updates to accounts/transactions 	<ul style="list-style-type: none"> • Used in relation to enquiring around updates to accounts/transactions
RE	<ul style="list-style-type: none"> • Planning reception at Barnet House. 	<ul style="list-style-type: none"> • There are a number of areas that are income generating & hence would require this contact method to generate income • Customers will tend to want to use this method when fast response is required (e.g. noise nuisance issues) 	<ul style="list-style-type: none"> • Largest method of contact for planning • Seen significant shift to e-mail for highways and Environmental Health 	<ul style="list-style-type: none"> • ‘Report a problem’ usage is starting to gain wider usage but still too earlier to assess impact • Webforms are not intelligent which drives customer towards telephone • There are problems with search functionality 	<ul style="list-style-type: none"> • Minimal
Street Scene	<ul style="list-style-type: none"> • Mostly used with ‘friends’ who maintain parks, etc 	<ul style="list-style-type: none"> • Frequently used by parents/guardians looking to cancel SEND transport • Used as a method of raising issues 	<ul style="list-style-type: none"> • Still small numbers but impact of My Account could be changing this. 	<ul style="list-style-type: none"> • Used as a general source of information • Could be used for reporting issues with bin collections etc 	<ul style="list-style-type: none"> • N/A
Parking	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Largest contact method used • mostly related to PCN queries/appeals 	<ul style="list-style-type: none"> • Small number 	<ul style="list-style-type: none"> • Minimal use • Since introduction of My Account the numbers of 	<ul style="list-style-type: none"> • Small number

		<ul style="list-style-type: none"> • SLA different than normal for PCN, customers call up to find out progress • Recently installed closed loop IVR to deal with number of contacts related to PCNs 		those taking up the parking service have increased month on month	
Barnet Homes	<ul style="list-style-type: none"> • Majority of contacts related to Housing options 	<ul style="list-style-type: none"> • Largest contact method used • Contacts from housing options and tenants/leaseholders 	<ul style="list-style-type: none"> • Two mail boxes (one for housing options & second for tenants/leaseholders) 	<ul style="list-style-type: none"> • Limited functionality (really only useful for logging a complaint) 	<ul style="list-style-type: none"> • Limited
Adults & Communities	<ul style="list-style-type: none"> • Primarily carers in crisis • Require information/advice about services and providers 	<ul style="list-style-type: none"> • Highest contact method • Primarily carers in crisis • Require information/advice about services and providers 	<ul style="list-style-type: none"> • Mostly used by professionals (e.g. Doctors) 	<ul style="list-style-type: none"> • Small uptake • Perceived difficult to use • Not interactive 	<ul style="list-style-type: none"> • N/A
Assurance (including Elections)	<ul style="list-style-type: none"> • Small number • Mostly by public meetings 	<ul style="list-style-type: none"> • Mostly used by those involved in Council • Small percentage (~10%) by public 	<ul style="list-style-type: none"> • Available but not used very often (spikes at election time) 	<ul style="list-style-type: none"> • Members and officers tend to use micro site for information & advice 	<ul style="list-style-type: none"> • Highest contact method due to legal requirement
Education & Skills	<ul style="list-style-type: none"> • Minimal 	<ul style="list-style-type: none"> • Mostly used by young people related to BPSI and Post 16/BEETS 	<ul style="list-style-type: none"> • Mostly used in relation to special education needs and disabilities (SEND) services 	<ul style="list-style-type: none"> • 98% of school admissions through web portal • Used frequently for BPSI • Used frequently by newly qualified teachers 	<ul style="list-style-type: none"> • Used for the majority of cases where supporting documentation is required

Email channel is hard to analyse as this type of communication is unstructured, often open ended and can often be misused, for example to send junk email unrelated to requests for services.

The web channel is currently used to access the My Account facility. It is still relatively early to know if this will impact the actual use in terms of enrolment for services and then actual transactions that impact tendency to use the phone. Figure 9 shows that the number of My Account registrations is steadily increasing, which is encouraging at this stage in its development. In November a poster campaign was launched to promote the use of My Account – note that at the time of writing November’s data was not available, however it is anticipated that the campaign will have boosted registrations significantly.

Figure 9: My Account Registrations



4.6 Customer satisfaction data

There are a number of forms of customer satisfaction data that have been examined when developing this document. The following section covers the most important aspects of that information.

Residents’ Perception of Barnet Council

According to the ‘Residents’ Perception Survey Autumn 2014’ Barnet residents are generally in line with the national average in terms of satisfaction with the Council. That report shows that the following areas are most important to Barnet Residents as a whole:

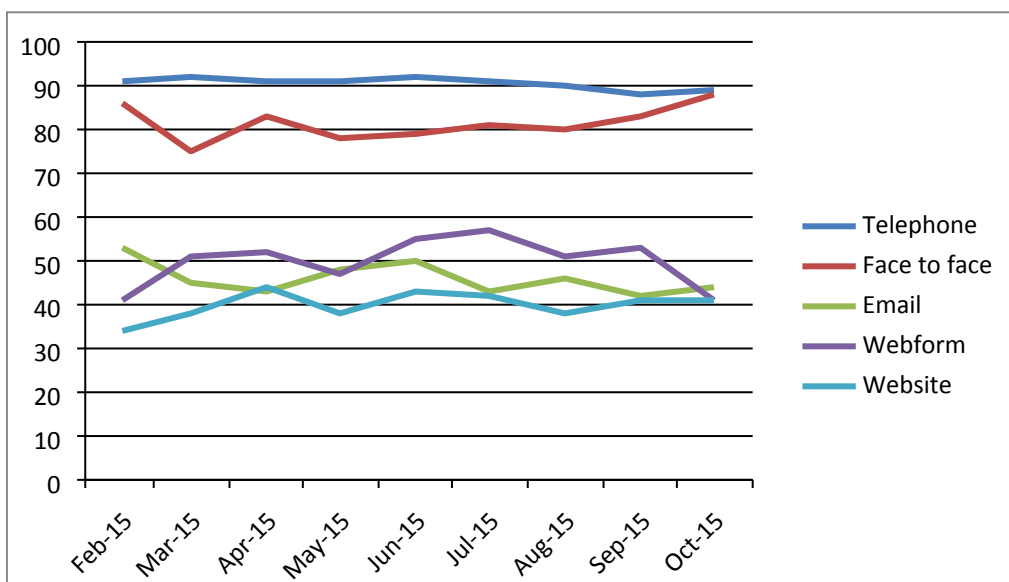
- Condition of Roads and Pavements
- Lack of Affordable Housing
- Crime

This report also showed a decline in the perception that the Council keeps residents informed, this area had shown that largest decline in feeling that residents had in relation to the Council.

Satisfaction Levels for Customer Access

The 'Performance and Contract Management Customer Experience Q4' report indicates that between October 2013 and March 2015 the residents contacting the Council are consistently most satisfied when contact is either via telephone or face to face; and customers are consistently least satisfied when contact is via the web (both general web and transactional webforms). This can be seen graphically in Figure 10 (note that for the October 15 data the webform and website data has not been separated).

Figure 10: Percentage Satisfaction per contact channel between February 2015 and October 2015³



GovMetric feedback about the website

For the web, there is a system used called GovMetric which enables customers to provide feedback. A manual check through the more negative comments about digital communication left by customers seems to indicate the following:

- That customers like to be kept informed of progress and get frustrated whenever requests take a long time to complete
- Residents find that the website is difficult to navigate
- There are quite a few comments relating to the difficulty in finding contact telephone numbers for the Council on the website (but the checking for a number could be related with difficulty in finding information that they require and the time taken for electronic requests to be completed).
- The information supplied is not always up to date
- The information supplied is not always in the easiest format (e.g. lack of maps to display information: parking zones, polling stations, school catchment areas, etc)
- Residents seem to have problems completing the webforms (reports of them not working, timing out before completion and also inability to save drafts of forms)

There are also positive comments related to the website, these tend to relate to the following:

- The look of the site

³ Email ratings are collected for CSG customer services only

- The ease of finding information
- Ease of use of some of the new My Account features (e.g. updating segment information, ordering bins)

4.7 What we know about Barnet residents

4.7.1 Customer Segmentation

From research carried out by the Callcredit Information Group the segment comparison between Barnet residents and residents of London as a whole, is shown in Figure 81:

Figure 81: Segment Breakdown of Barnet Residents versus London population

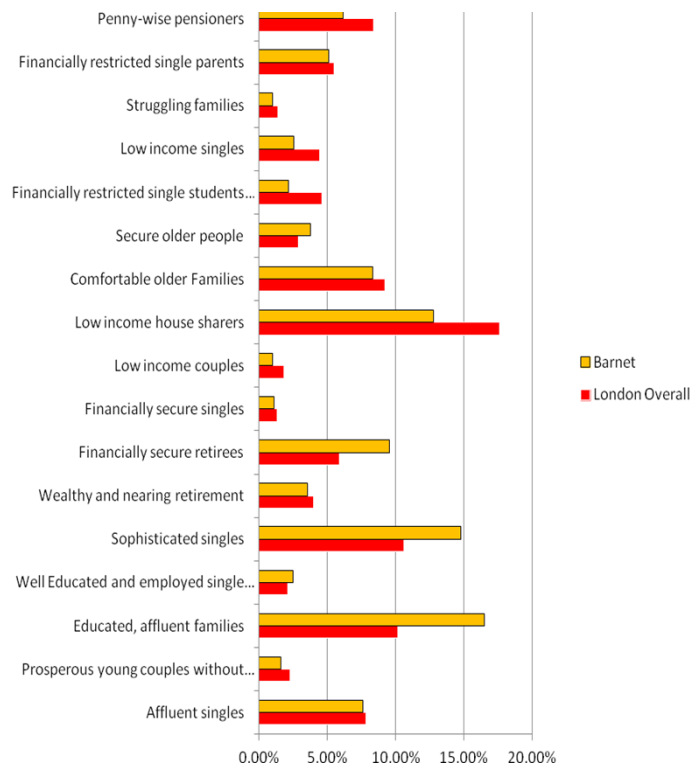


Figure 81 shows that in relation to the residents of London as a whole; Barnet residents have a higher proportion of three segments – Financially Secure Retirees, Sophisticated Singles, and Educated Affluent Families.

The customer segmentation chart above has also been broken down to show the mean age groupings that the different segments split into.

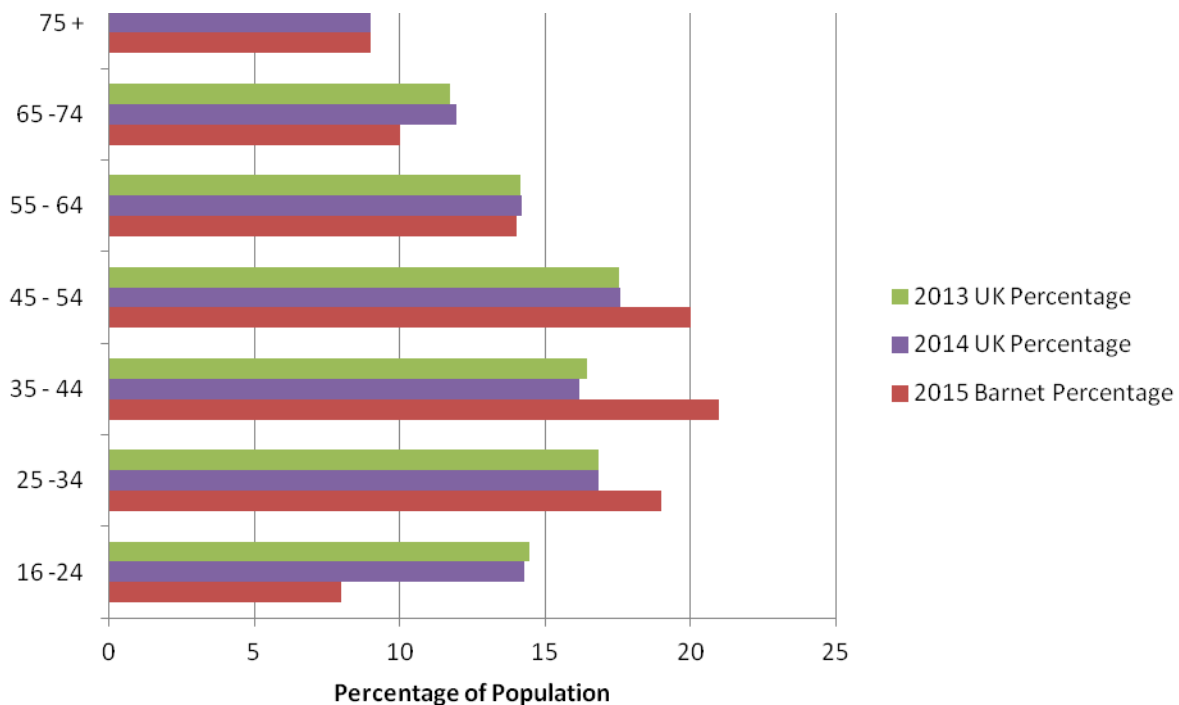
Customer Segment	Mean Age Group
Financially Secure Singles	25-34
Prosperous Young Couples	
Financially Restricted Single Students & Friends	
Secure Older People	35-44
Affluent Singles	

Well Educated & Employed Single Parents	45-54
Financially Restricted Single Parents	
Educated Affluent Families	45-54
Sophisticated Singles	
Low Income Home Sharers	
Comfortable older families	
Low Income Singles	
Struggling Families	
Wealthy & Near Retirement	55+
Financially Secure Retirees	
Low Income Couples	
Penny Wise Pensioners	

The Barnet Customer Segmentation chart (shows that the largest mean age grouping that Barnet resident households fall into is 45-54, with more than 50% of residents included in that grouping).

Compared with the UK, the age group profile of Barnet residents is shown below.

Figure 92: Age group break down: Barnet Residents versus UK population



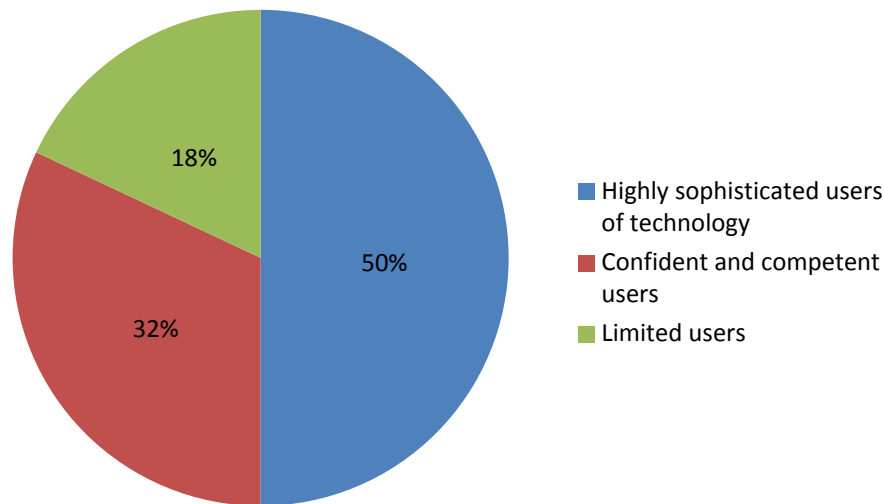
Compared to the UK as a whole, Barnet's population shows that there are noticeable differences in the age groupings 25-34, 35-44 and 45-54 where Barnet has between a 3 & 5% higher population than the UK average and in the age groupings 16-24 and 65-74 where Barnet has a lower populations than the UK average (6% and 3% respectively).

4.7.2 Barnet Residents' confidence in using the internet

In relation to confidence in using of the web:

- 82% of Barnet residents with internet access are confident and competent or highly sophisticated users of technology.

Figure 13: Web confidence percentages of Barnet residents



The information for the chart above was provided by Callcredit Information Group detailed in the CSG Insight Report into 'Connectedness of Transactions – April 2014'.

These figures are set to increase in the future as the population becomes more tech savvy and is used to doing things online, often finding this the most convenient access channel, especially outside of normal working hours.

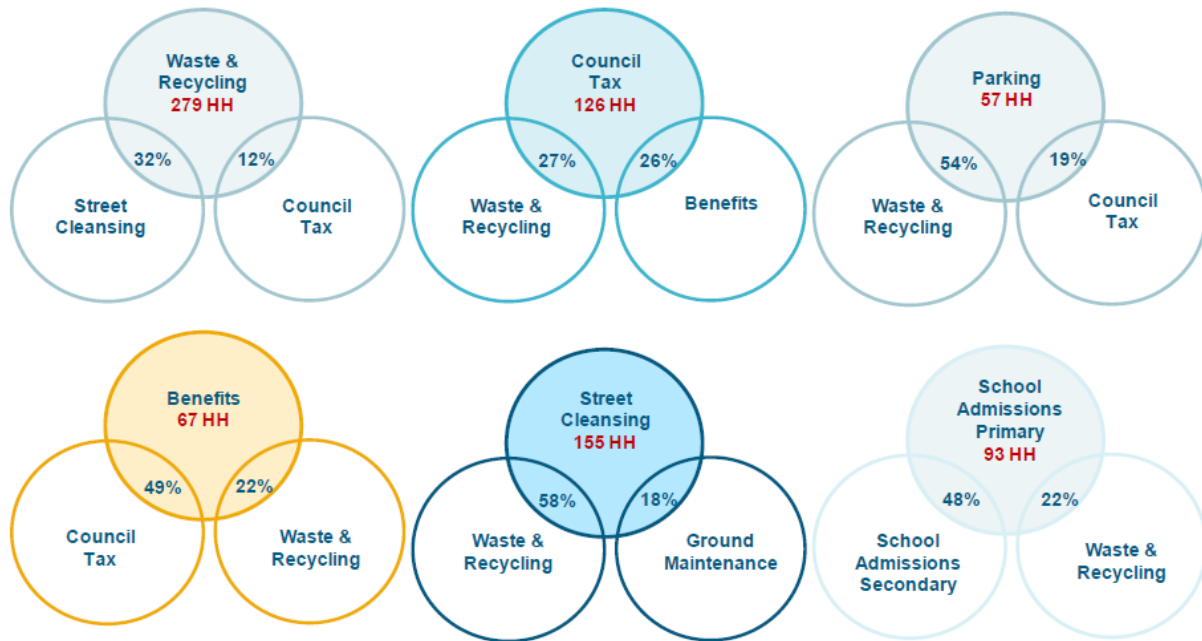
Given this profile, it is not unreasonable to assume that the prospects for moving to a “digital by default” is as good in Barnet as it is likely to be anywhere else in the country and that we should not be afraid to lead the way in this respect.

4.7.3 Investigation into clustering

The CSG Insight team have completed a number of investigations into those residents who frequently contact the Council and any clusters of services that these individuals contact the Council about.

These investigations show that the 20% of contacts are made by 5% of the customers. Some of the clusters of services used by this 5% are shown in Figure 14; the aim being to show where the same person contacts the Council for multiple services. Again, this is focused on data that is currently available in Lagan CRM, so is not comprehensive. It is interesting to note that 58% of people whose main reason for contacting the Council is street cleansing will also contact us about waste collection and recycling. This can help inform how customer services teams are structured and how online services are grouped, so that customers can perform multiple transactions with ease.

Figure 14: Contact Clusters



5 UNDERSTANDING THE PERSPECTIVES OF THE COUNCIL'S DELIVERY UNITS

The following sections were seeking to answer the following questions:

In terms of delivering the 2020 vision:

- Where are Delivery Units now in terms of customer satisfaction, performance, channel shift and efficiency;
- What plans do they already have in place that will impact this;
- What opportunities exist for further progress;
- What barriers need to be removed to accelerate progress.

The sections below are a summary of where we are to-date in answering these questions and there are significant differences between Delivery Units in our ability to do this. This is due to a number of reasons such as:

- Data does not exist or it is simply too difficult to extract;
- The timing of this work clashed with other priorities so engagement was difficult;
- The data to answer the questions is split between too many systems.

5.1 Adults & Communities

5.1.1 Main services provided

Social Care Direct, a service that is part of CSG Customer Services, is mainly accessed by telephone and is by far the main form of contact for enquiries, with customer wanting to speak to someone and resolve queries. These queries generally refer to information and advice as well as assessments. Segment1 contact is preferred because, for example, carers tend to seek help when they reach crisis point. In social care there will always be a need for direct phone channel or face to face due to nature of the work

Adults and Communities have a referral management team for Adults (residents aged 18+) who need support with their social care needs. The service covers giving information and advice, dealing with requests for assessments (including carers' assessments), providing support to carers, reviewing and making variations in care, ordering equipment and raising safeguarding alerts.

5.1.2 Main customer types

Customers can be adults in need of social care or their carers. Some adults have never used social care services but following a crisis need support – some for the short term, some for the long term. For example, an older person who has had a fall.

Carers tend to access services at crisis point when they feel overwhelmed by their situation.

People with learning disabilities have generally been receiving services for a long time and are known to the service.

Some adults have long term conditions and have also received services over a long period of time.

5.1.3 How services are currently delivered

The most popular contact method is by telephone, and is often used by carers in crisis as an immediate means of discussing their situation, or by people needing advice about information services and providers.

Carers also use face to face contact when in crisis and this channel is also used when seeking information and advice.

Email is mostly used by professionals, for example by GPs.

The web access channel is used, but there is a small uptake. It is thought that service users perceive it as difficult to use and not interactive, because there are few transactions available.

The following graphs give the contact information for Adults and Communities based on their own data relating to contacts to Social Care Direct. Figure 105 shows the access channels used by Barnet residents to contact this delivery unit between August 2014 and April 2015. Figure shows the first contact resolution percentage for the six month period between January and June 2015.

Figure 105: Total contacts from August 2014 to April 2015 (35, 452 contacts)

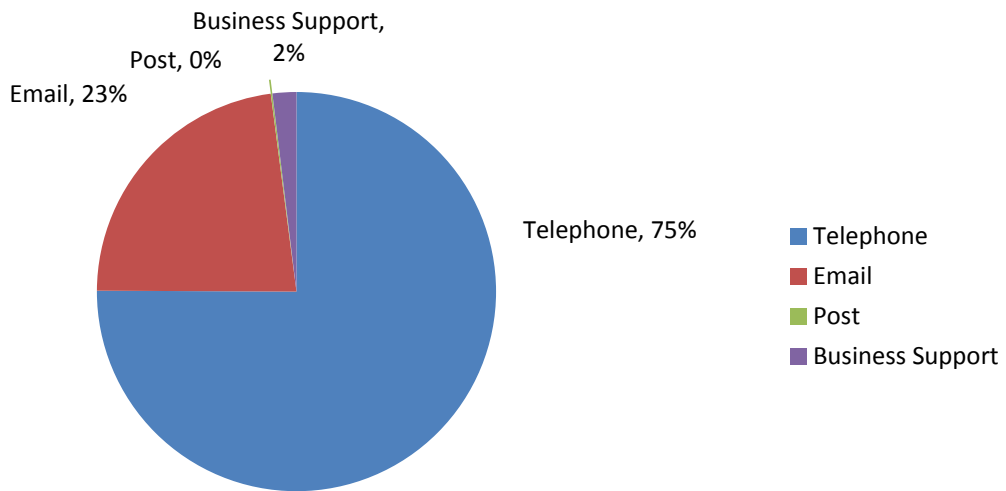


Figure 15 shows that the majority of contacts to Social Care Direct are by the telephone access channel (75%). It should be noted that the average call time is approximately 5 minutes during the period August 2014 and April 2015 (this average takes into account calls that last more than 45 minutes which would drive up the average call time).

Figure 16: First Contact Resolution Percentage

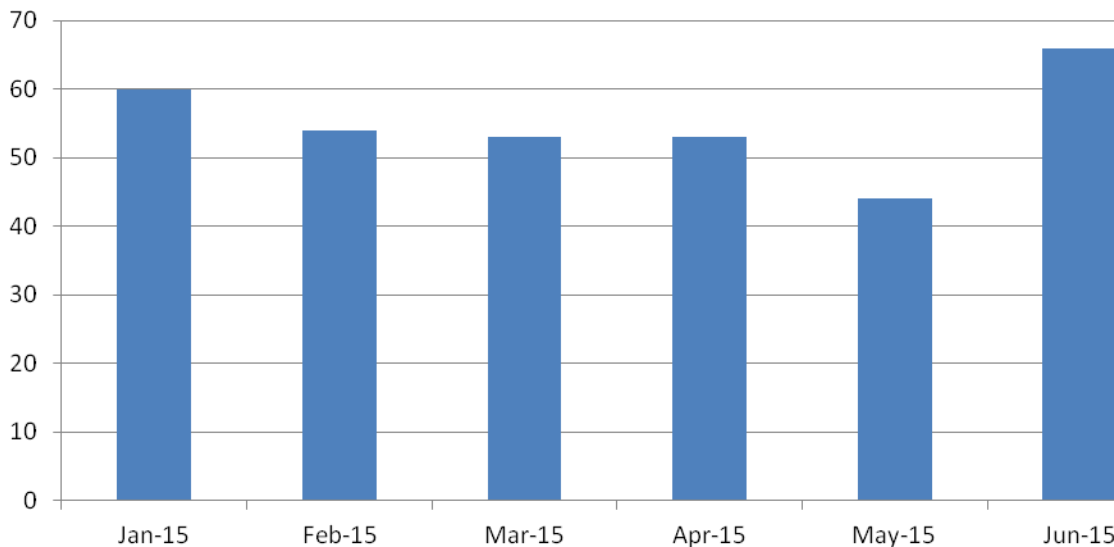


Figure 16 shows that around half of the telephone calls received between January 2015 and June 2015 were resolved in the first contact. The information supplied by Social Care Direct in relation to number of first contact resolutions by telephone suggests that there is a potential to make a shift towards providing information and early assessments digitally. This would have a potential to generate savings and may also improve customer satisfaction.

5.1.4 Current position

- There is a website that customers can access, though the structure is a little flat with not much functionality behind the webpages.
- The website is currently is complex and difficult to manage and not fully accessible for all client groups, for example those with learning disabilities. Webforms for straightforward transactions are not available – to make a statutory complaint, request an assessment, a piece of equipment, or carers assessment for example. The webforms there are do not integrate with current case management system so information has to be inputted again.
- There has been a lot of investment in IT with the Adults & Communities delivery unit and a web portal is being developed, similar to the Council's My Account. This would allow for self service, community interaction and interaction with other related services. It will be important that this functionality is accessible from, and supported by, the community participation database.
- One of the main challenges is the high proportion of older people in Barnet. It is often felt that the older people who require the service may not be as technically savvy as others. However, other research points to the fact that well educated baby boomers tend to do a lot online and where service users do not have these skills, the services are often accessed by younger family members.

5.1.5 Adult and Communities digital vision

The delivery unit's vision is to:

- Use digital means to drive residents away from using telephone as the first form of contact. Examples would be by improving information and advice available, allowing for changes of circumstances to be completed online.
- Review the end to end journey and see what parts of the journey would be enhanced by moving to digital solution, up to 40% shift to digital use would seem attainable
- Deliver an integrated solution, tailored to the need of the individual, with the individual as the starting point for the development of this platform, with a focus on life events rather than the service, utilising and integrating all information accordingly
- Available to customers on their chosen media – smartphone, tablet, computer
- Features like smart webforms will allow for self assessments
- GPS technology to allow customer to connect to others will similar interests and increase community engagement
- Live chats with professionals from Continuing Healthcare and the Council, such as social workers and occupational therapists.

5.1.6 Barriers to achieving the vision

The Adult and Communities vision would be for a whole life approach – to allow customers to retrieve the information to plan for later life rather than request formal help later. This would require an interconnectivity of service providers, and the development of information/advice hubs (from an alliance of providers). However, as yet there is no link to voluntary organisations who are commissioned to offer information and advice on behalf of Adults and Communities.

We know that:

- The website is complex and difficult to navigate for many adult social care customers, with the result that most contacts relate to requests for information and advice
- Website forms are flat forms, have limited functionality and do not provide automated help for completion
- Website forms do not integrate with back office systems

In relation to My Account there are no service features currently available through My Account for Adults and Communities. However, it is intended that the Community Participation Strategy will deliver more community activity and through the implementation of Mosaic (Case Management software), it is planned to increase the number of online transactions. In process is the development of a web portal, which will provide opportunities to self-assess and view client records – both available to service user and family carers to access, amend and view – but also to extend to professionals (planned for 2016).

5.1.7 Future plans

Plans include providing a ‘seamless’ online experience, supporting multi-channel access and choice.

Through Mosaic, completed online forms will directly upload to the client record enabling a smoother and faster process for professionals and clients.

The online portal will offer an ‘intelligent’ online assessment to guide people – linking to Social Care Connect (online database).

Moving more of the straightforward transactions online should reduce the number of phone calls to Social Care Direct – freeing up time on the phones to deal with more complex enquiries.

There is also a need to consider alternative delivery models with face to face assessment e.g. information and assessment hubs (community hubs) with an alliance of information and advice and assessment providers, so people can get a service under one roof rather than having to go to different providers for different services.

5.1.8 Opportunities

The main opportunities for Adults and Communities to become digital by default are therefore as follows:

1. Eligibility Checker

This is about implementing functionally rich webforms, which will ask a series of questions of the applicant, with a response which will qualify their likelihood of a funded care package. This will allow data to be collected once (at the point of entry), rather than twice (at the first point of contact and then again at the assessment stage). Giving the customer an expectation of whether their application/assessment would be likely to be approved is likely to reduce both contact demand, and demand for services. The scope of this initiative will apply to any adult and will deliver the following benefits:

- Avoidable contact
- Avoidable cost
- Managing expectations

In order to assess the timescales a technical assessment and legal checks would need to be made. However, Southampton has implemented this solution already. The programme would mean that citizens would:

- See links to free services
- Be able to create a segment plan for services
- Have a view across services
- Be able to see the available slots for advocacy services.

2. Email to webform

Currently, 25% of contacts into Adults and Communities arrive by email and from professionals. The aim of this initiative is to force professionals to make structured submissions, such that full information is provided right first time and that good quality management information can be collected about referrals at the contact. It would be ideal if these forms could be designed such they fit into the Mosaic system. The new case management system (Mosaic) implementation is to be completed in 2016 and this could be looked at as an addition after that. Benefits will be for both professionals and internally for processing referrals.

3. Webforms

Completing online forms, for example, a carer's form, allowing residents to start the process themselves, before completing it with their care professional.

5.2 Assurance, Elections and Electoral Registration

5.2.1 Main services provided

Assurance

The work includes managing Governance, Internal Audit, assessing Corporate Risk and corporate anti-fraud (CAFT) initiatives.

Elections and Electoral Registration

The team administer the electoral register and support the elections process, including canvassing citizens who are eligible to vote and reissuing lost ballot papers.

5.2.2 Main customer types

Assurance

Main customers are internal managers and members. The nature of the service means that there is generally not a great deal of contact with residents, other than those who submit public questions and speak at committees.

Elections and Electoral Registration

The team interact with everyone entitled to vote in Barnet.

5.2.3 How services are currently delivered

Assurance

Most contacts are via email although customers, members and officers also use the barnet.modern.gov.uk microsite. The website is self-serve, for information and advice, committees and decisions, and there is information about which named officers can help if needed.

There is a generic email address for public to use, but this is not used very often. There are a few phone calls received around the time of key Council meetings, but only about 10% of these are from the public. The main face to face contact with the public is at public committee meetings.

Elections and Electoral Registration

Elections have a dedicated direct telephone number, provided by CSG in recent years, for 6 weeks before an election.

All electoral data must be held and managed by the Electoral Registration Officer (ERO) and/or Returning Officer (RO).

Throughout the year there are few face to face transactions, less than half a dozen per day. In the immediate run-up to elections, there are higher numbers of transactions that involve reissuing of postal ballot papers for people who have lost them, spoiled them or didn't receive them. Legislation requires that electors pick up their replacement postal ballot papers in person.

For the email channel, there is a spike at election time and these contacts are managed on an ad-hoc basis by the CSG call centre team, of which a high volume are directed to the elections team.

In terms of post, 150,000 canvas letters are sent out asking house occupants who is eligible to vote at their address. By law, this must be done by post. Chase up letters mean that in total 270,000 interactions are made this way. Customers can access their information and register to

vote online using central government's election management software, but the initial reminder is still required to be sent by mail.

5.2.4 Current position

The services have limited face to face contact with customers. Assurance uses Twitter; the service is pushing the online strategy and a lot of the content is live already.

5.2.5 Assurance, Elections and Electoral Registration Digital Vision

Assurance

Low volumes of calls are received.

Elections

For new residents who are (or become) 16 or over, other Council services could provide this data to the elections team, to enable some elements of the paperwork to be reduced.

5.2.6 Barriers to achieving the vision

The Assurance team deal with a low volume of cases, so a business case would be difficult to construct to invest in digital self-service.

For Elections and Electoral Registration, the barriers are the requirement to agree data sharing agreements, even for services within the Council. If this could be achieved there would be a high benefit in reducing sometimes complicated paper trails. This may have been trialled elsewhere, for example in Harrow, but requires investigation.

5.2.7 Future plans

The main plans are to look at ways of automating the transfer of data to/from the service and to do this by agreeing data sharing agreements where practical.

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5.3 **Barnet Homes**

5.3.1 **Main services provided**

Barnet Homes manages a total of 15,445 properties on behalf of the Council, including 10,362 secure and non-secure tenancies, 3,662 leasehold properties and 1,421 temporary accommodation units for homeless households. This represents approximately 40,000 people and 10% of the households in Barnet. Barnet Homes deal with queries regarding a range of topics, including:

- Empty property management and lettings
- Repair, maintenance and cyclical works
- Estate management and caretaking
- Rent and service charge collection
- Tenancy, lease and anti-social behaviour management
- Stock capital investment programmes
- 'Right to Buy' process administration
- Community engagement initiatives in addition to the housing management function

Barnet Homes also delivers the Housing Options service which manages housing applications for both social housing and temporary accommodation under housing law. In 2014/15, 3,089 new applications from households who had a housing need were assessed by staff in Housing Options in accordance with the Council's Housing Allocations Scheme and homeless legislation. There are also many households who do not meet the threshold for housing but to whom Barnet Homes is legally required to give advice and assistance. The types of enquiries received by Housing Options include:

- Customers Legal rights in their accommodation and tenancy sustainment
- Access to social housing
- Access to the private rented sector
- Suitability of a customer's current accommodation – medical needs, overcrowding, safeguarding issues
- Other housing options – sheltered properties for the elderly, adaptations to help a customer remain in their home, trade downs from larger homes to smaller properties, emergency accommodation for the homeless
- Temporary accommodation – location not being where the customer wants to live, property condition and repairs, anti-social behaviour and rents

5.3.2 **Main customer types**

Services that are increasing in volume are provided for:

- Homelessness
- Rent & debt enquiries (due to welfare reforms) to include:
 - Benefits issues
 - Welfare benefits advice
 - Financial inclusion advice

- Rent arrears

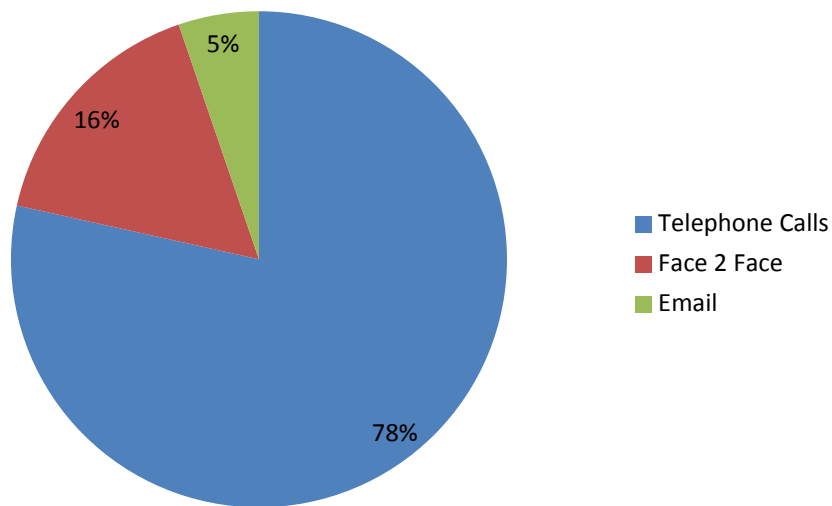
A hangover from the past is where people were encouraged to contact the Council. Now that the eligibility criteria has been increased, fewer people can be helped, whilst at the same time rents have increased over recent years and disposable income is being squeezed.

Trends of reduced demand has been seen in the areas of repairs and maintenance and anti-social behaviour over recent years, due to reductions in avoidable contact mainly related to process improvements and policy changes.

5.3.3 How services are currently delivered

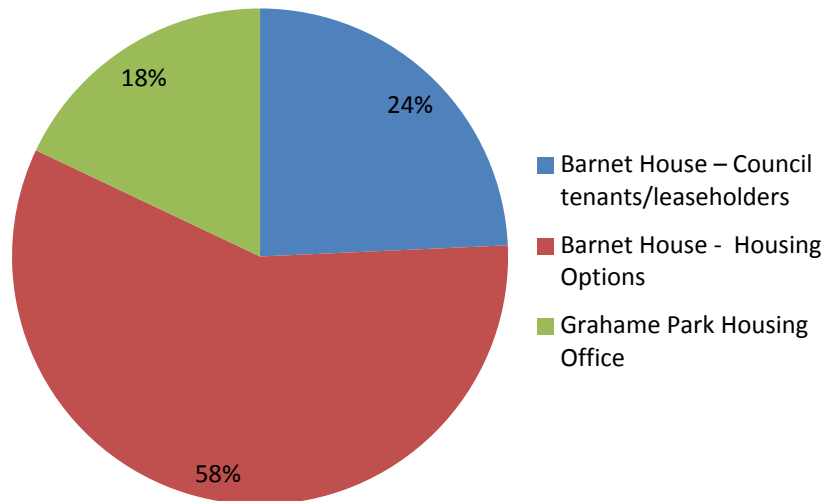
Barnet Homes have recorded their customer access levels for telephone calls, face to face and email in 2014/15 – there were a total of 171,084 contacts. The breakdown of these contacts is shown graphically in Figure 11.

Figure 11: Contact by channel for Barnet Homes



Currently customers can access Barnet Homes' services face to face at both Barnet House and Grahame Park Housing Office. The total footfall for these offices is shown in Figure 12.

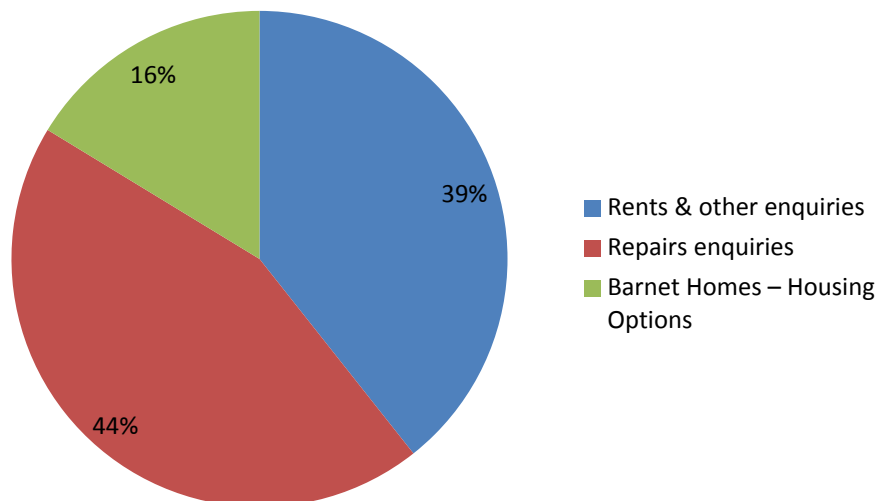
Figure 12: Face to Face contact reasons



Use of these offices will be subject to continued review as regeneration schemes progress.

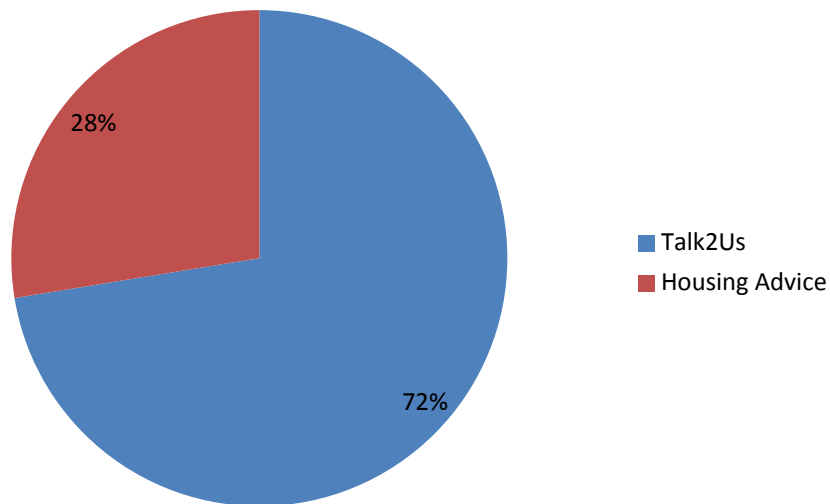
Telephone access is provided by the Barnet Homes contact centre which manages Council tenants and leaseholders and the Housing Options contact centre which deals with housing applicants. Call volumes and the breakdown of reasons for calls are shown in Figure 13.

Figure 13: Telephone calls to contact centres



Email correspondence is captured via two channels; the Talk2Us mailbox which captures mainly Council tenant and leasehold enquiries; and the housing advice mailbox which responds to housing options enquiries. A limited amount of correspondence is also sent by post which is scanned into our document and record management systems. Volumes of emails for the two mailboxes are shown in Figure 14.

Figure 14: Email contacts



Customers can access information and policies via our website but at present there is limited functionality with regards to webforms apart from logging a complaint.

5.3.4 Current position

Barnet Homes is currently running two separate telephone contact centres, one for existing tenants and leaseholders to report issues with repairs and other tenancy issues and another for Housing Options, which delivers housing advice and also serves as a first point of call for applicants wishing to make a homeless application. This is mirrored at reception at Barnet House, with one reception for Council tenants and another for those who are homeless or at risk of becoming homeless.

It is important that Barnet Homes and the Council get these services right for a number of reasons:

- Customer satisfaction is at risk if customer service is not good
- Many of the services must be delivered in accordance with specific timescales and standards in accordance with requirements of statute
- Significant damage could be caused to the Council assets if repairs are not dealt with correctly
- Legal challenges and judicial reviews could be brought against the Council if it does not meet its homelessness duties.

There is currently very high customer satisfaction with both contact centres and receptions and has been since transfer to Barnet Homes. In Q4 of 2014/15, customer satisfaction levels were as follows:

Figure 15: Customer Satisfaction

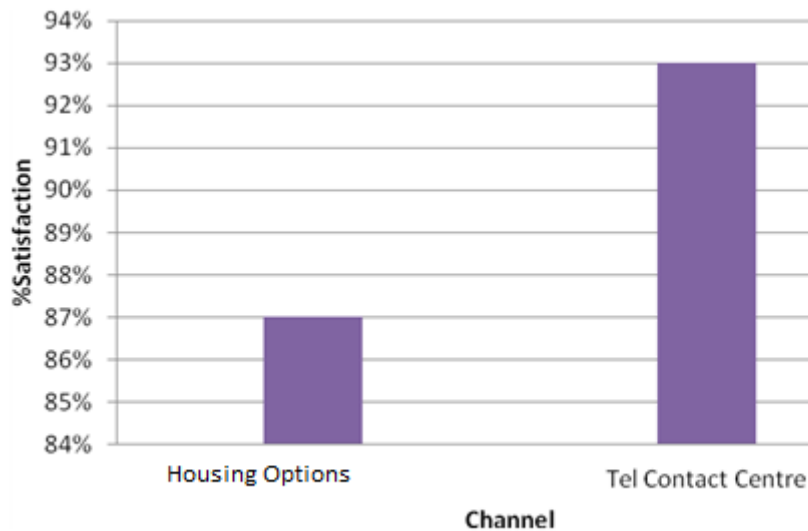


Figure 15 shows that Barnet Homes is currently delivering an effective front-line service for Barnet residents.

For Council tenants reporting repairs, it is crucial that their issues are resolved efficiently and effectively. By co-locating the call centre, contractor staff and the repairs team, if Customer Service Officers are unsure of the urgency or seriousness of a repair, they can speak to an Operational Inspector or a member of the Repairs team face to face and get a quick resolution to an issue. This reduces the risk that repairs diagnostics are incorrect and decreases the chance that repairs could be left to cause significant damage to a property or the Council's statutory obligations not being met. Furthermore, it decreases the chance that repairs are marked as urgent (and therefore cost Barnet Homes and the Council more) when they could be dealt with in a routine way.

Furthermore, it is important for Housing Options to have a robust front-end in order to ensure that Barnet are meeting their homeless duties as well as maximising the opportunity for early intervention and prevention. Through the current call centre set-up, Housing Options Officers receive specialist training in housing law and immigration law in order to guarantee that residents are being provided with the correct advice and assistance, therefore reducing risks of legal challenges to Barnet.

5.3.5 Barnet Homes digital vision

Understanding demand and the reasons for customer contact is essential to drive forward the review. Barnet Homes will be mapping out each service area to inform us of the priorities for customer service delivery with the understanding that they are restricted by areas such as the physical environment of Barnet House and technology that would be required to channel shift customers to web based services. For example, Barnet Homes have identified that leaseholders tend to be well connected and are the group most likely to channel shift to web based services which can be provided 24/7 and allow them to self-serve, and that the homeless, rely heavily on smartphones for their communication needs. However, there is also a need to manage risk associated with directing customers away from face to face in relation to fraudulent housing applications, debt management and assisting vulnerable homeless customers.

5.3.6 Barriers to achieving the vision

A disproportionately high proportion of Barnet Homes' customers do not have access to the internet. This client group tend to be over 55 years of age and less likely to be in the job market. This group often has no desire to change their ways and is happy with traditional contact channels, including face to face and telephone. For this group, a shift to digital by default would require significant behavioural shift and they would not be considered an early focus.

5.3.7 Future plans

Barnet Homes will be conducting a project review into the possibility of bringing together the two current call centres which sit within the business. The project review will explore the feasibility of bringing efficiencies by combining the two contact centres whilst maintaining specialist officers who can handle housing advice and assistance as well as more complex repair and tenancy issues. Quick wins have already been identified in merging the face to face service at Barnet House and channel shifting some customers to the contact centre as well as having one email channel via Talk2Us.

'Keyfax' scripting is already being successfully used for the repairs diagnostic service and a project is underway to introduce Keyfax across a range of services including neighbourhood management, income collection and housing options. Keyfax will help to deliver consistent and accurate advice so that customers get a full range of available options. However, Barnet Homes will need to ensure that we continue to provide effective housing options triage so that the organisation is not at risk in terms of not taking homeless applications and making unnecessary appointments for those that do not have a housing need.

The current website functionality is a bit flat and complex to navigate and is currently under development. A customer portal will be developed for customers to access web based services and forms including rent and service accounts, repairs orders and reporting anti-social behaviour which will be promoted to customers as a primary means of access. This will include options for customers to correspond by web chat.

Face to face customer access will be compressed whilst promoting contact centre and web access.

The roll out of mobile working will continue with iPad and more remote access to software applications including our housing management system through the use of mobile working software called 1st Touch. This will also allow workers to respond nimbly when dealing with customers face to face in the community, and complete numerous transactions at the first point of contact or customer request.

5.4 CSG – Customer Services

5.4.1 Main services provided

Customer and Support Group is currently responsible for the delivery of the Customer Services function that provides the initial first point of contact for most customers where there is not an existing case, including switchboard services and providing a contact centre for all enquiries, service requests, applications for services, payments etc. The services and volumes (which include projections for year 3) are shown in table 3 below.

Customer Services provides first point of contact for phone, email, face to face, and online enquiries, this includes customer contact for Revenues & Benefits and is based in Coventry as Capita's local government shared service centre; and Adult Social Care (also known as Social Care Direct) which are based in Barnet.

Customer services works alongside the Revenues & benefits back office functions that are based in Blackburn, and through the delivery of face to face services for new claims in Barnet.

Table 3 – Annual telephone contact volumes at contract start and target reductions by year 3

Services	Contact Reduction	Inbound Contacts Year 1	Inbound Contacts Year 3
Adults Social Care	46%	46,380	25,045
Youth services	30%	12,960	9,039
General enquiry/Switchboard	70%	330,624	99,534
Registrars	23%	32,596	25,074
Street Based Services	57%	65,149	27,965
FYI	24%	8,143	6,230
School Admissions	23%	51,863	40,026
Assisted Travel	52%	40,509	19,434
Parking	67%	96,228	32,044
Council Tax	49%	161,278	81,566
Housing Benefits	34%	120,531	79,400
Total	54%	966,262	445,357

5.4.2 Main customer types

The majority of contacts are from residents or businesses in Barnet. Currently, the highest demand is for switchboard services accessing back office services, followed by Council Tax and Housing Benefits, and issues relating to waste collection and street cleansing/roads.

5.4.3 How services are currently delivered

The contact centre is based at Coventry, with a walk in centre available at the Burnt Oak centre and Barnet House for face to face contacts. Contacts relating to Adult Social Care from residents and professional telephone contacts are directed to a specialist team based at Barnet that works alongside the Adults Social Care front door assessment team – Social Care Direct.

5.4.4 Current position

CSG provides a full end to end service for the following Council Services: Council Tax collection, Housing Benefit claims, Parking permits and payment of Penalty Charge Notices, assisted travel services (i.e. Blue Badge, Freedom passes). This enables opportunities for further first point contact resolution. The complex processing for Revenues & Benefits takes place off-site at Blackburn, and the Blackburn team work closely with Coventry using the same workforce and workflow management systems to enable cases to be managed at the most effective place.

Customer Services aims to deliver services as efficiently as possible, whilst focussing on customer satisfaction, customer advocacy for those needing additional support, and resolution at first point of contact with a customer services advisor. In order to make the services as operationally effective as possible, customer who can self-serve are encouraged to through the automated switchboard, self-service options on the phone lines, and directing customers to the website where at all possible. The aim of this strategy is to ensure that wherever possible, customers can access the information directly themselves without the need for a customer service advisor acting as an intermediary. This creates further efficiencies that are already being delivered through the CSG contract, and enables the service to focus on those customers who most need additional support.

The Council's current channel shift targets are based on a) customer's propensity to shift to a digital channel (i.e. it excludes customers who are digitally excluded) and b) the available digital services for each Council service. Customer Services works alongside services to identify areas for improvements, e.g. In 2016 there is work planned with Revenues & Benefits, ICT and the retained Council services. This approach to continuous improvement will support the Customer Access Strategy in identifying the next generation of digital solutions to help customers help themselves, and to enhance case management. Use of knowledge management tools including the content on the website will enable customer service advisors to provide information, advice & guidance without needing to be passed off to specialist staff. The focus of service improvements is to increase the number of contact types that can be resolved at first point of contact and our continuous improvement plan

In 2015 there has been considerable investment in customer service operational productivity, and customer experience management, and in 2016 there will be a greater emphasis on ensuring that the customer data captured is used to inform customer insight into repeat contacts, avoidable contact and how to better manage demand.

Where at all possible, the customer service advisors are empowered to resolve enquiries at first point of contact, and there is a programme of work to challenge services to simplify and automate processes. This includes developing more information and guidance on the website so that customers can resolve issues themselves. The contact centre can then focus more on those customers unable to self-serve, or where their enquiry is more complex than a self-service transaction

5.4.5 CSG digital vision

CSG Customer Services has a clear vision to lead on customer services for Barnet, providing the capacity and capability to advance the Council's digital customer design principles that were agreed as a result of over 700 hours of face to face interviews with over 100 residents in Barnet in 2014. These principles direct our approach to the delivery of customer services to achieve the 2020 vision for Council services, and service outcomes.



These design principles were used to develop the My Account look and feel, and are going to be used to develop the customer journeys to provide a digital end to end service design. A key part of the Customer Access Strategy is to ensure that services are designed to enable customers to make full use of digital channels and traditional service delivery for those digitally excluded.



In 2016 customer services will continue to be focussed on customer satisfaction, customer advocacy, and resolution. Whilst the majority of contacts will remain to be by phone for the next 3 years, the direction of travel is to identify the best set of digital solutions that will empower residents and businesses to solve issues for themselves, and to ensure that requests for services, including payments, case management enquiries and applications for services are handled efficiently and effectively.

The aim of the service is to ensure that where customers need additional support or advocacy - the necessary additional support is provided to ensure equality of access to services, and quality of service delivery.

Our programme of work to re-design services to maximise systems & processes will make full use of insight and analytics. Our approach to business process management is to use customer behaviour, value add analysis and system efficiency to ensure services are design to what people will do and what the service needs them to do to maximise information, time and resources. The aim will be promote online digital services, and self-service

Customer services uses the principles of operational excellence to deliver value for money, with a strong focus on continuous improvement to drive up customer satisfaction, customer advocacy and resolution This approach has been successfully delivered in Capita's Life & Pensions business and uses advanced workforce management tools and expertise in contact centre management.

5.4.6 Barriers to achieving the vision

Areas for further development

The website needs to be developed as part of the next stage in digital maturity to ensure integration of the webforms into case management systems to provide the real-time updates and proactive alerts that customers now expect with an online experience. An example of this is the integration of the Revenues & benefits webforms into the case management system.

As part of the on-going continuous improvement, further development is required to simplify content and design pages based on what customers actually do, i.e. drive the user experience from typical and known customer behaviour.

Operational focus on identifying customers needing additional support can be complex, to ensure cases are identified as early as possible.

Our data captured highlights a high level of failure demand based on customers failing to get the service delivered to agreed timescales, or poor quality of service delivery,. There needs to be a focus on that to ensure that as services improve their digital services, areas where customers do not get a consistent experience are identified and addressed.

Additionally, Many customers prefer to call, even when they are able to access services online (e.g. Parking) so further work is needed on marketing services, ensuring customers see the additional benefit of accessing services digitally and addressing key concerns or customer complaints to continually improve the online digital experience.

5.4.7 Future plans

The planned changes in 2016 are:

- Revenues & Benefits business process re-design to maximise systems, best practice and standardising processes
- Delivery of a database of voluntary and community organisations in Barnet and integration with customer services to support customers in obtaining the support they need

5.4.8 Opportunities

Current opportunities for 2016 identified and in plan

- Implementation of a refreshed Revenues & Benefits case management system to better integrate web self-service webforms into the system, preventing unnecessary manual re-keying, and providing customers with more direct access to their information.
- Revenues & benefits to review all processes to become digital by default as a principle e.g. New Claims, noting that this does have an impact on the delivery of some of the measurements of KPIs. This will reduce the amount of face to face contact.
- Focus on failure demand, root cause analysis, to refine web content, telephone routing messages, and information provided to customers that cause further unnecessary contact (e.g. letters that do not provide all the required information)
- Further work to automate and improve delivery of parking, assisted travel, revenues & benefits that CSG has end to end responsibility for
- Working with services to identify areas where services could be fully delivered at first point of contact
- Implementation of the Lagan Mobile system that enables service requests for Street Scene issues to be directed to an operative automatically out in the field.

Further opportunities

- Further opportunity for service to enable customers to self-serve by online booking of appointments with specialists based on case management requirements
- Further process re-design to design out unnecessary handoffs to the Council, and more proactive business process management that provides proactive alerts to customers to prevent unnecessary contact
- Services design for the implementation of new IT (including digital solutions) systems for services, to include customer journey mapping to ensure the design matches the actual behaviours of what customers do, nudging customers to behave in a way that optimises the business operation and meets their individual needs in the most effective way, and reduced customer contact to that which is needed for the delivery of services
- Further personalisation of service provision, so that service levels can be managed to meet the circumstances of the case, and resources prioritised to those most urgent cases
- Further development of My Account to link up all forms used by a customer to access services, and to provide proactive alerts on status by the customers preferred channel, e.g. text, mobile messaging, email
- Further development of My Account to proactively notify customers based on preferences and known facts that the customer has agreed to be shared, that proactively inform customers of events relevant to their circumstances.
- Further development of the website to provide community dashboards of information relating to streets and roads and developments to prevent the need for calls unless there is a necessary reason for further escalation and service intervention.
- Further development of capability in Lagan as a digital customer experience management tool

5.5 CSG - Revenues and Benefits (further detail)

5.5.1 Approach to transformation

The current Revenues and Benefits service manages cases via telephone calls, emails/letters, and a new claims team in the two face to face centres. When the new website went live on 1 March 2015, a new online claim form was launched, enabling customers to make an application for Housing Benefit or Council Tax Support online via the Council's website.

In 2016 the online provision will be improved to enable a greater degree of self service for customers via even more online access to their Council tax and benefits accounts alongside a suite of online forms that will integrate into the Council tax and benefits systems enabling customers to provide information pertaining to their accounts and removing rekeying of data.

The overall aim is to provide an enhanced digital service with customer account information available via My Account so that it can be accessed at a time that suites the customer, and thereby reduce demand for staff assistance. Once this is in place, customer services will be able to be more assertive in channel shift messages to customers.

5.5.2 Gap between current plans and the Council's vision

The service will be able to move forward and match the Council's vision in 2016 by implementation of the online webforms and account access available with the case management systems and integration into the Council Tax and Benefits system. The pace and scale of change will be supported by the Council's appetite to drive the channel shift and by the system suppliers' portal and forms delivering the required functionality.

The aim will be to have contact being made via webforms, self-service via a portal and calls being on an exception basis not as a default. The only face to face service run by the service is new claims. Following the implementation of the on line new claims forms the delivery of this service and a move to a digital by default approach is being discussed. Any move to a digital by default service will be supported by a service provision to those customers who are vulnerable and unable to access/utilise a digital service.

Channel Shift

Face to face is the current default channel employed for new claims and back office for updates to Council tax and benefits accounts based on information provided by customers. The establishing of a suite of integrated online forms will enable a channel shift in the delivery method for that information from email/phone call and letters to the structured and integrated webforms.

Prevention and Demand Management

A move to a 'digital by default' new claims service will reduce face to face demand at the customer service points. There also needs to be a review to see whether the provision of original certified documents to support claims for benefits can be reduced, without increasing the likelihood of fraud.

The aim of the business process re-design is to reduce telephone contact by managing customer's expectations better, improving information at first point of contact, and reducing the causes for contact. Online is essential to this as people will be better able to self-service, and have more up to date information my account, that prevents the need for advisor support for those able to self-service.

5.5.3 Future vision

Once the tools like IVR and richer functionality within the website is implemented, customers will be driven by the ease of accessing and using the transactional forms. The future web offering should be based around life events for all services. We will look to use insight and service statistics to see what customers access at first contact and the other services that they are likely to need to also access and promote these services to the customer.

In future the service will be able to drive the majority of new claimants online and enable mediated support for vulnerable claimants who cannot transact on line. N.B this will need the KPI amending to reflect the impact of a move away from current calculation methods of the KPI.

5.5.4 Key findings on web usage

Whilst there were 10,885 customers registered to use My Account by the end of September 2015, a minority had added their service specific accounts, as table 4 below shows.

Table 4 – My Account holders who have added their service accounts

Council Tax	Benefits	Parking	Libraries
2,405	622	951	345

5.6 Education and Skills

5.6.1 Main services provided

Access to school admissions, delivery of SEND services (Special Education Needs and Disabilities), school improvements and over 16 education.

5.6.2 Main customer types

Although the end customers are children, the service often communicates with parents, seeking to acquire necessary services and school places for their children.

5.6.3 Current position

Admissions

There is an online portal for school admissions, through which 98% applications are received using the e-forms. There is also a function for supporting documents (for school admissions) to be submitted via this online portal. However, most customers send their supporting documents via post. Further work is being carried to improve the user friendliness of this functionality. The online portal volume for in year admissions is 70% of the applications received. The service is looking to move on to an App to enable customers to apply for school positions via the App. Admissions appeals are now lodged online, active for in year. 90% of appeals are received this way. The admissions team are reviewing to make their online forms and system more user-friendly in order to achieve higher volumes via digital routes.

SEND and Inclusion – CSG, “Digital by Default”

The SEND and Inclusion team provide support and services to children and young people with Special Educational Needs and their families. Most correspondence is conducted through email. The next most numerous is phone calls. The website has an area dedicated to the Local Offer; this will act as a “one stop shop” where customers will be able to look up all information and services available for children and young people with SEND.

Post – 16 & Barnet Education, Employment and Training Support (BEETS) team

The Post-16 Team ensures that they fulfil the local authority’s statutory responsibility to ensure participation for young people aged 16–19, families, schools, colleges and training providers, and community groups. Young people tend to contact the service by telephone more so than email. Contact with schools and providers tend to be done through email. When contacting young people in a more formal way a letter will be used.

There is also a frequent use of social media, particularly Facebook and Facebook messenger. The Post-16 Team is making inroads with the use of social media. The BEETS team have their own Facebook page, which allows them to keep in touch with young people, and to advertise employment or volunteering opportunities, amongst other things. Facebook messenger is another useful tool as it allows the team to keep in touch with young people who may not have credit or reception on their phone, but have access to Wi-Fi.

5.6.4 Education and Skills digital vision

The vision for Education and Skills is to make greater use of Apps, for example, developing an App for access to school admissions and for post 16 education. There is also an aspiration to embrace social media, already used by the Post-16 team, to be used in future for school improvement.

5.6.5 Barriers to achieving the vision

The vision for Education and Skills to become digital by default must be tempered by the fact that for certain client groups, email or phone contact is preferred rather than attempting to transact over the web or use apps.

However, for many young people, the use of apps and social media are becoming the preferred methods of communication and embracing these channels is only limited by ability to agree and build a timely, solid IT supporting infrastructure.

5.6.6 Future plans

There are major improvements to The Local Offer being implemented at the moment. Included are:

- A dedicated mailbox, which can be used for sending in feedback, but can also be used by services to update their information.
- Major re-writes to the content to make it more web ready and user friendly
- Improvements to the directories to facilitate quicker searching
- Producing an online A-Z or “jargon buster”.

5.6.7 Opportunities

The service is looking into using WhatsApp, as it is a very popular mode of communication with young people, and again it requires no credit or mobile signal, only a Wi-Fi connection.

5.7 Family Services

5.7.1 Current situation

Family Services cover a wide remit of services with varied audiences and levels of engagement. These include the Families Information service (FYi), early years, and libraries as well as targeted and specialist services such as early interventions for children, young people and families, and social care and youth offending services.

The service has invested time in shifting information online where possible and whilst (apart from libraries) there are very few transactions as a service, these are all now available as either webforms or via external transaction portals where possible. This includes information for professionals from other agencies.

Due to the nature of the services delivered and the statutory framework surrounding these there is a high level of face to face interaction with children and young people at risk and their families, the majority of which takes place in people's homes or other venues across the borough.

The current situation can be summarised as follows:

- FYi statutorily offer a range of information about services available to children in Barnet, including universal services and childcare. The service is managed by CSG. All contacts go through the customer contact centre and online information is regularly updated. Family Services has an external online transactional portal for Futureversity which enables young people to apply for courses.
- The first part of an early year's transactional portal has been implemented to support the end-to-end process for the Free Early Education entitlement (known as FEE). When fully implemented it will be for parents and providers. Social Media is used to promote services in Children's Centres and for promoting FEE.
- The customer interface with libraries is well developed and use of the website, social media and apps is already established. Recent developments with the introduction of an IVR need further refinement to ensure that residents can access all the services they need.
- Twitter is used extensively to engage service users about activities, FEE, library events etc. Barnet Youth Board have their own Facebook page.
- Telephone calls to Social Care are all filtered by an IVR, and most calls will be automatically be directed to the MASH (Multi-Agency Safeguarding Hub), which is the front door into services for both partners and members of the public. Other calls that do not need the MASH will generally be to named Social Workers, but all clients are given direct dial numbers, so this will be minimal.
- There is an online webform for professionals to make referrals and an online application for parents to apply for their child to be on the Disabled Children's Register.
- There is little face to face contact at Council buildings as most contact will be in people's homes, so that surroundings can be assessed as part of supporting families. Direct work also takes place with families who do not reach the threshold for Social Care involvement, and families are referred via MASH or Social Care. Any potentially high risk cases and Child Protection cases are held daily at Barnet House and managed by Family Services. It is unusual for client without an appointment to arrive at a Customer Access Point, but those who do are often in crisis, and will be dealt with accordingly.
- Face-to-face support for young people who have offended or are at risk of offending is vital, but sometimes very high risk, so secure space needs to be available at short notice to support some young people safely. As such, face to face venues will be required going forwards.

- Social care website information is generic, but with a specific multi-agency website for the Barnet Safeguarding Children Board. There is a separate campaign to target the recruitment of Foster Carers and Adopters, with Social Media campaigns.

5.7.2 Future development and opportunities

Compared with other Delivery Units, Family Services have few transactions with the public that do not involve direct casework and interventions. To deliver direct work going forward specialist customer access points will be required. Future service design and delivery is likely to require greater partner working, for example with health and housing, focused around geographically appropriate hubs.

The key opportunity areas are:

- Fyi – Where possible, online options have been developed to deliver non-casework communications and customer access. FYi is a priority development area both to improve the quality of current provision and to identify any potential for enhancements.
- Libraries – The service will continue to look at opportunities to deliver the library service in innovative ways (for example Openplus), and further development of self-service kiosks are planned. The Library Strategy is a key enabler of the Customer Access Strategy.
- Implementing next phases of transactional portals – Three external portals have been rolled out in the past year and the focus will be on embedding these and rolling out the second phases.
 - For early years places (FEE) parents already have access to a portal and the next phase is rolling out access for providers.
 - Partners involved in early intervention, including schools, can now upload Common Assessment Frameworks (CAFs) via the secure online portal which then integrates with the case management system. The focus will be on embedding this.
 - For social care payments the secure online portal currently covers foster carer and other regular payments, and the next phases involve extending the portal to cover all client-related social care costs.
- Social media – Those using youth services have been identified as most likely to want to respond to social media. Social media is also being used to engage with foster carers and there is potential to grow this.
- Apps – The development of apps and other tools will be useful to gather customer feedback and enhance engagement with children, young people and families. This could include apps for children in care and care leavers, and for parents with under 5s. There is also potential for professionals to use apps that integrate with case management system as part of their assessment work with families. This will be heavily dependent on the IT Strategy.

5.8 Parking (run within the Commissioning Group)

5.8.1 Main Services provided

Receiving and responding to all parking, Blue Badge and Freedom pass related enquiries including telephone challenges pertaining to Parking Penalty Charge Notices (PCNs), receiving and processing Permit applications, receiving and processing Visitor Voucher applications, receiving and processing Parking Suspension applications, receiving and processing Blue Badge applications and receiving and processing Freedom Pass applications and renewals.

5.8.2 Main Customer types

Residents and car owners who live, work, travel or drive through the borough.

5.8.3 How the services are currently provided

PCN queries from members of the public are dealt with primarily using an Interactive & Voice Response automation system (IVR). There is a 'closed loop' IVR process for callers wishing to contest/challenge their PCNs; the main reason being that there is a statutory appeals process in place for motorists wishing to challenge the validity of a PCN which has to be completed in writing, not by phone. It is a requirement that this process accommodates all requirements as set out in all related parking and other relevant legislation and in particular the Traffic Management Act 2004, which amongst other things is designed to safeguard the interest of the motorist by determining a structured process to be followed by all authorities.

Following some equalities concerns highlighted by the Local Government Ombudsman (LGO) in 2013, guidance relating to the legislation and parking process has determined that there should be adequate provision in place to allow a process of oral PCN representations to be made to the Council in circumstances where the vehicle keeper would struggle to communicate in writing by reason of his/her disability.

The current IVR facility includes an option for motorists who require additional assistance or support to speak directly with a member of staff. There is a similar arrangement in place for dealing with enquiries relating to permit applications, Visitor Vouchers and suspension applications.

5.8.4 Barriers to achieving the vision

Not all callers want to challenge their PCNs. The recent expansion of the IVR process to include additional support for certain customers in line with the Council's equalities duty will require further assessment of the extent to which it has fulfilled the intended purpose. It was also necessary to make the changes to allow other PCN related enquiries to be dealt with as not all enquiries can be accommodated via an automated response. Parking enquiries can be extremely diverse, however there is a potential that this could increase call volumes and hence resource requirements and therefore it will be necessary to keep detail records of all calls received to ensure that the changes are effective.

Some customers want 'human' involvement in their contact with the Council, and if they cannot get through to speak to a contact centre agent, may call Council officers, and/or Councillors instead, which is not the intended consequence.

5.8.5 Future Plans

Over the past 12 months a number of changes have been made which has improved the customer journey and allows customers to self-serve. Those who do so will benefit from a simpler and quicker transaction. We need to promote the benefit of the changes which have already been implemented and to continue to review areas that could be improved in the future. Although the changes have led to the majority of transactions being possible by implementing a 'digital by default' approach for parking, support for customers and service users who are unable to utilise the self-service facility is still necessary.

5.9 Re Ltd

5.9.1 What Services does Re provide and how

Re Ltd is a joint venture company between Barnet and Capita plc, formed in October 2013 as a result of an outsourcing exercise. Re has ambitious growth targets to deliver the contractual benefits back to the Council so needs to develop a target operating model that facilitates this.

The services currently delivered through the partnership, along with the key volumes, are shown in table 5 below.

Table 5 – Re’s services and key volumes

Service	What are the services and how are they provided?	Channel breakdown (where known) Per year Based on Q1 data 2015/16	Comments
Building Control	<p>The primary function of the initial customer contact is advice and to book an appointment. Once an appointment is made the key relationship is with the building control inspector.</p> <p>The front office will process enforcement related customer enquiries, which will be reviewed by the building control inspectors.</p>	<p>32,000 calls 2,300 logged requests</p> <p>24% e-mail 46 % webform 30% phone</p>	<p>This is a key income generating service that already operates in a commercial market. Therefore quality of client engagement and speed of service is vital. The aim is to build good relationship with builders who are often the main customer.</p>
Planning/ Development Control	<p>The primary phone contact is seeking advice on either how to navigate the web to submit an application or how to comment on an application. Once an application is submitted, the key relationship is with the allocated planning officer. A key challenge for the service is a big increase in demand over the last 18 months.</p>	<p>50,000 calls 7,000 e-mails/webforms 8,190 Applications 938 Tree requests 1,600 Enforcement Cases</p> <p>Total – 9,128 – increased from 7,627 in 2013/14</p>	<p>Like building control this is a key income generating service. It has developed a number of new services in the last 12 months (expanded pre-planning advice; fast-track service; consultancy service). All of these have proved popular. A key concern for the service in the London context is staff recruitment and retention.</p>
Highways	<p>A high visibility service undergoing a big programme of change – with significant investment to move from a less reactive to a more planned service. The transition has caused some pain, particularly with the need to</p>	<p>28,500 calls 10,300 service requests broken down as: 54% phone 20 % e-mail</p>	<p>The introduction of Report-It provides a useful tool to support channel shift. The key opportunity to reduce call volumes is to provide residents with more timely updates on what is happening to all</p>

	better manage customer expectations. The reactive volumes have grown.	26% webform	ready logged services requests.
Environmental Heath (Housing, Care & Repair, Environmental Protection, Pollution)	A complex set of services, branded under one heading. More work is needed in this area to map the customer journeys to better understand the opportunities to increase online take-up.	18,000 calls 4,800 Service requests a year 40% Phone 37% e-mail 23% webform	Care and Repair and Empty properties are growing services with potential to expand.
Noise & Nuisance	This is a highly seasonal/weather dependent service where managing expectations is key. The percentage of requests via phone is not surprising given the nature of the service where people want an immediate response to an incident that is happening at the point they report it.	3,000 calls 2,400 requests 64% phone 21% e-mail 11 % webform	The technology to support this service is being reviewed.
Pest Control	As this is an income generating service, as the service hub takes the payment and makes the appointment, until improved online payments and bookings are available, phone is the most cost effective way to deliver this service	4,500 calls 1,000 requests 67% Phone 13% e-mail 20 % web	This service now operates beyond Barnet.
Land Charges	This service delivers searches, mainly for lawyers who are conducted them on behalf of residents buying/selling home.	2,600 calls	An income generating service.
Trading Standards	The vast majority of requests now go to consumer direct, rather than the Council.	240 calls 2,600 service requests 78% phone 10% e-mail 12% webform	
Licensing	Probably the service, nationally, that has had least investment through the e-gov programmes. Most forms are accessed from the .GOV.UK website, but are not "smart" forms and have no ability to integrate into back office	5,700 calls 840 service requests 3% phone 24% e-mail	The aim is to develop a national centre of excellence for this service.

	systems. Re have looked at the high volume forms and is reviewing options for greater automation	73% other	
Hendon Cemetery & Crematorium	1,000 cremations per year	In general, residents interface with this service via funeral directors, other than visits to the cemetery to visit graves after a burial has taken place.	
Regeneration	This does not have a direct customer facing interface as the majority of interaction is with developers. The resident involvement side is in the main through the planning process.		

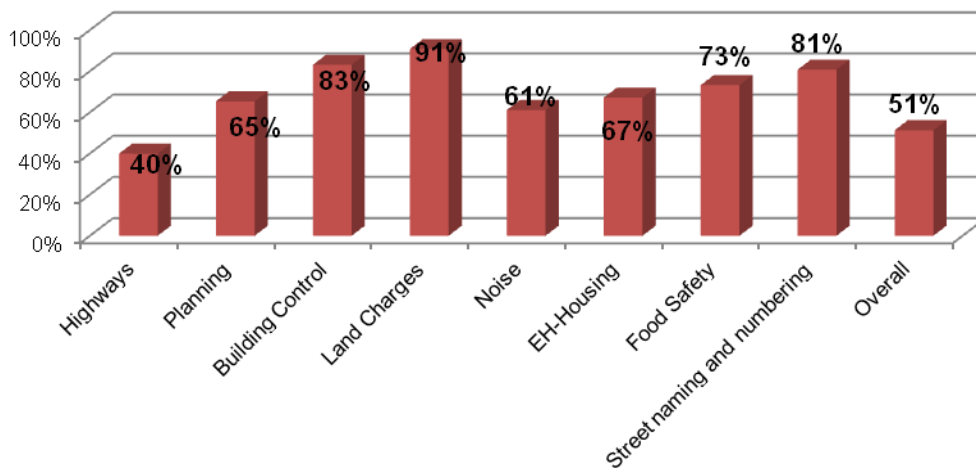
5.9.2 What do customers think about those services

Measuring Customer Satisfaction across Re services is a 'Super KPI' aimed at providing a continued focus on customer service throughout the full 10 year life of the partnership contract. When the service was transferred to Re in October 2013, there was no historic customer survey data against which to measure customer service.

Since the pilot collection of data (Feb 14 to May 14) from the period June 2014 to March 2015 over 11,100 surveys have been sent out, with an overall response rate of 12%.

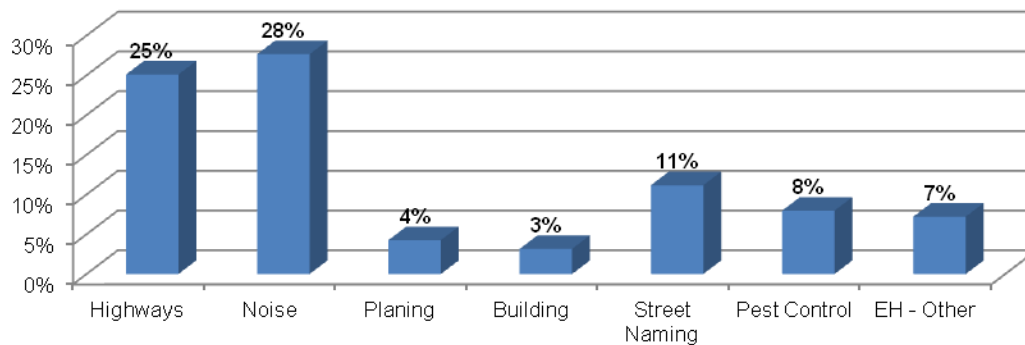
The results - % customers satisfied - up to March 2015 are shown in Figure 1622. This acts as a baseline against which improvement can be measured going forward. As this was the first year of data collection, it was the first truly reliable data that was sampling actual customers of the services, close to the point at which they had experienced the service.

Figure 16: % satisfaction by service



The survey response rate per service is shown in Figure 17. This clearly shows that response rates are hugely variable; a fact which can be explained mainly by the nature of the services being delivered.

Figure 17: Percentage of survey responses June 14 to March 15



Highways – a very high volume of surveys were sent out with a correspondingly high response rate reflecting the level of activity in this area (around 1,000 service requests per month) and the fact that this is a very resident focused service. This service is by far the highest area of service concern during the year and the main focus for service improvement undertaken by Re. The recent introduction of automated emails being sent to users of the service once work has been undertaken will ensure that surveys reach residents far more quickly.

Planning/Building Control – the much lower response rate for these services reflects the fact that the user group being surveyed is often the same – as most applicants use builders/ agents users are receiving multiple surveys. So while there was a good response initially this has dropped off during the year. To counter this it may be more appropriate to identify people within this group and only survey them twice/three times a year.

Noise/Pest Control – Resident-facing services tend to generate higher response rates as shown by these services and in particular in Noise.

Environmental Health - Other – This covers a wide range of services (such as housing), which often cover enforcement related activities. It has been hard to determine the exact end point of the service delivery process following which the survey will be sent out; thus response rates have been consistently poor. A concerted effort was made during March 2015 to increase user survey returns. Work needs to take place to identify a way to better integrate the survey process into the service supply chain and to learn from the changes made to do this in highways and planning.

As an additional incentive to users to complete surveys; from March Re has committed to donate 5p to our local charity for every completed survey returned.

The questions asked for each service are shown in Figure 24, the examples being for planning and highways for June 2015. The questions cover the full end to end customer journey and provide the service with detailed feedback on where improvement effort should be provided.

Figure 18: Planning Customer Satisfaction – by question

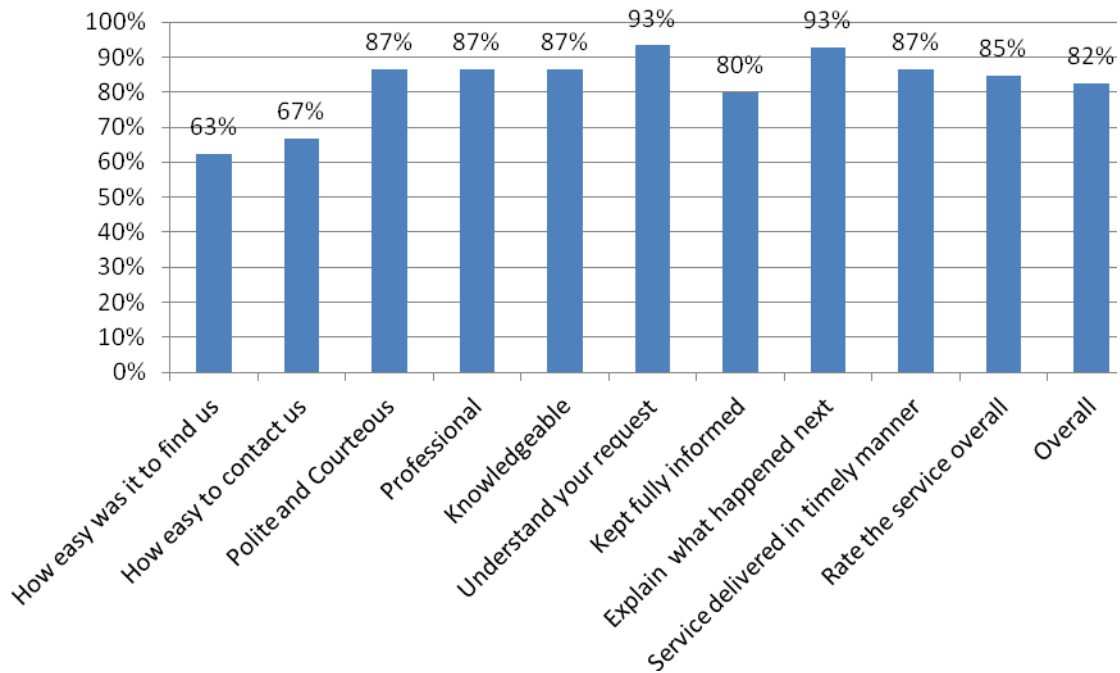
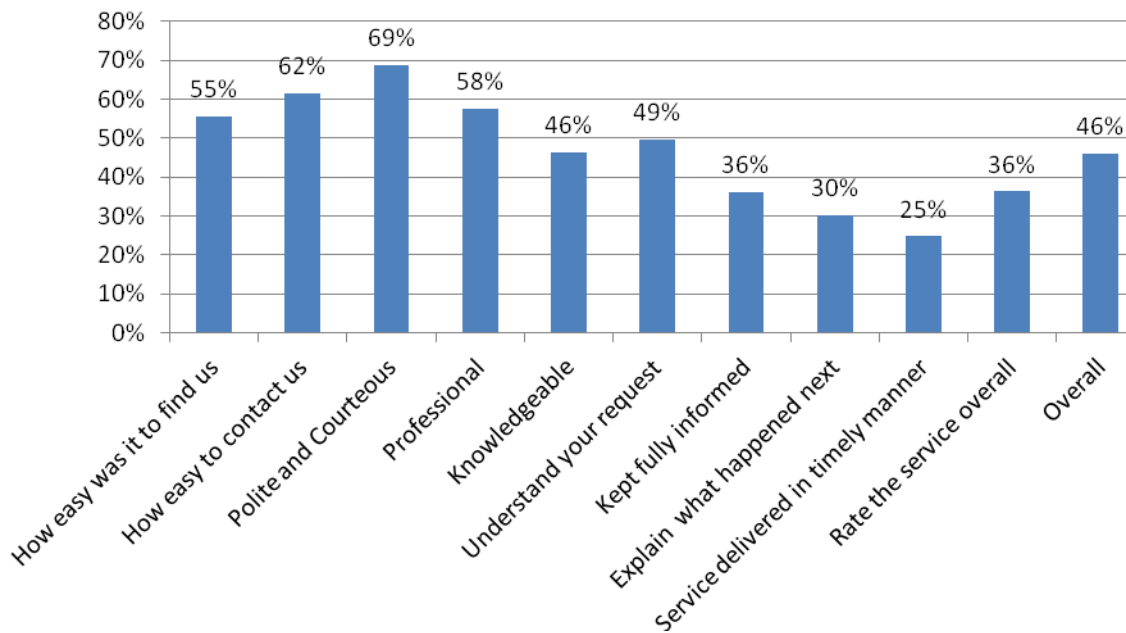


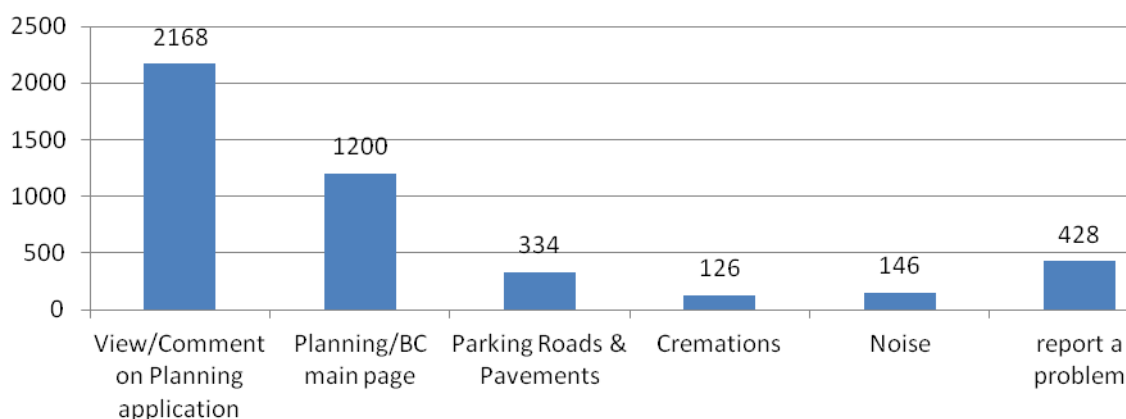
Figure 19: Highways Customer Satisfaction

Highways Customer Satisfaction



In terms of Web presences, all Re pages were re-written as part of the gateway project and launched in April 2015. Since this re-launch, Figure 6 shows the average weekly views for the top 5 Re pages. All other pages score less than 100 views per week, with most considerably less than this (10-20 range).

Figure 20: Page views per week



The monthly web-based GovMetric data shows that despite the re-launch of the website, the highest visited Re pages, Planning, still attract the most criticism although the volume is small relative to the number of actual visits. There are normally around 5-10 negative comments per month. When looked at it detail, they do not always relate to the actual web page, but some aspect of the service, but are using the opportunity of the GovMetric comments system to make a point. However, even allowing for this, we do know that a significant number of telephone calls occur after a customer has failed to easily find what they want on the web.

5.9.3 Future Plans For Re services

A key commitment in the contract was to provide an IT platform that would support improved customer services. This has been delivered with an investment cost in excess of £2m.

All the main services have been subject to complete IT refreshes during the first year of the contract and this has enabled in improvements in processes, particularly in highways. A key customer complaint had been the lack of feedback on what is happening with road and pavement repairs. The new IT now enables the service to send automated updates to customers to keep them better informed. Specifically, Re have invested in integrating Exor, the highways system, with Lagan so that when residents use the online 'Report a problem' function, the service request is communicated directly into the Exor system. This only finally went fully live in July 2015.

As with other Capita services, Re services are being reviewed to see if greater synergy can be achieved by developing national centres of excellence, as has been done with Revenues and Benefits. The intention being to look across several contracts and develop best practice operational models for the full range of Re services. This would then mean that business cases for improvements, in areas such as licensing, are more likely to be viable.

This work is at an early stage and will also have an impact on how the customer interface is delivered.

It is proposed that a full set of proposals be presented in early 2016.

5.10 Street Scene

5.10.1 Main Services provided

- Waste and recycling
- Green Streets (street cleaning, parks, removal of fly tipping, removal of graffiti, grass cutting etc.)
- Transport – Procurement and maintenance of some 200 Council vehicles and the passenger transport service which transports almost 1000 vulnerable service users each working day

5.10.2 Main customer types

These services are universal, provided to all who live or work in the borough.

5.10.3 How services are currently delivered?

Street Scene provide Waste & Recycling, Street Cleaning, Parks and Open Spaces, and the Council's Fleet and Passenger Transport services. The majority of these services are universal. Passenger transport is the exception; the main contact with these customers is via SEN team in Education and Skills and through the Adults & Communities Service.

Waste & Recycling deliver a weekly collection of recyclable and waste materials to 141, 000 homes in the borough and over 2000 businesses. The service also collects food waste and garden waste. Almost 80% of residents rate the service as good or excellent, the highest satisfaction rate in London. Not much work is done via digital channels. However there is potential to review all processes and introduce new technology.

The web already works well for informing customers of refuse and recycling days. Requesting a service or reporting a problem is currently more difficult and receives mixed reactions. The major dissatisfaction comes from the small number of issues where the service fails to deliver what is requested and then takes too long to resolve.

Citizens can log on to the Council website and find basic information such as dates for refuse collection – which is updated automatically from a back-office system. However, the information provided is limited.

5.10.4 Opportunities

The vision is to work more like BT or British Gas – where our field workers get automated jobs and do not need to return to base.

The service could digitalise the most common process – where citizens report a missed bin collection. Currently citizens call the contact centre; the call is logged and sent to the collection centre, who write out a ticket that is printed for someone to use to collect the bin the next day. This could be automated so citizens could log on and report the problem automatically to reduce cost and streamline the process.

The use of RFID technology or automation to report full bins could be considered depending on cost.

The service is planning to implement a new digital solution – including a change to Lagan– which will allow citizens to report common problems directly and get an email/text acknowledgement.

Barnet has a lot of 'friends' who maintain parks that could be more effective if they were supported by better systems that required less face to face contact. It is intended that this be considered as part of the community participation strategy, with a specific focus on the automation of the higher volume high volume transactions/cost areas first.

Regarding transport, parents/carers often phone in to cancel collections. There could be an email/text option.

Future plans include a transformation of the Lagan CRM system, which will improve digital by default significantly by getting many more transactions right first time. The planning stage is complete (with top level corporate support). CSG are working to support this to turn it into a reality. This plan will deliver significantly on the vision, whereby the majority of access to services will be digital.

6 REVIEW OF EXISTING FACE TO FACE (FACE-TO-FACE) SERVICE CENTRES

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

6.2 For residents, this approach will mean easier access to the services without having to deal separately with different agencies and, for the Council, it will reduce bureaucracy and generate efficiencies, with increased collaboration driving improvements in the way services are designed and delivered. The Council has already worked effectively to co-locate with other agencies in a 'hub' model in a number of areas, including:

Barnet Welfare Reform Task Force

- The Task Force, created in 2013, brings together Council housing advisers, Jobcentre Plus staff and mental health advisers into a co-located single team – based at Barnet House – to work with those impacted by Welfare Reform.
- The 'one-stop shop' approach has proved to be more effective than any single agency at engaging with residents because the different partners are able to reinforce each other's messages. Where one agency is unable to engage a particular resident, another might have more success. Depending on their personal circumstances, some residents have been more receptive to messages delivered by their local housing officer, a Jobcentre Plus adviser, or a Housing Benefit officer.
- The results have surpassed what the Council originally expected, with the Task Force successfully engaging with 96 per cent of Barnet residents affected by the Benefit Cap and helping more than a third (35 per cent) into work.
- This approach has also paid dividends to the Council and its local partners, with economic analysis showing that assisting over a third of residents affected by the Benefit Cap into employment returns savings of three times the money invested in getting them there.

Burnt Oak Opportunity Support Team (BOOST)

- The experience of the Welfare Reform Task Force told us that people's needs do not fit neatly within public service boundaries. Residents are often unaware of, or confused by, the breadth of support available to them, and they grow weary of providing the same information to multiple agencies.
- By creating a place-based 'Jobs Team' in Burnt Oak (BOOST) - which brings together the 'Love Burnt Oak' community group, Jobcentre Plus, Benefits service, Youth services, Barnet Homes and Health Coaching Support from Future Path - it

was envisaged that all the partners would work as a unified service for the benefit of the local community.

- The team provides face-to-face advice and well as contact over the telephone and through the use of social media. It was designed to be a model for the future, with coordinated local services delivered in areas of the greatest need using less resource.
- BOOST is based in Burnt Oak Customer Services Centre and the space is not owned by the Jobs Team or seen as the Jobs Team's office. It is a shared community space with an informal feel - training and outreach activities make use of other community settings such as the Burnt Oak Resource Centre and Barnfield Children's Centre.
- Since the service went live in May 2015, a total of 225 people have signed up for support and 75 have found employment.

- 6.3 These case studies demonstrate that the provision of face-to-face services through a model which brings together a number of related services into an integrated, co-located community hub can provide benefits for those that use the services on offer, as well as the Council. It is very much this approach that is being used to inform how Barnet's face-to-face services will be designed and operate moving forward.
- 6.4 In Barnet, there are currently two face to face centres with a footfall of c.125,000 annually, with around 45% of visits to Burnt Oak Customer Services Centre and 55% to Barnet House. Most of these visits are for housing benefits and Barnet Homes services, as Table 6 below shows. Whilst there will remain a need for face to face contact for those at risk of homelessness, and family services clients, and for Universal Credit claimants of pension age, there is scope to reduce the need for the remainder of visits. The introduction of Universal Credit as a web-only service for working age claimants has established a precedent with regard to moving benefits claiming online.
- 6.5 In November 2015 Customer Services successfully introduced a new approach to managing the face to face visits received relating housing benefits, Council tax, and general enquiries, offering a combination of assisted self-service and freephones to obtain advice from the contact centre or book an appointment on another day. This means that we have ceased to offer a 'walk in' service in the Council's face to face centres, except for rare emergencies. Barnet Homes is also exploring whether it can reduce the walk-in element of its tenant reception service at Barnet House. These changes are consistent with how customers expect to access services, as they give customers certainty over when and where they will obtain the advice they need, they reduce the queue times, and reduce the overall footfall because customers realise that they can more quickly obtain the information or advice or appointment that they require by using the telephone, email or the website options.
- 6.6 This model of obtaining advice via scheduled appointments rather than 'walk-in' is intended to become the main operational model for non-emergency face-to-face visits.

- 6.7 Services that currently require customers to physically present documentation for proof of eligibility and entitlement will be asked whether this can be done remotely either electronically or by post, and making the required process changes will be incorporated into the proposed face to face project.
- 6.8 The Council's Assets and Regeneration Committee agreed that as part of the Council's accommodation strategy, the Council would initiate a new build development at Colindale, with a view to breaking the lease at Barnet House or sub-letting from October 2017.
- 6.9 There is no current plan to close the Burnt Oak Customer Services Centre. Thus the Council has a choice about what should happen to the face to face customer contact that currently happens at Barnet House. To risk assess the impact, a review was undertaken to ensure that there would be sufficient provision to meet customer face to face demand following its closure. Through analysing the customer data and understanding the plans for the various services and Council buildings, Table 6 below sets out where the demand would be met. At this stage, this shows that the demand can be accommodated within the other Council buildings that are available. However, as plans for community hubs and multi-agency working develop, these new sites can be considered for certain services. All these proposals need further investigation and detailed design, and will be informed by consultation with the public, which will commence following the Strategy's approval by this Committee.
- 6.10 The detailed proposals around assisted self-service and document drop in libraries will be developed early in the new year and will need to recognise the implications of the libraries strategy which is currently out to consultation. The funding implications will be considered as part of the development of the business case for the proposed face-to-face changes.

Table 6 – proposed changes to services currently delivered at Barnet House

Service	Avg Barnet House visitors a day	Nature of current visits	Proposed changes
Housing Benefits & Council Tax	150	Appointments and mandatory document provision/certification. Walk ins being reduced.	Assisted self-service, document certification and appointments to be relocated to North Finchley and/or Golders Green libraries. This would promote additional footfall to these libraries, and utilise existing community assets that are geographically close to where the existing customers live.
Housing options and homelessness	50	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale Headquarters or a community hub in the west of the borough.

			This is a more accessible location for the majority of the client group. The venue / location for receiving 'walk in' demand is still to be determined, and the proposed end to end review of this service, and review of face to face, will look at how 'walk ins' can be reduced, as well as how web-based information and services can be improved.
Housing tenants and leaseholders	30	Appointments and walk ins	This is not a well-used service and Barnet Homes are looking at how improved web self-service as well as the existing telephone contact centre can meet customer needs without the need for a face to face reception.
Planning Office	25	Appointments and walk ins	Relocate appointments to the normal officer meeting rooms within the new Colindale Headquarters, and cease to offer walk ins. The need for walks ins is already reducing due to better availability of online documents.
Registrars (Birth and Death Certificates)	20	Appointments only	Relocate appointments either to Barnet Hospital or identify a better location for the service once a decision is made on the future of the existing office in Burnt Oak.
Welfare Reform Task Force	18	Appointments only	Re-location to follow the location of housing advice services offered by Barnet Homes.
Family Services (child protection interviews and conferences, youth offending meetings)	7	Appointments only	Relocate appointments to the ground floor of the new Colindale Headquarters or community hub as determined by the new operation model for the service.
Booked meetings	Unknown	Customer invited in for specific services e.g. SEN reviews	There are a number of meeting rooms that are booked by services for specific functions as and when needed. This will be captured by the Colindale Headquarters project

Table 7 – proposed primary use of council assets

Council building	Proposed primary use
Burnt Oak Library & Customer Services Centre	<p>The customer services provision will stay as it currently is, which is general information, advice, appointments, and document certification and receipt for Council services, predominantly housing benefits. However the footfall will be reduced through service re-design and increased use of the improved website and self-service facilities by customers.</p> <p>The multi-agency jobs team (BOOST) will remain in place.</p> <p>Subject to the proposed face-to-face and service reviews, and space analysis, from 2017 it may also include housing advice and homelessness and the welfare reform task group.</p>
Golders Green and North Finchley Libraries	<p>Assisted self-service for accessing all services available online, with particular emphasis on housing benefits and Council tax support; receipt and certification of customer documents used to prove eligibility and entitlement, with specialist scanning facilities; provision for appointments regarding housing benefits and Council tax.</p>
The new Colindale headquarters	<p>Appointment-based customer visits only. The exact mix of services will be subject to service design. Current proposals considered are for family services (child protection, youth offending), housing options and homelessness, housing tenants and leaseholders, and other statutory referral-based services.</p>
Colindale Barnet Centre for Independent Living & Library	<p>This new building may also be a site for those services that offer advice on a walk-in basis, such as those offered by Barnet Homes.</p>
Community Hubs (various locations)	<p>These are at an early stage, but a number of services are developing commissioning plans that involve the use of community hubs where this provides a more appropriate form of delivery. These will comprise a combination of third sector provision, partnership-based services (e.g. a multi-agency jobs team such as BOOST) and Council services that offer advice on a walk-in basis.</p>

Services currently offered via telephone and face to face

- 6.11 In the 12 months to September 2015, there were 58,430 visits to Barnet House and 36,364 visits to the Burnt Oak customer service centre recorded by CSG customer services. This does not include all visits to Barnet House to other services.
- 6.12 Whilst table 8 below shows that there are 11 different services that visitors may enquire about, in actual fact the visits at both sites are dominated by Housing Benefits and Council tax, with Barnet House also offering the housing options and homelessness service. The Housing Benefits service currently requires all new claims to be conducted face-to-face, and requires identity and eligibility to be physically certified by a member of staff as part of the claims process.

Table 8 – current customer service provision and channel

Service	Telephone	Face to Face - Barnet House	Face to Face - Burnt Oak Customer Service Centre	Face to Face – bespoke
Customer services provision				
General enquiries	X	X	X	
Council tax & Council tax support	X	X	X	
Housing benefits	X	X	X	X ⁴
Street-based services (street cleansing, refuse & recycling, green spaces, trees, grounds maintenance)	X			
Parking	X			
Street Lighting	X			
Assisted Travel (freedom passes & blue badges)	X			
Highways (roads & pavements)	X			
Licensing, environmental health, pest control, noise & nuisance, trading standards	X			
Planning	X	X ⁵		
Registrars	X	X ⁶		X ⁷
School admissions	X			
Libraries	X			X
Families and Young Peoples' Information	X			
Youth Services	X			

⁴ Housing benefits claimants can ask library staff for assistance with filling out an application on-line

⁵ Separate reception

⁶ Separate to customer services

⁷ The main Registrar office is in Burnt Oak, a separate location to the customer service centre and library

Children's social care	X			
Adult social care (Social Care Direct)	X			
Housing tenants & leaseholder services	X	X		X ⁸
Housing advice, housing options, homelessness	X	X		
BOOST – multiagency jobs assistance			X	
Referral-only services				
Housing benefits – new claim appointments		X	X	
Welfare reform assistance		X		
Family services (including child protection)		X		
Special Educational Need services		X		

6.13 Whilst customer services operates over two sites, Barnet Homes housing options and homelessness service only operates at Barnet House. The proposal to move this to a location in the west of the borough such as Colindale or Burnt Oak would bring it closer to the areas that have the greatest deprivation in Barnet, so whilst it will be less accessible to those living in the east, the move is expected to benefit larger numbers of the service's main client group than is currently the case.

Projecting future face to face demand

6.14 In contrast, Housing Benefits customers have always had a choice of two locations serving different parts of the borough, so the planned closure of Barnet House in 2017 could have the impact of reducing accessibility if no alternative locations were to be offered.

6.15 As identified in the CSG Revenues & Benefits section of this document, there is significant potential for increasing the use of online and telephony self-service facilities for Council tax and Housing Benefits customers, and reducing the need for face-to-face. The rollout of Universal Credit - an exclusively online process - to working age claimants, will eventually reduce face to face support to that which is necessary for people who need help with the online process. Interaction for any complex cases will normally be conducted by phone rather than face to face. During 2017 families and couples will be moved on to Universal Credit, but at the time of writing the precise dates and impact is not known for this or subsequent rollouts. However the Government has no current plans to move claimants of pension age onto Universal Credit at all.

6.16 By the time of the proposed closure of Barnet House we can expect the following changes to have taken effect:

- a greater proportion of Housing Benefits customers not on Universal Credit will be utilising the phone and digital channels for support with their claim, due to improved services and improved support for customers in using them, as well as increased digital skills, supported by a Council digital inclusion strategy

⁸ Grahame Park housing office

- the process of dropping off eligibility and identify documents will be made more electronic, so that the Housing Benefits service places fewer demands on customers physically presenting their documents
- Universal Credit will have been extended to more claimant types, removing the need for physical documentation. Visits will primarily be from residents who need assistance to use the online system
- Limited population growth - less than 1% growth - with growth likely to take place amongst the section of population that does not require Housing Benefits

6.17 The net impact of this should be a reduction in face to face demand for the service, although the scale of the demand is hard to forecast precisely at this stage.

6.18 The borough-wide network of libraries offers a potential way to avoid reducing accessibility, and also support the Council's various additional objectives of co-locating services, maximising the use of public sector buildings, and maximising residents' use of libraries.

6.19 The analysis of the home locations of current Housing Benefits customers shows that there are two libraries that would offer accessible alternative locations when Barnet House closes, as the two maps below show – North Finchley and Golders Green.

Figure 19: Map of where Housing Benefits claimants live (the darker the colour, the higher the number)

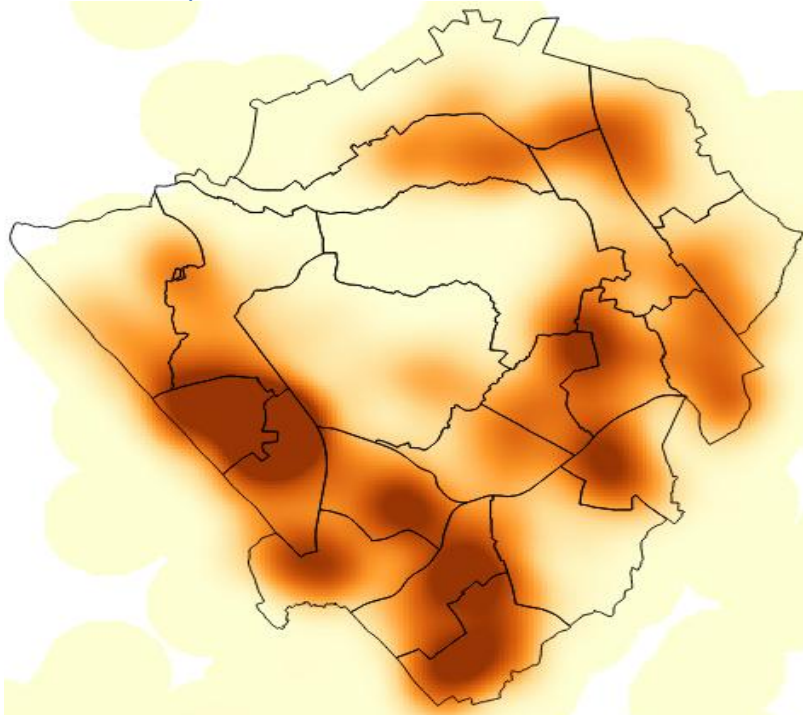
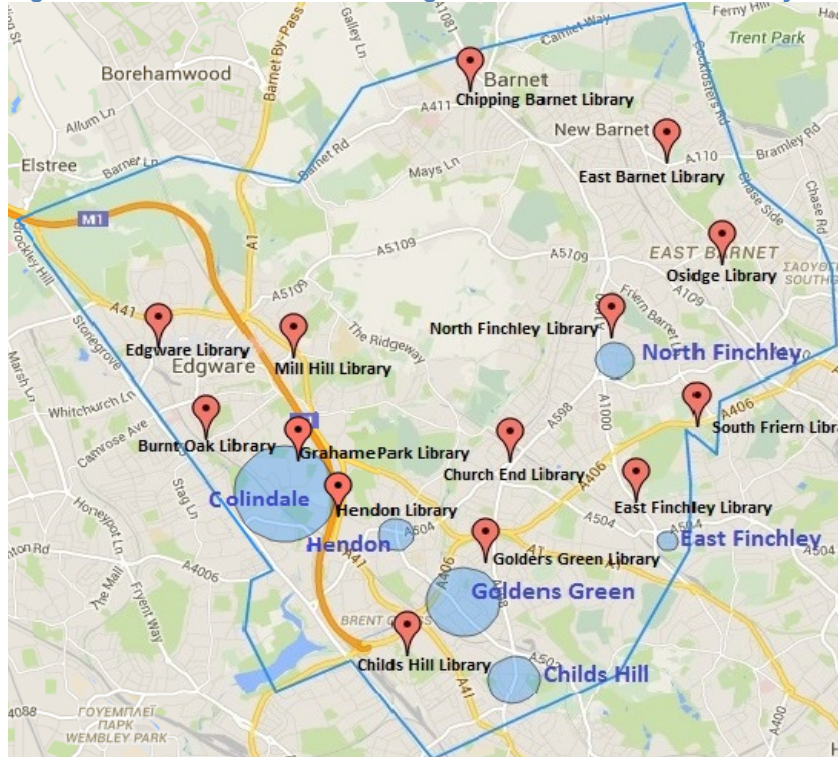


Figure 20: Concentrations of Housing Benefits customers and library locations



6.20 It is therefore proposed that the business case and initial feasibility study focus on the implications of using these two libraries for housing benefit services including document certification, assistance to use the website and My Account, and any face to face appointments required. Detailed proposals will need to be developed, taking into account the implications of the final library strategy. Any costs associated with using these libraries will form part of a business case for changing the face-to-face arrangements.

6.21 The same staff offering self-service support for Housing Benefits claimants should be able to support customers with accessing other online services, such as viewing a planning application online, and finding advice about housing options.

6.22 An additional benefit to customers is that, subject to the approval of the library strategy, these libraries will have extended opening hours⁹, making the service available at times more convenient to residents.

6.23 Evaluating options

6.24 The following options were also considered but rejected:

- **Closing the Burnt Oak customer services centre in addition to Barnet House** and so have no single customer access centre, but offer some services and self-

⁹ The current library strategy being consulted upon proposes that the opening hours for these libraries increases to 85 hours per week, although only 25% of these hours who have librarians or volunteers present

service support in libraries, and some appointments-based meetings for referral-only services at Colindale.

This was rejected for the following reasons:

- The housing options and homelessness service will always need to offer face to face support, which would not be well-suited to a library
- The customer service centre at Burnt Oak is a well-established place to offer advice and appointments related to Housing Benefits, and more recently, support with finding employment.
- The existing customer service centre at Burnt Oak is co-located with a library, which occupies the first floor. There is no plan to close this library, therefore moving customer services out of the ground floor would create a gap, without any saving on building running costs.
- There is insufficient space available in the Colindale building to accommodate projected demand for all face to face access.

- **Close the Burnt Oak customer services centre in addition to Barnet House, and have one customer access centre in the new Colindale building.**

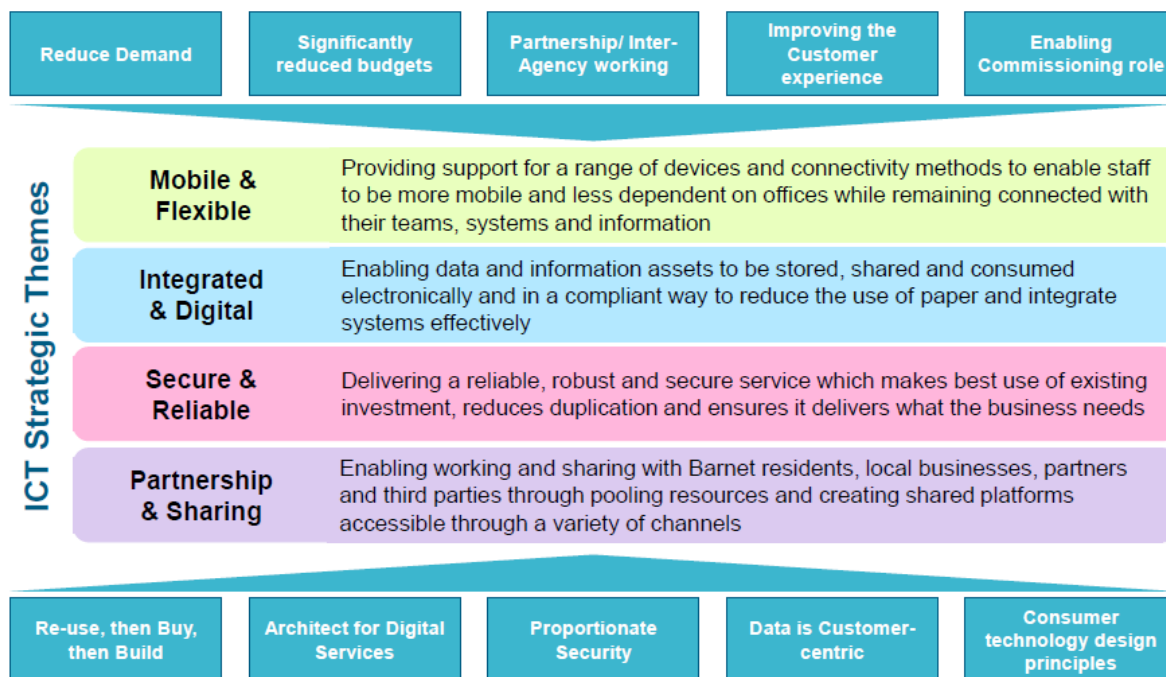
This was rejected for the following reasons:

- There is insufficient space available in the Colindale building to accommodate projected demand for all face to face access.
- The customer service centre at Burnt Oak is a well-established place to offer advice and appointments related to Housing Benefits, and more recently, support with finding employment.
- The existing customer service centre at Burnt Oak is co-located with a library, which occupies the first floor. There is no plan to close this library, therefore moving customer services out of the ground floor would create a gap, without any saving on building running costs. The customer service centre at Burnt Oak is well-established.

7 AN ENABLING CUSTOMER SERVICES INFRASTRUCTURE FOR THE FUTURE

7.1 The council has recently developed a new IT strategy that is built around a number of strategic themes. This document does not seek to replicate that work here, but to identify areas where they need to fully align. These IT strategic themes are shown below.

Figure 21: IT Strategic Themes



7.2 While all elements of the strategy will support enhanced and more efficient customer services, two particular themes are of significant importance:

- Integrated and Digital
- Mobile and Flexible

- 7.3 As the Community Participation programme develops, the “partnership and sharing” theme will gain in prominence.
- 7.4 While the primary focus of this Customer Access Strategy is to look at the interface between the public and the Council - the entry point into services – it has become clear, that for many services, the main requirement is now for improved level of integration between the public-facing aspects of the Council – the customer services centres and the website - and the services that receive the customer requests and deliver the service.
- 7.5 Therefore, while significant gaps occur in the front-end platform - mainly lack of web and app functionality – improvements to these in the absence of a proper integration strategy and understanding of the end to end customer journey, is unlikely to be effective in the delivery of channel shift, improved customer service and cost savings.
- 7.6 The IT strategic roadmap therefore sets a key timeline for implementing improvements in customer access. At the detailed action planning stage, the customer access and IT strategies must be aligned and the governance structure needs to reflect the significant overlap.
- 7.7 The IT strategy naturally provides a high level view of need which will be developed into a set of specific deliverables as a detailed implementation plan is developed. The following sections look at some of the more detailed requirements to enable improvements in customer services.

Web Infrastructure

- 7.8 The new website and My Account self-serve facility launched on 1 March 2015. The focus was on improving the functionality for the highest volume service transactions managed by CSG customer services. The project did not improve self-service functionality for Re services other than reporting road and pavement problems, and it did not improve self-service for Barnet Homes services as this is an entirely separate website. Nor did it improve self-service functionality for services relating to Adults & Communities, Family Services, Education & Skills or Registrars.

While the customer feedback shows some improvement of customer’s perception of the web, it is still the least used channel and the one subject to lowest satisfaction scores with only a 40% satisfaction rating compared to the phone and face to face which regularly score over 80%.

- 7.9 Across a number of services, the following barriers to improved online take-up have been identified:
- **Search** – The site covers such a large, diverse and complex amount of information, so the accuracy of the search is critical;
 - **Webforms** – there are two types of webforms – a) those created in Lagan CRM, which work well for services where CSG are the first point of contact and b) those created in Magnolia, the web content management system, which have very limited functionality. The latter forms are the main problem in that they simply result in an email to that has to be re-typed into Council systems, with no integration.

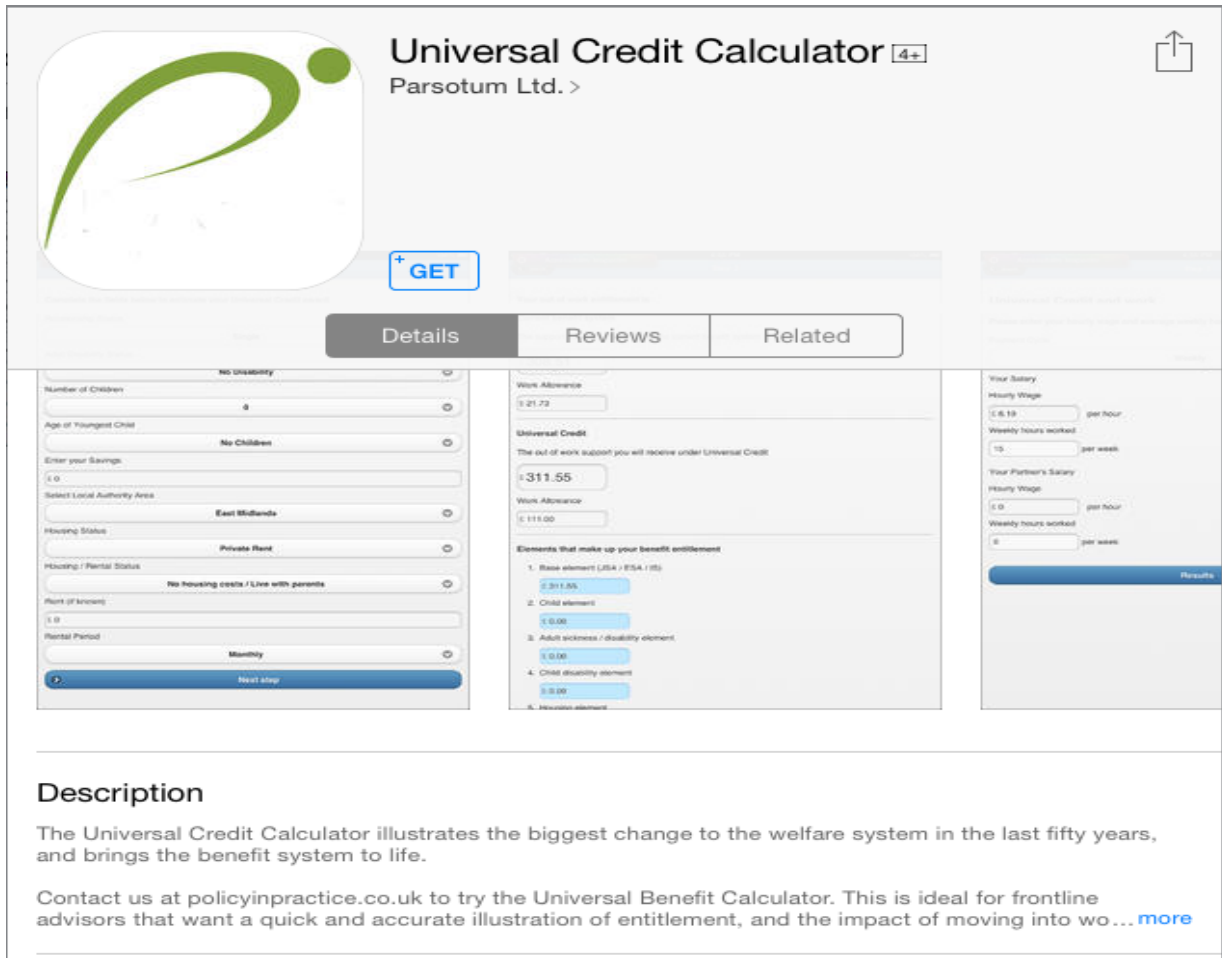
- **Payments** – this links to the issue of webforms. There is no easy way to create webforms that allow customers to pay for services at the end a transaction; each service is currently expected to commission/develop its own solution.
- **Bookings/Appointments** – there is no easy system for creating a booking or an appointment for a visit (e.g. book and pay for a football pitch, pest control visit, book an appointment with a social worker etc.)
- **Directories** – the current directory on the website does not allow staff to complete ‘bulk uploads’ of data and is therefore felt to be inefficient by the services that need to use it; there is no integration into the primary data sources meaning a lot of administrative work is required to keep them up to date. The aim is that forthcoming community participation database of voluntary and community organisations and directories will be integrate or replace the directory and have enhanced data and functionality.
- **Mapping** – much information is easier for customers if presented in the form of map – the lack of a corporate Geographic Information System (GIS) means that each service is having to develop their own solution meaning that the sort of functionality that users of websites would expect, such as adding and removing layers of data according to what you are looking for; clicking on a data item and it taking you to the data source etc.) are not available. This is scheduled for 2016 in the IT strategy action plan.
- **Integration** – this is when data from webforms goes directly into back office systems that have the functionality to trigger updates about progress of service request. The lack of updates is a key customer complaint.
- **Business Intelligence** – there is still a lack of good quality data across the whole system to support the development of robust business cases. Most service data is not in Lagan CRM, so an over- reliance on this data may lead to a misleading picture; BI, as outlined in the IT strategy, combined with “middleware” could fix this;

It is hard to see how significant further progress can be achieved unless these issues are addressed at a corporate level.

Apps

- 7.10 It is clear from the data in section 4.2 of this report that large numbers of people expect to be able to transact via smartphones and tablets as iPads. The current website is ‘mobile-friendly’, which means that the content layout automatically adjusts to the device screen size to enable readability. There is no reason why the numbers of smartphone and tablet users won’t continue to grow. There is already a Universal Credit calculator in the Apple app store (Figure0) and a new app is being developed to enable people to apply for Universal Credit.

Figure 30: Universal Credit Calculator



- 7.11 The use of Apps would represent a departure from the existing approach. The focus on My Account assumes that residents want to be able to access the Council for multiple services on a regular basis.
- 7.12 The move to Apps would require more of a focus on specific services, so for example the Council may decide it wants to have the following Apps aimed at very targeted groups of service users.
- 7.13 While the two approaches are not mutually exclusive – any app developed can be made available via the web – there may be significant cost differences in the two approaches. Seeking to build a single web infrastructure that covers a diverse range of services, with full integration into back office systems is likely to come at a high cost and take a long time. Bespoke app development tends to be more agile, but has the possible danger that the same infrastructure is replicated several times.
- 7.14 Table 9 below suggests some possible areas where Apps could add value.

Table 9 – potential uses for Apps

App	Key functions / Service
Barnet Business	<ul style="list-style-type: none"> • Where can I get support and advice • Applying for a licence

	<ul style="list-style-type: none"> • Paying my business rates • Networking with other businesses in Barnet
Barnet Care	<ul style="list-style-type: none"> • Where can I get help and advice? • What are my options? • What am I entitled to – self assessment function? • Book an appointment for a full assessment • Can I buy some short term care?
Barnet Waste	<ul style="list-style-type: none"> • When is my bin emptied? • What and where can I recycle? • My bin was not emptied? • I need a new bin?
Barnet Volunteer	<ul style="list-style-type: none"> • What skills do I have to offer (self-assessment form)? • Who needs my help, where? • Book an appointment with the volunteer centre
Roads & pavements	<ul style="list-style-type: none"> • Existing 'report a problem' functionality but with much better information about what is being done. • Highways works in my area • Application for a cross-over
Planning & building control	<ul style="list-style-type: none"> • Making a planning application • Booking and paying for a building control officer • What planning is happening in my area? • Commenting on a planning application • Do I live in a conservation area?
Barnet health, sports and fitness	<ul style="list-style-type: none"> • Booking a football pitch / tennis court • Where can I exercise? • Running and walking routes in Barnet • I want to go running/exercise with other people – a fitness social network • Help losing weight and eating more healthily
Barnet Homes	<ul style="list-style-type: none"> • Applying for a home • Logging and booking a repair • Paying my rent • My responsibilities as a tenant • Anti-social behaviour
Under 5 parents/carers	<ul style="list-style-type: none"> • Where do I get support? • Activities for parents with young children • Child care in Barnet • Health care for under 5s in Barnet
Barnet schools	<ul style="list-style-type: none"> • Schools in Barnet • Applying for a school place (primary and secondary) • Can I get help with school transport • My Child has special needs • After school activities (updated by schools)
Barnet hall and room booking	<ul style="list-style-type: none"> • Where can I book space in Barnet? • Booking a community hall etc.

Telephony

- 7.15 The CSG service centre in Coventry has seen significant investment in telephony, and an expansion of interactive and voice responsive (IVR) services. However, this is currently not available to those calls that do not go to Coventry. Around 317,701 calls are received by the other two contact centres (operated by Re and Barnet Homes) and over 1 million calls are still received to Council desk phones, of which a portion will be from external customers.
- 7.16 Detailed planning for the new Colindale Council headquarters provides an opportunity to create a consistent telephony infrastructure.
- 7.17 As the proposed end-to-end customer journey mapping develops this should identify further opportunities to further rationalise telephony provision. RE specifically is looking at a new target operating model that will result in changes to current provision, probably during 2016.

8 CONCLUSIONS AND PROPOSALS

- 8.1 Barnet has a population that is ready and willing to support the Council in moving to a 'digital by default model. While it is estimated that 18% of Barnet residents do not either have easy access to digital options, or do not have the necessary skills or interest, this number will continue to reduce.
- 8.2 Despite the readiness of the population to do this, the vast majority (around 80%) of interaction is still via phone. The evidence that is available would indicate this is due to three key reasons:
- Lack of web functionality
 - Lack of follow-up when applying via the web or confidence that they will get a response
 - Easier to find a phone number and ask than to find the information on the web
- 8.3 Therefore, the data would support a strategy that seeks to invest in enabling many more customers to be able to transact online.
- 8.4 The root causes of the issues highlighted in this document would seem to be:
- Fragmented approach to infrastructure development;
 - Lack of an end-to-end understanding of the customer journey, meaning that even when it easy to get the information into the system, the lack of integration and work flow means the requests may get lost in a long queue with limited ability to update the customer on progress;
 - Difficulty in obtaining-system-wide data;
 - Key missing web infrastructure as outlined in section 6 of this report;
 - An assumption we must still make everything available via a person at the end of the phone;
- 8.5 It could be argued that ultimately this results from fragmentation in the way customer services is managed:
- There isn't 'one customer service' – there are many customer services, with three main contact centres, a few other mini-centres, and each Delivery Unit directly managing some aspect of customer service themselves.
 - A very partial view of customer access is being used to develop strategy and excludes consideration of the key elements of the service supply chain that ultimately impact customer satisfaction, because data is recorded differently and separately and there is no single source of the truth. CSG deals with a sub-set of Council services and for some of those services, only a part of the service supply chain.
 - Customer access issues are treated separately from service improvement (e.g. back office system development being delivered separately from web development).

- 8.6 While some services do have ongoing plans that will provide a more robust platform for customer service improvements – for example, Barnet Homes is planning a new web portal, Highways has automated customer updates - the Council will not achieve the ambitious targets in the 2020 vision without investment.
- 8.7 We know that 5% of service users are responsible for 20% of calls. A better understanding of this group would make a significant contribution to our ability to manage demand.
- 8.8 However, the work has identified ten areas of work needed to realise our vision:
- 1) Improve website information provision
 - 2) Invest in new website functionality (e.g. online bookings, maps)
 - 3) Pilot 8 'self-service only' services
 - 4) Ensure access for all - develop a Digital Inclusion strategy
 - 5) Simplify phone access - review the multiple telephone contact centres
 - 6) Simplify & automate processes so customers get a better experience, starting with 4 service areas, one of which should be an app pilot
 - 7) Expand the customer data reporting tool, so that all services are included
 - 8) Clarify the use of social media for customer services
 - 9) Develop the role of customer services in signposting customers to community groups
 - 10) Redesign and re-locate face to face services

Medium Term Financial Strategy (MTFS) Savings

- 8.9 A target of £0.5m additional savings from CSG customer services by 2018/19 has been set.
- 8.10 The savings already being delivered by customer services via the CSG contract are significant - £10.8m over the 10 years of the contract. Given the high proportion of demand reduction this is based on, an average of 54% reduction - but up to 70% for some services - a savings strategy based on further demand reductions and channel shift is felt to be high risk.
- 8.11 Until a detailed business case is developed, it is not possible to provide, with any degree of confidence, a figure for savings that could accrue as a result this strategy. Therefore, more work is required to identify the savings required by the medium term financial strategy for 2018.

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Equality Analysis

Questionnaire

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Customer Access Strategy (CAS)	
Is it a new or revised function, policy, procedure or service? Revision to existing services	
Department and Section: All	
Date assessment completed: October 2015	
2. Names and roles of officers completing this assessment:	
Lead officer	Bill Murphy, Barnet Partnership Customer Services Director
Stakeholder groups	Delivery Unit Directors, Commissioning Directors
Representative from internal stakeholders	Kari Manovitch, Head of Customer Strategy & Programmes Members of Customer & Information Management Board and Strategic Commissioning Board
Representative from external stakeholders	None at this stage
3. Full description of function, policy, procedure or service:	
Please describe the aims and objectives of the function, policy, procedure or service	
<p>The Customer Access Strategy has been produced to identify what needs to happen to achieve the council's agreed vision for customer services up to the period 2020. A key aim of the strategy is to seek to improve the quality of the website's self-service facilities, recognising that over 82% of the residents of Barnet, have access to, and are competent in the use of, transacting with service providers online.</p> <p>The vision for customer services in 2020 is:</p> <ul style="list-style-type: none"> • That the majority of access is via digital means – 'digital by default' • Customer journeys enable efficient and effective resolution at the earliest opportunity • Customers receive a high quality personalised service, including relevant services from partners • Customers are connected to the community, not just council services <p>The services currently accessed via customer services provision is show in the table below.</p>	
Table 1 - Matrix of services & current access options	

Service	Telephone	Face to Face - Barnet House	Face to Face - Burnt Oak Library	Face to Face – bespoke
Customer services provision				
General enquiries	X	X	X	
Council tax & council tax support	X	X	X	
Housing benefits	X	X	X	X ¹
Street-based services (street cleansing, refuse & recycling, green spaces, trees, grounds maintenance)	X			
Parking	X			
Street Lighting	X			
Assisted Travel (freedom passes & blue badges)	X			
Highways (roads & pavements)	X			
Licensing, environmental health, pest control, noise & nuisance, trading standards	X			
Planning	X	X		
Registrars	X	X		X ²
School admissions	X			
Libraries	X			X
Families and Young Peoples' Information	X			
Youth Services	X			
Children's Social Care	X	X		
Adult Social Care	X			
Housing tenants & leaseholder services	X	X		
Housing advice, housing options, homelessness	X	X		
BOOST – multiagency jobs assistance			X	
Referral-only services				
Welfare reform assistance		X		
Family services (including child protection)		X		
Special Educational Need services		X		

Currently around 80% of customer services contact is made by telephone. The aim is to shift this to 80% digital means by 2020. This would include improved web functionality and the implementation

¹ Housing benefits claimants can ask libraries staff for assistance with filling out an application on-line

² The main Registrars office is in Burnt Oak, a separate location to the library

of automated telephony solutions, including recorded messages and menu options for customers to select by using their telephone touchpad, and voice recognition software where customers speak their requirements and it is recognised automatically.

There are three key areas where residents may feel the impact of the changes proposed in the CAS:

- Removal of staff contact options for certain services, replacing them with user-friendly self-service options and assistance to use these
- Development of a digital inclusion strategy
- Reconfiguration of face to face access away from Barnet House, towards a mixture of libraries, community hubs and the new Colindale centre.

We know that there are customers who will struggle to use self-service options and will need support to do so. We also know that there are some customers who will not be able to use self-service options at all, and will either need someone to perform the transactions on their behalf (such as a family member) or will need to be given assistance from council staff. Through a digital inclusion strategy, the council will look more closely at who these customers are and the ways in which we can best support them, so that no-one is excluded from accessing council services.

There are also residents who are not classed as 'digitally excluded' but would nonetheless prefer not to use digital, self-service access methods for council services, and prefer to speak to a member of staff. The council wants to encourage and persuade these customers to use digital self-service, on the basis that it is a more efficient way for the council to deliver services and ensure that staff support is focused on those who most need it.

The reconfiguration of face to face access is not expected to disadvantage any residents because the closure of Barnet House will be compensated by providing services in other face to face locations, where the locations relate to where the customers are most geographically concentrated.

1. Assessing the impact of making some services self-service only

The strategy suggests the following services as pilots for making the web or automated telephony the only form of access, chosen because they are high volume transactions that should be straightforward, where customer services staff intervention can add little value:

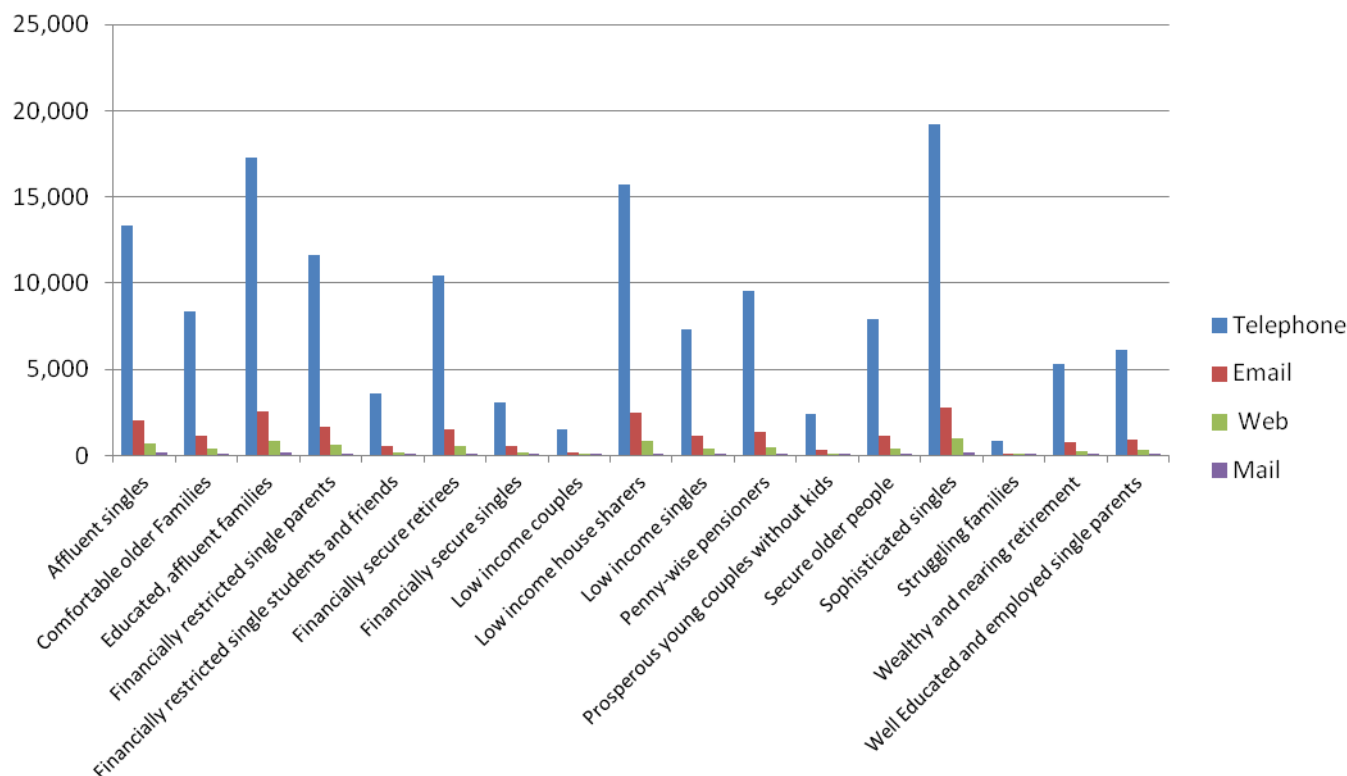
- Reporting highways and street related issues
- License applications for businesses
- Parking permits & appeals
- New bins and waste collections
- Pitch bookings
- Library Membership
- School admissions (excluding in year transfers)
- Schools information

It should be noted, that it is not proposed to restrict access to the phone for personal care and welfare services such as social care.

The strategy is clear that before this can be implemented, a full end-to-end customer journey mapping exercise must be undertaken, and the service redesigned to ensure that the new digital only solutions are fully implemented. The proposed implementation date for this is the end of 2016.

The table below shows that the use the phone is dominant across all customer segments, despite

the high level of digital capability amongst Barnet residents.



It is clear from the poor satisfaction scores for the existing website (struggling to attract more than 40% positive ratings) that significant improvement is needed in the infrastructure before people have confidence in using the council's website. This is a key theme in the strategy. However, the strategy is clear that the majority of Barnet residents use the web for other services (e.g. flights, online shopping etc.) and therefore would use the web for council services if they had confidence in it and it was easy to find what they wanted.

It is recognised that the key group impacted by the proposals to make some services self-service only will be those that are deemed to be digitally excluded, specifically older residents who have missed out on the internet age or very vulnerable people who may have a range of complex needs or have particularly chaotic lives.

The strategy proposes that a digital inclusion strategy is agreed before these changes are implemented and that there are services to support those who are unable to use the improved self-service methods.

CSG already offers a service for vulnerable customers and this service will need to be enhanced. For example, once customers who are digitally excluded are identified, the aim would be to encourage customers to register one or more phone number which the system would recognise when they phoned, directing them to the enhanced service with specially trained advisors. In addition, where technically possible, automated telephony will be utilised in addition to web self-service, because digitally excluded groups will tend to find telephone easier than the website.

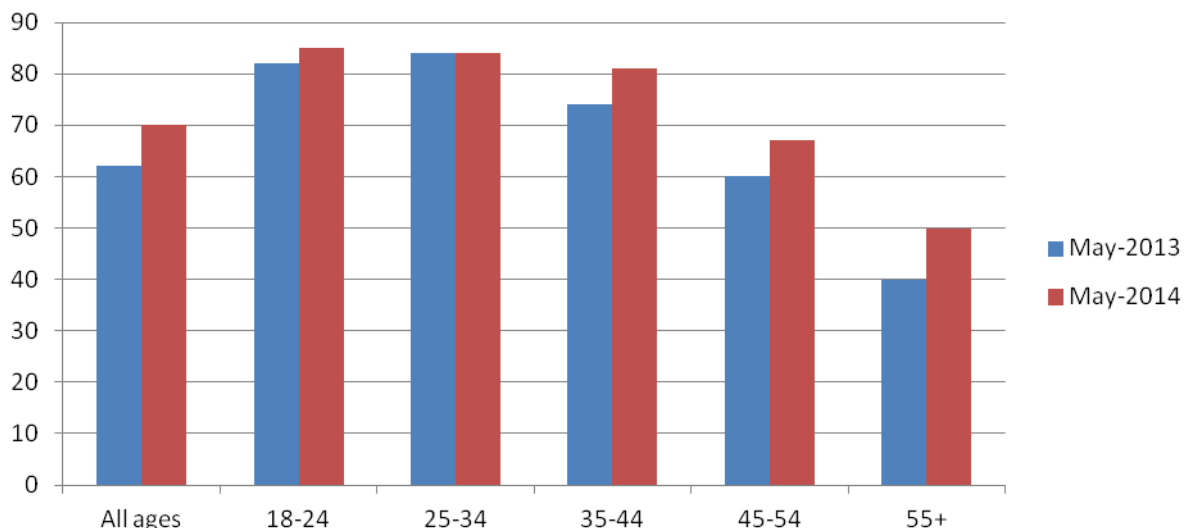
Therefore there will be an impact for customers without internet access or with the skills to use the web, but this will be mitigated by a specialist service for people with specific needs customers or via the ability to seek assisted self-service in two libraries.

Internet Usage in Barnet is extensively explored within the Customer Access Strategy and shows that compared to other authorities in the UK, Barnet is classified as low probability – in terms of residents' likelihood of being digitally excluded – this is the lowest ranking in the UK.GoV system of

measurement. It is estimated that around 82% of Barnet residents have access to, and the skills to use, the internet.

The table, reproduced from the strategy, also shows the growth in Smartphones in Barnet, broken down by age. It is interesting to note that the 55+ age range had a 10% increase between 2013 and 2014. It is estimated that now more people access the web via smartphones than via a laptop or PC.

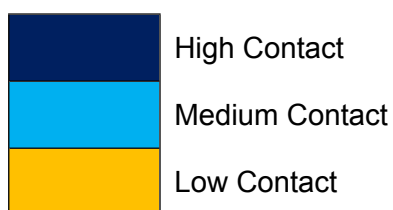
Table 2 – % smartphone usage by age



However, the strategy acknowledges that the estimated 18% of non-users are likely to be bigger users of council services than the 82% that are digitally included.

The table below shows the breakdown of likelihood of particular segments to be users of council services. Unsurprisingly the biggest group of high contact users are for benefits, with the biggest impact being on “pennywise pensioners” and “financially restricted single parents”. While the strategy does propose changes to the face-to-face service for benefits via the closure of Barnet House, this is mitigated by the availability of assisted self service and document drop at initially two libraries, North Finchley and Golders Green. Customers will still have the option to visit Burnt Oak.

Table 3 – Propensity to use service by customer insight segment



Segment	Households	Individuals	Adult Social Care	Schools	Benefits	Parking Permits	Libraries	Business Rates
Affluent Singles	9,404	17,849	Medium Contact	Medium Contact	Medium Contact	High Contact	Medium Contact	Medium Contact
Prosperous Young Couples without Kids	1,907	3,742	Medium Contact	Medium Contact	Medium Contact	High Contact	High Contact	Medium Contact
Educated, Affluent Families	14,374	38,900	Medium Contact	High Contact	Medium Contact	Medium Contact	High Contact	Medium Contact
Well Educated and Employed Single Parents	4,260	5,775	Medium Contact	Low Contact	Low Contact	Low Contact	Low Contact	Low Contact

Sophisticated Singles	15,301	34,779						
Wealthy and Nearing Retirement	4,277	8,355						
Financially Secure Retirees	9,149	22,528						
Financially Secure Singles	2,509	2,509						
Low Income Couples	1,172	2,303						
Low Income House Sharers	10,566	30,130						
Comfortable Older Families	6,568	19,582						
Secure Older People	8,903	8,903						
Financially Restricted Single Students and Friends	2,164	5,039						
Low Income Singles	5,994	5,994						
Struggling Families	646	2,307						
Financially Restricted Single Parents	7,448	12,036						
Penny-wise Pensioners	10,181	14,538						

2. Assessing the impact of moving service access from Barnet House to other locations

For face-to-face services, the volume of customers impacted by the closure of Barnet House is shown below as well as the expected impact and proposed mitigation.

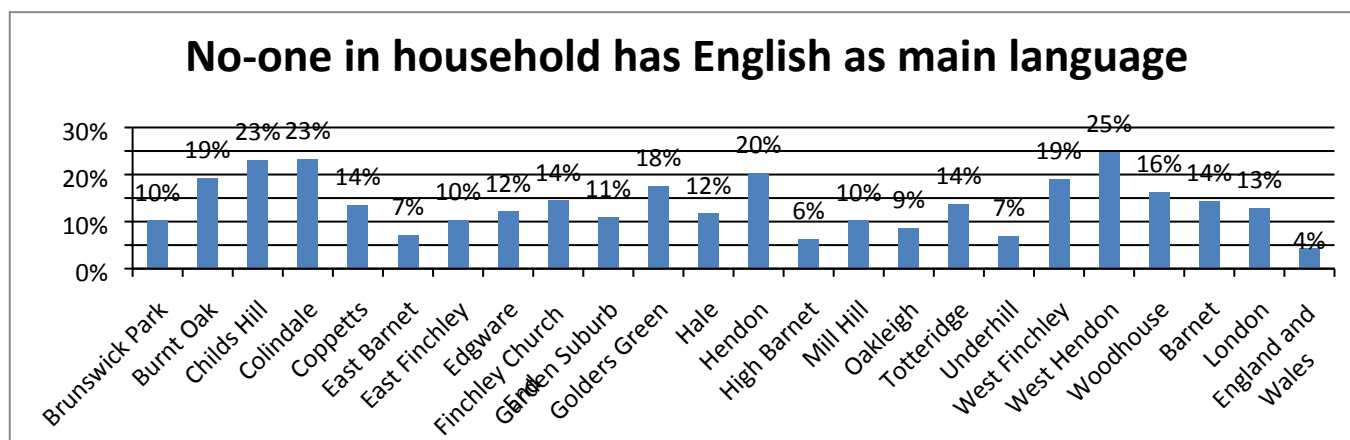
Table 4 – Existing Volumes for Services at Barnet House

Service	Avg Barnet House visitors a day	Nature of current visits	Proposed changes
Housing Benefits & Council Tax	150	Appointments and mandatory document provision/certification. Walk ins being reduced.	Assisted self-service, document certification and appointments to be relocated to North Finchley and Golders Green libraries. This would promote additional footfall to these libraries, and utilise existing community assets that are geographically close to where the existing customers live.
Homeless and Housing Needs	65	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale HQ or a community hub subject to review. This is a more accessible location for the majority of the client group. Location of 'walk in' demand to be determined, and the proposed end to end review of this service will look at how 'walk ins' can be reduced.

Housing Advice-Barnet Homes	35	Appointments and walk ins	Relocate appointments to the ground floor of the new Colindale HQ or a community hub subject to review. The proposed end to end review of this service will ensure an improved web presence to reduce the need for both walk in and appointment-based demand.
Planning Office	25	Appointments and walk ins	Relocate appointments to the normal officer meeting rooms within the new Colindale HQ, and cease to offer walk ins. The need for walks ins is already reducing due to better availability of online documents.
Registrars (Birth and Death Certificates)	20	Appointments only	Relocate appointments either to Barnet Hospital or Identify a better location for the service once a decision is made on the future of the existing office in Burnt Oak
Family Services (child protection interviews and conferences, youth offending meetings)	7	Appointments only	Relocate appointments to the ground floor of the new Colindale HQ or community hub as determined by the new operation model for the service.
Booked meetings	Unknown	Customer invited in for specific services e.g. SEN reviews	There are a number of meeting rooms that are booked by services for specific functions as and when needed. This will be captured by the Colindale HQ project

It is recognised that some people use face-to-face services as a result of having English as a second language. The latest data for Barnet, showing a ward by ward breakdown of the number of households is shown below. It should be noted that in many cases, even if English is not the first language, people may still be relatively fluid in English as a second language. However, the web has a built in-function that enables the easy translation of 80 languages.

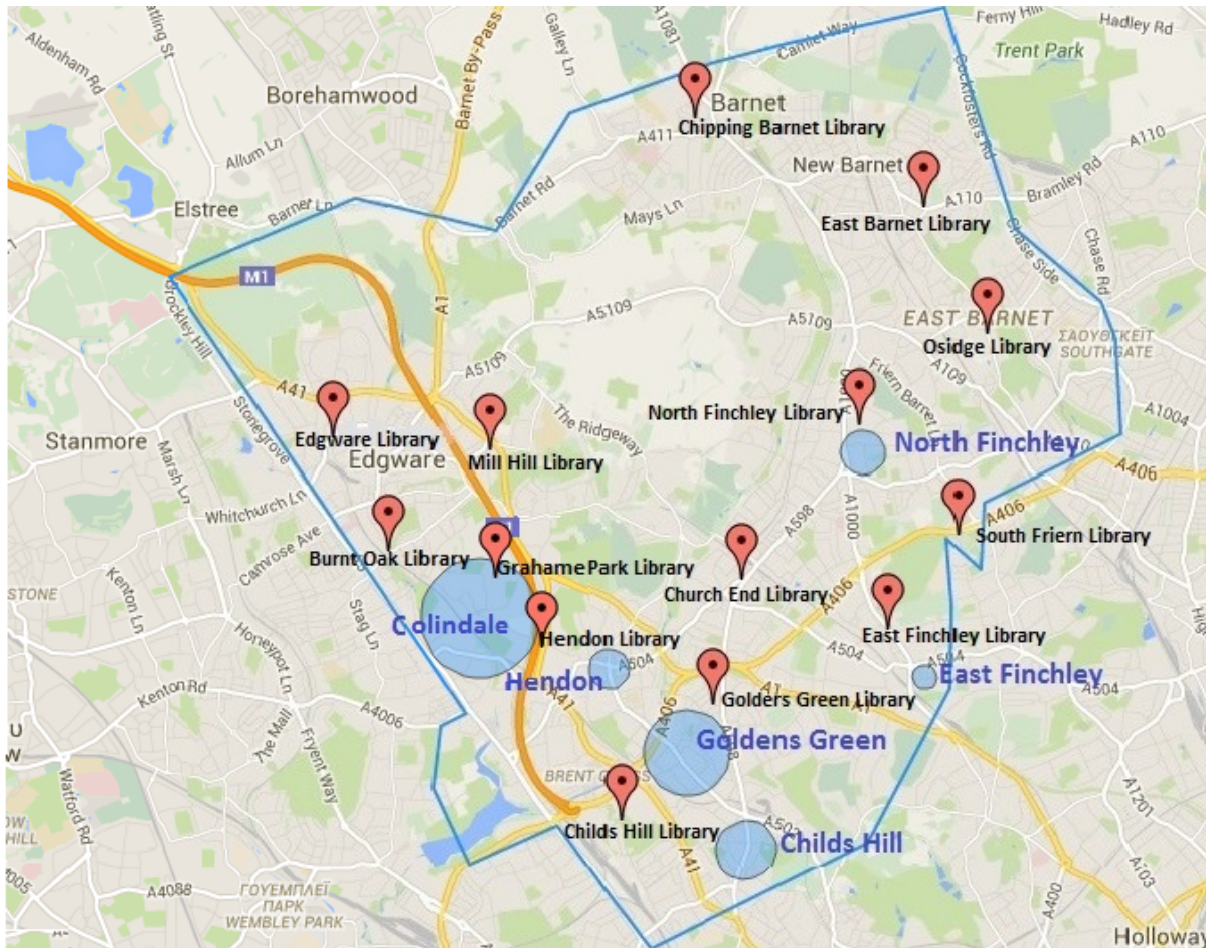
Table 5 – Housing where no-one had English as main language by ward



While there are some peaks in the data, the need is spread across all wards. Therefore, there is no specific location that would meet this widespread need. Again the combination of two libraries plus Burnt Oak will provide adequate accessibility for the services.

However, the website does have an in-built translation service covering 80 languages which means people whose first language is not English can obtain the information needed.

The map below shows where the majority of customers currently live and the new locations for the services. The data shows that around 90% of people will be within 2.5 miles of a centre. The blue circles indicate where clusters of customers who use the existing services travel from. The pins show the existing locations of all libraries. The choice of Golders Green and North Finchley is based on this data. Also, being main libraries they have the most extensive opening hours making them more accessible to customer need (e.g. open Saturday's or late night opening)



Therefore, the impact is judged to be neutral overall with the potential for enhanced accessibility using assisted self service and document drop at, initially, two libraries.

4. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/>	Older residents are more likely to be digitally excluded, and have mobility restrictions, so the increased emphasis on digital channels, and the change in location of face to face services, is likely to impact older people more than other residents.	<p>To address digital exclusion, the council provides free computer access in all libraries and its two face to face centres, and staff are encouraged to identify and support customers who need help. Customer services staff in Coventry also provide guidance over the phone to assist customers in using website services. and the two face to face centres have a number of free-phones that customers can use. The website is designed to meet the 'AA' standard (an international content accessibility standard set by an organisation called W3C) and there is a searchable list of frequently asked questions and answers (FAQs) to address common problems with using web self-service published on the website.</p> <p>The Customer Access Strategy includes a plan to produce a digital inclusion strategy to identify more ways in which older people can be supported to access council services via digital channels. Given that older people already tend to be comfortable using the phone, we will look at how phone self-service can be offered for the list of services that we wish to make 'self-service'. We will also look at methods of ensuring that where staff support is the only way a customer can reasonably access a service, this is made available on an individual basis.</p> <p>The services that the CAS proposes to move from Barnet House to Colindale are not services that are used much by older residents: Housing and homelessness services, Family Services, Special Education Needs. It is also the case that moving these services will bring them closer to some residents, whilst moving them further away for others. We believe the impact of the move will benefit more residents than it will disadvantage, because of the demographics of the services users and the fact that these demographics are more</p>

			<p>concentrated in the west of the borough and therefore closer to Colindale. The move of housing benefits services from Barnet House to two libraries (currently proposed to be North Finchley and Golders Green) should have a positive impact of accessibility because North Finchley is very close to Barnet House's current location, and Golders Green is a brand new location not previously offered for these services. There is not a firm proposal for relocating the registering of births, marriages and deaths currently offered at Barnet House. Of these services, older people are most likely to register deaths. The re-location of this service needs to assess the impact on residents once the new location options are known. A re-location to Barnet Hospital is likely to make the service more accessible, whereas a re-location to a venue in the west of the borough may make it less accessible.</p>
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Residents with a learning disability or a communication disability (visual or hearing impairment) will find it harder to use self-service options. Residents with a mobility impairment may be affected by the change in location of face to face services, if the new location is further away or less accessible by their mode of transport.</p>	<p>In addition to the actions described above, the council's website already has various features to make it more accessible for those with communications disabilities, such as 'BrowseAloud' for those with sight impairment or dyslexia for example.</p> <p>The digital inclusion strategy needs to incorporate the involvement of people with disabilities in the design of new self-service channels so that accessibility and usability is maximised.</p> <p>We will also look at methods of ensuring that where staff support is the only way a customer can reasonably access a service, this is made available on an individual basis.</p> <p>The assessment and actions in relation to the re-location of services away from Barnet House are the same as identified above for older residents.</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>		
<p>4. Pregnancy and</p>	<p>Yes <input checked="" type="checkbox"/> /</p>	<p>Some pregnant women may mobility restrictions, particularly in the latest</p>	<p>The assessment and actions in relation to the re-location of services away from Barnet House are the same as identified above for older</p>

maternity	No <input type="checkbox"/>	stages of pregnancy, thus they may be affected by the change in location of face to face services, if the new location is further away or less accessible by their mode of transport.	residents.
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	People whose first language is not English may prefer using face to services, as this may enhance their ability to communicate effectively and obtain the service they need.	<p>The council's website has a language translation built in (using Google Translate software) and new web self-service channels should continue to benefit from this.</p> <p>The voice recognition software in use for the automated switchboard has been designed to recognise a number of different accents.</p> <p>The digital inclusion strategy may need to consider how translation can apply to emails that are sent in response to self-service transactions, and also to telephony self-service.</p> <p>The impact of face to face changes should be neutral because there will be assistance and appointments for housing benefits offered at two libraries instead of Barnet House.</p> <p>There is currently no translation service currently provided at face to face and there are no plans to change this.</p>
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

10. Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
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5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?
<p>Customers who are digitally excluded or who have a preference to speak to staff rather than use self-service may find the inability to speak to a member of staff for some services frustrating and therefore feel less satisfied with the council. It is therefore important that the council explains why it is reducing accessing to staff, and how those who are genuinely excluded can access the support that they need. However, for the majority of residents in Barnet, if the strategy is fully implemented, the customer experience will be much better than is currently the case and will be comparable to some of the best service providers in both the private and public sector.</p>
6. How does the proposal enhance Barnet’s reputation as a good place to work and live?
<p>If the strategy is implemented in full, customers will have a better experience of the council, and therefore a more positive impression of the council.</p>
7. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?
<p>Giving customers more information about services and transactions, and more control over when they interact with the council, will assist all communities.</p>
8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)</i>
<p>The council has an extensive customer services performance framework in place that includes the measurement of self-service transaction volumes, satisfaction and complaints on a quarterly basis, which is reported to the Performance and Contract Management Committee and therefore publically available.</p> <p>In addition, the council has biannual resident satisfaction surveys that will assess the impact of the changes. This is also published on the</p>

council's website.

The development of the digital inclusion strategy will also need to include measuring the impact on residents who are digitally excluded, as these residents may not be identifiable from our existing measures. For example, a resident who typically uses the phone to contact the council and is unable to speak to a member of staff will not be given the opportunity to complete a satisfaction survey. They may also not know how to make a complaint to the council if they are unable to speak to a member of staff or obtain the online information about the council's complaints policy and process.

9. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.

The aim is to provide enhanced customer services for all residents in a fair and transparent way.

10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.

The council will run a public consultation exercise from January 2016, following the approval of the Customer Access Strategy by the Policy & Resources Committee in December 2015, to assess whether the actions being taken by the council to promote accessibility are sufficient.

The council will also use a set of service design principles that were developed through consultation with residents in November 2013 when designing new ways of accessing services.

The council will also seek to involve service users directly in designing services where possible, to find ways of increasing accessibility and ease of use, and reduce the risk of exclusion.

Overall Assessment

11. Overall impact		
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ³ <input type="checkbox"/>	No Impact <input type="checkbox"/>
12. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
<p>The development of a digital inclusion strategy, as well the use of robust challenge during the service design phase, will ensure that digitally excluded customers, or those with mobility challenges, are not impacted in a negative way by the changes. While it is recognised that channel choice will be reduced for some services, this is only being used for services where there is no risk to individual welfare, and will only be implemented when necessary mitigations have been agreed.</p> <p>For the vast majority of residents, the service will be significantly improved.</p>


³ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

15. Equality Improvement Plan

Equality Objective	Actions	Officer/s responsible	By when
Maximise accessibility of council services for customers who are digitally excluded	<ul style="list-style-type: none"> • Conduct public consultation on the changes proposed in the Customer Access Strategy • Develop and implement a Digital Inclusion Strategy 	Cath Shaw, Commissioning Director for Growth and Development Kari Manovitch, Head of Customer Strategy & Programmes	March 2016
Maintain geographic accessibility for customers who have to complete transactions face to face	<ul style="list-style-type: none"> • Conduct public consultation on the changes proposed in the Customer Access Strategy • Develop housing benefits provision in two libraries • Assess the accessibility and equalities impact of the new location for the Registrars service once identified 	Kari Manovitch, Head of Customer Strategy & Programmes Bill Murphy, Barnet Partnership Customer Services Director	December 2016

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AGENDA ITEM 9

	<p align="center">Policy and Resources Committee</p> <p align="center">16 December 2015</p>
<p align="right">Title</p>	<p>Annual Procurement Forward Plan [APFP] 2016/2017</p>
<p align="right">Report of</p>	<p>Director for Resources</p>
<p align="right">Wards</p>	<p>All</p>
<p align="right">Status</p>	<p>Public</p>
<p align="right">Urgent</p>	<p>No</p>
<p align="right">Key</p>	<p>Yes</p>
<p align="right">Enclosures</p>	<p>Appendix 1 – Annual Procurement Forward Plan 2016-17</p>
<p align="right">Officer Contact Details</p>	<p>Elizabeth Stavreski, Head of Procurement elizabeth.stavreski@barnet.gov.uk</p> <p>Susan Lowe, Business Partner, Corporate and Street Scene susan.lowe@barnet.gov.uk</p>

Summary

This report sets out the detail of procurement activity for 2016/2017 and where known for 2017/18 for approval

Recommendations

That approval be given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan [APFP] 2016/2017 and where known for 2017/18

1. WHY THIS REPORT IS NEEDED

- 1.1** Contract Procedure Rules allow that any proposed procurement action that is listed on the Procurement Forward Plan approved by the Policy and Resources Committee for that financial year can take place without further committee approval.

2. REASONS FOR RECOMMENDATIONS

- 2.1** To comply with the Council's Contract Procedure Rules
- 2.2** To avoid presentation of individual requests for approval to procure to various Council committees.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1** The only alternative action is to present individual requests to Policy and Resources Committee and other theme committees. This was rejected as being burdensome both to Council officers in preparing such reports and committee members in the time that would be required to consider them.
- 3.2** There is also a timing issue in that many of these procurements will need to start within weeks and it would not be possible to schedule individual approvals from relevant theme committees in time.

4. POST DECISION IMPLEMENTATION

- 4.1** Officers will proceed with the procurements listed.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** The Annual Procurement Forward Plan (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 strategic objectives as set out in the Corporate Plan 2015-2020. The council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

5.1.2 The Authority is a signatory to London Council's Procurement Pledge "to create jobs and training through its supply chain." Typically this will include a requirement of suppliers to:

- 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.

5.2.2 Any savings proposals within these plans are monitored throughout the financial year by the Procurement Board.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 require consideration is given for service provisions to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

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

5.3.2 Consequently delivery units 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

5.4 Legal and Constitutional References

5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including:

- To be responsible for the overall strategic direction of the Council including Corporate Procurement (including the Procurement Forward Plan).

5.4.2 The Council's Constitution (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 Section 7.

5.4.3 Section 7 outlines Authorisation Procedures, including:

- 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.

5.5 Risk Management

5.5.1 If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money 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.

5.6 Equalities and Diversity

5.6.1 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 relevant Equality acts..

5.7 Consultation and Engagement

5.7.1 Consultation and engagement will take place within individual procurement projects as appropriate to the product(s) or service(s) required.

5.8 Insight

5.8.1 Insight data will be used to support the delivery of the Annual Procurement Forward Plan as it will enable preparation of market engagement with internal and external stakeholders prior to procurement exercises and that Barnet's community requirements are taken into account to inform these.

6 BACKGROUND PAPERS

- 6.1 Policy and Resources Committee 13 January 2015 Agenda Item 10
Procurement Forward Plan 2015/2016 Appendix 1 Procurement activity by
service area for 2015/2016
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7864&Ver=4>

- 6.2 Constitution, Ethics and Probity Committee 31 March 2015 Agenda Item 7
Additional Documents Appendix J – Contract Procedure Rules
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=589&MId=7825&Ver=4>

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Annual Procurement Forward Plan [APFP] 2016-17
Procurement Activity 2016-17

No.	Contract Name / description	Procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
Corporate								
1	Civic Estates	TMC /Frameworks	£ 216,000.00	fixed term TBC	01/04/2016	Works Quote	01/07/2016	N
2	School Roofs	TMC /Frameworks	£ 400,000.00	fixed term TBC	01/04/2016	New Procurement	01/07/2016	N
3	School Boilers	TMC /Frameworks	£ 530,000.00	fixed term TBC	01/04/2016	Works Quote	01/07/2016	N
4	School Electrical Re-wire	TMC /Frameworks	£ 120,000.00	fixed term TBC	01/04/2016	Works Quote	01/07/2016	N
5	School Window replaces	TMC /Frameworks	£ 500,000.00	fixed term TBC	01/04/2016	Quote	01/07/2016	N
6	School Bulge Classes	TMC /Frameworks	£ 3,000,000.00	fixed term TBC	01/04/2016	OJEU	01/07/2016	N
7	Term Maintenance Contracts	Tender	£ 20,000,000.00	upto 4 years	01/04/2016	OJEU	01/04/2017	N
8	Surveys	Quote	£ 100,000.00	fixed term TBC	01/04/2016	OJEU	01/05/2016	N
9	Kitchen/Dining Room Refurb	TMC/Frameworks	£ 1,300,000.00	fixed term TBC	01/04/2016	OJEU	01/07/2015	N
10	School Safety and Security	TMC/Frameworks	£ 300,000.00	4	01/05/2016	New Procurement	01/08/2016	N
11	Asbestos	Framework	£ 1,000,000.00	4	01/05/2016	OJEU	01/08/2016	N
12	Professional Support Services - Topographical, QS, due diligence requirements	Tender/Framework	£ 150,000.00	4	01/05/2016	New Procurement	01/07/2016	N
13	Barnet First Magazine Printing	Tender	£ 180,000.00	3	01/04/2016	OJEU	01/09/2016	Y
14	Barnet Postage Contract	Tender	£ 1,600,000.00	4	01/04/2016	OJEU	01/09/2016	Y

No.	Contract Name / description	Procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
15	FFE2 -Early Years improvement	TMC/Frameworks/ quote	£ 3,100,000.00	fixed term TBC	01/01/2016	OJEU	01/05/2016	N
16	SPA Leisure Centres	OJEU - Aggregated Procurement	£ 22,000,000.00	fixed term TBC	01/04/2016	OJEU	01/10/2016	N
17	Blessed Dominic - St.James - All through School	OJEU - Aggregated Procurement	£ 20,000,000.00	fixed term TBC	01/04/2016	OJEU	01/01/2017	N
18	Tarling Road - Community Centre	Traditional single stage D&B (works)	£ 2,600,000.00	fixed term TBC	01/01/2016	Quote	01/07/2016	N
19	Depot reprovision	Framework mini competition	£ 5,000,000.00	fixed term TBC	01/04/2016	New Procurement	01/12/2016	Y
20	Daws Lane Community Hub	Traditional single stage D&B (works)	£ 3,000,000.00	fixed term TBC	01/04/2016	Quote	01/12/2016	N
21	Individual Surveys for Construction Projects	Tender/Frameworks/ Quotes	£ 500,000.00	fixed term TBC	01/04/2016	OJEU/Framework	01/12/2016	N
22	Greenspaces and Streets cleansing Operational Bases	Tender/Frameworks/ Quotes	£ 4,200,000.00	3	01/04/2016	OJEU/Framework	01/12/2016	N
23	Recruitment Advertising Contract	Tender/Framework	£ 600,000.00	3	01/01/2016	OJEU	01/04/2016	Y
24	Publication Service - CIPFA	Quote/Tender	£ 50,000.00	fixed term TBC	01/04/2016	New Procurement	01/06/2016	Y
25	VAT and Tax Helpline Service	Quote/Tender	£ 46,500.00	3	01/04/2016	Quote	01/06/2016	Y
26	Paypoint service	Quote/Tender	£ 50,000.00	fixed term TBC	01/04/2016	New Procurement	01/06/2016	Y
27	Debt Collector Services	Quote/Tender	£ 60,000.00	fixed term TBC	01/04/2016	New Procurement	01/06/2016	Y
28	Actuarial Services	Quote/Tender	£ 160,000.00	fixed term TBC	01/04/2016	New Procurement	01/06/2016	Y

No.	Contract Name / description	Procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
Commissioning								
29	Temporary and Interim Workforce contract	Tender/ Framework	£ 70,000,000.00	4	01/05/2016	OJEU/Framework	01/10/2016	Y
30	Venue and Meeting Room Hire Bookings	Tender	£ 1,000,000.00	4	01/07/2016	OJEU	01/01/2017	N
31	Citizens' Panel	Tender	£ 150,000.00	3	01/04/2016	Re-procurement	01/04/2016	Y
32	Residents' Perception Survey	Tender	£ 150,000.00	3	01/04/2016	Re-procurement	01/08/2016	Y
33	Engage Barnet/Citizens Space	Tender	£ 24,000.00	3	01/01/2016	Re-procurement	01/04/2016	N
34	Survey of Londoners	buy in data	£ 21,000.00	3	01/01/2016	Re-procurement	01/04/2016	Y
35	Assessment Tool Social and Community Benefit	Quote/Tender	£ 200,000.00	fixed term TBC	01/05/2016	New Procurement	01/04/2016	Y
36	Lone Worker Alert System	Tender/framework	£ 200,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	N
37	Library Strategy Extended Hours Provision of Service	Tender/framework	£ 500,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	N
38	Library Strategy Capital Works	Tender/framework	£ 8,000,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	Y
39	Library Strategy refit/refurb, furniture and supplies	Tender/framework	£ 800,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	N
40	Open.Barnet Portal	Tender/framework	£ 18,000.00	2	01/01/2016	New Procurement	02/09/2015	N
41	Supply and Delivery of Hot Asphalt	Reprocurement	£ 100,000.00	2	01/01/2016	Quote	01/04/2015	Y
42	Supply and Delivery of Cold Asphalt	Reprocurement	£ 40,000.00	2	01/01/2016	Quote	01/04/2015	Y
43	Supply of Builders materials for highway maintenance	Reprocurement	£ 24,000.00	2	01/01/2016	Quote	01/04/2015	Y
44	Supply of Paving Slabs, Blocks and Kerbs	Reprocurement	£ 24,000.00	2	01/01/2016	Quote	01/04/2015	Y

No.	Contract Name / description	Procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
45	Supply of Highway Maintenance Consumables	Reprocurement	£ 40,000.00	2	01/01/2016	Quote	01/04/2015	Y
46	Highway Maintenance Sub Contract to DLO - Carriageway and footway patching and relay works and vehicle crossovers	New Procurement	£ 750,000.00	3	01/01/2016	Works Quote	01/04/2015	Y
47	Supply of pedestrian and highway guard rail	Reprocurement	£ 15,000.00	2	01/01/2016	Quote	01/04/2015	Y
48	Highway structures metal fabrication	New Procurement	£ 20,000.00	2	01/01/2016	Quote	01/04/2015	Y
49	Supply of Bollards - plastic, concrete	Reprocurement	£ 35,000.00	2	01/01/2016	Quote	01/04/2015	Y
50	Supply of sign posts and associated equipment, sign vinyls, sundry equipment, sign plates	New Procurement	£ 175,000.00	2	01/01/2016	OJEU	01/04/2015	Y
51	Supply, Installation and Maintenance of Parking Bay Monitoring Equipment	New Procurement	£ 500,000.00	3	01/01/2016	Framework	01/04/2015	Y
52	Translation and Interpretation Services	New Procurement	£ 400,000.00	4	01/04/2016	OJEU	01/10/2016	Y
53	External Project Gateway Reviews- assurance of strategic and critical projects	New Procurement	£ 30,000.00	3	01/04/2016	Mini Competition	01/06/2016	N
54	Adults Future Operating Model Consultation	New Procurement	£ 50,000.00	1	01/04/2016	Mini Competition	01/05/2016	N
55	Adults Future Operating Model Consultancy Advice and Support	Framework	£ 25,000.00	1	01/05/2016	Framework mini competition	01/06/2016	N
56	Learning and Development Programme	OJEU	£ 1,500,000.00	3	01/04/2016	OJEU	01/09/2016	Y
57	Travel Arrangements Management of LBB travel expenses	New Procurement/ Framework	£ 320,000.00	4	01/04/2016	Quote	01/09/2016	Y

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58	Office Removal Services	New Procurement/ Framework	TBC	fixed term TBC	01/05/2016	New Procurement	01/10/2016	Y
59	Office Furniture	Framework	TBC	fixed term TBC	01/05/2016	New Procurement	01/10/2016	Y
60	Clinical Waste Hygiene Services	Quote	£ 30,000.00	3	01/04/2016	Quote	01/04/2016	Y
61	Water Coolers	Quote	£ 30,000.00	3	01/04/2016	Quote	01/04/2016	Y
RE								
62	Works in Default /Empty Homes requirements including survey work	Quotation (works)	£ 600,000.00	3	01/01/2016	Quotation (works)	01/04/2015	N
63	Brent Cross Cricklewood Development & Infrastructure Consultancy Services	Tender/framework	£ 300,000,000.00	8	01/01/2016	Works	01/02/2016	N
64	Provision Services for delivery of Thameslink Station	Tender	£ 950,000.00	fixed term TBC	01/01/2016	New Procurement	01/12/2015	N
65	Brent Cross Cricklewood Property/Land Consultancy Services	Tender/framework	£ 2,000,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	Y
66	Brent Cross Cricklewood Highways Development	Tender/framework	£ 5,000,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	N
67	Regeneration Cost Consultant Services	Tender/framework	£ 500,000.00	fixed term TBC	01/01/2016	New Procurement	01/05/2016	Y
68	Provision of Services related to Bikeability Cycle Training and related projects	extension/quotes	£ 180,000	2	01/04/2016	New Procurement	01/04/2016	Y
69	Highways Maintenance Contract	Tender	£ 50,000,000	5	01/01/2016	New Procurement	01/11/2016	Y
70	Specialist Carriageway Treatments Contract	Tender	£ 13,000,000	3	01/01/2016	New Procurement	01/08/2016	N
71	Winter Maintenance Weather Forecast Service	Quote	£ 30,000	3	01/01/2016	New Procurement	01/04/2016	Y
72	Winter Maintenance Bureau Service	Quote	£ 45,000	3	01/01/2016	New Procurement	01/04/2016	Y
73	Winter Maintenance Salt Supply Contract	Tender	£ 360,000	3	01/01/2017	New Procurement	01/04/2017	Y
74	Highways Topographical Surveys	Tender	£ 50,000	3	01/01/2016	New Procurement	01/05/2016	N
75	Highways Traffic Surveys	Tender	£ 50,000	3	01/01/2016	New Procurement	01/05/2016	N

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Street Scene								
76	3G pitches	Tender	£ 1,500,000	fixed term TBC	01/04/2016	OJEU	01/10/2016	N
77	Transport Workshop Parts Supplies Contract	Tender	£ 1,200,000	upto 4 years	01/06/2016	OJEU	01/01/2017	Y
78	Transport Workshop Vehicle Washing Contract	Quote/Tender	£ 150,000	upto 4 years	01/06/2016	Quotation	01/04/2016	Y
79	Transport Workshop Maintenance Services Contract	Quote/Tender	£ 1,000,000	upto 4 years	01/06/2016	OJEU	01/01/2017	Y
80	Transport Workshop Vehicle Hire Contract (inc Spot Hire)	Quote/Tender	£ 2,400,000	upto 4 years	01/06/2016	OJEU	01/01/2017	Y
81	Transport Workshop Vehicle Leasing Contract	Quote/Tender	£ 800,000	upto 4 years	01/06/2016	OJEU	01/01/2017	Y
82	Transport Workshop Goods/Services Supplies Contract	Quote	£ 10,000	upto 4 years	01/06/2016	OJEU	01/01/2017	Y
84	Environmental Consultancy services	Quote/Tender	£ 150,000	upto 3 years	01/04/2016	Quotation	01/06/2016	N
85	Landscape and architect services for open spaces/play areas design	Quote	£ 100,000	upto 4 years	01/04/2016	Quotation	01/06/2016	N
86	road/footway/court surfaces - repairs and installation	Tender	£ 2,000,000	upto 4 years	01/04/2016	OJEU	01/01/2017	Y
87	Supply and install play areas	tender	£ 5,000,000	upto 4 years	01/04/2016	Framework	01/07/2016	N
88	Provision of Environment Operational services	tender	£ 140,000,000	upto 7 years	01/06/2016	OJEU	01/04/2017	N
89	provision of staff wellbeing services	quote	£ 25,000	upto 2 years	01/06/2016	Quotation	01/08/2016	N
90	Transport workshop purchase of vehicle/plant/machinery	Tender	£ 2,000,000	upto 4 years	01/06/2016	OJEU	01/01/2017	Y
91	Reward incentive Scheme	tender	£ 1,200,000	upto 4 years	01/04/2016	New procurement	01/09/2016	N
92	Housing for Flat's Food waste bins (Food waste bins for housing flat)	tender	£ 410,000	fixed term TBC	01/04/2016	New procurement	01/06/2016	N
93	replacement lids for recycling bins	quote	£ 50,000	upto 4 years	01/04/2016	New procurement	01/06/2016	N
94	Bin refurbishment - goods & services	quote	£ 20,000	upto 4 years	01/04/2016	New procurement	01/06/2016	N
95	Purchase of Vehicles, plant and machinery for Street Scene (price varied)	Tender	£ 5,000,000	upto 4 years	01/06/2016	New Procurement	01/12/2016	Y
96	consultants to aid specific grant applications, project delivery and community involvement	Quote	£ 300,000	upto 2 years	01/05/2016	New Procurement	01/09/2016	N
97	Maintenance and supply of 2 stroke and pedestrian machinery	Quote	£ 100,000	upto 2 years	01/04/2016	New Procurement	01/06/2016	N

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98	Supply of materials and chemicals	Quote	£ 150,000	upto 2 years	01/05/2016	New Procurement	01/07/2016	Y
99	Supply of hand tools, supplies and equipment	Quote	£ 170,000	upto 2 years	01/05/2016	New Procurement	01/07/2016	Y
100	Supply of bins for parks & streets	Quote	£ 100,000	upto 2 years	01/04/2016	New Procurement	01/06/2016	Y
101	Supply of plants, bulbs, grounds maintenance goods and materials	Quote	£ 170,000	upto 2 years	01/05/2016	New Procurement	01/09/2016	Y
102	Maintenance and repair of sprinklers and irrigation systems	Quote	£ 30,000	fixed term TBC	01/06/2016	New Procurement	01/10/2016	N
103	Supply of play bark	Quote	£ 40,000	upto 2 years	01/04/2016	New Procurement	01/05/2016	Y
104	Supply of gardening services inc installation and repairs	Quote	£ 160,000	upto 2 years	01/06/2016	New Procurement	01/10/2016	N
105	Supply of Park/Street furniture	Quote	£ 100,000	upto 2 years	01/04/2016	New Procurement	01/06/2016	Y
106	Inspection and maintenance (asset mgt) database for Greenspaces & Streets	Quote	£ 80,000	upto 2 years	01/04/2016	New Procurement	01/10/2016	N
107	Enforcement Delivery - public realm	Tender	£ 800,000	upto 4 years	01/05/2016	New Procurement	01/10/2016	N
108	Borough wide Weed spraying	tender	£ 600,000	upto 4 years	01/04/2016	New Procurement	01/09/2016	Y
109	Parking facilities for buses	Quote/Tender	£ 1,000,000	upto 4 years	01/08/2015	New Procurement	01/12/2016	Y
110	Fleet software renewal and improvements to upgrade for new business	Quote	£ 50,000	upto 4 years	01/04/2016	New Procurement	01/07/2016	N
111	Lagan to mobile working	Quote/Tender	£ 200,000	fixed term TBC	01/04/2016	New Procurement	01/09/2016	N
112	Parking meters for park car parks installation/maintenance	Quote	£ 25,000	fixed term TBC	01/04/2016	New Procurement	01/06/2016	N
113	Supply of street scene PPE	Tender	£ 500,000	upto 4 years	01/04/2016	New Procurement	01/07/2016	Y
114	Survey and potential treatment of asbestos of Street Scene assets	quote/Tender	£ 150,000	upto 2 years	01/04/2016	New Procurement	01/07/2016	N
115	Provision of Petrol/Diesel via fuel card payment system	Tender/Framework	£ 90,000	upto 3 years	01/04/2016	New Procurement	01/04/2016	Y
116	Metal Fabrication and Bespoke Works	Tender	£ 280,000	upto 3 years	01/01/2016	New Procurement	01/04/2016	Y

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Adult Services								
117	Community Equipment Services	OJEU	£10,000,000	3+1	01/04/2016	OJEU Open	01/04/2017	N/A
118	Residential and Nursing Care, includes West London Alliance	OJEU	£365,600,000	4+2+2	01/01/2016	OJEU Open	01/10/2016	N/A
119	Day Opportunities	OJEU	£36,000,000	3+1	01/04/2016	OJEU	01/02/2017	N/A
120	IMCA / IMHA / DOLS (L.B. Enfield is Lead for Procuring)	Extension / Tender	£500,000	3+2	01/04/2016	Tender	01/04/2017	Y
121	Deep Clean Service	Sub OJEU	£125,000	3+1	TBC	Quick Quote	03/11/2017	Y
122	Floating Support	OJEU	5000000 of which MH element £193438	3+1	TBC	OJEU Open	01/07/2017	Y
123	Healthwatch Barnet	Extension / Tender	£906,805	3+1	TBC	TBC	01/04/2016	Y
124	Extra Care: Wood Court; Goodwin Court; Selig Court; Moreton Close; and ECH Sheltered Plus Schemes	Reprocurement / New Procurement for Moreton Close	£13,100,000	3+2	01/04/2016	OJEU	01/04/2017	N
125	Sheltered Alarm Services	Tender	£700,000	2+3	01/04/2016	OJEU	01/04/2017	N
126	Stroke Services - Phase 1	Reprocurement	£109,000	1	01/10/2015	Competitive Quote	01/04/2016	N/A
127	Employment and Day Opportunities - LD & Autism	Extension / Tender	£1,815,000	3+2	01/10/2016	Tender	01/10/2017	Y
128	Electronic Call Monitoring	OJEU	£400,000	3+1	01/01/2016	Tender	01/11/2016	N
129	Supported Living	Framework / approved Provider List	£55,000,000	3+2	01/04/2016	OJEU	01/04/2017	N
130	Barnet Timebank - Phase 1	Extension	£30,000	8 mths	01/12/2015	Extension	01/12/2015	Y
131	Barnet Timebank - Phase 2	Tender	£130,000	2+2	01/04/2016	Competitive Quote	01/08/2016	Y
132	Stroke Services - Phase 2	Reprocurement	£545,000	3+2	01/06/2016	OJEU	01/04/2017	N/A
133	Later Life Planning Service	Extension	£600,000	3+1	01/04/2016	Extension	01/04/2017	Y
134	Mental health prevention service - information and support to Asian women	Tender	£710,532	3+1	01/04/2016	OJEU	01/04/2017	N
135	Prevention and well being services for cancer patients and families / carers	Tender	£56,334	3+1	01/04/2016	OJEU	01/04/2017	N
136	Mental health 24/7 step-down from hospital / residential care and complex needs	Tender	£1,354,776	3+1	01/10/2016	OJEU	01/04/2017	N
137	External Support Planning & Brokerage	Extension or Procurement	£730,000	3+2	01/04/2016	OJEU - Open tender	01/10/2017	Y
138	Provision of MH staffing within the Integrated Learning Disability Service	Tender	£3,075,000	3+2	01/04/2016	OJEU	01/02/2018	N
139	Provision of Allied Health staffing within the Integrated Learning Disability Service	Tender	£5,285,830	3+2	01/04/2016	OJEU	01/02/2018	N
140	Sarnes Court - Supported Housing Core Support	Extension	£34,000	1+1	01/04/2016	Extension	01/04/2017	N

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Family Services								
141	Social Workers recruitment	Tender	£ 160,000.00	2	01/02/2016	New Procurement	01/07/2016	N
142	LAC Residential, IFA and semi-independent Placements via London Care Placements, West London Alliance and Barnet directly contracted providers	Extension	£ 8,000,000	2+1	01/04/2016	Extension	01/04/2016	N/A for placements
143	Barnet approved list for placements	Tender	£ 20,000,000	3+1+1	01/04/2016	Full open tender	01/09/2016	N/A for placements
144	London Care Placements framework extensions / implementation of new framework	Extension/tender	£ 9,000,000	3	01/04/2016	Full open tender	01/04/2017	N/A for placements
145	Lot 3: Safeguarding Children	Extension/tender	£ 105,000	2+1+1	01/04/2016	Competitive Quote	05/01/2017	Y
146	Short Breaks For Disabled Children Lot 1, 2, 3 & 4	Extension/tender	£ 805,000	2+1+1	01/04/2016	Full open tender	01/04/2017	Y
147	Provision of Advocacy Services for Children and Young People	Extension	£ 456,000	3+1	01/04/2016	Extension	01/07/2016	Y
148	Provision of Advocacy Services for Children and Young People	Tender	£ 456,000	3+1	01/04/2016	Full open tender	01/07/2016	Y
149	Family Group Conference	Tender	£ 240,000	2+1+1	01/04/2016	Full open tender	01/04/2017	N
150	Independent Visitors Scheme (IVS)	Extension/tender	£ 66,000	2+1	01/04/2016	Competitive Quote	01/04/2017	Y
151	LDD support	Tender	£ 84,000	2+1+1	01/04/2016	Full open tender	01/04/2017	Y
152	Parenting Programme	Tender	£ 157,000	2+1+1	01/04/2016	Full open tender	01/04/2017	Y
153	Supporting hard to reach communities	Tender	£ 52,000	2+1+1	01/04/2016	Full open tender	01/04/2017	Y
154	YOT systems Licence Agreement	Tender	£ 50,000	2+1+1	01/04/2016	Competitive Quote	01/04/2017	N

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155	Children's Centre Management Information System (CCMIS)	Tender	£ 92,000	2+1+1	01/04/2016	Competitive Quote	08/02/2017	N
156	Libraries stocks, supplies, specialist requirements	Tender	£ 6,000,000	3+1+1	01/04/2016	Full open tender	01/04/2017	N
157	Libraries IT Transformation and Management System	Tender/Framework	£ 500,000	5	01/04/2016	Competitive Quote	01/10/2016	N
158	Advice services	Tender	£ 100,000	1	01/04/2016	Competitive Quote	01/04/2017	N/A
159	Transformation	Tender	£ 2,000,000	1+1	01/04/2016	Full open tender	01/04/2017	N/A
160	Edge of Care provision	Tender	£ 2,100,000	2+1	01/04/2016	Full open tender	01/04/2017	N/A
161	Family Services procedures manual	Tender	£ 80,000	1	01/04/2016	Competitive Quote	01/04/2017	N/A
162	Independent Social Workers	Tender	£ 1,000,000	2+1+1	01/04/2016	Full open tender	01/04/2016	N
163	Pre-paid cards	Tender	£ 24,000	3+1	01/04/2016	Competitive Quote	01/04/2016	
164	Redesign support and preventative pathways	Tender	£ 1,200,000	3+1	01/04/2016	Full open tender	01/04/2017	N/A
Education and Skills								
165	Passenger transport framework contract for childrens/adults service requirements	Tender led by LB Harrow	£ 10,000,000	upto 4 years	01/05/2015	New Procurement	01/01/2017	Y
166	Special Educational Needs Placement (Tier 4)	Tender	£ 1,600,000	4	01/04/2016	Tender	01/04/2016	N/A
167	SEN Therapy	Tender/Extension	£ 500,000	4	01/11/2015	Tender/extension	01/04/2016	N/A
168	SEN Placement and Specialist Packages	Contracts with any new providers	£ 10,000,000	1	As and when required	Contracts with any new providers	As and when required	N/A
169	Legal Services	Tender/Extension	£ 300,000	3	01/04/2016	Tender/extension	01/07/2016	N/A

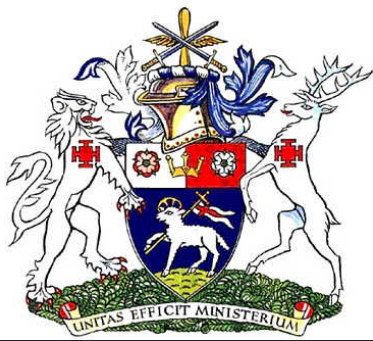
No.	Contract Name / description	Procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
170	Mediation Services	Tender/Extension	£ 30,000	3	01/04/2016	Tender	01/07/2016	N/A
171	EHCP Drafting	Tender/Extension	£ 45,000	3	01/04/2016	Tender	01/07/2016	N/A
172	LAC Attendance Monitoring	Tender/Extension	£ 40,000	2	01/09/2015	Tender	N/A	N/A
173	Client Caseload monitoring	Extension	£ 123,000	3	31/03/2016	Extension	01/04/2016	N/A
174	Independent travel training	Extension	£ 150,000	3	01/10/2015	Extension	01/01/2017	N/A
175	Catering (frozen foods)	Tender/Extension	£ 8,000,000	4	As and when required	Tender/extension	N/A	N/A
176	Catering (groceries)	Tender/Extension	£ 8,000,000	4	As and when required	Tender/extension	N/A	N/A
177	Occupational Therapy	Extension - Under Section 75 agreement High-needs funding - DSG	£ 60,000	Variation to lead provider contract and schedule under Sec 75	31/03/2016	Full tender	01/04/2016	N
178	Speech and Language Therapy	Extension	£ 348,635	3	31/03/2016	Full Tender	01/11/2016	N
179	Speech and Language Therapy	Extension - Under Section 75 agreement	Additional £55,000 High needs fundin	15/16 VC + Schedule under S75 agreement	31/03/2016	Full Tender	01/10/2016	N
JCU - Health								
180	CAMHS	Extension	£ 970,000	1	31/03/2016	Extension	01/04/2016	N
181	Looked After Children	Extension - Under Section 75 agreement	£ 40,838	1	31/03/2016	Under section 75 agreement	01/04/2016	N
182	Health Visiting Service	Extension - Notated Contract	£ 5,500,000	1	05/01/2016	Extension	01/04/2016	N
183	Family Nurse Partnership Programme	Extension - Notated Contract	£ 300,000	1	05/01/2016	Extension	01/04/2016	N
184	Breast Feeding	Extension	£ 115,000	1	TBC	Extension	01/04/2016	Y
185	Oral Health Improvement	Extension	£ 57,000	1	TBC	Extension	01/04/2016	Y

Procurement Activity 2017-18

No.	Contract Name / description	Procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
Corporate								
1	Civic Estates	TMC /Frameworks	£ 216,000.00	fixed term TBC	01/04/2017	Works Quote	01/07/2017	
2	School Roofs	TMC /Frameworks	TBC	fixed term TBC	01/04/2017	New Procurement	01/07/2017	N
3	School Boilers	TMC /Frameworks	£ 530,000.00	fixed term TBC	01/04/2017	Works Quote	01/07/2017	N
4	School Electrical Re-wire	TMC /Frameworks	£ 500,000.00	fixed term TBC	01/04/2017	Works Quote	01/07/2017	N
5	School Window replaces	TMC /Frameworks	£ 60,000.00	fixed term TBC	01/04/2017	Quote	01/07/2017	N
6	School Bulge Classes	TMC /Frameworks	£ 13,000,000.00	fixed term TBC	01/04/2017	OJEU	01/07/2017	N
7	Colindale - All through School	OJEU - Aggregated Procurement	TBC	fixed term TBC	01/04/2017	New Procurement	01/07/2017	N
Street Scene								
8	Provision of Environment Operational services	Tender	£ 140,000,000.00	fixed term TBC	01/04/2017	New Procurement	01/10/2017	
9	Provision of staff wellbeing services	Quote	£ 25,000.00	fixed term TBC	01/04/2017	New Procurement	01/07/2017	
10	Survey and potential treatment of asbestos of Street Scene assets	Quote/Tender	£ 150,000.00	fixed term TBC	01/04/2017	New Procurement	01/07/2017	
Commissioning								
11	Liquid fuel - transport diesel	Framework	TBC	upto 4 years	01/07/2017	New Procurement	01/10/2017	
12	Liquid fuel - heating oil	Framework	TBC	upto 4 years	01/07/2017	New Procurement	01/10/2017	
13	Electricity supply for civic estate and schools	Framework	TBC	upto 4 years	01/04/2017	New Procurement	01/10/2017	

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14	Gas supply for civic estate and schools	Framework	TBC	upto 4 years	01/04/2017	New Procurement	01/10/2017	
Family Services								
15	Various IRO Framework/DPS	Tender	£ 260,000	2+1+1		Full open tender	01/04/2018	N
16	Provision of supported accommodation to young people in Barnet aged 16-21	Extension/Tender	£ 645,000	3+1		Full open tender	01/04/2018	N
17	Special Transport Escort	Tender	£ 100,000	3+1		Competitive Quote	01/05/2018	N
18	Applications Software for Early Intervention Software	Extension	£ 182,700	5+1+1		Extension	01/09/2018	Y
19	E-Finance System	Extension	£ 243,700	5+1+1		Extension	01/09/2018	Y
20	The Appropriate Adults Service (TAAS)	Tender	£ 60,000	3+1		Competitive Quote	01/01/2019	Y
Adult Services								
21	Neighbourhood Services combined with Handyperson Service, Strength & Balance Classes and Later Life Planning Service	Reprocurement	£ 3,900,000	3+2	01/06/2017	OJEU	01/04/2018	N
22	Prevention Support for People with Visual Impairment	Extension or Procurement	£ 140,000	3+2	01/04/2017	Competitive Quote	01/04/2018	Y

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Policy and Resources Committee
16 December 2015

Title	North London Business Park Draft Planning Brief
Report of	Commissioning Director Growth and Development
Wards	Brunswick Park
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1: North London Business Park Draft Planning Brief
Officer Contact Details	Nick Lynch – Planning Policy Manager 0208 359 4211 Nick.lynch@barnet.gov.uk Mike Carless – Principal Planning Policy Officer 0208 359 4657 mike.carless@barnet.gov.uk

Summary

The draft Planning Brief sets out the Council’s vision for the residential led mixed use development of the North London Business Park (“the Site”). The draft Planning Brief focuses on the following key objectives :

- Delivery of a new suburban community in Brunswick Park through a residential led scheme that effectively ties into the surrounding area
- provision of a significant quantity of public open space, outdoor amenity space and a replacement pitch for sporting use to serve both the new development and the surrounding area
- provision of affordable and flexible employment floorspace for Small to Medium Enterprises (SMEs)
- provision of education, replacement nursery and other community uses
- The draft Planning Brief will be subject to a period of public consultation. Upon adoption the Planning Brief will guide development proposals for this site.

Recommendations

That the Committee approve the North London Business Park draft Planning Brief for consultation

1. WHY THIS REPORT IS NEEDED

- 1.1 In 2006 the Council adopted a Planning Brief for North London Business Park (“the Site”) and the adjacent land at Coppies Grove (“the 2006 Brief). The 2006 Brief was produced in response to the high levels of vacancy at the North London Business Park at that time and recognition that despite providing modern office space (B1 use class) and generous car parking within a suburban setting, the Business Park did not address the demands of the London office market.
- 1.2 The employment led mixed use scheme promoted by the 2006 Brief failed to revitalise the Site. Therefore in order to make more efficient use of this strategic Site a revised approach to development of the land is now vital ensuring that its future use is optimised within the wider London development context and helps to address the pressing demand for housing in the capital.

2. REASONS FOR RECOMMENDATIONS

- 2.1 North London Business Park is a large strategically important site of 16.5 ha, located in an established suburban area with reasonable transport links locally and to central London. Producing a Planning Brief is vital to ensure that future development of North London Business Park comes forward in line with Council priorities and delivers sustainable development.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to not produce an updated Planning Brief. Failure to produce a Planning Brief could result in a less strategic response to the development of the site. This may also result in Council priorities not being achieved.

4. POST DECISION IMPLEMENTATION

- 4.1 The draft NLBP Planning Brief will be subject to a period of public consultation. The draft NLBP Planning Brief will be revised in light of comments received and the proposed final draft will be reported back to the Policy and Resources Committee for approval. A public event in Brunswick Park will be held to provide the opportunity for people to discuss the proposals with officers.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The draft NLBP Planning Brief helps to meet Corporate Plan 2015-20 strategic objectives in ensuring that Barnet is a place:-

- of opportunity, where people can further their quality of life – *the draft NLBP Planning Brief will ensure a good mix of unit sizes and tenures with adequate amenity space, public open space, sports provision through the secondary school and educational, nursery and community facilities appropriate to the scale of development.*
- where people are helped to help themselves, recognising that prevention is better than cure – *the draft NLBP Planning Brief provides an element of commercial floorspace for Small and Medium Enterprises and other commercial uses. This will be located alongside space for community uses and help to increase opportunities for residents and businesses to meet their own needs;*
- where responsibility is shared, fairly – *the draft NLBP Planning Brief highlights priorities for provision of and contributions towards community infrastructure in particular healthcare, library and a nursery/crèche;. and.*
- where services are delivered efficiently to get value for money for the taxpayer - *the draft NLBP Planning Brief highlights opportunities for improved service provision from new and easily accessible facilities that are integrated within the development*

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

5.2.1 The cost of producing the NLBP Planning Brief is being met by the landowner and delivered by Regional Enterprise (Re) on behalf of the Council.

5.3 **Social Value**

5.3.1 The draft NLBP Planning Brief sets out the parameters for the delivery of a residential led mixed use development on a strategic development site. Through the delivery of a new suburban mixed and balanced community in Brunswick Park future development will secure social, economic and environmental benefits.

5.3.2 Social benefits will be secured through the delivery of a mix of housing unit sizes and tenures including affordable housing. Community infrastructure including land for healthcare and educational facilities (re-provision of St Andrew the Apostle secondary school and nursery with an opportunity for a new primary school). The potential opportunity to provide modern fit-for-purpose library space will be explored.

5.3.3 Economic benefits will be delivered through the re-provision of business space that supports small and medium enterprises.

5.3.4 Environmental benefits will be delivered through enhancing the biodiversity on the site and meeting relevant energy and surface water run-off standards set out in the London Plan.

5.4 Legal and Constitutional References

- 5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including “to be responsible for the overall strategic direction of the Council including approval of development of statutory Local Plan related documents”.
- 5.4.2 Site specific Planning Briefs provide an opportunity to bridge the gap between the provisions of the Local Plan and the requirements of any future planning application for the site.
- 5.4.3 Planning Briefs should be consistent with and provide guidance, supplementing the policies and proposals of the Local Plan. Planning Briefs cannot contradict rewrite or introduce new policies.
- 5.4.4 Planning Briefs can have a number of functions, such promoting development of a site; addressing particular site constraints and/or further interpretation of local plan policies.

5.5 Risk Management

- 5.5.4 Failure to put in place an up-to-date Planning Brief may lead to a less strategic response to the development of the site and result in Council priorities not being achieved.

5.6 Equalities and Diversity

- 5.6.4 The 2010 Equality Act places a legal obligation on the Council to pay due regard to equalities. The draft Brief helps implement policy set out in the Local Plan Core Strategy. Adopted in 2012 the Core Strategy was subject to an Equalities Impact Assessment (EqIA).
- 5.6.5 Adoption of the Planning Brief will ensure that there is a considered approach to the development of the site which will have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010. It should also help advance equality of opportunity as well as foster good relations between people from different groups.
- 5.6.6 The scale of development proposed will help to ensure that a wide cross section of Brunswick Parks’ community needs can be met with a range of residential units and tenures available. In addition a variety of community uses and commercial uses will be delivered as part of the scheme as well as public open space. This will increase opportunities for people to access services locally, benefit from open space and access to sporting facilities.
- 5.6.7 Accessibility will be improved through increased permeability through the site with improved public realm helping reduce the real and perceived risk of crime helping improve feelings of vulnerability that certain groups of people feel.

5.7 Consultation and Engagement

- 5.7.4 The Council will carry out a public consultation exercise on the draft Planning Brief for a period of six weeks. It will be published online and advertised in the local paper. A public event in Brunswick Park will be held to provide the

opportunity for people to discuss the proposals with officers. This will enable local residents to hear more about the proposals and give their feedback. Further detail is set out in Appendix 1: North London Business Park Draft Planning Brief.

5.7.5 Proposals by the Comer Group [the landowners] are being developed in advance of submitting a planning application. Two public exhibitions were held in November 2015 at NLBP to provide residents with an early opportunity to discuss the proposals with the Comer Group.

5.8 **Insight**

5.8.1 Data from the Barnet Observatory on the socio-economic characteristics of Brunswick Park has provided the basis for local prioritisation of community infrastructure.

6 **BACKGROUND PAPERS**

6.1 [Barnet Local Plan Core Strategy](#), September 2012

6.2 [Planning Brief for North London Business Park and Land at Oakleigh Road South 2006](#).

6.3 [Barnet's Statement of Community Involvement](#), July 2015

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Draft
PLANNING BRIEF

NORTH LONDON BUSINESS PARK

for consultation

Draft North London Business Park Planning Brief for consultation
December 2015

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1 Introduction: Purpose and Objectives for the site

- 1.1 The development of North London Business Park (NLBP) presents a significant opportunity to deliver housing growth in Brunswick Park creating a new suburban community. Currently occupied by office buildings, car parking and a secondary school this draft Planning Brief provides the vision for transformation of the site.
- 1.2 The objectives for the site are to deliver:
- comprehensive redevelopment of all existing buildings through a residential led scheme that effectively ties into the surrounding area
 - provision of a significant quantity of public open space, outdoor amenity space and a replacement pitch for sporting use to serve both the new development and the surrounding area
 - provision of affordable and flexible employment floorspace for Small to Medium Enterprises (SMEs)
 - provision of education, replacement nursery and other community uses

Background: Site History

- 1.3 The first development of land at NLBP was by the Great Northern Cemetery Company. The site itself was not used for burials and consisted of a rail head station linking with Kings Cross, siding, chapel and cottages. Mourners walked down 'lime tree' walk to the cemetery entrance on Brunswick Park Road. The rail head no longer exists.
- 1.4 Standard Telephone and Cable then developed the site as the New Southgate Works in the 1920s and manufactured a range of telecommunications equipment. The first ever transatlantic radio telephone conversation was made from the site in 1923. During the Second World War the site made a major contribution to the war effort by manufacturing radio equipment for aircraft. A V1 bomb hit the site in August 1944 causing fatalities and extensive damage. These events are marked by memorials on the site.
- 1.5 Northern Telecom [Nortel] vacated the site in 2002, ending over 80 years of single ownership and association with telecommunications. The site was then sold and marketed as North London Business Park (NLBP) with mixed success.
- 1.6 Appendix 2 sets out the site development timeline.
- 1.7 Any new development will be expected to respect the history of the site and to explore the potential for the retention of memorials. The acknowledgement of advances in telecommunications made by Standard Telephone and Cable could be recognised in street names and places within the new development.

Background – Land Uses and Land Ownership

- 1.8 Existing land uses on the site include office space, serviced office space, a secondary school, a nursery, a banqueting facility and various small scale

retail uses; ancillary to the office space (cafes and dry cleaning). A 25m high telecommunications mast is located in the north of the site. There is a multi-storey car park and a large number of other parking areas. There is a former playing field to the north and a pond and landscaping in the south-east part of the site.

- 1.9 The land is owned by the Comer Group.

Background: Key Issues

- 1.10 In 2006 the Council adopted a Planning Brief for the site and the adjacent land at Coppies Grove. The 2006 Brief was produced in response to the high levels of vacancy at the North London Business Park and recognition that despite providing modern office space (B1 use class) and generous car parking within a suburban setting, the Business Park did not address the demands of the London office market.
- 1.11 Reflecting its designation as a Strategic Employment Location in the London Plan, the 2006 Planning Brief sought to protect existing operational employment uses within the Business Park whilst assessing how to integrate new uses on under-used/redundant land. Residential uses were incorporated into the proposals as part of a mixed use development around the centre of the Business Park and generally as lower density housing around the periphery. This mixed use scheme has not revitalised the NLBP site.
- 1.12 Temporary planning consents for education use were permitted in 2009 and 2013 for Barnet College and St Andrew the Apostle secondary school.

2 Planning Policy Framework

- 2.1 The Barnet statutory development plan is the 2012 Local Plan Core Strategy and Development Management Policies, alongside the 2015 London Plan (consolidated with alterations since 2011). Regard has to be had to the National Planning Policy Framework (NPPF) in decision making. The key policy documents are set out in Appendix 1. The key policy issues relevant to the site are employment, housing and design and infrastructure in terms of open space, provision for sport and community facilities. These are summarised below.

Key Planning Policy Issues: Employment

- 2.2 The London Plan 2015 identifies the site as a Strategic Employment Location with the sub category, Industrial Business Park. The designation reflects the historic employment use of the site. The London Plan recognises that 'In recent decades London's economy has been increasingly service-based, and this is likely to continue. As a result, ensuring there is enough office space of the right kind in the right places is a key task for the London planning system' (paragraph 4.10).
- 2.3 The London Office Policy Review 2012 indicates that office based employment may grow, although the London Plan recognises that this growth has not always translated into new floorspace in Outer London. The London Plan encourages the renewal and modernisation of office stock in viable locations in both Outer and Inner London and urges boroughs to manage changes of surplus office space to other uses, providing overall capacity is sustained to meet London's long-term office needs. The persistent vacancy rate demonstrates that NLBPs location is not viable for the type and quality of accommodation on offer and may not be sustainable in the longer term. Therefore replacement of the existing strategic floorspace for alternative uses will be considered acceptable.
- 2.4 Local Plan policy expects re-provision of employment space where a loss of employment floorspace occurs. The Barnet Entrepreneurial Strategy highlights the contribution of small and medium sized enterprises to the health of North London's economy. A success story at NLBP is the 'Business Innovation Centre' in Building 3. The flexible terms for letting space in a range of sizes and formats have generated demand from local Small to Medium Enterprises (SMEs). Retention of a suitable amount of employment floorspace for small businesses with car parking will therefore be expected in any new development. Floorspace should be offered on flexible terms for start-up units (30m² - 50m²) and move-on space (250m²-1000m²) to help meet and support the expansion needs of SMEs in Barnet.
- 2.5 In order to identify the type and quantity of employment generating uses that are considered to be viable and deliverable on the site the Council will require an Employment Study to assess the potential for modern business uses as an element of the scheme in the short, medium and long term. The scope of works for the Employment Study should set out the existing context of the

NLBP site and include an assessment of supply and demand for employment accommodation in Barnet, the wider sub-region and London. The Employment Study should provide an overview of recent marketing activity undertaken, analysis of business accommodation requirements; liaison with commercial agents and review of existing demand, recent market transactions and consideration of opportunities for new employment growth sectors within Barnet. This should consider potential for creative industries (including arts, technology, crafts and design) as well as more traditional professional areas of business services to locate in the new development.

Key Planning Policy Issues: Housing and Design

2.6 The following housing issues are key in Barnet's Local Plan:

- **Optimising housing delivery:** the Local Plan Core Strategy identifies the NLBP site in Table 3: Barnet's Development Pipeline as a site which has an optimal figure of 400 units to be delivered in the period 2011-2021. This figure is based on the 2006 Planning Brief, therefore it is recognised that the optimal number of units will increase with comprehensive re-development.
- **Affordable housing:** this should be provided in line with the Council's strategic borough-wide target of 40% provision for all new homes. In line with the Core Strategy the tenure mix of affordable housing which will be sought is 60% social rented and 40% intermediate. Viability will be considered in line with the most recent version of the Affordable Housing SPD.
- **Range of unit sizes:** maintaining and increasing the supply of family housing is a priority in Barnet. Barnet's Housing Strategy recognises the markets pre-disposition to provide 1 and 2 bedroom units and maintains the priority for family homes across all tenures. Brunswick Park ward is not characterised by any recent residential development of a significant scale. Therefore whilst the dwelling size priority is for family homes, the expectation is that some smaller flats may help meet a local need.

2.7 The NPPF sets the Government's planning policies for England. There is a presumption in favour of sustainable development which will be achieved if development is in line with the NPPF. Paragraph 58 sets out the following aims for the design requirements for development that will:

- function well and add to the overall quality of the area, not just for the short term but over the lifetime of the development;
- establish a strong sense of place, using streetscapes and buildings to create attractive and comfortable places to live, work and visit;
- optimise the potential of the site to accommodate development, create and sustain an appropriate mix of uses (including incorporation of green and other public space as part of developments) and support local facilities and transport networks;
- respond to local character and history, and reflect the identity of local surroundings and materials, while not preventing or discouraging appropriate innovation;

- create safe and accessible environments where crime and disorder, and the fear of crime, do not undermine quality of life or community cohesion; and
- are visually attractive as a result of good architecture and appropriate landscaping.

2.8 The NPPF states at paragraph 59 that design policies should avoid unnecessary prescription or detail and should not attempt to impose architectural styles or particular tastes.

Key Planning Policy Issues: Open Space

2.9 The London Plan March 2015 requires that deficiencies in public open space are addressed in relation to different types of open space. Evidence supporting Barnet's Local Plan highlighted that NLBP site is deficient in local open space. The London Plan also requires playspace provision. The quantum would be dependent on the final mix of unit sizes. Further detail is contained in the Barnet Local Plan Development Management Policies and Barnet Planning Obligations SPD.

Key Planning Policy Issues: Provision for Sport

2.10 Outdoor sport areas including playing fields and sports pitches are protected by policy. The Local Plan policy is that re-development of sports pitches can be permitted where equivalent or better quality sports pitch provision can be made. The northern part of the site provided a playing field for employees. Adjacent to this field, which is now overgrown, are three tennis courts. The sports facilities have been unused since Nortel vacated the site in 2002. If an all-weather sports facility shared with the education uses can be re-provided on site then this may justify a reduction in the total area of outdoor sport space on the basis that it represents an improvement in quality.

Key Planning Policy Issues: Community Infrastructure

2.11 The Core Strategy expects development which increases the need for community facilities and services to make appropriate contributions towards new and accessible facilities. The Development Management Policies expects replacement of existing community facilities where there is continued demand. The existing nursery facility would need to be replaced to at least equivalent quantity and quality. In addition the scale of development could justify provision of other community facilities.

3 Site Characteristics and Relationship with Surrounding Area

- 3.1 North London Business Park is a large site of 16.5 ha, located in an established suburban area with reasonable transport links locally and to central London. Within the London context, the potential of the site needs to be optimised. Whilst the proposal must respect the character of the surrounding area where the development meets neighbours, the site is large enough to have its own character and develop a modern, attractive place for the future. It is important that the redevelopment of this site for residential purposes results in a development that is knitted into the surrounding area in a seamless way and not as a separate “gated” community.

Site Characteristics: Location and Surrounding Area

- 3.2 NLBP is located in the south-east of the Borough of Barnet in Brunswick Park ward. Brunswick Park is suburban, characterised by two storey terraced and semi-detached housing with parks and open spaces. The area represents the average for Barnet in terms of socio-economic structure. The nearest town centres are Whetstone to the north-west, East Barnet local centre to the north and Southgate to the east.
- 3.3 Located between the East Coast Main Line and the Great Northern Cemetery the NLBP site is clearly defined. To the south-west lies the Oakleigh Road South industrial area with a builder’s merchant and commercial waste transfer station. Adjacent to the south lies the Edwardian terraced Brunswick Crescent. Further to the east lies the New Southgate Cemetery and Crematorium. Adjacent to the east lies later twentieth century suburban terraces along Howard Close and Brunswick Park Crescent. Adjacent to the playing field to the north lies Weirdale Avenue which is typical metroland semi-detached development. Further north lies Russell Lane and its shopping parade. To the north-west at the junction of Brunswick Park Road and Russell Lane is the closest primary school (Brunswick Park) and GP surgery.

Map 1: NLBP context



3.4 NLBP is located between two national rail stations, New Southgate and Oakleigh Park. London Underground Piccadilly line services can be accessed at Arnos Grove. Bus services (routes 34, 251 and 382) are available from Oakleigh Road South and Brunswick Park Road.

Site Characteristics: Topography and land form

3.5 The levels change from the lowest point in the south-east of the site, which also contains a balancing pond for site drainage, up to the north-east corner by over 20 metres, which is around seven residential storeys (see Map 2: NLBP Site Contour). There is a large stepped parking area between the commercial building and the playing fields to the north of the site. The eastern part of the site around the pond comprises an area of open landscape.

3.6 The land form on the site is not entirely natural and is the result of the rubble from historic demolitions being incorporated into landscaping bunds. Also during the Second World War a number of underground bomb shelters and bunkers were formed and the remnants of these still remain on the NLBP site.

Map 2: NLBP Site Contour



Site Characteristics: site features

- 3.7 The pond with a small island and surrounding landscaping forms a prominent feature of the NLBP site. This was developed in 1981 to serve as a surface water storage function as well as enhance the setting.
- 3.8 The site is home to a large number of trees including Lombardy Poplar, Austrian Pine, Norway Maple, Beech and Oak; many are worthy of retention and some are covered by Tree Preservation Orders. They provide significant screening on the southern, eastern and western boundaries.
- 3.9 The six main buildings on the site represent campus style big box development with large single building units and associated parking set within a coarse urban grain with no over- arching urban structure. A

telecommunications mast is located on the edge of the playing field on the highest part of the site.

Site Characteristics: physical constraints

3.10 The following constraints will need to be addressed in any development:

- level changes,
- numerous mature trees,
- potential ground stability issues,
- potential contamination,
- noise impacts from railway and Brunswick Park Road,
- constrained site permeability, and the
- pond.

Levels

3.11 The level changes across the site are significant and will require careful consideration with regards to building heights, acceptable access and useable public open space.

Trees

3.12 The Tree Preservation Orders associated with the site will need to be reviewed. As a minimum, the following groups of trees should be retained:

- the deciduous trees which create a frontage along Brunswick Park Road; and
- the boundary trees

3.13 Consideration of the remaining Limes which formed part of a wooded walk down to the entrance of the cemetery from the former chapel and former station [pre-dating the industrial use of the site] should be part the TPO review.

3.14 The Leylandii that screen the train track are effective in that role, however they are not a particularly beneficial species from an ecological point of view and they have a limited lifespan. Neither will they provide any material mitigation against noise from the railway corridor. These factors need to be fully explored and considered before any decision is made about their retention.

Ground stability

3.15 Former buildings on the site were demolished and not removed from site – for example the long landscaped bund adjacent to building 3 is what remains of the former building 8. There is further landscaping to the north of the site in the form of tiered parking with an extension to the playing field involving tipping. There are also extensive air raid shelters beneath the site; located centrally and to the north of the site and it is not clear whether these have been removed or filled in. Further investigation is therefore merited.

Contamination

- 3.16 A preliminary contaminated land survey was carried out in 2007. At the time of this survey the Council indicated that further investigation is likely to be required for the site due to its association with manufacturing. The detailed assessment of ground contamination and soil sampling should be agreed with the Council's Environmental Health officers.

Noise and vibration

- 3.17 Development immediately adjacent to the railway lines is exposed to significant levels of noise and vibration. The principal of locating noise sensitive residential here would require significant mitigation and design measures to meet BS8233:2014 and World Health Organisation Guidelines. There is also a lesser noise impact along Brunswick Park Road. The full proposal will require a Noise Impact Assessment.

Site permeability

- 3.18 Access to the site is constrained by the railway line to the west and neighbouring residential property to the south and north. The disused pedestrian access from Weirdale Avenue to the north of the site presents an opportunity to increase connectivity and permeability with the surrounding area.

Relationship with surrounding area: edges

- 3.19 The site is surrounded by low density suburban residential, in particular to the south, north and east. In these areas the boundary is generally residential back gardens with the houses set back from the boundary between 15 to 20 metres. A number of buildings abut the site along the southern boundary. All the boundaries contain mature trees. The land to the north continues to rise to the north-west affording views into the site when not screened by trees. The land continues to gently fall away to the south and east.
- 3.20 To the west the East Coast Main Line separates NLBP from further suburban residential housing in Oakleigh Close, Fernwood Crescent and Denham Road. Buildings on Oakleigh Road North which are nearest to NLBP are more commercial in character consisting of a garage and parade of shops. The development closest to NLBP on Oakleigh Road South is a block of flats (completed around 2005). Beyond this housing the land rises up to Oakleigh Road North from where the existing Building 4 can be seen through and above the row of Leylandii trees which form the boundary along the railway.
- 3.21 To the east lies Brunswick Park Road which is typified by more low density suburban housing and the entrance to the Great Northern Cemetery. The site boundary along this frontage is landscaped with mature trees and an access point to the NLBP site. North of this on the eastern boundary is low density suburban housing along Howard Close and Brunswick Park Gardens. This housing forms the closest relationship with the site with little screening; a brick wall (nearly 500 metres long) forms the boundary.

Relationship with surrounding area: connectivity

- 3.22 There are currently two key access points to the site, at Oakleigh Road South to the south and Brunswick Park Road to the east. There is also a former access from Weirdale Avenue to the north of the site. It is considered important from an urban design point of view that this opportunity is taken to knit the site into this wider residential area so that it forms part of the suburban landscape rather than functioning as a separated estate with limited access points. This will benefit both the new community and the existing community. Further transport assessment will be needed to determine the precise design of this access. Reopening the Weirdale Avenue access to pedestrians and cyclists would reduce journey times to Whetstone, Oakleigh Park station, Russell Lane and areas to the north.
- 3.23 The nearest overland rail stations are New Southgate approximately 17 minutes walk away and Oakleigh Park about 25 minutes walk (reduced to 15 minutes with the reopening of the Weirdale Avenue access). These stations access Great Northern services to London Kings Cross, Moorgate and Welwyn Garden City. The nearest underground station is Arnos Grove on the Piccadilly Line just over 20 minutes walk away. Bus routes 34 and 251 serve the Oakleigh Road South entrance as well as Arnos Grove station. The journey time to Arnos Grove tube is 5-7 minutes and Totteridge and Whetstone on the Northern Line (High Barnet Branch) is 14-17 minutes. The 382 serves the Brunswick Park Road entrance and connects with New Southgate station (although not directly as it goes via Arnos Grove).
- 3.24 The PTAL score for the NLBP site ranges from 1 to 3, and although the bus services are relatively frequent and connect fairly well to rail and tube networks buses often get caught in the congestion at peak times. Improvements to local bus services would need investigation and maybe require financial support.
- 3.25 Future accessibility to central London and destinations beyond would be improved with the Crossrail 2 proposed station at New Southgate.

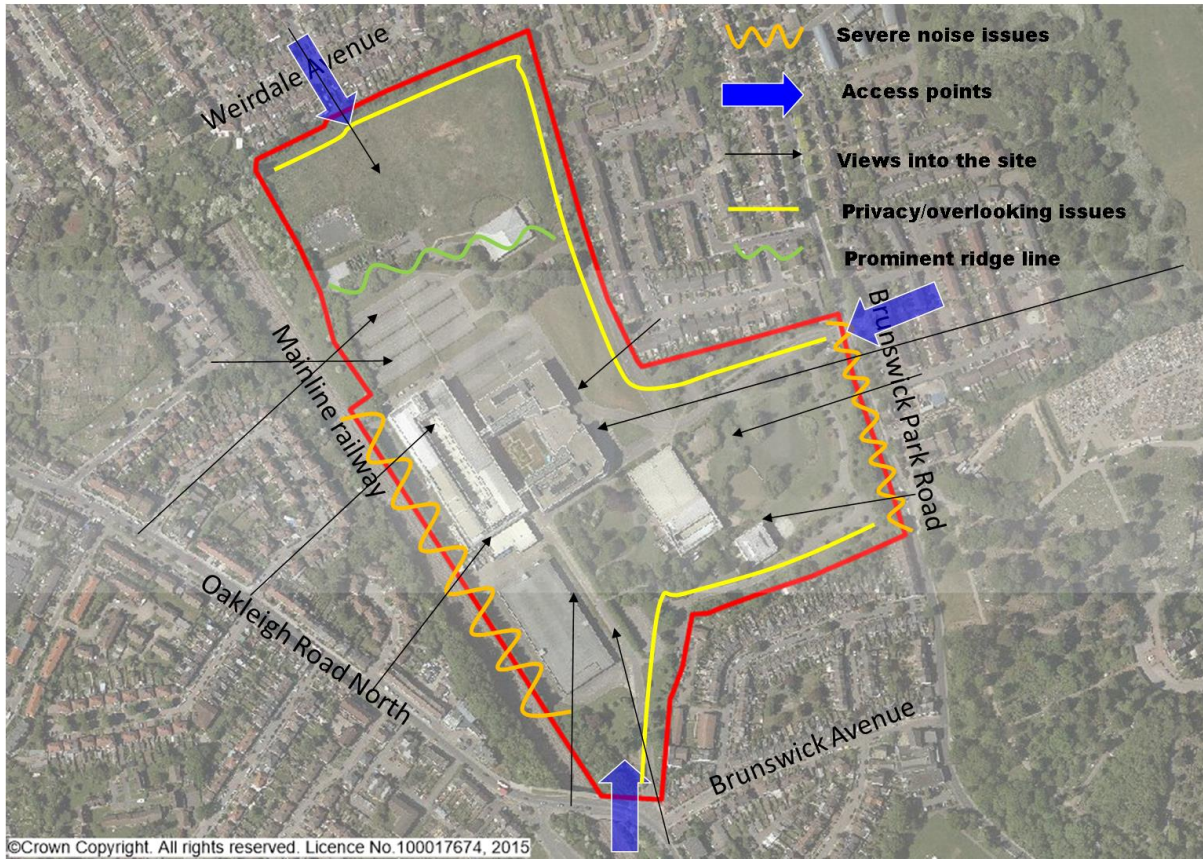
Relationship with surrounding area: views/features

- 3.26 There are views into the site from the housing along Weirdale Avenue and the disused Weirdale Avenue entrance, to the east from housing along Brunswick Park Gardens/Howard Close and from the south along Brunswick Avenue. The trees along these boundaries are also features. The landscaped boundary along Brunswick Park Road is a feature and the vista into the site from this entrance with the land rising up to the existing entrance to Building 2 is also a feature. The large landscaped north/south mound adjacent to the existing Building 3 is prominent when viewed from houses in Brunswick Park Gardens along with the NLBP buildings.
- 3.27 The mature trees are the main feature when viewing from the site entrance on Oakleigh Road South. Looking from the west there are glimpses of the existing buildings from the side roads off Oakleigh Road North in particular Fernwood Crescent. The row of Leylandii is also a feature from this side rising

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above the semi-detached housing. The existing telecommunications mast is a feature which can be seen from Denham Road and from the housing along Weirdale Avenue to the north of the site. More distant views of the site are available from roads on the hillside to the east leading up to the border with London Borough of Enfield.

Map 3: Main constraints and relationships map



4 Site Opportunities

- 4.1 Further to the analysis of key planning issues, site characteristics and relationship with the surrounding area the following opportunities have been identified.
- 4.2 The site provides the opportunity to make a strategic contribution towards housing delivery in Barnet. The size of the site will ensure steady delivery of housing over the medium term.
- 4.3 The size of the NLBP site also provides the opportunity for development to define its own character away from boundaries and introduce a finer grain of development which increases local permeability and integration whilst retaining open space. This, coupled with the changes in levels which provide the opportunity to conceal the scale of buildings and add interest to amenity open space by exploiting potential views. Retaining the numerous mature trees present an opportunity to add amenity value and character to the development as well as retain biodiversity.
- 4.4 The opportunities for new employment should be considered, as evidenced by an Employment Study. There maybe potential opportunity for creative industries (including arts, technology, crafts and design) as well as more traditional professional areas of business services to locate in the new development.

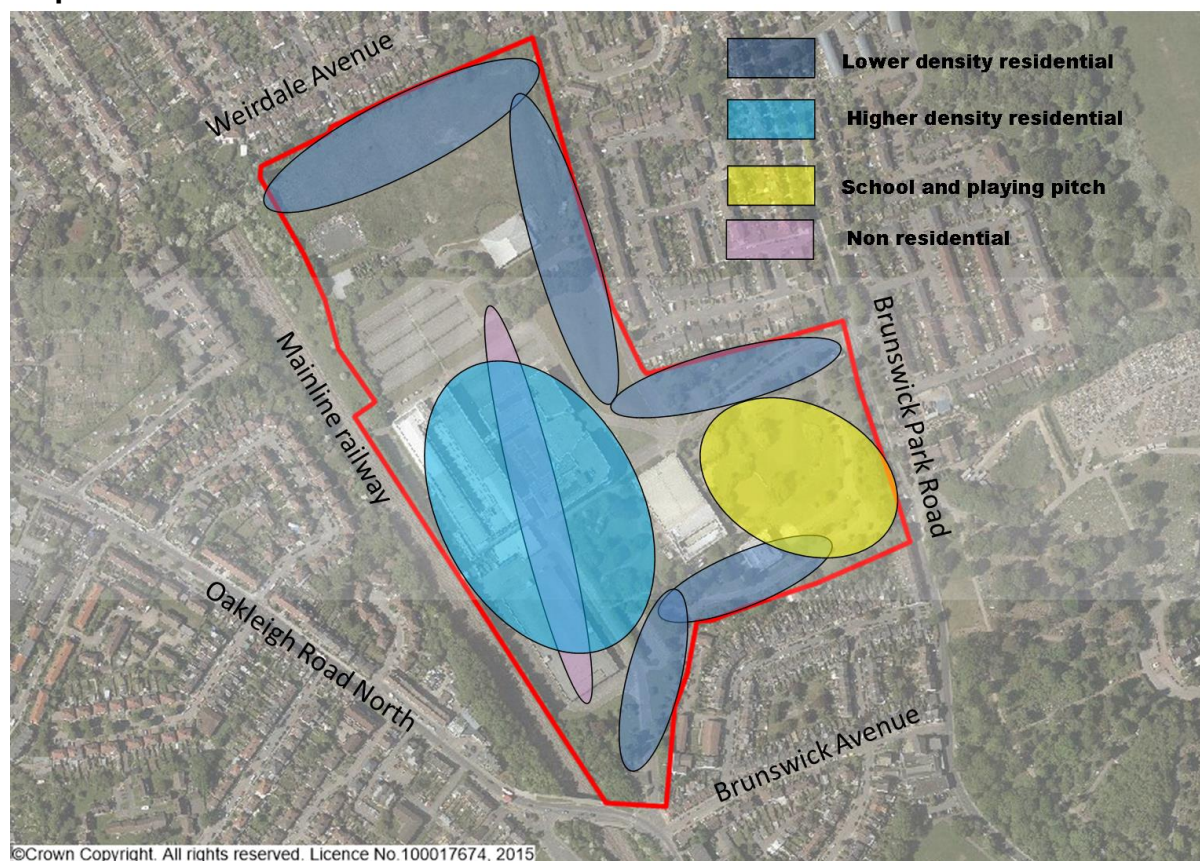
5 Approach to re-development

- 5.1 The following section sets out the approach to re-development for land use, urban design, development zones and character and access.

Approach to re-development: land use and location

- 5.2 The non-residential floorspace should be located in the higher density heart of the development. The buildings adjacent to the railway should be designed to provide a noise buffer for residential uses across the site, whilst at the same time providing an acceptable acoustic environment for their own residents both internally and externally. The non-residential floorspace should include community infrastructure such as: healthcare, library and nursery/crèche. The higher density area should also be the location for, the small scale re-provision of employment floorspace and small-scale non-‘destination’ local retail and leisure uses.
- 5.3 The higher density residential areas should create a central heart to the development. The scale will need to consider views from surrounding adjacent suburban housing, in particular Brunswick Park Crescent, Oakleigh Road North and from development on the higher ground to the north.
- 5.4 The proposed school and associated replacement sports pitch should be located adjacent to Brunswick Park Road, whilst maintaining the landscaped buffer along Brunswick Park Road.
- 5.5 Lower density residential development should be located along the northern boundary on the existing playing field, adjacent to Howard Close and Brunswick Crescent to the south. Particular consideration should be given to the density of development along prominent areas within the site’s topography including the ridge line.
- 5.6 Existing trees and landscaping areas should be valued as assets to enhance the setting of proposals and public open spaces.

Map 4: NLBP indicative land use



Approach to re-development: urban form

- 5.7 The pattern of development and road layout should reflect where possible the rectilinear form of the surrounding streets, within a general perimeter block structure. Developments are encouraged to use creative and innovative layouts. Corner plots should have greater space around them. The transition between areas of higher and lower density should be carefully considered, with a stepping up of density making use where possible of the different levels across the site. Consideration of houses in a high density context should be explored. Undercroft or podium parking may also make use of the levels changes.
- 5.8 The presence of large urban blocks such as Building 4 can undermine permeability and ease of movement. Proposals for higher density development should therefore consider an informal layout where this is possible whilst still retaining legibility.
- 5.9 Maintaining the landscaped character along the Brunswick Park Road frontage will help delineate the site from the surrounding residential areas. This will also help provide an element of functional identification for the new school as separate to the residential uses. The playing pitch should separate the new school from the higher density zone of development.

- 5.10 The majority of the public open space provision should be concentrated centrally within the higher density central zone with local pocket parks providing childrens' playspace in the surrounding lower density areas. The juxtaposition of three entry roads through more traditional suburban street layouts into a central parkland area has the potential to create an interesting and naturally traffic calmed development.

Approach to re-development: Development Zones/character

- 5.11 The size of the NLBP site enables development to define its own character in particular in the higher density central zone. The lower density zones should consider the surrounding suburban setting where building footprints are small and two or three storeys in height. Lower density suburban character will need to persist into the site from the boundaries in part reflecting other design factors; scale/massing, privacy, overlooking, and local views, whilst providing a transition to the higher density development.
- 5.12 The mature trees within the site are a particularly important aspect of the sites character and it is considered that the retention of as many of the trees within any landscaping proposals for the site is vital in order to achieve the vision for this area. Given that the trees are one of the principle features of the site when viewed from surrounding streets this will also help retain the wider amenity value.
- 5.13 The potential scale of the new school zone located in the south east corner of the site adjacent to residential housing will also need careful consideration. Through an innovative design the impact in terms of scale on the Edwardian terraced properties will need to be addressed and any adverse effects such as orientation will require mitigation. Design must also consider privacy and overlooking issues.
- 5.14 It is envisaged that the proposed development of the site will have a build-out period of at least 5 to 10 years. The delivery of non-residential floorspace will therefore need to be considered in relation to the delivery of residential as part of a phasing plan. This will help ensure that community needs are met with the provision of necessary infrastructure.

Approach to re-development: routes and access hierarchy

- 5.15 The principal route through the site should link Brunswick Park Road to Oakleigh Road South as these provide the main access points. Access from Weirdale Avenue should be considered for vehicles, pedestrians and cyclists to improve permeability and link to the main site through route. The Weirdale Avenue route should be designed to restrict its use so it does not become a through route. Suitable vehicular access to the new school for pick-up/drop-off should be provided on-site from Brunswick Park Road. Road and pavement design should be shared space. This may have the added benefit of affecting driver behaviour and reducing the potential for drivers using the site as a through route.

6 Sustainability Objectives

- 6.1 The following section highlights some of the more important details to be considered with regards to sustainability objectives.

Energy and Carbon Reduction

- 6.2 The London Plan emphasises that development proposals should make a contribution to minimising carbon dioxide emissions in conjunction with the energy hierarchy. Development should demonstrate how it is Lean, Clean and Green through an Energy Statement. Given the scale of development and mix of uses this proposal should consider the possibility of site wide decentralised energy.

Flood Risk and Surface Water Management

- 6.3 The existing pond performs a flood attenuation function. The scale of this function and whether the pond performs this function efficiently in relation to its size is not clear. Further Surface Water Assessment will be necessary to determine this. Alternative drainage solutions may be possible which release the pond or some of the pond for development. It may be possible to resolve drainage issues with other methods spread across the site including for example green roofs, attenuation tanks and smaller ponds. The sites geology – underlain by London Clay – prevents the use of infiltration techniques. A site wide Surface Water Drainage Strategy is required and this would need approval from the Council in its capacity as Lead Local Flood Authority. Local contributions to biodiversity improvements may also be appropriate to mitigate loss of the pond.

Noise

- 6.4 Development immediately adjacent to the railway lines is exposed to significant levels of noise and vibration. The principal of locating noise sensitive residential here would require significant mitigation and design measures to meet BS8233:2014 and World Health Organisation Guidelines. There is also a lesser noise impact along Brunswick Park Road. The full proposal will require a Noise Impact Assessment.

7 Planning Application: Main Considerations

- 7.1 The following section highlights some of the more important details to be considered at the planning application stage.

Privacy and overlooking

- 7.2 The lower density zones of development should respond to the adjacent houses in terms of scale and massing, and reflect the roof form of surrounding buildings. In new residential development there should be a minimum distance of 21 m between properties with facing windows to habitable rooms to avoid overlooking, and 10.5 m to a neighbouring garden.

Outdoor Amenity Space

- 7.3 Provision of outdoor amenity space is vital in Barnet and a key consideration for new residential developments. Gardens/outdoor amenity space makes a significant contribution to local character and specifically towards biodiversity, tranquillity, amenity, setting and sense of space.

Biodiversity

- 7.4 The presence of the pond and the colony of Canadian Geese is perceived as making a contribution to nature conservation. However on the basis of recent biodiversity surveys the NLBP site's ecological value is considered to be limited. This is mainly because of intensive management practices and built environment. The northern playing field has the highest ecological value due to a lack of management. Slow worms and bats were found in this area. The opportunity therefore exists to improve the ecological value of the site through habitat enhancement and the creation of new habitats where necessary and establishing wildlife corridors or linkages to surrounding land (e.g. New Southgate Cemetery and railway land) together with providing bird and bat boxes.

Connectivity

- 7.5 Providing the latest connectivity in new homes as well as the re-provision of business space will help support both homeworking trends as well as small to medium enterprises. There are currently 130 businesses leasing space in Building 3. Of these, 70 have a web presence and list NLBP as their contact address. Providing a wide range of services, mainly professional, they represent a developing small business community which should be supported through high quality telecommunications connectivity. Superfast broadband for example is just one way of benefitting businesses through quicker file sharing, video conferencing, online data storage [reducing hardware costs], all providing a better customer experience. Local wireless connectivity may also be a consideration to support the changing nature of work and small business activity together with the changing nature of community facilities.

8 Community Engagement

Status of Planning Briefs

- 8.1 Planning Briefs are not subject to independent examination, but do require Council agreement before adoption. Upon adoption they become a material consideration in determining planning applications on land affected by the Brief.

Community involvement in preparation of the Planning Brief

- 8.2 There is usually just one stage of public consultation in the production of a Planning Brief. Comments received through the consultation process will be taken into consideration when drafting the final document and this process will be documented in a Consultation Statement. The Consultation Statement will set out the main issues raised and how these have been addressed.

- The Council will carry out a public consultation exercise on the draft Planning Brief for a period of six weeks commencing in January 2016.
- The draft Planning Brief will be published online on the Council's consultation pages.
- Consultation will be publicised with a Public Notice in a local paper
- Copies of the draft Planning Brief will be available in Osidge Library and at Barnet House Planning Reception
- A drop-in exhibition will be held at a suitable local venue enabling local residents and other interested parties to provide their views

9 Development Contributions

Community Infrastructure Levy (CIL)

- 9.1 The purpose of CIL is to pay for infrastructure required to mitigate the impact of development across the Borough. Barnet's CIL charging rate has been set at: £135/ m². It applies to the 'net additional floorspace' of new development which is delivering 100 m² or more of gross internal floorspace or the creation of one additional dwelling. Net additional chargeable floorspace in the North London Business Park will consist of the additional floorspace over and above the total existing office floorspace.
- 9.2 In addition to Barnet's CIL the Mayoral CIL applies to all chargeable development in the borough. A flat rate of £35/ m² applies.

S106 Requirements

- 9.3 A Planning Obligation or Section 106 is a legally binding agreement made between the developer and the Council which is drafted where necessary to make an application acceptable in planning terms. The following considerations may require S106:
- improvements to public transport infrastructure,
 - education provision
 - affordable housing
 - health facilities
 - small business accommodation and training programmes to promote local employment and economic prosperity
 - town centre regeneration, promotion,
 - management and physical environmental improvements including heritage and conservation
 - improvements to highways and sustainable forms of transport
 - environmental improvements
 - provision of public open space and improving access to public open space
 - other community facilities including policing
 - other benefits sought as appropriate.
- 9.4 In accordance with Paragraph 204 of the NPPF, planning obligations should only be sought where they meet all of the following tests:
- necessary to make the development acceptable in planning terms;
 - directly related to the development; and
 - fairly and reasonably related in scale and kind to the development.
- 9.5 In considering planning obligations, we will take into account the range of benefits a development provides. It will also be important to ensure that the scale of obligations are carefully considered so they do not threaten the viability of development, in accordance with paragraph 173 of the NPPF.
- 9.6 The extent to which a development is publicly funded will also be taken into account and policy applied flexibly in such cases. Pooled contributions will be

used when the combined impact of a number of schemes creates the need for infrastructure or works, although such pooling will only take place within the restrictions of the Community Infrastructure Levy Regulations 2010.

Skills, Employment, Enterprise and Training

- 9.7 Development involving loss of employment space will be expected to mitigate the loss and make contributions to employment training. Calculations of such contributions will be made on a site by site basis in line with the Skills, Employment, Enterprise and Training SPD. Contributions will be retained for specific employment, skills, training and enterprise support and initiatives highlighted in the Economic Strategy (Entrepreneurial Barnet).
- 9.8 The scale of development also triggers a requirement to manage development related job opportunities the Council will use a Local Employment Agreement (LEA). A LEA sets out the skills, employment and training opportunities to be delivered from development and must include all employment opportunities generated by construction as well as the end use where the development creates more than 20 FTE (full time employee) jobs.
- 9.9 On all schemes where affordable homes are being built, the developer will be encouraged to employ trainees through the Notting Hill Housing Trust Construction Training Initiative, or a similar scheme. This will be set out in Further details are available at <http://www.nottinghillhousing.org.uk/about-us/work-for-us/construction-training>

Appendix 1 - Relevant National, Regional and Local Planning policy documents

NATIONAL PLANNING POLICIES

National Planning Policy Framework

REGIONAL PLANNING FRAMEWORK

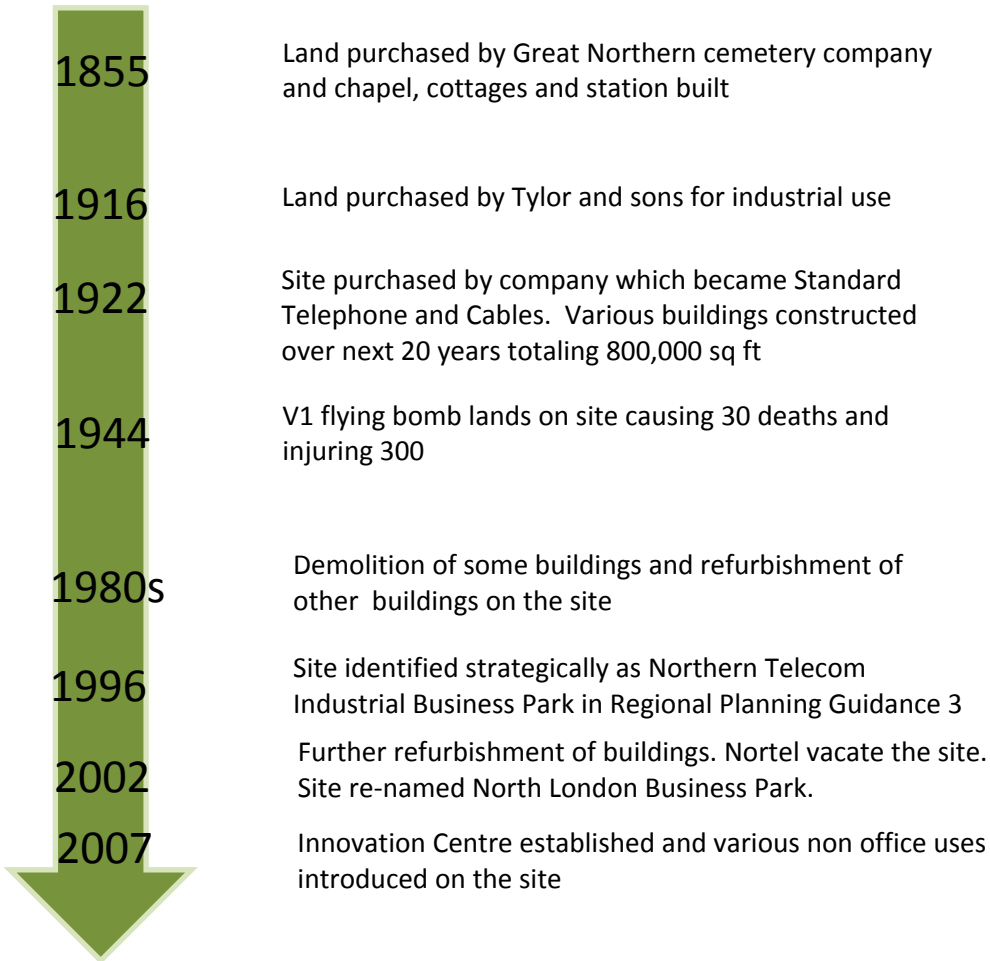
The London Plan 2015

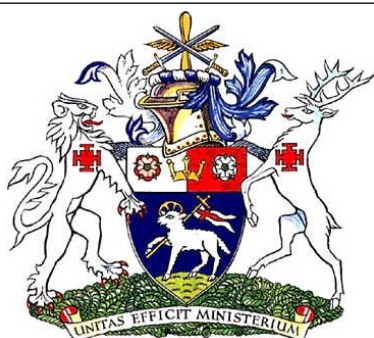
LOCAL PLAN

LB Barnet Core Strategy

LB Barnet Development Management Policies

Appendix 2: NLBP site development history





Policy and Resources Committee

16 December 2015

Title	Draft Grahame Park Estate Development Supplementary Planning Document (SPD)
Report of	Commissioning Director Growth and Development
Wards	Colindale and Burnt Oak
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A: Grahame Park Draft SPD Appendix B: Initial Consultation Report Appendix C: Consultation Strategy December 2015 Appendix D: Risk Management Matrix
Officer Contact Details	Michael Osman, michael.osman@barnet.gov.uk ; 0208 359 3955

Summary

The Council, in partnership with Genesis Housing Association, has taken the decision to undertake a comprehensive review of the remainder of the Grahame Park Estate Masterplan, known as Stage B. The most appropriate way forward is to produce a Supplementary Planning Document (SPD), which will provide a framework for the consideration of detailed planning applications for a series of phases over a 10-15 year period. This was agreed at the Asset Regeneration and Growth Committee (ARG) on the 8th September 2014.

On the 13 January 2015, the Committee approved a consultation strategy which involved two consultation exercises. The first was an options consultation which was carried out in February 2015, and the second was the statutory consultation on the draft SPD which is the subject of this report.

Approval is sought for the following:

- the publication of the draft SPD which comprises Appendix A to this report;
- the publication of the supporting documents comprising Appendices B and C attached to this report;
- carrying out a six week statutory consultation in January/February 2016. This will take the form of a letter and questionnaire, along with a public drop in session at a

venue on the estate. The questionnaire will provide the opportunity for people to make comments on the draft SPD.

Comments made will be taken into consideration in the drafting of the final SPD and will be summarised in the subsequent report to this Committee recommending the approval and statutory adoption of the SPD.

Recommendations

- 1. That the Committee approve the publication of the draft Grahame Park Development Framework SPD, and supporting documents, as described in the report, and delegates to the Commissioning Director the power to make any final necessary amendments to the documents prior to publication.**
- 2. Notes that following the consultation appropriate changes are made to the SPD and the revised SPD is reported back to Committee for approval and adoption.**

1. WHY THIS REPORT IS NEEDED

- 1.1.** The Grahame Park Estate was built by the Greater London Council in the 1960s and 70s, originally comprising 1,777 homes. It is located in Colindale, and is based on the Radburn principles of separating vehicles and pedestrians, which leads to unsafe and difficult circulation routes. These factors, coupled with poor accommodation, overcrowding and poorly integrated local facilities have resulted in the estate becoming isolated from the rest of Colindale. In 2003 residents voted in favour of a full regeneration of the estate and in 2004 a new Masterplan was submitted, with outline consent approved in 2007.
- 1.2.** However, the Masterplan is now 10 years old and out of date, with only a small amount of the envisaged regeneration implemented. The most recent phase of development required a complicated amendment to the original outline for only a minor change to the scheme, increasing costs and delays to the developer (Genesis Housing Association (GHA) and the Council. In discussion with the Council, GHA have taken the decision to undertake a comprehensive review of the remainder of the Masterplan (known as Stage B), to add drive to the project. This is important, given the significant amount of private development in the area, which threatens to leave Grahame Park further isolated. Furthermore, a loan of £56 million has recently been awarded to the scheme by central government, which will help to kick start Stage B of the project.
- 1.3.** There is an urgent need to progress work on the SPD, as private development in Colindale is coming forward at an ever increasing pace and it is crucial that the regeneration of Grahame Park is not left behind. It is also critical that the Concourse (the central part of the estate containing shops and services) is dealt with quickly, as this blights the rest of the estate and its speedy redevelopment is contingent on government funding with associated time constraints. GHA intend to submit a planning application for the Concourse

phase during the SPD process, so it is important that the SPD is at an advanced stage quickly in order for it to be a material consideration in the determination of that application.

- 1.4. In addition, it was important to review the outcome of the public consultation carried out in February 2015, and to ensure it is reflected appropriately in the draft SDP.
- 1.5. This SPD will sit below Barnet's Local Plan Core Strategy and Development Management Policies documents, as well as the Colindale Area Action Plan (CAAP). It will provide site specific guidance on the application of planning policy in relation to the Grahame Park Estate and will be a material consideration in the planning process for all applications affecting the Estate. SPDs are non-statutory planning documents produced by the Council which are subject to public consultation. The SPD is required to provide a framework for the consideration of detailed planning applications for a series of phases over a 10-15 year period, in order to drive forward the regeneration programme for Grahame Park and deliver necessary associated infrastructure and community facilities.

2. REASONS FOR RECOMMENDATIONS

- 2.1. As part of the regulatory procedures for the preparation of SPDs (the Planning and Compulsory Purchase Act 2004 and the associated Town and Country Planning (Local Planning) (England) Regulations 2012) the Council is required to carry out public consultation on such documents. The proposed consultation strategy is appended to this report. Authority is sought to carry out the statutory SDP consultation in February 2015. The statutory 6 week consultation on the draft SPD will follow in January 2016.
- 2.2. The consultation responses are summarised in the Consultation Statement that accompanies this report to Committee on the draft SPD. This document explains how consultation responses have been addressed in the preparation of the SPD, before residents and stakeholders are asked to comment on the draft SPD.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1. On the 8 September 2014, the Assets Regeneration and Growth approved, inter alia, the following: "The Committee agrees to preparation of a supplementary planning document to guide the development of Stage B of the Grahame Park Regeneration Programme, to be progressed in accordance with the Council's established process for the development and approval of new planning policy documents."
- 3.2. The preparation of the SPD has therefore been undertaken in accordance with that resolution.
- 3.3. Furthermore, on the 13 January 2015, this Committee approved a consultation strategy which involved two consultation exercises. The first was

an options consultation which was carried out in February 2015, and the second was to be the statutory consultation on the draft SPD which is the subject of this report.

- 3.4. The proposals for the statutory consultations on the draft SPD contained in this report are compliant with the above decision.
- 3.5. It was not considered that there were any viable alternative options to be considered.

4. POST DECISION IMPLEMENTATION

- 4.1. Following this decision, the draft SPD will be published and the consultation will be carried out. Comments received from the consultation exercise will be taken into consideration in the preparation of the final SPD. Officers expect that the final SPD, along with the Consultation Statement summarising the responses received to the consultation on the draft SPD, will be reported back to this Committee in March or April 2016.

5. IMPLICATIONS OF DECISION

5.1. Corporate Priorities and Performance

- 5.1.1. Furthermore, the regeneration scheme complies with strategic objectives in the Council's Housing Strategy 2010-2025, which include:
 - Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents; and
 - Promoting mixed communities and maximising opportunities available for those wishing to own their home.
- 5.1.2. The SPD should help to achieve the objectives and priorities of the Health and Wellbeing Strategy, by delivering new healthcare facilities and enabling people to be healthier and have greater life opportunities.

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

- 5.2.1. GHA and the Council have entered into a Planning Performance Agreement (PPA) to fund the preparation and adoption of the SPD. The fee agreed with GHA includes public consultation work that is to be carried out during the preparation of the SPD, including all associated costs. The consultation and SPD will be developed within existing resources in the Strategic Planning and Regeneration services within Regional Enterprise Ltd.
- 5.2.2. The resourcing provided by GHA has enabled officer time to be dedicated to the project. The SPD work has been largely carried out by existing Re staff, so has not resulted in the need to employ any new staff to work specifically on this project. There is not expected to be an impact on 'core work' carried out

by the relevant teams involved in this project, as other staff will backfill these roles whilst the SPD is produced.

5.3. Social Value

5.3.1. The SPD will ensure that the Regeneration Scheme will be delivered to a high standard. It will deliver the Councils priorities of the provision of new and replacement community facilities as well as housing infrastructure and parks for residents. The SPD will contribute towards the positive management of the Councils land and property assets.

5.4. Legal and Constitutional References

5.4.1. A SPD provides details to support the policies in a local authority's development plan and must therefore be consistent with the policies in the development plan.

5.4.2. The Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 (the Regulations) provide guidance on the preparation and adoption of an SPD. The Council is required under the Regulations to carry out a statutory consultation for a period of at least 4 weeks on an SPD and to take into account any representations received before proceeding to adopt the SPD.

5.4.3. Upon adoption the SPD becomes a statutory document that forms part of Barnet's local plan policy framework.

5.4.4. Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including "to be responsible for the overall strategic direction of the Council including approval of development of statutory Local Plan related documents".

5.5. Risk Management

5.5.1. The matrix attached at Appendix D sets out the likely risks associated with this recommendation and the mitigating actions.

5.6. Equalities and Diversity

5.6.1. The SPD implements policy set out in the Local Plan Core Strategy which has been subject to an Equalities Impact Assessment (EqIA). Furthermore, the SPD itself is accompanied by an EqIA.

5.6.2. The SPD will be consulted in accordance with the Council's standard practice and would ensure equal opportunity in the engagement process throughout.

5.7. Consultation and Engagement

5.7.1. SPDs are prepared through powers contained within the Planning and Compulsory Purchase Act 2004 and the associated Town and Country

Planning (Local Planning) Regulations 2012.

5.7.2. Other sections of this report and the attached Consultation Strategy set out how this consultation will be carried out.

5.8. Insight

5.8.1. Data from the Barnet Observatory on the demographic structure of the Borough and the Wards has informed the draft SPD.

6. BACKGROUND PAPERS

6.1. Assets, Regeneration and Growth Committee, 8th September 2014 – <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7973>

**POLICY AND RESOURCES COMMITTEE
16 DECEMBER 2015**

**Draft Grahame Park Estate Development
Supplementary Planning Document (SPD)**

CONTENTS

1. INTRODUCTION

2. BACKGROUND AND OBJECTIVES

3. DEVELOPMENT FRAMEWORK

4. DESIGN GUIDELINES

5. DELIVERY

1. INTRODUCTION

Formal Status of this Document

- 1.1 This document is a Supplementary Planning Document (hereafter referred to as SPD), providing supplementary detail to policies contained within the London Borough of Barnet's (hereafter referred to as 'LBB' or the Council) Core Strategy (2012), Development Management Policies (2012) and Colindale Area Action Plan (2010). It also provides supplementary detail to the Mayor of London's London Plan (2015) in the form of Supplementary Planning Guidance (hereafter referred to as SPG). This SPD should be read in conjunction with the Mayor's London Plan, LBB's adopted policies and other relevant Development Plan Documents and SPDs.
- 1.2 This SPD is a material consideration for the determination of any planning applications submitted within the Grahame Park Estate.
- 1.3 This SPD has been prepared in accordance with the National Planning Policy Framework, the Town and Country Planning (Local Development) (England) Regulations 2004 (as amended), the Town and Country Planning (Local Planning) (England) Regulations 2012, the Planning and Compulsory Purchase Act 2004 (as amended), and the Greater London Authority Acts 1999 and 2007.
- 1.4 This draft document is supported by:
- a Sustainability Appraisal;
 - an Equality Impact Assessment; and,
 - the Initial Consultation Report.

Purpose of this Document

- 1.5 This document has been produced by Re (Regional Enterprise) Ltd on behalf of LBB. The overall objectives of this SPD are to:
- establish and provide guidance for Master planning within the site;
 - establish detailed guidance on the application of policies within the London Plan and LBB's Development Plan Documents (DPDs) that will be used to assess any planning applications submitted in respect of land within the site;
 - explain how the development will deliver the required infrastructure and socio-economic benefits to support the new neighbourhood in this part of Colindale;
 - engage all interested stakeholders in the development process.

- 1.6 Grahame Park is identified in the London Plan (policy 2.14) as an 'Area for Regeneration'. Colindale/Burnt Oak is also identified as an Opportunity Area in the London Plan, with Annex 1 describing the area as "an area comprising a range of sites with capacity mainly for residential led mixed use".
- 1.7 Barnet Council own the majority of the site and have a development agreement with Genesis Housing Association (hereafter referred to as 'GHA') for the regeneration of the estate. LBB are actively collaborating with other landowners on the site to include their land within the wider redevelopment proposals, such as the Anglican Church, who own the freehold for St Augustine's Church.
- 1.8 Most of the first portion of the regeneration (Stage A) has either been constructed on site, has commenced or has been committed to by GHA, pursuant to the original outline consent granted in 2007 (hereafter referred to as 'the 2007 permission'). The main purpose of this document will therefore be to provide detailed guidance for Stage B of the development, but given the comprehensive nature of the scheme, this SPD will be a material consideration for all applications submitted in respect of land within the site. However, the Development Framework contained in Section 3 will only apply to Stage B of the development.
- 1.9 It is recognised that flexibility will be needed to achieve the Council's strategic vision of the regeneration of Grahame Park Estate, as reflected in section 2 of this document. This SPD is not intended to preclude or constrain other acceptable development and/or strategies for achieving sustainable comprehensive regeneration in accordance with relevant London Plan and Core Strategy/Development Management Policies. The SPD has been drafted with this in mind, such that it can be applied to any application coming forward on the site and can be given appropriate weight in the decision making process, should national, regional or local policy change over the course of the development

Policy Context and Relationship to the Colindale Area Action Plan

- 1.10 The site falls within the Colindale/Burnt Oak Opportunity Area, as identified in the London Plan. In addition, LBB's Core Strategy contains policies which relate to development in the Opportunity Area, as well as Grahame Park Estate more specifically. These policies require a minimum of 12,500 new homes and 2,000 jobs across all the sites in the area, as well as co-ordination of adequate provision of social and transport infrastructure
- 1.11 In 2010, LBB adopted the Colindale Area Action Plan (CAAP), which sets out the framework for development and change in the Colindale area. This SPD will sit below the CAAP and the guidance

herein will provide supplementary detail to the policies contained in the CAAP. As well as the theme based policies in the CAAP that apply to any development in the opportunity area, there are specific policies that support the ongoing regeneration of Grahame Park Estate and set out specific objectives for the site. This SPD will support these objectives and will provide specific guidance for how these will be achieved.

- 1.12 In addition to these policies that are specific to the site and Opportunity Area, there are also theme based national, regional and local planning policies that apply to any development of the site. The Mayor of London and LBB have other theme based Supplementary Planning Guidance/Documents, which also apply to the redevelopment of the site

Structure of this Document

- 1.14 Other than this introduction (Section 1), this SPD comprises the following sections:
- 1.15 Section 2: Background and Objectives – This provides background information about the site, the surrounding area and the ongoing regeneration programme. This section culminates in LBB’s vision for the future of Grahame Park, which is the rationale for the guidance set out in the Development Framework.
- 1.16 Section 3: Development Framework– A set of parameter plans that establish the key principles that new development should adhere to, including where land uses will be situated, where streets and development plots will be located, the scale of buildings and the size and location of open spaces. This section will culminate in an illustrative Masterplan showing how development could come forward in accordance with the parameter plans.
- 1.17 Section 4: Design Guidelines – A set of guidelines that set out LBB’s expectations for the detailed aspects of the development, including the types of housing, privacy and outlook standards, amenity space provision and the quality of architecture and public realm.
- 1.18 Section 5: Delivery – An explanation of how the Council expects the development to come forward and what will be required when planning applications are considered. This will include provisions for phasing, community engagement, affordable housing and planning obligations, as well as any technical work that will need to be carried out.
- 1.19 Each part of the Development Framework has regard to the existing policy context, background information, character and appearance of the site and surrounding area and the results of

consultation. Redevelopment of the site will be expected to meet the relevant objectives of all three sub-sections of the Development Framework.

SPD Timetable and Supporting Documentation

- 1.20 A number of supporting documents have been produced in order to inform this SPD and these can be found on LBB's website. A summary of each document is provided below:
- 1.21 Sustainability Appraisal – Assesses the potential impacts of the SPD on a range of environmental, social and economic criteria and includes a Strategic Environmental Assessment.
- 1.22 Equality Impact Assessment – The EqIA assesses the SPD in the context of the prevention of discrimination against people who are categorised as being disadvantaged or vulnerable within society.
- 1.23 Statement of Consultation (Initial Consultation Report) – A statement setting out those consulted by LBB in connection with the preparation of the SPD, how the consultations were carried out, a summary of the main issues raised in those consultations and how the representations have been addressed in the SPD

2. BACKGROUND AND OBJECTIVES

Overview

- 2.1 This section gives a broad overview of the physical, economic, social and environmental circumstances of the site and wider area, as well as the site history and the history of Colindale more widely. It will provide the background information to support the vision and objectives of this SPD.
- 2.2 There are three main sub-sections in this section:
- Sub-section A will describe the strategic context, the history of the site and surrounding area;
 - Sub-section B will set out the main physical, economic, social and environmental factors that will influence the development of the site; and
 - Sub-Section C will outline LBB's vision for the new Grahame Park. This vision has regard to the outcome of consultation and will directly influence the Development Framework set out in Section 3 of the SPD.

THE CONTEXT

Site and surrounding area

- 2.3 The Grahame Park SPD Area is generally bounded to the west by Lanacre Avenue, to the south by Grahame Park Way, to the east by Great Strand and Corner Mead and to the north by Field Mead. It is located entirely within the Colindale ward of the Borough.
- 2.4 Grahame Park lies within the 'London-Luton-Bedford' corridor, a nationally recognised growth area of city region importance that the Mayor of London considers will benefit from the coordination of planning and investment. Colindale is expected to play an important role in this growth corridor, given its location between the strategic road network routes of the A5 and M1, as well as the Thameslink railway. The Brent Cross-Cricklewood Opportunity Area, to the south, and the Mill Hill East Intensification Area, to the east, are also both expected to undergo significant regeneration over the next 15-20 years.

Strategic Context

- 2.5 The site falls within the Colindale/Burnt Oak Opportunity Area, as identified in the London Plan. The Opportunity Area (OA) totals 262 hectares and comprises a range of sites mainly for residential-led mixed use, which are at various stages in the

development process. The London Plan identifies the Opportunity Area as having capacity to deliver a minimum of 12,500 homes and 2,000 jobs, along with improvements to social and transport infrastructure.

- 2.6 LBB adopted the Colindale Area Action Plan (CAAP) in March 2010. This document sets out the framework for future development and change in the Colindale Area. Outline planning permission for the regeneration of Grahame Park had already been granted prior to the 2010 adoption of this document, so it was not the intention of the CAAP to directly influence the redevelopment of the site. However, it does contain area specific policies which do however lend support to the on-going regeneration of the estate, the replacement of its neighbourhood centre and its integration with surrounding areas.

Description and history of site and surrounding area

- 2.7 Grahame Park is the borough's largest housing estate, originally comprising 1,777 units of mostly social rented accommodation, along with a small neighbourhood shopping centre and various community facilities. The estate suffers from a number of socio-economic and physical problems. A tenants participation survey in 1999 identified a number of issues including the poor physical environment and poor image, unsafe and difficult circulation routes owing to the Radburn style separation of vehicles and pedestrians, overcrowding and inappropriate occupancy for large families, a high turnover of stock, poorly placed and poorly integrated local facilities and poor levels of shopping choice.
- 2.8 In 2003 residents voted in favour of a full regeneration of the estate and in 2004 a new Masterplan secured outline consent for the whole site. However, the Masterplan is now 10 years old and out of date with only a small amount of the envisaged regeneration implemented. Since its production, significant private development has taken place on a number of other sites within the immediate area, which has not only affected the viability of Grahame Park, but also threatens to leave it isolated.
- 2.9 GHA and the Council have therefore undertaken a review of the remaining part of the Masterplan for the regeneration of the Grahame Park estate, known as Stage B. The decision has been taken to undertake a comprehensive reappraisal of the site to address various issues, primarily viability but also other issues of product, sales and context within the wider Colindale Opportunity Area A where large quantities of private apartments for sale are being developed.
- 2.10 The Grahame Park estate itself comprises a mixture of flats and houses, in buildings of varying heights and set in areas of open

space. The central area, known as the Concourse, comprises mainly 5-7 storey apartment blocks and also contains almost all of the retail and community facilities. 4 and 5 storey apartment blocks extend to the north and south of the Concourse, whilst the remaining accommodation is generally 2-3 storey houses and flats. The main area of open space is known as Heybourne Park (formerly known as Grahame Park Open Space) which is located to the west of the Concourse, whilst other areas of informal open space exist between buildings. Phase 0 and Phase 1A have been completed, whilst Phase 1B, at the southern end of the site, is underway.

- 2.11 The immediate site surroundings are mixed in character. To the north and west of Grahame Park Estate are low-density, predominantly 2-3 storey residential estates, ranging from 1970s to schemes currently under construction or recently completed, as well as the Blessed Dominic School. To the south of the estate are Middlesex University student halls of residence, with blocks ranging between 3 and 4 storeys and the residential development known as Beaufort Park. Immediately to the east of the estate is Colindale Police Station, St James' School and the RAF Museum.
- 2.12 A small amount of the regeneration of Grahame Park has taken place already, is under construction, or is committed to by GHA.
- 2.13 Colindale Underground Station, on the Edgware branch of the Northern Line, serves the immediate area and is located some 400m from the southern edge of the estate. The site is well served by the strategic road network, with good access to the A5 to the west and the A41/A1 to the east. The borough boundary with the London Borough of Brent runs along the A5, whilst the M1 and the Thameslink railway form the eastern boundary of the CAAP area.
- 2.14 Grahame Park Estate and its immediate surroundings were developed in the 1960s on the former Hendon Aerodrome, which was one of the earliest aerodromes and aircraft factories in the country and played a key role in the early development of the British aircraft industry and the Royal Air Force. Some buildings from the aerodrome still remain in the area, including the listed former officers' mess and watchtower, whilst the RAF Museum ensures that an aeronautical presence is retained in Colindale.

THE AREA TODAY

Socio-Economic Profile

- 2.15 The Grahame Park Estate is situated in the Colindale ward, which along with the neighbouring Burnt Oak ward contains LSOAs (lower super output areas) that are within London's 10% most deprived for income, including the LSOAs covering the Estate.

Grahame Park also falls within the 10% most deprived LSOAs nationally for employment.

- 2.16 The ethnic make up of the Colindale ward is mixed, with 12.8% describing themselves as Black African, compared to the Barnet average of 4.3%. The ward also has the highest proportion in Barnet of residents of Chinese ethnic origin. In terms of faith, the ward has the highest proportion of Muslims amongst its residents (19% as compared to 10% for the borough) and the joint lowest proportion of Jewish residents. 63% of school children do not speak English as a first language (compared to 44% for the borough), with Somali, Arabic and Tamil the most common languages
- 2.17 The data for school year 2011/12 shows that pupils living in Colindale had the lowest GCSE equivalent point scores per pupil in the borough. The overall rate of claiming for Jobseekers Allowance and benefits is higher than both the borough and national levels. The average life expectancy for males is below the Barnet, London and national levels, whilst the figure for women is slightly lower than for Barnet, but higher than the average for London and England.

Environmental Constraints

- 2.18 The site or the immediate surroundings are not subject to any statutory designations, but Heybourne Park is designated as a borough level site of local importance for nature conservation (SINC). There are also a range of green spaces within the site, as well as across Colindale that have some ecological value. The nearest Sites of Special Scientific Interest (SSSI) to the site is the Welsh Harp, some 2km to the south.
- 2.19 The park supports three habitats; amenity grassland, scattered trees and ponds. Half of the park, including the ponds, has already been improved as part of Phase 1A. Previous ecology reports have found no evidence of habitats supporting protected species (bats or newts) either on, or within 500m of the site. There is however the potential for nesting birds to occupy trees across the site at certain times of the year.
- 2.20 The site is not within a designated Flood Zone, although there are parts of the site that occasionally suffer from surface water flooding, due to the age and condition of the existing surface water drainage system.
- 2.21 The whole of the London Borough of Barnet is an Air Quality Management Area (AQMA). At present, the site is not in a location where air quality management targets are exceeded, although there are some pollution sources close by where targets are

exceeded, including along the M1 motorway/A41 to the east of the site.

- 2.22 The M1 motorway and Thameslink railway line are some 200m from the site boundary and are the main sources of background noise in this part of Colindale. The local road network, including Lanacre Avenue and Grahame Park Way, also result in noise emissions that could affect the future occupiers of any development on the site

Built Form and Physical Factors

- 2.23 The original estate was built according to the Radburn principles of separating vehicles and pedestrians. This resulted in a row of apartment blocks of generally 4-6 storeys on a north-south alignment, fronting onto a central pedestrian walkway, with open parking courtyards on the periphery. 2 and 3 storey houses with gardens were located along the north western and south eastern boundaries. A central pedestrianised shopping precinct, known as the Concourse, was created in the centre of the estate, adjacent to the park.
- 2.24 The area to the west and north of the site generally comprises low density residential development of 2-3 storeys, with some traditional suburban housing layouts as well as blocks of flats surrounded by gardens. The area to the east of the site is more open in character, including school playing fields and the Barnet and Southgate College campus, although this site has planning permission for residential development of generally 4-5 storeys, with a 9 storey corner feature adjacent to Grahame Park Way. In addition, there are large format buildings to the east of Grahame Park Way, including the RAF Museum and Colindale Police Station.
- 2.25 To the south are a number of sites that have allocations in the CAAP, all of which are expected to be larger in scale than the other suburban areas surrounding Grahame Park. Beaufort Park is a principally residential mixed-use development of apartments of generally between 6-10 storeys, with taller elements. The apartments are arranged in perimeter blocks around communal amenity courtyards, with most of the car parking concealed in undercroft areas. Adjacent to Beaufort Park is the Platt Hall site owned by Middlesex University. This comprises 3 storey halls of residence, as well as a listed 2 storey building that is a remnant of the former airfield use. To the south of both of these sites is the Peel Centre, where an application is currently under consideration for a residential-led mixed use development. The CAAP sets out the Council's aspirations and general guidance for built form across Colindale, with some specific guidance on building heights.

Open Space and Play Space

- 2.26 The estate incorporates a number of open spaces, both public and private. The main area of public open space is Grahame Park itself that, following construction of Phase 1A, totals 4.25 hectares. Other more informal areas of public open space are scattered across the site and there are also a substantial number of private gardens associated with the existing houses. Figure XX sets out where the existing open spaces are located and shows the size of these open spaces.
- 2.27 Across the CAAP area, there are a number of other existing open spaces, including Montrose Park and Colindale Park. In addition, the redevelopment of other sites across the area will result in a series of new parks and open spaces being created, as shown in Figure XX. Furthermore, Montrose Park is expected to undergo significant investment, including new sports pitch provision.

Local Shopping and Community Facilities

- 2.28 The estate currently accommodates a range of retail and community uses, most of which are located within the neighbourhood centre in the Concourse. There are currently 9 Use Class A1 retail units, totalling 1,430sqm of floorspace, including a post office and a pharmacy.
- 2.29 Some new retail floorspace has come forward as part of Phase 1B of the development, including a 420sqm Sainsburys local convenience store and two further retail units of 390sqm and 196sqm. The pharmacy is re-locating to these remaining units. This will be in addition to the future neighbourhood centre that is expected to serve Colindale, which will be located between Grahame Park and the underground station, along Colindale Avenue encompassing sites adjacent to the station, as well as the Peel Centre and the former Platt Hall Middlesex University site to the south of Grahame Park Way.
- 2.30 The CAAP envisages around 5,000sqm gross of retail space, along with supporting health, leisure and community uses. The new neighbourhood centre is envisaged to serve the existing and new population across Colindale, whilst not impacting on the vitality and viability of other town centres. The CAAP supports the re-provision of the existing neighbourhood centre on Grahame Park, whilst the Barnet Local Plan seeks to ensure that there is no significant reduction of local shopping facilities as a result of development proposals
- 2.31 At present, Grahame Park is occupied by a range of existing community facilities, including a community centre, a health centre and adult learning facilities, such as the Flightways Centre.

- 2.32 In addition, a number of other community facilities have, or are expected to, come forward on other sites across Colindale, including the Former Colindale Hospital site (Pulse), Beaufort Park and the Peel Centre.

Stakeholder Overview

- 2.33 Grahame Park does not have a dedicated residents association or resident-led community action group. However, the local group known as the Colindale Community Trust that runs a group known as Grahame Park Strategy, which brings together local stakeholders to address socio-economic issues affecting the Estate.

- 2.34 Other local stakeholders include:

- the NHS, who operate the health centre;
- Barnet Homes, who are the social housing landlords; and,
- the Churches, who have freehold interests in their sites.

Engagement has been on-going with these stakeholders and further details are set out in the Initial Consultation Report accompanying this draft SPD.

THE VISION FOR GRAHAME PARK

The Vision

- 2.35 We want the Grahame Park area to become a successful, family friendly neighbourhood, incorporating the high standards of design, a good mix of uses, and a layout that will meet the needs of current and future generations.
- 2.36 We want to help achieve an inclusive community made up of existing residents and new residents living together in a safe, accessible environment.
- 2.37 We want the area to be known for high quality affordable and private homes that address a variety of local needs, including those of the elderly and vulnerable. We also want the area to be known for an outstanding environment with excellent parks and great streets which are accessible to all.
- 2.38 We want residents to choose to stay in the area because of its quality, such as in its schools and facilities. Overall we want to create a place with a strong sense of community

Achieving the vision

- 2.39 We will support the regeneration of our neighbourhood by setting out key principles on the quality of new homes, improved access and transport, great streets, squares, parks and community facilities in the Supplementary Planning Document (SPD)
- 2.40 We will use the guidance established in the SPD to achieve a phased re-development of Grahame Park over the next 15-20 years. The plan will deliver high quality private and affordable homes. There will be a significant proportion of family homes, together with facilities needed by families, to make sure the area is family friendly
- 2.41 The new development will retain many of the existing streets but they will be improved to link better with the wider area and provide safe, calm access throughout the area for pedestrians, cyclists, buses and cars. The new homes will overlook the streets and open spaces so there will be much better natural security
- 2.42 Good urban design and high quality architecture will enable us to provide around 3000 new or refurbished homes, more than at present. Design excellence will be at the core of the redevelopment and we will emphasize and control design quality at each stage of the development to create a varied and interesting new residential neighbourhood
- 2.43 To reinforce its role as a place for families to live and flourish we will deliver a range of quality public and private open spaces, new local services and opportunities for shopping, employment and training across three new community hubs. The first of these, in Lanacre Avenue is already taking shape.
- 2.44 In this way we will build an exemplary neighbourhood in which current and future residents and their children will want to live and of which we can be justifiably proud

Key outcomes

- 2.45 The new neighbourhood will be constructed around a traditional network of streets, reflecting successful Victorian and Edwardian suburban areas. The buildings will be low scale, generally no more than 6 storeys with some taller elements to mark key corners, edges and community uses.
- 2.46 New housing should be available in a mixture of tenures, providing some new replacement social rented accommodation, shared ownership and additional social housing where viable, along with enabling private sale housing.
- 2.47 All housing should be built to up-to-date standards in terms of internal space and energy efficiency. There is an opportunity to deliver a large proportion of the new housing as family units, either

as maisonettes or as terraced townhouses. This will help with current overcrowding issues on the estate, as well as contributing to a more balanced mix of unit types across the Colindale area

- 2.48 The regeneration will inevitably improve the quality of the housing stock across the estate, but it is important that features such as cycle storage, amenity space and general storage are designed in from the outset. It will also be important that new housing is fully accessible and adaptable to future needs. Housing should, wherever possible, have front doors to the street and not too many flats to a stairwell core, in order to improve surveillance of the public realm and community cohesion.
- 2.49 The objective is to provide good quality private and communal garden space, whilst ensuring that all properties have good outlook either to the street or to garden areas or open space. Good levels of daylight and sunlight should be achieved, so it will be important that primary windows are not overshadowed. Back to back distances and the design of the housing should ensure that privacy is not compromised
- 2.50 The existing estate is poorly integrated with surrounding neighbourhoods, so it will be important that any new masterplan puts a strong emphasis on improving connections with neighbouring routes, with a particular emphasis on pedestrian, cycle and public transport.
- 2.51 The objective is to create three distinct character areas that connect better with surrounding neighbourhoods. It is important that these character areas relate to their surroundings, both architecturally and in the way that they function. Each character area should have localised centres of activity with shops and community facilities that are accessible to new residents and existing residents of surrounding areas
- 2.52 It is envisaged that a new network of streets will be created with a clear hierarchy, to ensure that larger roads can accommodate buses, whilst smaller residential streets are narrower and quieter, with reduced traffic speeds. The street network should offer people a choice of routes and should be complimented by features and distinctive buildings that aid navigation. Streets and spaces should not be overly dominated by car parking, but adequate spaces should be provided to serve the development.
- 2.53 The pedestrian environment within the estate is not user friendly and improve some existing well used routes by replacing surface materials and lighting, as well as introducing better natural surveillance from new buildings to reduce anti-social behaviour. New footpaths should be sited close to people's front doors where possible to ensure that they are active and overlooked.

- 2.54 The existing community facilities are generally concentrated in the Concourse area and, with this area likely to be demolished soon, it will be necessary to ensure continued provision of services through phasing of development or temporary facilities if necessary.
- 2.55 The objective is to ensure that community and retail facilities are clustered in convenient and accessible locations in each of the character areas. The southern character area already has planning approval as part of Stage A (Phase 1B) for retail and community facilities, including the re-provided library, as well as the re-located Barnet and Southgate College campus.
- 2.56 The estate has a number of existing green open spaces, including Grahame Park and areas of public space in between the existing blocks. Many of these spaces have an attractive, wooded quality, with mature trees of amenity value. These spaces should be retained and enhanced, retaining as many trees as possible. Open spaces should be refurbished as development progresses, so that improvements can be realised after each phase of development.
- 2.57 There are currently a lot of levels changes in the public realm, including underpasses and uneven surfaces. The new neighbourhood should be fully accessible to all and should incorporate surface materials that will stand the test of time.
- 2.58 It will be important that the new and refurbished open spaces contain activities for all age groups, including play areas for children, outdoor gym and sports facilities for adults and sitting places for the elderly.
- 2.59 In addition, new open spaces should be created as part of new development, including pocket parks, and doorstep play areas. The usability and ecological value, rather than the size or amount of open spaces, will be the important consideration. New tree planting should be maximised, including on streets and in amenity areas.
- 2.60 The Concourse currently blights the rest of the estate and the strategy is to ensure that this is demolished as part of the next phase of development to bring about the change that is needed to add drive to the regeneration.
- 2.61 The scheme should provide all necessary infrastructure to support the new community, including replacement community and retail facilities, improved public transport, highways enhancement and job brokerage for local people.

**GRAHAME PARK SPD
DEVELOPMENT FRAMEWORK
04/12/2015**

REV. J

DRAFT

mæ

Mæ Architects
1 Naoroji Street
London
WC1X 0GB
+44 (0)20 7704 6060
office@mæ-llp.co.uk
mæ-llp.co.uk

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3.0

DEVELOPMENT FRAMEWORK

To ensure the full regeneration of Grahame Park is delivered to the highest design standards, this Development Framework aims to graphically represent the Vision as set out in this SPD document in Section 2.0.

The Development Framework sets out quantitative principles at a site-wide level through parameter drawings. These parameters act as a foundation for the qualitative principles set within the Design Guidelines, in Section 4.0 of this document.

This document should be read in conjunction with all relevant policies, including the National Planning Policy Framework, Barnet Planning Policies, The London Plan and others.

3.1 CORE DESIGN PRINCIPLES

Creating Better Neighbourhoods

- i. The Neighbourhood Concept Plan (Figure 3.1), presents the approach to the regeneration of the Stage B area of Grahame Park.
- ii. The approach aims to create three Character Areas; the qualities of which relate contextually to the provision of mixed uses, landscape and open space, movement routes, the relationship to the surrounding street network and buildings, heights and densities and building form and articulation.
- iii. The Southern and Northern Areas should define distinctly different urban characters, whilst the Central Character Area pivots between the two, playing an important role to link existing routes, open spaces and facilities in the surrounding area with the growing regeneration and the new central community hub. This approach will be instilled across the estate through Comprehensive Redevelopment and Mixed Retention and Renewal, to ensure integrated, sustainable, and viable regeneration and urban renewal.
- iv. The Design Guidelines that follow on from this Development Framework Section order the Character Areas in this way, ordered from Southern, to Northern and finally to Central which blends the two.
- v. All plans within this Development Framework are illustrative, and have been developed through a rigorously tested design process. The core principles were presented and supported at public consultation in February 2015. The Statement of Community Involvement can be found in Section XXX of this SPD document.

Core Design Principles

- vi. The Core Design Principles which underpin the masterplan approach are:
 - To knit the site into surrounding neighbourhoods by connecting routes, locating convenient community services and enhancing green spaces
 - To remove the concept of the 'Estate' by establishing three areas of distinct character in tune with their surroundings, with localised centres and public amenities
 - To improve public facilities with community hubs located across the site to serve the southern, central and northern areas and wider neighbourhoods. See Section 3.2
 - To improve public open space, by enhancing green assets and mature trees. to create useable, attractive, safe and active routes and parks, well positioned for the immediate and wider community. See Section 3.3 and 3.4.
 - To improve accessibility with a familiar, legible network of traditional streets and safe, attractive walking routes. See Sections 3.4 and 3.5.
 - To develop new quality homes that are well planned, sustainable and adaptable for current and future generations. See Sections 3.6 and 3.7.

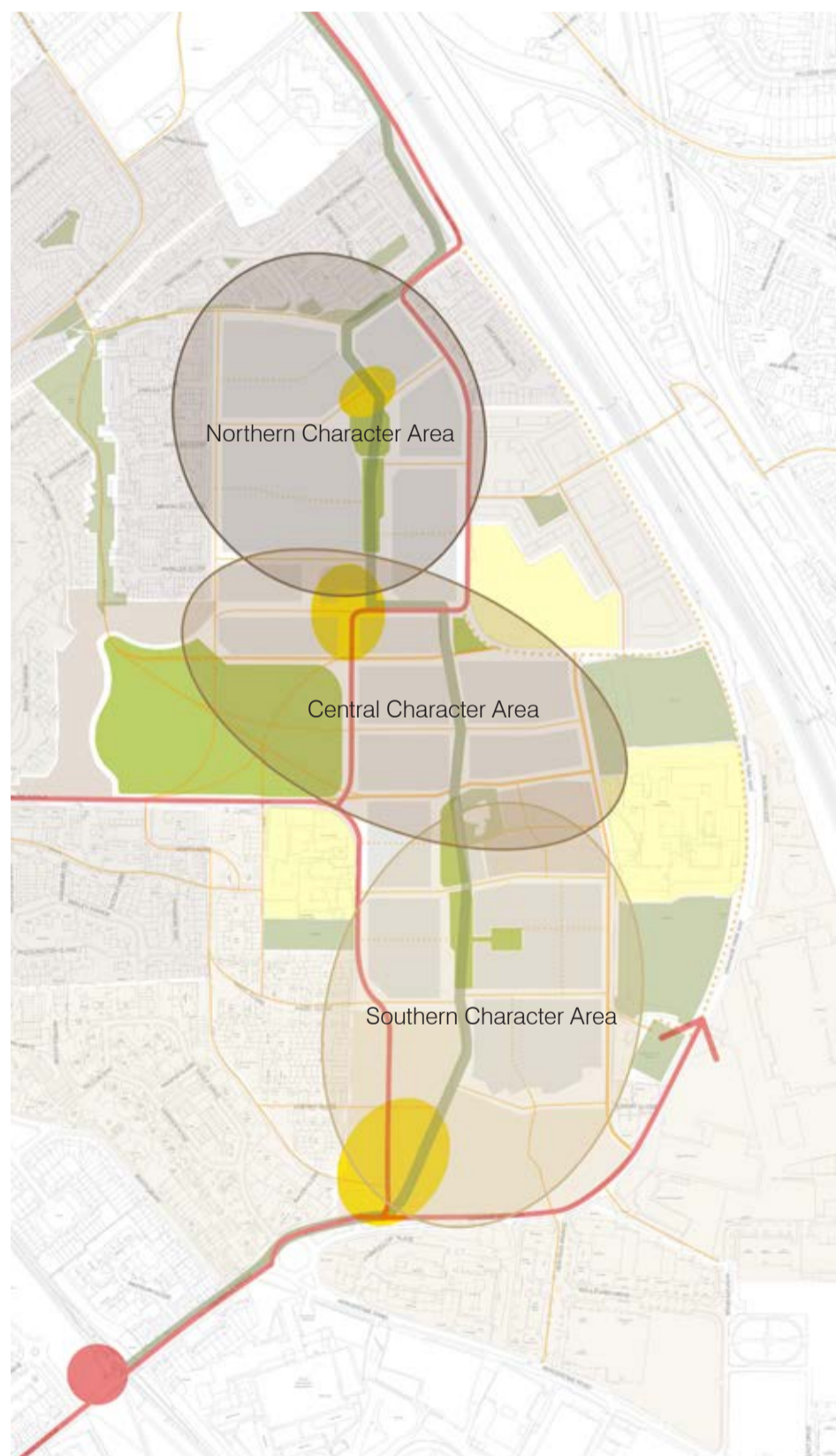


Figure 3.1 - Neighbourhood Concept Plan

3.2 LAND USE MIX

This section sets out the parameters for the siting, amount and types of uses that will be provided across the masterplan.

This is driven by the need to deliver quality residential development as primarily family housing, supported by community facilities and local amenities, located appropriately for the new development and the wider neighbourhoods.

Approach

- i. The predominant use will be residential, but there will be non-residential uses in some areas.
- ii. The land-use parameter plan separates the development into numbered plots and sub-plots. This plan shows the location of the uses and specifies where the different types of non-residential uses will be located.
- iii. For the purposes of this document, Comprehensive Redevelopment prescribes a full demolition and new build approach to these plots.
- iv. For the purposes of this document, Mixed Retention and Renewal prescribes an infill approach to these plots. This does not prohibit the ability to expand opportunities in the future to include comprehensive redevelopment where appropriate.

Table 3.2 - Use Class Table

Character Area	Sub Plots	Use Class (Maximum Area, GIA m ²)		
		A Retail Uses	D1/D2 Community/ Health Uses	Energy Centre
Central	10 B	500	500 Other D uses eg. Gym	
			1000 Health Centre 800 Children's Centre 500 Community Centre	
Central	10 C	270	1000 Health Centre 800 Children's Centre 2000 Combined Church & Community use	
Central	11 A	500	May share 10B uses	
Central	19A			500*
Northern	16 & 17	500		
Total		1770	3800	500

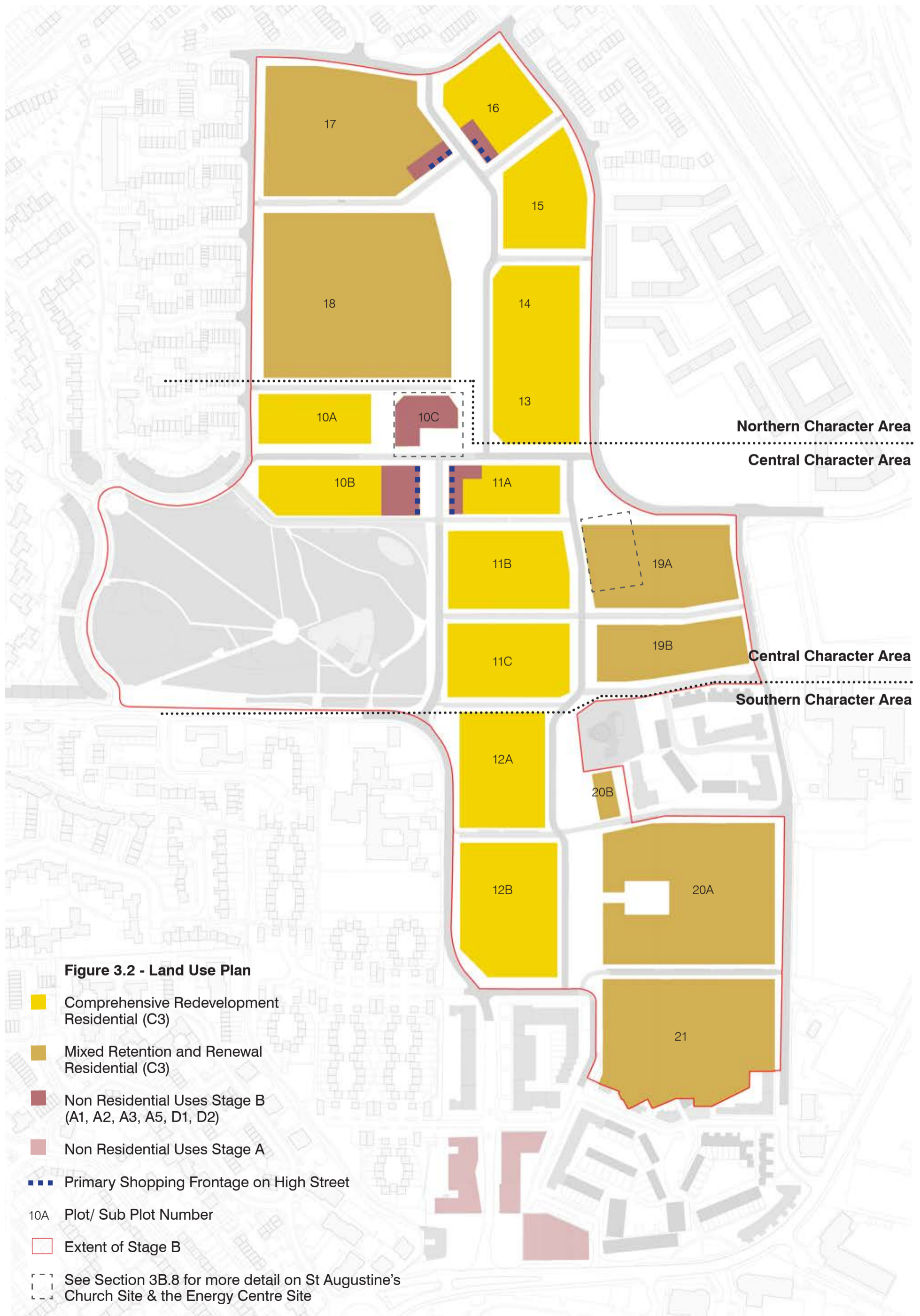
*Size and location of Energy Centre if relocated as advised in [Energy Study, dated XXX](#)

Residential Use

- v. This SPD is prepared on the basis of 2161 homes for the area of Stage B. This number is illustrative of the type of quantum to be delivered on site, but should be regarded as indicative as it can be affected by shifts in the housing mix or variations in the assumed density as the design is developed. This figure shall include any existing units that are retained as part of the new development across the areas indicated in Figure 3.2, Land Use Plan.
- vi. Delivery of residential dwellings will need to fall within the range set for habitable rooms, set out as 7442 - 9550 habitable rooms across the framework.
- vii. Numbers of residential units will be provided in each sub-plot in accordance with the density ranges in Section 3.7 Building Heights and Density of the Development Framework.
- viii. Types of residential units will be provided in accordance with the unit type range in Section 3.8 Residential Typologies of the Development Framework.

Non-Residential Use

- ix. Non-residential uses will be provided in accordance with the Land Use plan (Figure 3.2) and the Use Class Table (Table 3.2).
- x. Where the location of some Community Uses is duplicated between plots 10B and 10C in Table 3.2, each use should be allocated to one plot, to a maximum of the quantum allocated for that use.
- xi. Across the whole of Grahame Park (stages A and B), a minimum of 1,770 sqm of retail uses should be provided. A proportion of this is provided as part of Stage A (as shown on the Land Use Plan, figure 3.2). The remainder will be provided in Stage B in the Central Character Area and Plot 18 as shown. Of the 1770sqm across both A and B, 1430sqm should be predominantly A1 uses, with other A uses also acceptable.
- xii. Notwithstanding the retail uses permitted, no betting shops /bookmakers shall be provided as part of the development.
- xiii. Outside of Plot 10C, retail uses, followed by community uses, will be prioritised for location on the 'Primary Shopping Frontage', before location in the rest of the areas allocated for Non Residential Uses Stage B, shown on the Land Use Plan, Figure 3.2.
- xiv. The location of retail uses will be limited to ground floor space only. Where double height spaces are proposed, mezzanines may be introduced.
- xv. Outside of the 'Primary Shopping Frontage' locations, allowance can be given for A Class retail floorspace to be reallocated as flexible residential maisonette units, in response to local need and viability.
- xvi. An explanation of how and when each use will be delivered can be found in the Delivery section of this SPD.



3.3 OPEN SPACES & PLAY PROVISION

This section sets out the parameters for Open Space and Play, in order to create a safe and accessible network of open spaces, integrated with play areas, connected by attractive walking and cycling routes.

These are defined through Fixed and Un-fixed open spaces, based on mature trees and other existing green assets, to ensure the delivery of high quality public amenity space for all residents and neighbours to benefit from.

Table 3.3A - Open Spaces Table

	Plan Ref	Type of Public Open Space	Reference Name	Description
Southern Character Area	S1	Fixed	Southern Woodland Walk	Linear space with mature trees, wild planting, paths and seating
	S2	Fixed	Wooded Park	Established open green space with cluster of mature trees
	S3	Unfixed	Pocket Park	Small open green space with new planting and play space
Central Character Area	C1	Fixed	Neighbourhood Park	Large open space serving wider area, to be improved with new landscape design and outdoor sports facilities
	C2	Fixed	Corner Mead Landscape	Soft and hard contoured landscape with mature trees
	C3	Unfixed	Pocket Park	Small green space defined by clusters of mature trees
	C4	Fixed	Rooftop Play	Sports facility or youth space inhabiting the Energy Centre rooftop*
		Fixed	Public Realm	Large area of high quality public realm as a new public square at St Augustine's Church site*
Northern Character Area	N1	Fixed	Village Green	Useable Open Public Amenity
	N2	Fixed	Northern Woodland Walk	Linear Route with mature trees and wild planting, paths and seating
	N3	Unfixed	Pocket Park	Small green space with new planting
	N4	Unfixed	Pocket Park	Small green space with new planting

Table 3.3B - Locations for Play Provision Table

Age group	Walking distance from all dwellings	Offsite Open Spaces	Fixed Open Spaces	Unfixed Open Spaces	Within Development Plots (communal gardens, residential streets etc)
12+	800m	✓	✓		
5-11	400m		✓	✓	
-5	100m		✓	✓	✓

*Future of the Energy Centre building TBC. See Energy Report, dated XXX.

Approach

- The Public Open Spaces and Play Provision parameter plan (right) specifies where the new or enhanced open spaces and public realm will be provided as part of the development.
- The two tables (below) set out the types of open space and play that will be integrated as part of this approach.

FIXED Public Open Space & FIXED Public Realm

iii. Fixed Public Open Spaces are areas of accessible public amenity based on the existing green assets, defined by established areas of mature trees and green space. This is the starting point around which the overall concept for Grahame Park has evolved.

iv. Fixed spaces must be delivered in the locations specified on the plan (Figure 3.3), in accordance with the descriptions set out in Table 3.3A.

v. Fixed spaces must also make provision for play spaces as set out in Table 3.3B to enable appropriate accessibility to play from all dwellings.

UNFIXED Public Open Space

vi. Unfixed spaces are flexible in their location, providing immediate access to public green amenity space and play facilities

vii. The location of Unfixed spaces needs to respond to required play provision distances, as specified in Table 3.3B to enable appropriate accessibility to play from all dwellings. With the position of Unfixed Routes through plots (see Section 3.5), this should create a fully accessible network of play spaces across the site.

viii. In addition, Unfixed Public Open Spaces should be located to take advantage of existing green assets within the plot, particularly the value of existing mature tree lines and clusters, as set out in the Tree Strategy in Section 3.4.

Play Provision Approach

ix. The location of proposed public open spaces in Table 3.3A must ensure walking distances are met for play provision in Table 3.3B.

x. Play provision for different age groups is prioritised for different open spaces, both on site and within the surrounding network of existing green spaces, as per Table 3.3B.

xi. For example, under 5s should be provided for in all local opportunities on site due to the close walking distances, whereas the over 12s can travel further so can be provided for with spaces that are larger and slightly further afield.

xii. Areas for play need to be provided in line with The London Plan. A link is available in the electronic version of this document at: <http://www.london.gov.uk/priorities/planning/london-plan>.

xiii. The intended type and character of play is set out in the Design Guidelines per character area.

xiv. An explanation of how and when each area of Public Open Space will be delivered can be found in the Delivery Section of this SPD.

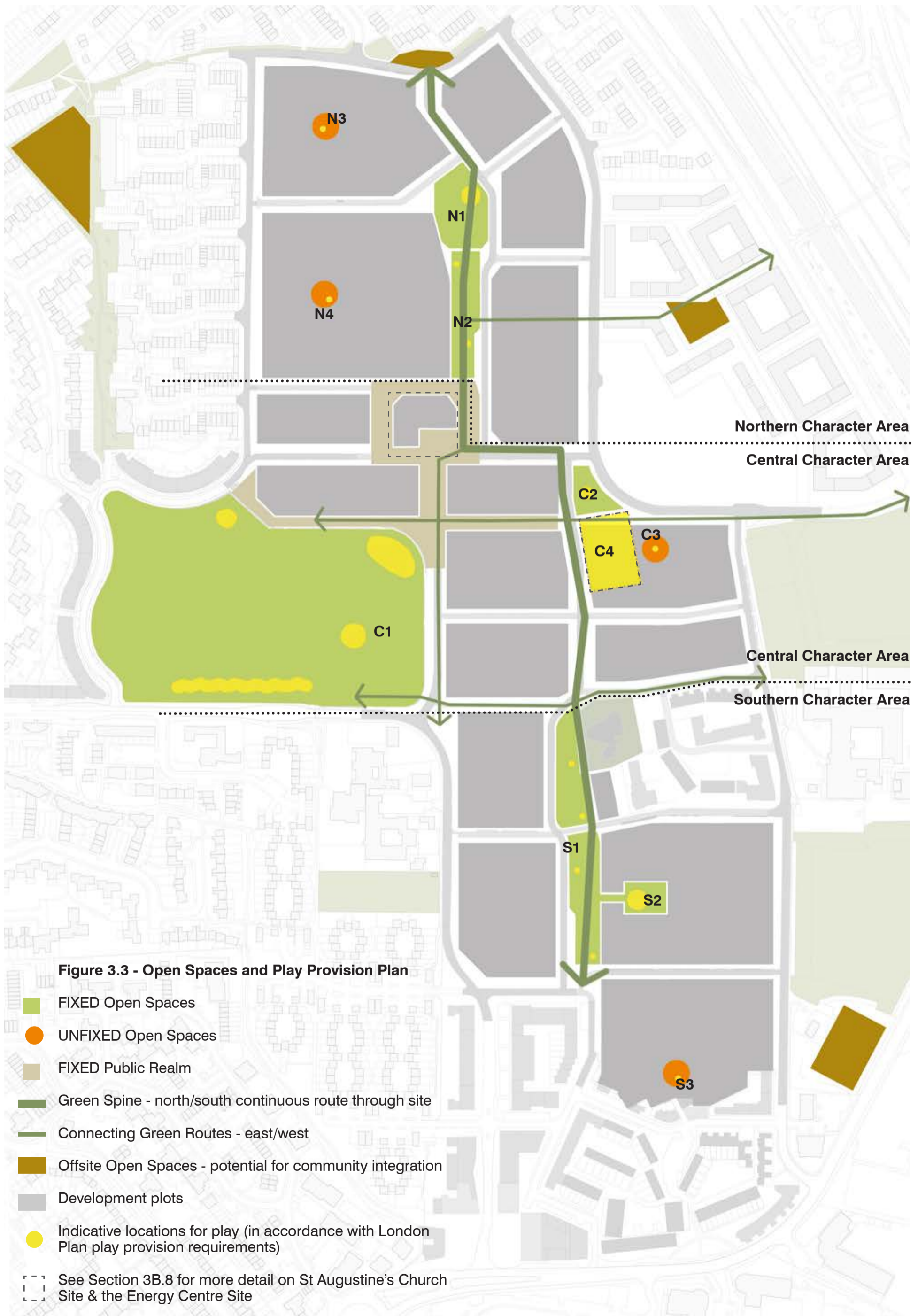


Figure 3.3 - Open Spaces and Play Provision Plan

- FIXED Open Spaces
- UNFIXED Open Spaces
- FIXED Public Realm
- Green Spine - north/south continuous route through site
- Connecting Green Routes - east/west
- Offsite Open Spaces - potential for community integration
- Development plots
- Indicative locations for play (in accordance with London Plan play provision requirements)
- See Section 3B.8 for more detail on St Augustine's Church Site & the Energy Centre Site

3.4 TREE STRATEGY & REAR GARDEN CONDITIONS

This section sets out the parameters for the retention of the existing quality of mature trees on site.

Enhancing green assets is a core principle, drawing on the existing prevalence of mature tree lines and clusters through the site, to improve public open space and routes.

The conditions for rear spaces have also been set out, differing through the site for the On-Plot approach to rear courts and gardens.

Approach

- i. The existing character of large mature trees and existing green spaces has driven the location of Fixed Public Open Spaces and the Green Spine. For Open Spaces, see Section 3.3.
- ii. The overarching principle for tree retention and replacement must be to incorporate and protect all existing living and healthy trees.
- iii. Exceptions to the above will only be made if special circumstances are put forward which will benefit the Masterplan and its objectives, outweighing the loss of a tree.

Tree Retention

- iv. The Tree Strategy Plan shows the importance of two categories of existing trees on site in defining the character of the Masterplan:
 - Existing trees on Fixed Open Spaces & the Green Spine
 - Existing trees On-Plot & On-Street
- v. The retention of existing mature trees, particularly in tree lines and clusters, is desirable as the foundation to creating high quality public and private spaces within the masterplan.
- vi. Existing retained trees on Fixed Open Spaces and the Green Spine should ensure the quality, longevity and integrity of character for each Space, in line with the details in the Design Guidelines.
- vii. Existing retained trees On-Plot and On-Street should ensure the proposed character of the public realm, streets, rear courts and gardens is in line with the details in the Design Guidelines,

Tree Replacement

- viii. Each planning application should be accompanied by a Tree Retention and Replacement Strategy. This Strategy should relate to an Arboricultural Survey that would also accompany the application and should explain:
 - The number and location of existing trees on the application site;
 - The number and location of existing trees to be removed, along with the arboricultural and/or SPD explanation for each removal; and
 - The number and location of new trees to be planted on the application site.
- ix. It will be expected that the removal of any tree will be replaced within the plot to achieve no loss of greenery or coverage. As a minimum, this could either be achieved on a 'two for one' basis, or one for one if a like for like relocation can be made. This should be detailed as part of each application and this is to be set out in the Tree Retention and Replacement Strategy.
- x. New trees should be located in line with the principles for streets and rear courts & gardens, as set out in the Design Guidelines section of this SPD.

Rear Garden Conditions

- xi. The approach to rear gardens is directly related to the approach for On-Plot parking, set out in Section 3.6, and should be read in parallel with Figure 3.6 Car Parking Provision Plan. These are defined by three conditions:
 - Podiums, which use the majority of the rear space in the sub-plot to create a communal garden above a covered parking area beneath
 - Rear Courts, which create private raised terraces, projecting a limited distance over the open parking area beneath
 - Private Rear Gardens, which depict ground-based, private gardens in traditional terraced arrangement
- xii. The intended character for each of these rear garden types is set out per Character Area in the Design Guidelines section of this SPD.



3.5 STREET HIERARCHY

This section sets out the parameters for the locations and types of streets and routes that will be provided throughout the scheme.

Pedestrians and cyclists are prioritised with the design of accessible, legible and safe routes, linking new streets with existing to knit the development into the surrounding area.

As a key principle, it is envisaged that the Green Spine will be a popular, safe and attractive leisure route through the length of the site, both for walking via Public Green Spaces and for cycling along the adjacent Avenue.

All road layouts are illustrative and are subject to traffic modelling, to be used to support future planning applications.

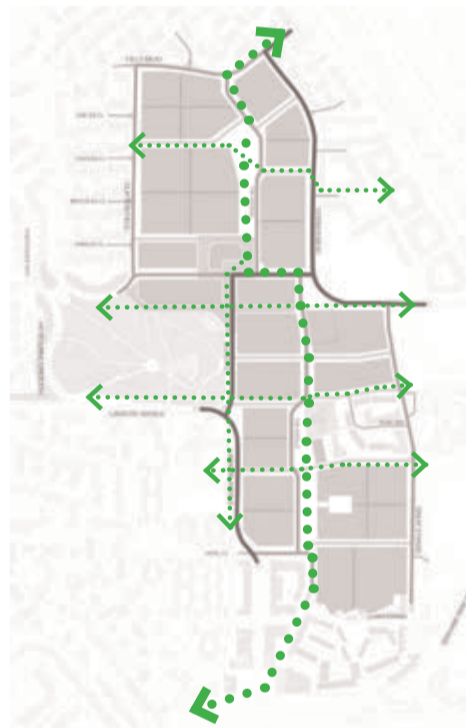






Figure 3.5A
Pedestrian Priority Routes



Figure 3.5B
Bus Route Strategy

Table 3.5 - Street Hierarchy Table

Hierarchy	Typology	Fixed / Unfixed
 Primary Routes (Boundaries and Bus Route)	2m pavements (or 3.1m for location of bus stops or outside of schools) either side of 7.3m wide carriageway, accommodating bus route and with cycling integration	Fixed
 Secondary Routes (Boundaries and the Avenue)	2m pavements either side of 5.5m wide carriageway with integration for cycling.	Fixed
 Tertiary Routes (The Lanes)	2m pavements either side of 5.5m wide carriageway with integration for cycling.	Fixed
 Residential Streets (Types A & B)	Type A: 2m pavements either side of 4.5m wide carriageway through plots. Type B: Shared surfaces incorporating parking, planting and local play provision. Both prioritise the integration and accessibility of cyclists and pedestrians in these spaces	Fixed and Unfixed

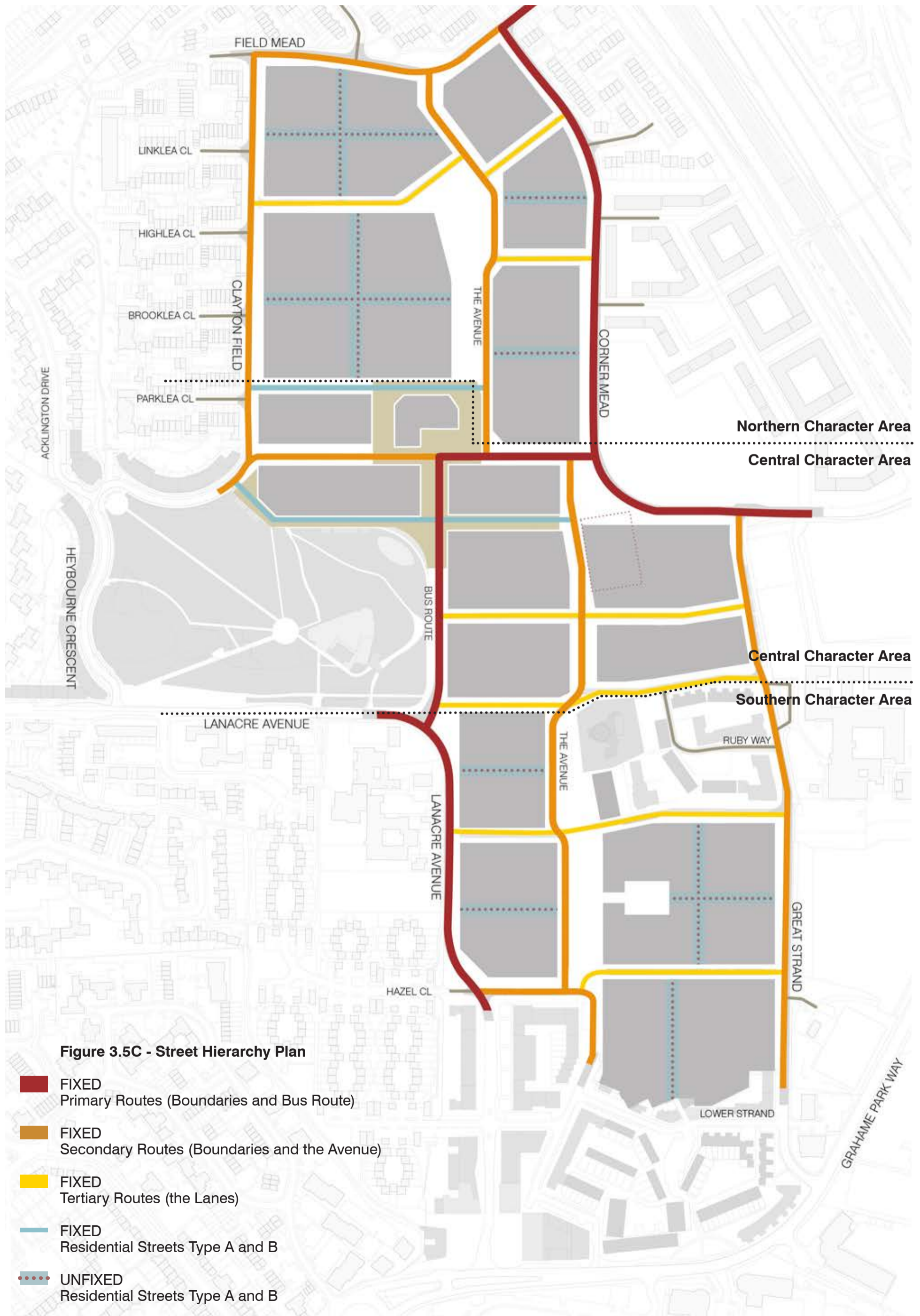
Approach

- i. The Street Hierarchy Plan identifies the network of streets that will form the layout of the new neighbourhood. A description for each is given in Table 3.5.
- ii. The approach establishes a network of FIXED routes between plots that create a safe, accessible and legible street pattern, knitting the site into the surrounding area. UNFIXED streets subdivide the plots further to encourage movement and permeability as more local, residential connections.
- iii. The balanced integration of pedestrians, cyclists and vehicles along safe and attractive routes is a priority, in order to create defined streets that are active, legible, overlooked and visually open. This is in contrast to the current condition, which separates vehicle and pedestrian movement, to the detriment of each plot.
- iv. The plan allows for a bus route to pass along a central route connecting to existing bus routes in the north and south of the SPD area. This is currently expected to be the 303 bus route.
- v. All routes are to allow for cycle integration with other vehicles, as per Manual for Streets 1 & 2 and TFL LCDS guidance. Faster cyclists are likely to use the Primary Routes, as is the norm for the Stage A development and the wider area, and the Avenue expected to be slower moving and quieter, for more leisurely cycling along the Green Spine, adjacent to green spaces.
- vi. Consideration should be given for crossovers and junctions, particularly with primary routes. All streets are to be fully accessible with dropped or flush kerbs, footways and crossings.
- vii. The Primary Route which includes the Bus Route will be adopted. Adoptability of other roads will be considered at the time of each application and in light of current policies at the time of applications. All adopted streets will be designed to conform with LBB standards.
- viii. FIXED routes cannot deviate from their locations shown on the Street Hierarchy Plan, Figure 3.5C.
- ix. All Primary, Secondary and Tertiary streets are FIXED and can only be provided in the locations shown on Parameter Plan, Figure 3.5C. The detailed character of the FIXED street typologies is set out in the Design Guidelines section per Character Area.

FIXED Routes

UNFIXED Routes

- x. The UNFIXED Routes located on the Street Hierarchy Plan, Figure 3.5C show where movement routes must be provided through plots. These routes are essential to increase permeability and accessibility, and ensure the development is well integrated into the surrounding neighbourhood.
- xi. The locations of UNFIXED Routes shown on the Street Hierarchy Plan, Figure 3.5C are flexible. They should be as linear as possible and respond to other masterplan objectives set out in this document, relevant to both Mixed Retention and Renewal and Comprehensive Redevelopment approaches (see Section 3.2).
- xii. UNFIXED Routes provide important accessibility to play, particularly for dwellings nearer the periphery of the site. Their layout should be considered in conjunction with walking distances to play provision, set out in Section 3.3.
- xiii. UNFIXED Routes employ only the Residential Streets Type A and B. Their detailed character is set out in the Design Guidelines section per Character Area.
- xiv. If plots are to be further subdivided beyond the routes shown on the Street Hierarchy Plan (Figure 3.5C), only Residential Streets Type A and B can be used.



3.6 CAR PARKING

This section sets out the parameters for the quantum and types of car parking that will be provided across the scheme.

The preference is for On-Street car parking to be exercised across the whole site. On-Plot parking is expected to be more prevalent in the south with higher densities and mansion block typologies, and minimal in the north with lower densities and more traditional streets, gardens and housing typologies.

Approach

- i. The Car Parking Provision Plan (Figure 3.6) specifies the approach to car parking and where different parking typologies will be acceptable.
- ii. On-Street parking should be predominantly parallel, with some perpendicular parking provided in clusters on Green Edges (at the edge of open spaces) and on some boundary routes, as specified on the Car Parking Provision Plan, Figure 3.6. This approach should be read in conjunction with the Street Hierarchy Plan, Section 3.5, and the street details within the Design Guidelines.
- iii. On-Plot parking should correlate with the approaches for rear garden conditions, building heights and densities and residential typologies. These are set out respectively in Sections 3.4, 3.7 and 3.8 of this Development Framework, and detailed per Character Area within the Design Guidelines.
- iv. Cycle Parking will be provided at Public Open Spaces and at the Neighbourhood Hubs, integrated into the public realm in convenient and accessible locations, close to local community and sports facilities.

Table 3.6 - Parking Ratio Table

Character Area	Indicative Ratio	On-Street Approach	On-Plot Approach
Southern Character Area	0.7	<p>Parallel parking acceptable on all streets</p> <p>Perpendicular parking is acceptable on:</p> <ul style="list-style-type: none"> • Green Edges • Residential Streets Type B 	<p>Acceptable in a mix of:</p> <ul style="list-style-type: none"> • Podiums • Rear Courts
Central Character Area	0.9	<p>Parallel acceptable on all streets</p> <p>Perpendicular parking is acceptable on:</p> <ul style="list-style-type: none"> • Green Edges • Residential Streets Types A and B 	<p>Acceptable in a mix of:</p> <ul style="list-style-type: none"> • Podiums • Rear Courts
Northern Character Area	1.2	<p>Parallel acceptable on all streets</p> <p>Perpendicular parking is acceptable on:</p> <ul style="list-style-type: none"> • Green Edges • Residential Street Type B • Some Boundaries 	<p>Acceptable in a mix of:</p> <ul style="list-style-type: none"> • Rear Courts (minimal, adjacent to Avenue only) • Garage parking (minimal - only on Residential Street Type B. See restrictions)

Ratios

- v. Table 3.6 sets out the indicative parking ratios for each of the Character Areas. These ratios should be commensurate with the Public Transport Accessibility Level (PTAL) of each area. The current PTAL ratings (2015) are 2-3 in the Southern Character Area, 2 in the Central Character Area and 1-2 in the North.
- vi. Parking On-Street is to be un-allocated and to allow residents to access car parking within a distance of the adjacent plot.
- vii. Consideration should be given to the provision of Car Club bays, depending on demand from operators
- viii. It is expected that a Controlled Parking Zone (CPZ) will be exercised on publicly managed roads.

Type

- ix. Podium Parking allows for cars to be located beneath a communal garden level, accessed by the associated residents only, with integrated bin storage. Lightwells and planting link between the two levels.
- x. Rear Court Parking consists of a resident-only shared space for parking, with raised private gardens projecting from the dwellings above. The parking is generally open and overlooked, with attractive surfacing and planting.
- xi. Private Rear Gardens indicates units which would have minimal to no On-Plot parking. In the case of the Northern Character Area, single garages integrated within single family dwellings would be acceptable on Residential Street Type B only. These dwellings would comprise a maximum of 50% of the units on the street, to ensure the majority of the street retains active dwelling frontages.
- xii. The character and quality of these conditions is set out per Character Area in the Design Guidelines.

Mixed Retention and Renewal

- xiii. The quantitative provision of parking for both Comprehensive Redevelopment and Mixed Retention and Renewal needs to be measured in relation to relevant planning policy at the time of submitting proposals.
- xiv. The intended approach for parking within each Character Area as set out in the Development Framework and Design Guidelines should be taken forward in Mixed Retention and Renewal development as far as possible.
- xv. It is proposed that Mixed Retention and Renewal development should achieve the prevailing parking ratio designated for the character area in which the site is situated. This approach can be subject to a detailed survey within the design process which will identify any special circumstances which may affect this approach.
- xvi. Mixed Retention and Renewal development may achieve a more moderate level of parking due to increased site constraints, with careful consideration for the site's existing parking provision, current planning policy and neighbouring parking conditions.



Northern Character Area
 Central Character Area

Central Character Area
 Southern Character Area

Figure 3.6 - Car Parking Provision Plan

- Parallel parking
- Bay parking along Green Edges
- Bay parking along Boundaries
- Parallel and/or perpendicular parking as per FIXED Residential Streets Type A and B
- Parallel and/or perpendicular parking as per UNFIXED Residential Streets Type A and B
- On-Plot parking condition - predominantly podiums & rear courts.
- On-Plot parking condition - predominantly rear courts & private rear gardens.
- On-Plot parking condition - Minimal On-Plot parking. Predominantly private rear gardens.

3.7 BUILDING HEIGHTS & DENSITY

This section sets out the parameters for building heights and density. The approach aims to ensure new development is in keeping with surrounding areas as far as possible.

As a principle, the scale and density of buildings reduce from south to north, in line with the proposed character areas and the neighbouring context.

Approach

- i. The Heights and Massing Plan (Figure 3.7B) specifies the typical height of buildings for each plot, as well as locations for feature buildings.
- ii. The massing approach is sensitive to new and existing neighbouring context by graduating from the highest development in the south to the lowest in the north. Through the site, feature buildings, named 'key frontages' and 'prominent corners' provide landmarks and way-finding devices and frame public spaces.
- iii. Heights for each area have been set out in Table 3.7. In areas of Mixed Retention and Renewal (see Land Use Plan, Figure 3.2), development needs to respond more sensitively to immediate buildings, therefore density and heights of Typical Blocks and Prominent Corners have been set out accordingly.

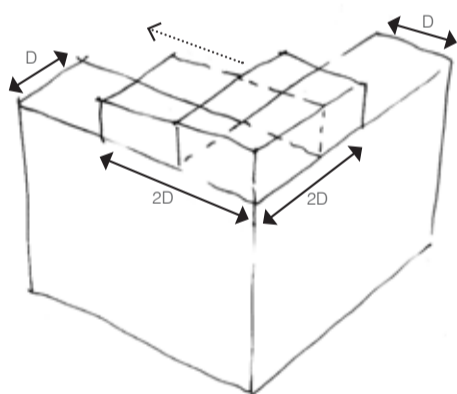


Figure 3.7A - Prominent Corners, see paragraph xiii.

Table 3.7 - Height & Density Ranges

Comprehensive Redevelopment	Density Range (U/ha)	Minimum Height (storeys)	Maximum Height (storeys)	Prominent Corners maximum height (storeys)
Southern Character Area	130-160	4	6	8
Central Character Area	100-130	3	6	8
Northern Character Area	50-100	2	4	5

Mixed Retention and Renewal	Density Range (U/ha)	Minimum Height (storeys)	Maximum Height (storeys)	Prominent Corners maximum height (storeys)
Southern Character Area	130-160	2	5	6
Central Character Area	100-130	2	5	6
Northern Character Area	50-100	2	4	5

Density

- iv. Density will be calculated in accordance with guidance set out in the London Plan and Mayor's Housing SPD, on a net site area basis for each Character Area on assessment of each planning application. Calculation methodology for mixed use development will apply on applications that incorporate non-residential uses.
- v. Densities will be expected to lie within the ranges set out in Table 3.7, but proposals must also comply with the other requirements of this SPD, so it will not necessarily be appropriate for all proposals to be at the top end of the ranges.

Building Heights

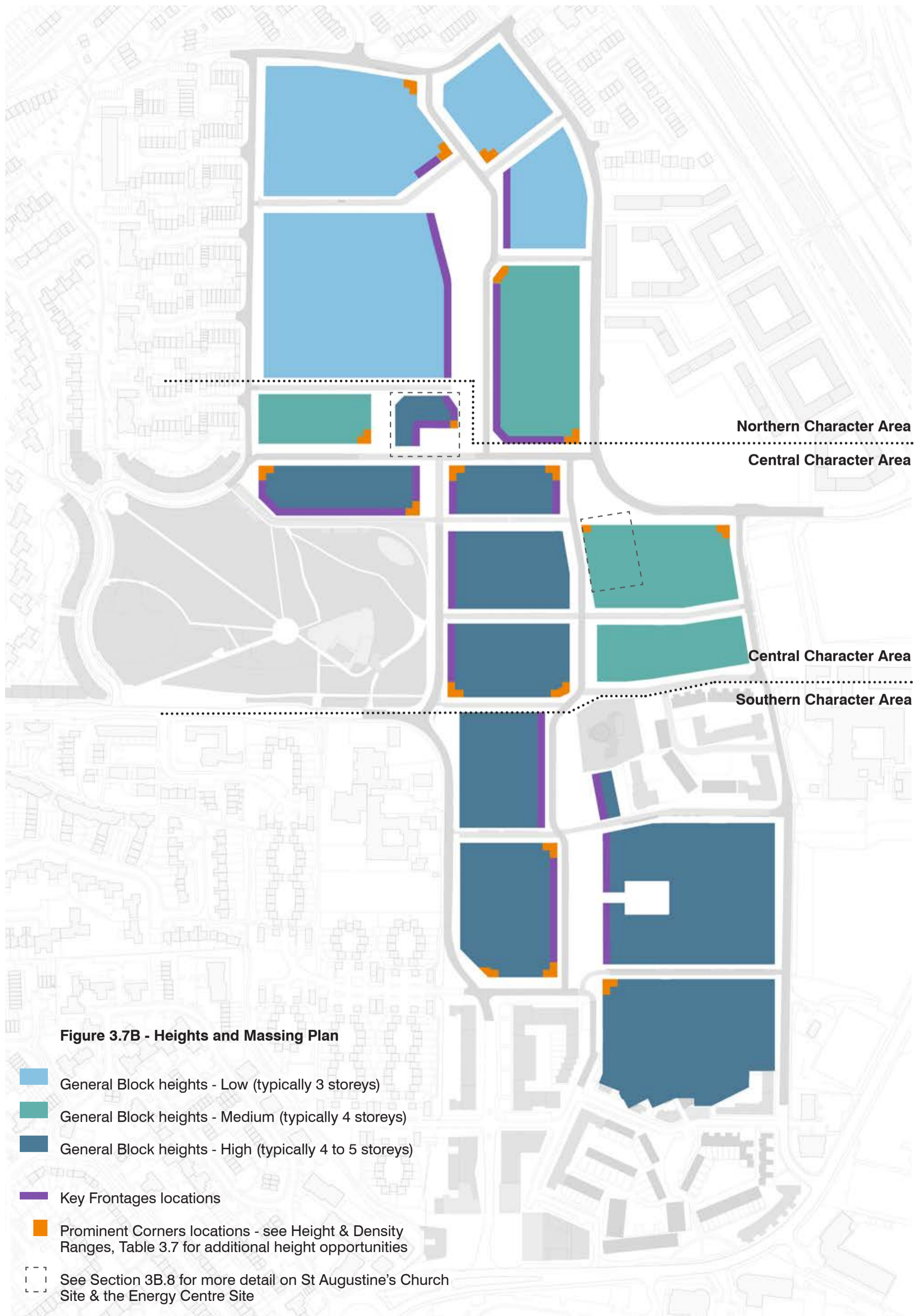
- vi. Residential storey heights shall be a maximum of 3.5m and non-residential 4.5m (floor to floor)
- vii. Typical Block heights should always be proportional to the width of streets as set out in each of the street sections in the Design Guidelines. It will not necessarily be acceptable to maximise heights in all areas.

Key Frontages

- viii. Key Frontages are classified as the buildings that front onto the main fixed open spaces, located in fixed positions on plots, as per Figure 3.7.
- ix. These buildings should utilise the maximum height afforded to them per character area, intended to establish a hierarchy of buildings within their locality as the most prominent buildings of the plot.
- x. These buildings have an important role to play in framing large public spaces and overlooking active movement routes through the site. As 'foreground' buildings, their facades should be more open, proud and animated, in tune with the character of the public open spaces and respond to views from both close and afar.

Prominent Corners

- xi. A Prominent Corner is classified as a positive built moment, located strategically at corners and nodes, adjacent to fixed open spaces and on long view lines. Their positions are fixed on plot, as per Figure 3.7.
- xii. Building heights for the Prominent Corners can extend above the maximum height parameters, as set by the Heights and Density Range Tables.
- xiii. To ensure prominent corners are maintained as a 'point height' and does not extend along the full building frontage, this additional height is permissible along the building's frontage, to a distance of 2x the depth of the building, typically in just one direction. See Figure 3.7A.
- xiv. These height freedoms are to encourage flexibility and diversity in design for these unique locations. It will not be acceptable to provide the maximum height as specified for prominent corners on every location.
- xv. Where prominent corners are shown within the Energy Centre and St Augustine's Church Sites, these are not expected to provide residential accommodation, but allow for a singular point of substantial height as, for example, a chimney or church spire respectively.



3.8 RESIDENTIAL TYPOLOGIES

This section sets out the parameters for residential building typologies, reflective of the 3 Character Areas and their relative densities, with an emphasis on family housing.

In line with the Heights and Density Parameters (see Section 3.7), the building typologies graduate from Mansion Blocks in the South, to more traditional Terraced Housing in the north. The central portion of the site presents a combination of the two, defined by contextual relationships to public open spaces, the community hub, nearby schools and adjacent developments.

Approach

- i. The masterplan sets out to deliver a high level of family sized housing. The quantum for the mix of dwelling sizes is set out in Table 3.8 for Unit Mix.
- ii. The provision of these dwelling types within the masterplan is defined by three typologies: Mansion Blocks, Terraced Housing and Mixed Typologies.
- iii. The Residential Parameter Plan Figure 3.8 explains where these would be prioritised across the scheme. Details of the character of the housing typologies can be found in the Design Guidelines section.

Mixed Retention and Renewal

- iv. Mixed Retention and Renewal development should ensure careful consideration is given for neighbouring and retained buildings.
- v. The intended urban grain of each Character Area as set out in the Design Guidelines should be taken forward in Mixed Retention and Renewal development as far as possible
- vi. Mixed Retention and Renewal development should in particular ensure the edges and corners of plots express the proposed built character and residential typology set out for each Character Area.

Unit Mix

- vii. The Unit Mix Table (Table 3.8) sets out the mix of units that would be expected to come forward per plot in each Character Area.
- viii. Applications will be assessed against the ranges set out in Table 3.8, alongside current policy, and the dwelling mix will be expected to fall within these ranges.

Table 3.8 - Unit Mix Table

	1 beds	2 beds	3 & 4 beds
Southern Area (High Density)	15-30%	20-40%	30-50%
Central Area (Medium/Mixed Density)	10-25%	20-40%	40-65%
Northern Area (Low Density)	0-20%	15-30%	50-80%

Mansion Block Typologies

- ix. Mansion Block Typologies predominantly consist of stacked maisonettes, with flats at upper levels. These are the tallest and densest blocks in the masterplan, relating more to central Colindale. For corresponding heights and densities per Character Area, see Section 3.7 of the Development Framework.
- x. Block typologies are compatible with podium and rear court parking. These types should be read in conjunction with Sections 3.4 and 3.6 of this Development Framework, for Rear Garden Conditions and Car Parking respectively.
- xi. Development at the corners of plots are defined with strong built form. This is particularly prevalent in the Southern Character Area as characterised in the Design Guidelines.

Terraced House Typologies

- xii. Terraced House Typologies are the lowest rise and lowest density blocks, consisting predominantly of single family houses with traditional private ground-based rear gardens. These types should be read in conjunction with Sections 3.4, 3.6 and 3.7 of this Development Framework, for Rear Garden Conditions, Car Parking and Building Heights & Densities respectively.
- xiii. Development at the corners of plots should be presented with gable ends. Necessary breaks in the built line, expressed with strong garden walls, should celebrate the pattern of traditional terraced housing and rear gardens. This intended built character is set out in the Design Guidelines section of this SPD.

Mixed Typologies

- xiv. Mixed typologies enable a combination of flats above single or stacked maisonettes, and single family terraced houses, to create a blend of architectural massing and type that are set out for the Southern and Northern Character Areas.
- xv. Mixed typologies suit a combination of rear court parking with raised gardens, and traditional ground-based rear gardens.
- xvi. These types should be read in conjunction with Sections 3.4, 3.6 and 3.7 of this Development Framework, for Rear Garden Conditions, Car Parking and Building Heights & Densities respectively.

Continuous Plot Frontage

- xvii. The locations of Continuous Plot Frontage show where built form should present a continuous street facade where possible for each plot edge, preferring not to be broken by garden walls or gable elevations.
- xviii. These are mainly located on the boundary streets, to give a consistent and defined street frontage elevation, clearly ordering, overlooking and animating the outer edges of the site. This approach intends to knit new development into the existing neighbourhood, interacting with surrounding development in an open, positive and sensitive manner.
- xix. Punctuations through the Continuous Plot Frontage from the location of UNFIXED streets are appropriate as either a full break in the building line (northern area), or as two storey cut-throughs (southern area). The character of these building lines and appropriate punctuations are detailed by Character Area in the Design Guidelines.

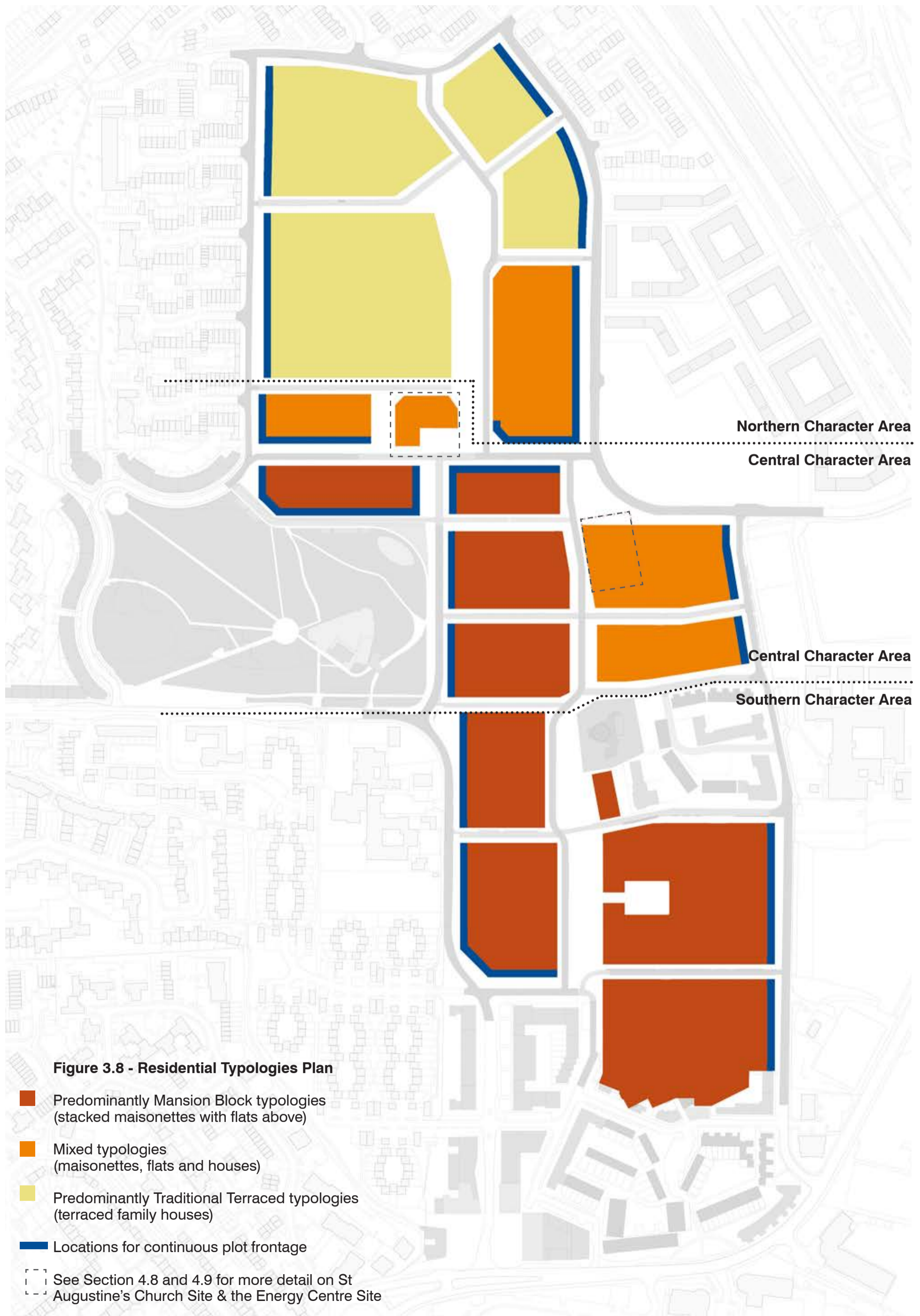


Figure 3.8 - Residential Typologies Plan

- Predominantly Mansion Block typologies (stacked maisonettes with flats above)
- Mixed typologies (maisonettes, flats and houses)
- Predominantly Traditional Terraced typologies (terraced family houses)
- Locations for continuous plot frontage
- See Section 4.8 and 4.9 for more detail on St Augustine's Church Site & the Energy Centre Site

**GRAHAME PARK SPD
DESIGN GUIDELINES
04/12/2015**

REV. K

DRAFT

mæ

Mæ Architects
1 Naoroji Street
London
WC1X 0GB
+44 (0)20 7704 6060
office@mæ-llp.co.uk
mæ-llp.co.uk

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4.0

DESIGN GUIDELINES

The following design guidance focuses on defining the qualitative aspects of the Northern, Central and Southern Character areas, along with the site wide open space qualities, and aims to represent the Vision as set out in this SPD document in Section 2.

These qualities can be defined through the following:

- Quality of Open Spaces & Public Realm**
- Quality of Streets**
- Quality of Rear Courtyards and Gardens**
- Quality of Architecture**

The guidance ties in with the Development Framework and adds qualitative guidelines to developing designs.

This document should be read in conjunction with all relevant policies, including the National Planning Policy Framework, Barnet Planning Policies, The London Plan and others.

4.1 SITE-WIDE OPEN SPACE STRATEGY

This section sets out the public realm and landscape principles for the creation of a green infrastructure network as a strategic driver for the regeneration of Grahame Park.

The main principles are to connect and enhance existing green assets to create pleasant and beautiful open spaces and routes, enable intuitive navigation and increased accessibility, visibility and footfall, through intensification of the public realm, and integrate safe, usable play areas and facilities for all the community.

- i. The current layout of the Grahame Park Estate is generally disjointed, unnavigable and inhospitable, with many open spaces having been neglected and lost their identity. Spaces present a glimpse of their former appeal, for example, the southern woodland zone with its mature trees, the gently sloping Neighbourhood Park enhancing the sense of distance and the zig-zag green to the north as a smaller grassy open space. Around the site, the school grounds and sport-fields are ill-connected and under-valued as part of the wider green network.
- ii. The Site-wide Open Spaces Strategy sets out how the phased development will establish a green infrastructure that builds on existing qualities and sets out to deliver a well connected and well used pedestrian and cycle network that knits the former Grahame Park Estate into the surrounding neighbourhoods.
- iii. This strategy should be read alongside the Colindale Open Spaces Strategy to ensure integration with the wider network.



Play and planting overlay where space is limited (Installation, Dymaxion Garden)



Space for riding bikes in an undulating landscape (Haggerston park, Hackney)



Play set within mature trees and planting. (Play area, Clapton Common)

The Site Wide Open Spaces Strategy is achieved through:

A site-wide green infrastructure strategy to enhance existing assets and create safe, accessible and useable open spaces

- iv. The aim is to create a network of open spaces that is beautiful and intuitive to manoeuvre, defined by existing mature tree lines and clusters. Proposed green routes through the site aim to reinforce existing and desirable routes, with heightened priorities for pedestrian and cycle movement, attractive planting, incidental play and amenity space and connectivity to community uses.

A site-wide network of streets that prioritise pedestrians

- v. Main strategic routes will connect wider neighbourhood links with larger green open spaces, play spaces, bus stops and amenities, ensuring their success by intensifying footfall, visibility and accessibility. Integrated elements such as continuous comfortable pavements, safe road crossings, well designed and well placed lighting and street furniture will all be essential to nurturing and safe-guarding the success of this strategic network.

Public realm design guidance that defines a single site-wide material palette and character to ensure intuitive navigation through the site.

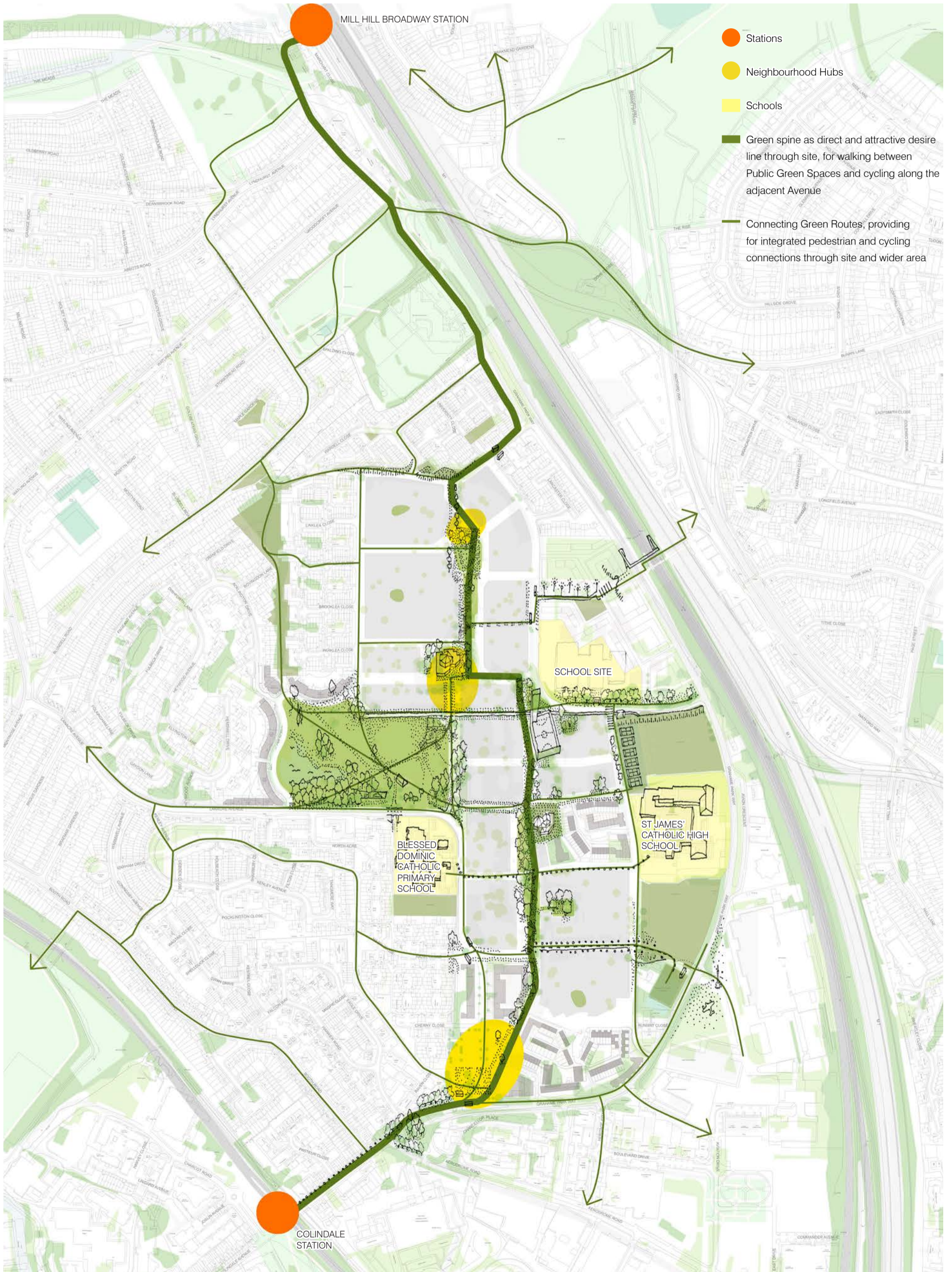
- vi. The material palette (see Section 4.2) draws on the TFL Streetscape Guidance and is intentionally simple in order that Grahame Park as a neighbourhood can merge with the wider site of Colindale.
- vii. The overriding impulse must be to invest in the elements which gives both the greatest qualities and are robust. Examples include enhancement and investment in mature trees, granite kerbs and generous street furniture.

A site specific approach to the Character Areas, enhancing local qualities and features, expressed through playable landscapes for all ages.

- viii. If the streetscape palette is a simple site-wide background, the playable landscapes can both accentuate and reinforce the character areas. Alongside the provision of green space and play provision within existing enhanced assets such as Heybourne Park and the Southern Woodland Walk, new Pocket Parks and Green Streets will offer play opportunities where distance to existing larger green spaces is too great, exceeding the London Plan guidelines. As such, investment in small areas should be far greater per square metre, than those that benefit from larger, existing open spaces.

- ix. Pocket parks should instil a specific character that enhances the local neighbourhood, so that is not piece-meal but reinforces the identity of a place, with opportunities to be planned as one thematic space, such as a swing park, cycle park or climbing park for example. See corresponding images (left).

- x. The diagram on the opposite page illustrates the elements that form the main strategic green plan for the new developments. They enhance existing qualities and connect currently detached links. This allows improvement of the area to happen one step ahead of each phase, harnessing the opportunities of isolated assets, ensuring development can become rooted and residents can benefit from this investment from the start.



- Stations
- Neighbourhood Hubs
- Schools
- █ Green spine as direct and attractive desire line through site, for walking between Public Green Spaces and cycling along the adjacent Avenue
- Connecting Green Routes, providing for integrated pedestrian and cycling connections through site and wider area

Figure 4.1 Site-wide Open Spaces Strategy

4.2

SITE-WIDE STREETScape - A BARNET CODE FOR PUBLIC REALM

Street Treatments

- i. The first phase of Stage B Grahame Park regeneration should develop a well considered palette of materials and public realm details. This should be adopted as Site-wide Streetscape Guidance to be implemented across all later phases of the regeneration.
- ii. The material palette draws on TFL Streetscape Guidance, Manual for Streets and other local guidance, and is intentionally simple in order for Grahame Park as a neighbourhood to merge with the wider area, as the site becomes renewed incrementally over time.
- iii. This code for public realm should be established for the streetscapes using materials in common with those used in the adjacent streets, the existing estate, and throughout Barnet. The palette should bridge differences and soften site boundaries with adjacent streets both during and after construction.

Access and the Public Realm

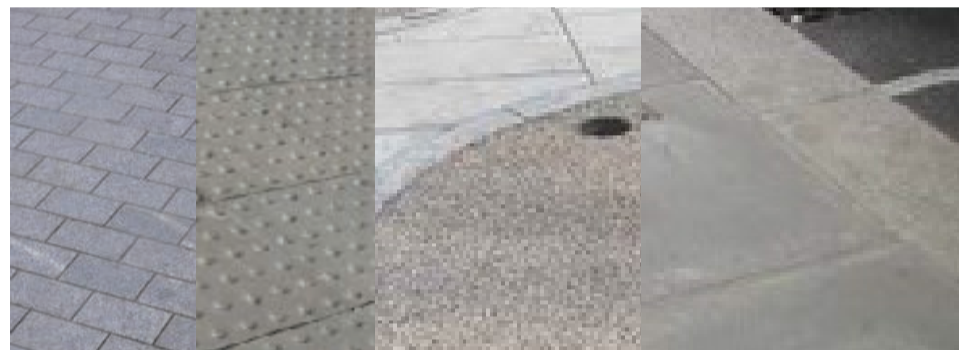
- iv. All streets and public realm will be accessible and inclusive to all, designed in accordance with relevant and current best practice guidance. The surfacing of the public realm should comply with the following:
 - Surface materials should be affordable and cost effective
 - Surface materials to be easily replaceable should they be damaged or need to be lifted for maintenance or utility purposes
 - Surface materials must be hard wearing, and easy to clean and maintain
 - All surfaces to be smooth and even, especially for those with reduced mobility, with firm and slip-resistant finishes
 - Evaluation of predicted site usage to inform the selection of materials and construction techniques, e.g. Identification of vehicle loading requirements to inform paving construction depths
 - Dropped kerbs or raised pedestrian tables at key crossing points
 - Clear delineation between roads and footways

Connecting Green Routes

- v. The Green Spine is the main desire line through the site, linking south to north as an attractive leisure route, integrating walking routes between public green spaces, and cycling routes along the adjacent Avenue. Other Connecting Green Routes follow primarily east/west routes between the Avenue and the Boundary streets.
- vi. The overall approach aims to integrate the green strategy of Open Spaces and Green Routes with the clarity and legibility of the street hierarchy, with generous crossings and ample pavement space. This is achieved by:
 - Retaining mature trees in clusters, allowing informality within the rhythm of the tree-lined street and a focus for activity. and play
 - Planting semi-mature trees to have instant impact.
 - Encouraging the planting of treepits
 - Allowing increased opportunities for planting to gardens, privacy buffers, balconies and terraces as a backdrop to the street.
 - Integrating drainage with greenery.
 - Providing opportunities for vertical planting, particularly to gables and garden walls where there might be fewer openings.
 - Integrating planting with other pieces of street furniture.
 - Schemes that encourage and support residents to grow their own food.
 - Planting that changes with the seasons.



Brick is used widely throughout the architecture and semi-private areas in the existing estate. Judicious use of brick would help to define semi-public and private spaces (Roehampton University)



Granite sets for shared surfaces, grey blister paving, resin bound treepits, concrete pavers in public pathways and granite kerbs as edging create a normative palette to blend the estate into Colindale.



Planting and furniture cushions the pedestrian and the road, North Finchley



The pedestrian streetscape continues at crossings indicating priority over traffic.



The positioning of trees is not dictated by the architecture or street line so that it can remain autonomous.



Clusters of mature trees allow for natural order



Long benches wrapping around mature trees.

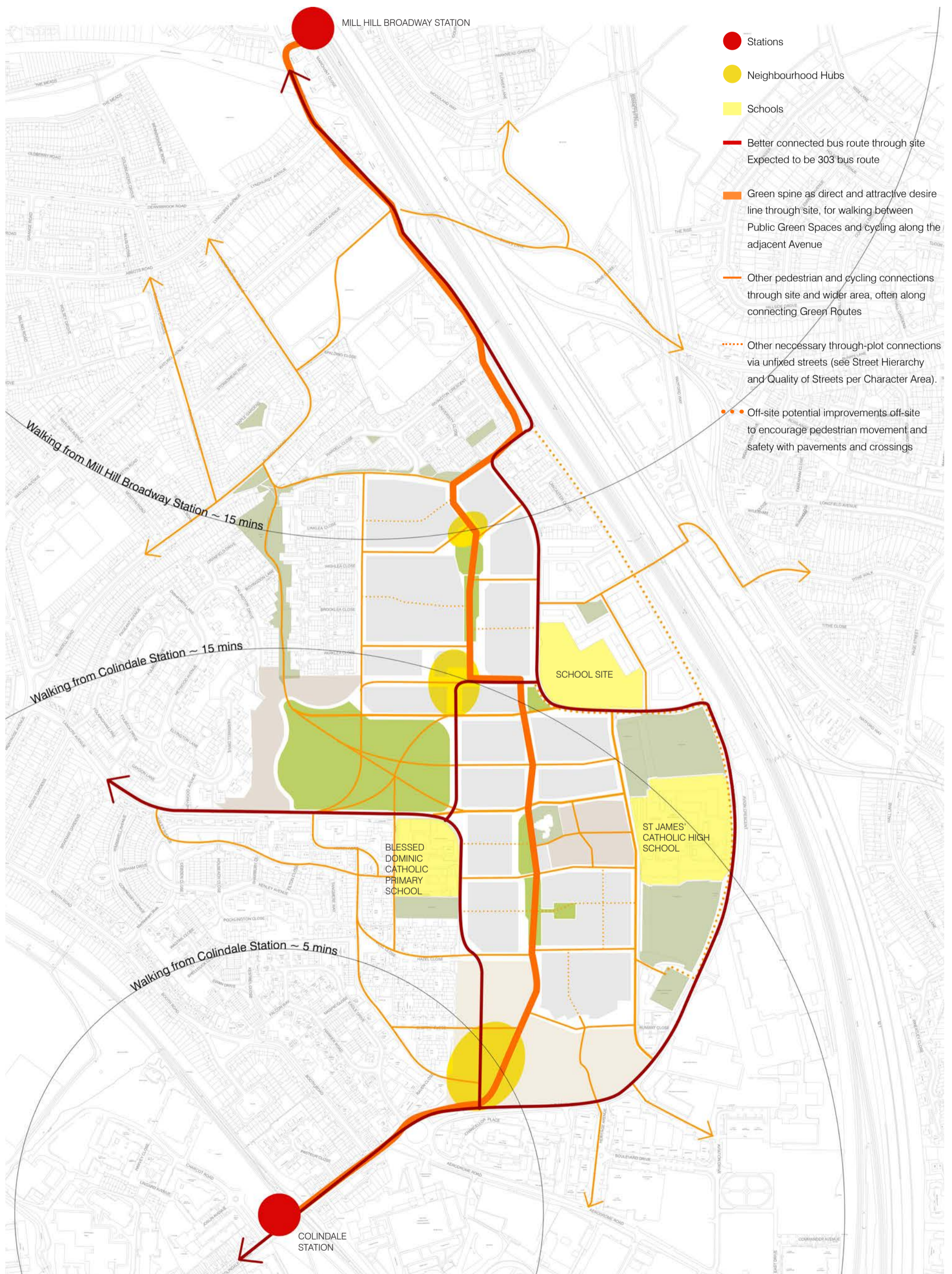
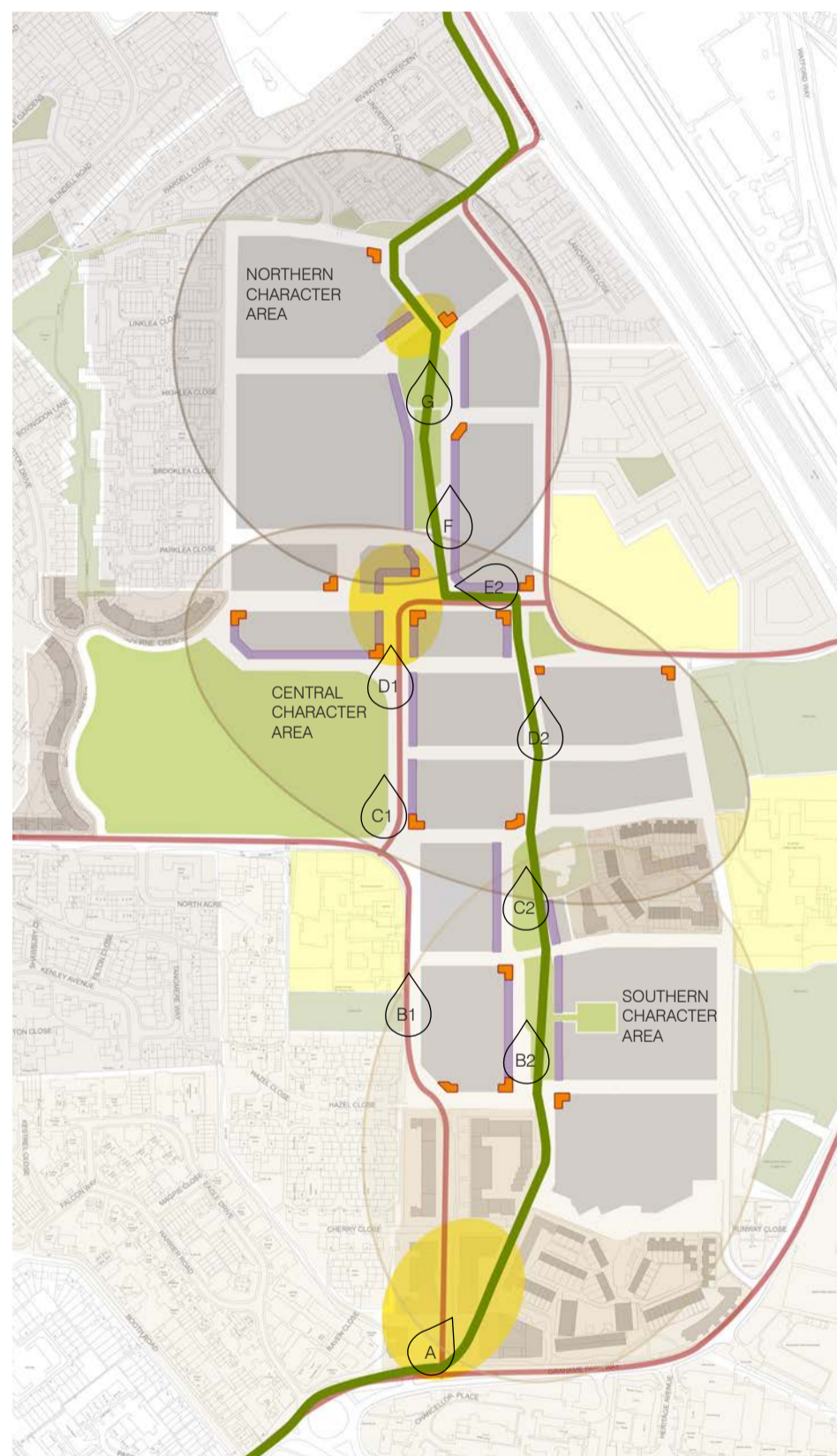


Figure 4.2 Site-wide Bus, Walking & Cycling Desire Lines

4.3 SITE-WIDE URBAN DESIGN STRATEGY

Green Spine Walk-Through

- i. The typical massing and architectural approaches are set out per plot with height and massing parameters in the Development Framework. Architectural character is defined in the Design Guidelines, with the aim to ensuring high quality, refined elevational treatments with minimal, robust material palettes. As accents from this 'background', important feature buildings have been picked out, as Key Frontages and Prominent Corners, focused around the enhanced green assets.
- ii. Key Frontages frame the Green Spine and the Neighbourhood Park, encouraging a more animated facade approach to overlook the spaces and provide a lively, variegated backdrop.
- iii. At strategic points, Prominent Corners create legibility and identity throughout the large site, as way-finding features and landmarks within the three Character Areas. These are set out on street corners to enhance long view lines and routes through the scheme, encouraging variety, contrast and the option of additional height with their architectural treatment.
- iv. The images on the opposite page present an indication of these 'foreground' elements with their relationship to the Green Spine and the Bus Route, leading towards the Central Hub, then the journey north towards the Northern Hub.

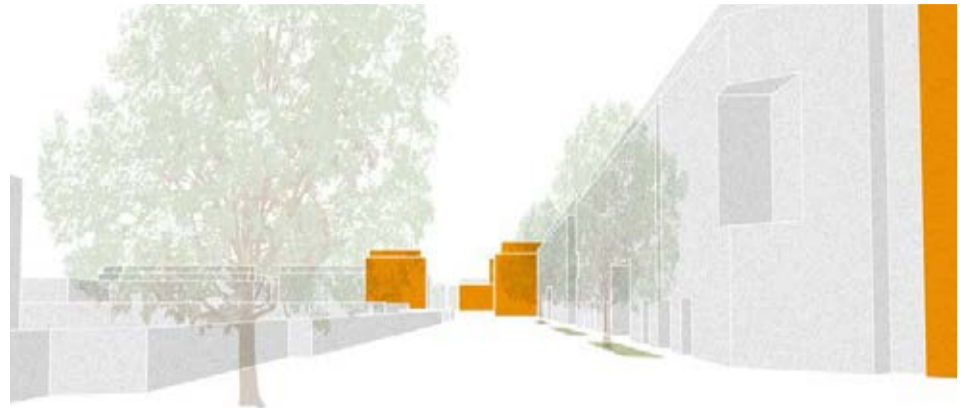


- Neighbourhood Hubs
- Schools
- Green spine as direct and attractive walking and cycling desire line through site
- Prominent Corners
- Key Frontages

Figure 4.3 Route via Prominent Corners on the Green Spine



View A - Routes from the new Stage A Southern Hub lead towards Lanacre Avenue via the Bus Route, or the Green Spine as part of the wider green network for pedestrians and cyclists.



View B1 - The Bus Route passes along the western of the site, with new mansion blocks fronting onto the school route, leading towards the Neighbourhood Park and High Street beyond.



View C1 - Mature trees are located on the junction into the scheme, leading north beside the Neighbourhood Park towards the Central Hub, with feature buildings signifying key moments.



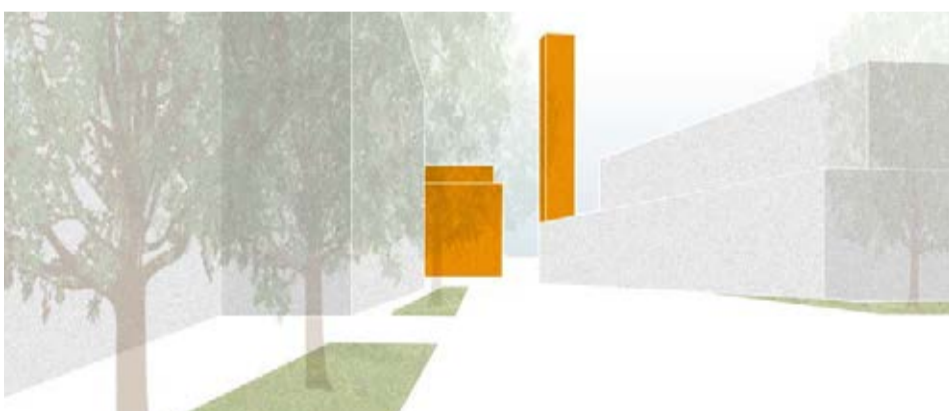
View D1 - Arrival at the High Street adjacent to the Neighbourhood Park is signified with a cluster of Prominent Corners, and leading views through to St Augustines' site and the northern Green Spine.



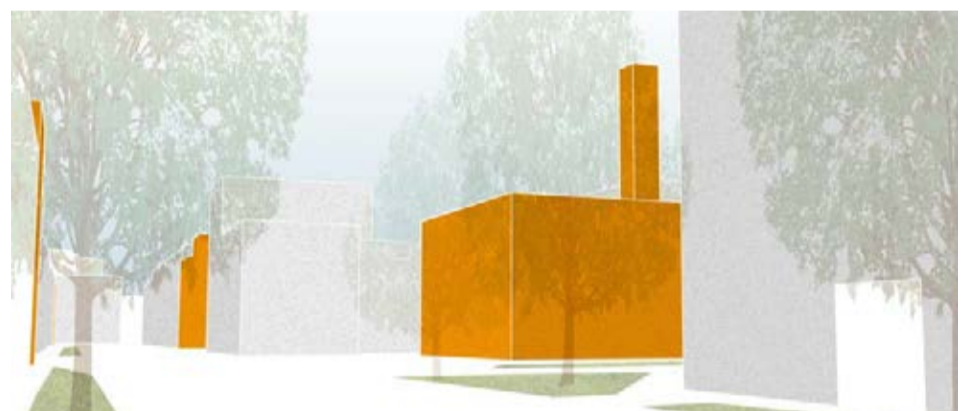
View B2 - The Southern Woodland Walk is fronted onto by a number of Prominent Corners as gables and high points, moving northwards between the mature trees.



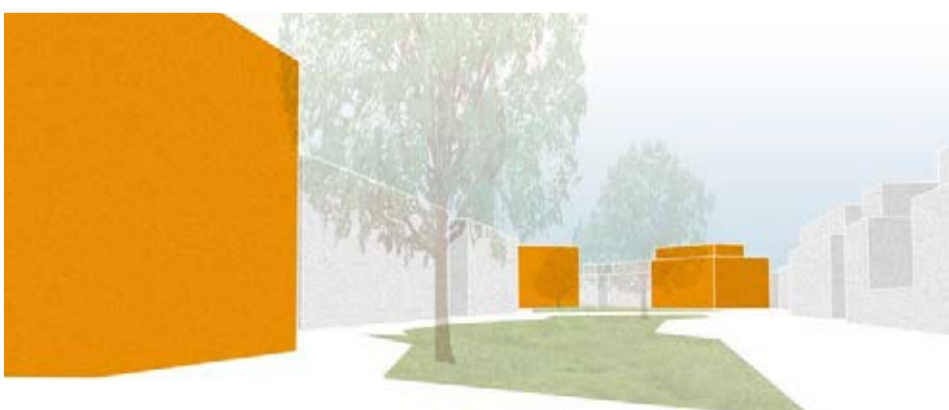
View C2 - The top of the Southern Woodland Walk is terminated with a Prominent Corner opposite the existing Catholic Church, with other high points visible in the distance.



View D2 - A new chimney marks the redevelopment of the Energy Centre to include Community Uses (see Section 4.9) adjacent to the Avenue and Corner Mead Landscape.



View E2 - Turning the corner onto the bus route, the planted Green Spine leads towards the Central Hub, with the redevelopment of St Augustine's Church and the high point landmark of a spire



View F - Reorientating northwards on the Green Spine alongside St Augustine's Church, the Northern Woodland Walk leads to the Village Green beyond



View G - The Village Green is a destination, with various Prominent Corners framing the space and the Local Hub in the north, with the route extending through to existing neighbourhoods beyond.

4.4 SITE-WIDE HOUSING PRINCIPLES

Housing Design Principles

i. Where we live matters and we believe that good design can help foster social cohesion, reduce crime and improve health and wellbeing. The aim is to focus on how to reduce social exclusion and deal with issues of privacy and security through good design. We can do this by combining the following principles to help deliver a secure environment:

- Creating well defined streets lined by the fronts of houses and apartments with regular front doors and habitable rooms overlooking the street.
- Avoiding the current scenario of backs of buildings fronting onto public realm where possible.
- Creating continuous frontages with buildings enclosing private amenity space.
- Having houses and flats enclosing private secure residents gardens giving a hierarchy to open space.
- Ensuring that roads are designed to be family friendly and prioritise pedestrians and cyclists through the neighbourhood.
- Designing flexible and adaptable family housing which is future-proofed.
- Provide good quality housing that is durable, sustainable and flexible for the future and longevity of Grahame Park
- Achieve current space standards no matter the tenure mix
- Aspire to good design, build quality and energy performance, reducing fuel poverty and creating adaptable homes for individuals and families of varying sizes and needs.

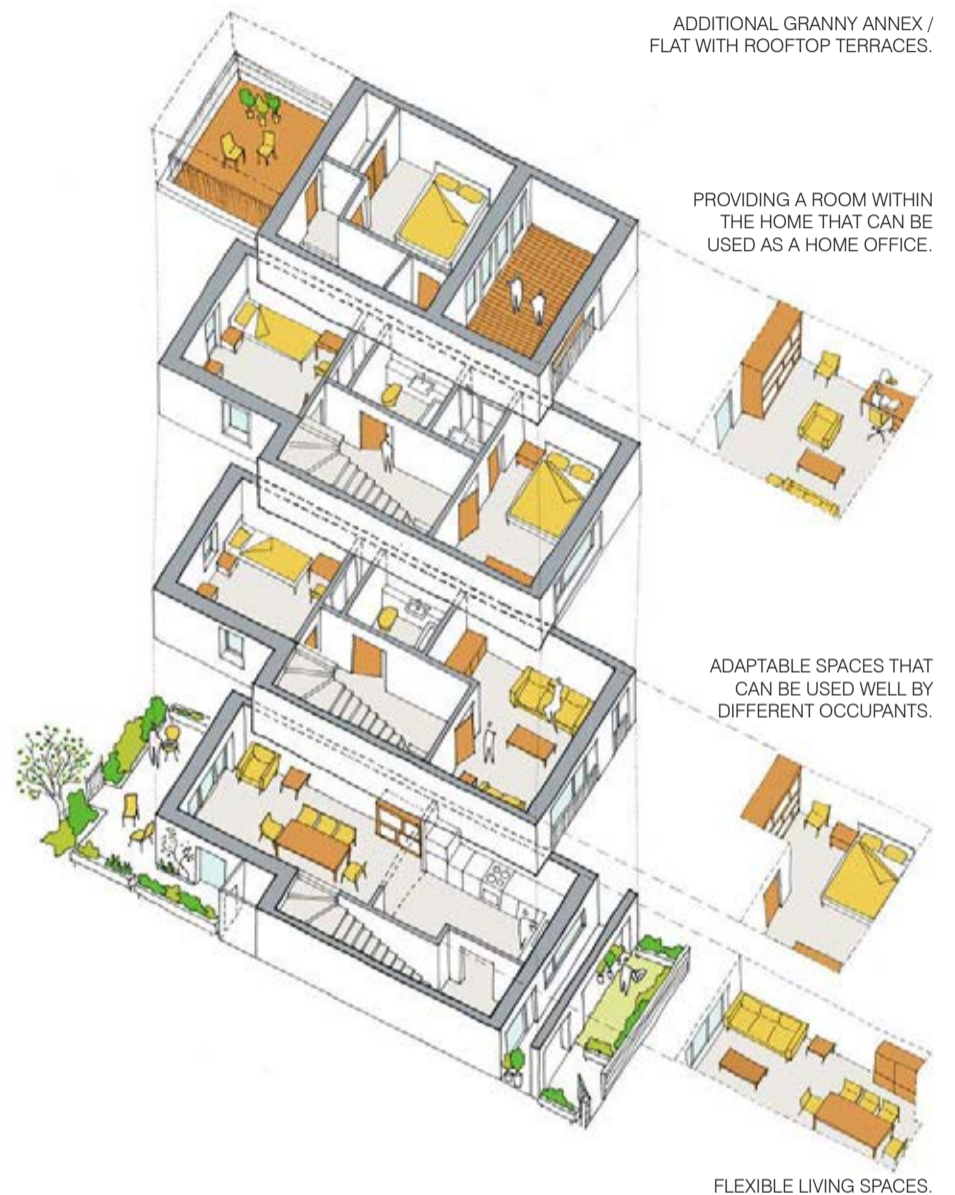


Figure 4.4
Providing flexible family homes of varying size and tenure

Direct Views onto the Street

ii. Creating a secure and well defined street edge that promotes social cohesion and reduces crime.



Secure entrances and active streetscapes

Safe Play Spaces

iii. Having shared public spaces with areas to play whilst allowing supervision from overlooking apartments.



Safe, overlooked play spaces

Light and Ventilation

iv. Ensuring that all accommodation is flexible, light filled and well ventilated, with access to open space.



A view from the kitchen

Access to External Space

v. Incorporate private external amenity space such as balconies or rear gardens as well as some shared gardens and positive street outlook, views and daylighting.



Good sized balconies

A Sensitive Approach to Phasing and Infill

vi. Where infill development is to be proposed careful consideration should be given to how proposals tie in with the surrounding new comprehensive development as well surrounding existing buildings. Notwithstanding the design approach within this document which defines the character of each neighbourhoods, any infill proposals will need to consider the following as key principles:

- All development should be considerate in regards to scale, height, massing, materiality and composition of adjacent buildings particularly for proposals that abut existing properties. For reference, some examples of house types that exist within the estate are presented below.
- The layout of existing homes is based on a Radburn layout which often results in inconsistent block arrangements and ambiguity of the public realm. Proposals should improve existing layouts and aim to introduce a consistency with block arrangements that clearly define street frontages and entrances to homes, and in turn create secure rear private gardens that do not front onto the public realm. Please refer also to the 'Quality of Architecture' section for each Character Area.
- Clearly define boundaries and edges around public green space, pathways, defensible areas and play areas with appropriate treatment that is defined in this Design Guidelines section. See also the 'Quality of Open Space, Public Realm and Play' sections for each Character Area.
- Streets that are retained or newly proposed should be clearly defined as per the details in the 'Quality of Streets' Character Area sections, and lit well as per detail specified in this Design Guide. Public realm treatment if not newly proposed should be upgraded in accordance with the materials and design of each Character Area.



Grahame Park Phase 1B, meeting new development with old..



Grahame Park Phase 1B, new infill development defining southern edge of site..

Compact Mews Houses

vii. Small scale terraced houses, with simple prevalence of one material up to 1.5 storeys, with quirky roof protrusions and bays. These units have minimal if no privacy buffer to what is commonly an uneven brick paved, badly lit and unplanted public realm.



Compact dwellings with interesting rooflights

Three Storey Town Houses

viii. Taller family units incorporate elements such as protruding bays, winter gardens and balconies to maximise views and amenity space, often on the rear of the properties.



Existing 3 storey townhouse type on site, with 'winter garden' at the rear.

Mid-height Apartment Blocks

ix. Inward looking flat blocks with balconies, commonly located around a shared but ill-used area of green space. In most cases, connections between the units and the green space is poor or non-existent, and separated from the public realm by railings.



Existing balconies facing the green concourse have been personalised with colour

4.5 SITE-WIDE SUSTAINABILITY & ENVIRONMENTAL AIMS

Environmental Principles - One Planet Living

- i. The following section sets out the critical aspects of the sustainability and environmental strategy that deliver clear, intuitive and achievable principles for a healthy and sustainable environment across the estate.
- ii. The over-arching approach is based on the One Planet Living structure developed by Bioregional during their involvement with Bedzed eco-village in South London as a way to structure Ecological and Carbon Footprinting.
- iii. The following principles outline the sustainability and environmental aims for the Grahame Park area:

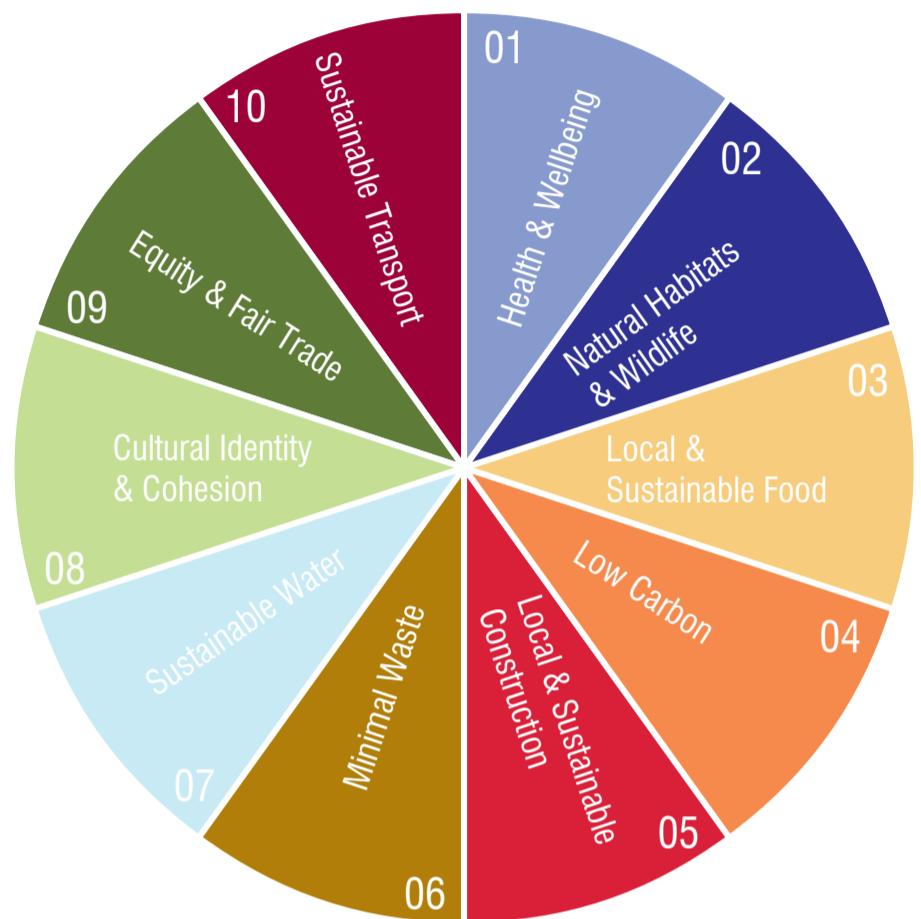


Figure 4.3 - The 10 Principles of Sustainability

01. Health and Wellbeing

- iv. Promote healthy lifestyles, opportunities for exercise and leisure and encourage community engagement
- Park City – Each block to contain an element of formal or informal green play space.
- Biophilia - Green space and trees should be clearly visible from every dwelling.
- Daylighting – Good levels of interior daylight to be targeted, and BRE guidance to be exceeded where possible.

02. Natural Habitats and Wildlife

- v. Support biodiversity of native planting and the nurturing of birds, mammals and insects.
- Green corridor – Parks, open spaces and hedging to link together through the site to form a green corridor.
- Diverse habitats – Provide diversity in landscape treatments and a variety of green and brown roofs, as well as wildlife boxes.
- Ecology – A site wide ecology report to be produced for the Grahame Park area and recommendations followed in the individual developments.

03. Local and Sustainable Food

- vi. Identify opportunities for local organic food production and Slow Food lifestyles.
- Growing - Food growing planters to be included within the proposals where possible based on the needs of the residents.
- Meanwhile uses – Where sites are to be left empty for a period of years, these should be used as food growing area where possible.

04. Low Carbon

- vii. Reduce energy demands and generate on-site power from low-carbon and renewable sources.
- Passive Solar Design – buildings to be situated to maximise solar gain in winter without causing overheating.
- Materials – Carbon negative materials or low embodied energy materials to be used wherever possible.
- Carbon Reduction – Achieve a carbon reduction in line with the London Plan Passive Solar Design.

05. Local and Sustainable Construction

viii. Develop 'long-life, loose fit' buildings with low embodied energy materials and high performance.

- Fabric First – Prioritise saving energy through well insulated, robust buildings that will perform as designed, with a maximum heating demand of 43kWh/m²/yr (equivalent to Level 4, Code for Sustainable Homes) for any homes within the scheme
- Embodied energy – The external envelope should achieve a Green Guide rating of A+.

09. Equity and Fair Trade

xii. Provide the right conditions for business, committed to fair trade and inclusivity, both big and small, to thrive and prosper.

- The scheme should include homes which have designated rooms within the home as home offices.

06. Minimal Waste

ix. Minimise the production and transportation of waste and encourage recycling and composting.

- Site Waste – Site Waste Management Plan to be implemented, in order to Monitor, reduce, sort and divert from landfill site construction and demolition waste, such that 85% of non-hazardous waste is diverted from landfill
- Site Activities - Commitment to monitor, report and set targets for CO₂ production and energy use arising from site activities
- Consideration – The site to be registered with the considerate contractors scheme, and will score a minimum score of 35, scoring at least 7 in each section.

10. Sustainable Transport

xiii. Promote access for all with well connected places and the provision for alternative forms of transport

- Pedestrian Routes - promote clear pedestrian routes that are easy to navigate and reduce the necessity of vehicle transport.
- Cycle Routes - integration on all streets with cycle parking at Public Open Spaces and Neighbourhood Hubs.
- Bus Routes - Expected to be the 303 bus, providing a connection through the site along primary routes via the Central Neighbourhood Hub
- Provision for Car Club bays should opportunities arise.

07. Sustainable Water

x. Reduce water demand and promote the sustainable management and reuse of water.

- Water Consumption – Achieve an internal water consumption of no greater than 105 litres per person per day
- Sustainable Urban Drainage systems and permeable landscape treatments to act as soakaways for surface water
- Runoff – post development volume of runoff calculations include an allowance for climate change in accordance with current best practice (PS25, 2006)

08. Cultural Identity and Cohesion

xi. Preserve and enhance buildings of cultural value and recognise and maximise the cultural diversity of the place and it's people.

- Make links to cultural or social buildings nearby the site



'National Park City' Battersea Park Pond, M.Sobreira / Alamy



Agar Grove, UK's Largest Passivhaus Scheme, Camden, Mæ



Supporting biodiversity. London Wetland Centre, Dan Kitwood / Getty Images



Sustainable transport through well connected places. Copenhagen, Denmark

4.6 SOUTHERN CHARACTER AREA

4.6.1 QUALITY OF OPEN SPACE, PUBLIC REALM & PLAY












This section describes the qualitative elements of the Southern Character Area regarding public green space and the public realm. The Open Space Strategy commences with the retention and amplification of all existing landscapes of value. The north-south Green Spine is a case in point.

The Woodland Walk is the central green space in the Southern Area, connecting the new southern hub, a short walk from Colindale station, to the central Community Hub and Northern Area. The area is also supported by the Wooded Park and new Pocket Park, providing local play around existing tree clusters.



Figure 4.6.1 - Combined Parameter Plan for Character Area Open Spaces, Play and Tree Strategy

Key (Refer to Sections 3.3 and 3.4 of the Development Framework)

- | | |
|--|--|
|  FIXED Open Spaces - Enhanced existing green assets |  Indicative locations for play |
|  UNFIXED Open Spaces - New pocket parks |  Existing trees on Fixed Open Spaces & the Green Spine |
|  Open Space reference |  Existing trees On-Plot & On-Street |
|  Green Spine - North-South continuous green route |  Rear gardens - predominantly podiums & rear courts. |
|  Connecting Green Routes - East-West links |  Rear gardens - mix of podiums, rear courts & rear gardens. |
| |  Rear gardens - predominantly private rear gardens. |



Collage of the Woodland Walk demonstrating principles that enhance the existing character

S1. Southern Woodland Walk (Fixed Open Space and Green Spine)

The spacious Woodland Walk with its undulated landscape and mature trees should enhance the existing green asset, with improved connectivity, permeability, amenity value and visual relation to the neighbouring streets. The entire area will feel more open and public, with the Avenue weaving alongside and other local streets connecting through, allowing views through and more sunlight to brighten the space. With the inclusion of playful and playable interventions and visible links to local amenities, churches and schools, this stretch will be a valued dynamic green public space, well used with a natural sense of control and safety.

The illustration above presents some of the main space-shaping features:

- A. Retention of mature healthy trees as the focus for an English semi-mature woodland and the backdrop for outdoor activities and as the setting for the homes facing onto the woodland walk.
- B. Provision of opportunities for play, relaxation and wildlife by enhancing what already exists along the route and integration of incidental play features
- C. Planting to increase biodiversity in response to ecology survey. Planting support the creation and sustenance of an ecological corridor by including areas for wildlife enhancement.
- D. An uninterrupted pathway that will continue along the Green Spine, linking northwards to the Central and Northern Character Areas.
- E. The adoption of the Site-wide Streetscape Guidance (to be developed and established during the first phase).
- F. Front doors and entrance halls should face and animate the Woodland Walk with the opportunity to include front gardens and planting buffers to Prominent Frontages and gables.
- G. Minimise low shrubs, as they can enhance a sense of seclusion and could obscure frontages. Wildflower planting is preferable to retain openness and prominence of mature trees.



Existing church and open space



Existing route, Grahame Park
Enhancing existing green assets

SOUTHERN CHARACTER AREA

S1. Southern Woodland Walk (Fixed Open Space and Green Spine)

This existing route will form the primary green character for the public realm and open spaces in the Southern Character Area. In enhancing this, it is enriched and intensified through the addition of play, planting, and furniture to allow for a generous route with multiple uses.



Existing route, Grahame Park
Enhancing existing green assets



Colebrooke Row, Angel



Use of natural play areas including boulders, fallen trees and logs, and planting to hide in.
New River Walk, Astley's Row, Islington

S2. Wooded Park (Fixed Open Space)

The existing area of green with mature trees is adjacent to the Southern Woodland Walk and as such should be seen as a widening of this route. The cluster of mature trees should form a background to play, with elements such as swings and climbing structures set within the trees, natural elements such as fallen logs and boulders provide enriched opportunities for seating, planting, wildlife habitats as well as play, allowing several activities and user groups to overlap within a safe, overlooked, local green space.



Small, existing, shared green spaces with mature trees to be used for play.



Play spaces formed within existing mature trees and planting



Closely overlooked by adjacent dwellings, with new landscaping as part of a defined green space.
Schiller Park Settlement, Berlin

S3. Pocket Park (Unfixed Open Space)

The pocket park located within the Southern Area should reflect the principles of the Woodland Walk to be read as an extension to this. Where located, mature trees should be retained, or semi-mature trees should be installed for immediate impact to support natural play.

The park will be in close proximity to the RAF Museum and should reflect the site as a place of innovation, adding a much desired sense of place and identity within the residential area. This could also encourage an improved pedestrian connection and visual references to the museum.



Swings and play with a sense of flight and experimental play



RAF museum adjacent to the south of the estate, representing an important part of the history of the site as a place of innovation.



Tree forming a play space, Camden

Public Realm Details

General principles in relation to the Southern Character Area as a whole

Play

Provision of opportunities for play should draw on and enhance the existing natural character of the woodland. The use of mature trees and planting as both backdrop and integrated elements for play. The history of the aerodrome should be reflected in the play experience, for example the "flight" of a swing, or opportunities for exploration and testing as a method of "innovation".



Planting

Existing mature trees as focus for an English semi-mature woodland, planting to increase biodiversity and provide opportunities for natural habitats. Planting should express the seasons as well as support existing and potential wildlife. Planting should be allowed to grow and be less maintained as opposed to formal manicured gardening.



Lighting

Lighting needs to support a safe and open environment with low level lighting along edges and paths. Building-mounted lighting should avoid windows. Up lighting can mark trees as features, respecting tree canopies, leave cover and create a distinct character and atmosphere. Simple, consistent integrated street lighting as part of public realm and street design should be detailed as part of individual planning applications.



Furniture

Furniture should respond to the woodland setting by acknowledging and working with the existing trees as longstanding features of the site. Furniture should be naturally integrated as an extension of the planting and woodland environment. Existing features could be relocated and integrated with logs and planting to create habitats for insects and wildlife encourage learning and play for young children, and provide seating as features within a wild natural landscape.



4.6.2 QUALITY OF STREETS

This section describes the qualitative elements of the southern character area regarding streets and their associated parameters. Set out as a series of Fixed streets, this area is driven primarily by the character of the Avenue as it weaves through the centre of the site alongside the Woodland Walk, which is linked by the Lanes to the periphery streets of Lanacre Avenue and Great Strand, and the wider street network.














Plots are then able to be divided by combinations of Unfixed Residential Streets (Type A and B), which allow for safe, pedestrian-priority shared surfaces that integrate parking and play for greater permeability and accessibility.

All road layouts are illustrative and are subject to traffic modelling, to be used to support future planning applications.



Figure 4.6.2 - Combined Parameter Plan for Character Area Street and Parking Strategy

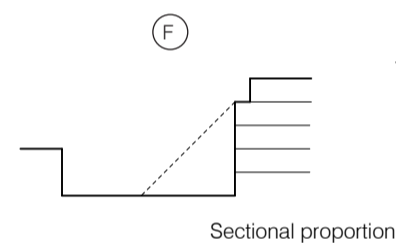
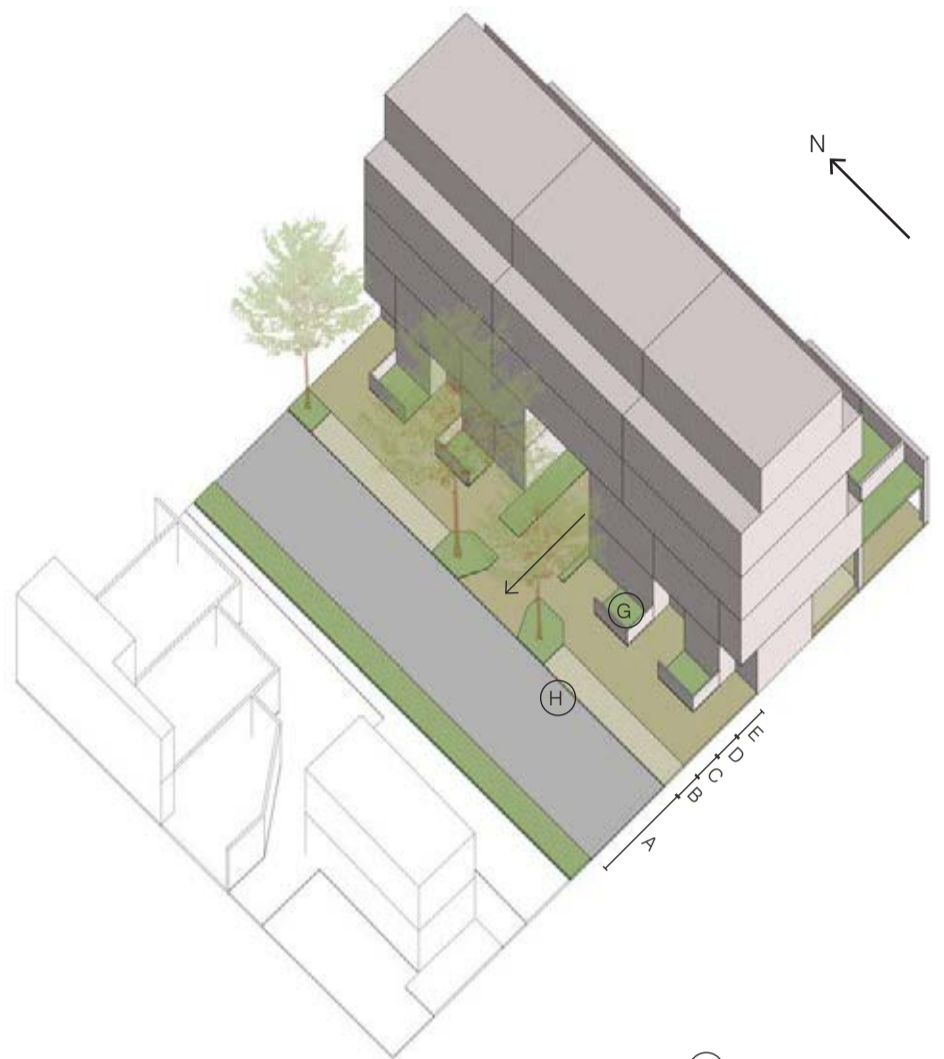
Key (Refer to Sections 3.5 & 3.6 of the Development Framework)

 FIXED Primary Routes	 Parallel parking	 On-Plot parking condition - predominantly podiums & rear courts.
 FIXED Secondary Routes / Avenues	 Bay parking along Green Edges	 On-Plot parking condition - predominantly rear courts & private rear gardens.
 FIXED Tertiary Routes / The Lanes	 Bay parking along Boundaries	 On-Plot parking condition - Minimal On-Plot parking. Predominantly private rear gardens.
 FIXED Residential Streets Type A and B	 Parallel and/or perpendicular parking as per FIXED Residential Streets Type A and B	
 UNFIXED Residential Streets Type A and B	 Parallel and/or perpendicular parking as per UNFIXED Residential Streets Type A and B	

Primary Routes / Boundaries and Bus Route

Lanacre Avenue is an established route on the boundary of the site, linking the new southern development to the wider area with good bus connections. The plots front onto the route with continuous linear development blocks sensitively set back with parallel parking and grassy planted verge to encourage pedestrian activity with the existing buildings and local streets. From within plots, residential streets can pass beneath building line, with one way pinchpoints to the primary route.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two way with allowance for buses and cycling integration	7.3m width
B	Parking Parallel parking as laybys, with trees between spaces.	2.2m width
C	Planting New trees on planted areas between parking laybys	2m width
D	Pavement Between parking and front garden, width appropriate for adjacency to schools	3.1m width
E	Front Gardens Enclosed front gardens & integrated bin stores	2m width
F	Proportion At least 1:1.5 (frontage height : frontage separation) Top storey to be set back, additional to 'frontage height'	1:1.5
G	Refuse Refuse storage in front gardens, collected directly from street	
H	Road surfaces Mixed material palette for each use, road defined by kerbs Refer to Section 4.2 for approach to surface materials	

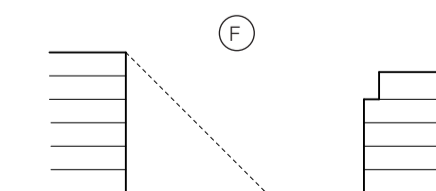


Bus route with tall formal frontage
Cambridge

Secondary Routes / Boundaries and the Avenue

Longitudinal streets orientated north/south with regular trees and parallel parking. The Avenue (section shown) weaves centrally through the site along the Green Spine with mature trees and slow speeds, adjacent to the Woodland Walk

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two-way route primarily north/south with integration of cyclists with slow-moving traffic	5.5m width
B	Parking Double sided parallel (B1), with some Green Edge bay parking, running along no more than half the green edge length (B2). Bay parking should integrate 1m buffers front and back to protect carriageways, green spaces and pavements	2.2m width 7m depth
C	Planting Trees located in line with parking and space allowed for retention of mature trees. Refer to section 4.5.1 for guidance on open space and planting.	
D	Pavement Between parking/planting strip and front gardens	2m width
E	Front Gardens Enclosed front gardens & integrated bin stores	2m width
F	Proportion Never less than 1:1.5 (frontage height : frontage separation)	1:1.5 ratio
G	Refuse Refuse storage in front gardens or next to parking entrances, collected directly from street	
H	Road surfaces Mixed material palette for each use, road defined by kerbs. Refer to Section 4.2 for approach to surface materials	

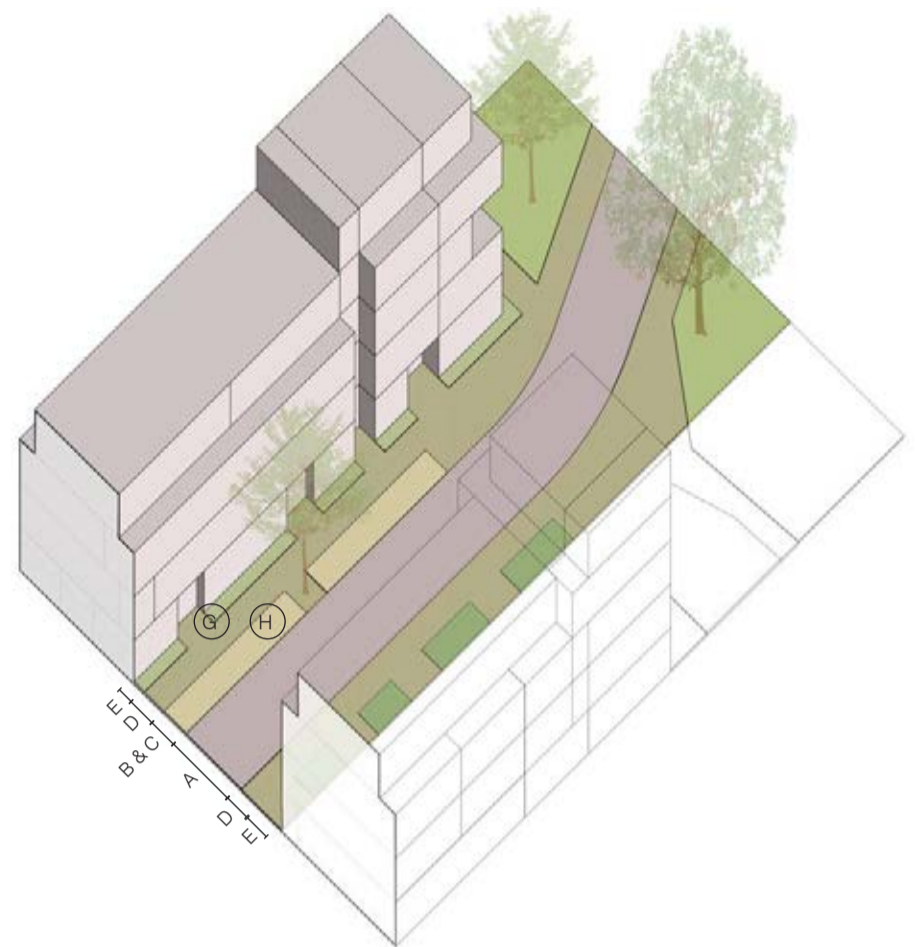


Formal tree lined route with parallel parking and tall repetitive frontages. Maida Vale, London

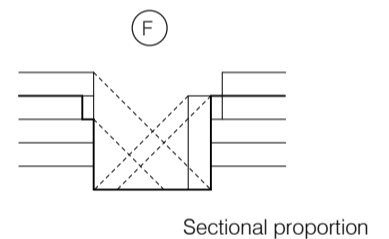
Tertiary Routes / the Lanes

Winding roads that span across the site east/west in response to site context and proposed conditions, providing better permeability and connectivity through the site by linking the boundary routes to the central avenue and green spine.

PARAMETER	DESCRIPTION	Maximum	
A	Carriageway	Two way winding informal lanes, linking east/west	5.5m width
B	Parking	Parallel parking, either double sided or single sided	2.2m width
C	Planting	Clusters of new trees at parking & green spine, informally spaced. Where street is on a green spine refer also to section 4.5.1 for guidance on planting.	
D	Pavement	Adjacent to front gardens & linking to pedestrian/cycle green routes on spine	2m width
E	Front Gardens	Mix of informal planting buffers & front gardens	1 - 1.5m width
F	Proportion	Varying along route from approx 1:1.5 to (frontage height : frontage separation). Top storey to be set back, additional to 'frontage height'.	1:1.5 ratio
G	Refuse	Incorporated into entrances, to be collected directly from street	
H	Road surfaces	Mixed material palette for each use, road defined by kerbs. Refer to Section 4.2 for approach to surface materials.	



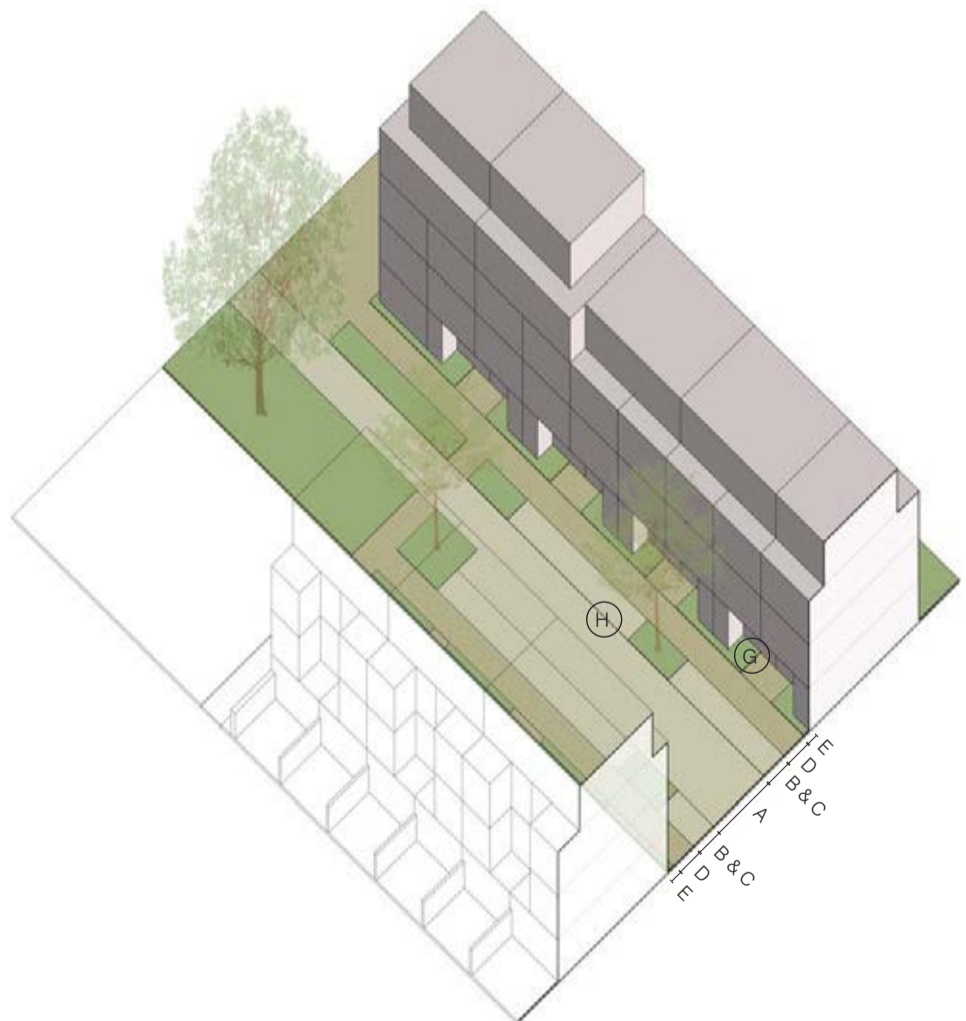
Informal lane with mature trees, varying heights and widths, and a mix of frontages
Burgh Street, London



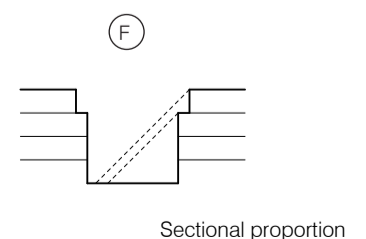
Residential Streets Type A

Local narrow streets fronted by long terraces, giving pedestrian priority with minimal level changes, integrated planting buffers & tree pits, and parallel parking

PARAMETER	DESCRIPTION	Maximum	
A	Carriageway	Local route with slow moving traffic	4.5m width
B	Parking	Parallel parking double sided	2.2m width
C	Planting	At least 4 trees spaced within the street, between parking spaces. Where street is on a green spine refer also to section 4.5.1 for guidance on planting.	
D	Pavement	Between privacy buffer & parking	2m width
E	Front Gardens	Privacy buffer with low level planting	1 - 1.5m width
F	Proportion	Consistent at approx 1:1.5 (frontage height : frontage separation). Top storey can be set back, to be additional to 'frontage height'.	1:1.5 ratio
G	Refuse	Incorporated into entrances, to be collected directly from street	
H	Road surfaces	Limited material palette for each use, flush together with no kerbs. Refer to Section 4.2 for approach to surface materials.	



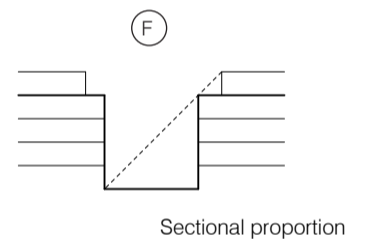
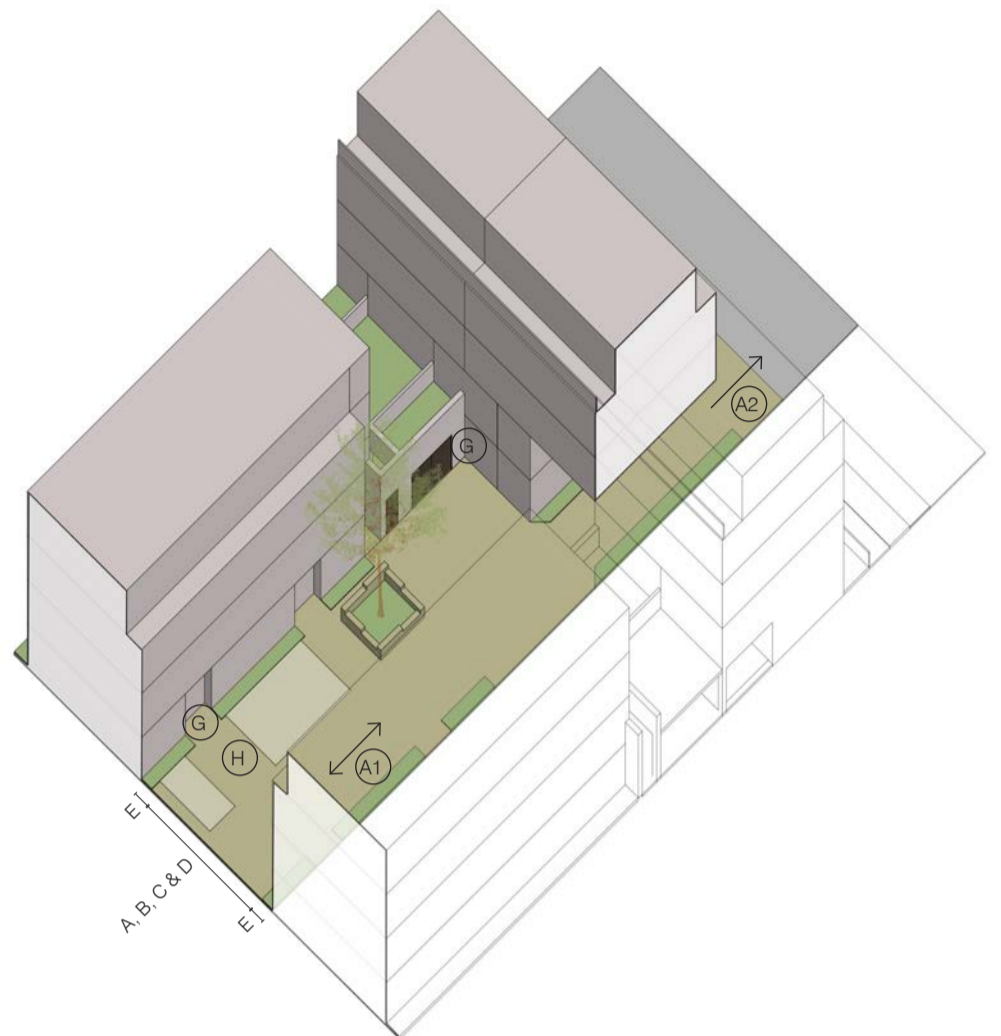
Informal winding lane with varying heights and a mix of gables, frontages and boundary walls.
Burgh Street, London



Residential Streets Type B

Located on key pedestrian routes and green connections, as an informal multi-use shared space, proportionally short and wide, and directly overlooked.

PARAMETER	DESCRIPTION	Minimum	
A	Carriageway	Wide, shared court for key pedestrian connections, with vehicular dual access focused at one end (A1), and one-way exit at the other, towards the periphery streets (A2).	12m width
B	Parking	Bay parking defined within space	
C	Planting	Provide defined area for at least 1 tree, planting, seating and small scale integrated play within shared space. Where street is on a green spine refer also to section 4.5.1 for guidance on planting.	
D	Pavement	Integrated to give priority to pedestrian activity & routes	
E	Front Gardens	Minimal privacy buffer defined by planting or surface change for plant pots, seating etc local to dwelling etc.	0.5 - 1m width
F	Proportion	Consistent at approx 1:1 (frontage height : frontage separation). Top storey can be set back, to be additional to 'frontage height'.	1:1 ratio
G	Refuse	Incorporated into dwelling entrances and parking entrances. Refuse vehicle to follow through-route in direction of access	
H	Road surfaces	Primarily one material for shared surface, no kerbs or other level change. Refer to Section 4.2 for approach to surface materials.	



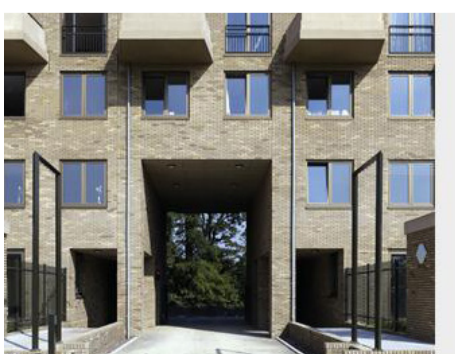
Integrated parking, planting and cycle pedestrian through routes in wide, overlooked shared space., Vauban, Freiburg

Public Realm Details

The treatment for more detailed street design elements, such as thresholds, shared surfaces or parking are set out below. The approaches set out here are considered appropriate and encouraged for this Character Area. All detailed designs for streets and public realm should refer to local and best practice guidance such as Manual for Streets, Manual for Streets 2 and TFL guidance, such as London Cycling Design Standards.

Ensuring permeability

Two storey, covered, level threshold from shared surface to primary route beneath continuous building line, enables pedestrian and cycle permeability, and potential for one way vehicle access towards primary route. Ensures visual connections through blocks from boundary streets to green spaces within.



Biq, Leidsche Rijn

Multi-use public realm

Multi-use shared spaces with planting and seating, allowing continuation of walking and cycling routes between green spine and boundary streets.



Wide shared active surface leading to green spine, Cambridge

Pinch point junctions

Narrowing junctions between residential streets and higher level streets to slow traffic and incorporate planting, seating and other street furniture.



Pinchpoint with access from minor road to more major road, with integrated trees. Leyton.

Green Edge Parking

Bay parking is appropriate in the Southern Area on Green Edges only, limited to half the length of green edge, to ensure the visual and accessible quality of the green space prevails with allowance for mature trees. This parking should be integrated with the green space on a rougher shared surface, not part of the road material.



Green edge parking, Queens Park, Bristol

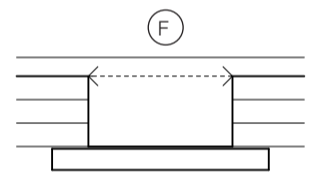
4.6.3 QUALITY OF REAR COURTS & GARDENS

This section describes the qualitative elements of the southern character area regarding rear courts and gardens, and their associated parameters. These rear spaces are key for off-street parking provision, refuse and bicycle storage and both private and communal amenity space.

Podium Parking and Shared Garden

Within a development block, the upper garden relates to the street on one side with parking beneath, the tallest frontage overlooking public space.

PARAMETER	DESCRIPTION	Minimum
A Location	Providing primary frontage to public open space, with access to parking and active shared garden on street side.	
B Parking	Bay parking located beneath podium and under units	
C Boundary	Continuous permeable boundary wall with planting	
D Amenity	Mix of hardscaping, planting, seating and small scale play on raised garden level, with protected lightwells down to parking. Ensure ability to access & overlook boundary wall to street.	
E Planting	Planting to protrude up to garden level and over to street edge	1 tree
F Privacy	21m between habitable room windows, unless design considerations allow.	21m
G Refuse	Refuse store located within podium adjacent to street boundary, accessed directly from street	



Sectional proportion

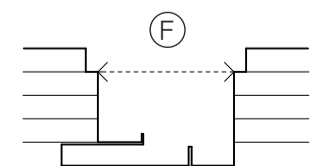
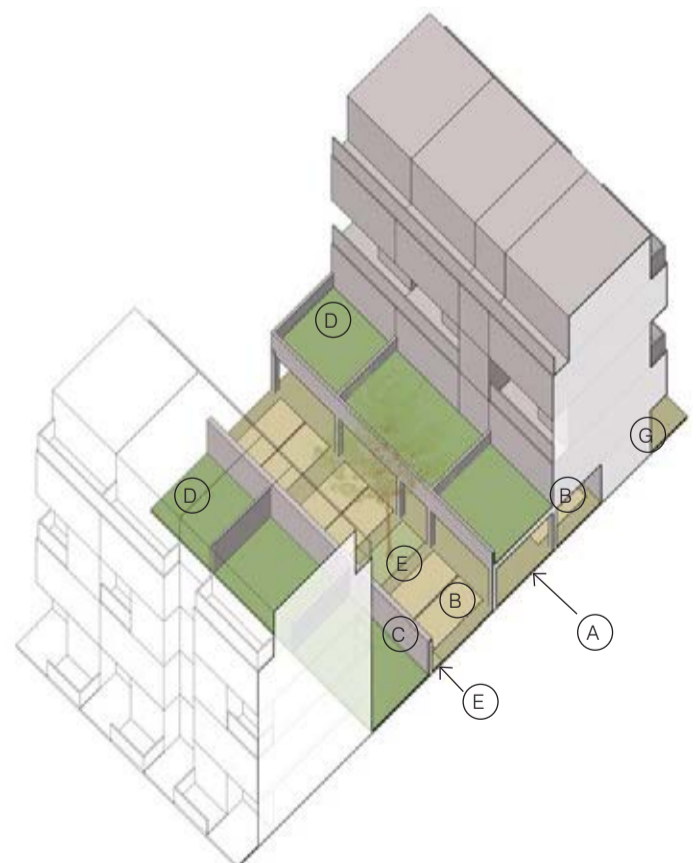


Raised gardens
Thames Barrier East Development

Rear Courts & Raised Private Gardens

Along the rear of building lines, particularly mansion block typologies, parking is provided in a rear court, partially covered by raised gardens

PARAMETER	DESCRIPTION	Minimum
A Location	Located along rear of continuous building lines, with access through the gable ends or breaks in the building line	
B Parking	Bay parking located beneath units and opposite against adjacent garden walls where depth allows	
C Boundary	Bound by continuous building line, rear garden wall to opposite units and end walls for access.	
D Amenity	Minimum length of gardens to ensure quality amenity space whilst ensuring enough daylight to parking court beneath	5m depth
E Planting	Ensure tree planting between bay parking in rear courts to protrude above raised garden level. At least 1 tree between every 6 spaces. Planting strip along line of rear wall for maximised greenery	1 tree 1m width
F Privacy	21m between habitable room windows, unless design considerations allow.	21m
G Refuse	Refuse store located at ends of courts adjacent to street boundary, accessed directly from street.	



Sectional proportion

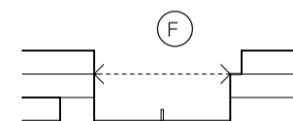
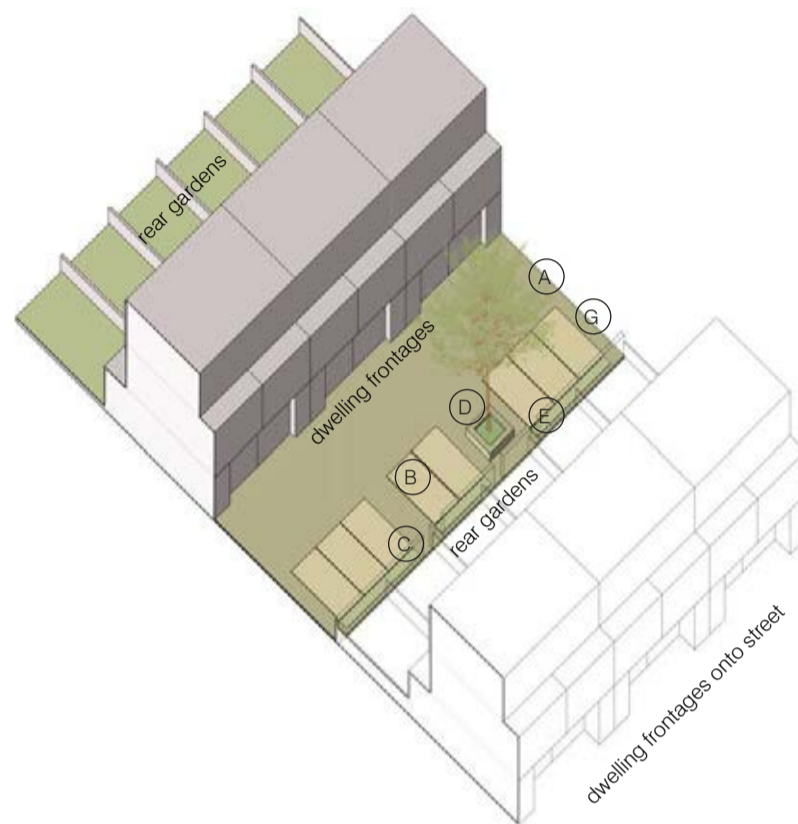


Raised garden decks above parking, with large voids and planting through. Chimney Pot Park.

Front to Back Shared Courts

Where it is not possible to match dwelling frontages, such as with Mixed Retention and Renewal plots, a sensitive arrangement can be given to create a shared court, overlooked directly by one set of dwellings, but accessed by dwellings on both sides where possible. This encourages a communal approach to the space, for parking, planting and play as a shared amenity.

PARAMETER	DESCRIPTION	Minimum
A Location	Adjacent to existing buildings, where not able to match fronts to fronts, sensitive design allows fronts to face backs across a shared court.	
B Parking	Bay parking located against opposite garden walls	
C Boundary	Continuous wall, not fence, preferably low in height, with adjacent planting strip. Residents gates could be located through from rear gardens where appropriate.	
D Amenity	Mix of hardscaping, planting, seating and small scale play	
E Planting	Ensure at least 1 tree as a focus to the space, plus 1m planting buffer adjacent to rear garden wall. Allow privacy buffer adjacent to dwellings minimum 1m for plants etc	1 tree 1m buffer
F Privacy Distances	21m between habitable room windows, unless design considerations allow.	21m
G Refuse	Refuse store located adjacent to court entrance, accessed directly from street	



Sectional proportion



Frontages facing private rear gardens, with permeable boundary treatments and planting
Britz Metropolitan, Berlin

Garden Details

Boundary Wall treatments

Ensure greenness visually carries over into public realm with hanging and climbing planting from raised gardens, permeable walls into car parking, open metal gates, and portals through shared garden walls to share greenery and planting with the public realm.



Grove Lane, Camberwell

Front gardens

Defined gardens should be clear with secure boundaries, sheltered entrances and opportunities for planting. Privacy buffers should incorporate planting and space for seating, pot plants etc, and inset entrances to ensure defensible space.



Defined gardens with secure boundaries.
Holly Street

Bin Storage

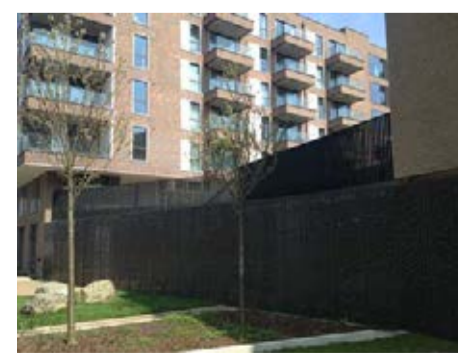
Integrated into all private enclosed front gardens, and into communal rear courts and podiums. Accessible entrances for ease of refuse collection, but subtly integrated into the facade / boundary treatments.



Semi-concealed bin store in private gardens
Hammond Court, Waltham Forrest

Bike Storage

Integrated into communal rear courts and podiums. As a preference to cycle storage in front gardens, where ground based rear gardens are provided, private cycle storage should be incorporated and access allowed for through the dwelling.



Podium parking concealed behind textured metalwork.
Thames Barrier East Development

4.6.4 QUALITY OF ARCHITECTURE

This section aims to set the architectural qualities for the southern neighbourhood. Typical heights will be 4-5 storeys, (refer to 3.7 Building Heights and Density) with opportunity to create higher continuous blocks fronting onto main public spaces and streets to a maximum of 6 storeys.

Key Frontages will have additional elevational freedoms, and Prominent Corners are encouraged to be contrasting in material approach as distant way-finding features and landmarks with additional height opportunities, conforming to parameters set out in Development Framework Section 3.6. Details of facade treatments are set out here.



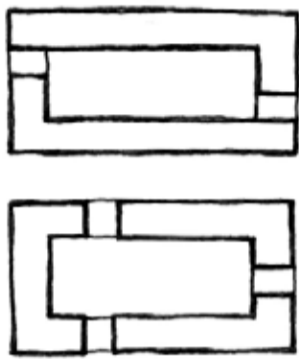
Figure 4.6.3 - Combined Parameter Plan for Character Area Heights, Density and Residential Typologies

Key (Refer to Sections 3.7 & 3.8 of the Development Framework)

- | | |
|--|--|
| General Block heights - Low (typically 3 storeys) | Predominantly Mansion Block typologies (stacked maisonettes with flats above) |
| General Block heights - Medium (typically 4 storeys) | Mixed typologies (maisonettes, flats and houses) |
| General Block heights - High (typically 4 to 5 storeys) | Predominantly Traditional Terraced typologies (terraced family houses) |
| Key Frontages locations | Locations for continuous plot frontage |
| Prominent Corners locations | |

Massing & Form

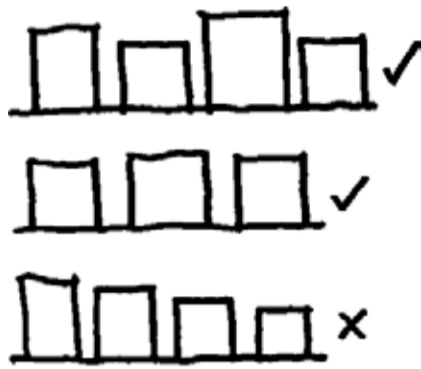
The block should have a form and mass that strongly defines its perimeter and edges. Higher densities in south will allow for longer block runs.



Typical mansion block typologies
Maida Vale, London

Relative Heights

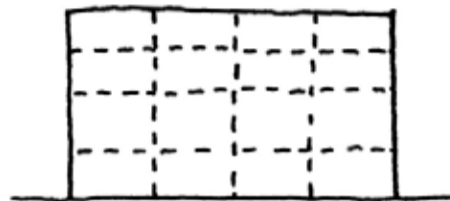
Heights of adjacent blocks should generally be consistent - not staircase form. Green frontage can be +1 storey maximum; corner frontages can be +2 storeys maximum.



Consistency in Heights.
East Village, London

Typologies

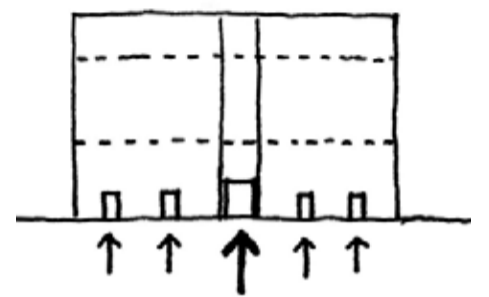
A mixture of flats and maisonettes that relate to the mansion block typology and allow for higher densities than the north and south character areas.



A mix of flats and maisonettes.
Hammond Court, Waltham Forest, London

Entrances

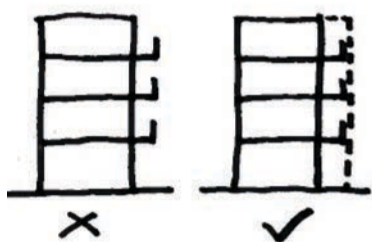
Generous and spacious entrances for communal lobbies. All ground floor dwellings to have private entrances accessed directly from the street.



Generous entrances.
Hammond Court, Waltham Forest, London

Deck access

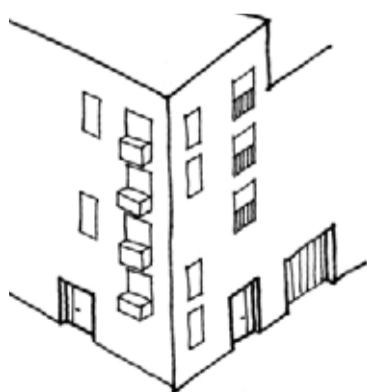
Deck access layouts if used require concealing behind a rear facade. A core should not serve more than 8 dwellings on each floor.



Concealed deck access.
Hammond Court, Waltham Forest, London

Corner Treatments

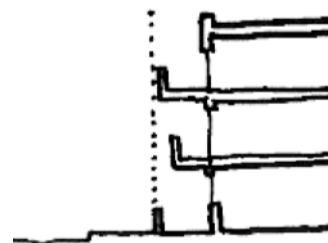
Corners need to use elements like entrances, balconies and fenestration to articulate corners and ensure overlooking and animation on both street facades.



Active corner conditions.
Accordia, Cambridge

Private Amenity Space

Balconies should never protrude beyond the dwelling's front garden or planting buffer line. Therefore the size of balcony is proportional to the defensible space at ground level, according to each street type.



Proportional protruding balconies.
Kidbrooke Village Phase 1, London

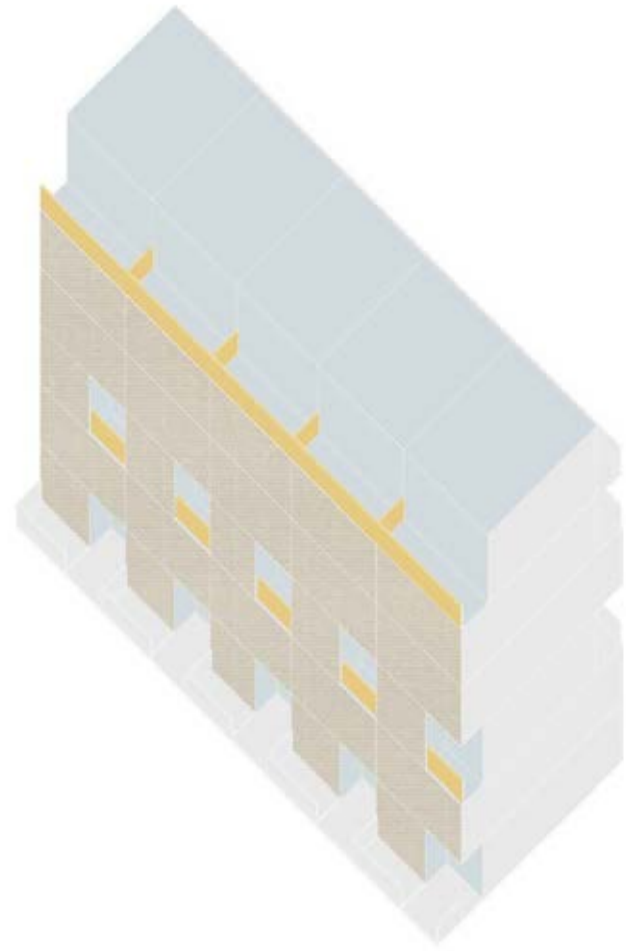
Typical Block Character

The general facade and block treatment to the southern area should be appropriate to the high density, height and the typology of mansion blocks as described in this section.

Described as 'background' or 'the everyday' buildings these form the majority of blocks, but are of no less quality or importance in creating the urban and architectural character of the neighbourhood. Blocks which lie opposite and adjacent to new and existing residential blocks to the south must respond to their massing and materials.

The typical approach to facade treatment should be considered as the following:

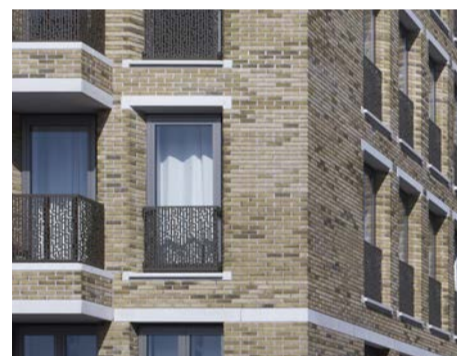
- Simple orthogonal building which defines the urban block
- High quality architecture expressed through order and simplicity
- Refinement within it's detailing
- Generous proportions to elevations and windows
- Single common material and limited palette
- Facade intrusions to articulate elevation
- Limited facade protrusions



Order and simplicity in facade treatments. Finsbury Park



Singular materiality and simple block form. Grosvenor Waterside



Limited protrusions and a simple material palette. Lommerrijk Residential Block, Amsterdam

Key

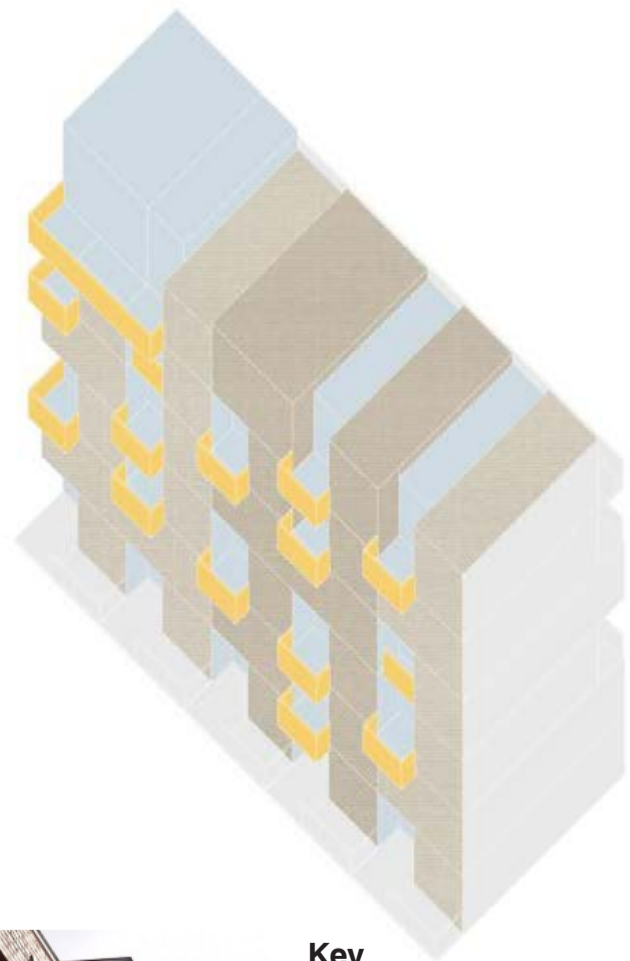
- Singular materiality
- Facade articulation (intrusions, relief, insets).
- Features (protrusions, balconies, bays)

Key Frontage Character

These blocks are identified as those that address the Woodland Walk and therefore can allow for a distinctive facade treatment where necessary.

However, the architecture should also adopt the underlying principles of the typical block character as above, ie. orthogonal massing, generous proportions and high quality expressed through refined detailing.

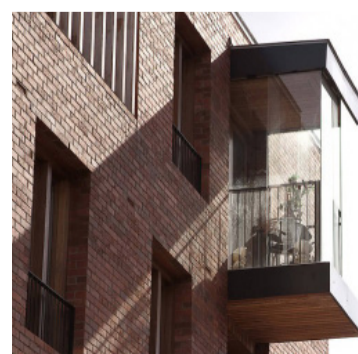
- Facade treatment that relates to public green space.
- Scope for further articulation of roof line and elevation line.
- Storey height to extend no more than 1 storey above general height of area.
- Scope for expression of balconies.
- Maximum of 2 common materials of similar weighting to facade



Expression of balconies and articulation of rooflines. Kilburn, London



Overlooking the main green space with pronounced gables and frontage. Kidbrooke Village Phase 1.



Articulation of the elevational line. Timberyard, Dublin

Key

- Max. 2 materials as common elements
- Facade and roof articulation
- Facade / balcony extrusions

Prominent Corner Character

These are corner elements that identify key nodes and markers in way-finding and orientation around the site.

These elements have scope to contrast to the typical character of blocks and can be achieved through several different approaches:

- Allow for material of contrasting colour or mineral material.
- Height to a maximum of 2 storeys above the general height of the block within the parameter restriction of a maximum of a length of 2x the depth of the block (refer to 3.6 Building Heights and Density).
- Articulation of building elements such as fenestration, solid and void, balconies or ground floor treatment.
- Openings to respond to specific vistas or how the building turns the corner.
- Break from order of typical elevational order of the typical block.



Articulation of elements on corner block. Tokyo, Japan,






Break from typical block character. Accordia, Cambridge



Elevation to respond to views and way-finding. Schiller Park

Key

-  Contrasting singular materiality
-  Facade articulation (intrusions, relief, insets).
-  Features (protrusions, balconies, bays)

Typical Material Palette

The material character describes the scope of materials which will form the common palette for buildings in the southern area. This should compliment the material finishes that are already prevalent through phase 1B development.

The following principles describe the base palette to which various colour accents may develop from:

- Predominantly brick/masonry finishes
- Secondary finishes of reconstituted stone or concrete
- Timber metal composite windows
- Predominantly light or buff colour material palette



Existing material palette at phase 1B development.



Predominantly buff colour palette. Bear Lane



4.7 NORTHERN CHARACTER AREA

4.7.1 QUALITY OF OPEN SPACE, PUBLIC REALM & PLAY












The Northern Area is slightly more remote from the main community hubs and transport infrastructure, and is therefore characterised as a more domestic and traditional residential area. Smaller scale buildings and intimate streets and spaces define the area, with the Village Green at its heart, overlooked by the northern community hub as a local row of shops.

The Northern Woodland Walk and Pocket Parks provide local play areas enriched with greenery and biodiversity. The green routes aim to create close ties with the surrounding neighbourhoods to encourage connectivity and movement, even further afield to Mill Hill Broadway and to the east across the railway and M1.



Figure 4.7.1 - Combined Parameter Plan for Character Area Open Spaces, Play and Tree Strategy

Key (Refer to Sections 3.3 and 3.4 of the Development Framework)

- | | |
|--|--|
|  FIXED Open Spaces - Enhanced existing green assets |  Indicative locations for play |
|  UNFIXED Open Spaces - New pocket parks |  Existing trees on Fixed Open Spaces & the Green Spine |
|  Open Space reference |  Existing trees On-Plot & On-Street |
|  Green Spine - North-South continuous green route |  Rear gardens - predominantly podiums & rear courts. |
|  Connecting Green Routes - East-West links |  Rear gardens - mix of podiums, rear courts & rear gardens. |
| |  Rear gardens - predominantly private rear gardens. |



Collage of the Village Green demonstrating principles that enhance the existing character

**N1. The Village Green
(Fixed Open Space on the Green Spine)**

The Village Green is an open space dotted with trees at the top of the Northern Woodland Walk, enclosed by housing creating a safe and overlooked space. Opportunities for play and relaxation loosely placed within the landscape should retain this sense of openness whilst intensifying the potential for activity along a route or edge of the green to define and hold the open space.

The collage above presents some of the main space-shaping features:

- A. Retention of mature healthy trees and upkeep of the undulated grass will be the focus of this open space.
- B. Pedestrian and cycle paths through the green space should follow desire lines, from street to park, to ensure they would be well used. A main pathway should continue north/south along the Green Spine, linking the space as part of the wider green network.
- C. Provision of opportunities for play, relaxation and wildlife by enhancing what already exists along the route. The undulating grass with its freestanding trees can remain intact and become a public asset, bringing together picnic spaces beneath trees and grass mounted play elements scattered along the landscape. A grassy area should be kept open to encourage small scale outdoor family games.
- D. The adoption of the site-wide streetscape guidance with a subtle, domestic palette of materials (to be developed and established during the first phase)
- E. Adjacent buildings will hug this space from all sides but open up to allow a clear view south into the Green Spine link towards St Augustine's Church and Heybourne Park. This connection needs to remain visible and open.
- F. Lighting should aim to provide a sense of intimacy and continuity and reinforce the hierarchy of the lower density housing blocks and terraced streets. Lighting around the Village Green should be appropriate to the local community hub, whilst not interrupting the open space of the Green.



The existing green space to the north of Grahame Park



Traditional Village Green, Toddington

NORTHERN CHARACTER AREA

**N1. The Village Green
(Fixed Open Space and Green Spine)**

The Village Green should be an attractive destination space at the heart of the Northern Character Area, directly adjacent to the Northern Hub, as an open green space for games and play for all ages, attractive planted and seating areas. It is well connected with local walking, cycling and nearby bus connections to the wider neighbourhood and Mill Hill Broadway.



Existing green asset to be enhanced



Open green space to enable games for all ages



A raised walkway as a platform
Altab Ali Park, Tower Hamlets

**N2. The Northern Woodland Walk
(Fixed Open Space and Green Spine)**

With new clear green links to Heybourne Park and local amenities, this linear wooded route can combine footpaths and cyclepaths along the Green Spine to reinforce links between open Village Green in the north and the wider green network, creating an attractive place to pass through to local schools, churches or shops, to live beside and play within.



Existing green route towards northern space



Open and overlooked pedestrian and cycling routes through the site



A multi-layered space intensified with opportunities for food growing, relaxation, play, and wildlife.
King's crescent pocket park, Hackney.

**N3 & N4. Pocket Parks
(Unfixed Open Space)**

The location of a pocket park should aim to harness the existing amenity of any mature trees and green spaces within the block, whilst providing accessible areas of play. As space is limited the investment here should be greater. The space should provide for multi-layered activities for varying ages and inclinations, not only for play but for others such as gardening and repose.



A space than can be appropriated and shaped by residents with support.



Play area with generous boundaries that in themselves are appropriated for play. Wick Green, Hackney.



Play opportunities organised along a linear route within a narrow space. Whittington Park, Camden.

Public Realm Details

General principles in relation to the Southern Character Area as a whole

Play

Taking advantage of the sense of enclosure that is formed by the more intimate Northern Character Area, play elements should be placed loosely within green spaces as opposed to a dedicated play area with a clump of play equipment. Play may form part of a route or become a boundary in themselves, defining the open space for other games, activities or picnicking.



Planting

The north area planting should support the domestic character of this area with more structured English garden like planting, with elements of the woodland walk bringing with it wild planting and places for wildlife and play to overlap. The planting here should be fruit trees and berry bushes, as well as a mixture of flowering specimens to attract insects and birds.



Lighting

Public realm lighting should aim to provide a sense of intimacy and safety. Lighting along the key links should encourage use as safe routes throughout day and night. Lighting within the local streets could provide a counterpoint with temperate lighting that suits the smaller scale and more private nature of the domestic streets and spaces. Simple, consistent integrated street lighting as part of public realm and street design should be detailed as part of individual planning applications.



Furniture

Similar to the arrangement of play, furniture should be placed loosely within open spaces, and as space is limited in this character area the furniture will be fewer but with higher investment in each piece, for example a stone ping-pong table, or a bespoke treehouse.



4.7.2 QUALITY OF STREETS

This section describes the qualitative elements of the northern character area regarding streets and their associated parameters. The bus route from the Central Hub follows Corner Mead at the eastern edge of the site, whilst the other boundaries are Secondary, quieter routes. Lanes link through the site to the Avenue, passing centrally north/south through the site adjacent to public open space and the Northern Hub.

Residential Streets can sub-divide plots further as local shared routes continuing the urban grain of traditional continuous street typologies.

All road layouts are illustrative and are subject to traffic modelling, to be used to support future planning applications.

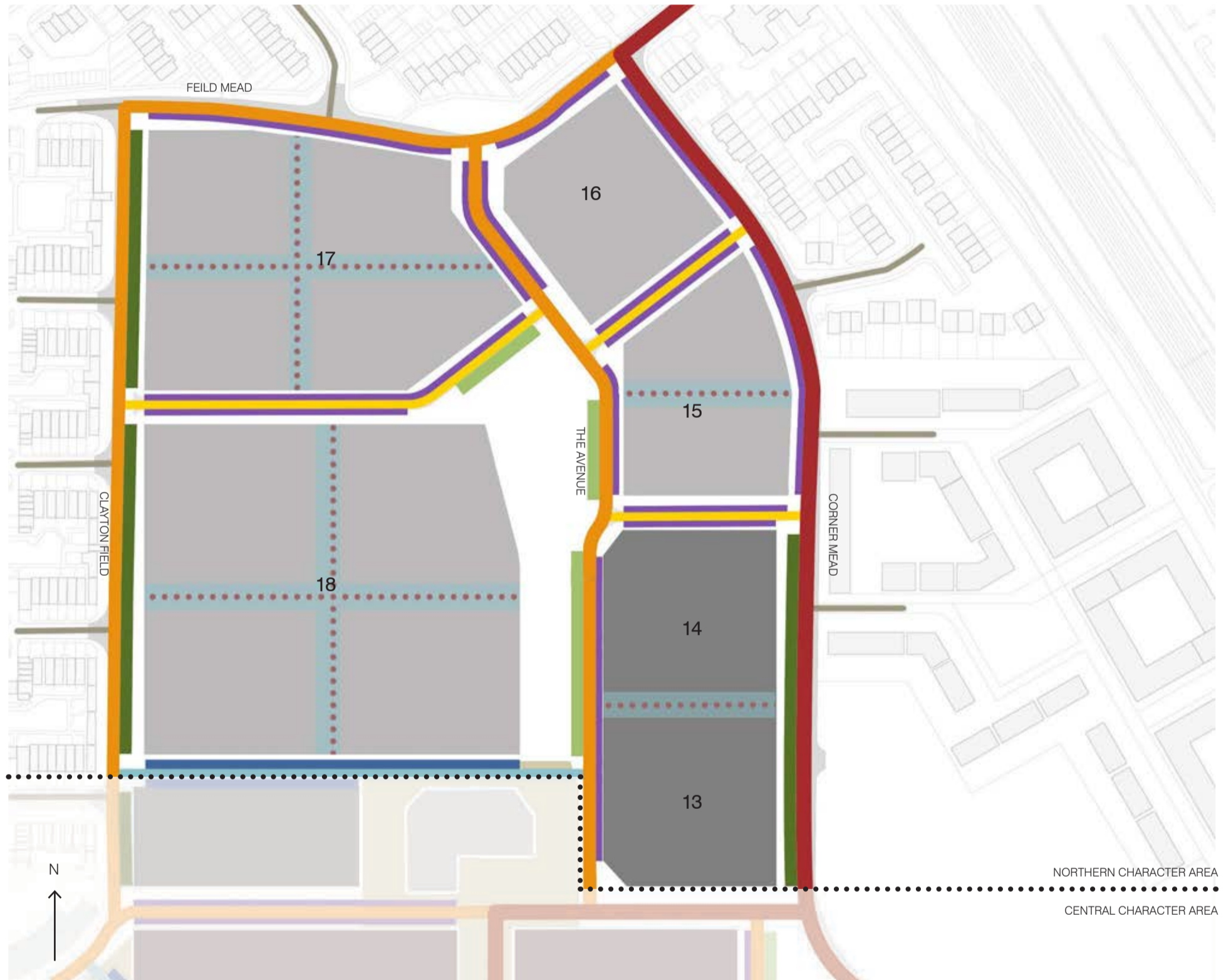


Figure 4.7.2 - Combined Parameter Plan for Character Area Street and Parking Strategy

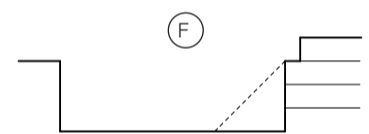
Key (Refer to Sections 3.5 & 3.6 of the Development Framework)

- | | | | | | |
|--|---|--|---|--|--|
| | FIXED
Primary Routes | | Parallel parking | | On-Plot parking condition -
predominantly podiums & rear courts. |
| | FIXED
Secondary Routes / Avenues | | Bay parking along Green Edges | | On-Plot parking condition -
predominantly rear courts & private
rear gardens. |
| | FIXED
Tertiary Routes / The Lanes | | Bay parking along Boundaries | | On-Plot parking condition - Minimal
On-Plot parking. Predominantly
private rear gardens. |
| | FIXED
Residential Streets Type A and B | | Parallel and/or perpendicular parking
as per FIXED Residential Streets
Type A and B | | |
| | UNFIXED
Residential Streets Type A and B | | Parallel and/or perpendicular parking
as per UNFIXED Residential Streets
Type A and B | | |

Primary Routes / Boundaries and Bus Route

Corner Mead connects to the wider site with an established bus route, along the east edge of the site. Driveway-like parking already exists, but the new layout should locate parking in clusters separated by planting, with the pavement running alongside front gardens to ensure pleasant and safe walking routes

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two way with allowance for buses and cycling integration	7.3m width
B	Parking Perpendicular parking in groups of 4 separated by trees, with allowance for pedestrian buffer to road. Of different material to road surface.	4.8m depth plus buffer
C	Planting Planting and trees located between parking spaces.	
D	Pavement In between planting strip and front garden. Access also centralised between sets of four parking spaces.	2m width
E	Front Gardens Enclosed front gardens & integrated bin stores	2m width
F	Proportion At least 1:2 (frontage height : frontage separation) Top storey to be set back, additional to 'frontage height'.	1:2
G	Refuse Refuse storage in front gardens, collected directly from street	
H	Road surfaces Mixed material palette for each use, defined by kerbs. Refer to Section 4.2 for approach to surface materials.	



Sectional proportion

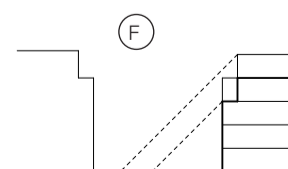
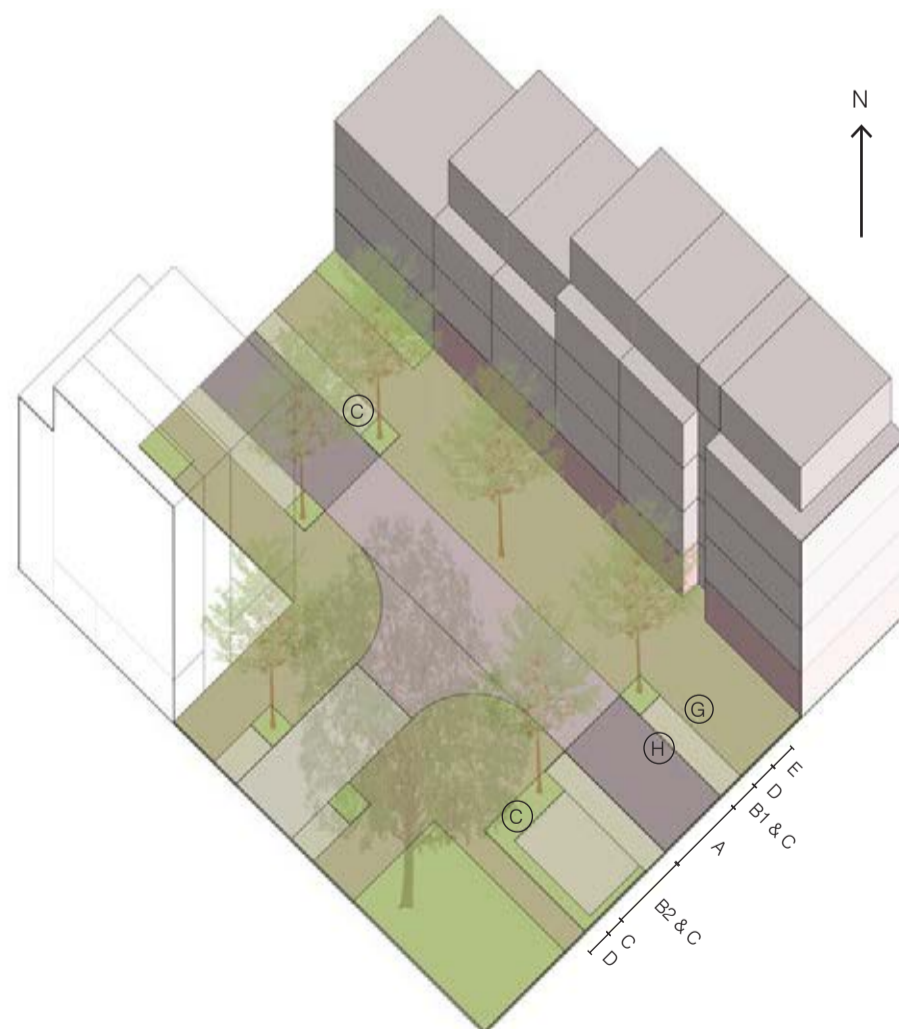


Existing character with clustered bay parking on bus route, on Corner Mead, Grahame Park.

Secondary Routes / Boundaries and the Avenue

These streets encourage better north/south movement as long linear routes. Existing boundary streets should retain their current local character, with green verges, tree planting and bay parking. The Avenue should wind centrally through the site along the Green Spine and through the Northern Neighbourhood Hub, next to the Village Green, with bay parking appropriate on this green edge.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two-way continuous route north/south with cycling integration	5.5m width
B	Parking Double sided parallel parking (B1), or bay parking with pedestrian buffer to road (B2).	2.2m width 6m width
C	Planting Trees in line every 5 parallel parking spaces and every 4 bay spaces. Planting located beside bay parking	
D	Pavement Pavements located between parking and front gardens Wider pavements in front of Non-residential uses	3.1m width 2m width
E	Front Gardens Enclosed front gardens & integrated bin stores	1.5-2m width
F	Proportion Consistent at approx 1:1.5 (frontage height : frontage separation) Top storey to be set back, additional to 'frontage height'.	1:1.5 ratio
G	Refuse Refuse storage in front gardens, collected directly from street	
H	Road surfaces Mixed material palette for each use, defined by kerbs. Refer to Section 4.2 for approach to surface materials.	



Sectional proportion



Bay parking character along existing local street Clayton Field, Grahame Park

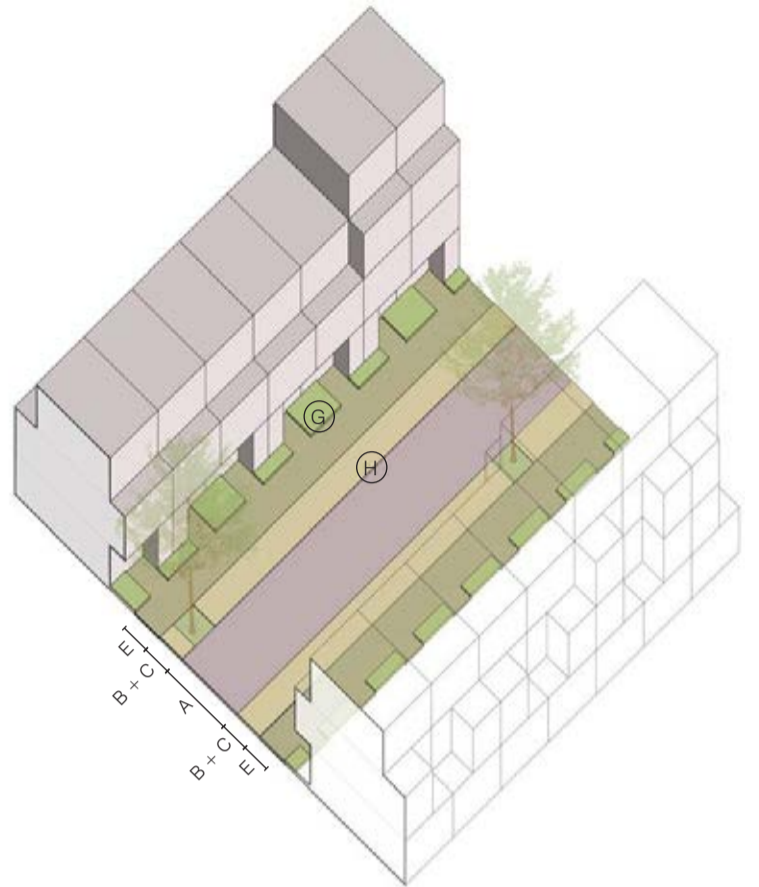


Wandsworth Common

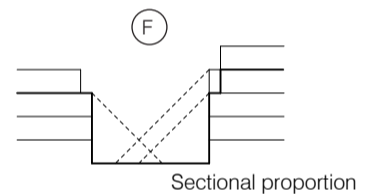
Tertiary Routes / Lanes

Winding roads that span across the site east/west in response to site context and proposed conditions, providing better permeability and connectivity through the site by linking the boundary routes to the central avenue.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two way routes crossing green spine, linking east/west, with cycling integration	5.5m width
B	Parking Primarily parallel parking	2.2m width
C	Planting Trees between parking at irregular intervals and on bends.	
D	Pavement Between parking and front gardens	2m width
E	Front Gardens Mix of informal planting buffers & front gardens	1-1.5m width
F	Proportion Varying along route from approx 1:1.5 to (frontage height : frontage separation). Top storey to be set back, additional to 'frontage height'.	1:1.5 ratio
G	Refuse Within private & shared entrances, collected from street	
H	Road surfaces Mixed material palette for each use, road defined by kerbs. Refer to Section 4.2 for approach to surface materials.	



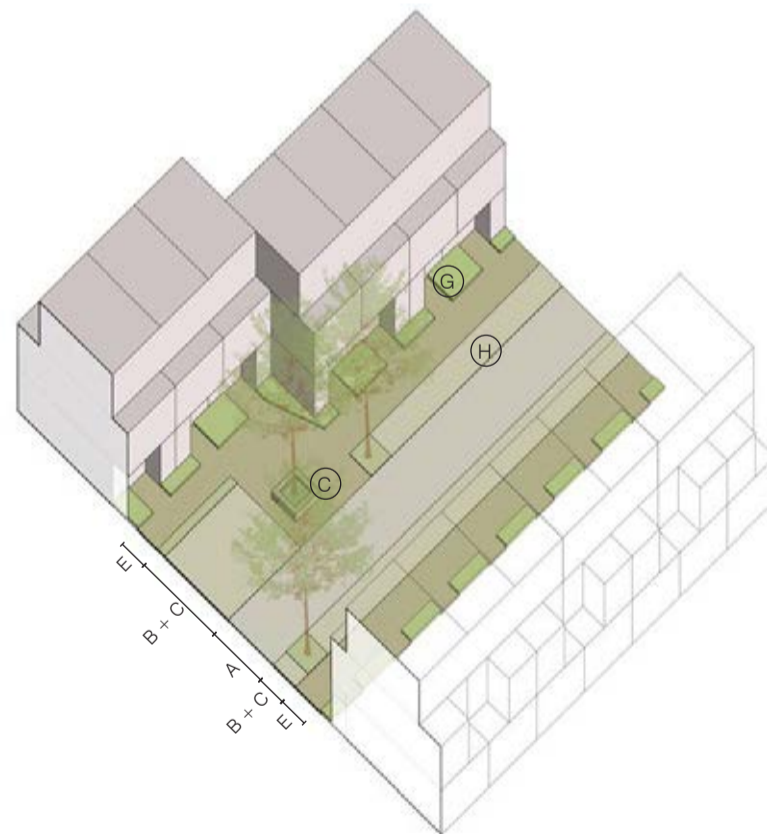
Local residential street integrating parking with flush services



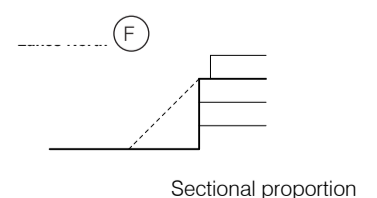
Residential Streets Type A

Local street linking between Lanes, with on-plot locations adjacent to Public Open Space or double fronted with dwellings, mirroring the character and street layout as traditional terraces. Minimal level changes for pedestrian priority, safe access and play opportunities

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Local route with cycling integration	4.5m width
B	Parking Predominantly parallel parking. Some bay parking where width allows with pedestrian buffers and planting	2.2m width
C	Planting Small trees and multi-use planting / play / seating areas integrated into street between parking	
D	Pavement Between privacy buffer & parking	2m width
E	Front Gardens Privacy buffer with low level planting	1-1.5m width
F	Proportion Consistent at approx 1:1.5 (frontage height : frontage separation). Top storey can be set back, to be additional to 'frontage height'.	1:1.5 ratio
G	Refuse Incorporated into entrances, collected directly from street	
H	Road surfaces Limited material palette for each use, flush together with no kerbs. Refer to Section 4.2 for approach to surface materials.	



Accordia, Cambridge



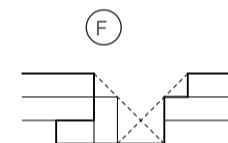
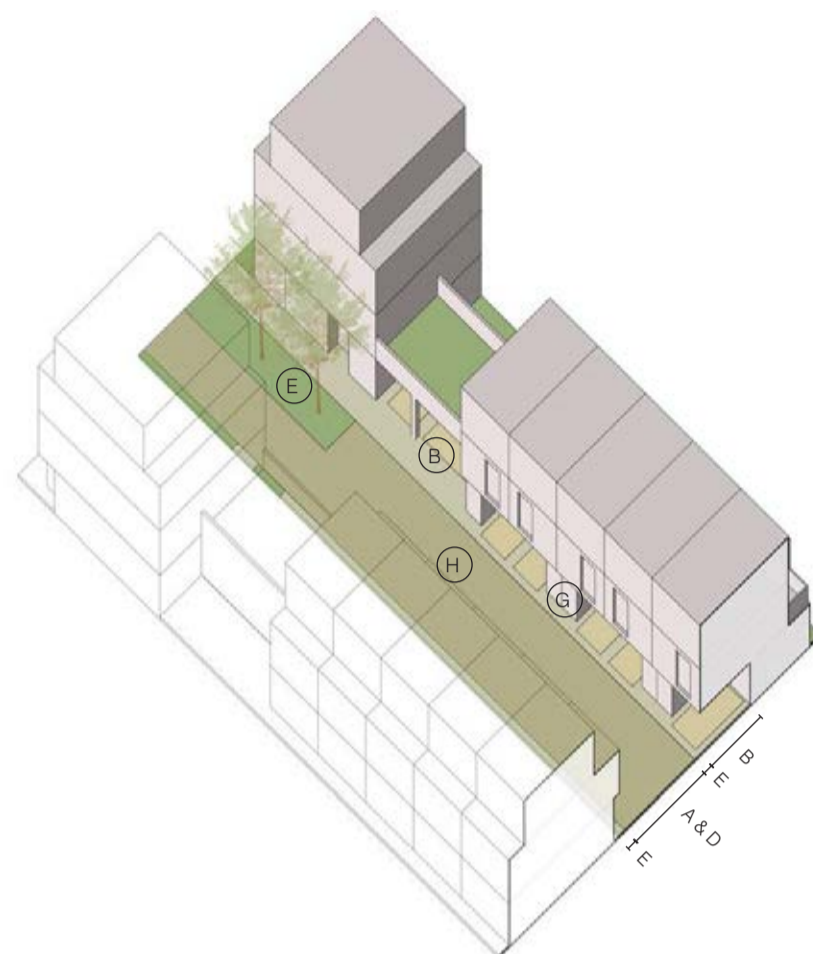
Residential Streets Type B

Long, linear, narrow, low rise, shared surfaces prioritising the pedestrian, to make connections on plot, as shared surfaces between dwellings, encouraging multi-use of space, parking, play and neighbourly interaction

PARAMETER	DESCRIPTION	Maximum	
A	Carriageway	Narrow shared surface for continuous pedestrian route	8m width
B	Parking	Garages in maximum 50% dwellings on street type Mix of parallel and bay parking where widths allow as part of flexible space, or in open undercroft beneath end gardens.	
C	Planting	Pinch point at end of street to locate planting area for at least 1 tree, seating and small scale integrated play.	
D	Pavement	Integrated to give priority to pedestrian routes	
E	Front Gardens	Minimal privacy buffer defined by planting or surface change, for plant pots, seating local to dwelling etc.	0.5-1m width
F	Proportion	Consistent at approx 1:1 (frontage height : frontage separation). Top storey can be set back, to be additional to 'frontage height'.	1:1 ratio
G	Refuse	Incorporated into dwelling entrances and parking entrances. Refuse vehicle to travel along street for collection	
H	Road surfaces	One material for shared surface, no kerbs or other level change. Refer to Section 4.2 for approach to surface materials.	



Safe, friendly local street with minimal level changes, Pepys Estate



Public Realm Details

The treatment for more detailed street design elements, such as thresholds, shared surfaces or parking are set out below. The approaches set out here are considered appropriate and encouraged for this Character Area. All detailed designs for streets and public realm should refer to local and best practice guidance such as Manual for Streets, Manual for Streets 2 and TFL guidance, such as London Cycling Design Standards.

Streets on Green Routes

Green routes should provide increased public amenity on strategic movement corridors, as an overlay to the street sections above. Additional planting should define a green route (see Development Framework Section 3.3) with elements such as raised planters, linear swales or enhancing existing mature tree clusters and tree lines. This should align with the proposals in Section 4.6.1.



Green Edge Parking

Parking should appear as a different surface to the road itself to ensure the visual effect of the road is minimal. Bay parking should integrate with pavements and green edges, with informal surface finish such as resin-bond or grit, and planting



ICON, Street

Garages

Garages need to be a positive feature of the facade, using quality materials to enliven the street.

Garages are permitted on maximum 50% of units. These should be allocated in clusters or mixed with other house types in order to maintain active street frontage and prevent breaking up the pavement.



Accordia, Cambridge

Non-Residential Frontage

Streets that are occupied by non-residential frontage need to give extra generosity and quality of space to the immediate public realm, planting and furniture.

The northern community hub should be an attractive, small scale row of shops for local convenience at the edge of the Village Green.



New Road, Brighton

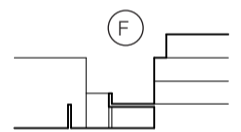
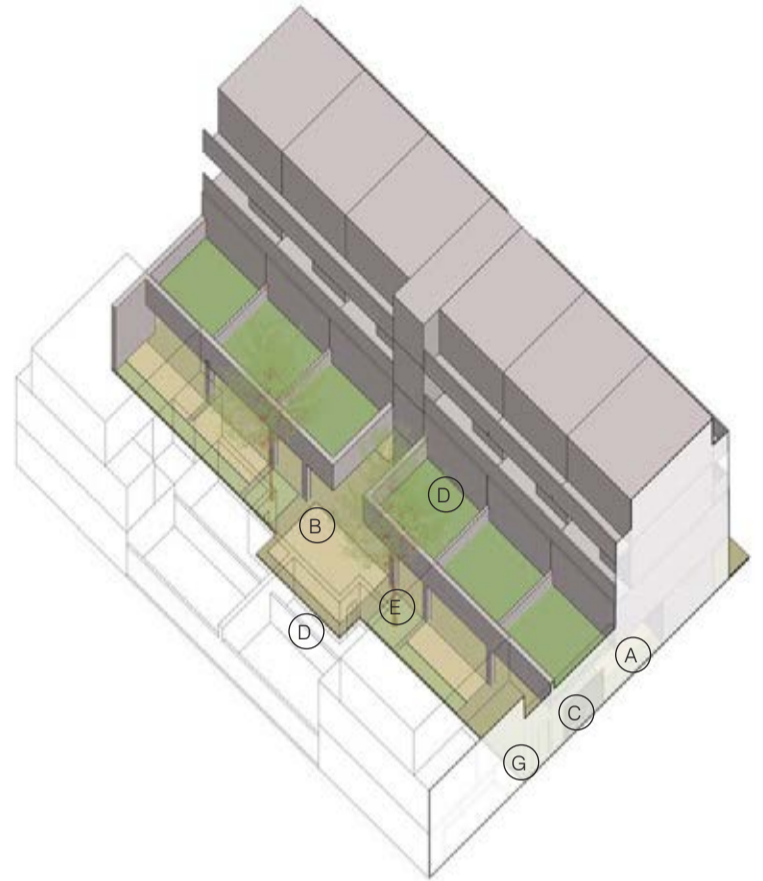
4.7.3 QUALITY OF REAR COURTS & GARDENS

This section describes the quality of rear courts and gardens in the northern character area, setting out the character for amenity space, parking, planting, boundary treatments and refuse strategy.

Rear Courts & Raised Private Gardens

Main frontages onto the avenue and fixed green spaces are appropriate for rear court parking, abutting the gable ends of the long terraces typical in the area

PARAMETER	DESCRIPTION	Minimum	
A	Location	Located along rear of mixed type buildings (eg. maisonette with flats above), with secure access through the gable ends or through break in building line	
B	Parking	Bay parking located beneath units and next to garden wall	
C	Boundary	Bound by rear garden wall to opposite units and end walls for access. The adjacent end units could have secure gates.	
D	Gardens	Length of ground based gardens of minimum depth to allow for rear parking court. Raised gardens are private to adjacent unit, covering no more than 50% of rear court area.	5m depth
E	Planting	Tree planting between bay parking in rear courts to protrude above raised garden level. At least 1 tree between every 6 spaces. Planting along line of rear wall for maximised greenery	1 tree 1m width
F	Privacy	21m between habitable room windows, unless design considerations allow & 9m to gables	21m / 9m
G	Refuse	Refuse store located at ends of courts adjacent to street boundary, accessed directly from street.	



Sectional proportion

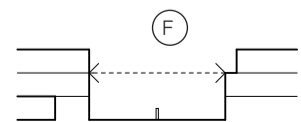
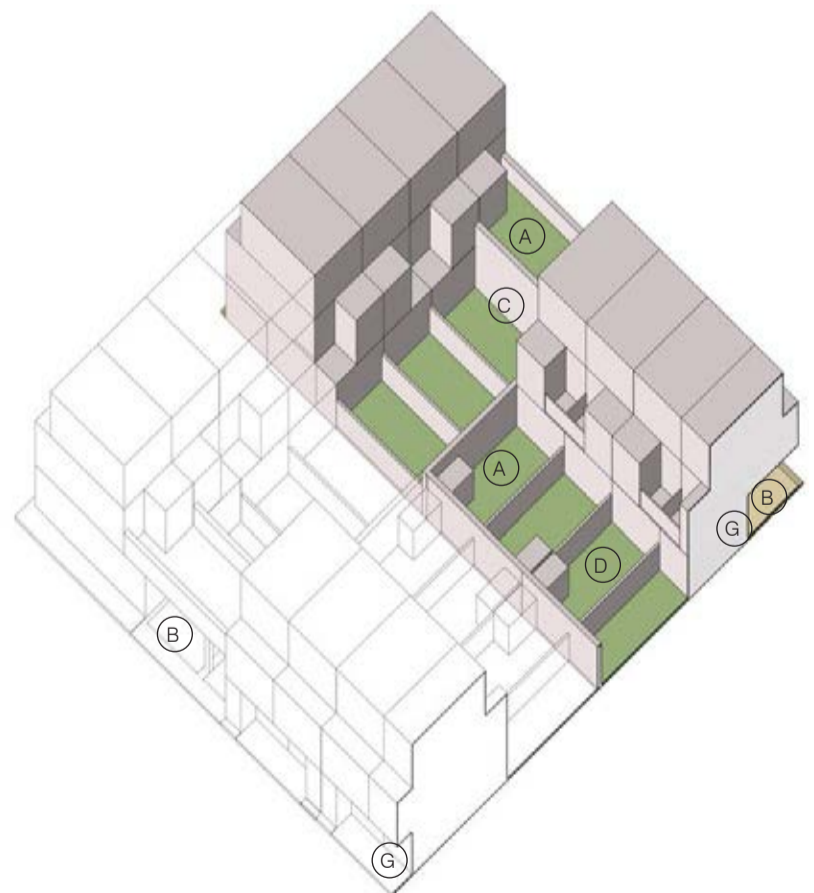


Off street bay parking at gable ends
Molenplien, Netherlands

Rear Private Gardens

Following the typical typology of long traditional terraces, rear private gardens should be the prevalent in the north. Between buildings it is appropriate to have open undercroft parking beneath raised gardens. Garages can assist parking, but are limited with careful design considerations (see Residential Streets Type A).

PARAMETER	DESCRIPTION	Minimum	
A	Location	Traditional rear gardens, excepting end units which may have raised gardens to allow open undercroft parking.	
B	Parking	Undercroft at ends and garages allowed on max 50% of units on mews streets. Bike storage in gardens and garages	
C	Boundary	Bound by tall rear garden walls with overhanging greenery on raised gardens	
D	Gardens	Full length gardens for both ground based and raised	9m depth
E	Planting	Allow for existing trees retained within back gardens where possible	
F	Privacy	21m between habitable room windows, unless design considerations allow.	21m
G	Refuse	Refuse stores integrated into unit entrances	



Sectional proportion

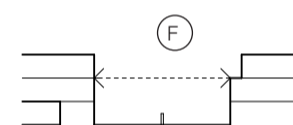
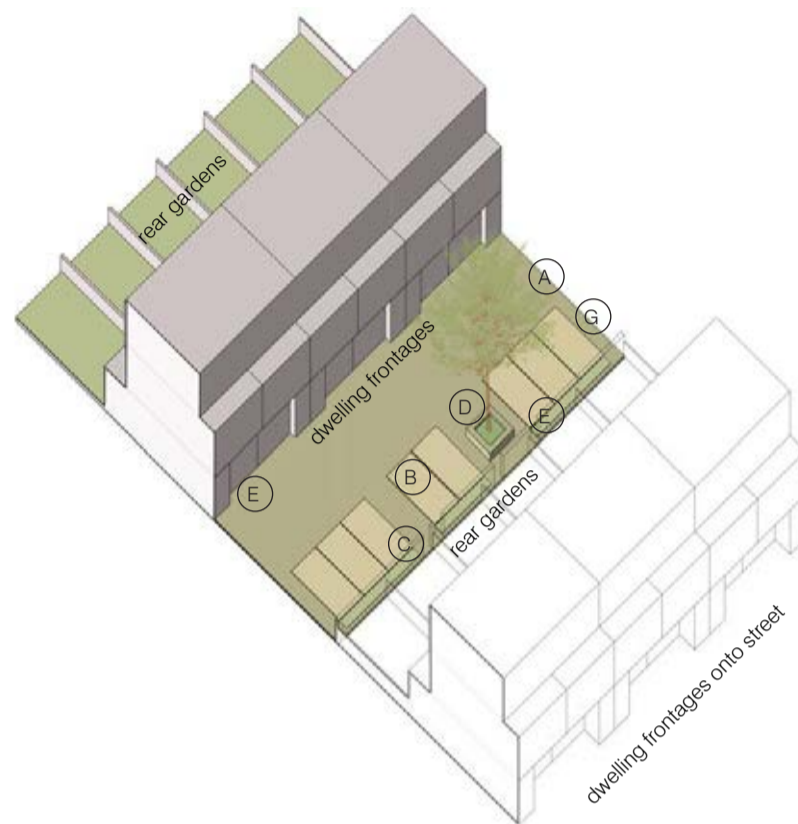


Private rear gardens with strong planting
elements. Berlin

Front to Back Shared Courts

Where it is not possible to match dwelling frontages, such as with Mixed Retention and Renewal plots, a sensitive arrangement can be given to create a shared court, overlooked directly by one set of dwellings, but accessed by dwellings on both sides where possible. This encourages a communal approach to the space, for parking, planting and play as a shared amenity.

PARAMETER	DESCRIPTION	Minimum
A Location	Adjacent to existing buildings, where not able to match fronts to fronts, sensitive design allows fronts to face backs across a shared court.	
B Parking	Bay parking located against opposite garden walls	
C Boundary	Continuous wall, not fence, preferably low in height, with adjacent planting strip. Residents gates could be located through from rear gardens where appropriate.	
D Amenity	Mix of hardscaping, planting, seating and small scale play	
E Planting	Ensure at least 1 tree as a focus to the space, plus 1m planting buffer adjacent to rear garden wall. Allow privacy buffer adjacent to dwellings minimum 1m for plants etc	1 tree 1m buffer
F Privacy Distances	21m between habitable room windows, unless design considerations allow.	21m
G Refuse	Refuse store located adjacent to court entrance, accessed directly from street	



Sectional proportion



Frontages facing private rear gardens, with permeable boundary treatments and planting Britz Metropolitan, Berlin

Garden Details

Front gardens

Defined gardens should be clear with secure boundaries, sheltered entrances and opportunities for planting.

Planting Buffers

Privacy buffers should incorporate planting and space for seating, pot plants etc, and inset entrances to ensure defensible space.

Bin Storage

Integrated into all private enclosed front gardens or dwelling entrances. Should be accessible for ease of refuse collection, but subtly integrated into the facade / boundary treatments.

Bike Storage

Integrated into rear gardens and garages, or rear parking courts where applicable. This is as a preference to cycle storage in front gardens, so that private cycle storage should be incorporated and access allowed for through the dwelling.



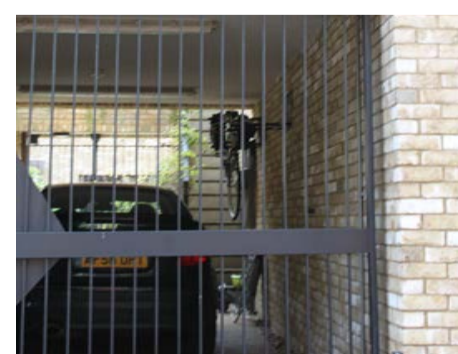
Defined gardens with hedges on boundaries. Great Knighton, Cambridge



Narrow planting buffers & surface material quality in narrow mews street. The Avenue, PTE



Integrated storage and bins area by dwelling entrance. Royal Road, London



Secure bike storage in rear of dwellings. Accordia, Cambridge

4.7.4 QUALITY OF ARCHITECTURE

Massing, Height & Urban Design

This section aims to set the architectural quality of the Northern character area. The distinctive character of the northern area comes from the arrangement of single family houses with private back gardens arranged around traditional terraced streets – an archetypal London residential street.

Predominant heights are 3 storeys in the northern part which may rise to 4 storeys nearer the southern end and adjacent to the Avenue and Green Spine. Strategic views allow for opportunity to create Prominent Corners within urban blocks which help orientation. A local provision of non-residential/ retail space will provide local conveniences for the immediate neighbourhood.

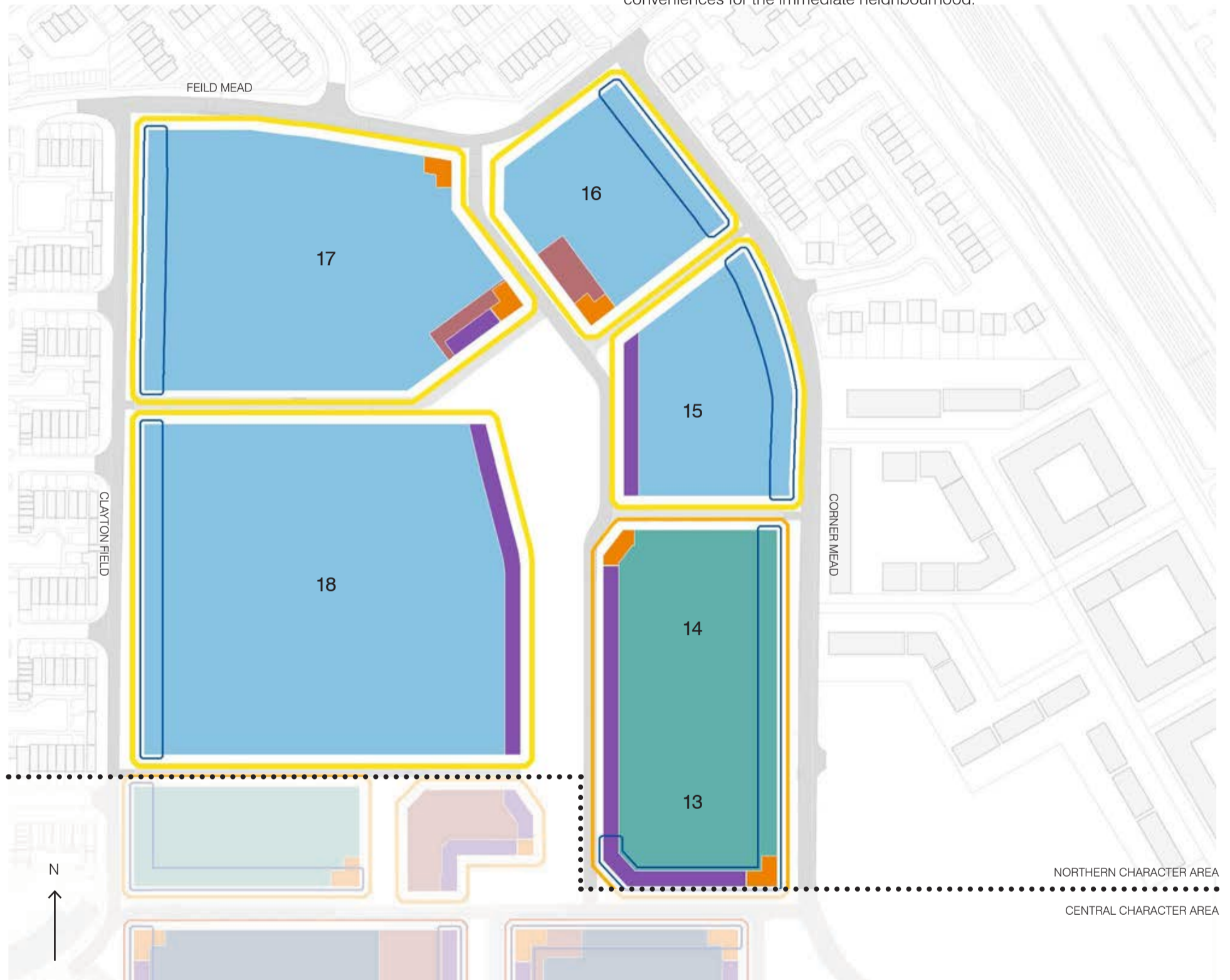


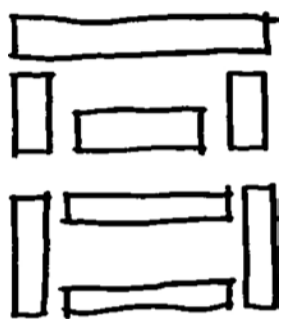
Figure 4.7.3 - Combined Parameter Plan for Character Area Heights, Density and Residential Typologies

Key (Refer to Sections 3.7 & 3.8 of the Development Framework)

- | | |
|---|---|
| General Block heights - Low (typically 3 storeys) | Predominantly Mansion Block typologies (stacked maisonettes with flats above) |
| General Block heights - Medium (typically 4 storeys) | Mixed typologies (maisonettes, flats and houses) |
| General Block heights - High (typically 4 to 5 storeys) | Predominantly Traditional Terraced typologies (terraced family houses) |
| Key Frontages locations | Locations for continuous plot frontage |
| Prominent Corners locations | |
| Non-residential uses (Northern Hub) | |

Massing & Form

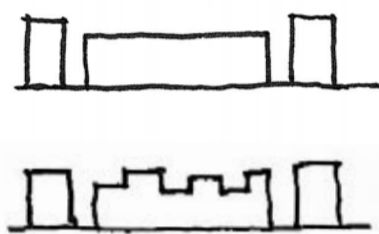
Residential blocks to allow for long straight runs of houses bookended by a run of houses or extend end blocks to provide a clear building line.



Consistent frontage of building line
Chimney Pot Park, Salford

Relative Heights

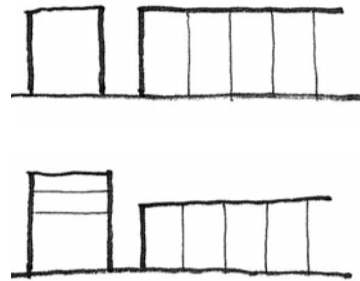
Terraced heights to be generally level but may step higher or lower within mews streets. Bookend blocks may step higher than mid runs.



Informal building heights.
Molenplien, Netherlands

Typologies

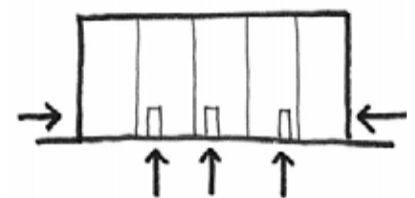
Predominantly terraced arrangement to houses. Book ended units may step up in height using flatted unit types.



Terraced arrangement to block.
Hammond Court

Entrances

Single private entrances to be accessed directly from the street. Corner houses to have entrances to the gable side to maintain an active frontage to all edges.



Main entrances to the street.
Molenplien, Netherlands.

Garages

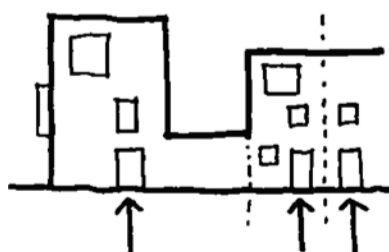
No more than 50% of houses on a street should have garage parking, located in clusters of 3, or mixed intermittently with other house types in order to maintain active street frontage and prevent breaking up continuity of the pavement.



Traditional Mews Street.
Queensbury Mews, London

Corner Treatments

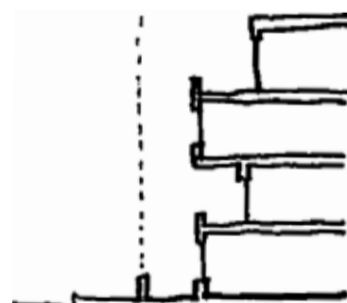
Corners need to use elements like entrances, balconies and fenestration to articulate corners and ensure overlooking and animation on both street facades.



Articulated return on the building facade.
Braes Street, Islington

Private Amenity Space

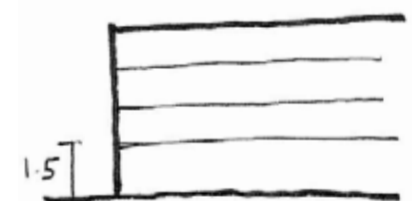
Predominantly terraced private amenity space to the rear and balconies being inset to the front facade. Balcony treatment should adhere to allocated block and facade characters.



Private amenity space positioned no further than the building line. Queensbridge Quarter, Hackney

Non-residential provision

All non-residential provision to be located at street level and have a minimum height of 1.5 storeys. Upper levels to provide for residential accommodation.



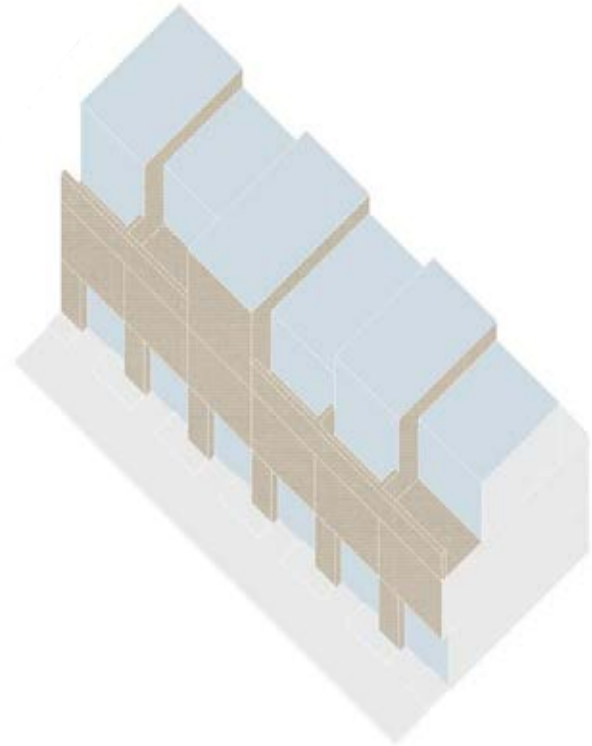
An active ground floor level.
Alex Monroe Studios, Southwark

NORTHERN CHARACTER AREA

Typical Block Character

The typical block treatment should be reflective of traditional terraced houses. These are generally located on Lanes, Residential Roads or Mews Streets. Here the typical block treatment may vary dependant upon the type of street it is located.

- Simple building forms.
- Up to 2 common materials and limited palette
- Consistency of facade treatment to blocks and roof line to buildings onto main streets, but scope for informality to blocks along mews streets
- No balconies, but roof terraces are accepted



Repetitive building type with terraces. Great Knighthon, PTEa.



Informal change in height and profile of different neighbouring houses. Molenplien, Netherlands



Simple building form and long terrace. Chimney Pot Park, Salford, ShedKM

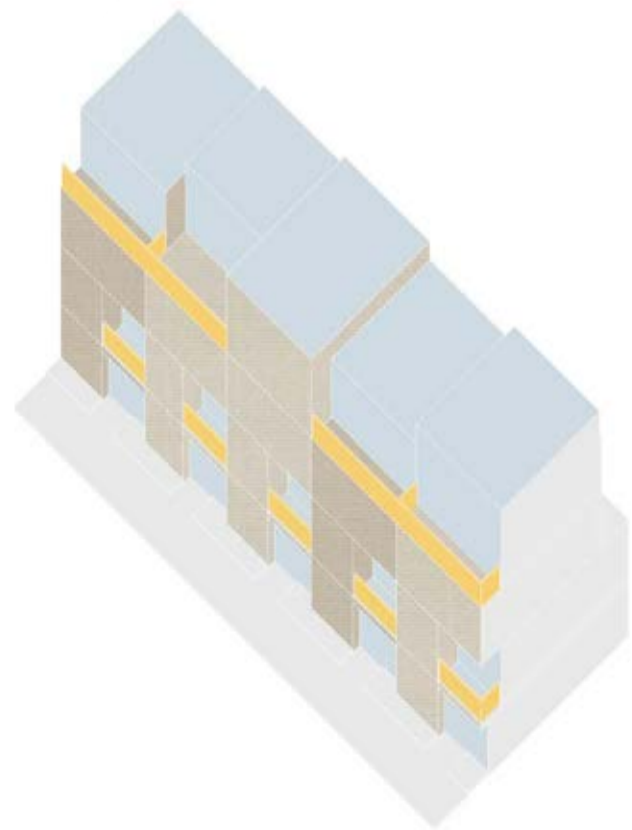
Key

- Limited materiality
- Facade articulation (intrusions, relief, insets).
- Features (protrusions, balconies, bays)

Key Frontage Character

These blocks are located fronting onto the village green and the extension of the woodland walk and should therefore relate to these spaces. Building heights may be taller here and flatted accommodation may be provided.

- Allowance for informality of building line or roofline
- Terraces to upper floor
- Inset balconies allowed to mid level flats
- Scope to change in material colour to elevations within a consistent material palette.



Informal roofline and scope for material change. Walden, Essex



Animated facade, material use & roofline on main frontages. Kidbrooke Village, Phase 1



Inset balconies to mid level apartments. Macreanor Lavington

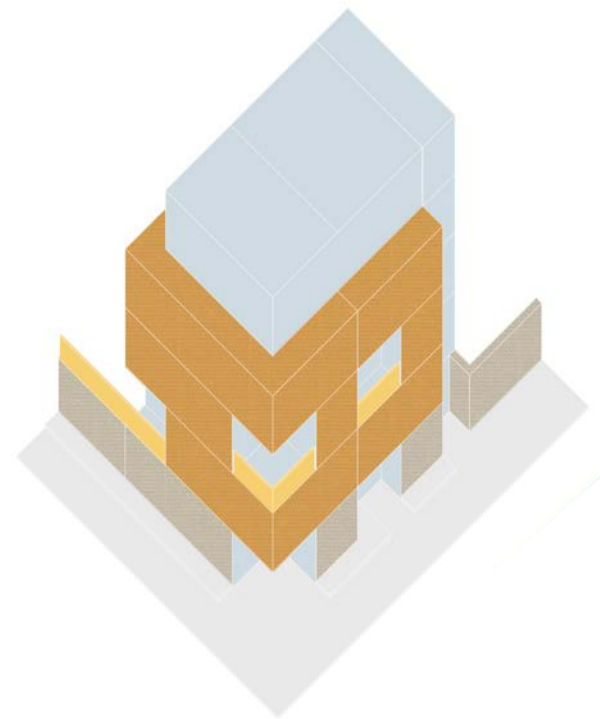
Key

- Consistent materiality
- Facade articulation (intrusions, relief, insets).
- Features (protrusions, balconies, bays)

Prominent Corner Character

These blocks are located at corners which form strategic vistas and orientation points, It is important that the building responds to this and may contrast to the other block characters.

- Scope for height to be no more than 1 storey above predominant height of the block.
- Scope for material or colour change within a palette of 2 main elevation materials.
- Openings to respond to specific vistas or how the building turns the corner.
- Break from order of typical elevational order of the typical block.



Height and change in material to corner.
Abode, Proctor and Matthews



Change of form to corner building.
Great Knighton, PTEa.



Scope for material change.

Key

- Contrasting materiality (scope within palette)
- Facade articulation (intrusions, relief, insets).
- Features (protrusions, balconies, bays)

Typical Material Palette

The material palette aims to draw influence from the existing material palette surrounding the northern area site as the old and new sides of the street need to be complimentary to create coherency to the neighbourhood.

- Predominantly brick/masonry finishes
- Secondary finishes of vertical clay tiles
- Timber metal composite windows
- Predominantly mid- brown to dark brown colour material palette



Drawing influence from the existing material palette in the surrounding area.



Dark brick finishes.
Holly Street, Levitt Bernstein



Brick and other masonry finishes as a key material

4.8 CENTRAL CHARACTER AREA

4.8.1 QUALITY OF OPEN SPACE, PUBLIC REALM & PLAY

The first stage of the Grahame Park redevelopment will be focused in the Central Character Area, defining the public heart of the Stage B framework, with primary enhanced green space, Heybourne Park. It is important to capture the opportunities that this phase of redevelopment brings, with temporary measures helping to establish and maintain connectivity and visibility of amenities.

The proposals aim to ensure green through-routes and view lines along and across the site in this pivotal location, creating a new accessible and interactive heart of the community, linking to the wider green network, surrounding open spaces, churches, schools and transport links.



Figure 4.8.1 - Combined Parameter Plan for Character Area Open Spaces, Play and Tree Strategy

Key (Refer to Sections 3.3 and 3.4 of the Development Framework)

- FIXED Open Spaces - Enhanced existing green assets
- UNFIXED Open Spaces - New pocket parks
- Open Space reference
- Green Spine - North-South continuous green route
- Connecting Green Routes - East-West links
- Indicative locations for play
- Existing trees on Fixed Open Spaces & the Green Spine
- Existing trees On-Plot & On-Street
- Rear gardens - predominantly podiums & rear courts.
- Rear gardens - mix of podiums, rear courts & rear gardens.
- Rear gardens - predominantly private rear gardens.



Collage of Heybourne Park demonstrating principles that enhance the existing character

C1. Heybourne Park (Fixed Open Space)

By establishing in the first phase a new legible pedestrian route from the schools and bus-stops beside the energy centre site to Heybourne Park and Central Community Hub, where future amenities will reside, an east-west green pedestrian corridor will create a permeable, accessible and safe link to start opening up the area.

Heybourne park with its sloping landscape and spacious character offers an excellent opportunity for larger play areas, for people to gather, picnic, rest and/or exercise on the green.

The collage above presents some of the main space-shaping features:

- A. The Central Character Area is pivotal in establishing the site wide strategies. It is critical to have the routes and infrastructure in place to create the Green Spine, establishing links to the wider area and the wider areas of the estate.
- B. Continuous pedestrian and leisure cycling pathways through the park following desire lines and green routes, connecting to the wider networks with clear and wide crossings where needed.
- C. As part of the east-west green routes, linking schools, bus routes, peripheral streets and sports fields to Central Community Hub, play spaces integrated within the park can enhance these routes.
- D. Play environments should be safe, well overlooked and public, allowing for a mix of age groups to congregate, play and exercise together.
- E. On the slopes of Heybourne park, a new play space and new clump of trees with benches offers excellent space for longer stay play, a public play space for the wider area.
- F. Clumps of trees with benches around, nearby the row of amenities so that shoppers can sit and meet.
- G. An ecological corridor that allows development and retention of local wildlife to flourish and develop.
- H. The adoption of site-wide streetscape guidance. (to be developed as part of 1st stage)
- I. Lighting needs to support a safe and public environment without cluttering the street or open spaces. Brighter lighting could focus on sporting facilities, whilst more subtle lighting integrated in the greenery along footpaths.



The new development to the west of the park fronting onto a wildlife pond



Heybourne park as a large open space offering relief for the current estate

CENTRAL CHARACTER AREA

C1. Heybourne Park (Fixed Open Space)

At the edges of the park, mansion block typologies should frame the open space and in turn encourage permeability and enrichment of the park boundaries, clearly expressing the space as a shared public amenity. New play spaces will be strategically convenient near amenities and green routes, visible from afar. Investment in the park and the existing assets should develop a games area with joint social area, and younger play on the slopes close to the children's centre.



Streets that provide opportunities for civic activities such as play days and small markets. (Barking Town)



Play areas as focal points in the topography, placed close to the children's centre and along school routes. (Norwood Park, Lambeth)



Investing in the existing youth club, football foundation, and children's centre, by extending the games area for provide a social space, exercise equipment and play for other age groups. (memorial MUGA, Newham)

C2. Corner Mead Landscape (Fixed Open Spaces)

The existing energy centre has the potential to host outdoor community facilities. Through reuse of the existing roof structure, simple interventions could enable an elevated games area on an otherwise wasted roof space. The visibility of this space from the east-west green route that links the existing schools, college, and amenities would provide a space that could be shared by children and young adults. Within the adjacent undulating landscape, spaces of varying height may also provide opportunities for play and repose, for example a sunken planted bed with raised walkway and play elements.



A simple planted bed with walkway access set within a courtyard.



The existing sunken path leading to the energy centre



A rooftop space as a games area, the potential of the energy centre roof. (NL Architects)

C3. Pocket Park (Unfixed Open Space)

The location of the pocket park should respond to the need for accessibility to play, but should also harness the benefits of existing amenities, such as clusters of trees and existing green landscapes, strategically connected to proposed green routes. The landscape could be undulating grass, with a simple track set within planting to provide for bicycle riding, using the dramatic changes in topography from the existing estate as the basis for play.



Play equipment made from both natural and off-the-shelf elements, with hillocks and trees



Route between the existing college and the energy centre forming a school route connection.



The undulating landscape provides a place for bikes and race tracks set within a cluster of planting and trees.

Public Realm Principles

Play

Play should respond naturally to the undulations and contours of existing green landscapes in the Central Area, providing a mix of environments and experiences to provide for varying age groups, particularly where different ages will gather around amenities and green routes, such as Heybourne Park.



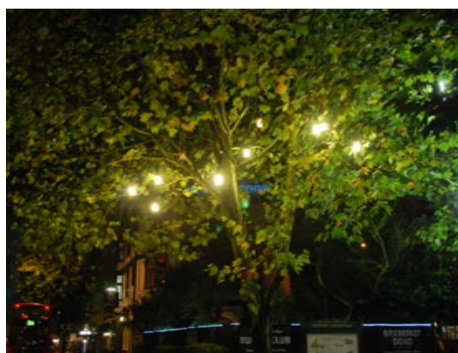
Planting

Large clumps of mature existing trees, planted tree pits, creeping planting along boundaries, mixture of shrubs and flowering plants will encourage biodiversity. The Central Area is pivotal in establishing the site-wide strategies, critically setting in place the routes and infrastructure to create the Green Spine and other green routes. Ecological corridors should foster local wildlife to flourish and develop.



Lighting

Lighting should be building-mounted on the High Street to free the pedestrian areas of public realm clutter. Selected key buildings, existing and new, could be uplit to help with wayfinding at night time and form a visual backdrop to more normative street lighting. Lighting in open spaces should be subtle but strategically integrated to ensure safe and accessible pathways and sports areas outside of daylight hours.



Furniture

Furniture should respond to and acknowledge the civic and communal uses adjacent to them. In this sense the furniture and public realm should be regarded as an extension to the life inside public buildings, an external lobby as such, reiterating their use. Acknowledgement to the history of the site should exist beyond simple signage and support the narrative of the history of the site.



4.8.2 QUALITY OF STREETS

This section describes the qualitative elements of the central character area regarding streets and their associated parameters. This area sets up the infrastructure foundations for all following phases and guiding principles that will knit the new development into the surrounding neighbourhoods.

The new bus route will be implemented between Lanacre Avenue and Corner Mead, alongside the large green Neighbourhood Park and via the Central Hub.

The Avenue provides an attractive route centrally through the site, following the Green Spine, linking green spaces, bus routes and neighbourhood hubs. Other smaller streets, such as the Lanes and Residential Streets link east/west, providing green and quiet routes between the Boundaries, the Avenue and Heybourne Park.

All road layouts are illustrative and are subject to traffic modelling, to be used to support future planning applications.

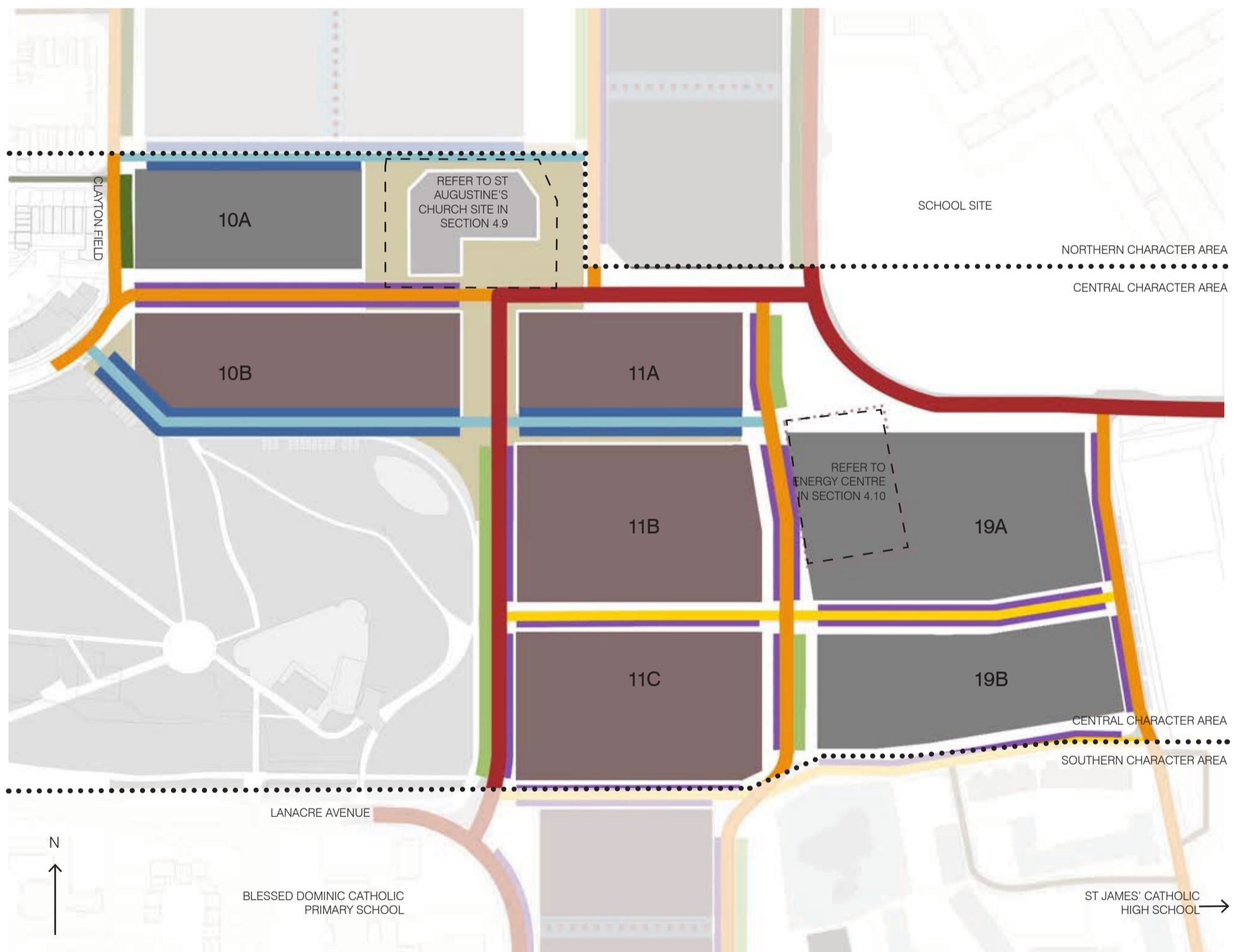


Figure 4.8.2 - Combined Parameter Plan for Character Area Street and Parking Strategy

Key (Refer to Sections 3.5 & 3.6 of the Development Framework)

- | | | | | | |
|--|---|--|---|--|--|
| | FIXED
Primary Routes | | Parallel parking | | On-Plot parking condition -
predominantly podiums & rear courts. |
| | FIXED
Secondary Routes / Avenues | | Bay parking along Green Edges | | On-Plot parking condition -
predominantly rear courts & private
rear gardens. |
| | FIXED
Tertiary Routes / The Lanes | | Bay parking along Boundaries | | On-Plot parking condition - Minimal
On-Plot parking. Predominantly
private rear gardens. |
| | FIXED
Residential Streets Type A and B | | Parallel and/or perpendicular parking
as per FIXED Residential Streets
Type A and B | | |
| | UNFIXED
Residential Streets Type A and B | | Parallel and/or perpendicular parking
as per UNFIXED Residential Streets
Type A and B | | |



Primary Routes / Community Hub

The main bus route through the site intends to link Lanacre Avenue with Corner Mead through the central community hub. Due to its location and likely higher footfall, this will be a strong and valued route for both vehicles, cyclists and pedestrians and should therefore be characterised by a strong street scape with careful attention to proportion, surfaces, road safety, street furniture and planting arrangements along the street.

The route passes north/south, from Lanacre Avenue alongside the enhanced Neighbourhood Park, through the community hub, then turns to pass St Augustine's Church site with new public square at the base of the Northern Woodland Walk, and continues east along the Green Spine to meet Corner Mead, beside the enhanced green landscape beside the energy centre site.

In connecting the south and north Avenues, the Green Spine aligns with the Primary Route, which should be pronounced with additional planting, integrated cycling accessibility and generous public realm.

The above illustration is indicative of the intended character of the Central Neighbourhood Hub and Primary Bus Route connecting through it.



Prioritising pedestrians in community hub
New Road, Brighton



Overlooked hardscaped public space
Brightlingsea

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two way with allowance for buses and cycling integration	7.3m width
B	Parking - Parallel parking max 3 spaces together - Green edge bay parking with pedestrian buffer to road. - Of different material to road surface.	2.2m width 5.8m width
C	Planting - Planting & trees between parking spaces - Planting / bollard strip behind bay parking - With attention to existing mature trees, solitary tree planting through shared surface - Integrated planters on Green Spine and community hub (refer also to section 4.8.1 guidance on planting)	
D	Pavement Between parking and front gardens (D1) Wider through community hub (D2)	3.1m width 6m width
E	Front Gardens Enclosed front gardens & integrated bin stores	2m width
F	Proportion 1:1.5 (frontage height : frontage separation) Top storey to be set back, additional to 'frontage height'.	1:1 - 1:1.5
G	Refuse Refuse storage in front gardens and entrances, collected from street	
H	Road surfaces Mixed material palette for each use, defined by kerbs (H1) In community hub, located between Non-residential uses, approach to surfaces should consider traffic management measures to maximise accessibility, road safety and coexistence of pedestrians and cyclists, alongside buses and other traffic (H2).	

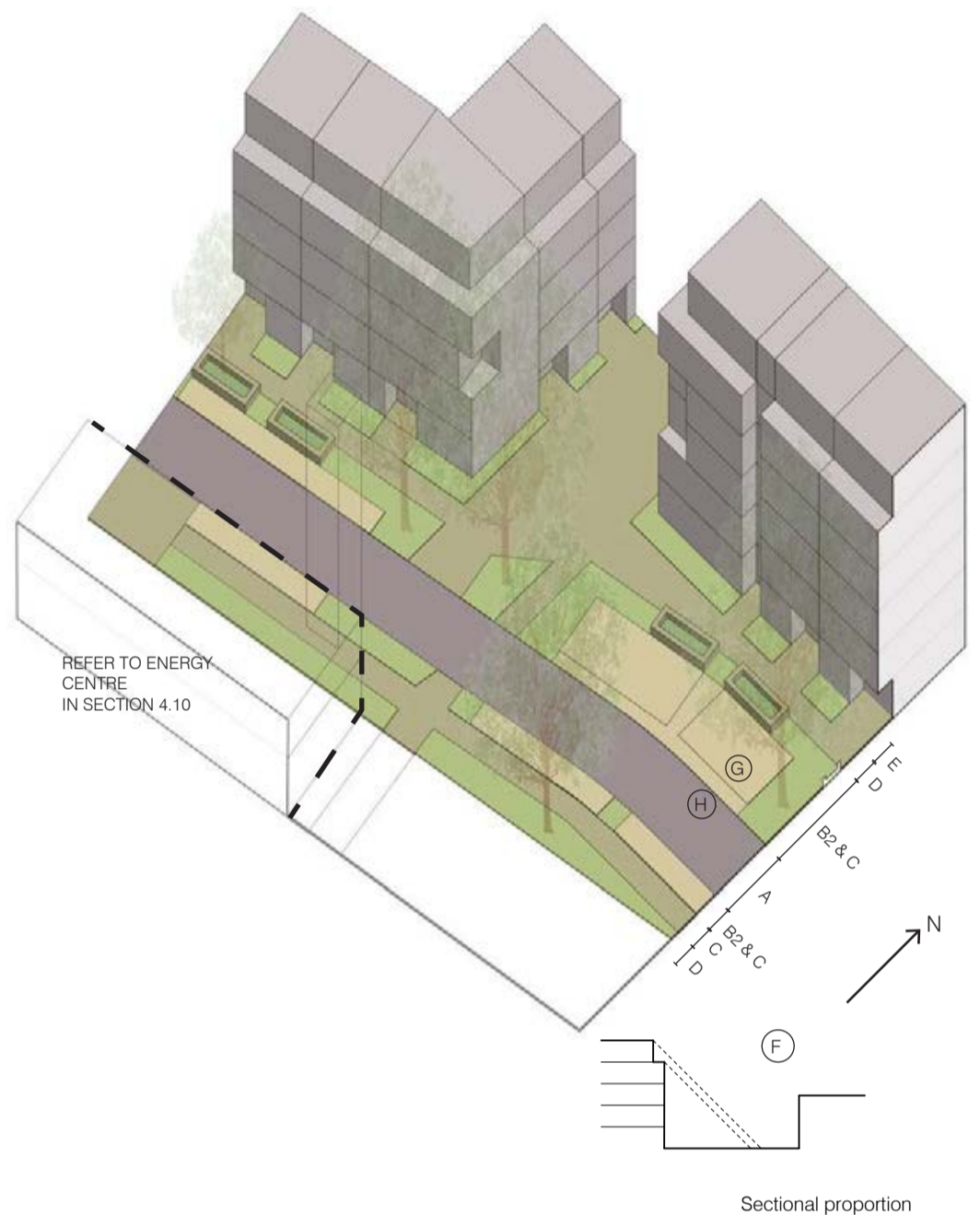
Secondary Routes / Avenues

The Avenue provides a key link through the site between the north and south Character Areas and associated public green spaces, winding along the Green Spine to also link up valuable infrastructure and community hubs. The route integrates both parallel and bay parking along its route where appropriate and generous amenity width for additional planting and retention of mature tree lines and clusters on the Green Spine.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two-way continuous linear route primarily north/south	5.5m width
B	Parking Predominantly double sided parallel parking, with bay parking only adjacent or opposite public open space, allowing for retention of mature trees where possible	2.2m width
C	Planting Trees in line every 3 parallel parking spaces, and planting strip alongside public realm. See planting in Section 4.8.1	2m width
D	Pavement Between parking and front gardens	2m width
E	Front Gardens Enclosed front gardens & integrated bin stores	2m width
F	Proportion Ranging between 1:1.5 and 1:2 (frontage height : frontage separation). If top storey set back, additional to 'frontage height'.	1:1.5 - 1:2 ratio
G	Refuse Refuse storage in front gardens, collected directly from street	
H	Road surfaces Mixed material palette for each use, defined by kerbs	



Existing route alongside the energy centre Long Mead, Grahame Park



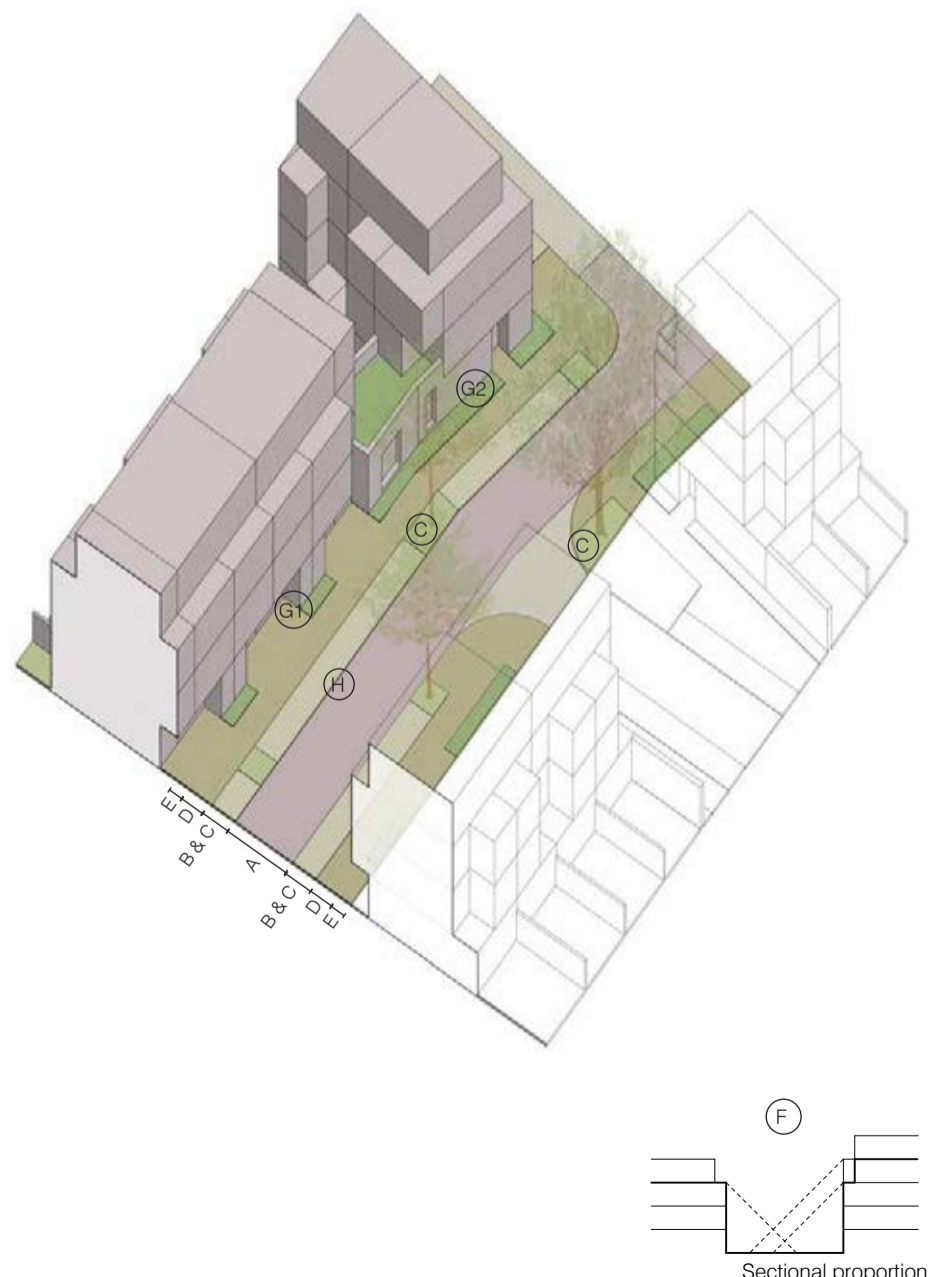
Tertiary Routes / Lanes

Winding roads that span latitudinally across the site east/west to create the grid of blocks typical of the central area, linking nearby routes, open spaces and schools to The Avenue, bus route, park and community hub.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway Two way informal cranked routes linking east/west across site to avenue.	5.5m width
B	Parking Primarily parallel parking with informal tree planting	2.2m width
C	Planting Trees in line parking at irregular intervals, on bends and on green routes	
D	Pavement Between parking and front gardens	2m width
E	Front Gardens Mix of informal planting buffers & front gardens	1-1.5m width
F	Proportion Varying along route from approx 1:1.5 to (frontage height : frontage separation). Top storey to be set back, additional to 'frontage height'.	1:1.5 ratio
G	Refuse Within front gardens (G1) or inset entrances (G2), collected from street	
H	Road surfaces Mixed material palette for each use, road defined by kerbs	



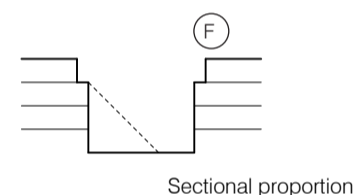
Winding local lanes at The Methleys



Residential Streets Type A

Local one-way street that can be used to further divide plots if necessary, with minimal level changes to encourage a neighbourly character for safe play, slow speeds and integrated parking.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway	One way local route 4.5m width
B	Parking	Parallel parking single sided (B1). 2.2m width
C	Planting	Regular trees spaced within the street, between parking spaces
D	Pavement	Adjacent to front gardens / green strip 2m width
E	Front Gardens	Planted buffer strip to buildings 1.5m width
F	Proportion	Approx 1:1.5 (frontage height : frontage separation). Top storey can be set back, to be additional to 'frontage height'. 1:1.5 ratio
G	Refuse	Incorporated into inset entrances, collected from street
H	Road surfaces	Limited material palette for each use, flush together with no raised kerbs

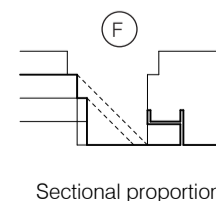
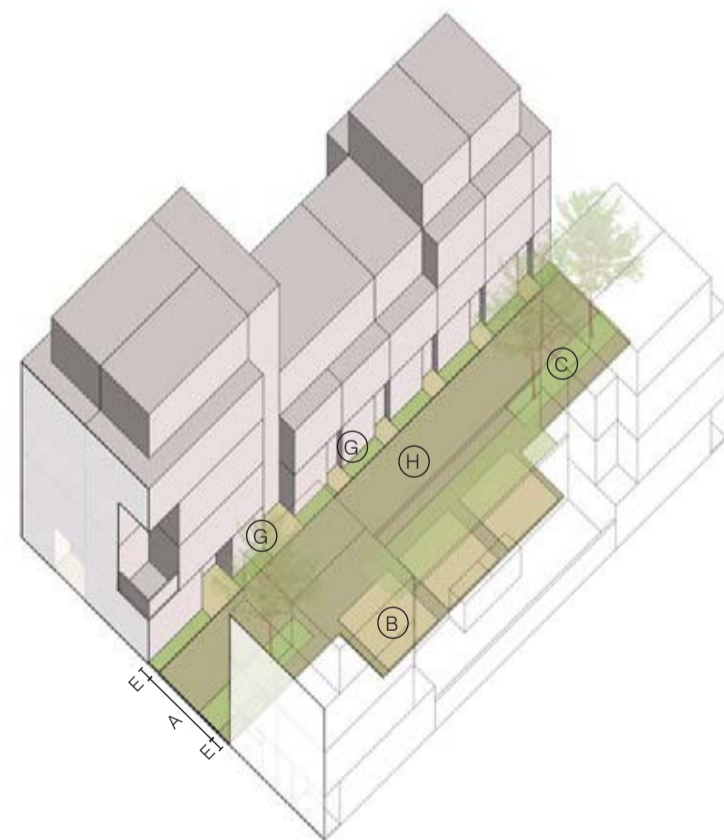


Local street with minimal level change, allowing for safe play and slow speeds

Residential Streets Type B

Narrow shared surfaces prioritising the pedestrian, located on the green route from Corner Mead via the Energy Centre and Avenue through to community hub and park. Shared surface should encourage multi-use of space and community interaction.

PARAMETER	DESCRIPTION	Maximum
A	Carriageway	Narrow shared surface for continuous pedestrian route 8m width
B	Parking	Bay parking in open undercroft beneath end gardens
C	Planting	Green planting strips where possible for at least 1 tree, seating and small scale integrated play
D	Pavement	Integrated to give priority to pedestrian routes
E	Front Gardens	Minimal privacy buffer defined by planting or surface change, for plant pots, seating etc local to dwelling etc. 1m width
F	Proportion	1:1 - 1:1.5 (frontage height : frontage separation) on frontage units. End units will relate to rules of adjoining street. 1:1.5 ratio
G	Refuse	Incorporated into inset dwelling entrances. Refuse vehicle to travel along street for collection
H	Road surfaces	One material for shared surface, no kerbs or other level change



ICON, Street

4.8.3 QUALITY OF REAR COURTS & GARDENS

This section describes the quality of rear courts and gardens in the Central Character Area, setting out the character for amenity space, parking, planting, boundary treatments and refuse strategy.

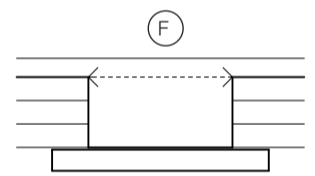
Podium Parking and Shared Garden

Within a development block, the podium garden relates to the street on one side with parking beneath, the main building frontage overlooking green space.

PARAMETER	DESCRIPTION	Minimum	
A	Location	From secondary street (A1), block fronting green space (A2)	
B	Parking	Bay parking located beneath podium and under units	
C	Boundary	Continuous visually permeable boundary wall with planting	
D	Gardens	Mix of hardscaping, planting, seating and small scale play on raised garden level, with protected lightwells down to parking. Ensure ability to access & overlook boundary wall to street.	
E	Planting	Ensure at least 1 tree protrudes from ground level to podium garden level. Other plants used to green boundary at ground level and hang over from podium garden level	1 tree
F	Privacy	21m between habitable room windows, unless design considerations allow.	21m
G	Private amenity	Minimum garden/balcony depth to align with LHDG. Permeable boundary treatments to integrate with communal garden	1.5m width
H	Refuse	Refuse store located within podium adjacent to street boundary, accessed directly from street	



Raised shared courtyard & integrated planting
Podium at Bath Western Riverside

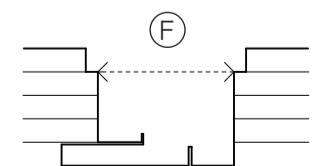
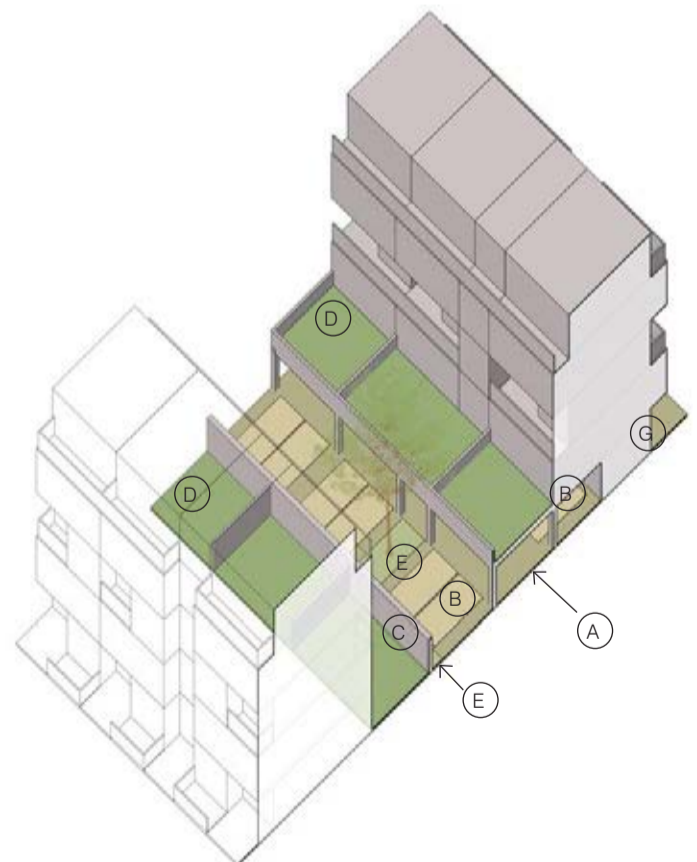


Sectional proportion

Rear Courts & Raised Private Gardens

Along the rear of building lines, particularly park frontage typologies, parking is provided in a rear court, partially covered by raised gardens

PARAMETER	DESCRIPTION	Minimum	
A	Location	Positioned along rear of continuous building lines, with access through the gable end of the building line	
B	Parking	Bay parking located beneath units and opposite against adjacent garden walls	
C	Boundary	Bound by continuous building line, rear garden wall to opposite units and end walls for access. Refrain from locating rear gates unless essential to access parking or bin storage.	
D	Gardens	Length of ground based gardens of minimum depth to allow for rear parking court. Raised gardens are private to adjacent unit, covering no more than 50% of rear court area.	5m depth
E	Planting	Ensure tree planting between bay parking to protrude above raised garden level. At least 1 tree between every 6 spaces. Planting strip along line of rear wall for maximised greenery	1 tree 1m width
F	Privacy	21m between habitable room windows, unless design considerations allow.	21m
G	Refuse	Refuse store located at ends of courts adjacent to street boundary, accessed directly from street.	



Sectional proportion



Raised private gardens
Be, Newhall

Public Realm Details

The treatment for more detailed street design elements, such as thresholds, shared surfaces or parking are set out below. The approaches set out here are considered appropriate and encouraged for this Character Area. All detailed designs for streets and public realm should refer to local and best practice guidance such as Manual for Streets, Manual for Streets 2 and TFL guidance, such as London Cycling Design Standards.

Connecting the Green Spine

The central area has an important role to play in linking the green spaces through the heart of the site, from the Woodland Walk in the south to the Village Green in the north.

The mature trees that form this connection along existing Long Mead which becomes the Avenue need to be supported by generous planting to ensure a continuous and pleasant route for walkers and cyclists the full length of the site. The same ethos should be continued through other green routes for public amenity.



Generous planting along a linear route Percival Triangle, Islington

Green Edge Parking

Parking should appear as a different surface to the road itself to ensure the visual effect of the road is minimal.

Bay parking should integrate with pavements and green edges, with informal surface finish such as resin-bond or grit, and integrated planting.



Parking between trees on shared gravelled surface, visually separate from road treatment ICON, Street

Shared surface

Surfaces that abut the non-residential frontage in the central community hub need to provide for a range of integrated and inclusive activities, with high material quality and spacial amenity.

Smaller shared surfaces in mews streets should allow for safe, overlooked play by children and neighbourly interaction with some planting and seating, as well as integrated parking.



Safe, shared communal space Van Gogh Walk, Lambeth

The Hub

The hub will be formed of a main high street, through which buses and other vehicles will pass, and a public square adjacent to St Augustine's Church, at the base of the northern green spine.

These areas should allow outspill space from cafes, shops and community facilities, waiting areas for buses, walking and cycling routes through, and principally safe hardscaped surfaces with pleasant planting and furniture in clusters for both solitary and social enjoyment.



Integrated shared surface community hub New Road, Brighton

Garden Details

Front gardens

Defined gardens should be clear with secure but permeable boundaries, sheltered entrances and opportunities for planting.



Defined front gardens with permeable frontage for planting. Hammond Court, Waltham Forest

Privacy Buffers

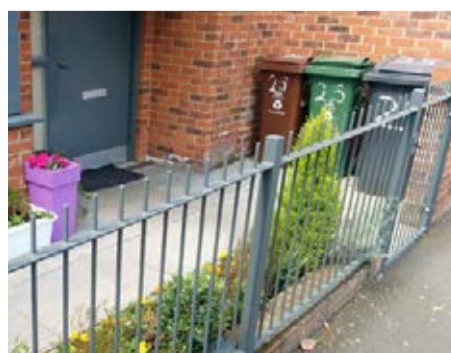
Privacy buffers should incorporate planting and space for seating, pot plants etc., and inset entrances to ensure defensible space.



Inset entrances and deep planting buffers Accordia, Cambridge

Bin Storage

Integrated into all private enclosed front gardens, and any parking entrances. Should be accessible for ease of refuse collection, but subtly integrated into the facade / boundary treatments.



Bin storage located behind wall in front garden. Hammond Court, Waltham Forest

Bike Storage

Integrated garages or rear parking courts where applicable. This is as a preference to cycle storage in front gardens, so that private cycle storage should be incorporated and access allowed for through the dwelling.



Bike storage located within rear gardens in secure location. ICON

4.8.4 QUALITY OF ARCHITECTURE

Massing, Height & Urban Design

The Central area consists of many elements all of which aim to tie the distinct character areas of the north and south. At the same time it aims to enhance the existing elements of Grahame Park, St. Augustine's Church site, the existing energy centre, and strengthen access between Schools, green spaces and other neighbourhoods from east to west.

A key part of this area will be the high street and community hub at the heart of the scheme. This will consist of local retail space whilst providing a number of community facilities upon St Augustine's church site, and which further acts as an entry point into the northern area. Similarly the Energy Centre Site provides opportunity for Community and Sports provision, to be confirmed. For more detail on St Augustine's Church site and the Energy Centre, see Sections 4.8 and 4.9.

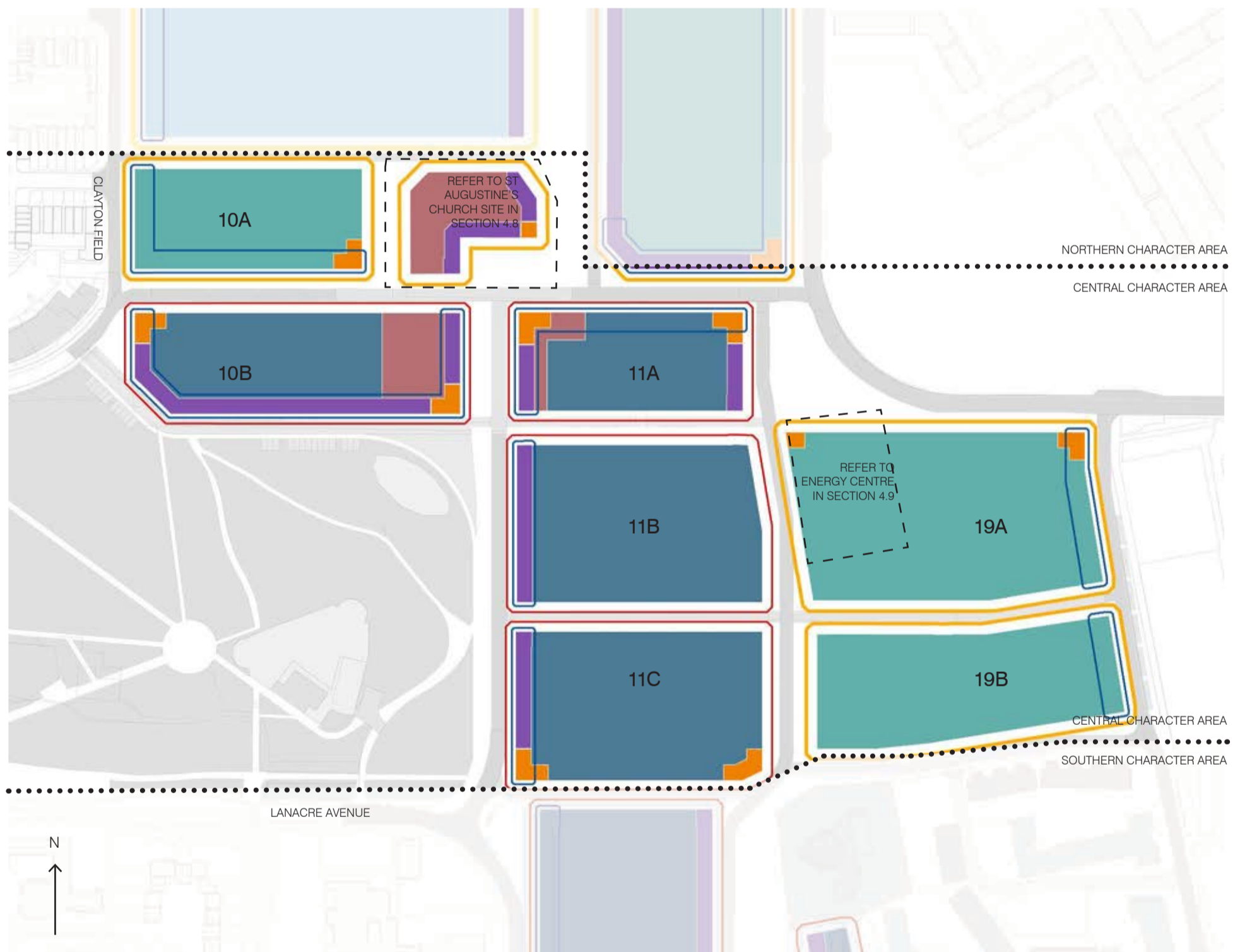


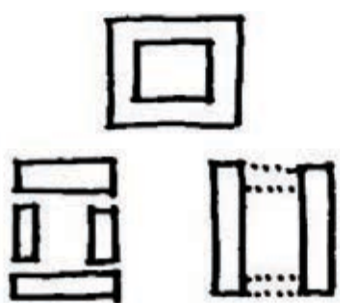
Figure 4.8.3 - Combined Parameter Plan for Character Area Heights, Density and Residential Typologies

Key (Refer to Sections 3.7 & 3.8 of the Development Framework)

- | | |
|--|--|
| General Block heights - Low (typically 3 storeys) | Predominantly Mansion Block typologies (stacked maisonettes with flats above) |
| General Block heights - Medium (typically 4 storeys) | Mixed typologies (maisonettes, flats and houses) |
| General Block heights - High (typically 4 to 5 storeys) | Predominantly Traditional Terraced typologies (terraced family houses) |
| Key Frontages locations | Locations for continuous plot frontage |
| Prominent Corners locations | |
| Non-residential uses (Northern Hub) | |

Massing & Form

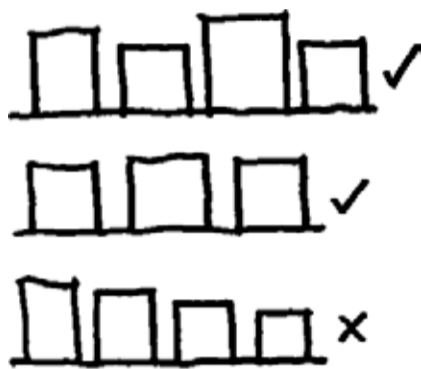
The block should have a form and mass that strongly defines its perimeter and edges



Recognisable block massing
Olympic Village, Stratford, London

Relative Heights

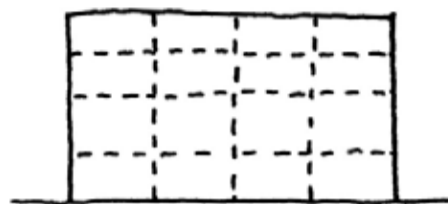
Heights of adjacent blocks should give variety along frontage. Arrangement should not follow a staircase form.



Variation in heights, not staircase formation
St Andrews, Tower Hamlets, London

Typologies

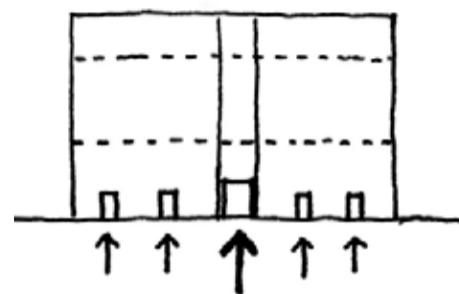
A mix of flats and maisonettes allowing for higher densities than the north character area but less than the south character areas.



A mix of flats and maisonettes.
Waltham Forest, London

Entrances

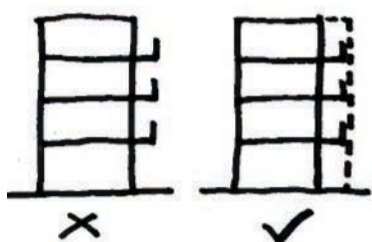
Generous and spacious entrances for communal lobbies. All ground floor dwellings to have private entrances accessed directly from the street.



Hammond Court
Waltham Forest, London

Deck access

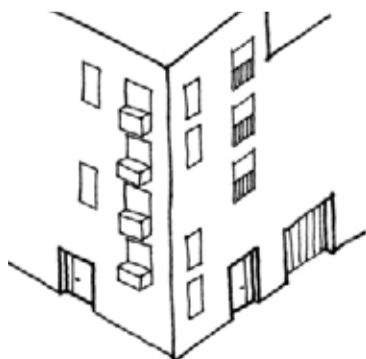
Deck access layouts need concealing behind a rear facade. A core should not serve more than 8 dwellings on each floor.



Hammond Court
Waltham Forest, London

Corner Treatments

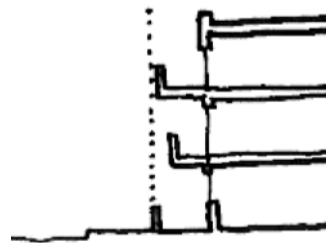
Corners need to use elements like entrances, balconies and fenestration to articulate corners and ensure overlooking and animation on both street facades.



Accordia, Cambridge

Private Amenity Space

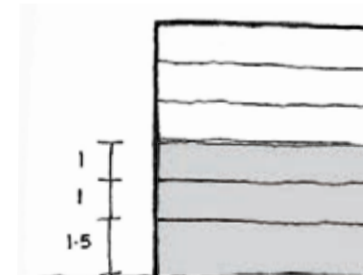
Balconies should never protrude beyond the dwelling's front garden or planting buffer line. Therefore the size of balcony is proportional to the defensible space at ground level, according to each street type.



Prominent, lively frontage
Adelaide Wharf, Haggerston

Non-residential provision

All non-residential provision to be located at lower levels up to 3 storeys. Retail to be located at ground floor level only. A minimum height of 1.5 storeys for the ground floor. Upper levels to provide for residential accommodation.



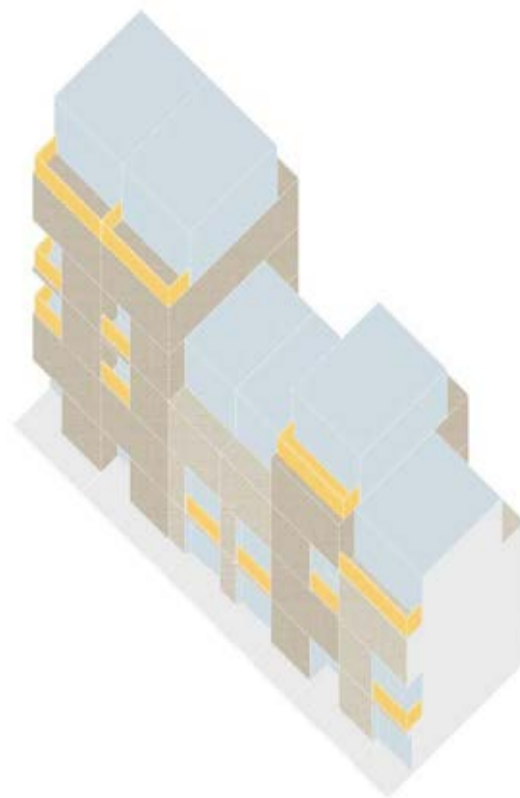
Multi-storey non-residential accommodation with residential above, Lisson Grove, London

CENTRAL CHARACTER AREA

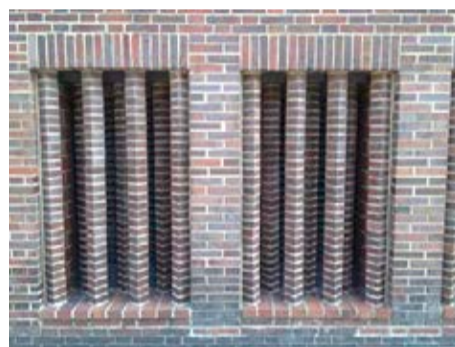
Typical Block Character

The general facade and block treatment to the central area should look to tie together differing scales between the northern and southern character areas. They should be appropriate to the density, height and typology as described in this section and the Development Framework. Whilst they are described as 'background' buildings, the Typical Blocks form the majority of the built character, and as such are of no less quality or importance in creating the urban and architectural character of the neighbourhood.

- Simple orthogonal Buildings
- High quality through simplicity
- Refinement in detail
- Collectively define the urban block
- Profiled frontage and height variation
- Inset balconies and roof terraces
- Up to 2 materials of similar tonal combinations, to vary within the block. These materials should be used consistently for whole blocks or stacks, not as feature panels.



Mixing typologies
Leidsche Rijn



Singular materiality but refinement in details.
Hamburg.



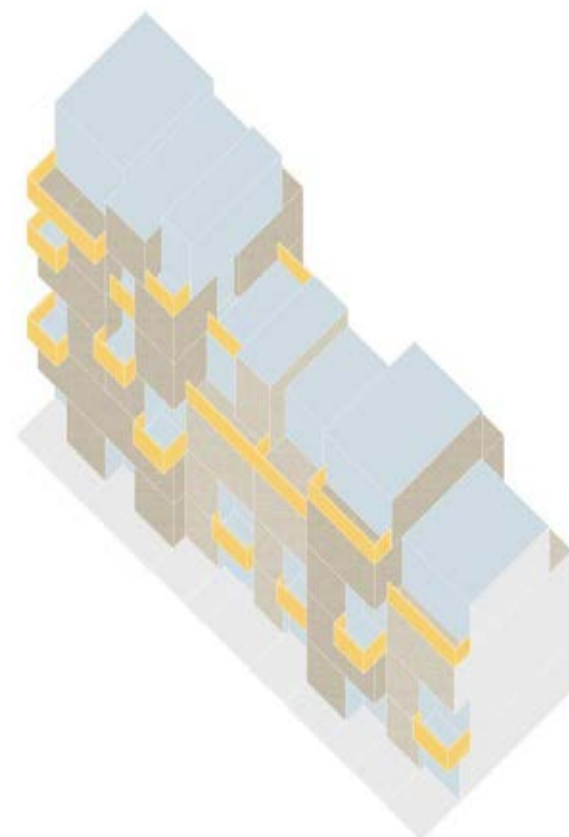
Singular materiality and orthogonal buildings.
Shoreditch Park, Hackney

- Key**
- One predominant materiality
 - Facade articulation (intrusions, relief, insets).
 - Features (protrusions, balconies, bays)

Key Frontage Character

The key frontages are located facing onto the Neighbourhood Park and should form a key relationship with this space. Building heights may be taller here and flatted accommodation may be provided above maisonette accommodation. The buildings should be of high quality with more vibrancy – they should follow a similar language to the typical block character but with scope for more varied materials, accent colours and façade articulation.

- Facade treatment that relates to public green space.
- Allowance for informality and articulation of building line or roofline
- Terraces to upper floor
- Pronounced expression of balconies
- Scope to change in material colour to elevations within a consistent material palette.
- Maximum of 2 common materials of similar weighting to façade, with opportunities for accent colours



Prominent, lively frontage
Adelaide Wharf, Haggerston
SPD DESIGN GUIDELINES PAGE 56



Articulation of building line and a limited palette for materiality.
Leeuwenveld



Scope for additional materiality on key frontages.
Hillington Square

- Key**
- Scope for additional materiality
 - Facade articulation (intrusions, relief, insets).
 - Features (protrusions, balconies, bays)

Prominent Corner Character

These blocks are located at corners that form strategic vistas and orientation points. It is important that the building responds to this and may contrast to the other block characters.

- Allow for material of contrasting colour and/or mineral material.
- Identification in height to a maximum of 2 storeys above the general height of the block.
- Articulation of building elements such as fenestration, solid and void, balconies or ground floor treatment.
- Openings to respond to specific vistas and the role of the building in turning the corner, taking advantage of multiple aspects and approaches.
- Break from order of typical elevational order of the typical block.






Feature corner with material integrity
Seoul, OBBA



Articulation of building elements on the corner
block. Accordia

Key

-  Contrasting materiality
-  Facade articulation (intrusions, relief, insets).
-  Features (protrusions, balconies, bays)

Typical Material Palette

The material palette for the central character area should be a blend of the Northern and Southern Character Areas. The two palettes should be brought together, used for different buildings or frontages within a block, or as a consistent mixed brick palette across whole blocks.

The following principles describe the base palette to which various colour accents may develop from:

- Predominantly brick/masonry finishes
- Timber metal composite windows
- Secondary finishes of reconstituted stone or concrete



Blending the two material palettes. Kidbrooke.



Combinations of lighter and darker brickwork.

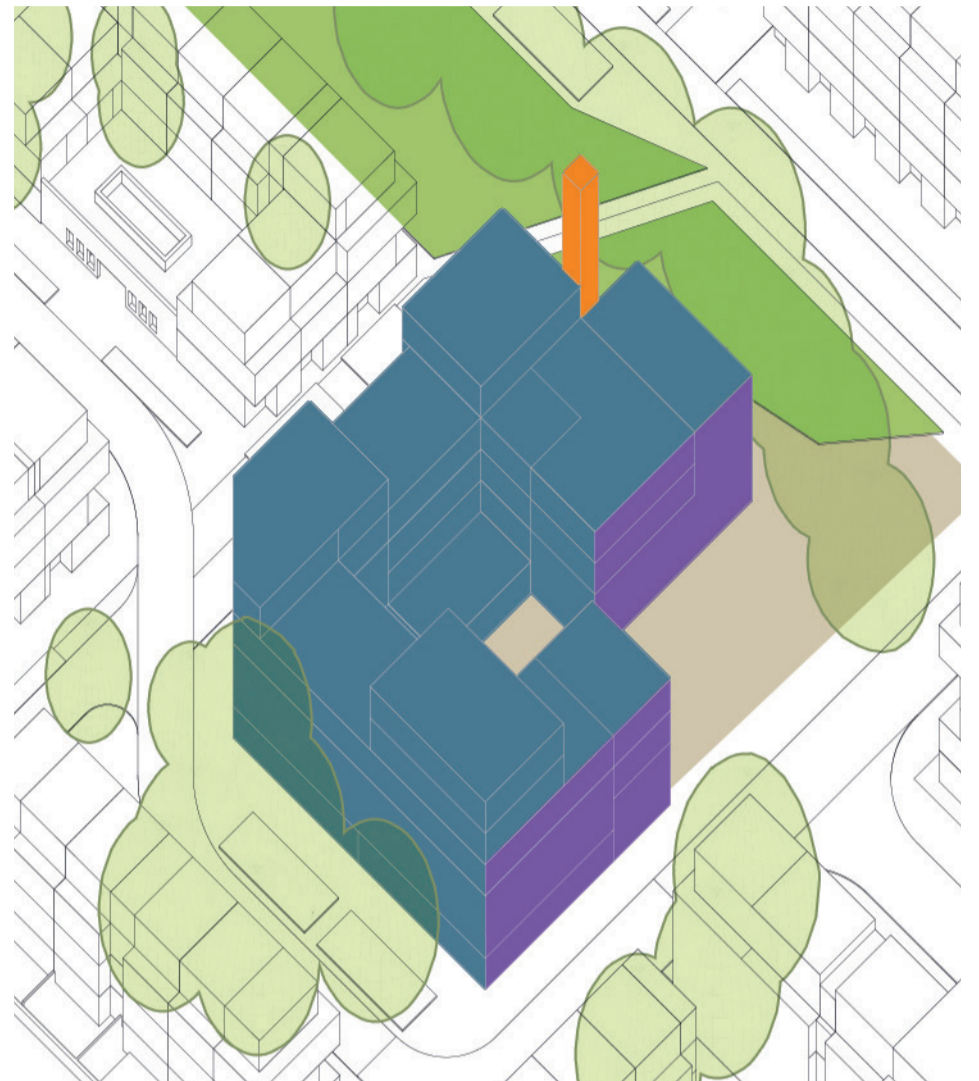


4.9

ST AUGUSTINE'S CHURCH SITE

The redevelopment of the St Augustine's Church will be a focal point at the heart of the regeneration of Grahame Park. In combination with the High Street that links between the Neighbourhood Park in the Central Character Area and the Northern Woodland Walk, St Augustine's Church site will form the central Community Hub, providing vital social infrastructure and community facilities to the adjacent neighbourhoods and wider surrounding area.

- The site has the potential to incorporate a mix of community uses such as Church and Community Facility, Health Centre, Children's Centre and associated commercial space such as a cafe, as well as residential development. This combination of uses is set out in the Development Framework section of this SPD.
- The character and quality for green spaces and play provision must be adhered to, as set out in Sections 4.6.1 and 4.7.1 of the Design Guidelines.
- In addition to the areas specified per green space within the Development Framework of this SPD, St Augustine's Church Site should provide a high quality area of public realm, predominantly hardscaped, to tie in with the Northern Woodland Walk, and recognise the relationship with the High Street and the Neighbourhood Park. The character of this space should be focused around retention of mature trees, plus new large planters which continue the Green Spine and Green Routes through the site. Seating, lighting and other furniture should be well integrated into the space and planters.
- The site should respond to its strategic location on a primary movement node within the redevelopment. Key relationships include the primary bus route linking Lanacre Avenue and Corner Mead, the secondary routes towards Heybourne Crescent and the Avenue travelling both north and south, and strong pedestrian routes between the fixed green spaces.
- In terms of heights and massing, the plot itself is located between the Northern Character Area and the Central Character Area. The Church redevelopment should present a massing of minimum 4 storeys, maximum 6, with a Prominent Corner element adjacent to the Public Realm which has the freedom to reach 8 storeys (refer to 3.6 Building Heights and Density). This should be a point height, envisaged as the church spire. Key Frontages should respond to the fixed areas of Green Open Space and Public Realm.
- The architectural character and quality should take account of that proposed in Section 4.7.4 for the Central Character Area, but a unique, innovative approach to this landmark site will be welcomed, and with the exception of the building height, guided by the criteria for prominent corner blocks in section 4.7.4.



Key (refer also to Sections 4.8.1 - 4.8.4)

- Medium Building Height (predominantly 4 storeys)
- Key frontages
- Prominent corners
- New Public Realm
- Retained / new green space



The existing church.



Community focused mixed-use church. Green Lanes, Hackney



Shared public space overlooked by community facilities and residential uses Square at All Saints Church, Notting Hill

4.10 ENERGY CENTRE

The Energy Centre is a long-standing feature of Grahame Park. The centre provides efficient energy for the residents, businesses and public services on the estate. The preference is to retain the energy centre, albeit, moneywise, to increase it's efficiency and extend it's operational life.

- The site has great potential to maximise non-residential uses in its internal volume and rooftop. With allowance for a new energy centre, the remaining internal space should maximise opportunities for sports provision, particularly ball games or other uses that suit large, tall internal volumes and daylight from above. On street level therefore, the building's envelope should be assessed to maximise the potential for openings to allow daylight into the volume within.
- The building's roofscape should be maximised for community uses, with potential for a full extension to incorporate new sports and community facilities, once a building assessment has been carried out.
- Any rooftop extension should bring the total height of the building above ground to a maximum of 2 storeys, with the top floor as a large open useable space, with minimal playful, permeable rooftop structures. The chimney for the energy centre has potential to increase this height as a Prominent Corner feature, up to 8 storeys above ground, positioned to relate to ground and above-ground play spaces and as a landmark on green routes.
- The Green Route that links Corner Mead with the Neighbourhood Park runs directly along the northern edge, and will need to be integrated with the undulating Energy Centre Landscape and proposed Fixed Green Space at this point. Good lighting, landscaping and street furniture will need to ensure a pleasant and safe landscape around the building during both day and night.
- The Green Spine runs parallel to the site and therefore needs to give prominence to the public realm with mature trees and planting that will run along the adjacent street. The site also needs to relate to its prominent location on Corner Mead, a primary periphery bus route connecting to the local area.
- Whilst respecting the Design Guidelines set out for the Central Character Area in section 4.7.4, a unique approach will be welcomed for the approach to this building's redevelopment, with a creative reinterpretation of the building's single storey massing and concrete facade detailing, with light and playful above ground extensions and interventions, as a community landmark.

If however, the energy centre is not retained, the site should either be:

- Developed for community uses proposed above; or
- Developed for residential purposes in accordance with the standards set out in this SPD, and the community facilities outlined above are provided elsewhere.

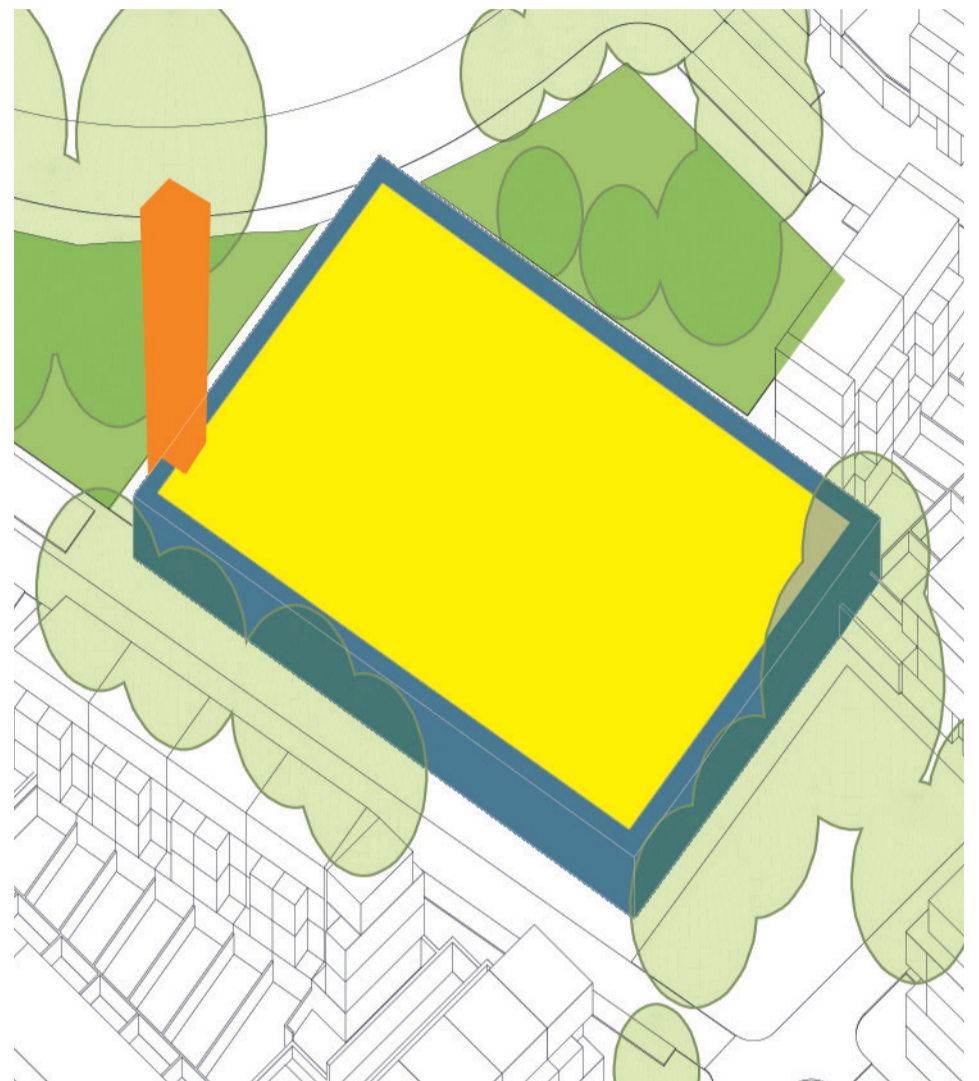
A new energy centre must be designed with capacity to serve the adjoining schools - St James, Blessed Saint Dominics, and the new proposed school on the former college site, taking account of their foreseeable growth.



Existing energy centre.



Existing energy centre.



Key (refer also to Sections 4.8.1 - 4.8.4)

- Medium Building Height (predominantly 4 storeys)
- Key frontages
- Prominent corners
- Suggested Play Provisions
- Retained / new green space



Rooftop basketball court

5 DELIVERY

Introduction

- 5.1 This section shows how the Masterplan for Stage B has been broken down into development plots, the sequence in which development will take place, and how the various proposals contained in the Masterplan will be delivered.
- 5.2 The main freeholder of Grahame Park is the London Borough of Barnet. Under the terms of a Development Agreement with the Council, Genesis Housing Association will be the developer of Stage B of Grahame Park.

Process and phasing

- 5.3 The Council expects that Genesis Housing Association and any other agency or stakeholder will work with the Council to ensure that proposals are developed which will deliver Masterplan benefits such as infrastructure, public realm, open space and other services.
- 5.4 Where necessary, the Council will exercise its legal powers to compulsorily purchase land to enable development to occur. This will be a matter of last resort.
- 5.5 It is expected that applications for detailed planning permission will be submitted for phases of development as they come forward, with this SPD setting the framework for consideration of these proposals.
- 5.6 As explained in earlier sections, the philosophy of the approach to development set out in the Masterplan approved in 2007 has been adhered to in the SPD.
- 5.7 The approach approved in 2007 was to identify:
- the dwellings that would be retained;
 - the dwellings that would be demolished; and
 - any additional land that would become available for development.
- 5.8 The SPD has been prepared on a basis that is consistent with this approach. However, in order to deliver the coherent development of the estate in line with the principles contained in the SDP, it may be necessary to demolish some individual properties previously considered for retention.

The proposed phases

Phase 1: The Concourse

- 5.9 Plots: 10, 11 and 12:
Number of Dwellings: Approximately 850 units.
- 5.10 This is the first phase. This is a critical phase as the Concourse represents the key constraint affecting the future of Grahame Park.
- 5.11 The programme for the redevelopment must allow for the timely and coordinated replacement of the community facilities prior to the demolition of the existing facilities.

Phase 2: The North East Quadrant

- 5.12 Plots: 13,14,15,16:
Number of Dwellings: Approximately 300 units.
- 5.13 It is anticipated that this phase will be commenced as soon as possible to continue the flow of development after Phase 1. The Council will encourage this phase to be commenced in a manner that overlaps with the ending of Phase 1.

Phase 3 Retention and Renewal Areas

- 5.14 Plots: 17, 18, 19, 20, 21:
Number of Dwellings: Up to 800 units.
- 5.15 This phase comprises a number of plots in different locations within Grahame Park. The Council would require that development proposals within these plots should be brought forward as soon as is expedient.

Affordable housing

- 5.16 For avoidance of doubt the SPD does not affect the Councils policy with regard to the rehousing of secure council tenants. This provides that:
- Secure council tenants housed before 1st April 2003, have a commitment from Genesis/LBB that they will be rehoused in a new home on Grahame Park; and,
 - Secure council tenants who were housed after 1 April 2003 will be moved by Barnet Homes by the time the properties are demolished but will not be rehoused in a new home on Grahame Park.
- 5.17 The s106 Agreement entered into at the time of the 2007 permission, and which is still binding on the developer, requires the provision of social rented units, shared ownership units, and low cost units.

- 5.18 In addition to this requirement, which relates to the replacement of existing accommodation, each phase of the development will be assessed in accordance with the Councils requirements for the provision of affordable housing in accordance with policies contained in the Development Plan.

Community facilities and retail space

- 5.19 The SPD is committed to ensuring that existing community facilities and retail space will be replaced and that the replacement accommodation will be available in advance of the demolition of the existing accommodation.
- 5.20 The main element of replacement provision will be the Community Hub. The Councils preferred approach will be to locate the hub on the St Augustine site, and in this regard there are negotiations taking place with the Diocese of London.
- 5.21 Should these negotiations not reach a conclusion the next preference would be to locate the hub in Plot 10, immediately to the south of the St Augustine site.

Planning obligations

- 5.22 A critical part of the Delivery of the Grahame Park development =has been and will continue to be the need for the developer of the land to make financial and other contributions to secure:
- infrastructure required for the development;
 - mitigate of the impact of the development; and,
 - satisfy the requirements of other policies such as affordable housing.
- 5.23 The s106 entered into at the time of the permission granted in 2007, included the following:
- provision of affordable housing;
 - provision of open space, play areas, and their maintenance;
 - financial contributions to highways improvements;
 - contribution to CPZ;
 - financial contributions to education provisions;
 - delivery of replacement retail units;
 - on-site provision of replacement community facilities;
 - financial contributions to public transport;
 - travel plan including incentives; and,
 - employment and training;

- 5.24 The introduction of the Community Infrastructure Levy (CIL)

legislation within Barnet now means that the Council is required to charge a levy on all planning permissions for residential and retail development which comply with CIL criteria. As each application comes forward, an assessment will be made as to the requirement for a contribution under towards:

- Physical Infrastructure;
- Social Infrastructure; and
- Green Infrastructure.

5.25 Under Regulation 123 of the CIL Regulations, the Council is required to publish a list of infrastructure projects which will benefit from being either partially or fully funded by CIL. This includes the following project which will benefit Grahame Park and the surrounding area:

- the junction of Aerodrome Road, Colindale Avenue, and Grahame Park Way.

5.26 As each planning application comes forward there will be a review of the extent to which a new s106 agreement is required in respect of that proposal due to obligations that would not be covered by CIL, or by planning conditions.

Relationship to masterplan

5.27 Each phase or plot of development will be supported by a Design and Access Statement which will include a section or sections which demonstrate that the provisions of the SDP have been adhered to including the Development Framework and the Design Guidelines;

5.28 In addition, the DAS will identify the following contributions to be made to the achievement of the Masterplan by the phase or plot through the provision or protection of:

- the appropriate level of affordable housing;
- elements of strategic infrastructure
- environmental features which need to be retained and enhanced; and,
- opportunities to improve the quality of community provision within the area.

Infrastructure delivery plan

5.29 The planning application submitted in respect of each phase or plot will include as a minimum:

- Demolition and mitigation proposals;
- Biodiversity measures;
- roads, cycleways, footpaths;
- open spaces;
- public transport facilities as required;
- Highway alterations;

- Phase of energy-district system;
- SEA mitigation measures;
- Highway licence;
- Road safety Audit;
- Car park areas laid out before occupation;
- Car Parking Management Strategy;
- Hard and soft Landscaping proposals;
- Sustainability statement;
- Energy Statement;
- Foul and Surface Water drainage;
- Refuse and recycling proposals; and
- Construction Environment management Plan.

Viability

- 5.30 A viability analysis shall be carried out prior to the inception of each phase and submitted to the Council as part of the pre-application submission.
- 5.31 A viability analysis should demonstrate that the proposed development will:
- support high quality improvements to public realm;
 - deliver the required amount of affordable housing;
 - deliver transport and movement improvements;
 - fund community infrastructure;
 - will overcome any phasing, technical constraints; and,
 - satisfy any other s106 and CIL requirements not covered by the above.

Energy and sustainability

- 5.32 All new development should meet the requirements of the London Plan in terms of reducing carbon dioxide (CO₂) emissions, having regard to the energy hierarchy.
- 5.33 An energy centre will be required to provide a district heating system for the flatted blocks within the new neighbourhood. It is proposed to locate this on the site of the existing boiler house serving the estate, which is sited on plot 14. There is adequate capacity within this building to serve the new development.
- 5.34 Subject to a feasibility study, adequate space should be retained within the energy centre to enable an Energy Supply Company (ESCo) to install additional capacity in order to contribute to a Colindale-wide network, should one come forward.
- 5.35 Sustainable design and construction should be integral to the design of new buildings and proposals should meet the requirements of the relevant Mayor of London and LBB policy and supplementary

guidance.

Delivery agencies

- 5.36 The production of this SPD has involved joint working between the London Borough of Barnet, Genesis Housing Association, Barnet Homes, GLA/TfL, NHS, St Augustines Church and the Diocese, and Colindale Community Trust/Grahame Park Strategy.
- 5.37 This joint working should lead to the development of the mixed use Community Hub on the site of St Andrews.

Engagement

- 5.38 The Council will work with the various agencies active in Grahame Park to ensure that there is community involvement and engagement with stakeholders and other interest groups as each development proposal is brought forward.

Monitoring

- 5.39 The Council monitors the effectiveness of policies in the Councils Annual Monitoring Report. The success of the Graham Park SPD will be monitored as part of this process and where necessary will be updated or changed.

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Grahame Park Estate Development
Framework SPD:
Initial Consultation Report (Interim)
April 2015

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1. Introduction

This report summarises the outcome of a consultation exercise undertaken in February and March 2015 to assist with the formulation of the Grahame Park Estate Development Framework Supplementary Planning Document (the SPD). This was an informal (non-statutory) consultation exercise, designed to seek the input of local residents into key aspects of the new masterplan.

The site is bound by Field Mead to the north, Corner Mead and Great Strand to the east, Grahame Park Way to the south and Lanacre Avenue and Clayton Field to the west. The site is located within the Colindale/Burnt Oak Opportunity Area as defined in the London Plan. Grahame Park is Barnet's largest housing estate, originally comprising over 1,700 properties as well as retail and community uses, and its regeneration is one of the key strategic policies of the Council.

The SPD is being prepared by Re (Regional Enterprise) Ltd on behalf of London Borough of Barnet (LBB). The overall objectives of the SPD are to:

- establish detailed guidance on the application of policies within the London Plan and LBB's Development Plan Documents (DPDs) that will be used to assess any planning applications submitted in respect of land within the site;
- establish and provide guidance for masterplanning within the site;
- explain how the development will deliver the required infrastructure and socio-economic benefits to support the new neighbourhood in this part of Colindale;
- engage all interested stakeholders in the development process.

A Consultation Strategy was prepared in December 2014, which set out how the Council proposed to consult and engage with the public and local stakeholders as part of the process for drafting the SPD. A final version of this Report will accompany the draft SPD, this is an interim version produced in April 2015 to summarise the outcome of the initial consultation.

The purpose of this document is to explain how the initial consultation was carried out, summarise and analyse the consultation responses received, as well as setting out the key issues to be taken into account in the formulation of the draft SPD. The draft SPD will be prepared and consulted on in July 2015.

2. Method of Consultation and Objectives

As set out in the Consultation Strategy (December 2015), attached at Appendix A, the initial consultation is centred on 5 key themes:

- Creating Better Neighbourhoods
- Improving Accessibility
- Enhancing Green Assets
- Improving Community Facilities
- Creating Quality, Family Friendly Housing

The consultation material asked questions around these key themes, as well as introducing some broad masterplanning ideas that picked up on the main issues. The intention was to encourage residents to give their thoughts on the key themes. In terms of the format of the consultation, there were two main elements:

Consultation Events

Three events were held on the Concourse to enable residents of the estate and surrounding area to view consultation material and comment using sticky notes. The consultation boards, including the questions asked, are attached at Appendix B. The dates of the events were as below:

10.00-12.30 hours, Wednesday 18th February

15.30-19.00 hours, Thursday 19th February

10.00-12.30 hours, Saturday 21st February



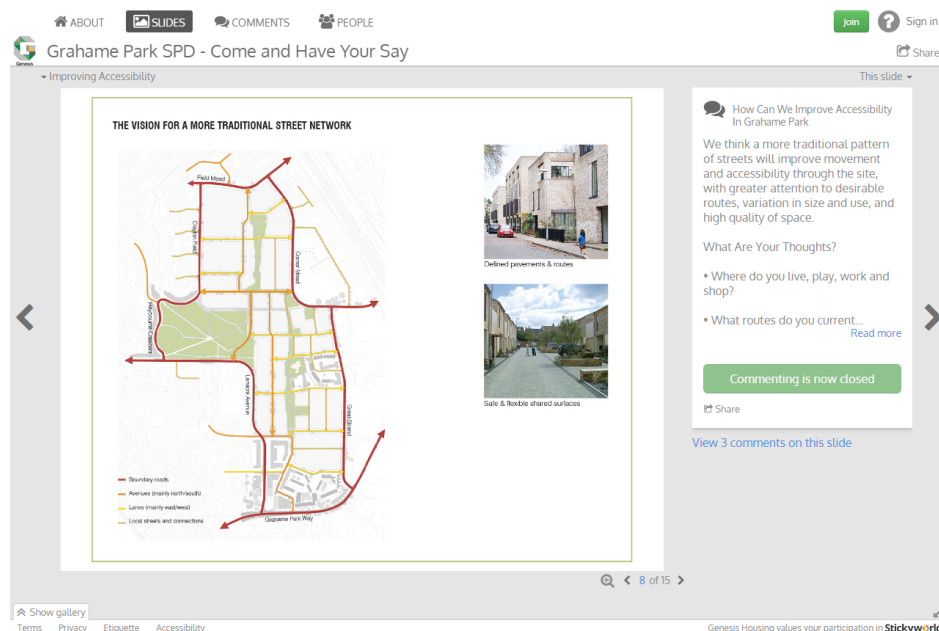
Photograph of the consultation event displays

The events were attended by officers of the Council, Barnet Homes and resident liaison officers, who were able to provide specific answers to planning and housing related questions, as well as representatives of Genesis Housing Association and Mae Architects.

In total, over 150 local people attended the three events, including local ward councillors and representatives from the Colindale Community Trust, Flightways Centre and RAF Museum. A number of comments were received and these are summarised in section 3 of this report.

Online Consultation

In addition to the face to face events, an online portal was set up to allow residents who were unable to attend, or did not want to attend, the events to comment on the consultation material. The consultation material was rationalised for the online interface, but the questions asked remained the same. An online consultation format known as 'Stickyworld' was used, which allowed the graphical information displayed to reflect the face to face events and allowed 'sticky' type comments to be posted.



Example of online consultation interface

The online consultation ran from the 18th February until about the 25th March, giving residents over a month to comment. In total, there were nearly 300 hits across the online presentation and 35 comments made. These are summarised in section 3 of this report.

3. Summary of Responses

This section summarises the responses received at the face to face consultation events and online portal. Comments are arranged under the key theme headings with general comments summarised at the end.

3.1 Creating Better Neighbourhoods

The key aims for Stage B were set out and respondents were asked the following questions about the future of Grahame Park:

- *What do you like about Grahame Park?*
- *How do you use the Concourse and what would you like to be different in a new neighbourhood centre?*
- *What other neighbourhoods outside Grahame Park do you visit and what do you like about them?*
- *What are the characteristics of a neighbourhood you would like to live in?*

Responses

A total of 76 sticky comments and 3 online comments were received. A summary of the most popular responses is set out below:

“Strong community within Grahame Park/good cohesion” (8 responses)

“Centralised shops and community facilities are good” (4 responses)

“Get rid of small corridors/alleyways/isolated pockets – used for storing drugs/are unsafe and dark and unappealing” (9 responses)

“Good transport links” (3 responses)

“Low rise buildings with not so many in a block” (3 responses)

“Concourse is not that used after dark as not safe” (4 responses)

The general thrust of the comments received indicates that residents strongly support the demolition of the Concourse, subject to accessible replacement community and shopping facilities being provided. Respondents support the vision to provide a safer, greener environment and a street network that improves connections to surrounding areas.

3.2 Improving Accessibility

The key aims for Stage B were set out and respondents were asked the following questions about accessibility:

- *Where do you live, play, work and shop?*
- *What routes do you currently use through the site and how could these be improved?*
- *Do you mostly choose to walk, cycle, take the bus or use a car?*
- *What qualities do you look for in a street you would like to live on? Can you give any local examples?*

Responses

A total of 66 sticky comments and 6 online comments were received. A summary of the most popular responses is set out below:

“Wide pavements for a double buggy/wheelchairs” (6 responses)

“Good transport links at present, especially buses and tube lines – need to be kept, and increased in frequency” (5 responses)

“Parking needs to be realistic/bays rather than on the road/outside of homes” (6 responses)

“Estate needs to be well lit for safety and accessibility but not so much as to affect people’s properties” (7 responses)

“Make walkways more pleasant” (3 responses)

“Pavement safety/pot holes need to be improved/no cobbles” (8 responses)

In general, there is a desire to open up the street network, provide safer routes and better pedestrian and cycle facilities with improved materials. Existing bus facilities are well used and residents would like to see improvements, particularly east-west. Parking is consistently raised as an issue. There is support for 20mph roads in the new neighbourhood.

3.3 Enhancing Green Assets

The key aims for Stage B were set out and respondents were asked the following questions about open space:

- *How do you use current green open spaces and how could they be improved?*
- *Which play spaces do you use?*
- *What local green parks or walks do you enjoy and why?*
- *What open space facilities are missing for play, sports or exercise?*

Responses

A total of 66 sticky comments and 4 online comments were received. A summary of the most popular responses is set out below:

“More facilities in parks – outdoor gyms, children play area with sand/climbing frame/football goals, courts and pitches – would encourage more families to use – but needs to be well managed” (18 responses)

“More trees/retain established trees” (4 responses)

“More places to sit, currently benches all broken or busy” (8 responses)

The comments received generally seek more usable open space that is overlooked, well maintained and clean. Better facilities for play and sport are sought, and these should be accessible to all. There is support for the strategy to retain existing mature trees where possible.

3.4 Improving Community Facilities

The key aims for Stage B were set out and respondents were asked the following questions about open space:

- *What nearby local community facilities do you use and why?*
- *What other community facilities would you like to see in this part of Colindale?*
- *How far would you travel to access your nearest community facilities?*

Responses

A total of 141 sticky comments and 3 online comments were received. A summary of the most popular responses is set out below:

“Post office very important” (7 responses)

“Library very important, modernise” (25 responses)

“Local shops very important” (5 responses)

“Need a community hall (kitchen, big hall, art zone, indoor gym, age range times, classes/booking system/able to hire) – important for community to be able to interact/needs to be inclusive/I would like to interact more” (10 responses)

“Keep the doctors surgery/needs expanding/perhaps more central in the estate” (24 responses)

“Church regularly attended, potentially needs expanding” (6 responses)

This is the theme that attracted the most interest and comments. In general, residents want to see existing services retained and improved, with a greater range of shops and cafes – no betting shops. Facilities for all age groups are sought, as well as childcare. Examples of popular town centres include Edgware, Brent Cross, Mill Hill and North Finchley.

3.5 Creating Quality, Family Friendly Housing

The key aims for Stage B were set out and respondents were asked the following questions about housing quality:

- *What qualities would you aspire to for your home?*
- *How would features such as energy performance, storage, cycle provision impact on your choice of home?*
- *What external space would you prefer in your home, such as front garden, balcony, private or shared garden?*

Responses

A total of 77 sticky comments and 2 online comments were received. A summary of the most popular responses is set out below:

“Decent size private gardens” (12 responses)

“Cycle space/bike storage” (5 responses)

“Bigger, separate kitchens” (8 responses)

“Keep existing amount of storage in homes” (4 responses)

“Energy efficiency important” (3 responses)

“Want to feel secure in homes, locks/fobs” (3 responses)

“Low rise buildings, no tower blocks, but still with lifts” (5 responses)

“Good sized rooms” (5 responses)

“Balcony – southeast facing, good size” (4 responses)

Overall, residents supported the objectives of a new mixed tenure neighbourhood, with good sized internal space, private amenity space and good light/outlook. Sound insulation, ventilation and energy efficiency was considered important, as well as cycle storage. There was support for the vision of providing more family housing, with Stonegrove cited as a good example.

3.6 General

A further 36 general comments were received. A summary of the most popular comments is set out below:

“Don’t want to travel to facilities that we already have” (4 responses)

“Community centre is well used, where is this going to go when demolished?” (2 responses)

“Where will the children’s centre go?” (2 responses)

Many of the general comments reinforced the responses received under the key themes. Some residents were concerned about the lack of information presented, but it was explained that this is the initial consultation and that more detail would be available at the next stage of consultation in the summer. The vast majority of residents were simply concerned about when the development is going to happen and when they are going to be affected. It was explained that the Concourse area is likely to be the next phase of development, but there is some uncertainty about when future phases will come forward.

4. Other Stakeholder Engagement

The main objective of the initial consultation exercise was to engage with local residents, but engagement with other stakeholders has been ongoing during the preparation of the SPD.

Colindale Community Trust/Grahame Park Strategy

The CCT are particularly interested in how socio-economic issues can be addressed in the SPD. Officers regularly attend the Grahame Park Strategy progress meeting and will be presenting the draft SPD at the June meeting and they will be formally consulted on the draft SPD.

NHS England

Officers continue to engage with the NHS with regard to future health centre provision across Colindale. The NHS are awaiting the outcome of a formal options exercise, but have indicated that they could require a health centre of up to 2,000sqm to be located on Grahame Park. This is the same requirement as the original S.106 agreement for the scheme. The health centre could be located over two floors, but must be located close to other community and commercial uses.

Anglican Church

The Church have a freehold piece of land to the north of the Concourse, St Augustine's Church, which they wish to develop. They are currently going through an options exercise, but are likely to conclude that they will comprehensively develop the site to provide a new church building with associated community facilities. Officers have engaged with them from an early stage and the masterplan has been devised to enable the Church to be redeveloped to be at the centre of the main community hub. Discussions are ongoing with regard to incorporating their detailed proposals into the scheme.

5. Conclusion and Key Outcomes Affecting Draft SPD

Having regard to the outcome of the consultation exercise and stakeholder engagement, it is considered that the main objectives for the content of the draft SPD are as follows:

- Demolish the Concourse early, but retain community cohesion.
- Replace or retain community facilities and shops, particularly the health centre, chemist, post office, community centre, library and churches.
- Create a new community hub that is easily accessible.
- Improve transport links, including bus frequency, pedestrian and cycle facilities.
- Ensure the new neighbourhood is more integrated with surrounding areas.
- Construct low rise development with not too many flats in each block.
- Create a safe environment, with well-lit and overlooked streets and spaces that are well maintained.
- Provide adequate parking, on streets that prioritise pedestrians and limit traffic speeds.
- Create more usable areas of open space, with accessible activities for all age groups.
- Retain as many existing trees as possible and plant new ones.
- Prioritise family housing and ensure that all rooms are a good size, with good outlook, private garden space and storage.

Officers are currently drafting the SPD and are taking the above outcomes into consideration when considering the content of the document. A final version of this report will accompany the draft SPD before it goes out to consultation in July, which will explain how each of the points arising from the initial consultation has been taken into account in its preparation.

6. Analysis of Equalities Monitoring Information

A total of 34 equalities monitoring questionnaires were completed and the answers received to the monitoring questions are set out below:

1. Please describe yourself by choosing one of the below options:

Options	Number	Percentage
I am a resident of the estate who is a tenant	12	35%
I am a resident of the estate who owns their property	14	41%
I run or am employed in a business or community facility on the estate	0	0
I am a neighbouring resident	7	21%
I run or am employed in a business close to the estate	1	3%
I am an elected member, if so please specify	0	0
Other, please specify	0	0

2. What is your gender?

Options	Number	Percentage
Male	17	50%
Female	17	50%

3. What is your age group?

Options	Number	Percentage
Under 18	4	12%
18 to 24	2	6%
25 to 34	3	9%
35 to 49	8	24%
50 to 74	14	40%
75 or above	3	9%

4. Do you consider yourself to have a disability?

Options	Number	Percentage
No	31	91%
Yes, please specify	3	9%

Disabilities listed: Arthritis/mobility (2 responses), Dyslexia/BPD, Schizophrenic

5. What is your ethnic origin?

Options	Number	Percentage
White:		
British	13	38%
Irish	1	3%
Gypsy or Irish Traveller	2	6%
Other	1	3%
Mixed / multiple ethnic groups:		
White & Black Caribbean	0	0
White & Black African	0	0
White & Asian	1	3%

Other	0	0
Other ethnic group:		
Arab	0	0
Other	1	3%
Asian / Asian British:		
Indian	2	6%
Pakistani	1	3%
Bangladeshi	1	3%
Chinese	0	0
Other	2	6%
Black / African / Caribbean / Black British:		
African	9	26%
Caribbean	0	0
Other	0	0

Other ethnicities listed: Iranian, Italian, Nepali (2 responses)

Grahame Park Estate Development Framework SPD: **Consultation Strategy** December 2015

1 Introduction

The Council, in partnership with Genesis Housing Association, have taken the decision to undertake a comprehensive review of the remainder of the Grahame Park Estate masterplan, known as Stage B. The most appropriate way forward is to produce a Supplementary Planning Document (SPD), which will provide a framework for the consideration of detailed planning applications for a series of phases over a 10-15 year period.

The purpose of this Consultation Strategy document is to set out how the Council will consult and engage with the public and local stakeholders as part of process for drafting and adopting the Grahame Park Estate Development Framework SPD.

This document should be read in conjunction with the initial consultation masterplan options, which will accompany this document to the Policy and Resources Committee on 13th January 2015.

This Consultation Strategy contains some background information on the SPD, the two stages intended to comprise the consultation, a list of bodies to be consulted, the next steps in this process and the locations at which this document, and the draft SPD once it is prepared, can be inspected.

2 Background to the Supplementary Planning Document

The Grahame Park Estate was built by the Greater London Council in the 1960s and 70s, originally comprising 1,777 homes. It is located in Colindale, and is based on the Radburn principles of separating vehicles and pedestrians, which leads to unsafe and difficult circulation routes. These factors, coupled with poor accommodation, overcrowding and poorly integrated local facilities have resulted in the estate becoming isolated from the rest of Colindale. In 2003 residents voted in favour of a full regeneration of the estate and in 2004 a new masterplan was submitted, with outline consent approved in 2007.

However, the masterplan is now 10 years old and out of date, with only a small amount of the envisaged regeneration implemented. The most recent phase of development required a complicated amendment to the original outline for only a minor change to the scheme, increasing costs and delays to the developer (Genesis Housing Association (GHA)) and the Council. In discussion with the Council, GHA have taken the decision to undertake a comprehensive review of the remainder of the masterplan (known as Stage B), to add drive to the project. This is important, given the significant amount of private development in the area, which threatens to leave Grahame Park further isolated. Furthermore, a loan of £56 million has recently been awarded to the scheme by central government, which will help to kick start Stage B of the project.

There is an urgent need to progress work on the SPD, as private development in Colindale is coming forward at an ever increasing pace and it is crucial that the regeneration of Grahame Park is not left behind. It is also critical that the Concourse (the central part of the estate containing shops and services) is dealt with quickly, as this blights the rest of the estate and its speedy redevelopment is contingent on government funding with associated time constraints. GHA intend to submit a planning application for the Concourse phase during the SPD process, so it is important that the SPD is at an advanced stage quickly in order for it to be a material consideration in the determination of that application.

The SPD will sit below Barnet's Local Plan Core Strategy and Development Management Policies documents, as well as the Colindale Area Action Plan (CAAP). It will provide site specific guidance on the application of planning policy in relation to the Grahame Park Estate and will be a material consideration in the planning process for all applications affecting the Estate. SPDs are non-statutory planning documents produced by the Council which are subject to public consultation. The SPD is required to provide a framework for the consideration of detailed planning applications for a series of phases over a 10-15 year period, in order to drive forward the regeneration programme for Grahame Park and deliver necessary associated infrastructure and community facilities.

3 The Consultation Strategy

As a result of the changes which have taken place since the submission of the Masterplan in 2004 and in accordance with the Town and Country Planning (Local Development) (England) Regulations 2012, public consultation on the Grahame Park SPD is necessary. There were two parts to the current consultation strategy, in view of the level of consultation carried out previously. One part was completed earlier in 2015, and another part is now proposed and is the subject of this report.

The outcome of the consultation carried out in February 2015 is summarised in the report entitled "Initial Consultation Report(Interim) April 2015".

The consultation activities were decided in proportion to the changes that have been made to the original masterplan, in order to ensure that all affected parties understand and become fully aware of the proposals which are being put forward. The consultation process will have gone beyond the statutory requirements for an SPD and would be similar to that undertaken if a planning application were submitted for the whole site.

Consultation on Draft SPD : January/February 2016

The statutory consultations will be carried out as follows:

Statutory 4 week consultation on the draft SPD: January-February 2016

- A consultation letter and a leaflet will be sent to all properties on the estate (and within a 350m radius) and the stakeholders who will be consulted in February 2015. The leaflet will explain the background of the scheme and where we are, it will have a section for comments, explain where to comment online and it will explain where to view or obtain copies of the SPD.
- Consultation with statutory external consultees will take place during this period also.
- During this time a public notice will be posted in local newspapers.
- Publication of the draft SPD on Genesis and LBB website and/or Engage.
- The Supplementary Planning Document will be distributed to interested parties, either those required or as requested, by both CD and hard copy.
- The SPD will be made available in public libraries and at Barnet House for public inspection. The details of this can be found in Section 6, below.
- Public drop in sessions will be held on the estate during this time which will give all affected parties an opportunity to drop in and have the SPD explained to them and to ask any questions that they might have.
- Comment forms will be made available online and at drop in sessions.
- A dedicated consultation email address and phone number will be set up which people will be able to contact with any questions and queries.
- Offer and promotion of telephone or home visit service for residents to give their views if they cannot attend consultation events.
- Any other statutory requirements will be met as appropriate.

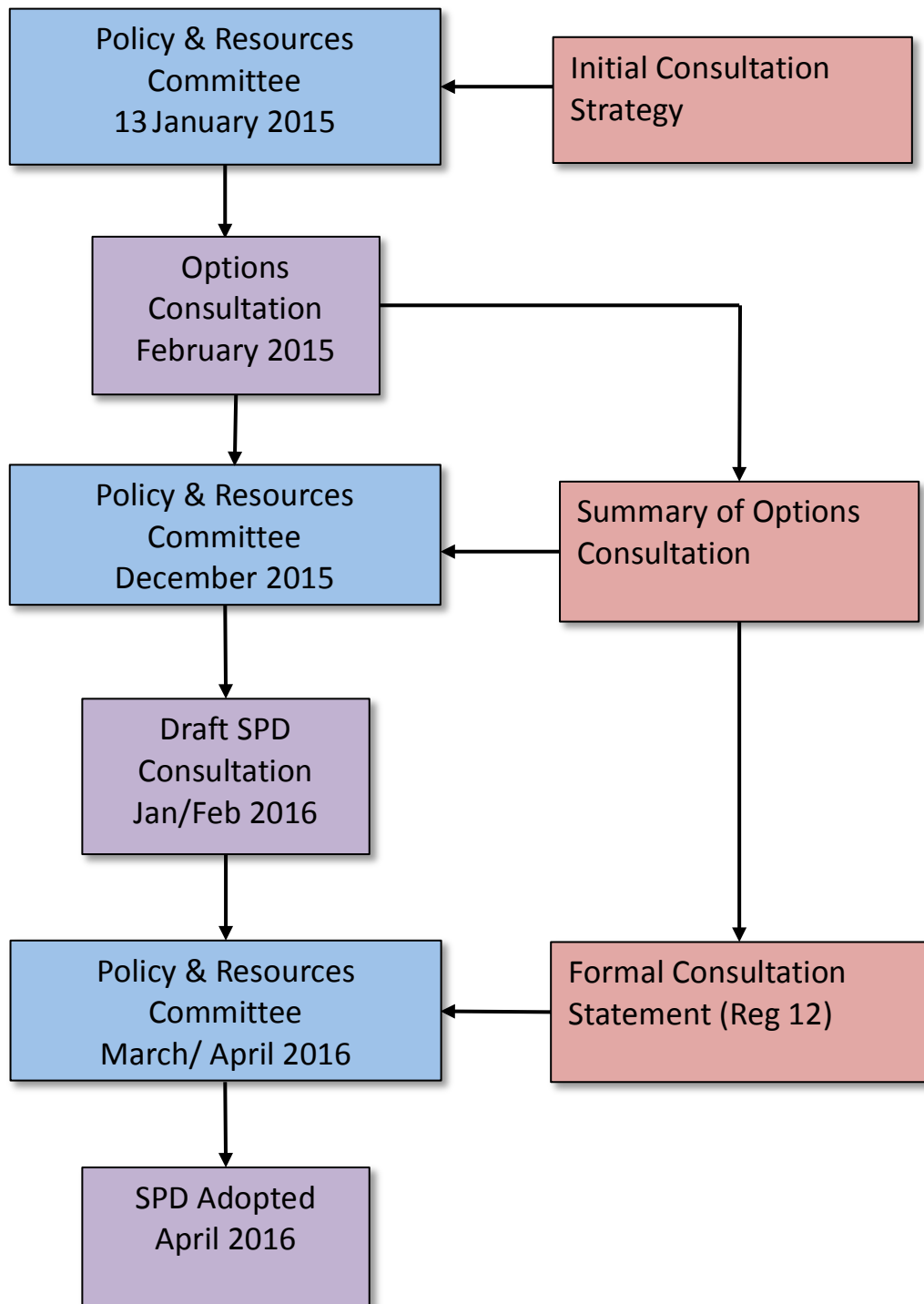
Parties to be consulted in connection with the preparation of the SPD

This list contains all the consultees that are relevant to this SPD. It has been prepared having regard to Appendix 1 of the Council’s Statement of Community Involvement.

Internal	External
Highways Environmental Health Affordable Housing Trees and Landscape Green Spaces Skills and Enterprise	<p><i>Residents and Neighbours</i> Grahame Park residents Those who live within a 350m radius of the site</p> <p><i>Governance</i> Greater London Authority Transport for London LB Brent</p> <p><i>Local Stakeholders</i> Barnet and Southgate College Blessed Dominic Catholic Primary School St James’ Catholic High School St Margaret Clitherow RC Church St Augustine’s Church</p> <p><i>Local Interest Groups</i> Access in Barnet</p> <p><i>Statutory Under Strategic Environmental Assessment (SEA) Regulations</i> Natural England English Heritage Environment Agency</p> <p><i>Other</i> Metropolitan Police (Designing Out Crime) NHS England / Barnet CCG Sport England</p>

4 Next Steps

The diagram below sets out the main stages in the development of the Grahame Park Supplementary Planning Document and the associated consultation arrangements..



5. List of locations at which documents can be found

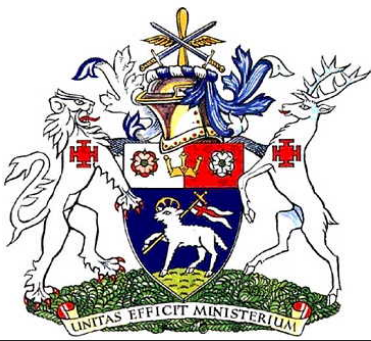
In accordance with Regulation 12(1a,b) (2) and 35 of the Town and Country Planning (Local Development) (England) Regulations 2012, the draft SPD, along with the Consultation Statement and other relevant documents, will be made available for public inspection at the following locations for a minimum of 4 weeks in Jan/Feb 2016:

- Planning Reception, Barnet House, 1255 High Road, Whetstone N20 0EJ:
(**Mon to Fri:** 9.00am – 5.00pm) Tel: 020 8359 3000
- Grahame Park Library, The Concourse, Grahame Park, Colindale, London, NW9 5XL:
(**Mon:** 9.30am-1pm, 2pm-5pm; **Tues:** 9.30am-1pm, 2pm-8pm; **Wed:** 10am-1pm, 2pm-5pm; **Thurs:** Closed; **Fri:** 9.30am-1pm, 2pm-5pm; **Sat:** 9.30am-1pm, 2pm-5pm; **Sun:** Closed) Tel: 020 8359 3930
- Online at <http://engage.barnet.gov.uk>

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Appendix D: Draft SPD and Consultation Strategy: Grahame Park Estate Development Framework SPD – Risk Management Matrix

Description of Risk	Cause / Consequence	Actions in place	Owner	Nature	Probability	Impact	Score
Community is not effectively engaged for the SPD	Lack of confidence and community unrest, political difficulties	An effective consultation strategy has been developed as part of SPD process.	Project Manager	Reputational	Possible	Moderate	9
Adverse public reaction to the proposals set out in the SPD	Lack of confidence and community unrest, political difficulties	Effective consultation strategy developed as part of SPD process. This provided for two stages of consultation. Responses to options consultation have been addressed in the preparation of the draft SPD.	Project Manager	Reputational	Possible	Moderate	9
The costs of carrying out consultation exceed that expected in the project plan	Delay in delivery or additional cost to the Council	The cost of consultation work, including any necessary material, has been fully assessed in the project plan and this will be monitored during the process.	Project Manager	Financial	Possible	Minor	6
The use of staff time during the consultation process could impact on service delivery	Impact on other services as a result of loss of officer resources	The impact on officer time will be minimal and will not impact beyond the strategic planning and regeneration service.	Project Manager	Business Continuity	Unlikely	Moderate	6
The SPD is subject to a legal challenge in the three months following adoption	Regulatory procedures not followed correctly, resulting delays for project delivery	Officers have extensive experience in preparing such documents and will ensure that the SPD is prepared in accordance with Regulations.	Project Manager	Compliance	Unlikely	Moderate	6



Policy and Resources Committee
16 December 2015

Title	The relocation and redevelopment of Church Farm Leisure Centre and the redevelopment of Barnet Cophall Leisure Centre
Report of	Commissioning Director, Adults and Health
Wards	All Wards
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 – SPA Phase 4 consultation Appendix 2 – Health Impact Assessment Appendix 3 – Key Risks
Officer Contact Details	Andy Spriggs SPA project Commercial Lead andy.spriggs@barnet.gov.uk James Beck SPA Project Manager james.beck@barnet.gov.uk

Summary

This paper sets out the recommendation and supporting evidence on where the Council should build its new leisure centre as a replacement for Church Farm, considering the two options of Danegrove Playing Field and Victoria Recreation Ground, as agreed at the Policy and Resources Committee in February 2015. The evidence set out in this report, from full public consultation, Health Impact Assessment, planning advice and initial design work supports Victoria Recreation Ground as the most suitable site.

Building a new facility in Victoria Recreation Ground provides an opportunity to create a destination within the borough that integrates an indoor facility with an open space. The long term benefits of such an approach are to maximise health improvement outcomes and to provide real opportunities to increase participation.

The recommended facilities mix agreed by Policy and Resources Committee in February 2015 for both sites, Barnet Cophall and the Church Farm replacement, has been endorsed by the most recent consultation.

The report asks the committee to approve Victoria Recreation ground as the preferred location for the new Church Farm and approve the core facilities mix for both the New Church Farm and Cophall centres.

The report provides information on the consultation results and key milestones for the project.

Recommendations

That the Policy and Resources Committee

- 1. Approves the selection of Victoria Recreation Ground as the site for a new leisure centre to replace the existing Church Farm facility, based on evidence from the public consultation, Health Impact assessment, planning guidelines and feasibility (as set out in paragraph 2.14 of this report).**
- 2. Approves the core facilities mix for the new leisure centre in Victoria Recreation Ground, as set out in paragraph 2.17 of this report.**
- 3. Approves the core facilities mix for the new leisure centre in Barnet Cophall, as set out in paragraph 2.21 of this report.**
- 4. Notes the consultation findings in respect of the two potential locations for the re-provided Church Farm Leisure Centre. (Appendix 1)**
- 5. Notes the consultation findings in respect of the core facilities mix for the new leisure centre in Victoria Recreation Ground. (Appendix 1)**
- 6. Notes the consultation findings in respect of the core facilities mix for the new leisure centre in Barnet Cophall. (Appendix 1)**
- 7. Notes the findings of the Health Impact Assessment, as set out in paragraphs 2.6 – 2.8 of this report and at appendix 2.**
- 8. Notes the planned milestones for the next phase of the project. (Paragraph 4.1)**

1. WHY THIS REPORT IS NEEDED

- 1.1 In February 2015, the Policy & Resources Committee (P&R) approved a Revised Outline Business Case (ROBC) setting out recommendations for re-providing the Church Farm and Cophall leisure centres through a design and build process, together with a separate procurement for a replacement leisure management contract designed to improve the health and wellbeing of Barnet residents.
- 1.2 As a result of the ROBC, the Policy and Resources committee approved that the Danegrove Playing Field, Victoria Recreation Ground and Cophall sites were taken through to the next stage of the project, for further public consultation and consideration by Planning.

- 1.3 Since the ROBC was approved in February 2015, the Council has produced a Joint Health and Wellbeing Strategy for Barnet, 2016 – 2020. The strategy highlights a number of mechanisms and outcomes where sport and physical activity can contribute to improving health and wellbeing in Barnet.
- 1.4 This report recommends which site should be taken through to RIBA Stage 2 design and thereafter the Council planning process and the facilities that both new buildings should contain.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendations contained in this report on the facilities mix for the two re-provided leisure centres (Barnet Cophall and the replacement for Church Farm) and the location for the new facility in the north of the borough, to replace Church Farm Leisure Centre, are based on:
 - An updated feasibility study, with additional ecological and topographical surveys for each site.
 - Public consultation. The consultation was carried out using on-line and paper surveys, 12 drop-in sessions and a series of focus groups. The findings were compiled and analysed by Opinion Research Services (ORS) procured by the project to perform this function.
 - A Health Impact Assessment. This has been carried out by the Barnet Public Health team and assesses the potential health impact of the proposed new leisure centres, including both potential locations for the Church Farm replacement.
 - Planning briefs. These assess the planning constraints and issues for the Danegrove Playing Field and Victoria Recreation Ground sites.
 - Further design work. The Council continues to progress the design process and this work has informed recommendations on the suitability of the two potential sites for the re-provided Church Farm Leisure Centre.

Locations for the re-provided Church Farm Leisure Centre: comparison of Danegrove Playing Field and Victoria Recreation Ground

Consultation Conclusions

- 2.2. The majority of drop-in attendees and focus group participants favoured Victoria Recreation Ground. However, there was also some support for a new leisure centre on Danegrove Playing Field.
- 2.3. Results from the survey questionnaires show respondents had similar preference levels for either site. 35% supported Option A (Danegrove Playing Field - DPF) and 34% supported Option B (Victoria Recreation Ground -VRG).

24% had no preference for which site was used and 7% did not want anything to be built on existing green spaces.

- 2.4. Although the survey evidence shows a fairly even balance of opinion for either site, there was a clear steer from the drop-in sessions and focus groups in favour of building the new leisure centre at Victoria Recreation Ground due to the opportunities for a 'destination build', growing catchment and position as a community and family area.
- 2.5. Respondents were concerned about the impact of increases to traffic in the area around the new centre's location, regardless of which site was selected. However, consultation participants felt it would be more manageable at VRG.

Health Impact Assessment (HIA) Conclusions

- 2.6. Utilising the HIA toolkit, the Public Health team developed a scoring system for weighting overall positive and negative ratings for each of the sites. Developed to quantify resident's feedback, the positive/negative scoring gives a clear picture of residents' overall opinions on the health benefits and impacts from each site.
- 2.7. The final scoring system can be found in the full HIA at Appendix 2. The overall scores are below and demonstrate a stronger positive impact for VRG, along with a lower negative impact:
 - Danegrove Playing Field – Positive **(+ve 304)**, Negative **(-ve 58)**
 - Victoria Recreation Ground – Positive **(+ve 355)**, Negative **(-ve 30)**
- 2.8. Overall, participants felt that a new, modern leisure centre would have a positive impact on the health and wellbeing of residents. In relation to the negative impacts, concerns raised were mostly in relation to increased traffic and levels of pollution (air/noise). In terms of comparison between the two sites, participants felt that a new leisure centre in Victoria Recreation Ground would be more beneficial than Danegrove playing field.

Site Analysis

- 2.9. Detailed site analysis during this phase has given more clarity to the construction costs as they apply both to Danegrove Playing Field and Victoria Recreation Ground. Each has constraints and advantages that can affect the cost of a build, but there are more significant issues at the Danegrove Playing Field site.
- 2.10. The most significant physical constraint of DPF is its topography. The site is on a natural slope down to Park Road. In order to build on this location, the ground will need to be levelled and a retaining wall constructed at an estimated cost of £1.8 - £2m.
- 2.11. The recommended facilities mix would also take up a large proportion of the DPF site. Although initial designs show that it could accommodate the

Council's requirements, discussions with planning officers have indicated that a building of this mass, or one which is built over two storeys, might struggle to achieve planning approval. There is also concern that due to neighbouring residential properties, disruption caused by the construction process would be an issue for the planning committee to consider.

- 2.12. A further constraint presented by the Danegrove site is its position on a busy crossroads. The site is on the corner of Cat Hill, which links the A111 and the A110. There have already been several accidents at this busy junction and it is likely that a new build would increase traffic in this area.
- 2.13. The Victoria Recreation Ground site is flat, well drained and does not have the physical constraints of DPF. Initial traffic surveys suggest that any traffic issues would be more manageable at Victoria Recreation Ground than Danegrove Playing Field.

Site Recommendation

- 2.14. Based on the evidence discussed in this report, the recommended site for the re-provided Church Farm Leisure Centre is Victoria Recreation Ground. Whilst both sites had support from residents in the quantitative survey results, there was a more positive assessment by participants of Victoria Recreation Ground from both the qualitative research and the Health Impact Assessment (HIA). The recommendation is also based on planning guidelines, build feasibility and costs.
- 2.15. The recommended site gives the Council the opportunity to integrate an indoor facility with a well-loved open space, supporting health outcomes and creating a destination that encourages increased participation in physical activity.
- 2.16. During this phase of the project, residents' concerns regarding increased traffic volumes have been identified. It is also clear that building on one of the Council's valued green spaces needs to be handled sensitively. These will be priorities for the project to address as it moves through the planning process.

Facilities Mix

Core Facility Mix for the re-provided Church Farm Leisure Centre.

- 2.17. The facilities mix proposed in the ROBC of February 2015 was supported by the public consultation conducted during this phase of the project. The recommended facilities mix for the re-provided Church Farm leisure centre therefore is:
 - 25m, 6 lane, community swimming pool
 - 13m x 8m learner swimming pool
 - Village change facilities
 - Café (circa 180 sq. m)
 - Fitness suite – 75 stations (350 sq. m)

- Flexible studio space (circa 230 sq. m)
 - Dedicated dry fitness change
 - Spectator viewing for both pools
 - Pool store, staff accommodation, admin space and plant room
- 2.18. There was almost universal support for cafés in the new leisure centres during the drop-in sessions and focus groups. They were seen as offering socialising opportunities for centre users and non-users. However, cafes were seen as a lower priority in the questionnaire results.
- 2.19. A sports hall is not recommended for inclusion at the re-provided Church Farm centre. The design work for both the Danegrove and Victoria Recreation ground locations indicates that the size of a sports hall would make including one on either of these sites difficult. There is insufficient room at Danegrove and at Victoria recreation ground, a sports hall would become too dominating a feature in planning terms.
- 2.20. The questionnaire responses showed that 65% of respondents would consider accessing library services from a leisure centre. Further work is being undertaken to explore the feasibility of this.

Copthall Core Facilities Mix

- 2.21. The facilities mix proposed in the ROBC of February 2015 was supported by the public consultation during this phase of the project. The recommended facilities mix for the new Copthall leisure centre therefore is:
- 25m, 8 lane, regional short course swimming pool (static floor) with spectator viewing area and poolside competitor seating
 - 25m, 6 lane, community swimming pool (static floor) with poolside spectator seating
 - 13m x 8m learner swimming pool (static floor)
 - Village change (subject to ASA / Sport England derogation)
 - Café (circa 250sq m)
 - Fitness suite – 110 stations
 - Flexible studio space
 - Dedicated dry fitness change
 - Timing room / managers office
 - Pool store, staff accommodation, admin space and plant room
- 2.22. For the proposed new Copthall leisure centre, the consultation survey ranked the 2 x 25m pools, learner pool and fitness centre/gym as the top priorities. Dance studios, sports hall and diving provision were medium priorities and a café and crèche, low priorities.
- 2.23. In the drop-in sessions and focus groups, studios and sport hall provision were ranked more highly and a café was seen as a significant enhancement to the wider Copthall site.

- 2.24. The aquatics programme at Copthall is a large and successful one. The majority of the programme focuses on school swimming sessions, learn to swim clubs and sessions involving the Barnet Copthall Swimming Club. Diving is a small proportion of the total programme.
- 2.25. The previous feasibility study concluded that the inclusion of diving would make the final scheme less affordable, as it would both increase capital costs and have a negative impact on income projections. Further work has shown that the inclusion of diving provision would increase the capital costs by £675,920. Swimming lessons are a more economically viable use of this water space whilst inclusion of diving would have a negative impact on income and hence overall affordability.
- 2.26. The earlier feasibility study indicated that whilst competitions could be held at Barnet Copthall due to the 5m platform, there are limitations to the current building, in particular the low ceilings, which mean competitions cannot be held. However, the primary limiting factor for clubs is the availability of dry side facilities, e.g. time in sports halls with dry diving boards on to crash mats, trampolines, wall bars and storage space. Without a 'dry side' at Copthall, the ability to operate competitive diving and training is limited, whilst other opportunities to participate in diving are sited at 'regional' facilities within a 5-10 mile radius of Barnet. On this basis it is recommended that diving provision is excluded from the facilities mix for the new leisure centre at Barnet Copthall.
- 2.27. The inclusion of a sports hall or spa facilities, whilst supported within the qualitative consultation, also represent significant capital investment. Visits to other similar sites and stakeholder discussions during this phase have shown that they have the potential to generate enough revenue to cover their capital costs. The overarching principal of this project has been to deliver services that are cost neutral to the Council. Work will be done during the next phase to assess if these facilities could be included in the final designs on a cost neutral basis.
- 2.28. The drop-in sessions and focus groups demonstrated some interest in a 50m pool instead of the 2 x 25m pool option. After discussions with stakeholders, leisure management companies and some reference site visits, the 50m option has been discounted for the following reasons:
- The Sport England Facilities Planning Model showed that the pools at Copthall are 'uncomfortably busy', with GLL, the current leisure management contractor, indicating that their swimming programme is greater than 90% utilised. A 50m configuration would lead to a reduction in the number of swimming lessons that could be held at any one time. This will decrease participation and affect affordability of the scheme.
 - The council is aiming to increase participation levels across all target groups a three pool configuration (2 x 25m and a learner pool) gives greater flexibility to provide a full aquatics programme that can accommodate competition, community and casual usage.

- Increased maintenance costs would be required for competitive as opposed to casual and learner swimming.
- Increased staffing costs would be incurred for the 50m option as a greater number of operational staff would be required to operate programme changes/adaptations.
- A 50m pool increases the cost of utilities and energy consumption rates. There is greater efficiency in providing a three pool programme structure.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1. The report has considered both DPF and VRG as potential sites for the re-provided Church Farm. DPF is not recommended on the basis on consultation and HIA results, planning constraints and build feasibility and costs.

4. POST DECISION IMPLEMENTATION

- 4.1. Pending approval by the Policy and Resources Committee of the recommendations within this report, the project will begin working towards the key milestones detailed below.

Key milestone	Forecast Deadline
Leisure Management Procurement Launch Event	01/02/16
RIBA Stage 2 - Concept And Design Report Due	17/02/15
Assessment of Library/Sports Hall	16/02/16
SPA - Strategy Commissioned	13/04/16
RIBA Stage 3 - Detailed Design Report Due	06/05/16
Planning Submission	16/05/16
Cost Certainty & Final Costs	01/09/16
Construction Contract Award	16/09/16
Leisure Management Procurement Documents Sign off	01/10/16
Planning Decision	10/10/16
Leisure Management PQQ stage commencement	01/11/16
Start On Site	10/11/16
Leisure Management ITT Stage 1 commencement	01/02/17

Leisure Management ITT Stage 2 negotiation	15/04/17
Final Business Case P&R Approval	15/06/17
New Leisure Mgmt. Contract Award	21/06/17
New Leisure Mgmt. Contract Starts	01/01/18
RIBA Stage 6 - Handover And Close Out Begins	01/06/18
New Leisure Centres Open	28/10/18

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

5.1. The Corporate Plan 2015-20 sets out the following strategic objectives in ensuring that Barnet is a place:-

- Of opportunity, where people can further their quality of life.
The proposed re-provision of the Council's leisure facilities will create destinations which integrate sport and physical activity with open spaces which people will want to go to.
- Where people are helped to help themselves, recognising that prevention is better than cure.
The new leisure management contract with a focus on sports development and public health measures will encourage people in Barnet to keep fit and active and therefore support their wellbeing as well as contribute to addressing issues such as social isolation.
- Where services are delivered efficiently to get value for money for the taxpayer.
The proposed re-provision of the Council's leisure estate will provide facilities and services that residents will continue to value and that meet their needs whilst remaining affordable.

5.2. The project will directly support the Joint Health and Wellbeing Strategy for Barnet 2016 – 2020 and its commitment to increase wellbeing through participation in sport and physical activity across the borough.

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

Capital cost estimates

5.3.1. The feasibility study commissioned during the previous project phase suggested a best cost estimate for the two proposed new centres. Due to the high level nature of this estimate, and the volatility of the construction market, the study included a range of costs that the final construction could fall into. At P&R committee in February 2015, the committee approved a cost range from

£18m to £35m, with an initial budget set at £23.2m.

- 5.3.2. In this phase of the project, more detailed investigation into the sites and functionality of buildings has been considered, resulting in current cost projections still sitting in the previously predicted range. The current cost projection is £30.4m.
- 5.3.3. Benchmarking of the capital costs has been commissioned by the Council through an independent provider, FOCUS, to establish if these estimates are reasonable and comparable with competitive market prices. This benchmarking work will be undertaken at each of the RIBA stages as work progresses.
- 5.3.4. Sport England (SE) will be carrying out a full technical review of the project and conducting site visits at Church Farm, Victoria Recreation Ground and Barnet Copthall to provide expert input and assurance of the Council's work.
- 5.3.5. The project is still at the early stages in terms of design and is waiting for approval of the Victoria Recreation Ground site so that it can continue into RIBA stage 2 (concept design), followed by RIBA Stage 3 (detailed design) and RIBA Stage 4 (technical design). Construction work is scheduled to start in November 2016. If further capital budget is required, approval will be sought at this time.

Leisure Centre Income Predictions

- 5.3.6. The feasibility study estimated the potential income for each of the Council's five leisure centres and calculated the likely cost of running the individual facilities to create a model of the total average annual income that the Council could reasonably expect from the whole leisure estate. This assumed that the two new centres would become operational towards the end of 2018.
- 5.3.7. More information on predicted population increase and further research commissioned from Sport England have enabled the initial estimates to be revised, showing an increase in income levels, above those predicted in the original feasibility study.
- 5.3.8. The leisure management procurement will be key to delivering the predicted income, with a guaranteed annual income figure a condition of the new contract. Soft market testing will be carried out in early 2016, which the project will use to develop the income projections further.
- 5.3.9. The ROBC took the capital cost estimates and income predictions from the feasibility study and showed that, with CIL money, and prudential borrowing funded from income predictions, the Council could afford to build the two proposed leisure centres,
- 5.3.10. Updated financial analysis indicates that this is still the case, as increased capital costs can be offset by increased income of £1.5m per annum. Capital costs will be scrutinised with gateways at the end of each significant RIBA

stage. The Council will also work with partners and stakeholders to explore sources of external funding.

5.4. Social Value

5.4.1. The project will be beginning its procurement phase during 2016 at which point all social value implications, in accordance with the Public Services (Social Value) Act 2013, will be considered.

5.5. Legal and Constitutional References

5.5.1. Constitution, Responsibility for Functions, Annex A, sets out the terms of reference of the Policy and Resources Committee and states that 'if any report comes with the remit of more than one committee, to avoid the report being discussed at several committees the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee'.

5.5.2. In this case the report recommendations cut across the Adults and Safeguarding Committee, whose commissioning plan contains this project, and the Assets Regeneration and Growth committee. The SPA Revised Outline Business Case also gave a commitment to return to the Policy and Resources Committee at this phase of the project.

5.5.3. HB Public Law will advise on the procurement process and will draft the contract documents for the Leisure Management Services Contract as required.

5.5.4. HB Public Law has been consulted on this matter and its comments have been incorporated into the body of this report.

5.6. Risk Management

5.6.1. The key risks relating to the recommended options are outlined in appendix 3.

5.7. Equalities and Diversity

5.6.1. The objectives of the project are to increase participation across all population groups and to ensure that improved sport and physical activity provision in the borough reflects the diverse needs of Barnet residents.

5.6.2. As part of this document, consultation and engagement were conducted with Barnet residents and discussions with community groups were carried out. The consultation process involved eight focus groups for residents with protected characteristics, to understand their needs and views on the current and future leisure service provision and to inform the equality impact assessment (EIA) for the project. The focus groups were: young people; leisure centre non-users; BME people; women; older people; people with

learning disabilities; deprived communities and people with physical disabilities.

- 5.6.3. The equality analysis suggested that the outcomes of the project would not discriminate against any group and indicate a potential overall positive impact of the proposals. The EIA will be reviewed at every stage of the project.
- 5.6.4. A full Health Impact Assessment was carried out during this phase and is detailed below in section 5.7.16 and at Appendix 2.
- 5.6.5. Both the EIA and HIA will be updated in the next phase of the project to inform future decisions by Members.

5.8. Consultation and Engagement

- 5.7.1. The purpose of the consultation conducted during this phase was to engage directly with the residents of Barnet to gather their views on: the facilities to be included in both new leisure centres; the location of the new facility in the north of the borough; and alternative services that people would consider receiving from their local centre e.g. library services.
- 5.7.2. The consultation took place between June-September 2015, involving: twelve drop-in sessions; eight focus groups; a twitter campaign; face to face meetings; fortnightly e-bulletins; local and targeted advertising; e-mails to leisure centre members; and an open online survey. 512 online and 446 paper questionnaires were completed. There were 365 attendees at the twelve drop in sessions and 80 participants in the 8 focus groups. The final consultation report also considered 8 written submissions, leading to a total of 1411 responses.
- 5.7.3. The delivery of the consultation was split into two streams: the open engagement was carried out by London Borough of Barnet (LBB); the independent opinion research and reporting was carried out by an external supplier - Opinion Research Services (ORS). The open engagement dealt directly with developing and delivering methods for residents to provide their opinions to LBB through the online questionnaire, paper questionnaire and drop-in sessions. ORS provided an impartial opinion gathering service to determine resident's opinions and thoughts on the proposals, which they collated and reported.
- 5.7.4. It should be noted that the findings from the drop-in sessions and focus groups (qualitative results) are described in greater detail within the narrative of the consultation (Appendix 1) and show participants' understanding of the topics explored during these events.
- 5.7.5. The results from the online survey and paper questionnaire (quantitative results) are represented in terms of percentage responses for each question option.

Health Impact Assessment

- 5.7.6. In order to ask relevant questions about the factors that have a direct and/or indirect impact on the health of individuals, Barnet Public Health (PH) team used the consultation drop-in sessions. This enabled the team to have face to face discussions and understand residents' views of how the leisure centre proposals would impact on the surrounding area and affect their own personal health and wellbeing.
- 5.7.7. The PH team devised a visual approach to gather opinion. They designed a chart that led participants to consider the positive or negative impact of a particular health related question when considering the impact of a new building in each of the proposed locations.
- 5.7.8. In each chart, thirteen key questions were asked, divided into four main criteria, to measure both the direct and indirect impact of new leisure centre for each of the proposed sites.

5.8. Insight

- 5.8.1 Insight information was used in the previous Revised Outline Business Case, which informed the consultation and communications planning for this phase.

6. BACKGROUND PAPERS

Committee Papers

- 6.1. Cabinet Resources Committee, 27 September 2011 (Decision item 15) – approved the negotiation of terms, with the Contractor, Greenwich Leisure Limited, for termination of the current Leisure Management Contract.
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=151&MeetingId=456&DF=27%2f09%2f2011&Ver=2>
- 6.2. Cabinet Resources Committee, 18 October 2012 (Decision item 15) – approved the Sport and Physical Activity Strategic Outline Case, including the draft SPA Strategy Statement.
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=4416>
- 6.3. Cabinet Resources Committee, 4 November 2013 (Decision item 5) – approved the Sport and Physical Activity Outline Business Case.
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5035>
- 6.4. Health and Well-Being Board, 12 June 2014 (agenda item 14) – approved the establishment of the Fit and Active Barnet (FAB) Partnership Board and noted the Sport and Physical Activity (SPA) Strategy delivery plan

<http://barnet.moderngov.co.uk/documents/s15393/Fit%20and%20Active%20Barnet%20Partnership%20Board%20and%20Sport%20and%20Physical%20Activity%20Strategy%20Delivery%20Plan.pdf>

- 6.5. Policy and Resources Committee, 21 July 2014 (agenda Item 8) – approved the Sport and Physical Activity Outline Business Case.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&Mid=7860>
- 6.6. Policy and Resources Committee, Tuesday 17th February 2015 7.00pm (Agenda Item 9) Sport and Physical Activity Review Revised Outline Business Case <http://barnet.moderngov.co.uk/mgAi.aspx?ID=11370#mgDocuments>

Consultation Reports

- 6.7. **Phase 1 2012 – Needs assessment;**
<http://barnet.moderngov.co.uk/documents/s16260/Appendix%20C%20-%20SPA%20Needs%20Assessment.pdf>
- 6.8. **Phase 2 2013 – ORS Final report-** https://engage.barnet.gov.uk/adult-social-services/sport-and-physical-activity-review/user_uploads/final-leisure-services-report.pdf
- 6.9. **Phase 3 2014 - ORS Final report**

<http://barnet.moderngov.co.uk/documents/s21252/Appendix%205%20-%20ORS%20Consultation%20report.pdf>
- 6.10. **Phase 4 2015 - ORS Final report – Appendix 1**

https://engage.barnet.gov.uk/adult-social-services/sports-and-physical-activity-cf-copthall/supporting_documents/Barnet%20SPA%20Phase%204%20%20Final%20report%20v6.0.pdf
- 6.11. **Health Impact Assessment (HIA) 2015 – Appendix 2**

https://engage.barnet.gov.uk/adult-social-services/sports-and-physical-activity-cf-copthall/supporting_documents/CF%20%20HIA%202015%20Final.pdf
- 6.12. **SPA Project Key Risks – Appendix 3**



The London Borough of Barnet SPA Project



Final Report Phase 4 of the SPA Consultation The Future of Church Farm and Cophall leisure centres

**Opinion Research Services
November 2015**



The London Borough of Barnet SPA Project



Final Report Phase 4 of the SPA Consultation The Future of Church Farm and Cophall leisure centres

Opinion Research Services

The Strand • Swansea • SA1 1AF
01792 535300 | www.ors.org.uk | info@ors.org.uk

As with all our studies, findings from this survey are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this survey requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation.

This version of the report will be deemed to have been accepted by the client if ORS has not been informed of any amendments within a reasonable period of time (1 month).

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2008.

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The ORS Project Team

Project design, management and reporting

Claire Thomas

Kester Holmes

Kelly Lock

Tara McNeill

Gilad Ravitz

Fieldwork management

James Greenwood

Robyn Griffiths

Data analysis

Joseph DeMarco

Richard Harris

Joe Marchant

Timothy Driscoll

Glossary

LBB	London Borough of Barnet. At times also referred to as 'Barnet Council' or 'the Council'.
SPA	Sport and Physical Activity
ORS	Opinion Research Services
VRG	Victoria Recreation Ground
Danegrove	Danegrove Playing Fields

Acknowledgements

Opinion Research Services (ORS) would like to thank Rosie Evangelou, Andy Spriggs, Magdalena Kosowska, Caroline Thornton and James Beck at London Borough of Barnet (LBB) for their help and assistance in developing the project. We would also like to thank the 958 respondents to the consultation questionnaire without whose valuable input the research would not have been possible.

We also wish to thank the members of the public who took part in the Drop-in sessions and Focus Groups and shared their views readily. They were patient in listening to background information before entering positively into the spirit of open discussion.

At all stages of the project, ORS' status as an independent organisation consulting the public as objectively as possible was recognised and respected. We are grateful for that trust and hope this report will contribute to LBB's Sport and Physical Activity (SPA) Project.

1. Introduction

Introduction to the consultation

- ^{1.1} The Sports and Physical Activity (SPA) project was set up in 2012 to review the council's provision of leisure services, with the aim of ensuring that its five leisure centres deliver an improved and integrated offer for sport and physical activity which can lead to increased participation and improve the health and wellbeing of all residents. Underpinning this work was the councils aim to;
- » Provide fit for purpose facilities for all residents
 - » Improve public health outcomes across the borough
 - » Deliver a service that is affordable.
- ^{1.2} Over the last three years the London Borough of Barnet have consulted and engaged with residents and stakeholders as part of the wider SPA programme. As a result of this previous work the Council are looking to re-provide the existing Church Farm and Copthall leisure centres with a focus on improving the health and wellbeing of Barnet's residents.
- ^{1.3} This 4th Phase of the SPA consultation process covered the following topics:
- » The proposed facilities within the two new leisure centres.
 - » The proposed locations for the new leisure centre in the vicinity of Church Farm, either at Dangrove Playing Field in East Barnet, or Victoria Recreation Ground in New Barnet.
 - » The proposed location of the new leisure centre within the Victoria Recreation Ground site.
 - » Additional services considered for future provision.
- ^{1.4} The consultation ran from the 30th June to the 23rd September 2015 and consisted of;
- » An open consultation questionnaire that sought respondents' views on topics related to the proposed changes.
 - » Focus Groups aimed at priority groups and those covered by protective characteristics that allowed in-depth exploration of the relevant topics.
 - » Public drop-in sessions which allowed all interested stakeholders and the wider public to hear more about the consultation, ask questions about and provide their feedback on the proposals.
 - » Written submissions from the public.

- 1.5 The main aim of the consultation were to gather the views and opinions of as many residents and stakeholders as possible then incorporating these into recommendations that will presented to the council in early December 2015. Following this the council will commission detailed designs for the two new buildings, one at Copthall and the other in the vicinity of Church Farm, and take both forward into a planning process.

Opinion Research Services

- 1.6 Opinion Research Services (ORS) is a spin-out company from Swansea University with a UK-wide reputation for social research and major statutory consultations. ORS was appointed by LBB to facilitate aspects of the consultation process and to provide an independent report of the formal consultation programme.
- 1.7 As a research practice with wide-ranging experience of controversial statutory consultations across the UK, ORS is able to confirm that the formal consultation elements and processes undertaken by ORS on behalf of the Council as described below have been conscientious in eliciting the opinions of members of the public and other stakeholders.

Consultation overview

- 1.8 In order to ensure that the project was informed by public opinion, LBB commissioned ORS to advise on, analyse and report the results of the Council's consultation questionnaire. The Council also commissioned ORS to design, recruit, facilitate and report 8 focus group discussions as well as help facilitate and report the 12 drop-in sessions at locations in East Barnet, New Barnet and Copthall.. This enabled the council to engage with a wide cross-section of Barnet residents during July and August 2015. In addition, ORS was commissioned to analyse and report any written submissions received from the public.
- 1.9 The consultation was designed to be open to all, but it was particularly targeted to include feedback from those that would be most affected by the changes, including local residents in the Copthall, East Barnet and New Barnet areas as well as users of the Church Farm and Copthall leisure centres..
- 1.10 The open questionnaire was made available online and in paper form and aimed to gather respondents views on the proposed facilities for the two new leisure centres, their views on the alternative locations at Danegrove Playing Field and Victoria Recreation Ground as well as where the new building should go if Victoria Recreation Ground was the preferred location. In addition the questionnaire wanted to draw out any views residents might have on what other services could be provided within a leisure centre setting. Overall, 958 respondents have provided responses to the consultation questionnaire and these results are discussed in subsequent sections of the report.
- 1.11 The drop-in sessions and focus groups were intended to supplement the findings of the open consultation questionnaire, and achieve extra understanding of the issues raised by facilitating a more open-ended discussion around the key themes. They also enabled LBB to engage with, and listen to, members of the public, including those with protected characteristics about a wide range of important issues relating to the consultation. In total, there were 80 diverse participants at the 8 focus groups and 365 people attended the 12 drop-in sessions – 185 at Church Farm and 180 at Copthall.

- ^{1.12} Although, like all other forms of qualitative consultation, drop-in sessions and focus groups cannot be certified as statistically representative samples of public opinion, the meetings gave a wide range of residents the opportunity to participate. Because participants were diverse and the recruitment (for the focus groups) targeted populations with protected characteristics, the outcomes of the drop-in sessions and focus groups reported in this document are broadly indicative of, and are reliable examples for, the opinions and attitudes of different populations within Barnet.
- ^{1.13} ORS also analysed and reported 8 formal written responses including individual submissions and submissions on behalf of groups and organisations.

Accountability

- ^{1.14} Consultation should promote accountability and assist decision making; public bodies should give an account of their plans or proposals and they should ensure that all responses are taken into account in order to:
- » Be informed of any issues, viewpoints, implications or options that might have been overlooked;
 - » Re-evaluate matters already known; and
 - » Review priorities and principles.
- ^{1.15} Nevertheless, a consultation is not a vote; and influencing public policy through consultation is not simply a ‘numbers game’ in which the loudest voices or the greatest numbers automatically determine the outcome, for all the various consultation methods have to be assessed.
- ^{1.16} All types of consultation responses are important – for example, in the current consultation we received a range of different responses from the public through the paper and online Open Questionnaire, the Focus Groups and Public Drop-in sessions and through the Written Submissions.
- ^{1.17} This report aims to identify where strength of feeling may be particularly intense while recognising that interpreting consultation is not simply a matter of counting responses.

Interpreting the consultation outcomes: LBB’s role

- ^{1.18} Importantly, the different consultation methods cannot just be combined to yield a single point of view on the council’s leisure centre proposals that reconciles everyone’s differences and is acceptable to all stakeholders involved.
- ^{1.19} Whilst the consultation process highlights aspects of this information that the public considers to be important, LBB will need to consider the appropriate emphasis to be placed on each element. In this sense there can be no single ‘right’ interpretation of all the consultation elements and other information available to the Council in their decision-making process.
- ^{1.20} ORS is clear that its role is to outline and report the opinions and arguments of those who have responded to the consultation, but not to make any recommendations as to how the Council should make use of the reported results. Whilst this report brings together a wide range of evidence for the

Council to consider, the report does not provide a single, public point of view on the council's leisure centre proposals. It is for the elected members to take high-level policy decisions based on their understanding of the evidence presented.

Report of the consultation outcomes

- ^{1.21} This report considers the feedback received through each of the consultation elements and provides a comprehensive evidence base to help inform LBB's decision-making process.
- ^{1.22} Where verbatim quotations are used it is not because ORS agrees or disagrees with them, but for their vividness in capturing recurrent points of view. ORS does not endorse the statements made, but seeks only to portray them accurately and clearly. Similarly, where submitted ideas are reported, ORS made no effort to validate any claims while no endorsement of these ideas as true or false is being suggested.

2. Executive Summary

How results are summarised

- 2.1 Due to their nature, qualitative results are outlined in greater detail and provide an in-depth understanding of the topics explored with participants of the different activities. These results are outlined by themes, followed by the respective quantitative results for each theme. While quantitative results are outlined more succinctly, they represent a much larger number of responses for each question/topic that respondents were asked about in the questionnaire.
- 2.2 Hence, the executive summary presents the results from both methodologies under the same sections with the intention of providing the reader a more well-rounded understanding of the consultation results. The reader is advised to read the results of both methodologies before forming his or her opinion on the results.
- 2.3 The reader is also advised to read the full consultation report, including the detailed findings for both the questionnaire results and the findings from the focus groups and drop-in sessions before forming his or her opinions on the consultation outcomes.

Are the new facilities needed?

Church Farm

- 2.4 It was overwhelmingly agreed that the existing Church Farm leisure centre has reached the end of its useful life and is in need of redevelopment. The Centre was frequently described as being too small, dated, in bad repair, inaccessible and too restricted (in terms of the activities it provides and the times at which it is available for 'general' swimming). In fact, the North East of the Borough was considered lacking in terms of sport and leisure facilities generally and the prospect of a new Council-owned centre locally was welcomed.
- 2.5 **Questionnaire results** suggest that 69% of respondents supported either Option A (Danegrove) or Option B (VRG) for the new Church Farm leisure centre, while only 7% disagreed with both options, hence it can be inferred that overall there is a firm level of public support for redeveloping this leisure centre elsewhere.

Copthall

- 2.6 Although positive about their current leisure centre in terms of most of the services provided there, the majority of Copthall drop-in attendees agreed that the building itself has run its course and is in need of re-provision.

Facilities mix

Proposed core facilities

General

- 2.7 Most drop-in and focus group participants were pleased with LBBs proposed core facilities for the two new leisure centres, though many of those with views on Copthall felt they should represent the bare minimum in terms of provision (albeit with some acceptance of financial constraints).

Swimming Pool

- 2.8 A replacement **swimming pool** was at the top of the list of desired facilities for those in the locality of Church Farm leisure centre, who were particularly pleased to learn that this will be the standard 25m in length (though in terms of width, some desired eight lanes rather than six). Indeed, only a very small minority in the BME focus group felt the area requires a longer pool: they suggested that a 33m combined full and learner pool facility with a dividing wall could offer more flexibility and be more attractive to wider range of swimmers.
- 2.9 With regard to Copthall, the main point of debate was whether the water space should include a **50m pool** (with a dividing boom) as opposed to 2 x 25m facilities. There was significant support for the former on the grounds that it would: offer good value for money and a future-proofed amenity; ensure the centre is viewed as top-class regional facility that could host international competitions and attract competitive swimmers from a wide area; and allow these swimmers to train in an environment that prepares them for events such as the Olympic Games.
- 2.10 However, there was also a good deal of preference for the current configuration of **2 x 25m** pools on the grounds that: 50m pools are more expensive to build and run; it is preferable to keep competitive and non-competitive swimmers apart; having two pools is better practically as they can be built to the different requisite depths, set to different temperatures and one can remain open for the community during competitions, school lessons and if something goes wrong with the other; it is easier to provide single sex swimming sessions in two separate pools; and it would be more suitable for the community as a whole (especially given there is a 50m pool relatively close by at the Olympic Park).
- 2.11 Overall, despite the support for a 50m pool among many drop-in attendees and focus group participants, most would be prepared to accept 2 x 25m facilities at Copthall providing the water space as a whole is not reduced there.
- 2.12 At the New Barnet /East Barnet drop-ins, several people desired a **wider** community pool at Copthall: eight (or even 10) lanes as opposed to six. They argued that the current facility is very overcrowded at certain times - and that a wider pool would help alleviate this in what they presumed would be a busier re-provisioned leisure centre.
- 2.13 **Questionnaire results** suggest that the 25m swimming pool is the most important facility for the new Church Farm leisure centre, as respondents ranked it 1st out of 7 possible priorities.
- 2.14 Similarly, the 2 x 25m swimming pools were identified as the most important facility for the new Copthall leisure centre, as respondents ranked them 1st out of 8 possible priorities.

- 2.15 The mean ranking score for this facility, when asked about both leisure centres, is notably lower (i.e. ranked as notably more important) compared to all subsequent ranks - showing that the strength of conviction regarding the importance of swimming pools at both new sites is particularly strong; respondents ranked this facility as 'the most important by far'.

Learner pool

- 2.16 The proposed learner pools were praised by many as a means to teach young children to swim away from the general public, and to offer swimming opportunities to adults who are not confident within a larger facility. Furthermore, the moveable floor was considered crucial in allowing the space to be used flexibly for a range of activities (such as water-based exercise and diving classes) and offering accessibility to a swimming pool for people with disabilities.
- 2.17 Some questioned the need for two separate swimming pools at the New Barnet / East Barnet drop-ins - instead suggesting that a **33m** facility with a dividing wall could offer more flexibility and space-saving opportunities, and be more attractive to larger range of swimmers.
- 2.18 **Questionnaire results** suggest that the learner pool is the 2nd most important facility for both the new leisure centres, as shown by the ranking question for facilities at both sites.

Splash zone

- 2.19 Finally in terms of the 'wet side', a few people suggested a need to timetable some **water/splash play** at the proposed new leisure centres in order to appeal to children and young people and those who like to swim for fun.

Gym

- 2.20 A gym was supported as an essential facility that people would expect to see in a modern leisure centre - though it was repeatedly said that such provision would have to be **competitively priced** to allow the new leisure centres to successfully compete with the area's private facilities.
- 2.21 **Questionnaire results** suggest that the fitness centre/gym facility is the 3rd most important facility for both new leisure centres, as shown by the ranking question for facilities at both sites. Hence this somewhat traditional facility is seen by many as one of the three most relevant sport and leisure facilities that should still be found in new and modern leisure centres.

Fitness studios

- 2.22 Most people across the drop-in sessions and focus groups agreed that dance and fitness studios are **essential** given the popularity of exercise and dance classes currently. The studios must, though, be sufficiently flexible and multi-purpose as to allow a variety of activities to be held within them.
- 2.23 With reference to Copthall, several people suggested that the proposal for two studios may be insufficient - and that three may be required to cater for existing demand, and indeed to offer more and varied classes in future. Furthermore, there was a sense that the studios should be separate entities and not separated by a partition insofar as: *"you get noise with music and stuff...which isn't good when you're doing yoga or Pilates"*.
- 2.24 There was support for the inclusion of a **spinning studio** at Copthall to ensure the proposed new centre could offer this increasingly popular activity and attract a younger audience.

- 2.25 **Questionnaire results** suggest that fitness/dance studios are seen as a 'medium' priority/importance facility, i.e. not as important as the swimming pools or fitness centre/gym facilities, but more important than a Café or a Crèche.
- 2.26 These results are however slightly different across the two leisure centres. When asked about the new facility in the vicinity of Church Farm, respondents ranked Fitness/dance studios as 4th out of 7; However when asked about Copthall, respondents ranked this facility 6th out of 8, i.e. less important than the diving pool facility (ranked 4th) and the sports hall (ranked 5th).

Café

- 2.27 There was almost universal support for hosting cafés within the new leisure centres. They were seen as an **important** means of revenue generation and would, it was felt, offer excellent socialising opportunities for centre users and non-users. That said, a couple of people at the New Barnet / East Barnet drop-in sessions said that they would only be prepared to support a café at a leisure centre within Victoria Recreation Ground, with the rationale being that a café facility at Danegrove Playing Field could be to the detriment of other existing cafés in East Barnet village.
- 2.28 The current café at Copthall leisure centre was frequently criticised for its lack of ambience and poor range of food and drinks (particularly healthy options). It was claimed to be not well-used for these reasons - but people also felt that improved provision - with Wi-Fi access - within a new leisure centre would be very welcome.
- 2.29 **Questionnaire results** however, suggest that cafés are seen as a low priority/importance facility, as they were ranked 6th out of 7 for the new centre near Church Farm and 7th out of 8 for Copthall. This is perhaps not surprising when considering the context of the question that requested respondents to prioritise this facility with others which are more directly associated with physical activity in a traditional sense; hence these findings do not necessarily contradict the above noted findings from the focus groups and drop-in sessions.
- 2.30 Comments gathered through the questionnaire also indicate the need to offer a varied menu with healthy eating options, as well as vending machines and water fountains throughout.

Extra facilities?

Sports hall

- 2.31 As for the possible added 'extras', drop-in attendees were **somewhat divided** on the need for multi-purpose sports halls in the two centres. Some - especially at Copthall - described them as much-needed, revenue-generating facilities that would attract footfall and provide a large space for community use (a view echoed by the vast majority of focus group participants) - whereas others felt they would take up too much space and worried that demand would not be sufficient to ensure their cost-effectiveness.
- 2.32 **Questionnaire results** suggest that sports halls are seen as a 'medium' priority, as they were ranked 5th out of 7 for the new leisure centre near Church Farm and 5th out of 8 for Copthall.

Crèche

- 2.33 Parents of young children were keen to see a crèche at the proposed new leisure centres, suggesting that this would **encourage** them to be much more active than they are currently. Indeed, even many of

those without children acknowledged that such provision would be **useful** in attracting a younger audience to the centres and in allowing parents to undertake higher levels of exercise. There was also a sense that facilities such as a crèche are important in terms of revenue generation and ensuring the centres eventually become self-sustaining - and in enticing people away from private sector facilities.

- 2.34 At the New Barnet / East Barnet drop-in sessions though, a few people were aware of other forthcoming provisions in the Victoria Recreation Ground area and urged LBB to avoid duplicating facilities by providing a crèche in the proposed new leisure centre if it is sited there.
- 2.35 **Questionnaire results** suggest that crèche facilities are perceived as the least important for both leisure centres, ranked 7th out of 7 for the new centre near Church Farm and 8th out of 8 for Copthall.

Climbing wall

- 2.36 Mixed views were expressed on the inclusion of a climbing wall at the drop-in sessions. Some considered it an innovative, cost-effective activity that would attract people - especially younger people - to the new leisure centres. Others, though, were concerned about usage levels, instructor availability and the supervision costs it would incur.
- 2.37 The possibility of including a climbing wall was spontaneously mentioned at the focus groups for people with physical disabilities and young people, who felt that such non-traditional activities are essential in attracting new audiences to the proposed new leisure centres.

Spa facilities (sauna, steam room, jacuzzi)

- 2.38 There was significant support at the drop-in sessions (especially at Copthall) and across all focus groups for incorporating a spa-type facility - including a sauna, steam room and Jacuzzi - within the proposed new leisure centres. This, it was felt, would enable the Council-owned facilities to successfully compete with private centres, providing they are maintained to a high standard.
- 2.39 It was suggested that LBB investigate the possibility of replicating the set up at Swiss Cottage leisure centre, which has a GLL-run Spa London facility on-site that attracts a significant number of visitors and apparently gives the Council-owned leisure centre the feel of a private facility.
- 2.40 **Questionnaire results** suggest that spa facilities are indeed in demand, with comments requesting such facilities repeating a number of times for both new leisure centres.

Diving pool

- 2.41 Most of those who commented on the issue supported the retention of the diving pool at Copthall - though reasoning was sometimes based more around nostalgia and the fact 'it's always been there' than any knowledge of usage levels and demand. More specifically though, diving was perceived as becoming more popular as an activity and it was considered unreasonable that a community the size of Barnet should be left without a facility to encourage people to take it up.
- 2.42 Moreover, if the future Barnet Copthall leisure centre is designed to be an elite facility, it was considered important that it includes additional, somewhat niche facilities such as diving pools, and they should be sufficiently flexible to allow other activities to take place in them (and could, in fact, be incorporated into one of the proposed swimming pools).
- 2.43 A small minority felt that a diving pool would be inefficient in terms of both space and cost and should thus not be included within the facility mix at the proposed new Copthall leisure centre.

- 2.44 **Questionnaire results** suggest that a diving pool is seen as a medium priority/importance facility for the future Copthall leisure centre; it was ranked 4th out of 8.

Other suggestions

- 2.45 **Children's soft play** was a popular suggestion for an added value facility that would generate significant revenue - and one person at the Copthall drop-in sessions suggested a trampoline park as an innovative, attractive provision that would appeal to a diverse range of people.
- 2.46 **Questionnaire results** provide more information on facilities not mentioned above that were suggested by participants to be included in the new buildings. For both leisure centres, 74% of respondents did not state any other suggestions. Key suggestions that were made by respondents to this question are outlined below.
- 2.47 For the new leisure centre near Church Farm, the more common suggestions included spa facilities (sauna, steam room and Jacuzzi), more children-related activities and facilities, parking facilities (including spaces for bicycles), a diving pool/facility, tennis courts and outdoor courts/facilities.
- 2.48 For Copthall, the more common suggestions also included spa facilities as well as more 'swimming orientated' facilities such as good and adequate changing facilities (including separate ones by gender, for families etc.), a 50m swimming pool and a swimming pool with a movable floor.

Site preferences: The new leisure centre near Church Farm

Danegrove Playing Fields or Victoria Recreation Ground?

- 2.49 Several people were prepared to see a new leisure centre sited at either Danegrove Playing Fields (henceforth Danegrove) or Victoria Recreation Ground (henceforth VRG) 'as long as it is built' and includes all of the requisite facilities. Most people, though, expressed a preference for one site over the other - and the cited merits and drawbacks of both are reported below.

Danegrove Playing Fields

- 2.50 The Danegrove site was thought to have some considerable merits, namely: its current lack of usage (especially in comparison with VRG) and the corresponding lack of impact building a leisure centre there would have on useable green space; its prominent location; its existing transport infrastructure and nearby amenities; its proximity to the current Church Farm site; and the fact it could be used by local schools.
- 2.51 The site was also thought to have some notable drawbacks, namely: its difficult topography and drainage; its comparatively small size; the implications a new leisure centre there would have on local traffic volumes and management; its location on a busy junction; its lack of access; its current designation as a school playing field; and the probable objections from residents, especially on Park Road. The primary issue for drop-in attendees, though, was the lack of parking in the immediate vicinity and the apparent lack of opportunity to provide much on-site provision in future.

Victoria Recreation Ground

- 2.52 The VRG site was thought to have some considerable merits, namely that: it is a large, flat space with potential for wide range of facilities and future expansion if required; it is within an increasingly residential area and thus has a growing catchment; it is already a recreational space and could thus become a 'destination' where individuals and families could spend the day; it has good public transport links; it has some existing parking provision and a number of access points (or potential access points); it could be used by several local schools; it is an enclosed space where a leisure centre will have minimum visual impact; and siting a leisure centre there will have less of an impact on residents (in comparison with Danegrove).
- 2.53 One other apparently very important consideration in terms of locating a leisure centre at VRG is that it could act as a catalyst to developing what is presently a somewhat run-down park and wider area. Indeed, many people commented that VRG can feel unsafe after dark and suggested that siting a leisure centre there would result in improvements in this regard.
- 2.54 The VRG site was also thought to have some notable drawbacks, namely: the difficult road infrastructure immediately surrounding it (many comments were made about the narrowness of adjacent roads); the implications a new leisure centre there would have on local traffic volumes and management and parking on surrounding streets; a lack of safety and security currently that would have to be rectified to increase usage, especially among young people; and its 'hidden' nature meaning many people are unaware of its existence.
- 2.55 A small but significant minority of drop-in attendees and some focus group participants rejected the idea of a leisure centre on VRG because they did not want to lose any park space: they argued passionately for Danegrove on the grounds that it is unused space currently, whereas VRG is a functioning park. As aforementioned though, most others agreed that VRG is underutilised and that siting a leisure centre there would act as a catalyst for improvement and increased usage. Furthermore, most of the focus group participants tended to be reassured when informed that the leisure centre would only take up a very small proportion of the site.

Victoria Recreation Ground: Site A or Site B

- 2.56 People were asked for their views on whether they would prefer to see a new VRG-based leisure centre sited towards the north of the site (Option A) or on the existing hard courts (Option B). Many did not consider the exact location to be particularly important, providing the facility is built somewhere.
- 2.57 Of those who expressed an opinion one way or the other, a small majority instinctively chose Option A (towards the North of the site) on the grounds that it is larger and thus more flexible in terms of the potential range of facilities. Other reasons for choosing Option A over Option B were that it is more discreetly located within VRG and retains its 'open-ness'; it would improve a somewhat neglected area of the park; and it does not result in the loss of apparently well-used hard courts.
- 2.58 Those supporting Option B (over existing hard courts) over Option A did so on the grounds that: it would impact fewer local residents; it is an already paved over area of the park with better drainage; less green open space would be lost; and accessibility is better.
- 2.59 Several drop-in attendees and focus group participants suggested LBB consider a larger leisure centre footprint by combining Options A and B - and others felt the Council should look at other options within

VRG to ensure the right area is chosen, primarily in terms of size, access, parking provision and potential residents' objections.

- ^{2.60} **Questionnaire results¹** suggest that respondents overall prefer Option A (towards the North of the site, 48%) over option B (over existing hard courts, 28%). For those respondents who use the Church Farm leisure centre more than any other Council-run leisure centre, a similar breakdown of results can be noted (51% of them prefer Option A, while 31% of them prefer option B).
- ^{2.61} Finally, whatever is ultimately decided, many people wished to see any lost facilities (such as the children's playground and the hard courts) re-provisioned elsewhere within VRG.

Overall balance of opinion

- ^{2.62} Though there was a large degree of support for siting a new leisure centre on Danegrove Playing Fields, a majority of drop-in attendees and focus group participants favoured Victoria Recreation Ground for the reasons outlined above. Within that site, Option A (building the new facility towards the north of the site) was typically preferred to Option B (building it on the existing hard courts) primarily on the grounds of size - which suggests that, if people could be reassured that the latter is large enough to accommodate a well-provisioned leisure centre, it would be acceptable to them.
- ^{2.63} **Questionnaire results**, however, show that respondents overall had very similar preference levels for either site, as 35% supported Option A (Danegrove) and 34% supported Option B (VRG). A further analysis of these results showed differences by certain groups of respondents; respondents who use the current Church Farm leisure centre more than any other Council-run leisure centre (approximately a quarter of overall respondents) prefer Option A (Danegrove, 53%) over Option B (VRG, 35%); in contrast, the majority (34%) of respondents who don't use the centre as often (approximately three quarters of overall respondents) prefer Option B (VRG), while 29% of them prefer Option A (Danegrove).
- ^{2.64} Further findings from the focus groups and drop-in sessions showed that a small minority rejected both sites on the grounds that open space should not be built upon and that more consideration should be given to brownfield sites - and a few others declined to give an opinion on the two possible locations: they desired sight of more detailed information (such as traffic and ecology survey results) prior to doing so.
- ^{2.65} Participants' concerns about parking provision and access should be re-iterated at this stage. The worries in relation to each site have been outlined above, but many people were of the view that both sites will be problematic in this regard and that careful consideration must be given to how adequate parking provision and proper site accessibility can be achieved. In this context, several people suggested that consideration be given to underground parking (or even multi-storey parking if at VRG) - while others saw a need for more pro-activity in encouraging people to visit the centre on foot, by cycling and by public transport.

¹ The sites for VRG were named differently in the consultation document and the questionnaire. To minimise confusion, the naming convention used in the questionnaire was adopted when reporting the results in the executive summary so that it matches the naming convention used to report the findings from the focus groups and drop-in sessions.

Other services

- 2.66 **In principle, many people supported** the inclusion of services such as GP surgeries, pharmacies, health and wellbeing advice provision, libraries and nurseries within leisure centres. They would, it was felt, attract people to the facility (including those who may not normally visit), thus increasing footfall and possibly usage and revenue generation - and increase convenience for the community by providing a 'one-stop-shop' for a range of activities. In practice though, there were some important concerns, chiefly around the space available and the need to retain this for the main purpose of a leisure centre; that is, to provide sport and leisure opportunities.
- 2.67 Most of those who commented did not consider GP surgeries to be necessary within any new leisure centre, though there was significant support for the provision of allied services such as: health (including mental health) advice; midwifery and health visiting services; and specialist clinics and complementary therapies such as osteopathy, acupuncture, podiatry, chiropractic services, massage, physiotherapy, hydrotherapy etc.
- 2.68 Many people at the Copthall drop-in sessions also endorsed the idea of a **GP outreach service** whereby local doctors and/or nurses could base themselves in leisure centres say one or two afternoons a week on a drop-in basis for consultations and clinics.
- 2.69 While some people (especially those at the New Barnet / East Barnet drop-in sessions) were against anything that might lead to a 'reduction in library space', many focus group participants - and indeed several other drop-in attendees - were **positive about the possible co-location of libraries** and leisure centres insofar as both facilities would be more sustainable and cost-efficient and it would enable individuals and families to undertake several activities under one roof. There was also support for a small 'reading lounge' for those wishing to visit the facility with others or to socialise, but not partake in any sporting activity - and for a small library of sorts for children to be able to do some homework between activities or while waiting for their parents to collect them.
- 2.70 **Questionnaire results** suggest that the highest proportions of respondents indicated that they would be willing to access library services and health advice/consulting services (65% and 60% of respondents respectively) in future leisure centres. Other services were met with lower levels of acceptance.

Other comments or suggestions raised

Site preferences: Copthall

- 2.71 Very few people objected to the re-provision of Copthall leisure centre on a different site, and the only comments made regarding the proposed new adjacent location were around the need to re-site the rugby and Gaelic football pitches (including during the construction phase).
- 2.72 Several drop-in and focus group participants commented on the need to view this as an opportunity to reconfigure the Copthall site as a whole to ensure it becomes a premier indoor and outdoor sporting and leisure destination for North London. As one person commented: *"it would be nice to regenerate it all into a sport, health wellbeing site for people to come and enjoy themselves and do lots of different things"*. In this regard, a few people suggested that LBB examine the possibility of relaxing green belt regulations in an attempt to increase the footprint of the proposed new leisure centre and make it 'the best it can be'.

- 2.73 Finally, one significant issue raised in relation to the Copthall site was that it is very poorly served by public transport. Many people were strongly of the view that LBB should lobby Transport for London for a re-routed bus through the site, particularly if Copthall is intended to become a 'destination' facility for the whole community.

Accessibility

- 2.74 The need for both proposed new leisure centres to be accessible and welcoming for disabled users was raised by numerous participants (Copthall was particularly heavily criticised for its poor configuration in this regard currently).

Other comments and suggestions from the questionnaire

- 2.75 Respondents to the **Questionnaire results** also provided further comments and suggestions. While 71% of respondents did not provide any other suggestions or comments, some of the key suggestions that were made by respondents to this question are outlined below:

- » The need for adequate access – by public transport, car, bicycle or via other means of transport
- » The need for adequate parking – including enough spaces in general as well as allocation for people with disabilities, small children etc.
- » The need for adequate facilities – especially changing rooms (including separation by gender, for families etc.), showers and toilets
- » The need for a wide range of activities and facilities – including for diving, classes and lessons on offer etc.
- » The need for reasonable prices – including membership, concession tickets etc.

3. The Consultation Questionnaire

Overview

- 3.1 As part of the engagement process, a **consultation document** covering the proposed changes was produced and made publicly available on the Council's consultation website (Engage Barnet²). The website also included detailed information about the processes undertaken by the Council so far, including links to the relevant Needs Assessment and Feasibility Study papers, a summary presentation, a Frequently Asked Questions (FAQ) document, Planning Briefs and an outlined Business Case.
- 3.2 The **consultation questionnaire** included an introduction to the consultation and a summary of its key points. The following topics were covered in the consultation questionnaire:
- » The proposed facilities within the two new leisure centres.
 - » The proposed locations for the new leisure centre in the vicinity of Church Farm, either at Danegrove Playing Field in East Barnet, or Victoria Recreation Ground in New Barnet.
 - » The proposed site for the new leisure centre within the Victoria Recreation Ground Option.
 - » Additional services considered for future provision.
- 3.3 The open consultation questionnaire was designed by LBB (with limited advice from ORS) and made available online through the Council's consultation website and the URL was also printed on the paper copies.
- 3.4 Paper copies were made available in locations identified as relevant, including Church Farm, Copthall, Burn Oak, Finchley Lido and Hendon leisure centres; the Council's libraries; at all drop-in sessions; New Barnet Sainsbury's supermarket and upon request. Respondents then had the option to submit their questionnaire via FREEPOST to ORS' office.
- 3.5 This chapter details the methodologies and responses to the consultation questionnaire. This questionnaire can provide considerable information about the views of particular groups and individuals at local levels; however it is important to note that it was open to any interested stakeholders, individuals or organisations both within and outside of Barnet regardless of their affiliation with, or usage of, Council-run leisure centres or other leisure facilities in general.
- 3.6 The results therefore are not representative of any particular population, including that of the LBB authority area. However, within the context of the consultation it provides an appropriate and important opportunity for the public to provide their opinions.
- 3.7 Of course, it is for LBB to determine what appropriate emphasis to be given to different elements within the consultation, while bearing in mind that the outcome of the consultation should not be just a

² <https://engage.barnet.gov.uk/adult-social-services/sports-and-physical-activity-cf-copthall>

'numbers' game. In other words, the question is not *'Which findings should determine our decision?'* but *'What evidence or considerations have emerged that should influence our deliberations about the future provision of the two new leisure centres?'*

Questionnaire responses

- 3.8 The questionnaire was made available for respondents (both online and in paper form) between 30th June and 23rd September 2015.
- 3.9 All questionnaire responses in which at least one of the consultation questions was answered and received by ORS or LBB at any of the contact points made available by the close of the consultation period were included in the analysis.
- 3.10 For online questionnaires, ORS analysed the IP addresses and demographic variables and concluded that no systematic attempt to skew the questionnaire results was attempted by respondents through submitting multiple identical responses. Hence all online questionnaire responses were included in the analysis of results.
- 3.11 A total of 958 questionnaires were analysed, of which 446 were paper questionnaires and 512 were online questionnaires.

Profile of respondents to the questionnaire

- 3.12 Table 1 (overleaf) provides a breakdown of results for demographic variables that were collected on respondents from questionnaires completed online or via paper versions. Percentages are based on valid responses³ for each question and may not sum due to rounding.

³ Valid responses exclude those who did not answer the question or answered 'Don't know' or 'Prefer not to say'

Table 1: Breakdown of demographic variables for responses to the consultation questionnaire

Characteristic		All Responses	
		(count)	% Valid
Gender	Male	317	38%
	Female	526	62%
	Not Known	115	-
	Total	958	100%
Age	34 and under	101	12%
	35 - 44	180	21%
	45 - 54	190	22%
	55 - 64	196	23%
	65+	180	21%
	Not Known	111	-
Total	958	100%	
Ethnicity	White	716	89%
	Non-white	92	11%
	Not Known	150	-
	Total	958	100%
Disability ⁴	Disabled	63	8%
	Not disabled	770	92%
	Not Known	125	-
	Total	958	100%
Working Status	Working	557	64%
	Retired	203	23%
	Otherwise not working	116	13%
	Not Known	82	-
	Total	958	100%
Religion	Christian	354	48%
	Non-Christian	154	21%
	No religion	235	32%
	Not Known	215	-
	Total	958	100%

⁴ For respondents who indicated that they have a disability, the following descriptions of disability have been recorded: Reduced physical capacity (44%), mobility (42%), hearing (19%), learning difficulties (14%), mental illness (14%), physical co-ordination (10%), vision (5%), speech (3%), severe disfigurement (3%) and other disabilities (24%).

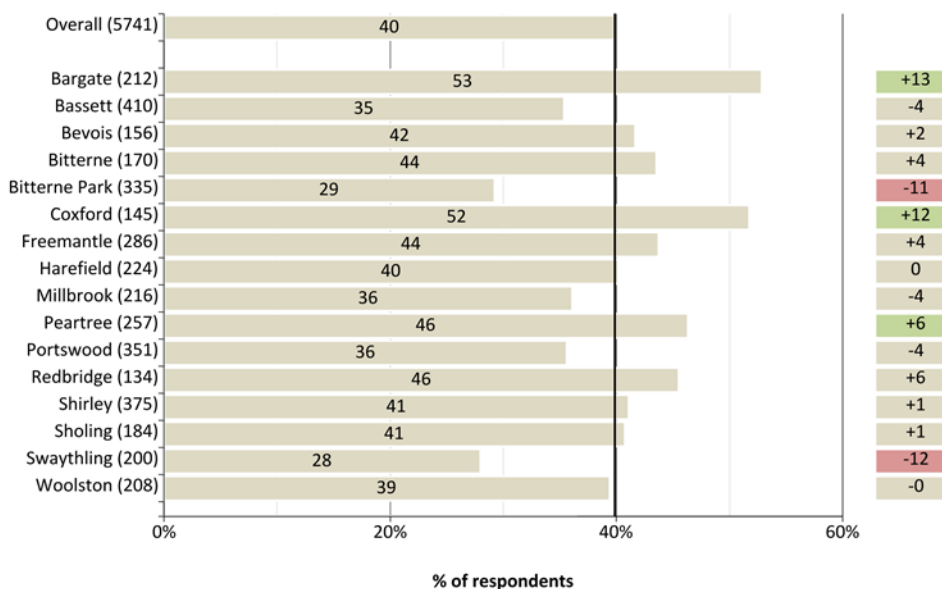
Interpretation of the questionnaire results

- 3.13 In this report, where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” or “nothing stated” categories, or multiple answers. Throughout the volume an asterisk (*) denotes any value less than half a per cent.
- 3.14 In some cases figures of 2% or below have been excluded from graphs.
- 3.15 Graphics are used extensively in this report to make it as user friendly as possible. The pie charts and other graphics show the proportions (percentages) of respondents making relevant responses. Where possible, the colours of the charts have been standardised with a ‘traffic light’ system in which:
- » Green shades represent positive responses
 - » Beige and purple/blue shades represent neither positive nor negative responses
 - » Red shades represent negative responses
 - » Grey shades represent ‘Don’t Know’ responses
 - » The bolder shades are used to highlight responses at the ‘extremes’, for example, very satisfied or very dissatisfied
- 3.16 Due to the nature of the open consultation questionnaire, results were not weighted to be representative of any particular population and no tests for statistically significant differences were undertaken.
- 3.17 This report includes the results of ranking questions, where respondents to the consultation questionnaire were asked to rank several alternatives in terms of their relative importance. A mean score (rounded to 1 decimal point) was calculated for each alternative. The mean ranking scores are then used to illustrate relative importance, such that the lower the score, the higher the importance. For illustration purposes, ‘Facility X’ (with a mean score of 1.7) would be considered more important than ‘Facility Y’ (with a mean score of 2.3), for example.

Differences in results by sub-groups

- 3.18 For some questions, a further analysis revealed differences in responses by key demographic variables. Such analysis highlights how sub-groups within key demographic variables (e.g. within ‘age’, those aged 25-34) provided different answers compared to the overall average.
- 3.19 Where results are particularly higher (for certain sub-groups, in comparison to the overall score) they are highlighted in Green, whilst results that are particularly lower (for certain sub-groups, in comparison to the overall score) are highlighted in Red.
- 3.20 Whether results are highlighted or not may depend on various factors, including how different they are to the overall average and the base-size for each result (i.e. how many people who fall under each category answered the question).
- 3.21 Commentary text is then provided for those results which are particularly higher, as illustrated through the following example (data is independent to the findings discussed in this current report):

‘Differences in agreement that savings should be made from the library budget by ward (Respondents who agree)’



‘Base: All respondents (number of respondents shown in brackets)’

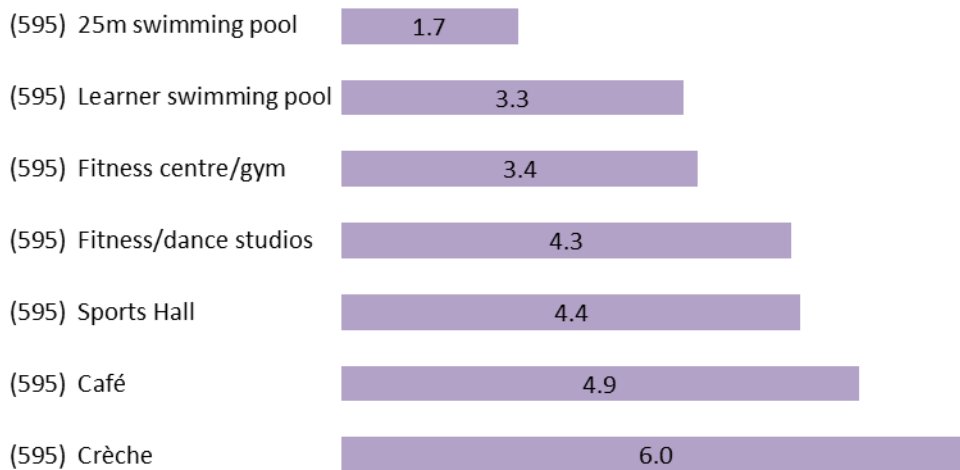
*‘Respondents who reside in **Bargate, Coxford or Peartree** wards are more likely to agree that savings should be made from the library budget to make Library Services more financially sustainable.’*

4. Detailed Questionnaire Results

Section 1: The new leisure centre in the vicinity of Church Farm

Please rank how important each facility is to you from 1 to 7, with 1 being most important and 7 being least important.

Figure 1: Please rank how important each facility is to you from 1 to 7, with 1 being most important and 7 being least important (Church Farm)

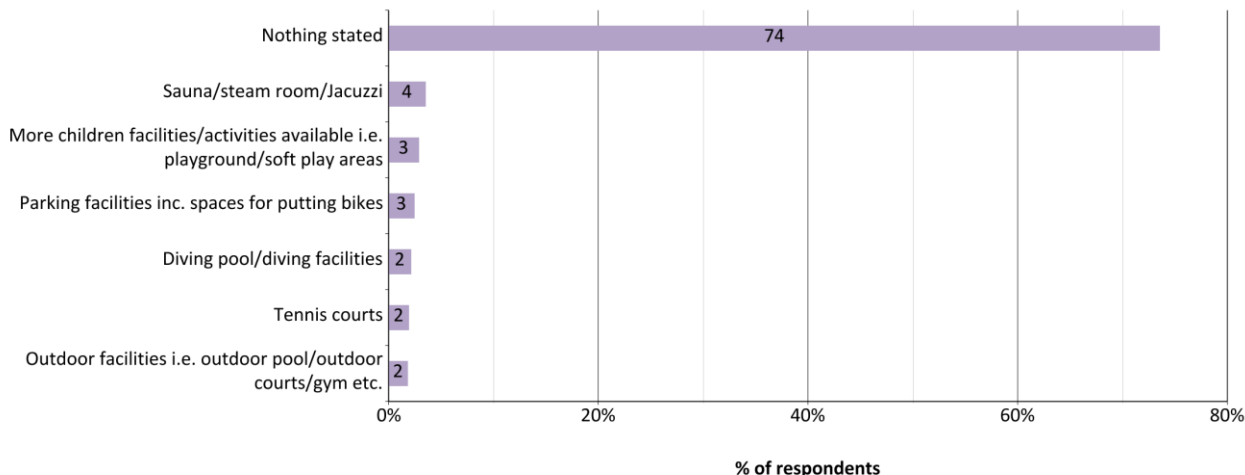


Base: All respondents (noted in brackets)

- 4.1 Respondents to the consultation questionnaire were asked to rank 7 facilities in terms of their relative importance to the new leisure centre in the vicinity of Church Farm.
- 4.2 The figure above shows the mean score (rounded to 1 decimal point) for each facility, such that the lower the mean score the higher the relative importance of that facility.
- 4.3 Results indicate that the 25m swimming pool is the most important for respondents (ranked 1st), with the learner swimming pool and fitness centre/gym rated as 2nd and 3rd most important respectively for the new leisure centre.
- 4.4 The crèche facility was ranked 7th and least important to the new leisure centre.

If you think there are other facilities not mentioned above that should be included at the new Church Farm leisure centre site, please provide more details.

Figure 2: If you think there are other facilities not mentioned above that should be included at the new Church Farm leisure centre site, please provide more details



Base: All respondents (958)⁵

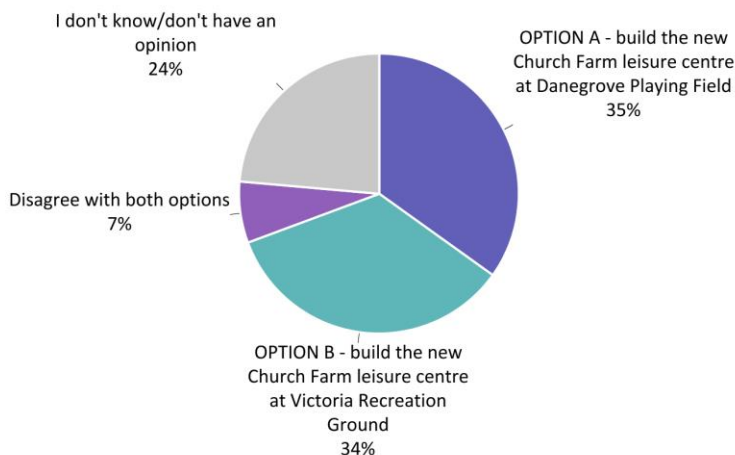
- 4.5 Respondents were asked what other facilities not mentioned previously should be included at the new leisure centre in the vicinity of Church Farm.
- 4.6 74% of respondents (n=705) did not state any additional facilities.
- 4.7 For the remaining respondents who answered this question, the more common mentions include spa facilities (sauna, steam room and Jacuzzi), more children-related activities and facilities, parking facilities (including spaces for bicycles), a diving pool/facility, tennis courts and outdoor courts/facilities.
- 4.8 Some of the other comments included requests for:
 - » A 33m swimming pool
 - » A café serving healthy food
 - » Rain-protected bicycle racks
 - » Early morning classes (e.g. boot-camp)
 - » Late evening classes (e.g. swimming, gender-specific)
 - » Gallery space for local artists
 - » A room available for studying/using computers
 - » Renting space for private businesses (e.g. massage, physiotherapy, beauty therapists)
 - » A shop selling swimming accessories (e.g. goggles)
 - » A wave machine

⁵ For this question, ‘None stated’ answers were included as valid results for which percentages are shown.

Based on the information in the Consultation Document and your own knowledge please indicate which of the following options you think is most appropriate.

Part 1 - Overall

Figure 3: Please indicate which of the following options you think is most appropriate (the new Church Farm), overall



Base: All respondents (854)⁶

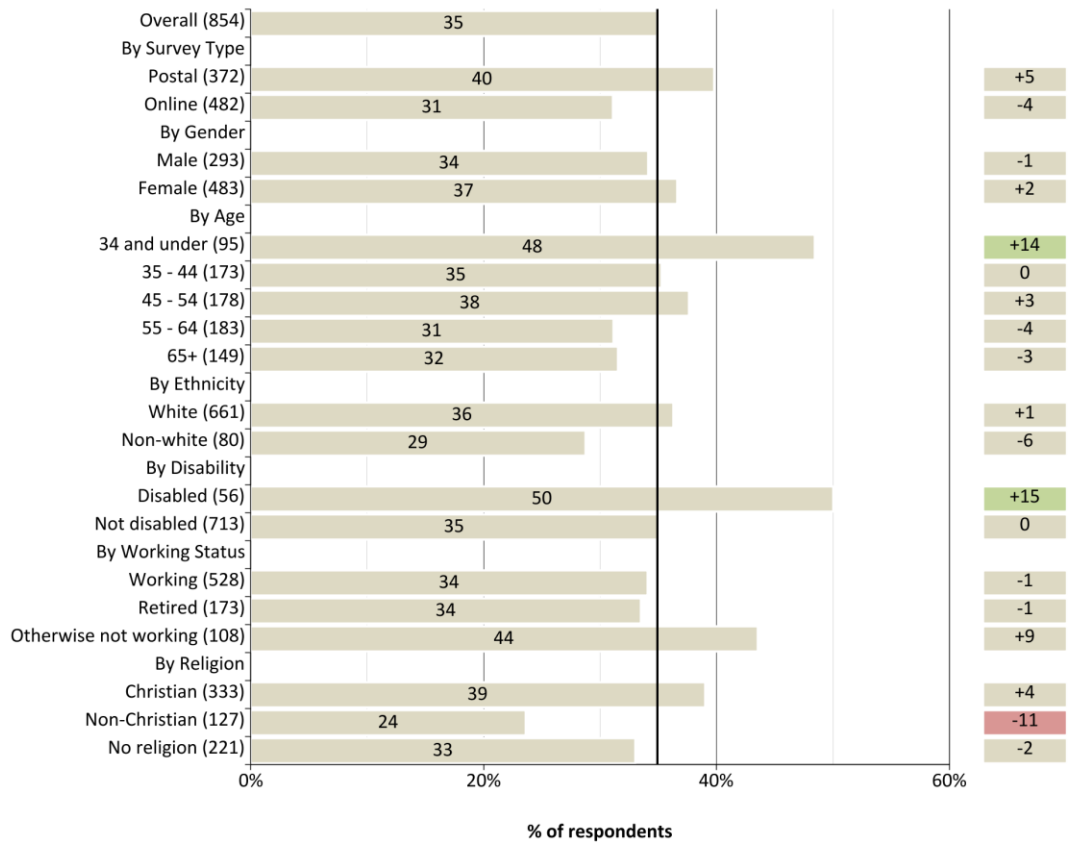
- 4.9 Respondents appear to think that options A and B are equally appropriate, with 35% (n=298) preferring the new leisure centre at Danegrove Playing Field, and 34% (n=294) preferring the Victoria Recreation Ground option.
- 4.10 Almost a quarter (24%; n=202) of all respondents who answered this question indicated that they don't know or don't have an opinion on this matter.
- 4.11 Only 7% of respondents (n=60) disagree with both options. Some of the more common reasons provided by these respondents for disagreeing with both options included that they are happy with the existing Church Farm facilities and do not wish the centre to change, that it would suffice to expand/improve the existing facilities, that they disagree with building the new site on a green-belt area, or that they are happy with the current location of the centre or unhappy with the location of the proposed site. In addition, respondents appear concerned that the proposed plans will further exacerbate traffic congestion in the area.
- 4.12 A further analysis shows how results for this question vary for sub-groups by key demographic variables⁷.

⁶ For this question, 'Don't know' / 'No opinion' answers were included as valid results for which percentages are shown.

⁷ While no analysis to identify statistically significant differences has been conducted, results for these sub-groups do appear notably different in comparison to other sub-groups and hence they are reported.

Sub-group differences: respondents overall who prefer ‘Option A’ (Danegrove)

Figure 4: Sub-group differences: respondents who prefer ‘Option A’ (Danegrove)



Base: All respondents (noted in brackets)⁸

4.13 Those respondents to this question who are aged 34 and under or with a disability appear particularly likely to prefer Option A (Danegrove).

Sub-group differences: respondents overall who prefer ‘Option B’ (VRG)

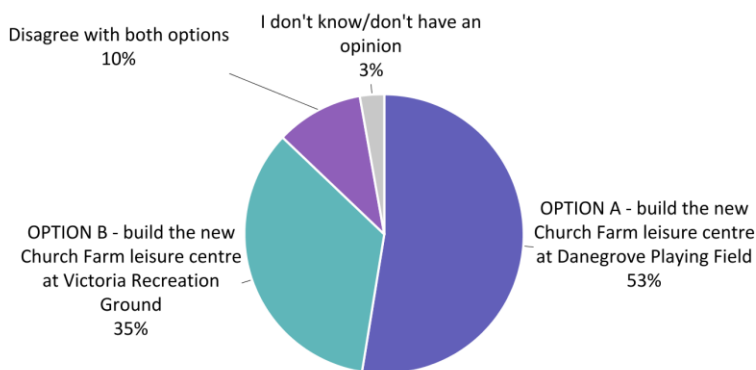
4.14 Respondents to this question who prefer Option B (VRG) are not particularly likely to be associated with any sub-groups by key demographic variables; the chart outlining this analysis is omitted from the report.

⁸ For this question, ‘Don’t know’ / ‘No opinion’ answers were included as valid results for which percentages are shown.

4.15 In addition, a further analysis provided insight into how results for this question varied between those respondents who use the Church Farm leisure centre more than any other Council-run leisure centre, and those respondents who don't.

Part 2 – CF users⁹

Figure 5: Please indicate which of the following options you think is most appropriate (the new Church Farm), CF users



Base: respondents who use the Church Farm leisure centre more than any other Council-run leisure centre (217)¹⁰

4.16 For those respondents who use the Church Farm leisure centre more than any other Council-run leisure centre, a higher proportion (53%; n=114) compared to respondents overall (35%; n=298) prefer the Danegrove option.

4.17 A similar proportion of these respondents (35%; n=75) in comparison to respondents overall (34%; n=294) prefer the VRG option, while only 3% of them (n=6) stated that they don't know or don't have an opinion on the matter compared to almost a quarter of respondents overall (24%; n=202).

4.18 Hence, respondents who use the Church Farm leisure centre more than any other Council-run leisure centre appear to prefer the Danegrove option by a notable majority, and are a lot more opinionated on this matter compared to other respondents.

Sub-group differences: Church Farm users who prefer Option A or Option B

4.19 A further analysis examined how results for this question vary for sub-groups by key demographic variables.

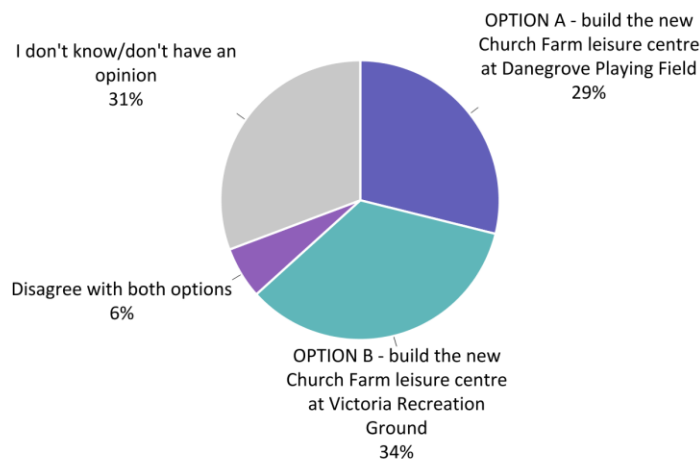
4.20 Church Farm users who indicated a preference for Option A (Danegrove), or Option B (VRG), are not particularly likely to be associated with any sub-groups by key demographic variables; the charts outlining this analysis are omitted from the report.

⁹ Respondents who use the Church Farm leisure centre more than any other Council-run leisure centre

¹⁰ For this question, 'Don't know' / 'No opinion' answers were included as valid results for which percentages are shown.

Part 3 – Non CF users¹¹

Figure 6: Please indicate which of the following options you think is most appropriate (the new Church Farm), non-CF users



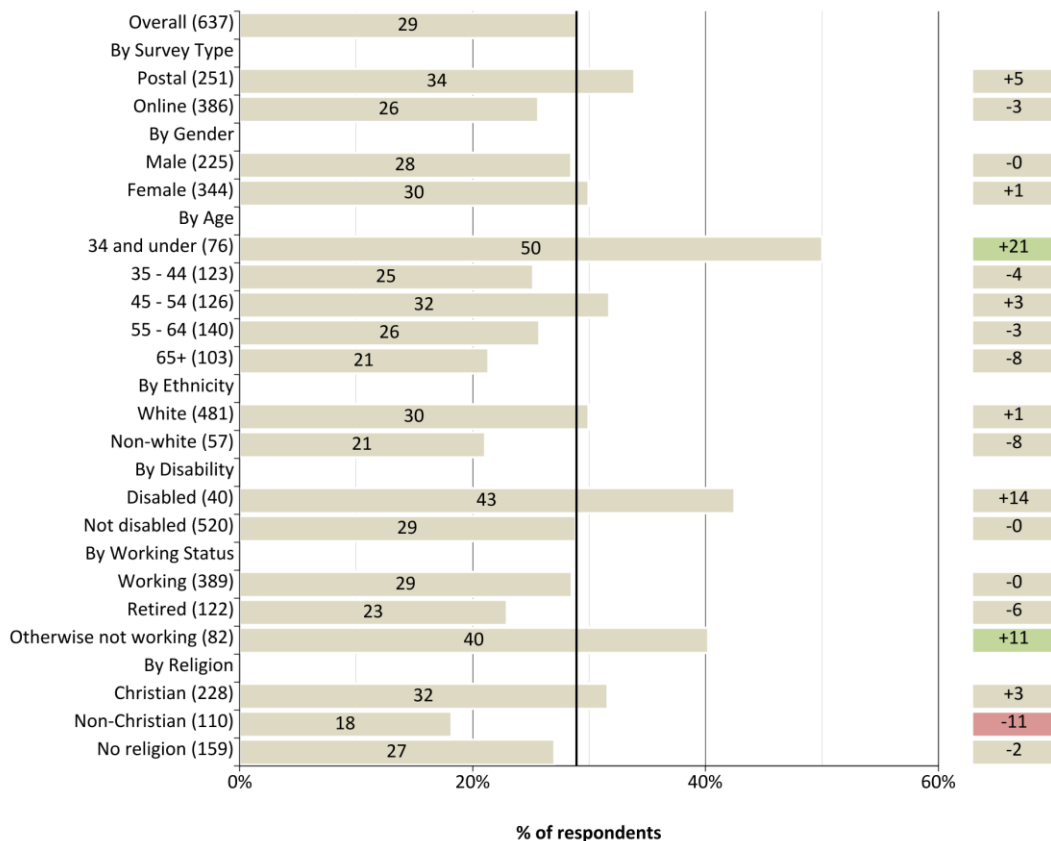
Base: respondents who do not use the Church Farm leisure centre more than any other Council-run leisure centre (637)¹²

- 4.21 For those respondents who do not use the Church Farm leisure centre more than any other Council-run leisure centre, a smaller proportion (29%; n=184) compared to respondents overall (35%; n=298) prefer the Danegrove option.
- 4.22 A similar proportion (34%; n=219) of these respondents compared to respondents overall (34%; n=294) prefer locating the new leisure centre at VRG, however 31% (n=196) of them stated that they don't know or don't have an opinion on the matter, which is a larger relative proportion compared to respondents overall (24%; n=202).
- 4.23 Hence, respondents who do not use the Church Farm leisure centre more than any other Council-run leisure centre appear to prefer the VRG option, although almost as many of them don't know or don't have an opinion.
- 4.24 A further analysis examined how results for this question vary for sub-groups by key demographic variables.

¹¹ Respondents who do not use the Church Farm leisure centre more than any other Council-run leisure centre
¹² For this question, 'Don't know' / 'No opinion' answers were included as valid results for which percentages are shown. The respondents are those who indicated that

Sub-group differences: non CF users who prefer 'Option A' (Danegrove)

Figure 7: Sub-group differences: non CF users who prefer 'Option A' (Danegrove)



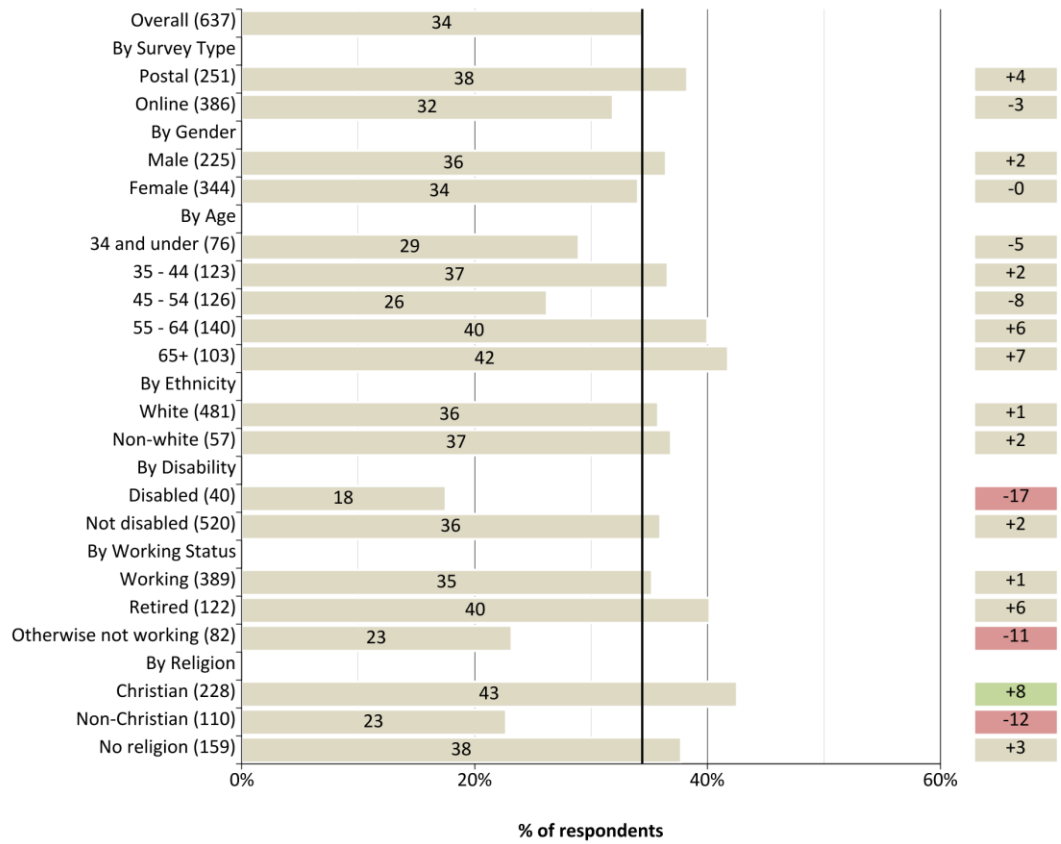
Base: respondents who do not use the Church Farm leisure centre more than any other Council-run leisure centre (noted in brackets)¹³

^{4.25} Respondents to this question who do not use the Church Farm leisure centre more than any other Council-run leisure centre and who are aged 34 and under or have indicated their working status as 'Otherwise not working' appear particularly likely to prefer Option A (Danegrove).

¹³ For this question, 'Don't know' / 'No opinion' answers were included as valid results for which percentages are shown.

Sub-group differences: non CF users who prefer 'Option B' (VRG)

Figure 8: Sub-group differences: non-CF users who prefer 'Option B' (VRG)



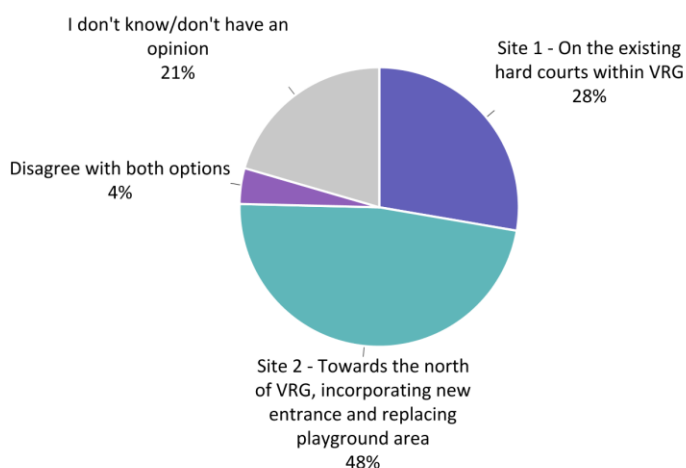
Base: respondents who do not use the Church Farm leisure centre more than any other Council-run leisure centre (noted in brackets)¹⁴

^{4.26} Respondents to this question who do not use the Church Farm leisure centre more than any other Council-run leisure centre and who are Christian appear particularly likely to prefer Option B (VRG).

¹⁴ For this question, 'Don't know' / 'No opinion' answers were included as valid results for which percentages are shown.

If the new Church Farm leisure centre was to be built at Victoria Recreation Ground which of the following sites do you think is most appropriate?

Figure 9: Please indicate which of the following options you think is most appropriate (the new Church Farm at Victoria Recreation Ground)



Base: respondents who preferred option B (VRG site) for the new Church Farm leisure centre (292)¹⁵

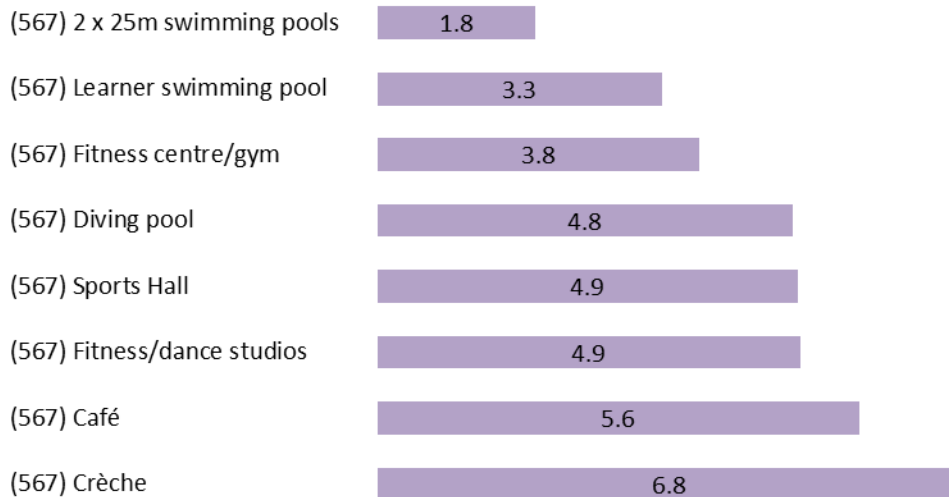
- 4.27 Respondents who indicated that they prefer having the new leisure centre located at Victoria Recreation Ground were asked to specify which site on the VGR they think is more appropriate.
- 4.28 Almost half (48%; n=139) of respondents to this question preferred to have the new Church Farm leisure centre built towards the north of Victoria Recreation Ground, incorporating the new entrance and replacing the playground.
- 4.29 It should be noted however that more than a quarter (28%; n=81) of respondents to this question preferred to have the new Church Farm leisure centre built on the existing hard courts, while 21% (n=60) did not know or did not have an opinion.
- 4.30 4% of respondents (n=12) disagree with both site options for the new leisure centre at the Victoria Recreation Ground. Some of the reasons provided for this included that the current VRG site should stay as it is, with a notable concern for losing the playground and for the negative impact on the environment (loosing green space, noise/air/light pollution) as well as the expected traffic congestion.
- 4.31 Some alternatives suggested included purchasing brown-land nearby to build the new swimming pool on, and redeveloping the existing site to be more community orientated, e.g. without large new facilities but with an added café and community centre, bigger gardens, improved playground etc.

¹⁵ For this question, 'Don't know' / 'No opinion' answers were included as valid results for which percentages are shown.

Section 2: New Copthall leisure centre

Please rank how important each facility is to you from 1 to 8, with 1 being most important and 8 being least important.

Figure 10: Please rank how important each facility is to you from 1 to 8, with 1 being most important and 8 being least important (Copthall)

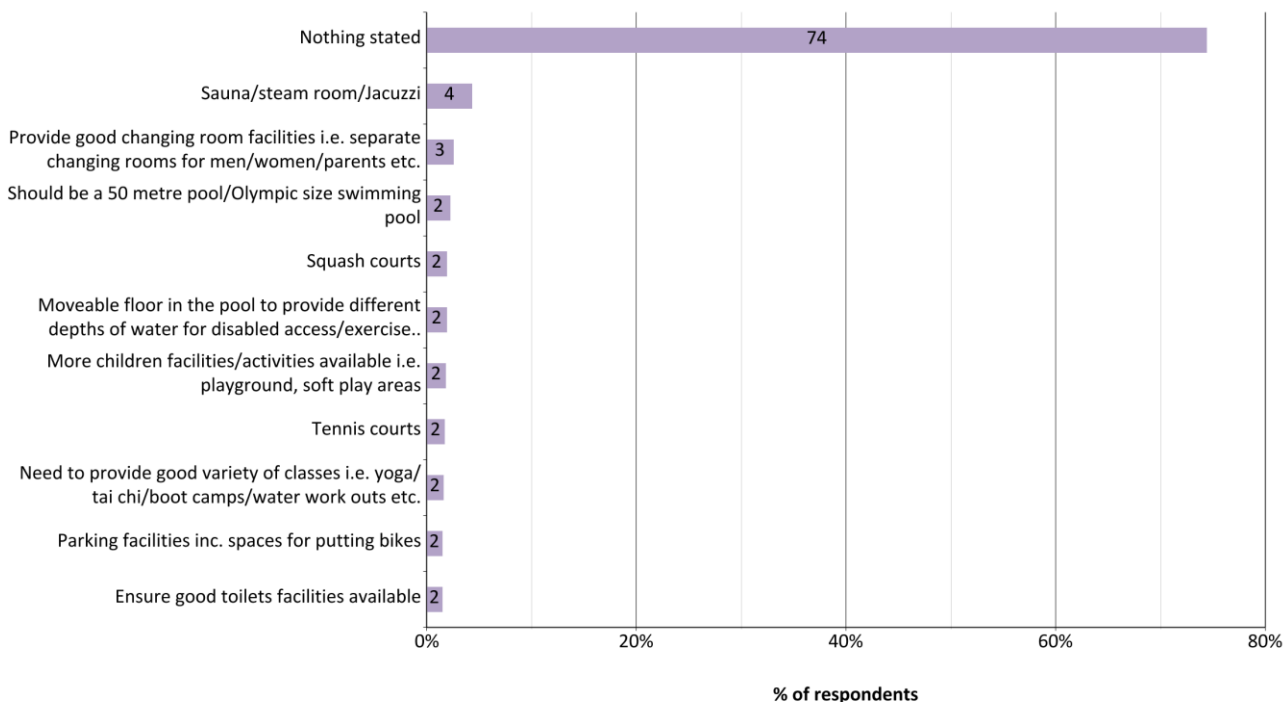


Base: All respondents (noted in brackets)

- 4.32 Respondents to the consultation questionnaire were asked to rank 8 facilities in terms of their relative importance to the new Copthall leisure centre.
- 4.33 The figure above shows the mean score (rounded to 1 decimal point) for each facility, such that the lower the mean score the higher the relative importance of that facility.
- 4.34 Results indicate that the 2 x 25m swimming pools are most important for respondents (ranked 1st), with the learner swimming pool and fitness centre/gym rated as 2nd and 3rd most important respectively for the new Copthall leisure centre.
- 4.35 The crèche facility was ranked 8th and least important to the new Copthall leisure centre.

If you think there are other facilities not mentioned above that should be included at the new Cophall site, please provide more details.

Figure 11: If you think there are any other facilities not mentioned above that should be included at the new Cophall site, please provide more details



Base: All respondents (956)¹⁶

- 4.36 Respondents were asked what other facilities not mentioned previously should be included at the new Cophall leisure centre.
- 4.37 74% of respondents (n=712) did not state any additional facilities.
- 4.38 For the remaining respondents who answered this question, the more common mentions include spa facilities (sauna, steam room and Jacuzzi) as well as more ‘swimming orientated’ facilities such as good and adequate changing facilities (including separate ones by gender, for families etc.), a 50m swimming pool and a swimming pool with a movable floor.
- 4.39 In addition, respondents specifically noted squash and tennis courts, more children-related activities and facilities, a good variety of classes, parking facilities (including spaces for bicycles) and good toilet facilities.
- 4.40 Some of the other comments included requests for:
 - » A leisure/fun pool
 - » A separate 25m pool for overflow from classes, private hire etc.

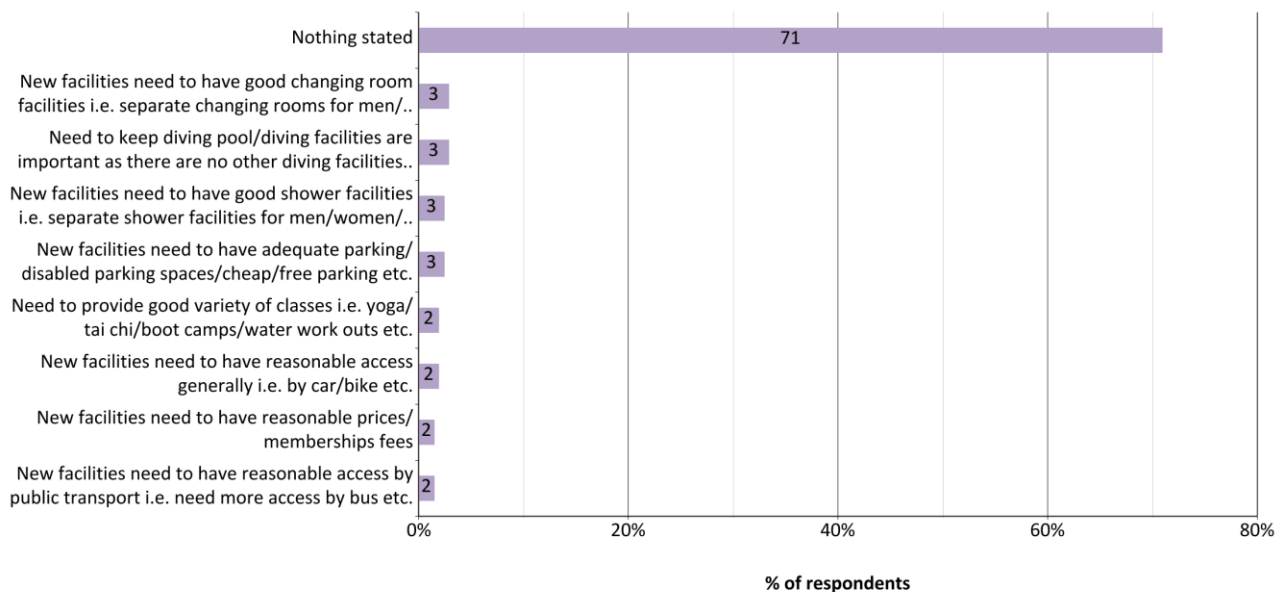
¹⁶ For this question, ‘None stated’ answers were included as valid results for which percentages are shown.

- » Gender/age/family specific swimming times (e.g. women, adults only, parents with children)
- » Spin-driers for wet clothes
- » Ozone cleaned pools
- » A café serving healthy food, vending machines and water fountains
- » A room available for studying/using computers and meeting rooms for hire
- » Adequate number of rooms for different classes simultaneously / more than one sports hall
- » Adequate access i.e. by public transport

4.41 One respondent suggested that the Council should contact Oxygen Fit, which is said to have provided useful community support over the past 5 years, although he/she did not include any more background information for this suggestion.

If you have any further comments or suggestions about our proposals for new leisure centres that you want the Council to consider, please provide more details.

Figure 12: If you have any further comments or suggestions about our proposals for new leisure centres that you want the Council to consider, please provide more details.



Base: All respondents (958)¹⁷

4.42 71% of respondents (n=680) did not provide any further comments or suggestions.

4.43 For the remaining respondents to this question, several key themes can be identified, including:

¹⁷ For this question, 'None stated' answers were included as valid results for which percentages are shown.

- » The need for adequate access – by public transport, car, bicycle or via other means of transport
- » The need for adequate parking – including enough spaces in general as well as allocation for people with disabilities, small children etc.
- » The need for adequate facilities – especially changing rooms (including separation by gender, for families etc.), showers and toilets
- » The need for a wide range of activities and facilities – including for diving, classes and lessons on offer etc.
- » The need for reasonable prices – including membership, concession tickets etc.

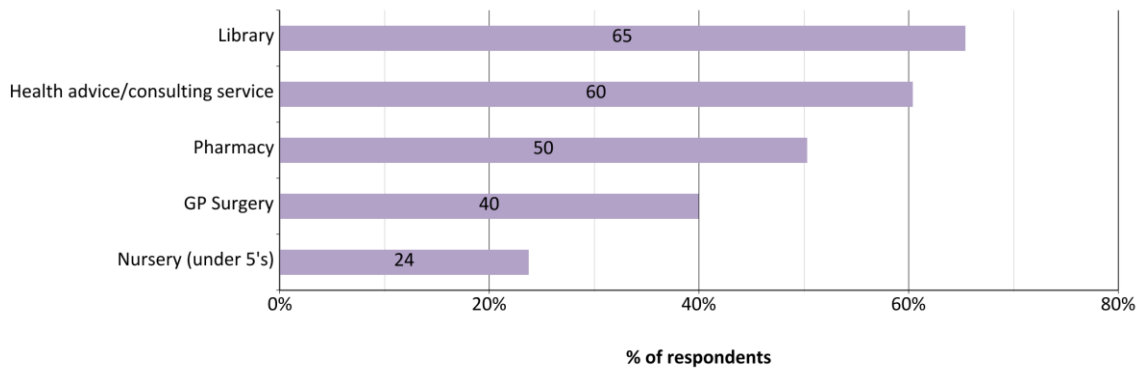
4.44 Some of the other comments noted the following points of interest:

- » New leisure centres should have a meeting point
- » There should be an ability to pay for lockers on an annual basis
- » Alternative non-chlorine water-filtering/cleaning methods should be considered: Ozone, UV etc.
- » Solar heating should be used in the swimming pools
- » Gender/age specific swimming sessions should be introduced
- » Space should be rented out for businesses and for private-hire
- » Online booking system should be made more efficient/user-friendly
- » The athletics club should be accommodated
- » There should be a fenced area within VRG for dogs and dog-owners
- » The Council should consider running the new leisure centres directly rather than outsource their management
- » As much as possible, the green features and park areas on both sites should be kept and further enhanced, and where possible incorporated within the new development
- » The Council should consider developing the new leisure centre/swimming pools on the old East Barnet Gas Works site instead of the park area
- » The Council should ensure the new leisure centres' staff members are well trained.

Section 3: Other services

Which of the following services would you consider accessing through the Council's leisure centres if they were to become available?

Figure 13: Which of the following services would you consider accessing through the Council's leisure centres if they were to become available?



Base: All respondents (735)¹⁸

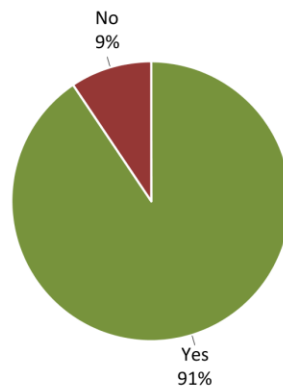
- 4.45 Respondents were asked to indicate if they would consider accessing additional services through the Council's leisure centres if they were to become available.
- 4.46 65% (n=481) of respondents to this question indicated that they would consider accessing library services, while 60% (n=444) indicated that they would consider accessing health advice/consulting services.
- 4.47 Half or less of respondents to this question indicated they would consider accessing pharmacy services (50%; n=370) or GP surgeries (40%; n=294), while less than a quarter (24%; n=175) indicated they would consider accessing nursery (under 5's) services through the Council's leisure centres.

¹⁸ This was a multiple-choice question hence percentages do not add-up to 100.

Section 4: About you

Have you used any leisure facilities in the last 12 months?

Figure 14: Have you used any leisure facilities in the last 12 months?



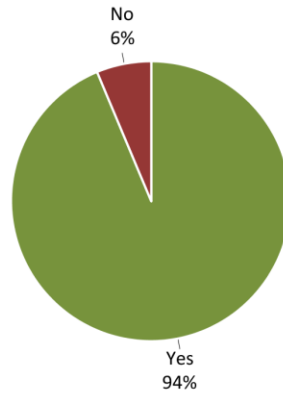
Base: All respondents (881)

^{4.48} 91% (n=798) of respondents overall used a leisure facility¹⁹ in the last 12 months.

¹⁹ Any facility used to take part in sport, physical activities or any other form of exercise, including leisure centres (Council run and or private/commercial), sports clubs, fitness centres or gyms, golf clubs, schools, community/church halls, etc. This can be within or outside of the borough of Barnet.

Do you use Council run leisure centres?

Figure 15: Do you use Council run leisure centres?



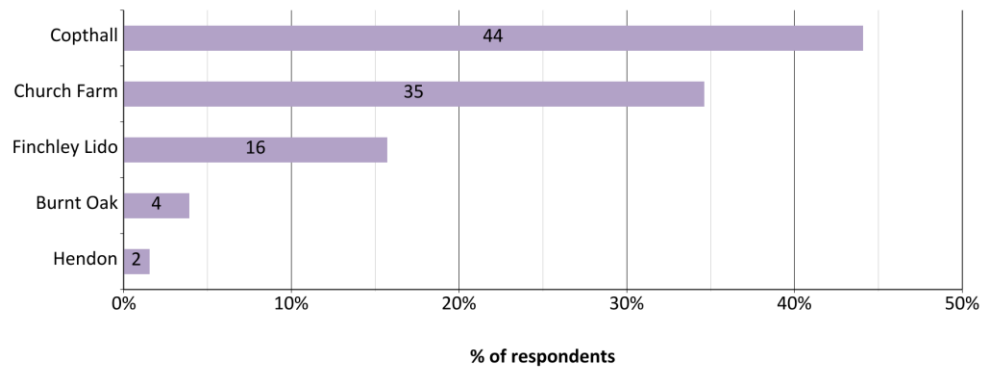
Base: Respondents who used any leisure facilities in the last 12 months (797)

^{4.49} 94% (n=747) of respondents who have used leisure facilities in the last 12 months said that they use Council-run leisure centres²⁰.

²⁰ Council leisure centres include: Copthall, Church Farm, Finchley Lido, Burnt Oak and Hendon.

Which leisure centre do you use most often?

Figure 16: Which (Council-run) leisure centre do you use most often?



Base: Respondents who use a Council-run leisure centre (635)

- 4.50 Respondents who indicated that they use Council-run leisure centres were asked to indicate which one of those they use most often.
- 4.51 44% (n=280) of respondents to this question indicated that they use Copthall, while 35% (n=220) indicated they use Church Farm most often.

5. Drop-in Sessions

Overview

- 5.1 This chapter in the report is based on the views expressed during nine drop-in sessions in the Church Farm area and three in Copthall leisure centre. The former were attended by 185 people (128 of whom were spoken to in depth) and the latter by 180 people.

Are the new facilities needed?

Church Farm

- 5.2 It was overwhelmingly agreed that the existing Church Farm leisure centre has reached the end of its useful life and is in need of redevelopment. The Centre was frequently described as being too small, dated, in bad repair, inaccessible and too restricted (in terms of the activities it provides and the times at which it is available for 'general' swimming). Some of the many typical comments were:

Church Farm is quite small and there's not much you can do there

For years we have been campaigning for a decent swimming pool this side of the borough. Church Farm is very small and is restricted to certain times of the day when you can use it

They hire out the pool so there is only around 20 hours a week of open swimming. That's why the proposal is great; it will be a better utilised pool with much more flexibility...

Church Farm is too small, too old and doesn't appeal...

Church Farm is too small. If you get more than ten people in there then it is overcrowded. The changing rooms in there aren't particularly good either...

Church Farm is very small and old...something new and bigger would really cater for this area. I think I will be one of the first to sign up!

I've been using Church Farm swimming pool for a while and it has seen better days so I'm not against having something new in Barnet

I think it's absolutely essential to upgrade the facilities; they have been old, poor and limited for a long time and there is a need in this area

Church Farm is awful and cold and there's no disabled access.

- 5.3 In fact, the North East of the Borough was considered somewhat lacking in terms of sport and leisure facilities generally (with many people apparently having to use facilities outside Barnet):

We are desperate for something here

At the moment there is the swimming pool, but if I want to go to something else I have to go outside of Barnet. There's not a lot around here

We've had to travel to get good facilities for a very long time

It is definitely a needed facility. On the public and private side there are not enough gym and leisure facilities in the area. The swimming pool in Church Farm isn't good enough...and Southgate is not only a little bit further but is in Enfield

I think it desperately needs something new...there is nowhere near enough for me in the local area. We've got Church Farm which to me has always been a learning pool for children. There isn't a gym in there. There is one next door but it's a private gym, which obviously involves contracts. I have to go to Southgate pool or Enfield, which is a distance...

- 5.4 As such, the prospect of a new centre locally (especially a Council-owned facility that would inevitably be more competitively-priced than those run privately) was very much welcomed:

We've been asking for this pool for at least six years. There is no doubt that it is needed; the community wants it...

We're from the Community Association and have been fighting for this for a long time. We were promoting a vision for New Barnet of the things we want in the area. We came up with a wish list, a vision and one of the top items was a swimming pool...

I feel very excited about the prospect of something happening

This can't come soon enough; we're crying out for it!

It's really necessary; it's no good saying you've got LA Fitness as that's not going to serve the same purpose.

- 5.5 Furthermore, forthcoming changes to a private facility in the vicinity (LA Fitness in New Barnet is shortly to become a Pure Gym, resulting in the loss of its swimming pool and exercise classes) will, it was felt, result in even more need - and indeed demand - for the planned new Church Farm leisure centre:

The area needs it. LA Fitness is about to be taken over by Pure Gym which won't suit my age group. It's only for people who want to use machines

I'm going to have to stop going...Pure Gym just has weights and machines

The changes with LA fitness will be of benefit to the Council

Classes at LA Fitness will come to a stop soon so I will be looking around.

Copthall

- 5.6 Although positive about their leisure centre in terms of most of the services provided there, the majority of Copthall drop-in attendees agreed that the building itself has run its course and is in need of re-provision (not least because of the poor disabled access generally and the fact there is only one toilet to serve the entire dry side of the centre):

It has a reputation as an elite centre; they just need to upgrade everything

It's long overdue and really needs it

Knock it down, build something better

Copthall does need re-vamping but it's a fantastic centre

A rebuild is long overdue; it really needs it

I think it's time to demolish everything; it was built in the 1970s and isn't suitable

A lot of people don't come here because the facility isn't great...even though the swimming programme is fantastic

Copthall speaks for itself; re-new it, update it and use new ideas.

- 5.7 A few people initially questioned the need for a complete re-build given that, on face value, the centre is in what they considered to be fairly good repair. However, when informed that the most costly aspects (such as the plant room) are 'behind the scenes', most accepted the proposal to re-provision Copthall to a nearby site - with only a small minority still arguing for a 'make do and mend' approach.

Facilities mix

Proposed Core Facilities

General

- 5.8 Most drop-in attendees were pleased with LBBs proposed core facilities for the new leisure centres:

That sounds wonderful all in one place; that is the right mix

The basic things they've got look really good

From a priority point of view, a full pool, learner pool, a fitness suite and dance studios are people's main concerns

We've got to have a decent 25m pool, a training pool, a small gym, studios, a café. So yes, all good!

I think the proposal they've got in terms of facilities is great...gym, nice café, studio, pool

I'm impressed! It looks very good indeed

It's going to be brilliant!

It's very similar to the present system and to me that is ideal

The more you include the more people will use it but in principle it looks extremely good.

Swimming Pool

- 5.9 As might be expected, a replacement swimming pool was at the top of the list of desired facilities for the overwhelming majority of Church Farm attendees, who were particularly pleased to learn that this will be the standard 25m in length (though in terms of width, some desired eight lanes rather than six):

A swimming pool is the thing that's at the top of the list

My only thing is that if you're going to do a pool, it's got to be a decent size...they said 25 metres, brilliant!

An eight lane pool would be more advantageous

An eight lane pool is a better size; you could have two lanes being used productively.

- 5.10 Indeed, some people (albeit a small minority) desired the provision of a replacement swimming pool only, primarily on the grounds of size and restricting the amount of open space to be built upon:

I think a swimming pool is a crucial thing. I see that there is a plan for a gym facility, which I am a bit sceptical about, partly because it would make the building a bit bigger than it would need to be. I think as long as there is a swimming pool in there, I wouldn't say that another fitness facility is needed. I want a good facility for the community but I don't want to build on more of a recreation ground. I think that people always like additional facilities, but if you said to the community that you are going to build a new pool, people will be happy with that. If you tell them that there is going to be a gym as well it wouldn't make them happier.

Most, though, saw the need to offer a wider range of facilities in order to attract the footfall required to develop a sustainable and self-funding leisure centre:

It needs to offer other facilities in there to entice you in as you walk past

The key is that it can't just be a swimming pool; it needs to offer something to a wider variety of people.

- 5.11 At Copthall, the main point of debate was whether the water space should include a 50m pool (with a dividing boom) as opposed to 2 x 25m facilities. As the following comments demonstrate, there was significant support for the former on the grounds that this would: ensure the centre is viewed as a top-class regional facility that could host international competitions and attract competitive swimmers from a wide area; and allow these swimmers to train in an environment that prepares them for events such as the Olympic Games. Some of the very many typical comments were:

What about having a 50m pool with the option to have it all in one water space?

Why don't you just do a 50m pool? 25m + 25m with a slice that comes out in the middle. It makes more sense if you do a 50m and then a divider and get rid of the other one

For a regional or even sub-regional facility, just a 25m pool is not taking it forward. A 50m pool merits serious consideration

A 50m pool could be a national centre and you can separate it

Copthall is a regional facility for competition. Why not make it 50m? It would last 30 to 40 years so why not have a top class facility?

I'm surprised at 25m; I would have thought it would go Olympic to become international

A 50m pool immediately draws top swimmers...

Copthall is a Barnet-wide facility and there should be a 50m pool there to generate interest. They could then hold major gala and competitive events...

There are only a handful of 50m pools in the country; if my son wants to swim properly we have to travel. If you have it here people would come from miles around

You've got a wealth of experience on the swimming club side. Why not have a 50m pool and capitalise on this?

A 50m pool would encourage serious swimming here...people aiming to represent their country. People come a long way as it is and this would encourage even more

I think a 50m pool is needed to train people for the Olympics. You can divide it in half technically and it would be much more flexible and wouldn't take up much more floor space. 2 x 25m misses a trick

They need a bigger pool in Copthall; Olympic size. To have a smaller pool is a tragic mistake. If you're going to do it, go for it! With a 25m pool everyone just complains; serious swimmers can't use it so why bother?

- 5.12 However, there was also some preference for the current configuration of 2 x 25m pools on the grounds that: it is preferable to keep competitive and non-competitive swimmers separate; 'serious' and 'non-serious' typically prefer different water temperatures which would not be possible in a 50m facility; it is easier to provide single sex swimming sessions in two separate pools; and it would enable one pool to function even if something went wrong with the other:

25m is nice; 50m gets too difficult for lots of reasons

Two pools, one open and available for groups, would be brilliant

The advantage of two pools is you can have the competition in one and have the other for the community

You couldn't do single sex sessions easily in a 50m pool

Temperature would be an issue...proper swimmers want it cooler and other people want warm water

A boom is another moving part that can go wrong

Things don't always go to plan...if something goes wrong then you lose the whole pool. If you have two at least you still have one functioning.

- 5.13 Indeed, despite the support for a 50m pool among many Copthall drop-in attendees, it would be fair to say that most would be prepared to accept 2 x 25m facilities providing the water space as a whole is not reduced there:

I must admit 50m is nice and it would make it competition size. I would prefer to swim in a 50m pool but 25m is fine.

- 5.14 As at the New Barnet / East Barnet drop-ins, several people at Copthall desired a wider community pool: eight (or even 10) lanes as opposed to six. They argued that the current facility is very overcrowded at certain times - and that a wider pool would help alleviate this in what they presumed would be a busier re-provisioned leisure centre:

It's not just about the length; it's also about the width

The general public lose swimming lanes to schools a lot at the moment so we need more lanes

The community pool looks too narrow; you need to have to have enough lanes

We don't want to be crammed into a tiny pool so it may need to be eight lanes too

Can we keep the community pool to eight lanes otherwise it could be too crowded?

It should be at least eight lanes as a minimum...maybe even 10. We need more lanes rather than less because more and more people are using it as a form of exercise and for therapeutic reasons. It's at capacity a lot of the time now and if we keep attracting more and more people we will run out of space.

Learner Pool

- 5.15 The proposed learner pools (with a moveable floor) were praised as a means to: teach young children to swim; offer other activities such as water-based exercise and diving classes; and offer accessibility to a swimming pool for people with disabilities:

Kids have got to learn to swim so there's got to be a small one to start with

Because of programming for the main pool, there is a need for a separate learner pool

I teach kids lessons and don't want to teach them in a 25m

The moveable floor...something like that would be really good because it becomes a flexible space for a range of activities

The learner pool definitely needs a moveable floor...it needs to go all the way down for diving and synchro

A movable floor would be useful for those with physical disabilities. It is difficult to get into the pool and this would give them access. It also 'doubles up' to help children to learn to swim.

- 5.16 However, some questioned the need for two separate swimming pools at Church Farm - instead suggesting that a 33m facility with a dividing wall could offer more flexibility and space-saving opportunities, and be more attractive to larger range of swimmers:

Why not just have one big 33m pool with a partition, rather than two separate pools? I think you've got to be realistic with the size of space

A 33m pool with a moveable portion would really save space and would encourage more people to use it. It would attract more serious swimmers

Why have a separate learner pool? Just attach it onto a larger pool...make it 33m and have a movable floor in the learner area. This would save on space concerns.

Splash Zone

- 5.17 Finally in terms of the 'wet side', a few people suggested a need to timetable some water/splash play at the proposed new leisure centres in order to appeal to children and young people:

Splash time with inflatables; kids love it

The pool should have more fun facilities in it...we have to drive 25 miles for water play and splash. It's great to have a serious swimming element but children need fun!

Gym

- 5.18 A **gym** was also supported as an essential facility that people would expect to see in a modern leisure centre - though it was repeatedly said that such provision would have to be competitively priced to allow the new leisure centres to successfully compete with the area's private facilities:

Everyone would expect to see a gym in there

Gym facilities will be competing with a lot of private facilities so the Council has to price competitively against commercial ventures

All you have to do is be £5 cheaper than LA Fitness etc.

- 5.19 A few people at Copthall desired a separate weights room (as at Burnt Oak) in order to keep noise to a minimum within the gym environment:

The weights room definitely needs to be separate

Burnt Oak has a separate place for weights

You need a separate weights room from a noise perspective...they have them in a lot of places now.

Fitness Studios

- 5.20 Though most people agreed that they are essential given the popularity of exercise and dance classes, some at the New Barnet / East Barnet drop-ins suggested that **fitness studios** may be somewhat superfluous given the number of private facilities that offer them within Barnet. These participants were certainly of the view that if space is limited, studios should be sacrificed over a swimming pool or gym facilities:

There are a lot of private dance studios around here. It's popular but I wouldn't want something built that doesn't get used. If you build it you have to keep it busy

I wouldn't say that's essential because I want a smaller building and there is quite a lot of private sector provision

Studio space for classes...there are lots of other places which already do that

Studio space for dance? Depends how much space there is; the pool comes first.

- 5.21 Furthermore, even those who supported their inclusion strongly suggested that studio space be sufficiently flexible and multi-purpose as to allow a variety of activities to be held within it - including community meetings and activities for children:

A couple of small studios that could be multi-use is essential

Schools seem to have latched onto salsa dancing and things so it could be argued that there is a demand for that. But you'd have to have it as multipurpose as it might not be used much during the day. Could it be used for some kind of educational facility as well, or if it's partly gym and partly dance then it could be used for other activities

Small, studio rooms could have multiple uses...they could be community spaces

You need to use them for other activities like a meeting room for committee meetings and kids' activities.

- 5.22 At Copthall, good-sized studio space was considered essential given the popularity of classes such as yoga and Pilates there. In fact, several people suggested that the proposal for two studios may be insufficient - and that three may be required to cater for existing demand, and indeed to offer more and varied classes in future:

Studios are important for yoga and Pilates. Zumba and other dance classes are also popular so they'll need to be fairly big

There's a huge demand for Pilates so they could have another one

Pilates is always packed; we will log on tonight to book next week's class

Three studios are needed for so many activities

Two studios is ridiculous...we need three at least

More space equals more classes and membership would increase

Studios...two is not enough, we need three minimum.

- 5.23 Furthermore, there was a definite sense that these studios should be separate entities and not separated by a partition insofar as:

It's not really good having a partition as you get noise with music and stuff...which isn't good when you're doing yoga or Pilates

If you have the two studios they should be separate because of the noise...yoga doesn't really go next to Zumba, spin etc.

- 5.24 Also at Copthall, there was support for the inclusion of a **spinning studio** to ensure the proposed new centre could offer this increasingly popular activity and attract a younger audience:

Spinning is hugely popular so a studio could be very well used

Spin would be absolutely buzzing here and it would bring in a younger crowd too which would be good because it does feel a bit dated.

Café

- 5.25 There was almost universal support for hosting **cafés** within the new leisure centres. They were seen as an important means of revenue generation and would, it was felt, offer excellent socialising opportunities for centre users and non-users, creating something of a 'community hub'. Some of the very many typical comments were:

A nice little café would be very attractive and would generate income

The café is a really good idea which would have a large amount of revenue

A café is one of the main things; parents can look over kids during their swimming lesson and it will make money for the Council

A small area for parents when their children are swimming etc. would be ideal

A café, absolutely. I'm thinking of older people who could meet for a class then go and have a natter. And people with kids

People are always going to want to have a café; you can get together with friends afterwards

It's nice to have your class and afterwards have a coffee and a chat with people; it makes it more familiar for you and there's more draw to come back because you've met people and you're talking to them. Most big gyms do these things and that makes people more willing to come because they meet their friends and things

The café is a catalyst; it's more than just being about a café to serve the swimming pool. It becomes an activity hub; you don't have to be in the swimming pool to use the café. It will make it a lot more accessible for people.

- 5.26 However, a couple of people at the New Barnet / East Barnet drop-in sessions said that they would only be prepared to support a café at a leisure centre within Victoria Recreation Ground, with the rationale being that a café facility at Danegrove could be to the detriment of other existing cafés in East Barnet village:

With the café, yes if it were in the Victoria area but not if it were around here because there are lots of local businesses here that are struggling because of Costa coming in

I don't want anything to come in that detracts from the village.

- 5.27 The current café at Copthall leisure centre was frequently criticised for its lack of ambience and poor range of food and drinks (particularly healthy options). It was claimed to be not well-used for these reasons - but people also felt that improved provision - with Wi-Fi access - within a new leisure centre would be very welcome:

Copthall is not very appealing at the moment; there are no nice, healthy lunches. If there was nice food you'd make a killing

The café needs improving and it's not too healthy either. My son comes out and asks 'can I have this and that?' and it's all rubbish

It would be a very good idea to have an independent, upmarket facility that provides a good variety of hot food

If it was comfortable, had healthy options and was clean I'd use it

The café has to be in keeping with what the leisure centre is all about...it has to have healthy options. Limit the rubbish!

A proper café where you could sit down with your friends...somewhere with healthier food though

A good café is always good...with a nice view. If you want to make some money, not a canteen

It would be good if the café had Wi-Fi access so parents can do some work while the children and swimming or wherever.

- 5.28 The café at Swiss Cottage leisure centre is, it was felt, an excellent model in this regard:

The best café I've seen is in Swiss Cottage. It's fantastic. People use it even if they don't use the leisure centre. It has to be run very well

The Swiss Cottage café is lovely. You actually want to go in and eat there.

Extra facilities?

Sports hall

- 5.29 As for the possible added 'extras', drop-in attendees were somewhat divided on the need for multi-purpose **sports halls** in the two centres. Some (especially at Copthall) described them as much-needed, revenue-generating facilities that would attract footfall and provide a large space for community use - whereas others felt they would take up too much space and worried that demand would not be sufficient to ensure their cost-effectiveness. Some typical comments that illustrate both points of view are:

I think we would like to see sports hall facilities that enable badminton, basketball, five-a-side football. The potential of having all that on one site is drawing footfall to it so I'm sure it will be well used

You've got your badminton courts, trampolining, all sorts of indoor stuff and you can hire it out for functions too

You have to have a sports hall if you are thinking of it as a whole leisure complex

I think a sports hall is a wonderful idea...you need all of that in this day and age

It would be lovely if you could have a sports hall...you could rent it out for things like badminton, basketball, netball

A large space can be used for multiple things. During the 2009 winter all the pipes burst and they started to have community meetings and they couldn't find anywhere big enough. There are not enough big community spaces indoors that can be used for multiple things

There is a paucity of sports halls. There's not much available...my sons go to Furzefield in Potters Bar for badminton, basketball etc.

There are talks about bringing additional schools to the area so it might get good usage as I don't know of another indoor facility in Mill Hill

Sports halls are used a lot for trampolining, badminton, football etc. It's a good idea

There's nothing around for table tennis, short tennis, badminton

Clubs are always looking for indoor facilities...the Gaelic football club for example are always looking for facilities to do their winter training

I think once you have a sports hall you can hire it out and make some money

A sports hall would be good. There's nowhere to go in Winter...who wants to walk around the park then?

Sports halls are great but they're big and you have to keep filling it...I can't see whether it would get enough use

I'm not sure they would generate enough income

Don't know about a sports hall. You'd have to make sure it's not sitting there empty

I'm not certain about a sports hall; I'm not sure the clientele is there...

A sports hall would be nice but I don't think it's a luxury you can afford

I don't think a sports hall is necessary; it would take up too much space and people wouldn't use it.

Crèche

- 5.30 Parents of young children were understandably keen to see a **crèche** at the proposed new leisure centres, suggesting that this would encourage them to be much more active than they are currently. Indeed, even those without children acknowledged that such provision would be useful in attracting a younger audience to the centres and in allowing parents to undertake higher levels of exercise:

From a personal point of view, if there could be additional facilities like a crèche where I could leave my child and have half an hour or an hour to myself; that would be wonderful

A crèche is really important; it's so difficult to do anything but then you could drop the kids off and go to a class

A crèche is quite important because young people tend not to come. Mums are stuck at home for up to a year and it would be good if they could come to exercise

A crèche would make a lot of difference to get the young mums and dads in; I think that's what is missing here

It stops me going, not having anywhere for the kids. I'd pay for it, even if it was just for an hour or two

I think a crèche would work by encouraging mums to stay healthy...

It would be ideal to have a crèche. There are many people around with young families who could exercise during the day

A crèche would have been useful for my kids. It would allow young mums with babies to get a bit of exercise

I would probably be there all the time if that was there...without that I could only go in the evenings when my husband is back.

- 5.31 At the New Barnet / East Barnet drop-ins though, a few people were aware of other forthcoming provision in the Victoria Recreation Ground area and urged LBB to avoid duplicating facilities by providing a crèche in the proposed new leisure centre if it is sited there:

On the 'Asda site' there are already plans for a crèche with enough capacity. There is no need to duplicate this facility on the nearby Victoria site

There's going to be a big crèche going on the gasworks site...so there would be no point in having something at the Centre.

Climbing wall

- 5.32 Mixed views were expressed on the inclusion of a climbing wall. Some considered it an innovative, cost-effective activity that would attract people - especially younger people - to the new leisure centres:

A climbing wall could be a good thing and could be cost-effective

It would bring people in

A climbing wall is a good activity for many age groups

Climbing wall; yeah go for that. It could offer different sizes for different ages

Integrating a climbing wall would be superb, just to make it a bit more interesting as a facility...to make it a destination

A climbing wall would be good...it wouldn't take up too much room and it wouldn't cost too much money. It would be very popular, especially with children

- 5.33 Others, though, were concerned about usage levels, instructor availability and the supervision costs it would incur:

It sounds good but how many people would use it?

The difficulties are always having the instructors available

A climbing wall would need constant supervision by instructors...

- 5.34 One suggestion was that "you can have transportable climbing walls. If you had an event you could have staff there, rather than having to have it permanently which is expensive."

Spa facilities (sauna, steam room, jacuzzi)

- 5.35 There was support - more so at Copthall - for incorporating a **spa-type facility** (including a sauna, steam room and Jacuzzi) within the proposed new leisure centres. This, it was felt, would enable the Council-owned facilities to successfully compete with private centres - providing they are maintained to a high standard and are not provided at the expense of core facilities. Some typical comments were:

I think they could add a nice spa facility with a sauna etc. One which is properly looked after

A sauna...a spa thing would be good. Somewhere you can go and keep fit and then relax afterwards

What about a sauna and Jacuzzi? There's no other nice public provision for that in the Borough...

I like the idea of a sauna and Jacuzzi. It will bring more adults and allow people to make more of a family thing of it

I've seen facilities in Camden...which are based on the old baths and they have excellent gyms, exercise classes, sauna facilities etc. I would like something like that here...

It encourages more people to come if you've got those types of things...a spa etc.

I'm really keen on the spa/Jacuzzi idea...it would make it seem a bit more like a private facility

I used to go to a private place and I really miss this now I've started coming here

If you've got something new you need to compete with private facilities...having these sorts of things will allow you to do that

I go to private facilities to use the spa facilities so I would definitely use them at my local centre. But I wouldn't want it to be at the expense of core facilities; it's a luxury, not core

A sauna or steam room with a Jacuzzi has to be considered to compete with private facilities.

- 5.36 Indeed, one Copthall attendee went so far as to say that:

I would include spas, nail bars etc. It has to primarily be a performance centre but they need to think 'where will the money be spent?' You'll be catering for two markets; the kids coming to train and the parents using other facilities that they pay for.

- 5.37 In this vein, it was suggested that LBB investigate the possibility of replicating the set up at Swiss Cottage leisure centre, which has a GLL-run Spa London facility on-site that attracts a significant number of visitors and apparently gives the Council-owned leisure centre the feel of a private facility:

It has a spa there for beauty therapy...massage, aromatherapy etc. It's brilliant!

Skate park

- 5.38 There was some support for a **skate park** - especially at Copthall:

A skateboard park is high on the list as well...it should be considered

There are none in Mill Hill...and nothing generally for 12-18 year olds to do. It could work

The kids would love a skate park

It will bring money to the Centre if it's on the same site because people will use both

This would be very popular with children.

Diving pool

- 5.39 Most of those who commented on the issue supported the retention of the **diving pool** at Copthall - though it would be fair to say that reasoning was sometimes based more around nostalgia and the fact 'it's always been there' than any knowledge of usage levels and demand:

It has to remain...it's always been here

Diving needs to stay. All my kids have used it; they learned here

A diving pool is needed; it been there since the beginning

How can you not have a diving pool? You've had one since time immemorial

I don't use it but it means a lot to other people...it's what makes us unique!

- 5.40 More specifically though, diving was perceived as becoming more popular as an activity and it was considered unreasonable that a community the size of Barnet should be left without a facility to encourage people to take it up:

Don't get rid of diving! If they get rid of that there's nowhere in the Borough to dive!

It's exciting for the children to try the diving

Diving doesn't affect me personally, but to have a community of this size without a diving pool?

There's definitely a need for a diving pool. There's no other facility in the area and it would be a shame to lose it

I thought there were hardly any diving pools in the country, why would you want to get rid of it? Sometimes it's a shame to take things away just because people don't use them much. Where will we get the next Tom Daley from?

The diving is important for generations that are coming along.

- 5.41 A small minority felt that a diving pool would be inefficient both in terms of space and cost and should thus not be included within the facility mix at the proposed new Copthall leisure centre:

A diving pool takes up a lot of space and is too expensive.

Other suggestions

- 5.42 **Soft play** for young children was a popular suggestion for an added value facility that would generate significant revenue - and one person at Copthall suggested a **trampoline park** as an innovative, attractive provision that would appeal to a diverse range of people:

Soft play to hire out for parties and make more money

A children's play area like a ball park or soft play would bring in a fortune generally and for children's parties

Soft Play should be available for kids. I would use it and it would be well used overall

A trampoline park was planned for the area but it has been withdrawn. This would be really popular...even Saracens could use it as it's a different form of exercising.

Site preferences: New Leisure Centre

General comments

- 5.43 In terms of location, most people understood that any significant redevelopment that incorporates the range of facilities required in the area will have to be undertaken on a different site to that on which Church Farm leisure centre currently sits:

I've used Church Farm and it's very small. You can't build the stuff you want on it

They need a longer pool and it's not big enough.

However, a very small minority suggested that the Council consider developing a multi-storey centre on the existing site to minimise the amount of green space lost in an apparently already built-up area:

Copthall will be over two storeys, could you do that at Church Farm? Then you're not ruling out re-development on the same site.

Danegrove Playing Fields or Victoria Recreation Ground?

- 5.44 Given the general positivity described above, it is perhaps unsurprising that several people were prepared to see a new leisure centre sited at either Danegrove Playing Fields (henceforth Danegrove) or Victoria Recreation Ground (henceforth VRG) 'as long as it is built' and includes all of the requisite facilities:

Compared to what we have at the moment either site will be better at least...

I don't really mind which site is chosen as long as it's actually built

I think either one of these would complement the area that they are in...either will be fine as we need it desperately

I support either site as long as it's a good facility that will generate footfall

Either option as long as it's big enough to have all the facilities.

- 5.45 Most people, though, expressed a preference for one site over the other - and the cited merits and drawbacks of both are reported below.

Danegrove Playing Fields

- 5.46 The Danegrove site was thought to have some considerable merits, namely: its current lack of usage (especially in comparison with VRG) and the corresponding lack of impact building a leisure centre there would have on useable green space; its prominent location; its existing transport infrastructure and nearby amenities; and the fact it could be used by local schools.
- 5.47 Table 2 (overleaf) summarises people's views on the main advantages of locating a new leisure centre at Danegrove (sometimes as opposed to at VRG).

Table 2: Drop-in Sessions summary table – participants’ views on the advantages of locating a new leisure centre at Danegrove

Theme	Sub theme and details
Improved usage of a redundant space (with little impact on local residents in terms of losing green, open space)	<p><i>Danegrove is the best option. That playing field is pretty useless</i></p> <p><i>The field is never used so it would be good to see it used for something worthwhile for local people</i></p> <p><i>Seems silly to take green space away that gets used and still have green space that isn't used</i></p> <p><i>Danegrove is unused so I'm leaning more towards it as long as they can fit everything on there</i></p> <p><i>Danegrove is very under-used. Victoria Recreation Ground already has a fairly well defined purpose</i></p> <p><i>Danegrove would be better because it's not used. It wouldn't be of any detriment to people who need open space to keep their sanity</i></p> <p><i>At Danegrove who are you going to affect? It's a waste of space out there</i></p> <p><i>I've lived here all my life and everyone just uses it to walk their dog on. It's not got a purpose at the moment...there is nothing to be taken away</i></p> <p><i>My option would be Danegrove...it's a dead space which should be utilised.</i></p>
Existing transport infrastructure (public transport more accessible/ better road infrastructure than at VRG)	<p><i>Danegrove is nearer to public transport and is in a better location</i></p> <p><i>In this area you've also got lots of buses going up and down; better accessibility</i></p> <p><i>Danegrove is on more bus routes</i></p> <p><i>The bus stop is nearby so the kids my age just get the 307 and it's across the road. At Victoria Park it's at Sainsbury's and then it's quite a long walk to the park</i></p> <p><i>I think there's more space here, the roads are wider so you've got better access</i></p> <p><i>Park Road isn't as busy at the Danegrove end. What helps is that you already have traffic controls. It can get busy, but it's purely where you put the access point. You're far away from the bottleneck, whereas there is no point on Victoria...you'd have to widen something. Danegrove is a smaller site, but I think it's a safer site</i></p> <p><i>Cat Hill is a busy road already; there's not going to be any increase. Victoria Road won't be able to cope so Danegrove is far better</i></p> <p><i>It's a question of which site has better transport and communications... Danegrove is better as you can cycle, walk, get public transport. Victoria would see more traffic as people would tend to use their cars.</i></p>
Prominent location with nearby amenities (including the local library) which would themselves benefit from a new local leisure	<p><i>I support Danegrove...it's on a main road, everyone would know about it</i></p> <p><i>Danegrove is more viable. It's in a really good, prominent location on a main route</i></p> <p><i>Danegrove has the transport links and the amenities in the village. It ticks all the boxes</i></p> <p><i>Danegrove is in a good location. It's central within East Barnet village and everyone could see it</i></p> <p><i>I love the idea of having it opposite a library</i></p>

Theme	Sub theme and details
centre	<p><i>Danegrove is not used and would be opposite the library. It would have more meaning and prominence</i></p> <p><i>It would benefit the library if it was at Danegrove...there would be more footfall into the library</i></p> <p><i>I just think that Danegrove...the location is more visible and it's got the village. I think it will add to it as a whole...you'd have the sports centre, library, the village bustling.</i></p>
Usage by local schools	<p><i>A leisure centre on Danegrove would be beneficial to Danegrove School which would have good access to the facilities</i></p> <p><i>I am leaning towards Danegrove because of location and it will be positive for the schoolchildren</i></p> <p><i>There's a school opposite, Danegrove School; it's a big school and it could be really used by them. I think that would get a lot of use in that way.</i></p>

5.48 Conversely, the Danegrove site was thought to have some notable drawbacks, namely: its difficult topography and drainage; its comparatively small size; the implications a new leisure centre there would have on local traffic volumes and management; its location on a busy junction; its lack of access; and the probable objections from residents, especially on Park Road. The primary issue for drop-in attendees, though, was the lack of parking in the immediate vicinity - and the apparent lack of opportunity to provide much on-site provision in future.

5.49 Table 3 below summarises people's views on the main disadvantages of locating a new leisure centre at Danegrove (sometimes as opposed to at VRG).

Table 3: Drop-in Sessions summary table – participants' views on the disadvantages of locating a new leisure centre at Danegrove

Theme	Sub theme and details
Site has several disadvantages	<p><i>Danegrove isn't big enough and car parking and traffic would be a nightmare. It's on a busy junction and you're limited as to where you can put the entrance</i></p> <p><i>I don't think the Danegrove playing field is realistic; it's very narrow, parking would be an incredible problem, levelling would be a problem and there's no space for future development</i></p> <p><i>The Danegrove playing site...it's on a hill, the parking is very difficult, it's a busy junction with the school and it just doesn't seem like an appropriate place...</i></p> <p><i>It's such a limited area, there's no chance of fitting in a football court or a badminton court here. It's capacity, parking and access</i></p> <p><i>Can't see Danegrove working; it's a sloping site on a busy road. Cat Hill is also narrow; you can't have two cars along there which will mean it's difficult for parking. It's a bottleneck already</i></p> <p><i>Danegrove is too busy, has horrendous access, poor drainage and there would be objections from Park Road</i></p> <p><i>No, no, no. It's totally unsuitable. It's a boggy site, it floods regularly, and the traffic, and the neighbours won't like it either.</i></p>

Theme	Sub theme and details
Lack of parking provision	<p><i>Danegrove; you would never park there. It would be nothing but trouble for the residents</i></p> <p><i>Danegrove doesn't bear thinking about; there's no parking at all</i></p> <p><i>Danegrove would be better in terms of public transport but would be a nightmare for parking</i></p> <p><i>The problem you've got there is parking. You'll have a battle with the people on Park Road for parking. But you don't want to take so much of the space for parking that the only thing you're left with is quite small</i></p> <p><i>Our issues are traffic and parking. If there's no parking it'll be terrible. We had that issue with a car boot sale. They sent the police down because nobody could get through. People were parked over drives, it was awful</i></p> <p><i>I think it's always the parking; with any development they seem to miscalculate it. There isn't enough in Church Farm so people park in the surrounding streets. Everyone will park in my road, and when I will want to come out of my drive I won't be able to come out</i></p> <p><i>Parking in general, it can get full up, especially for the school run where parents are picking up the children from the school at the end of the road.</i></p>
Impact on local traffic volumes/management	<p><i>Unless you widen the road it will have a very negative impact on traffic management</i></p> <p><i>I'd prefer Victoria Recreation Ground because traffic would be a nightmare on Danegrove</i></p> <p><i>The traffic on Cat Hill would be endless; the people on Park Road wouldn't like it</i></p> <p><i>At Danegrove the biggest problems are parking and traffic...there will be huge bottlenecks</i></p> <p><i>They used to have donkey derbies here, they'd have a bonfire party and car boot sales. It just gridlocked the area, not just this road...it just wouldn't work</i></p> <p><i>Danegrove is chaos with traffic and gets a lot of through traffic as well. There will be less impact on traffic to the immediate residents in Victoria compared to Danegrove</i></p> <p><i>If anything goes wrong on the M25, people come through Cockfosters, down Cat Hill, and down Park Road. It seems like an odd place to put something where you want people to stroll along and do something nice...</i></p>
Location on a busy junction	<p><i>Danegrove is on a dangerous junction</i></p> <p><i>Lots of children walk to school and cars parking on both sides of the road by Danegrove affects visibility for crossing...</i></p> <p><i>It is a busy junction which is a big problem</i></p> <p><i>The problem in Danegrove is it's a very dangerous junction. People accessing it on foot; they will have to be crossing roads and all the rest of it</i></p> <p><i>Park Road will be the most affected because it is a busy road and there is no pedestrian crossing here which can be dangerous...</i></p> <p><i>It's an accident blackspot on the corner here. Park Road is used as a rat run...</i></p>

Theme	Sub theme and details
Site is too constrained for the necessary facilities	<p><i>Danegrove is too small; it would be hard to construct</i></p> <p><i>Danegrove looks a bit small to me if you're including parking on it</i></p> <p><i>Danegrove is not used at all, but is it too restrictive for space?</i></p> <p><i>I have reservations about the space at Danegrove and what could be provided there...so it's looking more in favour of Victoria Recreation Ground.</i></p>
Difficult topography on which to build (though some felt this could be overcome)	<p><i>It has to pay its way financially; it will cost more to build at Danegrove</i></p> <p><i>To build something on a hill is a lot more difficult than it is on a flat surface</i></p> <p><i>A Haringey centre was built on a slope and it is in constant need of repair as a result. Danegrove would have similar issues</i></p> <p><i>It's a hill, so that would cost money to build it up</i></p> <p><i>The idea of levelling the site, having the earth dug out, building a retaining wall. That's going to cost a significant amount of money</i></p> <p><i>They've built the hospital on a slope so it can be possible; you could have underground parking to level it off...there are ways around it.</i></p>
Poor drainage	<p><i>Danegrove could mean building on something which could cause flooding and consequential damages</i></p> <p><i>The Danegrove field is very prone to flooding and if you tarmac that up it won't be able to soak up the water</i></p> <p><i>It floods quite often...and if you level it off, where is the water all going to go? It's still going to have to come down the hill</i></p> <p><i>Danegrove is too small with poor drainage...it would take half the allocated money to sort the land out</i></p> <p><i>Bearing in mind it's a boggy site, it would be very expensive to develop. If you're putting a swimming pool in that puts a big weight impact on it. There are springs in this hill so you can't easily drain it and if you build a big swimming pool like a dam, the water will cause problems elsewhere.</i></p>
Impact on (and possible opposition from) local residents	<p><i>If the leisure centre were put in in Danegrove it would be "right in my face" for some people</i></p> <p><i>Danegrove is on a narrow road and there would be a lot of disturbances in terms of sound and noise</i></p> <p><i>I imagine the residents in Park Road would be very unhappy</i></p> <p><i>There are half a dozen houses in Danegrove that have just been redeveloped and they are million pound houses. The worry is that this will get bogged down forever in planning because the people in those houses aren't going to want it</i></p> <p><i>It will have massive opposition from the neighbours who have money and will throw money at fighting it. These ones and the ones in Cat Hill.</i></p>
Loss of school playing field	<p><i>It would be sad to see Primary School lose its football field</i></p> <p><i>I'm very much against doing away with school playing fields.</i></p>

Theme	Sub theme and details
Loss of green space	<p><i>The area is over developed so we need to keep some green in Danegrove</i></p> <p><i>The playing field has been there all my life and I walk up the road and think 'isn't it lovely to have one remaining piece of green space'. It feels part of the area and if that goes, what have we got? It's nice to have it there and the birds appreciate it. It's like a mini nature reserve really.</i></p>

Victoria Recreation Ground?

- 5.50 The VRG site was thought to have some considerable merits, namely that: it is a large, flat space with potential for wide range of facilities and future expansion if required; it is within an increasingly residential area and thus has a growing catchment; it is already a recreational space and could thus become a 'destination' where individuals and families could spend the day; it has good public transport links; it has some existing parking provision and a number of access points (or potential access points); it could be used by several local schools; and siting a leisure centre there will have less of an impact on residents (in comparison with Danegrove).
- 5.51 One other apparently very important consideration in terms of locating a leisure centre at VRG is that it could act as a catalyst to developing what is presently a somewhat run-down park and wider area. Indeed, many people commented that VRG can feel unsafe after dark and suggested that siting a leisure centre there would result in improvements in this regard.
- 5.52 Table 4 below summarises people's views on the main advantages of locating a new leisure centre at VRG (sometimes as opposed to at Danegrove).

Table 4: Drop-in Sessions summary table – participants' views on the advantages of locating a new leisure centre at VRG

Theme	Sub theme and details
Site has several advantages	<p><i>It's got less impact on residents and it's already a recreational space. You've got an existing small car park...and you've got the playing fields</i></p> <p><i>I would go for Victoria; you've got the green, it's flat and much bigger</i></p> <p><i>The site is flat, it's larger, and it's closer to trains. Of the two Victoria is much more preferable. It's a no brainer</i></p> <p><i>In my opinion Victoria Recreation is better as it is already used for the tennis courts, children go there and it's flat</i></p> <p><i>Just to the south...you've got buses, a train station and a big Sainsbury's which would link it all in. There's also potential to expand. The other option is do-able but there's poorer access, parking and expansion potential</i></p> <p><i>Victoria Recreation is an ideal place for a leisure centre in every single way!</i></p>
Large, flat site with the potential for a wide range of facilities - including outdoor facilities - and	<p><i>It's more practical; you could put so much more into Victoria Road</i></p> <p><i>Victoria has a lot more space to expand if necessary, and has room to expand outdoor facilities if the demand is there</i></p> <p><i>I'm leaning towards Victoria Recreation Ground because of the extra facilities that could be incorporated there...like a skate park</i></p>

Theme	Sub theme and details
<p>future expansion (especially in comparison with Danegrove)</p>	<p><i>For the Victoria Grounds the advantage is that there is lots of space for other activities that could take place there. It's a catalyst for a broader regeneration of development whereas in Danegrove there is only room for a pool and the gym. In Victoria you could maybe build a skate park or other activities</i></p> <p><i>This area has more capacity. You could develop the football pitches into five-a-side which would be a revenue stream and there's huge demand for that at the moment. It could be multipurpose...</i></p> <p><i>You'd be able to park more and you could have more facilities. What's the point of building something if you can't have half of what you want?</i></p> <p><i>It needs to be ambitious, futureproof and include all sorts of facilities. I don't think we should think small and Danegrove is too small. With Victoria Recreation Ground they could be ambitious</i></p> <p><i>Danegrove doesn't seem that big whereas at least with [Victoria Recreation Ground] you'd have the space around it too. Also going forward where you would maybe want to add or develop to it at a later date you've got space there</i></p> <p><i>If we are going to spend money it is nice if we've got the potential for further development</i></p> <p><i>There are two options for location...I'd be in favour of Victoria because there's more scope for further development.</i></p>
<p>Could be a catalyst to improving the park (and the wider area) and attracting more people to use it</p>	<p><i>The Victoria Recreation Ground is known as Vic Wreck. W-R-E-C-K</i></p> <p><i>Victoria is a beautiful park but is not as well used as it should be. This could revolutionise it</i></p> <p><i>Put something there; use the green space and give it a focus</i></p> <p><i>The area around Victoria is becoming run down and we would like it to be boosted up</i></p> <p><i>It could help re-define the park for the 21st Century...the park needs to come alive</i></p> <p><i>The Recreation Ground needs regenerating...it would be ideal to bring it back into proper use rather than just as a walkthrough</i></p> <p><i>It's not a very nice park; it's a bit tatty and has become run-down. So this could be a catalyst for the whole area</i></p> <p><i>It's a shabby park and desperately needs regeneration</i></p> <p><i>The advantage of Victoria Recreation Ground is that it will become part of a whole transformation of that park. The facilities that will be plumbed in; the swimming pool and whatever else goes with it, the café, redevelop the children's play area. It would give a sense to the whole thing</i></p> <p><i>The Recreation Ground needs regenerating...it would be ideal to bring it back into proper use rather than just as a walkthrough</i></p> <p><i>My gut instinct would certainly be Victoria Recreation Ground. We want to regenerate it, make it nicer, get more people there; at the moment it can be a bit lacking. This, we're hoping, might make the park more friendly</i></p> <p><i>East Barnet Village is quite vibrant whereas New Barnet is not; it's been neglected</i></p>

Theme	Sub theme and details
	<p><i>and this could be a catalyst in getting it going</i></p> <p><i>Victoria Recreation Ground is underused, and it might get rid of undesirable people who hang around there. It would actually give the space a purpose...</i></p> <p><i>It might make them want to go there and respect it and not trash it because the playgrounds were vandalised regularly and somebody has been stabbed in the last couple of years there</i></p> <p><i>A lot of people are aware of the anti-social behaviour which is going on in the park so it would be nice to see something positive going on there to improve their area</i></p> <p><i>This would regenerate the space. We avoid using it as it is, and there is drug dealing going on. It is an enclosed and hidden space and is not used for this reason</i></p> <p><i>It may make Victoria Recreation Ground less dangerous at night...</i></p> <p><i>Walking through at night; there would be people around which would improve the area</i></p>
<p>Area becoming more residential and in need of facilities (plus larger catchment)</p>	<p><i>It would just help that area so much and with the housing development taking place there; there's going to be a greater need for it</i></p> <p><i>They are developing a lot down there and it would be good for them to have something in the area</i></p> <p><i>There's been lots of new builds around this area so it's becoming more and more residential...they will need a facility meaning it will be well-used</i></p> <p><i>Victoria Recreation Ground is on the edge of a big housing estate so a lot of people would go there...</i></p> <p><i>A new estate is being built close to Victoria Recreation Ground...the benefit of that would be an even bigger catchment area</i></p> <p><i>There's about a thousand new homes; lots of office blocks that are being converted. None of these spaces have a square of grass. They are going to be occupied mainly by younger people, many will be poor young people and others will just be poor. They are the sort who will be likely to use it</i></p> <p><i>People from this area go to Potters Bar. If they are willing to travel four miles up to there...start relating a four mile catchment area to this one and you are picking up a heck of a lot of people.</i></p>
<p>Good public transport links (better than Danegrove)</p>	<p><i>Victoria is very central, a pivotal site for public transport and very close to the train station</i></p> <p><i>Victoria is well served by public transport, better than Danegrove...there's more potential for people to take the train up</i></p> <p><i>Compared to Danegrove there's much more public transport</i></p> <p><i>Danegrove field is only served by one bus. Victoria is served by around a dozen buses...and there's New Barnet station so it is so much more accessible</i></p>

Theme	Sub theme and details
Good access and parking opportunities (better than Danegrove)	<p><i>There is better access compared to Danegrove and it could be positive for the area. So definitely prefer Victoria Recreational Ground</i></p> <p><i>Parking is always a problem, but I think there would be potential scope to put parking on the site...</i></p> <p><i>Victoria Recreation Ground has readymade parking off-road there</i></p> <p><i>Victoria Recreation Ground has the ability to put some sort of parking in</i></p> <p><i>At Victoria Recreation Ground there's the possibility of linking with new housing and creating another way in. This would disperse traffic.</i></p>
Site is already used for leisure so can become a 'destination' for many activities	<p><i>There are facilities there; it's a multipurpose area</i></p> <p><i>Victoria Recreation Ground...there's courts and stuff there already</i></p> <p><i>You could have people who could come for a picnic and do whatever else they want to do</i></p> <p><i>It would be a reasonable day out for the family</i></p> <p><i>Victoria is used for existing leisure. It already has some sporting facilities, so it makes sense to expand on what is already there</i></p> <p><i>It sounds like an area like Victoria is already established with bowling greens and football pitches. That should be improved by the system you're talking about, not starting off all fresh with something that could be trouble in the years to come</i></p>
More remaining green space (in comparison with Danegrove)	<p><i>Danegrove is claustrophobic whereas in Victoria Park there's room to breathe</i></p> <p><i>It's a great big park...it would be nice to have open space, breathing space</i></p> <p><i>There's more space; you will still have park left</i></p> <p><i>You could still have some green on the Victoria site especially for children to be able to play.</i></p>
Easy topography	<p><i>The Victoria Recreation Ground is a much larger, flatter area which would be more practical for construction.</i></p>
Minimal impact on local residents	<p><i>I think to put a leisure centre where you've got football and you've got other things going on and other activities would be a really good site as it doesn't have a huge impact on residents. It's not as in your face as others would be</i></p> <p><i>Victoria Recreation Ground is already a designated park; there would be less problems with objections.</i></p>
Usage by local schools	<p><i>There are a lot of schools around there that would use it</i></p> <p><i>It would be great for Livingstone Primary School who are close by. Those in Danegrove Primary School, the distance from them to Church Farm to go swimming isn't any different to the distance from Victoria so it wouldn't make a difference to them.</i></p>

^{5.53} The VRG site was also thought to have some notable drawbacks, namely: the difficult road infrastructure immediately surrounding it (many comments were made about the narrowness of adjacent roads); the implications a new leisure centre there would have on local traffic volumes and

management and parking on surrounding streets; and its ‘hidden’ nature meaning many people are unaware of its existence.

- 5.54 A small but significant minority rejected the idea of a leisure centre on VRG because they did not want to lose any park space. Indeed, they argued passionately for Danegrove on the grounds that it is unused space currently, whereas VRG is a functioning park. As aforementioned though, most others agreed that VRG is underutilised and that siting a leisure centre there would act as a catalyst for improvement and increased usage.
- 5.55 Table 5 below summarises people’s views on the main disadvantages of locating a new leisure centre at VRG (sometimes as opposed to at Danegrove).

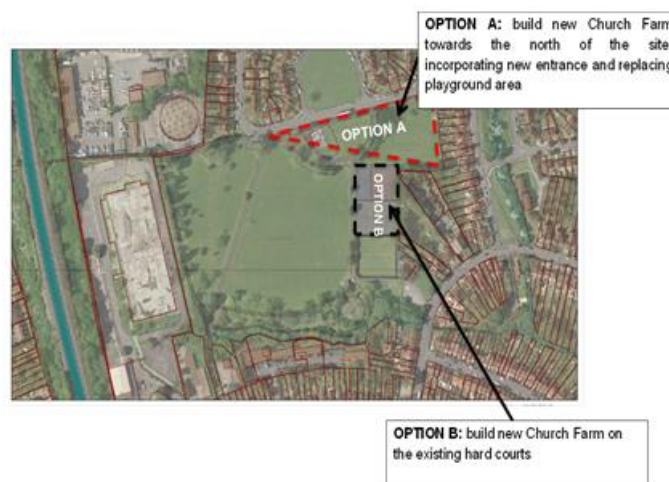
Table 5: Drop-in Sessions summary table – participants’ views on the disadvantages of locating a new leisure centre at VRG

Theme	Sub theme and details
Difficult road infrastructure	<p><i>Some of the roads around there would be quite narrow....</i></p> <p><i>There are congested and narrow roads at Victoria</i></p> <p><i>Victoria can be hard to access; the supermarket that was going to be built there didn’t happen because of how narrow the roads are etc.</i></p>
Impact on local traffic volumes/ management and parking on surrounding streets	<p><i>There will be lot of problems if you try to build there. It will be a nightmare with traffic as it’s a natural bottleneck and there’s a lot of residential parking</i></p> <p><i>My main concern is the congestion of it all. I live near Victoria Recreation Ground and this is bad news; it’s bad enough as it is now</i></p> <p><i>My immediate reaction is that the traffic at Victoria Recreation Ground scares me; it is already a traffic bottleneck</i></p> <p><i>I drive down Victoria Road quite regularly and even now you cannot get up and down. It is a nightmare. You’ve got school buses coming down that road that can’t get around that area. We aren’t talking about a major increase in traffic flow, but you are increasing a relatively major access point all day</i></p> <p><i>I’ve got no objection to a sports centre, my only issue is around the volume of traffic. It’s already very chock-a-block and the thought of even more cars...I’d prefer Danegrove as I don’t want traffic on my doorstep</i></p> <p><i>I feel strongly that it should be the one at Danegrove. Victoria Recreation Ground will have congestion issues</i></p> <p><i>We’re fully in favour: our concern is that there is already an existing problem with car parking</i></p> <p><i>The car parking area is insufficient as it is...the traffic spills to all surrounding roads. But at least you can expand the car park here</i></p> <p><i>Parking for local residents is poor as it is, so this would only get worse for local residents.</i></p>
Loss of green space (whereas Danegrove is an unused space)	<p><i>I was brought up in the Park and I don’t want to see it built on. This makes the park smaller...too small</i></p> <p><i>I’m worried about encroaching on the Victoria Park area. Although it’s under-used it’s still a green space</i></p>

Theme	Sub theme and details
	<p><i>I'm a resident behind Vic Rec and I'm not convinced about replacing a nice open green with a big ugly building</i></p> <p><i>The space it's going to use up in the park is going to leave relatively little for people like me, who wouldn't use the leisure centre but would use the space to walk to dogs</i></p> <p><i>We feel a bit precious about our green space! We're not against it - it absolutely gets my vote - just not on Victoria Recreation Ground</i></p> <p><i>Victoria Recreation Ground should remain a park. This would take space away from a park area, while Danegrove is unused space</i></p> <p><i>It's a lot of park to lose, whereas Danegrove has no function..it's dead ground. It's preferable to use a ground that isn't being used.</i></p>
<p>Insular/hidden site (though some felt this could be overcome through proper marketing and advertising)</p>	<p><i>Victoria is tucked away; I don't know how busy it would get</i></p> <p><i>It's very local, people who live near to it know it but there are people who don't know where it is as it's not clearly visible</i></p> <p><i>Victoria Recreation Ground is tucked away; people find Church Farm</i></p> <p><i>The problem is that it can feel isolated. The Council will need to address this</i></p> <p><i>People don't really know it's there but that wouldn't be an issue if it's well publicised</i></p> <p><i>If you advertise and you need it people will find it. People are always inquisitive about new things aren't they?</i></p> <p><i>Some of the problems are that it's a very insular site...very enclosed. But you could overcome it's invisibility with decent signage and something on the high road</i></p> <p><i>I don't think it's an issue that it's not so immediately obvious as Danegrove because I think the public soon find out where their leisure centre is.</i></p>

Victoria Recreation Ground: Site A or Site B?

Figure 17: Map showing the Victoria Recreation Ground sites A and B



5.56 Drop-in participants were asked for their views on which of the above options they would prefer if the proposed new leisure centre is sited at VRG. Many did not consider the exact location to be particularly important, providing the facility is built somewhere:

It doesn't make a difference which of the two options within Victoria you build on

Either A or B...it's all in the same corner.

- 5.57 Of those who expressed an opinion one way or the other, a majority instinctively chose Option A on the grounds that it is larger and thus more flexible in terms of the range of facilities that could be provided:

I think the tennis court one would make it very small...the one across, including the children's playing area, would be much better

Option B looks half the size of option A. You wouldn't get very much on there; you'd just get a swimming pool I would've thought. It would be better to have it with everything else, you need a café, you need changing rooms, you need a gym

Option B...if you just build on that it'll be the smallest pool in the world

That's quite a big space where Option A is, but if you look at site B that's no space; that's a waste of time. What is it? Two tennis courts and a basketball court. What are you going to get on that?

Option A looks slightly bigger so they could fit more facilities in, over Option B.

- 5.58 Other reasons for choosing Option A over Option B were that it is more discreetly located within VRG and retains its 'open-ness' and that it would improve a somewhat neglected area of the park:

It's good to put it in the corner as you can keep the rest of the park

Site B is in your face

I definitely want Option A in the grotty children's play park

The playground is irrelevant because it's so pathetic.

- 5.59 Those supporting Option B over Option A did so on the grounds that: it would impact fewer local residents; it is an already paved over area of the park with better drainage; less green open space would be lost; and that accessibility is better:

I support where the tennis place is as it's paved over already. North of that is very wet and building on it would reduce drainage for the park

Option B has a lot of advantages because it's a bit further away from the houses whereas Option A would disturb more people

Option A is along the road; I can see that may not be popular with people

In terms of trying to preserve green space my preference is Option B

There are pedestrian entrance points around the park for Option B and car parking. Option A has a busy junction and would be hard to access...

- 5.60 Several drop-in attendees suggested LBB consider a larger leisure centre footprint by combining Options A and B (with some very specific ideas for how this could be achieved) - and others felt the Council should look at other options within VRG to ensure the right area is chosen, primarily in terms of access and parking provision:

Why not use both site A & B? Why were those lines drawn there? If the entire area were available that would be a lot more attractive, as space would feel less of an issue

If you're going to do it, do it big. You need more space if possible

We don't like this Option A or Option B thing...that wouldn't give us the best use of the site. Where the five-a-side pitches are, move them over to this area backing onto Baring Road. Only 10 houses would be affected. Have the swimming pool and leisure centre backing on to the car park (the very long gardens of the two adjacent houses would reduce the impact on the neighbours in that area). You'd then have a green strip to lighten it and a skateboard park and car park opposite the crescent, so it's not opposite houses. This minimises the nuisance to the neighbours, and there's only 20 to 30 neighbours there all in. That's what we think is the optimum solution. It's an amalgam of A and B

Look around the whole site in terms of parking and access...it is the right site but there needs to be a lot of thought into developing it. There is an opportunity to use all of this land and decide how they are going to use it... It needs to be thought of as one big asset and not just built on Option B because there are a couple of tennis courts there.

- 5.61 Finally, whatever is ultimately decided, many people wished to see any lost facilities (such as the children's playground and the hard courts) re-provisioned elsewhere within VRG:

We can't lose the playground or tennis court; they must be re-located

They have to ensure that anything they move they have to put back so nothing gets lost

The courts are very well used and would need to be replaced

If the hard courts are retained and moved I'd be happy with Option B, even though it's right at the end of my garden

I don't see the difference; as long you re-located whatever is lost.

Overall Balance of Opinion

- 5.62 Though it can be seen that there was a large degree of support for siting a new leisure centre on Danegrove Playing Fields, a majority of drop-in attendees favoured Victoria Recreation Ground for the reasons outlined above. Within that site, Option A (building the new leisure centre towards the north of the site) was typically preferred to Option B (building the new leisure centre on the existing hard courts) primarily on the grounds of size - which suggests that, if people could be reassured that the latter is large enough to accommodate a well-provisioned leisure centre, it would be acceptable to them. There was also some support for both combining the two options for a larger footprint, and for looking elsewhere within VRG for somewhere more suitable and away from local residents.

- 5.63 It should also be noted that, in addition to those who endorsed either site providing a leisure centre is provided (as reported above), a small minority rejected both on the grounds that open space should not be built upon and that more consideration should be given to brownfield sites:

I don't think either should be an option; open space should be kept as open space. Brownfield sites should be used; or use the existing building

Say no to building on green space. Everything's becoming so urbanised; that is why a little bit of green is so welcome.

- 5.64 A few others declined to give an opinion on the two possible locations: they desired sight of more detailed information (such as traffic and ecology survey results) prior to doing so:

I wouldn't like to give a strong opinion until a traffic survey has been completed

I was expecting to come here and find out more information about traffic access; why isn't there a traffic access survey? If they have to change some of the ways the roads are operated, I want to know the impact of that...I don't feel like I can make an informed decision about which site I would prefer as I don't know how it's going to affect the traffic

I want statistical information on the effect a leisure centre would have on traffic, especially looking at the current users of Church Farm and how many of those will be travelling to the area. I'm worried that the decision will be made on the location before this information is provided, and that people won't be able to make a fully informed decision

I would like to see other studies that they have been doing. If there was a planning application that went through...they have to do an ecology study. Where is the information for that sort of thing before I can say which site? It's a public facility, Council owned and on public land; why aren't they doing it for both sites? I cannot see how they can't have another consultation before they've decided which site...a leisure centre is quite important.

- 5.65 Participants' concerns about parking provision and access should be re-iterated at this stage. The worries in relation to each site have been outlined above, but many people were of the view that both sites will be problematic in this regard and that careful consideration must be given to how adequate parking provision and proper site accessibility can be achieved:

There are issues in terms of access for those two sites. The roads in Victoria Park are not particularly accessible...coaches trying to get down those roads is a nightmare. Danegrove is better in terms of access, but there's no parking. It needs a lot of thought

We desperately need it but I don't think either site is viable...I'd probably go for Danegrove if they could sort the parking out

There will be problems with parking at both. The end of Park Road gets busy with too many cars parking on road and it will become very congested. Parking is also an issue at Victoria Recreation Ground.

- 5.66 In this context, several people suggested that consideration be given to underground parking (or even multi-storey parking if at VRG) - while others saw a need for more pro-activity in encouraging people to visit the centre on foot, by cycling and by public transport:

The crucial thing is parking; you'll have to have an underground car park

To provide parking which is the biggest problem you've either got to go underground or multi storey...parking will be the biggest headache

Multi-storey or underground car parking is needed without demolishing old trees that are precious

To encourage people to use public transport, could you give people who produce a bus or tube ticket a discount?

What about cycling...somewhere to lock up bikes?

Covered parking for cycles is needed to encourage people to cycle.

Site preferences: Copthall

- 5.67 As aforementioned, very few people objected to the re-provision of Copthall leisure centre on a different site, and the only comments made regarding the proposed new adjacent location were around the need to re-site the rugby and Gaelic football pitches (including during the construction phase):

What will happen to the Gaelic football pitch? My children play there and we hope it's not going to be taken away

They'll have to re-provide the rugby pitch.

- 5.68 Several drop-in attendees commented on the need to view this as an opportunity to reconfigure the Copthall site as a whole in order to ensure it becomes a premier sporting and leisure destination for North London (both indoor and outdoor):

This is an opportunity to re-configure the whole estate. The priorities should be swimming at number one, rugby at number two and a variety of other attractions at number three

I'm very keen that this part of North London becomes a 'destination'...we're famous now for Sarries, so let's make us famous for having the best leisure centre in London!

It would be nice to regenerate it all into a sport, health wellbeing site for people to come and enjoy themselves and do lots of different things

There's so much land here...put as much as you can here. Make some use of it because we come, we swim, we go...if there were other outdoor things to do we'd stay

It has to be looked at in the context of the whole site...for example there's all the old tracks that are not used at all. Why not make use of them for cycling etc.

They could hold a range of different things...triathlon, cycling. There's loads of ground here

What about an outdoor gym...not a trail type but one with open walls etc. with a roof over the top?

You could make this a sports development area for all kinds of sports like swimming, cricket, tennis. The fields around here aren't being used at all so it could become a sort of leisure park. The key is not to do the same thing; think outside the box to enthuse people. On a day like this, I would train outside

Use the green belt...have something specific like cross country.

- 5.69 In this regard, a few people suggested that LBB examine the possibility of relaxing the green belt regulations in an attempt to increase the footprint of the proposed new leisure centre and make it 'the best it can be'. This, it was felt, would be instrumental in tempting people away from private sector provision:

The Council needs a masterplan for the whole site... We need to develop what we need and not be too prissy about developing on Green Belt land...we need to make this the premier sporting site in North London

If it's for community benefit, which this will be, they should be able to build on Green Belt land...enlarge, enlarge, enlarge!

Surely you can make a business case for a leisure centre that can be bigger and better and include all these added extras? Look at what was spent on leisure centres like Westminster Lodge to see what these added extras bring in terms of their success and make a case based on that

The same footprint isn't going to generate more footfall. Like for like isn't going to do it...you need to build it up a bit more otherwise it's the same capacity

I know so many people who use private facilities and something new and more attractive might bring them back. So you have to make it as good as it can possibly be.

- 5.70 Finally, one significant issue raised in relation to the Copthall site was that it is very poorly served by public transport. Many drop-in attendees were strongly of the view that LBB should lobby Transport for London for a re-routed bus through the site, particularly if Copthall is intended to become a 'destination' facility in future:

Why can't we have a bus route that comes through the site?

This site is not accessible without a car and it's badly lit. Transport needs improving to encourage usage...and we want to see more people cycling and walking but it's difficult here

There is poor public transport to Copthall. Will that be improved? There should be upfront negotiations with TFL about this

Transport is the restriction. If you improve the transport then you will get the critical mass that makes all the extra facilities viable. Build it and they'll come!

Bus routes are needed...there is poor accessibility to the site

We need a diverted bus route as it's a very inaccessible site by public transport.

Other services?

- 5.71 In principle, many drop-in attendees supported the inclusion of services such as GP surgeries, pharmacies, health and wellbeing advice provision, libraries and children's nurseries within leisure centres. This, it was felt, would attract people to the facility (including those who may not normally visit), thus increasing footfall and possibly usage and revenue generation - and increase convenience for the community by providing a 'one-stop-shop' for a range of activities:

The more activity the better to attract people

It should be all encompassing to attract people in

The whole outlook needs to be holistic and include a combination of everything

A GP surgery, nursery and pharmacy jump out as major pulling factors. It makes the building of the site more positive...

It would be a good idea because it could be a hub where all kinds of people went

If the incremental costs are fairly low, put as much as you can in to make it somewhere special

It's a good idea; if you've got the space, why not?

A 'one stop shop' for parents would be ideal

If they can provide everything under one roof it's convenient for the community. It would be like a supermarket; you go to the fish counter, you go to the meat counter and so on.

5.72 Indeed, as one person commented: *"I think there should be potential for multi-purpose rooms that enable other things to be developed like health education, a pharmacy and a GP which would sit well there. There is a similar kind of facility in the Isle of Wight and it has proved a successful meeting point and facility."*

5.73 In practice though, there were some important concerns (especially at the Church Farm drop-ins), chiefly around the space available and the need to retain this for the main purpose of a leisure centre; that is, to provide good quality sport and leisure opportunities:

Not enough room. I'd rather they took the space up with the leisure centre

It's the room; would you have space to incorporate all that? I'd hate to lose sporting facilities for a library/GP surgery etc.

I don't know what else you should add to it because of the size of the land; if you add anything else you impact everything

If you had a much larger site, yes, but why put those things in when you just need the necessary things: the swimming pool; the crèche; the coffee bar; the things that are for leisure

Considering the scale of the site, if you try and put too many things in there you'd be offering poor quality

I think there's a real danger of losing the purpose of health and wellbeing for a doctor's surgery or a crèche. My fear is that is that it will become a catch all..

Is there real need for things like a GP surgery or pharmacy? I'd prefer to keep it for leisure.

5.74 Furthermore, one person felt that: *"it's not impossible to co-locate services, but if you're building on recreation ground or open space my priority is to minimise space use..."*

5.75 In terms of specifics, there was some disagreement around whether GP services would be necessary within any new leisure centre. Many New Barnet / East Barnet drop-in attendees discussed this issue in the context of need: they felt that as GP provision is good (especially in the East Barnet area), hosting additional services within their proposed new centre may be surplus to requirement:

East Barnet health centres are being regenerated and so another GP surgery is not needed...

'Poly-clinics' are probably going to be built. If these are to be expanded and improved then there is no need for new ones

There's plenty of spaces in lots of GP surgeries so there shouldn't be a need for it. It's ok in principle but in practice you would need to look at the numbers to see if there is a real need

That's not an area we are under catered for. There are quite a lot of surgeries in the area so I don't think that is needed

You could have GP surgeries but personally I don't think that's needed; there are plenty of sites out here so that wouldn't be necessary unless those facilities were being taken away.

5.76 Others, though, endorsed the provision of holistic health and well-being provision under one roof - by combining GP services with health advice, specialist clinics and complementary therapies such as osteopathy, acupuncture, podiatry, physiotherapy, chiropractic services, massage etc.:

Incorporate a GP surgery; a poly-clinic. The GP surgery is currently cramped; they would love new space. The Council then is having a holistic vision of health improvement

If there's a GP there you've got people going in, then they'll have a link with fitness people. Those kind of links are missing massively in our society

It's good to have everything in one place for your mental health and convenience. Having a GP and pharmacy would be really good. Health advice would also be good

It would be good to maybe have a facility which gives people advice and guidance on exercise and diet, something less formal that fits with a leisure centre

Added extras could come in the form of health advice, which would be helpful. Positive impacts on health in terms of smoking and eating will only come about if you have good advice facilities

Health care or physio would work...physios work with water so this links up

It would make health advice more obvious, more accessible. Public health is the way to prevent illness and it would be good to have allied health things like podiatry etc.

- 5.77 Indeed, even those who did not wish to see GP surgeries within leisure centres were positive about the provision of such advice and therapies - and many people at Copthall also endorsed the idea of a GP outreach service whereby local doctors and/or nurses could base themselves in leisure centres say one or two afternoons a week on a drop-in basis for consultations and clinics:

There's freelance osteopaths etc.; you could offer them something that doesn't need a lot of space. Freelance doesn't cost you a fortune; you'd just need a little space for that...

Physio, acupuncture, osteopaths, chiro, massage...all of those would be good. People coming to the gym might want to visit them afterward. Complimentary practitioners could rent out rooms by the hour

Chiropractors etc. I'd have them here as part of a health complex

A facility for private practitioners like reflexology, acupuncture...it would really help to have them on-site

A room where people could have some form of alternative treatment would be amazing

People have their own GPs but a consulting room for physios etc. would be good.

You could do this in conjunction with local organisations in an outreach way...have a couple of days when doctors and nurses are based in the leisure centre. You could work in conjunction with Mill Hill Surgery by providing them with a consulting room to provide advice

They could hold 'drop-ins' as a lot of elderly people come here. It would be good for them to be able to get health and advice

Clinics like well-woman would be really good. It's something I always struggle to find the time for but if it was all here...

- 5.78 The inclusion of libraries within leisure centres was also a source of some disagreement. Some at the New Barnet / East Barnet drop-in sessions were positive about the idea of including a new library in a new leisure centre on the Danegrove site in the context of efficiency, sustainability and what they described as 'cross-fertilisation':

They should seriously look at taking the library [East Barnet] across the road. You then get cross-fertilisation, cross-selling. You get economies in facilities management

This library is under threat; a sports hall over the road could resolve that issue by putting a library into the building. The people who want the library kept get the best of both worlds

If they sold off the library here, that would be something to be considered. It would only be across the road

You could incorporate a library, a learning facility, with the café over there which would kill two birds with one stone and would allow an updated and modernised library in one building.

- 5.79 Others' views on the other hand had clearly been influenced by the recent LBB libraries consultation and they were adamantly against anything that might be 'an excuse to reduce library space':

I don't want to commit to asking for a library to be included in case it encourages the closure or reduction of East Barnet Library services

I want libraries to remain as libraries. It would be dangerous to start moving libraries about

What worries me is that this library is going to go and become part of that complex.

- 5.80 There was, though, support in both areas for a small 'reading lounge' for those wishing to visit the facility with others or to socialise, but not partake in any sporting activity - and for a small library of sorts for children to be able to do their homework between activities or while waiting for their parents to collect them:

A small library would be good so my husband can sit in there and you don't have to spend any money like you do in a café

I'd like a lounge or café type thing with books. Sometimes when you are lonely you just need somewhere to go

Some kind of area for the kids; a library type space where they can do homework

Having something like a small library for the children would be great. They could do some homework if they're between activities or if they're waiting for their parents to pick them up

So many kids sit in the café to do their homework because different ages are doing things at different times...when siblings are swimming or whatever they sit in the café and work. So maybe a little homework room or something would be good.

Other issues raised

- 5.81 In both areas, the need for both proposed new leisure centres to be fully disabled accessible was raised by numerous participants (Copthall was particularly heavily criticised for its poor configuration in this regard currently):

I'm a disability campaigner. It's important that what is being planned is accessible for all

Things to think about...doors being wide enough, sinks, hand dryers. Curved corners that wheelchairs can get round much easier. Take a disabled person round and ask them

They have a lift but it's inside a set of doors and I can't open them. My husband has to come with me

Disabled access here is a bit naff.

- 5.82 Indeed, access to the swimming pool was considered particularly important in both areas: a sloped entrance was suggested several times:

What about pool transfers for disabled people? In the Aspire Orthopaedic Hospital at Stanmore...the pool has a slope and a channel full of water for disabled access. There's no maintenance and it saves money long-term

A sloped pool entrance is needed to allow the young and disabled to access the pool

Somewhere you can walk into the water for people with disabilities (Church Farm)

I don't use the pool because I can't get in...it's a big issue. It should have steps or a ramp like at Aspire or even a lift for wheelchair users

Access to the swimming pool, are you looking at that. I can get down the ladder but I can't get out. You have to cater for disabled people with the swimming pool.

- 5.83 Finally, though there was some complaint that LBB's communication with residents immediately adjacent to the two proposed Church Farm sites has been poor, the drop-in sessions were generally praised as a positive opportunity for people to obtain information and air their views. Indeed, some attendees said that their opinions had changed as a result of the information they had been given by LBB staff:

We found out about it through the Save New Barnet campaign. I went a few doors up and I told people and no-one knew. I thought as we are directly next to one of the sites that we would have had a letter or something

Before, we were walking in saying 'we hope it's not in our park'. Now we are saying 'I hope it is in our park'. We were worried we were going to lose our park.

- 5.84 Furthermore, one person who had participated in previous consultation on the SPA project said that:

The proposals were what we talked about at the first stage consultation workshops. That makes me happy.

6. Residents' Focus Groups

Overview

- 6.1 The following chapter is based on the views expressed at eight focus groups with protected characteristics residents from the Copthall and Church Farm leisure centre Catchment Areas, presenting the main themes and key points arising from these activities.
- 6.2 The opinions expressed were not always unanimous, but we have endeavoured to reflect the range of views expressed. Some important common themes emerged from the group discussions and these are reported below; but where issues related to a particular option, these have been highlighted. Many quotations have been used, not because we wish to endorse any views, but in order to illustrate some of the more common and important themes and issues.
- 6.3 In order to provide thoughtful consideration of the issues by a wide range of 'ordinary' members of the public, ORS recruited and facilitated eight focus groups between July and September 2015. The point or purpose of the deliberative sessions was to allow LBB to engage with, and listen to, members of the public about some important issues - so that the participants would become more informed about the proposed plans for the redevelopment of the future Church Farm and Copthall leisure centres and in turn gain detailed feedback about the various aspects of these proposals including site preference, facilities that should be included and other suggestions and comments.
- 6.4 In this context, ORS' role was to design, facilitate and report the findings. We worked in collaboration with LBB to prepare informative stimulus material for the meetings before facilitating the discussions and preparing this independent report of findings.
- 6.5 Although, like other forms of qualitative consultation, deliberative focus groups cannot be certified as statistically representative, these eight meetings gave a wide range of people the opportunity to discuss the financial context and options in detail. We believe the meetings are broadly indicative of how informed members of the public would formulate and express their views in similar contexts.
- 6.6 Therefore, we believe that the eight meetings are particularly important within the context of the whole consultation programme – because the focus groups were inclusive (encompassing a wide range of people), not self-selecting (randomly recruited), relatively well-informed (following initial presentations of the key issues and potential options), and fairly conducted (through careful facilitation by ORS).

Attendance and Representativeness

- 6.7 In total, there were **80** diverse participants at the focus groups. The dates of the meetings and attendance levels by members of the public are noted in Table 6 overleaf.

Table 6: Summary of focus groups' details

GROUP	TIME AND DATE	NUMBER OF ATTENDEES
Young People	5.00pm-7.00pm 15th July and 2nd September 2015	13
Non Users	6:30pm – 8:30pm Tuesday 21st July 2015	11
BME	6:30pm – 8:30pm Wednesday 22nd July 2015	10
Women	6:30pm – 8:30pm Tuesday 4th August 2015	10 (including 4 face to face interviews)
Older People	10:00am – 12:00pm Wednesday 5th August 2015	12
Learning Disabilities	11:00am – 12:30pm Friday 7th August 2015	7
Deprived Communities	6:30pm – 8:30pm Tuesday 18th August 2015	9
Physical Disabilities	6:30pm – 8:30pm Wednesday 19th August 2015	8

- ^{6.8} The attendance target for the focus groups was around eight to 10 people, so the recruitment programme was very successful. Participants (with the exception of the people with learning disabilities and young people groups) were recruited by random-digit telephone dialling from ORS' Social Research Call Centre. Such recruitment by telephone is an effective way of ensuring that the participants are independent and broadly representative of the wider community.
- ^{6.9} The young people group was recruited by CommUNITY Barnet which is an organisation which supports, promotes and coordinates an effective voluntary and community sector in the LBB and had a number of useful contacts with the aforementioned. CommUNITY Barnet were recompensed for their time and efforts in assisting the recruitment. The learning disabilities group was arranged by Barnet Mencap who allowed the group to take place at its offices.
- ^{6.10} In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the focus groups met were readily accessible. People's special needs were taken into account in the recruitment and venues.
- ^{6.11} Overall, participants represented a broad cross-section of residents and, as standard good practice, were recompensed for their time and efforts in travelling and taking part by being given £30 at the conclusion of each group.

Discussion agenda

- 6.12 ORS worked in collaboration with the LBB to agree a suitable agenda and informative stimulus material for the meeting, which covered the following topics:
- » Core facilities proposed for each leisure centre
 - » Additional facilities proposed for each leisure centre
 - » Any other facilities
 - » Site preference for the new Church Farm: Danegrove or VRG
 - » Site preference for the new Church Farm: The two proposed options within VRG
 - » Any other issues or suggestions raised
- 6.13 The questions were accompanied by a presentation devised by ORS and the LBB to inform and stimulate discussion of the issues – and participants were encouraged to ask any questions they wished throughout the discussions.

Facilities mix

Proposed core facilities

General

- 6.14 Most focus group attendees were pleased with LBBs proposed core facilities for the proposed new leisure centres, though many felt they should represent the bare minimum in terms of provision (albeit with some acceptance of financial constraints):

All of those core facilities are good to encourage people to join (Learning Disabilities)

It looks like it'll be a good facility for a growing population (BME)

This would all be really great! (Deprived Areas)

Oh wow, that sounds good! (Women)

I would like a new leisure facility here; a pool with clean and pleasant changing rooms, a gym with maybe studio classes that you can pick and choose... (Women)

I think the 25m pool, for sure, is very important. The learner pool because that's for my little one and I'm not so interested in the dance studio and gym but others will be. I think they're all good to be honest (Women)

This should be the minimum because every leisure centre has this mix (BME)

At the very least that's what I would expect (Older People)

The London Borough of Barnet cannot compete with David Lloyd etc. and within the respect of financial restraint the core facilities there are quite good. (Older people)

Swimming pool

- 6.15 As might be expected, a replacement **swimming pool** was at the top of the list of desired facilities for the overwhelming majority of Church Farm attendees, who were particularly pleased to learn that this will be the standard 25m in length:

I think 25m has a very good merit; it's big enough but not intimidating for people who want to start up and for the elderly. Thinking of the community, for a broad spectrum 25m is perfect (BME)

They have to have a 25 metre pool because I wouldn't go to Church Farm because it is too small (Young People)

25m is fine...we've only got an 18m at the moment so it's a big improvement (Deprived Areas)

It's really important to keep a swimming pool here (Non-users)

As long as they have a swimming pool I'm happy; if it has extras then that's brilliant. (Older People)

- 6.16 Indeed, only a very small minority in the BME group felt the Church Farm area requires a longer pool: they suggested that a 33m combined full and learner pool facility with a dividing wall could offer more flexibility and be more attractive to wider range of swimmers:

I'm shocked at a 25m pool; you have to cater for the long term. Even 30m would be better than 25m (BME)

Why are they going for a 25m pool? We should be heading for a 40 or 50m size pool (BME)

We need the same as Southgate...a 33m pool (BME)

How about combining the learner pool and main pool for a 33m? (BME)

- 6.17 As aforementioned though, most were happy to accept the provision of a 25m pool - though the BME and deprived areas groups and some of the young people stressed that it must be sufficiently wide to cater for the anticipated high community demand:

The wider it is the better; even if it's 25m it has to be wider (BME)

It's not just length, it's width as well; there's no good having a 50m pool with five lanes (BME)

How much of a six lane pool is going to be taken up by swimming clubs? If people want to use pools in the evening, will they have enough room with six lanes? (Deprived Areas)

If it's wide enough they can then change the number of lanes according to how many people are there. If there are more children, make it wider...more swimmers equals more lanes (BME)

There needs to be enough lanes... (Young People)

- 6.18 With specific regard to Copthall, the main point of debate was whether the water space should include a 50m pool (with a dividing boom) as opposed to 2 x 25m facilities. As the following comments demonstrate, there was strong support for the former on the grounds that this would: offer good value for money and a future-proofed amenity; ensure the centre is viewed as an elite regional facility that could attract competitive swimmers from a wide area; and allow these swimmers to train in an environment that prepares them for events such as the Olympic Games. Some typical comments were:

50m...might as well. It supposed to be a sports complex; they need everything, especially if it's going to be new. Now is the time to do it (BME)

I would want an Olympic swimming pool there. If you're going to build new why not? (Older People)

Will it conform to Olympic standards? Because if not, it's a waste of money (Non-users)

There are only about 10 Olympic pools in the country. If they're going to spend money, they should do something for the future (Non-users)

The Council should plan for the future, not replace what's already in existence (Non-users)

We need to set our sights higher...I think definitely a 50m (Women)

It should be elite; a 50m pool is a very good idea (Women)

It would be nice to have a centre of excellence in Barnet. If you've got a chance to put in a 50m pool, why wouldn't you do it? (Deprived Areas)

If you're doing competitions it could become a national centre; a 50m pool would be a really good thing for North London (Physical Disabilities)

I think you have to look at it as not just a replacement centre but something for the future. How are you going to train future generations if you're going to limit it to 25m? (Physical Disabilities)

A 25m is sufficient for normal people but Barnet Copthall has always prided itself on its swimming clubs and Olympians. I think it would have to be 50m...a 25m isn't going to cut the mustard in this day and age (Deprived Areas)

There are a huge number of pre-Olympic swimmers training in Barnet. They need a proper pool (Non-users)

It has a swimming club with 1500 members; every night they use 11 lanes and schools go there all the time. It's even more reason to make it a 50m pool (Non-users)

Presuming the old buildings are 50 to 60 years old you'll get that again; it has to give you value for money and a 50m pool will contribute to this. (Non-users)

- 6.19 However, some of the non-users and young people said they would prefer the current configuration of 2 x 25m pools, primarily because: 50m pools are more expensive to build and run; having two pools is better practically as they can be built to the different requisite depths, set to different temperatures and one can remain open for the community during competitions and school lessons; and it would be more suitable for the community as a whole (especially given there is a 50m pool relatively close by at the Olympic Park):

Building a 50m pool would be more expensive and it wouldn't increase capacity (Non-users)

A 50m pool needs three times the depth of foundations; it's more expensive (Non-users)

I think the cost of a 50m pool is two or three times what a 25 metre pool is...because you've got ground pressures and everything (Non-users)

There should be a main pool which is sufficiently deep to swim in the whole time; anything less than 1.2 metres you can't tumble down at the end if you're a competitive swimmer. If you've got two pools you can have the different depths you need more easily (Young People)

You couldn't then have the two different temperatures (Physical Disabilities)

2 x 25m pools are essential. I like that they've got two. It does mean even when there are galas; there is somewhere else to go (Women)

If I was swimming I would prefer 2 x 25m. If the school kids are there they can all be in one pool (Physical Disabilities)

I think we need to think back to the SPA aims which are to increase participation. Pool space is an issue and I wouldn't like to see it all given over to high level competitive swimming. I would prefer to see it split for the two different groups (Physical Disabilities)

25m is more the average person size pool (Physical Disabilities)

It would depend on the degree to which the 50m pool was being used as a 50m and how much that would encroach on the use by the community. So maybe 2 x 25m would be better (Older People)

The one in Stratford isn't impossible to get to; if you want to get in the Olympics, get on the train. The community doesn't need a 50m pool because we're not going to be in the Olympics! (Non-users)

On the issue of expense though, one non-user questioned: *how far is the next Olympic pool? Is there a possibility of cost sharing with the surrounding boroughs and centralising the cost?*

- 6.20 Again, some people in the physical disabilities group desired a wider community pool at Cophall: eight (or even 10) lanes as opposed to six. They argued that the current facility is very overcrowded at certain times - and that a wider pool would help alleviate this:

A six lane pool is not very big. I would like to see a couple more lanes to make it more accessible to the general public at public sessions. (Physical Disabilities)

Learner pool

- 6.21 The proposed **learner pools** were praised by many as a means of teaching young children to swim away from the general public, and also in offering swimming opportunities to adults who are not confident within a larger facility. Furthermore, the moveable floor was also considered crucial in allowing the space to be used flexibly for a range of activities:

A learner pool is really great as it involves the community; most people have kids (Non-users)

I think you need the gym classes but you also need the learning pool as well because sometimes the big pool is too big to take little ones in (Women)

The learner pool is a good idea...they must have somewhere for children to learn to swim in a smaller pool (Deprived Areas)

That's important for the community to come and use and also they are separating children from people who want to come and work out (Young people)

Learner pool...I would definitely go there if they did have that because I don't like the big pools (Learning Disabilities)

The learner pool can be used that for deep water workouts...the movable floor can be moved to make it shallow for people who want to do normal aerobics. (BME)

Splash zone?

- 6.22 Finally in terms of the 'wet side', a few people - especially those in the learning disabilities and young people's groups - suggested a need to timetable some water/splash play at the proposed new leisure centres in order to appeal to children and young people and those who like to swim for fun:

I have been to the swimming pool at Copthall but I didn't like it much. Maybe put a water slide in (Learning Disabilities)

This is just a swimming pool and it's a bit boring...at the lido people can jump on the waves (Learning Disabilities)

There are no fun pools, no water slide. If you're on holiday they don't have a swimming pool with lanes marked out (Non-users)

They should have obstacles; inflatables. That would be good for parties and for our age group 14-17 and for really young people (Young People)

There needs to be that fun element: we would go to Furzefield or the Olympic Park and that is a long distance (Young People)

My sister is having a pool party next week and we are holding it at Finchley; we are able to do that because of the pool. It would be nice to have some space where sometimes in the holidays we can just go in and have a load of fun (Young People)

- 6.23 There was some suggestion though that Copthall - as an elite performance centre primarily - may not be the right place for such activities:

This should be to do with keep fit and training not fun...they are two different things (Non-users)

You can't mix the two together, they're separate things (Non-users).

However, those in the young people's group who are members of the Copthall Swimming Club disagreed and felt that fun, training and competitions/galas can co-exist: they cited Hatfield as an example of where this is successfully achieved.

Gym and fitness studios

- 6.24 A **gym** was supported as an essential facility that people would expect to see in a modern leisure centre - and most people across all focus groups agreed that **dance and fitness (including spinning) studios** are essential given the popularity of exercise and dance classes, providing they are sufficiently flexible and multi-purpose as to allow a variety of activities to be held within them:

I think they should have definitely a gym. What modern leisure centre doesn't? (Non-users)

Both me and partner quite like working out, so if it had a gym I think it would be a lot more attractive definitely (Women)

Gym and studios (including a spin studio) are required for a regional facility (Non-users)

Spinning is really popular so I think that would be really popular to be honest (Deprived Areas)

I think the gym would take off because it's quite expensive to go to the gym elsewhere...these sorts of places are a lot cheaper (Deprived Areas)

Gym and dance studios; that's good. They are really important (Young People)

I think it will be good that there will be more than just a swimming pool, that it will have a gym and dance studios, it will encourage more people to come and it will make more money (Young People)

Dance studios etc...there are a lot more people getting into dance and more studios will mean more choice of classes (BME)

I think that would be great for things like Pilates and aerobics...it's great exercise and really popular now (Deprived Areas)

I think it's important that these studios are really multi-use (Older People)

They're really important for classes (Non-users)

Studios...that should be there. That would draw a lot more people (Learning Disabilities)

If the dance studios were commonly available for hire then great. I have tried and they are few and far between. I run a dance company and we do functions and we need rehearsal space, audition space so being able to hire for an hour would be amazing. A nice big open room, air conditioned with water fountain, sprung floors, bars and mirrors...even just a basic speaker (Young People)

In the community venue a dance studio could be used for birthday parties. (Young People)

- 6.25 With particular reference to Copthall, several people in the physical disabilities group suggested that the proposal for two studios may be insufficient - and that three may be required to cater for existing demand, and indeed to offer more and varied classes in future:

Two dance studios is nowhere near enough. The more studios you have the more opportunity there is to have different things (Physical Disabilities)

You're definitely looking at needing more than two studios. (Physical Disabilities)

Café

- 6.26 There was almost universal support for hosting **cafés** within the new leisure centres. They were seen as an important means of revenue generation and would, it was felt, offer excellent socialising opportunities for centre users and indeed non-users:

We have refreshments after the swimming...yes they're important (Learning Disabilities)

If they want to get people in then a café area is essential; one that's open without having to go into the pool (Women)

It would be nice after swimming when you are tired and hungry (Young People)

It adds to a facility if you can go there after your exercise...and it brings in revenue I would have thought (Deprived Areas)

If you are going to be a member somewhere you don't want just a swimming pool; you want a bit more, even a café, just somewhere to go with friends. It makes it a bit more of a social occasion (Women)

Cafés bring in money (Women)

It's a way of getting people through the door and if you've got someone coming with you they have somewhere to go and sit. People may come just for the café then see what else is on (Physical Disabilities)

Private gyms have cafés. It's a good meeting point to socialise...you can say 'I'll meet you at the café before the class'. (Non-users)

- 6.27 The current café at Copthall leisure centre was frequently criticised for its lack of character and poor range of food and drinks - particularly healthy options. It was claimed to be not well-used for these

reasons - but people also felt that improved provision (with Wi-Fi) within a new leisure centre would be very welcome:

It would be great if the café was made into a restaurant. I think healthy would be best...wraps, paninis, juices. You could spend the day at the leisure centre and go to the café at the end. It makes you feel you've had a good day...like you would at a spa. (Women)

A café would be great but not serving junk food like Copthall. We want salad, healthy options (BME)

We should have a place where we can vegetarian meals and a variety of healthy things (Learning Disabilities)

I think it needs to be a bit better than the Copthall one at the moment. It needs to be somewhere you want to actually sit down...not 'let's meet at the gym then go somewhere else'. And it has to have healthy snacks there to practice what we preach (Physical Disabilities)

A café would be fab; they have a café at the moment but I don't know if you'd eat there (Women)

It would be good to have somewhere to sit and wait for people to turn up...especially if there was Wi-Fi as well. (Young People)

- ^{6.28} One person at the deprived areas group suggested that LBB consider: *"branding it like a juice bar...with high counters and healthy snacks and a little seating area. Something a bit more modern."* (Deprived Areas)

Extra facilities?

Sports hall

- ^{6.29} As for the possible added 'extras', focus group participants were overwhelmingly positive about the need for multi-purpose **sports halls** in the two centres, describing them as much-needed, revenue-generating facilities that would attract footfall and provide a large space for community use (particularly during inclement British weather!). Some typical comments that illustrate this point of view are:

It excites me the idea of a multi-use sports hall; it could have lots of activities for older people (Older People)

Why don't they have different sports in different halls...like badminton, tennis and volleyball? If we had more halls we could do different things. It's just that I get a bit concerned about the weather; that's why I prefer indoors (Learning Disabilities)

It's nice to have things outside but when the weather's bad it's good to be able to go indoors. Suppose it belts down with rain; you need to have a place inside where you play football (Learning Disabilities)

I'd agree with sports halls; something relatively small with, say, four badminton courts and an inside or a multi-use games area outside. You've got a commercial entity there as well. Model it on Burnt Oak where they have a big hall they can separate out and have also got an all-weather court for five-a-side, basketball etc. (Physical Disabilities)

I think there should be a sports hall where they could do badminton, basketball etc. There's not that many places around for that (Deprived Areas)

A sports hall could host clubs for the local kids who could probably do with being occupied (Women)

A sports hall definitely for things like netball. It would be really good for activities in the summer and in the winter (Young People)

A sports hall...if they are just there for basketball, football, maybe netball it's not the best. But if you have things like badminton, tennis there then great. Also if you could spilt it up then that would be good. We've got swimming and we've got gyms in the area but that's basically it (Young People)

We have nine months of the year when you are indoors. (BME)

6.30 Indeed, as one older person stated:

I don't think these are good 'core' facilities; it's limited. It's for people who take exercise for the sake of exercise. I enjoy sport and exercise as a by-product of sport. I'm all for it...but I want to see a place for badminton, indoor tennis, five-a-side football; that's how people really enjoy sport. If you want to go to a gym, go to LA Fitness...we want a more holistic approach to the whole thing. (Older People)

Crèche

6.31 Parents of young children were keen to see a **crèche** at the proposed new leisure centres, suggesting that this would encourage them to be much more active than they are currently. Indeed, even many of those without children acknowledged that such provision would be useful in attracting a younger audience to the centres and in allowing parents to undertake higher levels of exercise. Some typical comments were:

Crèche facilities would be a real bonus for parents to use it during the day. There are a lot of young women who are interested in keeping fit but don't have the babysitting facilities to do so (Women)

I could leave one of them in the crèche and take the other swimming or it could be for me to go swimming myself. I could leave them just for half an hour and swim rather than have to get child-care, so a crèche would be good (Women)

A crèche would be fab, especially when they get a bit older. To be able to use that would be amazing (Women)

For parents who want to use the gym or even just take some time out and got to the café...it would be very well used I think (Deprived Areas)

I would go to do stuff without her so a crèche would be good. I'd go there as an adult and I'd love to do tennis or a badminton club or something... (Women)

Knowing that there is a crèche would be great to have more time to exercise again (Women)

I was chatting to my daughter and she said 'for goodness sake tell them to have a crèche'... (Older People)

A crèche would be helpful for young mums to exercise (BME)

To be fair this thing has to pay for itself. A crèche would enable mothers to gravitate there and spend money (Non-users)

You want to engage the entire community so it sounds sensible. (Young People)

- 6.32 There was also a sense that facilities such as a crèche are important in terms of revenue generation and ensuring the centres eventually become self-sustaining - and in enticing people away from private sector facilities:

If you want this to be used during the day this would be the other add on. I'm just thinking about how you get people to go in and pay for services; things like small crèche where you can pay by the hour would be something. You have to look at it in comparison to a private gym; you have to include other things and I think it's add-ons like this that will make people go. (Physical Disabilities)

Climbing wall

- 6.33 The possibility of including a climbing wall was spontaneously mentioned at the groups for people with physical disabilities and young people, who felt that such non-traditional activities are essential in attracting new audiences to the proposed new leisure centres:

Climbing walls are incredibly useful when you've got young people; it's something to get people using their physical strength but in a different way for those that don't like traditional sports (Physical Disabilities)

I think you have to have things like this to bring people in (Physical Disabilities)

When I was doing my moderation for my GCSE my teacher was trying to get us climbing but the only one near us was in Hatfield and it was really expensive. (Young People)

- 6.34 It was also suggested that:

You could put a climbing wall up the side of the building. When you go to Swiss Cottage there's a climbing wall on the outside of the building. It's not exposed to the elements because there's glass around it...and if the new one is being designed from scratch it could easily be incorporated and not take up space inside. (Deprived Areas)

Spa facilities (sauna, steam room, jacuzzi)

- 6.35 There was significant support across all focus groups - and especially among the women - for incorporating a **spa-type facility** (including a sauna, steam room and Jacuzzi) within the proposed new leisure centres. This, it was felt, would again enable the Council-owned facilities to successfully compete with private centres - providing they are maintained to a high standard. Some of the many typical comments were:

I've been to places in Haringey with a sauna and steam room; I would like that and it wouldn't cost the earth (Women)

I would like to see a health spa...a Jacuzzi, sauna, classes, treatment. If I had a facility like that locally I'd go every week... (Women)

For the little bit I would be swimming isn't worth me going to a leisure centre, but if I could sit in the sauna etc. I would (Women)

It's much more attractive if you had the whole package there. The core facilities are great but I would add to it with a little treatment room and a hot room (Women)

If they could provide a beautiful clean swimming pool and a Jacuzzi; if there was something like that on my doorstep I'd go (Physical Disabilities)

I would go to it if it was a spa leisure centre (BME)

Steam room, sauna, Jacuzzi...oh yes! (Learning Disabilities)

Saunas, Jacuzzis etc. would be very good for people our age...they are the obvious things to have with the core facilities (Older People)

I like saunas and I like steam rooms...definitely a good idea (Non-users)

Copthall is more used for training rather than leisure but the leisure is kind of important. If you had a sauna and steam room that would be really handy (Young People)

I think it would be used really well if it was maintained well...they have to be looked after and not turn grotty and horrible. (Deprived Areas)

Diving pool

- 6.36 Most of those who commented on the issue supported the retention of the **diving pool** at Copthall. Diving was perceived as an increasingly popular activity and it was considered unreasonable that a community the size of Barnet should be left without a facility to encourage people to take it up:

I agree we should keep it (Learning Disabilities)

I think it's really good that they have it, and they've got all the Tom Daley endorsement. It's good to encourage all those sorts of things...as she gets older my daughter would really like it. I think it's good to encourage for the Olympics and all that, all these different skills (Women)

A diving pool is definitely needed; there isn't another facility for that in the borough (Women)

- 6.37 Moreover, if the future Barnet Copthall leisure centre is designed to be an elite facility, it was considered important that it includes additional, somewhat niche facilities such as diving pools; these should be sufficiently flexible to allow other activities to take place in them (and could, in fact, be incorporated into one of the proposed swimming pools):

In our borough to have something that is absolutely elite; I think we should be supporting that (Older People)

It is geared up for training and is a 'serious' facility. I would have thought it needs a proper diving pool (Women)

With the diving pool the floor goes up and down and so it could be incorporated into the learner pool (Older People)

They could change the diving pool into a hydrotherapy pool (Physical Disabilities)

A diving pool; if it's the only one in Barnet, then yes. But instead of having a specific pool which is very deep the space could be better used in one of the pools with a moveable floor. (Young People)

- 6.38 A small minority felt that a diving pool would be inefficient, primarily in terms of usage versus cost:

Not everybody uses it (Learning Disabilities)

Is it every used? All the times I've been there I've rarely seen it being used (Deprived Areas)

It's a very specialist thing; I've only ever used it once (Deprived Areas)

There is demand for that facility but when we are looking at the Council facilities, is it the most important? Less people are going to use it. (Young People)

Other suggestions

- 6.39 **Soft play** for young children was another popular suggestion for an added value facility that would generate significant revenue:

If you're going to have a learner pool you need a café and a soft play. That's where you're going to get your money from... (Non-users)

Soft play would be lovely. One of the gyms over in the Queens Park area has soft play which we used to go to; that would be good (Women)

Are they talking about a soft play area? It's very popular (Deprived Areas)

At Hendon they do stay and play for toddlers; my younger siblings used to find that every useful. So what about a big pit with sponges...balls and soft play things which could then put back in storage? Having that available for the community would be great (Young People)

All the Hertsmere ones we have gone to have all had a soft play as standard; they can make quite a bit of money (Women)

A children's play area like Junglemania would be good and profitable. (Women)

- 6.40 Indeed, one participant at the women's group described how they currently visit Furzefield in Potters Bar simply because the leisure centre has a soft play area. This, along with the more traditional facilities like swimming and a café, allows them to undertake several family-friendly activities under one roof - and they felt they would certainly prefer to use such a facility locally if it were to be provided:

When we end up going for these sort of social things, we end up going to Furzefield in Potters Bar because they've got a soft play area. So if she goes swimming and then goes to the soft play and then we go to the café afterwards, that's sort of your whole morning taken care of. I actually travel that little bit further because it provides it all under one roof... (Women)

If it was closer we would go a lot more. Because Potters Bar is that bit further, we only go once a week. If you had that sort of thing in Barnet, we would be much more likely to join. So if they could provide something comparable to Furzefield, I would happily go there... (Women)

Site preferences: New Leisure Centre

Danegrove Playing Fields or Victoria Recreation Ground?

- 6.41 Given the general positivity described above, it is perhaps unsurprising that several people were prepared to see a new leisure centre sited at either Danegrove Playing Fields (henceforth Danegrove) or Victoria Recreation Ground (henceforth VRG) 'as long as it is built' and includes all of the requisite facilities. Most people, though, expressed a preference for one site over the other – and the cited merits and drawbacks of both are reported below.

Danegrove Playing Fields

- 6.42 The Danegrove site was thought to have some considerable merits, namely: its prominent location; its existing transport infrastructure and nearby amenities; its current lack of usage (especially in

comparison with VRG) and the corresponding lack of impact building a leisure centre there would have on useable green space; its proximity to the current Church Farm site; and the fact it could be used by local schools.

^{6.43} Table 7 below summarises people's views on the main advantages of locating a new leisure centre at Danegrove (sometimes as opposed to at VRG).

Table 7: Focus Groups summary table – participants' views on the advantages of locating a new leisure centre at Danegrove

Theme	Sub theme and details
Existing road infrastructure (public transport more accessible/ parking opportunities better than at VRG)	<p><i>Cat Hill has a bus stop outside...the other site is about a quarter of a mile from a bus stop (Non-users)</i></p> <p><i>The bus route wouldn't need any re-routing like it would at Victoria (Older People)</i></p> <p><i>I would still opt for Danegrove. It's not about parking; it's about access (Women)</i></p> <p><i>Cat Hill has easier access and is nice and bright; it's the right site (Non-users)</i></p> <p><i>Parking is available on the roads around there and there's a car park in East Barnet village. (Women)</i></p>
Prominent location with nearby amenities (including the local library) which would themselves benefit from a new local leisure centre	<p><i>It's actually better than the middle of nowhere because a busy junction means everyone knows it; it's not like you have to explain where to go. It's easily visible and there is going to be transport...as long as the traffic lights are making it safe to cross (Young People)</i></p> <p><i>Danegrove is large and on the main road; it's in the public view (Older People)</i></p> <p><i>Danegrove would be visible; people would think lets go in for a coffee (Women)</i></p> <p><i>You could make it a nice day out with the library as well (Women)</i></p> <p><i>It would help local businesses like coffee shops etc. (Older People)</i></p>
Improved usage of a redundant space (with little impact on local residents in terms of losing green, open space)	<p><i>That's good...it's not like they already have lots of people going there in playtime (Young People)</i></p> <p><i>I think it would be very good because we walk past it on our way to school. We never see it being used and there is no point in having it if you are not doing anything with it, so it is a good location - I would use it (Young People)</i></p> <p><i>The area isn't used for anything...it's effectively a brownfield site in that respect. (Older People)</i></p>
Close to current Church Farm site	<p><i>It's only a mile away from the current site. If they could just sort out parking (Older People)</i></p> <p><i>If you close down Church Farm Danegrove is ideal. It serves the same community and there are four primary schools nearby. (Older People)</i></p>
Usage by local schools	<p><i>School children could walk to the Danegrove site (Women)</i></p> <p><i>I suppose Danegrove would be used quite a lot by the school - suppose that's a good thing (Women)</i></p>

^{6.44} Conversely, the Danegrove site was thought to have some notable drawbacks, namely: its comparatively small size; the implications a new leisure centre there would have on local traffic

volumes and management; its location on a busy and apparently dangerous junction; its current designation as a school playing field (and indeed as a green open space); and the probable objections from local residents. The primary issue for focus group participants, though, was the lack of parking in the immediate vicinity – although some felt they could support this site option if they could be reassured that this could be rectified in future.

6.45 Table 8 below summarises people’s views on the main disadvantages of locating a new leisure centre at Danegrove (sometimes as opposed to at VRG).

Table 8: Focus Groups summary table – participants’ views on the disadvantages of locating a new leisure centre at Danegrove

Theme	Sub theme and details
Site has several disadvantages	<i>I don’t think that’s a good idea; I object completely based on location, parking, access etc. (Non-users)</i>
Lack of parking provision (though some said if this could be rectified the site would be ‘perfect’)	<p><i>Danegrove – what about parking? (BME)</i></p> <p><i>The neighbours won’t be too happy; parking is a must (BME)</i></p> <p><i>Parking would be a major issue; I think the road would get clogged up (BME)</i></p> <p><i>There’s not going to be any parking facilities (Older People)</i></p> <p><i>You wouldn’t be able to park anywhere around there at all (Physical Disabilities)</i></p> <p><i>I think it’s going to be a horrific place to put it. There’s no parking...it would make our lives a misery (Older People)</i></p> <p><i>Would there be parking on the Danegrove one? Because if it there’s no parking and it’s near a main road, it’s a problem because you have to park...you have people parking over other people’s driveways (Young People)</i></p> <p><i>I just don’t know where anyone is going to park around there. It’s a problem as it is (Deprived Areas)</i></p> <p><i>Danegrove; you wouldn’t get a car park there (Physical Disabilities)</i></p> <p><i>The ground is perfect; the parking is the main issue (BME)</i></p> <p><i>I think parking is going to be one of biggest considerations. It’s a lovely site if the parking was okay. (Women)</i></p>
Site too constrained for necessary facilities	<p><i>I can’t see how you would fit all those facilities and parking on that site (Non-users)</i></p> <p><i>It’s just not big enough (Older People)</i></p> <p><i>It’s a good location but it’s really small (Non-users)</i></p> <p><i>I do think it’s quite small so you couldn’t have any extras on it (Deprived Areas)</i></p> <p><i>It won’t be big enough to make it pay. If you are going to build something, build something to give the community the chance to make it work (Physical Disabilities)</i></p> <p><i>It doesn’t look that big to be honest (Deprived Areas)</i></p> <p><i>Danegrove isn’t big enough to warrant all the investment (Physical Disabilities)</i></p> <p><i>You wouldn’t get anything but a pool at Danegrove. (Physical Disabilities)</i></p>

Theme	Sub theme and details
Impact on (and possible opposition from) local residents	<p><i>It's quite an affluent road; they're not going to be happy one bit (BME)</i></p> <p><i>There's going to be a lot of opposition from Park Road residents (Older People)</i></p> <p><i>Local residents will complain because they are used to looking at green (Women)</i></p> <p><i>I think we should listen to the residents who live there. If you put a leisure centre opposite my house I'd be thrilled but if someone is saying it's already a bad idea then we should listen. (Older People)</i></p>
Impact on local traffic volumes/management	<p><i>It's already very congested around there (Older People)</i></p> <p><i>People won't be able to get near Danegrove with the traffic congestion on Cat Hill from schools (Physical Disabilities)</i></p> <p><i>On a school morning it would be absolutely crazy around there (Deprived Areas)</i></p>
Location on a busy/apparently dangerous junction	<p><i>It's a really busy road (BME)</i></p> <p><i>On that junction where the library is; the road is very narrow. (Women)</i></p>
Loss of green open space	<p><i>Danegrove is a nice open space; leave like that as it's quite appealing visually. (Non-users)</i></p>
Loss of school playing field	<p><i>Where would the children go if this is a leisure centre? (Non-users)</i></p>

^{6.46} Despite the above, several of those who opposed the siting of a new leisure centre at Danegrove were keen to see the site used for something:

Can they not use both? Put something opposite the library as well... (Non-users)

Danegrove...make that into a nice, useable park area (Physical Disabilities)

What about putting some of those outdoor gyms at Danegrove...it's a shame not to use the space (Deprived Areas)

What about Danegrove? Can that not be used as a part of the deal so it's not redundant (Women)

Victoria Recreation Ground?

^{6.47} The VRG site was thought to have some considerable merits, namely that: it is a large, flat space with potential for a large number of facilities and future expansion if required; it is within an increasingly residential area and thus has a growing catchment; it is already a recreational space and could thus become a 'destination' where individuals and families could spend the day; it has good public transport links and a number of access points (or potential access points); it could be used by several local schools; and it is an enclosed space where a leisure centre will have minimum visual impact.

^{6.48} One other apparent consideration in terms of locating a leisure centre at VRG is that it could act as a catalyst to developing what is presently a somewhat run-down park and wider area. Indeed, many people commented that VRG can feel unsafe after dark and suggested that siting a leisure centre there would result in improvements in this regard.

6.49 Table 9 below summarises people's views on the main advantages of locating a new leisure centre at VRG (sometimes as opposed to at Danegrove).

Table 9: Focus Groups summary table – participants' views on the advantages of locating a new leisure centre at VRG

Theme	Sub theme and details
Site has several advantages	<p><i>Victoria Recreation Ground is much better (BME)</i></p> <p><i>Victoria Recreation Ground is the better one from what everyone else said; it's a bigger site and will help with the regeneration of that area (Non-users)</i></p> <p><i>Victoria Recreation Ground is massive and under-used (Physical Disabilities)</i></p> <p><i>Personally I think it would be better in Victoria Recreation Ground only for the fact it's a scrubby old park and there's more space there; Danegrove is a bit congested. (Older People)</i></p>
Large, flat site with the potential for a wide range of facilities - including outdoor facilities - and future expansion (especially in comparison with Danegrove)	<p><i>That's a lot bigger isn't it? More facilities and more parking? (Women)</i></p> <p><i>Victoria Recreation is bigger than the Danegrove site (Physical Disabilities)</i></p> <p><i>It's considerably bigger than Cat Hill (Non-users)</i></p> <p><i>They need loads of things; things around it. They could do this in the park because there's more space (Learning Disabilities)</i></p> <p><i>Victoria Recreation Ground has got a lot of land so there's more potential for extra facilities (BME)</i></p> <p><i>It makes sense to me that if you've got a big site like that, put the leisure centre there in a municipal park (Non-users)</i></p> <p><i>It seems like it's got the capability to have more in one place. Once you develop the facility you can develop more... (Young People)</i></p> <p><i>There's more open space which you could incorporate into a new facility. (Older People)</i></p>
Could be a catalyst to improving the park (and the wider area) and attracting more people to use it	<p><i>The redevelopment would completely change the area for the better (Non-users)</i></p> <p><i>It would change the nature of the park...it would make it feel a lot safer (Non-users)</i></p> <p><i>There are tennis courts in the Victoria park and there's broken glass and gatherings of local jobs. I know other parents who wouldn't take their kids there (Non-users)</i></p> <p><i>It sounds like the actual area will be improved...it could do with a lift. Danegrove is residential already so there's no need to regenerate it (Physical Disabilities)</i></p> <p><i>It's a vastly under-used park. It's an opportunity to do something to utilise the area better for the local community. (Physical Disabilities)</i></p>
Site is already used for leisure so can become a 'destination' for many activities	<p><i>The park already has tennis courts and redeveloping here could result in combining indoor and outdoor facilities. It was built as a municipal park and this is a good reason to re-develop it (Non-users)</i></p> <p><i>You would have a park that's already used next to the facility which is nice (Older People)</i></p> <p><i>You've got more facilities around Vic Rec (Physical Disabilities)</i></p> <p><i>That would be really nice because you would have the park to play on as well...I thought it would take the whole thing. I think it's nice to have the swimming pool and</i></p>

Theme	Sub theme and details
	<i>the open space all in one area. Then you can make a real day of it; or a morning of it at least. (Women)</i>
Good access (better than Danegrove)	<p><i>Access is much better here than in Danegrove (BME)</i></p> <p><i>I used to live right by there and if I still lived there, I wouldn't complain. I can't see it making a huge difference to traffic (Non-users)</i></p> <p><i>There's more than one entrance there at Victoria Recreation Ground (Physical Disabilities)</i></p> <p><i>As whole Victoria Recreation Ground is a better option and with the big developments going on there it's likely the roads will be changed anyway. (Women)</i></p>
Good public transport links (better than Danegrove)	<p><i>It's easy to get to Sainsbury's New Barnet by Victoria Recreation Ground (Learning Disabilities)</i></p> <p><i>Victoria Recreation Ground has a railway station and is served by buses (Physical Disabilities)</i></p> <p><i>I've probably swung toward Victoria Recreation Ground because of the better transportation. (Non-users)</i></p>
Area becoming more residential and in need of facilities	<i>Vic Rec is a much more residential place; we should be getting onto Barnet and saying 'there's a lot of people that live around here...make it nice'. The leisure centre could help. (Older People)</i>
Enclosed space (minimal impact visually)	<p><i>I think the park is a better option as it's completely enclosed (Non-users)</i></p> <p><i>You can't see it easily from the road and I think that's a good thing; if anything its very discreet. (Older People)</i></p>

^{6.50} The VRG site was also thought to have some notable drawbacks, namely: the difficult road infrastructure immediately surrounding it and the implications a new leisure centre there would have on local traffic volumes and management; a lack of safety and security currently that would have to be rectified to increase usage, especially among young people; and its 'hidden' nature meaning many people are unaware of its existence (though it was said this could be overcome with proper signposting).

^{6.51} A small number of people rejected the idea of a leisure centre on VRG because they did not want to lose park space – though most tended to be reassured when informed that the leisure centre would only take up a very small proportion of the site.

^{6.52} Table 10 below summarises people's views on the main disadvantages of locating a new leisure centre at VRG (sometimes as opposed to at Danegrove).

Table 10: Focus Groups summary table – participants' views on the disadvantages of locating a new leisure centre at VRG

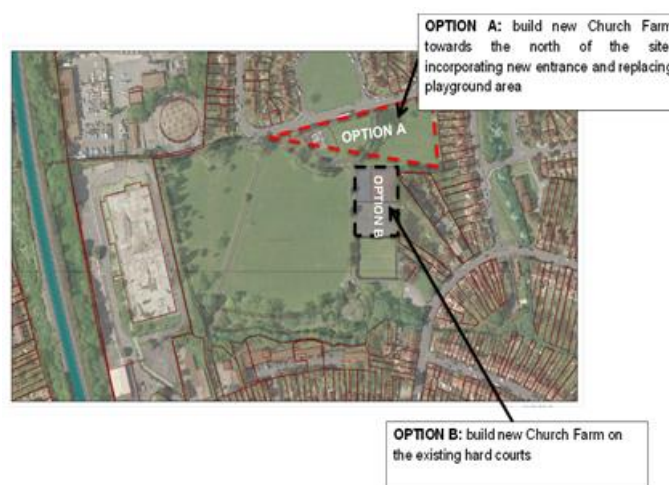
Theme	Sub theme and details
Site has several drawbacks	<i>I think Victoria Recreation Ground is the wrong site because of congestion...and parking is horrendous. It's also a dark area to walk around; after 4pm in the evening I wouldn't</i>

Theme	Sub theme and details
	<i>want to walk around it. (Non-users)</i>
Difficult road infrastructure/ accessibility	<i>What about access to that? Around Sainsbury's is a very busy roundabout and the volume of traffic would increase. The infrastructure won't cope (Women)</i> <i>There's not good accessibility on Park Road. (Non-users)</i>
Impact on local traffic volumes	<i>The area around Victoria Recreation Ground is already struggling with the new school causing congestion. (Non-users)</i>
Loss of green space	<i>We're going to lose green space (BME)</i> <i>They're talking about taking away some of the park (Women)</i> <i>Are we going to build on every bit of green space? (Older People)</i> <i>I have great reservations about building on a green park (Women)</i> <i>The only problem is that's quite a nice park...it worries me that you would put something else there (Women)</i> <i>Far more people use a park with multi-facilities in than would ever come into a leisure centre. If you're actually trying to provide for your community, that's what we should be preserving and not sticking a great big building and car park on it (Deprived Areas)</i> <i>I'd be really sad to see a large area of park like that being built on (Deprived Areas)</i> <i>From an environmental perspective that looks like a nice greenfield site (BME)</i> <i>It makes a difference seeing the actual options; the whole nature of the park is going to be left intact. (Women)</i>
Safety within the park area (though some felt this could be overcome by improved lighting and the presence of a leisure centre)	<i>There is a place under the bridge and that is unsafe...security is a big thing (Young People)</i> <i>Walking down the bridge there are no lights at all at night, it is really scary (Young People)</i> <i>You have a few entrance points: under the bridge; then by the railway along the main road. So it is either dodgy or out of the way or proper dangerous (Young People)</i> <i>There is an ex prisoner place by the railway bridge and there is always people hanging around. (Young People)</i>
Less high profile site (though some felt this could be overcome through proper signposting)	<i>Vic Rec has a less high profile than Danegrove; consequently it might get used by people in the immediate locality but it won't get used by the wider community (Older People)</i> <i>I don't know it...don't know where it is (Learning Disabilities)</i> <i>The only disadvantage of Victoria Recreation Ground is that it is further away from the main junction and more hidden (Young people)</i> <i>The only disadvantage I can see is that it's hidden away but good advertising will overcome that (Physical Disabilities)</i> <i>Being further away from the main road is a disadvantage but if it's clearly signposted and there are buses going near enough and there is parking I think Victoria is better.</i>

Theme	Sub theme and details
	(Young people)

Victoria Recreation Ground: Site A or Site B?

Figure 18: Map showing the Victoria Recreation Ground sites A and B



6.53 When asked for their views on which of the above options they would prefer if the proposed new leisure centre is sited at VRG, a small majority chose Option A on the grounds that: it is larger and thus more flexible in terms of the range of facilities that could be provided; and does not result in the loss of apparently well-used hard courts:

The site itself is big enough to incorporate parking...on the other one there is no space for anything (BME)

Option B is really small; it looks like the same size as Danegrove (Young People)

It looks quite big...and there's still a lot of space left (Women)

Option A seems to be much bigger than B but still leaves a massive amount of park (Physical Disabilities)

Leave the hard courts and develop them. Why pave over it to build a new one? (Non-users)

Why would they take away the tennis courts? It would be such a shame if that was to be taken away without being regenerated. (Non-users)

6.54 Those supporting Option B over Option A primarily did so on the grounds that it would impact fewer local residents:

Option B has less impact on residents (Non-users)

Option A backs on to people's houses. I would imagine there would be less problems on the other one. It wouldn't be visible to anyone that didn't know about it. (Women)

- 6.55 A couple of the BME and physical disability focus group participants suggested LBB consider a larger leisure centre footprint by combining Options A and B - and a few non-users and young people felt the Council should look at other options within VRG to ensure the right area is chosen, primarily in terms of size and potential residents' objections:

Option A and B is still only taking up a very small percentage of the park; we've still got 90% left (BME)

You could go bigger. Why not bring them both together? (Physical Disabilities)

I think they should use Option A and B (BME)

The two sites seem quite odd choices. One is an existing sports area and the other area has lots of trees. I would have thought it would be better to use the flat bit in the middle given the scope of what we've been talking about. It needs a bigger site (Non-users)

Option B is further from residents but why wouldn't it be right down the other end? (Non-users)

I think the residents are going to hate the location so it's possibly not the best area it could be within the park. What about towards the bottom end? (Physical Disabilities)

Option B backs on to some residential areas and as soon as you say that the residents are going to start kicking up a fuss. If we can avoid all that and the facility can be best for them instead of working around what they can do that's always better. But then Option A backs on residential as well; aren't both options surrounded by residential areas? Isn't it better to find somewhere in the park that doesn't? (Young People)

Overall balance of opinion

- 6.56 While there was some support for siting a new leisure centre on Danegrove Playing Fields, majorities in all focus groups favoured Victoria Recreation Ground for the reasons outlined above.
- 6.57 Within that site, Option A (building the new leisure centre towards the north of the site) was typically preferred to Option B (building the new leisure centre on the existing hard courts) primarily on the grounds of size - which suggests that, if people could be reassured that the latter is large enough to accommodate a well-provisioned leisure centre, it would be acceptable to them. There was also some support for both combining the two options for a larger footprint, and for looking elsewhere within VRG for somewhere more suitable and away from local residents.
- 6.58 Participants' concerns about parking provision and access should be re-iterated at this stage. The worries in relation to each site have been outlined above, but many people were of the view that both sites will be problematic in this regard and that careful consideration must be given to how adequate parking provision and proper site accessibility - especially for disabled people - can be provided:

So where would parking be? There's no space to park anywhere... (BME)

There needs to be definite provision for essential things like parking. There's not much point in having a climbing wall if there's no parking (BME)

I know both sites will have the same facilities but parking...if I have problems parking I probably won't leave the house (BME)

On either plan they haven't really addressed the parking. If you are disabled and going for a swim you need to have parking next to building (Non-users)

One of my worries is if we haven't got the parking area for a lot of cars (Women)

Are they going to include parking facilities with that because that's an issue right across the board? (Older People)

Car parking is a very big issue, especially for people who have disabilities of all kinds. The spaces have to be as close to the centre as possible (Physical Disabilities)

- 6.59 In this context, several people suggested that consideration be given to underground parking - particularly if Danegrove is chosen as the site for the proposed new leisure centre:

Go down five storeys and provide 1000 spaces. If they are going to sell Church Farm for development then there will be funds...they need to look at parking and neighbours (BME)

Underground parking could be the solution for Danegrove (Deprived Areas)

I know it's an expense but they would need an underground car park...and the slope would be conducive to that (Women)

It would have to be underfloor parking. (Women)

Site preferences: Copthall

- 6.60 As aforementioned, very few people objected to the re-provision of Copthall leisure centre on a different site, and the only comments made regarding the proposed new adjacent location were around the need to re-site the rugby pitches (including during the construction phase):

The footprint of the building isn't going to be the actual size of the building site because there's going to be the machinery, workers etc. A lot of the Mill Hill Rugby Club isn't going to be useable. (Deprived Areas)

- 6.61 Many focus group attendees commented on the need to consider this as an opportunity to reconfigure the Copthall site as a whole in order to ensure it becomes a premier sporting and leisure destination for North London (with both indoor and outdoor facilities), for example:

It needs to become a sport complex across the whole site (BME)

There should be capacity for squash, racquet sports, hard courts outside. We need to have everything in one location. If you're building such a big facility it would be crazy to miss those out. This needs to be made a sports-orientated destination...it's such a big site that this could be done (Non-users)

There is infinite land around there; wouldn't it be nice to be able to go on a trip to Mill Hill to like a family fun park. You could make it on a bigger scale (Women)

An outdoor playground would be lovely...I think it's a shame to put them in a soft play when it's a beautiful day if they've just gone swimming and still want to run around. Picnic tables, you can get something from the café and sit outside; it makes it much more family-orientated... (Women)

All that green space. There is enough to be building a running track. I went to Sweden last year and every single local area...they have all these fantastic parks, as well as an outdoor swimming pool, outdoor gyms. Everyone has got keep fit built into them and you will see that everyone is active...and they have a much harsher winter than us (BME)

Even an outdoor facility for football, basketball, netball, tennis...something multi-surface to support the indoor activity. It's a big complex, it can support it. I've grown up playing a lot of outdoor sports outside leisure centres; that's popular (Non-users)

Copthall has the potential to be an iconic facility. I think I would like to see something for physical activities like walking routes and points of activity around the walking route. They need to use the outdoor space they have available to them (Physical Disabilities)

What about an assault course around the perimeter of it? (Deprived Areas)

There is space to put in other facilities for other elite athletes to train in the grounds for athletics etc. (Older People)

The fact that you do have those open fields and sports facilities; it could be really good for it to develop. (Young People)

In this regard, a few people suggested that LBB examine the possibility of increasing the footprint of the proposed new leisure centre and make it 'the best it can be':

It's good as it's proposed; but it you could build bigger then go for it! (Young People)

6.62 Finally, one significant issue raised by many participants - particularly those in the non-users and physical disabilities groups - in relation to the Copthall site was that it is very poorly served by public transport. Many focus group attendees were strongly of the view that a re-routed bus through the site is required, particularly if Copthall is intended to become a 'destination' facility for the whole community (and not just those who drive). Some of the many typical comments were:

Access is appalling. If it's to engage the entire borough it can't only facilitate for drivers (Non-users)

The bus route needs to be extended the whole way down Champions Way. I think the vast majority of people who use it do take their cars but it's excluding those who don't drive (Non-users)

They have to do the transport otherwise it won't increase turnover or per capita use. It won't be any more of a community thing...it's not a community centre; it's for rich people with cars (Non-users)

Copthall is ideal for driving to but if you get people who don't drive it's a bit inaccessible for them so they may have to change the infrastructure a bit (Women)

Copthall is an absolutely beautiful place with the wildlife around it but there is only the 221 bus and then there is a walk from the bus stop (Women)

You get off the bus and you have to walk for ages...and if you're not very good with walking there's nothing worse (Physical Disabilities)

It wouldn't be hard to re-route the 221 or have a shuttle service from Mill Hill East. You would get a lot more clientele there if you had a bus going to it. I would go there all the time if I didn't have to bother someone to take me there and take me back (Physical Disabilities)

One of the biggest disadvantages of Copthall is how far it is from the bus. The bus service doesn't go along Champions Way. As it's proposed there's no benefit except you are not losing the facility (Young People)

Copthall has got the land but the transport links are the problem. If they could make some infrastructure improvements then it would be a centre of excellence that everyone could access easily (Women)

Copthall is a little bit inaccessible; what is built there has to be exceptional in order to attract people from a wider catchment area (Older People)

There's no point in doing anything unless you improve the transport (Non-users)

They should have a proper good service going up and down. (Learning Disabilities)

- 6.63 Furthermore, this was considered especially important if LBB is to incorporate some of the additional services outlined below at the proposed new Copthall leisure centre:

Putting extra services in is fine if you can get to them (Non-users)

I think we have got one problem with having these extras in Copthall. Somewhere like High Barnet would work but there is the problem with getting to Copthall. (Older people)

Other services?

- 6.64 In principle, while many focus group participants supported the inclusion of other services such as GP services, pharmacies, health and wellbeing advice provision, libraries and children's nurseries within leisure centres, in practice there were some important concerns, chiefly around the space available and the need to retain this for the main purpose of a leisure centre (that is, to provide good quality sport and leisure opportunities):

I would have reservations; in a way it's trying to do too much. If you start trying to do all that it's going to lose the ethos that Copthall is really serious about training and competition. People will be using all of the extras and not the sports facilities. It takes away from the sports centre (Women)

Both new centres will have a certain footprint so let's make the most of it for sports and leisure in its wider sense (Deprived Areas)

I can't help thinking that you are spreading the net too wide; we are talking about fitness and health here. (Older People)

- 6.65 Most of those who commented did not consider GP surgeries to be necessary within any new leisure centre - though there was some sense that:

People who go to their doctors but don't go to leisure centres may give it a go if it's just across the road...so I think if there is space and it's not at the expense of the leisure centre (BME)

I would like to see something like a community centre; tapping into people who wouldn't think about being active, people who are not exercise people. A centre that revolves around a hub of different activities. (Physical Disabilities)

- 6.66 However, there was significant support for the provision of allied services such as: health (including mental health) advice; midwifery and health visiting services; massage; physiotherapy; hydrotherapy etc.:

Exercise rehab would be different; they could offer things like hydrotherapy (Women)

At Furzefield they have a midwife service, so that would be really handy (Women)

You could have space to rent out to people like physios, masseurs etc. This would be beneficial and would make money (Older People)

Complimentary therapies would go really well with the sports...massage, physio. Practitioners could come in and rent a space; you can charge them £100 for a morning session. It's quite difficult for them to find spaces as practitioners. This would bring income in (Physical Disabilities)

A facility to do with a sports injury (like massage) might be useful (Older People)

We need the back-up services for sport injuries etc. Things that are allied with the services on site (Older people)

Health advice yes...we don't get enough of that (BME)

Health advice would be good...and a consulting room specifically for confidential services (Young People)

I used to work for Sure Start and we rented a room in a leisure centre in Potters Bar for health clinics etc. It was great for the leisure centre because after coming to us people would visit the soft play, or go swimming or to the café. It kept it busy during the day. I thought it was a good idea to be honest...a lot of its custom came from families using our services (Deprived Areas)

Mental health services are really lacking...young people who go to the gym anyway could get some support and advice. I think if you are re-building that would be really good to include; even if it's just every Sunday afternoon the studio is turned into a drop-in. So if you go for your dance classes you could then think 'maybe I will join the gym, or go swimming, or maybe I'll take up swimming lessons or I'm going to the mental health or another clinic'. Turn it into a real centre. (Young People)

- 6.67 While some people were adamantly against anything that might lead to a 'reduction in library space', many focus group participants were positive about the possible co-location of libraries and leisure centres insofar as both facilities would be more sustainable and cost-efficient and it would enable individuals and families to undertake several activities under one roof:

A library would be lovely...that would be really nice especially if they've been really active, just to sit with a book. If it's all under one roof it makes it easier, and then they associate the place with all the things they've done. After doing something physical, they are more likely to sit and read. (Women)

- 6.68 Indeed, one member of the women's group offered the following example of where such co-location has succeeded in creating such a 'one-stop-shop' style centre:

It would be handy for us, because we live just there. At the moment we go to the library in Mill Hill. The one in Kings Cross that has just opened, some of our family did go swimming there and said it was great; then they went to the library for the computers, then to the café and it was all in the same place. Something like that would be great; to have a good morning at all these activities with the kids. (Women)

- 6.69 There was also support for a small 'reading lounge' for those wishing to visit the facility with others or to socialise, but not partake in any sporting activity - and for a small library of sorts for children to be able to do some homework:

What about reading rooms for people to have discussions? (BME)

What about facilities for older people that cannot swim or dance...some kind of lounge facility? A lot of people my age are not fit enough so somewhere for some kind of get together (Older People)

What about a combined café and small library where you were able to study? You could go to the library, do your work, then go to the gym. It would have to have power access for phones and laptops though. (Young People)

Other issues raised

6.70 The need for both proposed new leisure centres to be fully disabled accessible (and welcoming) was raised by participants at the groups for people with physical and learning disabilities:

At the Lido, people that have got wheelchairs; they can ask the staff for the chairlift and that's a really good thing. They have to make sure they have things like that (Learning Disabilities)

With Finchley Lido; I think it's more comforting, being disabled. I have a lot of friends like me and I can join in with them and the staff show us how to do things (Learning Disabilities)

Doors, steps, parking close to the centre. They must absolutely think about all of these things (Physical Disabilities)

With the swimming pool; could I ask if they could have some sort of rail around the walls from the changing rooms so people like me who can't walk very well can hang onto it on the way to the pool? It's put me off; I'm on my sticks on a slippery surface and it's really hard (Physical Disabilities)

I would like to see IFI accreditation²¹ for any new building which means it is accessible for any impairment. (Physical Disabilities)

²¹ The Inclusive Fitness Initiative (IFI) is a programme which offers disabled people more choice and opportunities to enjoy the benefits of physical activity. More information here: http://www.efds.co.uk/inclusive_fitness/the_ifi_mark

7. Design Issues Raised Regarding Copthall leisure centre

7.1 Table 11 below outlines a list of considerations that LBB may wish to consider when designing a proposed new leisure centre at Copthall.

Table 11: Summary table - design issues raised regarding Copthall leisure centre

Theme	Sub theme and details
<p>Incorporate new design ideas</p>	<p><i>A lot of people excavate down nowadays...iceberg buildings. If they go down and put on a green roof you wouldn't even see the place. You could have three storeys, one below and two above...then you could have a 50m pool at the bottom and two more storeys for all your other facilities. These things can and should be done in this day and age. It might not be the cheapest way to build the building but long term it's the best thing to do...there's so much innovation in building it would be silly to go down the cheapest route short-term as it's not going to reap the rewards long-term. Make it state-of-the-art (Deprived Areas)</i></p>
<p>Appropriate changing room layouts/locations</p>	<p><i>The wet changing area can't be like Finchley Lido; that's dreadful</i></p> <p><i>I don't like it in Finchley. You need privacy when you've got children</i></p> <p><i>The changing rooms at Finchley are awful as they're open plan...here they're perfect as they're open but with cubicles as an option for people if they want to use them</i></p> <p><i>I think there needs to be something for people who want to change in private</i></p> <p><i>We'll fight tooth and nail to not have one of those villages</i></p> <p><i>The continental approach to open changing doesn't really work for English people and cultural groups</i></p> <p><i>Absolutely not to the village-style changing rooms. Why would the Council even consider such a thing? We need totally separate changing rooms and showers because we want to respect our privacy and dignity</i></p> <p><i>The changing rooms are a focal point; there should be separate ones for families...family only changing in a certain area</i></p> <p><i>Separate adult and junior change would be good</i></p> <p><i>Quite a few cubicles will be needed for group changing for the schools</i></p> <p><i>A family changing room as part of the family area and also accessible for disabled people</i></p> <p><i>Changing facilities for those that have disabilities; if you are in an open plan changing room it can be quite embarrassing</i></p> <p><i>Changing rooms are a cultural thing; you've got to make facilities work</i></p> <p><i>Having changing rooms downstairs will allow you to have a larger gym and studio</i></p>

Theme	Sub theme and details
	<p><i>space upstairs</i></p> <p><i>Look at the design of the Aquatic Centre in the Olympic Park; it's fantastic</i></p>
Sufficient and accessible showers	<p><i>10-15 showers, if not more, are needed</i></p> <p><i>Showers that have got cubicles for disabled people</i></p> <p><i>Disabled showers should be totally separate...they take up so much space</i></p>
Tumble dryers for swimming costumes	<p><i>What about a tumble dryer for trunks?</i></p> <p><i>In a few places you have 'tumble dryers' for swimming costumes where you just pop them in and they dry. Otherwise people will just wring them on the floor</i></p>
More toilets on the dry side of the centre	<p><i>There have to be enough toilets upstairs and downstairs</i></p> <p><i>Toilet facilities are rubbish but at least they'll be putting more in</i></p>
Proper ventilation and air conditioning	<p><i>Ventilation is really important...you need a separate system for the pool and the dry side</i></p> <p><i>We need good efficient air-con</i></p> <p><i>Air-conditioning needs improving...these are not modern air-flow systems</i></p> <p><i>They need to think about the air-con system in the changing rooms. People who should be exercising are saying 'I can't come in the Winter because it's too cold'</i></p>
Studios to be located away from weights room/area	<p><i>When weights drop, you can hear them in the studios. It's really annoying when you're in the zen and you hear a big clunk!</i></p>
Alternatives to chlorine	<p><i>What about UV filtration and disinfectant? A lot of people are put off by chlorine</i></p> <p><i>There's too much chlorine in the pool. Swiss Cottage has the UV chlorine and it's brilliant</i></p> <p><i>The chlorine content doesn't need to be as high as it affects skin. There are other chemicals they can use</i></p>
Warmer water temperature in learner pools	<p><i>I have actually brought him to the baby toddler class; we just went once and the water was too cold so we didn't go back...</i></p>
More and better seating around the competition pool area	<p><i>We need another 40 or 50 more seats...and big steps for swimmers to sit on</i></p>
Adequate light	<p><i>We need lots of windows for lots of light</i></p>
Clear signposting	<p><i>Everything needs to be clearly signposted...otherwise if you are looking for the pool you could end up in another changing room!</i></p>
More parking	<p><i>Parking is always an issue unless you come to a very early class. People are doing lots</i></p>

Theme	Sub theme and details
(including disabled parking)	<p><i>of things</i></p> <p><i>On gala days you can't find a space</i></p> <p><i>We're concerned about parking; I think they should increase it</i></p> <p><i>You need to have world-class facilities...which will need more parking</i></p> <p><i>You need enough disabled parking...proportionally more than the law states</i></p> <p><i>There's not enough disabled parking</i></p>
Visit and gather ideas from other facilities (i.e. Swiss Cottage leisure centre)	<p><i>You should look at Swiss Cottage...it's fantastic</i></p> <p><i>Model it on Swiss Cottage</i></p> <p><i>It's brand new, there isn't peeling paint, their changing facilities are nice and clean; that's important especially with children. It still feels new. They should go and look at it.</i></p>

8. Written Submissions

Introduction

- 8.1 The following chapter reports on the public’s written submissions relating to the consultation.
- 8.2 During the formal consultation process, ORS was made aware of eight such communications from members of the public after these were forwarded by LBB team members.
- 8.3 ORS has logged and filed all the submissions it received, identified that all of them directly related to the consultation and further analysed them for key messages. These are summarised in Table 12 below according to the source of submission.

Table 12: Summary of written submissions by submitting party

Submissions by individuals (5)
Local residents (5)
Submissions by groups/organisations (3)
A group of residents (1)
New Barnet Community Association (1)
Mill Hill Neighbourhood Forum (1)

How submissions are reported

- 8.4 All submissions were read by ORS - none have been disregarded even if they were not expressed in a “formal” way. It is a painstaking but necessary process to identify the main themes and issues raised by respondents.
- 8.5 All submissions were also reviewed by the Council, including any submissions that presented technical arguments (e.g. a critique of how the Council analysed certain data) and which required more detailed consideration.
- 8.6 ORS initially classified each submission on the basis of which individual or organisation sent the submission. Thereafter, each submission was read in its entirety and key themes and issues were identified, collated and reported.
- 8.7 Due to the small number of submissions received, all submissions are outlined in considerable detail in this chapter. Submissions that originated from individuals were reported without any identifying personal details to protect their privacy, but for transparency reasons, submissions identified as representing groups or organisations include further identifying details.
- 8.8 ORS would like the reader to note that the views, arguments, comments, questions or suggestions that were submitted by the public may at times not be supported by the available evidence or publicly available information.

- 8.9 Any comments that have been re-phrased by ORS do not connote ORS's endorsement – but rather serve to succinctly present submitted ideas in a way that is easy to understand, rather than using respondents own words exactly.
- 8.10 **ORS has not sought to highlight or correct erroneous claims, statements or assumptions, and would like to advise the reader to bear this in mind when evaluating the reported submissions. All reported submissions, ideas, comments and questions in this chapter are not endorsed by ORS, nor should be seen as originating from ORS.**

Submissions received

- 8.11 All submissions received are summarised and outlined below.
- 8.12 Across all submissions, support for either optional sites for the new leisure centre has been noted (some submission noted a preference for Danegrove while others noted a preference for VRG). Others submissions noted no preference either way, or suggested that neither site is appropriate.
- 8.13 A strong support to introduce a 50m swimming pool was noted for the council's consideration for the new Copthall leisure centre.

Submissions by individuals

- 8.14 One submission offered the Council an alternative solution, essentially buying an existing leisure facility (which has leisure facilities, including a swimming pool, in a central location) instead of spending money on developing a new leisure centre elsewhere.
- 8.15 Two separate submissions from individuals discuss the need for adequate swimming facilities at the new Copthall leisure centre. One requested adequate training sport facilities for the local community of avid swimmers (including a 50m swimming pool), while the other called for the Council to cater to the needs of an increasingly aging Barnet population who often prefers swimming over other forms of sport and physical activity.
- 8.16 While one submission provided detailed arguments as to why the new leisure centre near Church Farm should not contain a swimming pool (but can be further developed to include outdoor facilities), another submission noted that many local people would benefit from having the pool on that site, given that a local popular fitness centre (which had a swimming pool) recently closed.
- 8.17 One submission suggested that the new leisure centre should not be developed at either Danegrove Playing Field or Victoria Recreation Ground, but instead on a separate site that the Council should purchase.
- 8.18 A number of submissions noted also the need to consider adequate parking arrangements, access by car and public transport, and the impact on the immediate environment (in terms of noise, traffic, lighting, visual impact) and the surrounding properties.
- 8.19 All of the submissions noted above are outlined in greater detail in Table 13 overleaf.

Table 13: Outline of submissions from individuals

Submission #	Details
001	<p>Main theme: A suggestion for the Council’s consideration to utilise an existing local fitness centre which has recently changed ownership.</p> <p>Key points:</p> <ul style="list-style-type: none"> » A chain called Pure Gym has recently purchased the ‘LA Fitness pool New Barnet’ facility. » Due to Pure Gym’s business model it’s unlikely they will keep the swimming facilities there. The facility has large changing rooms, steam, sauna, pool, gym, studios, café and underground parking » The Council is urged to approach Pure Gym and purchase the site from them, utilise it instead of building the new Church Farm leisure centre, and save money in the process by avoiding the expenditure associated with building a new leisure centre ‘from scratch’. » A caveat is noted that the existing pool there may be too small for the Council’s needs.
003	<p>Main theme: Suggesting that the Council provides a 50m swimming pool in the new Cophall leisure centre.</p> <p>Key points:</p> <ul style="list-style-type: none"> » Swimmers deserve an opportunity to train and compete in adequate facilities, and the Council now has a rare opportunity to introduce these in Barnet. » 2 separate pools are proposed: 1 x 25m pool alongside a 1 x 50m pool. The latter can be split if necessary and the former will allow an additional warming-up area, facilitate additional training/teaching programs etc. » The additional expense is said to be worth-while as it will show the Council’s commitment to residents’ health and fitness, lead the way amongst other London Councils and honour the spirit of the 2012 Olympic legacy. » The submitter offers to be of further assistance to the Council, provide information and facilitate contact with the Barnet Cophall Swimming Club.
004	<p>Main theme: Feedback on previous comments by the New Barnet Community Association. The submitter argues that the new leisure centre <i>should not</i> be located at VRG; instead, alternative development plans for the VRG are proposed.</p> <p>Key points:</p> <ul style="list-style-type: none"> » Investment in the VRG should not necessarily be linked only to a swimming pool as currently proposed. » There is public support to locate the new leisure centre at VRG – but this support does not extend to replacing the existing park/green areas. The Council is challenged to ‘prove otherwise’.

Submission #	Details
	<ul style="list-style-type: none"> » The submitter suggests that an open-air paddling pool <i>is</i> a viable alternative, as long as the Council allocates adequate supervisory staff. » Disagrees that that VRG is underused or associated with insecurity/fear; arguing that should these claims be true, they can be dealt with very easily through e.g. CCTV and better lighting. » Suggesting that the VRG be redeveloped to include more outdoor facilities, a café, toilets /changing facilities and generally be 'community orientated'; revenue associated with Section 106 and the Community Infrastructure Levy could be used by the Council towards this development. » Querying the Council's plans to enhance the Pymmes Brook trail, arguing that it always was and always will be 'an eyesore'. » Further arguing that traffic and parking problems will manifest themselves should the Council proceed with its proposed plans for the VRG. » Suggesting the Council could purchase parts of the gas works' brownfield land for the proposed swimming pool; this is said to also enable the introduction of adequate parking facilities. » The two-storey building proposed for VRG would be obtrusive and visible from Lawton Road, Baring Road and the park. Similarly, heated swimming pools, long opening hours and associated traffic will have a negative environmental effect, including light, noise and air pollution.
005	<p>Main theme: Suggestions regarding the new Church Farm leisure centre.</p> <p>Key points:</p> <ul style="list-style-type: none"> » No particular preference for either site, although having a swimming pool at VRG would benefit many local residents (especially the elderly) who previously frequented the LA Fitness Club. » Adequate parking must be a priority; the Council should consider multi-storey/underground parking facilities in either site, which will encourage higher usage levels and improve access for less mobile residents. » The needs and preferences of the community/users should be taken into account. Separate shower cubicles/changing rooms for males/females should be made available; Finchley's communal showers are disliked by many and can drive locals to other, further away facilities if they offer better (and separate) changing facilities. » Requesting adequate number of sessions (and different session times) for adult-specific classes. Swimming requirements for elderly populations need to be considered, including reduced prices. » The Council should consider utilising the free space currently underused in Oakhill Park.
006	<p>Main theme: Requesting the inclusion of outdoor (public) toilets as part of any new leisure centres. Also providing other suggestions and comments about the consultation.</p> <p>Key points:</p> <ul style="list-style-type: none"> » While there are insufficient public toilets in Barnet in general, those who

Submission #	Details
	<p>exercise outside will especially benefit from having these in close proximity to the new leisure centres being developed.</p> <ul style="list-style-type: none"> » The new leisure centre should not be developed at either Danegrove or VRG as these are green spaces meant for outdoor activities. » The Council's proposals are contrary to CS7; if necessary Barnet Council should buy suitable land elsewhere instead. » Access via public transport should be a key consideration. The new Cophall leisure centre should be placed nearer to Pursley Road (which has a bus route). » The submitter objects to using Survey Monkey or other similar computer-based surveys, said to result in biased responses as well as restrict the amount of free input participants can provide.

Submissions by groups/organisations

- 8.20 In terms of the preferred location for the new leisure centre, submissions were split between those supporting the Danegrove Playing Field option (a group of residents sharing the same address) and the Victoria Recreation Ground option (New Barnet Community Association).
- 8.21 A detailed submission by the Mill Hill Neighbourhood Forum provided considerable feedback and points for consideration regarding the new Cophall leisure centre.
- 8.22 Submissions from groups and organisations tended to be quite comprehensive and detailed and included suggestions and queries that concern the proposed developments of the new leisure centres and sites, including environmental and design considerations, parking, traffic and access issues, and suggestions for what services should and should not be included as part of any future redevelopments.

Table 14: Outline of submissions from groups

Submission #	Details
002	<p>(Local resident on behalf of a group of residents who share the same address)</p> <p>Main theme: Feedback on the consultation proposals.</p> <p>Key points:</p> <ul style="list-style-type: none"> » The submitter notes a preference for the new leisure centre to be built at the Danegrove site. » The submitter suggests that sports halls and a swimming pool should be included as part of the new leisure centre as a priority, with the additional option of a gym if possible.
007	<p>(New Barnet Community Association)</p> <p>Main theme: A qualified support for locating the New Barnet leisure centre at VRG (in principal), while opposing the Danegrove alternative.</p>

Submission #	Details
	<p>Key points:</p> <ul style="list-style-type: none"> » Supporting the redevelopment of the New Barnet leisure centre in VRG for the following reasons: the positive regeneration of the site and surrounding areas; in-line with the Council's need to make savings; the positive impacts to housing stock along Victoria Road following the redevelopment of the TESCO sites; the proposed sport and swimming facilities; the improved safety and personal security on site; and, the proposals being in-line with the Save New Barnet Vision for New Barnet. » The submitters qualified their support for this option with certain conditions being satisfied and clarifications provided by the Council, mainly: the Council should provide an indication of which/how many amenities will be made available; and, the Council should confirm when it expects to have the final consultation report. » The submitters note that the new buildings must fit-in with the environment, i.e. have traditional features, keep as many trees, shrubs and grass areas as possible, merge with the existing landscape features etc. » The new development should consider any impact on local nearby residents, properties, parking and traffic considerations etc. The submitters query if there are any traffic-management plans in place? They also call for early consultation with the local community about the way forward. » The submitters call for a southbound bus line from a station opposite Sainsbury's, funded by 'CIL and S106 money' as well as other mitigation measures 'previously suggested by ASDA traffic consultants but rejected by the Council'. » The submitters oppose the Danegrove proposal due to a predicted negative impact on the adjacent properties, as well as arguing that the geography of the Danegrove site makes it unsuitable. » The submitters call for the Council to provide more details about its proposals and to meet the group's representatives to discuss the way forward.
008	<p>(Mill Hill Neighbourhood Forum)</p> <p>Main theme: Concerning the new Copthall leisure centre. Further discussion around some of the questions in the consultation questionnaire, specifically those concerning the New Copthall leisure centre.</p> <p>Key points:</p> <ul style="list-style-type: none"> » The Council should introduce 2 separate pools: 1 x 25m pool alongside a 1 x 50m pool. The latter can be split if necessary and the former will allow an additional warming-up are, training/teaching programs etc.

Submission #	Details
	<ul style="list-style-type: none"> <li data-bbox="459 286 1442 353">» The submitters suggested the Council utilises funds from The National Lottery, the marathon trust and other similar bodies to fund these facilities. <li data-bbox="459 371 1442 439">» The submitters request a regular bus route to service the new leisure centre and suggest a detailed route. <li data-bbox="459 456 1410 490">» The submitters stress the importance of adequate parking arrangements. <li data-bbox="459 508 1442 642">» The submitters note concerns regarding the anticipated traffic congestion in and around Page Street, Bunns Lane and Pursley Road; they suggest improvements to the roads and footpaths in these routes are necessary, in addition to an additional entrance from Pursley Road. <li data-bbox="459 660 1442 728">» The submitters request that the Council provides better cycling and walking paths to/from and around the new leisure centre. <li data-bbox="459 745 1410 880">» Facilities suggested for the new centre: a modern and comprehensive fitness area (with a gym, studio rooms, classes etc.); indoor sports halls; a cycle track; a skating park; table tennis facilities; a playground for children with picnic tables; a crèche; and a café. <li data-bbox="459 898 1426 1111">» The submitters suggest that the new Copthall site will be developed as a sport and leisure complex, incorporating the Hendon Rugby Club, Mill Hill Rugby Club and the changing facilities on Copthall Fields into a new and modern complex with adequate parking. The existing sites/facilities could be returned to green-use. A suggestion is made to share facilities/activities with the new Saracens site. <li data-bbox="459 1128 1362 1196">» The Council is urged to employ environmentally friendly materials and design for the new car parks/roads/cycle and walking tracks. <li data-bbox="459 1214 1426 1281">» The submitters request that due consideration will be given to people with disabilities in terms of access, facilities and classes and other provisions. <li data-bbox="459 1299 1394 1400">» The submitters quote population projections for Barnet and call for the Council to consider the estimated demographical changes for the area – especially the likely increase in the older age groups. <li data-bbox="459 1417 1442 1630">» The submitters outline additional services/facilities that they would like to access through the future Copthall leisure centre, including: GP surgery; Nursery, as a separate commercial enterprise, but also offering free child care (under government program); Health advice/consulting services, including a sports medicine/physiotherapy service, potentially in association with Saracens / Middlesex University; and a Pharmacy. <li data-bbox="459 1648 1442 1749">» A library service is said to be unnecessary and even undesirable within the context of a leisure centre. It is argued that local libraries play a key role for local communities, and as such should be kept local and in residential areas. <li data-bbox="459 1767 1410 1868">» The submitters urge the Council to develop a landscaping ‘master plan’ in order to maintain the visually appealing nature of the area and retain its usage as a Green-Belt site.

9. Other Comments from Respondents to the Questionnaire

Additional comments included in this report

- ^{9.1} All responses provided to the open-ended questions of the consultation questionnaire have been read, and then classified (coded) using a standardised approach (code frame). This approach helps ensure consistency when classifying different comments and the resulting codes represent themes that have been repeatedly mentioned in a more quantifiable manner.
- ^{9.2} In a previous chapter in this report, concerning the detailed results of the questionnaire, results were outlined for coded responses to the open-ended questions. The current chapter reports about a small number of comments that were made by respondents and that *were not* coded, as they did not repeat a sufficiently high number of times, but that presented ideas identified as particularly important and relevant for the Council's consideration.
- ^{9.3} Specifically, ORS has read through all the open-text comments provided by respondents to the consultation questionnaire that were not coded, and identified those comments that either proposed alternatives²² to the Council's suggestions, or criticised the Council or the consultation process; these comments are summarised below.
- ^{9.4} ORS would like the reader to note that the views, arguments, comments, questions or suggestions outlined in this chapter were submitted by the public and may at times not be supported by the available evidence or publicly available information.
- ^{9.5} These comments, that have been re-phrased by ORS, do not connote ORS's endorsement but rather serve to succinctly present submitted ideas in a way that is easy to understand, rather than using respondents own words exactly.
- ^{9.6} **ORS has not sought to highlight or correct erroneous claims, statements or assumptions, and would like to advise the reader to bear this in mind when evaluating the comments reported below; these comments or their summaries are not endorsed by ORS, nor should be seen as originating from ORS.**

²² By alternatives we mean alternative sites or configurations for the new leisure centres. Specific suggestions for the leisure centres (e.g. additional facilities to be included) have been reported elsewhere in the detailed results chapter of this report.

Alternatives to the Council's proposals

^{9.7} A number of important comments that suggested alternatives to the Council's proposals have been identified and are reported below.

The Council should utilise both sites (A and B) on the VRG

^{9.8} Both sites being considered on the VRG should be utilised, as there is not enough space on either site on its own to accommodate the proposed changes; this is said to be especially true given the need to make provisions for adequate parking space on-site.

The current Church Farm leisure centre should remain at its current site

^{9.9} Comments supporting this idea include the following suggestions:

- » A new site should not be used for the future Church Farm leisure centre
- » Existing facilities should be kept exactly where they are and as they are
- » Any new developments should concern the existing site only
- » The leisure centre should remain where it is, but the current facilities should be upgraded
 - The current site contains a lot of un-utilised space; if required, the surrounding area can be further developed.
 - Similarly, the Council can purchase the nearby gym as part of the future redevelopment.
- » Similarly, others suggested that the new Church Farm could be redeveloped in very close proximity to its current site
- » The only real need for a new/upgraded swimming pool (in or near the existing site); there is no need for other changes.
- » A new swimming pool can be built elsewhere (e.g. at Danegrove or somewhere else in East Barnet); no need for other changes/to move other facilities.

Other proposals concerning the new site for the leisure centre in the vicinity of Church Farm

^{9.10} Suggestions for other sites (where the new leisure centre should be built) were brought forward, including:

- » (Taking into account the developments around Colindale tube station and Edgware) the Council should consider the site of the cinema/bingo hall on Burnt Oak Broadway
- » The new site should be closer to Colindale's Grahame Park estate
- » The new site should be closer to North Finchley/Whetstone area
- » The new site should be where the Barnet Football Club used to be located
- » The new site should be at Dame Alice Owen's Ground

- » The new site should be at Chandos Road
- » The new site should be at Whetstone Stray
- » The new site should be at Park Road
- » The Council should utilise a brown-field site/nearby gas works site
- » The Council should consider the area near VRG - next to the railway lines
- » The Council should consider North London Business Park
- » The Council should consider the open space in Brunswick Park.

Other site-related comments

9.11 Other site-related comments were made, including:

- » Victoria Park (VRG?) could be improved in other ways, including a new/upgraded children's area, natural landscape area, derelict buildings demolished and a new café and community centre built
- » Locate the new swimming pool nearer the railway line, and consider traffic access from both Victoria Road and Lawton Road
- » The playground / tennis courts should be re-built; either on additional floors as part of the redevelopment of the future site or within the park
- » Provide new entrance to VRG via Albert Road or through existing path near Nightingale nursery, and locate new leisure centre at southern side of the site.

Other comments

9.12 One respondent called for the Council to consult 'Oxygen Fit' who are said to have provided useful community support over the past 5 years (*no further details provided*).

Critique of the Council or the consultation process

9.13 A number of respondents provided comments that seem to criticise, demand further information from, or make further suggestions to the Council in relation to its proposals or the consultation process.

The need for more information

9.14 Comments to this effect included:

- » If the Council is intending to utilise green spaces for the new sites, what is going to be done with the existing sites? Will these be converted into green spaces, or sold-off for housing?
- » Details regarding the proposed changing rooms are missing; will these be gender-separated? Will there be any communal changing facilities or not?

- » One respondents suggested that he/she were told by staff at the current Church Farm leisure centre that this leisure centre is currently one of the few in Barnet which ‘breaks even’ in terms of profit; This respondents queries the need to move or drastically change a facility which is said to be currently profitable
- » Who will be paying for the proposed changes? Better (part of Greenwich Leisure Limited) or local tax payers? Are Better offering a good service to the community? Who controls/supervises Better’s expenditure and investment in local leisure facilities?
- » It’s unclear from the consultation document where the water workout classes would take place. At the moment they are held in the diving pool which has a moveable floor; if this floor will be found in the learner pool in the future, there will be a clash with classes held at the learner pool (e.g. for school groups)
- » Classes for water-based workouts are always full/in high demand. What evidence is there to justify the introduction of two dance/spinning studios?

The Council should ‘do more’

9.15 Comments calling for the Council to take further actions included:

- » Further consult local users of the Copthall leisure centre about the proposals
- » Further consult users of the swimming pools about the proposals
- » Further consult users of Church Farm and Copthall leisure centres about the internal design of the future leisure centres
- » Make provisions for the later development of a multi-function activity/diving pool, once the Council’s financial situation/funding options improve, as it appears that it can’t invest in these facilities in the immediate future
- » Adopt the approach taken by the London Borough of Enfield, which constructed cheap, efficient and practical leisure centres that truly benefit the community there
- » Provide written confirmation of how development would proceed chronologically.

Critique of the Council or of the consultation process

9.16 Comments criticising the Council or the consultation process included:

- » The current Church Farm site is fine – proposals appear a money-making exercise.
- » It is clear that the existing Church Farm site has been earmarked for a lucrative housing development, which would bring short-term financial benefits for the Council but long-term negative impacts on local residents
- » The consultation questionnaire does not allow respondents to rate some facilities as equally important (e.g. the café, crèche and sports hall).

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A Prospective Health Impact Assessment of the **proposed** new leisure facilities to replace existing Church Farm leisure centre in East Barnet ward of the London Borough of Barnet (LBB)

Authors

Dr Wazirzada. M. R. Khan – Senior Health Improvement Specialist – Barnet Public Health Team
Rachel Wells – Consultant in Public Health – Barnet Public Health Team

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Glossary of terms and abbreviation

- HIA= Health Impact Assessment
- Danegrove Playing Field= DPF or (DG)
- Victoria Recreation Ground= VRG or (VR)

Executive Summary

This report considers the health impact of the two proposed sites for building a new leisure centre that will replace the existing Church Farm leisure centre, in East Barnet. It takes into account the demographics and the characteristics of the local community, along with evidence relating to the current health status of the population and the views of residents gathered as part of a public consultation exercise. Using a detailed HIA methodology, the report concludes with a list of recommendations made in line with the aims and objectives of the HIA.

East Barnet – destination for the new leisure centre

In brief, East Barnet is a diverse ward with 23.3% of the population from non-white ethnic background. Nearly 1/5th of the population is between the ages of 0-15 years and around 1/10th is 16-24 years old. Both these groups constitute approximately 1/3rd of the overall population; and although improved physical activity and prevention of childhood obesity are the key indicators for the younger age groups, the prevention of substance misuse and a reduction of smoking uptake among young adults are equally significant. The rates of childhood obesity, poor IMD score and the increased number of ambulance callouts for alcohol and drug related incidents among young people make East Barnet a good candidate for a new leisure centre.

Proposed options for the re-provision of Church Farm LC

There are two sites in contention at present, these are:

A - Victoria Recreation Ground VRG (East Barnet)

The site is approximately 50,000 sqm in size and is located in the north of the borough. It is also adjacent to East Barnet town centre redevelopment. It is approximately 1.6 miles from the current location of Church Farm.

B- Danegrove Playing Fields DPF (East Barnet)

The site is approximately 8,200 sqm in size, forms part of the part of the playing field provision of Danegrove Primary School and is located at the junction of Cat Hill and Park Road. It is approximately 0.8 mile (half of the distance compared to above option) from the current location of Church Farm.

Of the two proposals, Danegrove Playing Field is relatively closer to the current site (0.8mile) and although it may appear to encourage the current users to travel less farther than Victoria Recreation Ground, the feasibility study showed that this is not an issue for the current users as long as the new site is large enough to provide properly enhanced and integrated facilities and has adequate transport links and parking facilities. Barnet's SPA needs assessment highlighted the preference of individuals to use their local venues with on average of 43.3% of people attending sports facilities living within 2km distance from their residence. The feasibility study used a catchment area of 1 mile radius for Church Farm in their report. In light of these two reports, it is anticipated that either one of the new proposed locations are expected to retain a good number of current users.

Aim of the HIA

To identify and assess both positive and negative health impacts of proposed plans for a new leisure centre in East Barnet ward with a special focus on vulnerable groups.

Objectives of the HIA

- To identify the priority groups in the ward
- To engage and involve local community (via public consultation) for their perception of the health impact of the new development.
- To provide recommendations based on the findings in which the positive health impacts of the development can be maximised and the negative health impacts minimised

Screening of the proposal

Screening was undertaken to review the potential impacts of a new build on either site and if following this full HIA was justified. It was found that this was the case since the installation of a new leisure facility was likely to have both positive and negative impacts on the surrounding communities.

Appraisal of the proposal

During the appraisal phase, we further reviewed available literature/evidence and tested the proposals with the local communities. This was undertaken in three phases.

- 1) Appraisal of the suggested changes and their anticipated impacts
- 2) Public consultation held between June 2015 and September 2015
- 3) Combination of the above two phases

The appraisal identified and expanded on the following:

Direct Health Benefits - Impact on physical and mental health

Broadly, there will be a cumulative positive and long term impact for users of the new leisure centre ranging from the immediate positive health impacts of exercise on reducing stress and anxiety to long term physiological impact, such as reduced blood pressure, improved cardio-respiratory fitness and improved/maintenance of a healthy body-weight.

Potential impact on the following wider health determinants and their subsequent impact on the health outcomes

This included a focus on the following:

- Individuals with disabilities
- Social isolation
- Health services
- Demographic income and gender specific
- Employment, working conditions and income generation
- Substance misuse
- Environmental impact
- Community safety

Public consultation on the proposed new sites was carried out from 30th June 2015 to 23rd September 2015. There were twelve drop-in sessions held between July 2015 and Aug 2015. These sessions were organised at three easily accessible venues i.e. East Barnet Library, St James Church and Copthall leisure centre. The key teams who participated in the drop in sessions were SPA project team, Public Health, Opinion Research Services (ORS), procurement, planning, parking and open spaces, design and build and Sports England teams.

All drop-in sessions were held on different days (including weekends) and times of the days with a view to allow better uptake. A media campaign was run prior to and at the same time to ensure residents were informed of these sessions. In addition to this, all residents living nearby (500-600 meters of the proposed sites) were sent invitation letters encouraging them to participate in the sessions.

In order to ask relevant questions about the factors that have a direct and/or indirect impact on the health of the individuals, Barnet Public Health team used these drop-in sessions. Our aim was to have a face to face discussion with the participants where we could explain the rationale behind our questions and provide additional information. In the final phase, we combined the information points from both appraisal (phase 1) and public consultation (phase 2) sections and scored the two proposed sites.

In terms of the overall positive scores, Victoria Recreation Ground (VRG) scored more positive and less negative points than Danegrove Playing Field (DPF).

Danegrove Playing Field	= Positive (+ve 304), Negative (-ve 58)
Victoria Recreation Ground	= Positive (+ve 355), Negative (-ve 30)

It is important to note that the overall scores should be taken into consideration with the scores for each section. The areas where there was the most difference were:

- Community Safety - crime or fear of crime, actual or perceived personal & property safety
- Appearance of the area (real or perceived differences in characteristics)
- Sites/locations which have significance in people's lives
- Land use - availability/ quality of open space & environmental amenity

These were all perceived to have a more positive impact at Victoria Rec and a more negative impact at Danegrove Playing Field.

Final Recommendations

There are multiple factors that need to be taken into account when deciding the final site for a new leisure centre. HIA is one of the technical documents and looks at the proposed site with a health and wellbeing perspective (the ultimate goal of achieving the best outcome). Development of a new leisure centre will have a long term legacy and will offer potential health benefits for all age groups over generations. It is also essential to envisage any potential and long terms negative impacts.

Although Victoria recreation ground appears to offer more health benefits in comparison to Danegrove playing field, there are common themes (potential negative impacts) that were repeated on multiple occasions by the participants for both sites. These are increased level of traffic in the area and risk of accidents, limited public transport, levels of air and noise pollution and safety of those using the new centre. In addition, the lack of design (how the new centre will look) and its visual impact on the appearance of the area was raised by

multiple participants. As at this stage we were collecting feedback on the preference for the type of facilities in the new leisure centre, participants felt that they may change their view in when they review these factors.

Overall, the HIA was successful in identifying the key areas of concerns. In addition to the key findings in scoping exercise, the following key recommendations are made to enhance the positive impacts and reduce the severity of negative impacts.

1. Ensure Public Health Outcomes are incorporated in the development of new leisure service contract.
2. Provide opportunities for sessions aimed at gender specific groups and separate changing rooms for men and women.
3. Provide consultation facilities and a large enough room for health promotion activities and classes
4. Provide crèche facilities to maximise access for parents and carers of young families
5. Provide designated footpath and cycle route to promote walking and cycling.
6. Provide additional lighting for those on foot or using bicycle for safety and minimising accidents.
7. Design new road layout to ease potential traffic congestion and the associated levels of air and noise pollution.
8. Explore opportunities to increase bus route and/or additional service with transport for London.

1. Introduction

An individual's health is influenced not only by health strategies but is also largely dependent on factors outside the control of the healthcare sector. Policies, programmes and projects formulated in the non-healthcare sectors, and concerned with the wider determinants of health - such as transport, housing, employment, access to fresh food, social regeneration, education, leisure provision, and economic activity – have a significant impact on individual's health and sense of wellbeing.¹

Health Impact Assessment (HIA) is a practical and holistic approach of ascertaining and predicting the potential health impacts (both positive and negative) of the proposed interventions in a systematic and transparent way. It supports organisations to assess the potential consequences of their decisions on people's health and well-being. Health impact assessment works best when it involves people and organisations who can contribute different kinds of relevant knowledge and insight. The information is then used to build in measures to maximise opportunities for health and to minimise any risks. The systematic approach of HIA uses the wider or social determinants of health as a framework for appraisal and leads to realistic recommendations. According to WHO², HIA is “a *combination of procedures, methods and tools by which a policy, programme or project may be judged as to its potential effects on the health of a population, and the distribution of those effects within the population*”.

This report considers the health impact of the two proposed sites for building a new leisure centre that will replace the existing Church Farm leisure centre, in Barnet. It takes into account the demographics and the characteristics of the local community, along with evidence relating to the current health status of the population and the views of residents gathered as part of a public consultation exercise. Using a detailed HIA methodology, the report concludes with a list of recommendations made in line with the aims and objectives of the HIA.

2. Background

One of the vision statements from London Borough of Barnet (LBB) Corporate Plan 2015/20³ is around providing personalised and integrated health and social care services with more people supported to live long with a particular relevance to physical activity; “*Barnet's residents will be some of the most active and healthy in London, benefitting from improved leisure facilities and making use of the borough's parks and open spaces (Barnet's vision for 2020)*”. Barnet Council plans to invest in new, modern leisure centres to replace older centres and work with local sports clubs and community groups to increase participation in sports and leisure activities. Similarly, one of the plan's indicators for success is to encourage people to make healthy choices, with an increase in the proportion of adults taking part in regular sports activity or exercise to 55.6%.

In early 2015, Barnet Local Authority's sports and physical activity team developed a revised Outline Business Case for Sports and Physical Activity (OBC for SPA)⁴. Two of the core strategic outcomes expected from SPA project were;

¹ Joffe M, Mindell J. Health impact assessment. *Occup Environ Med.* 2005 Dec;62(12):907-12, 830-5
<http://oem.bmj.com/content/62/12/907.full.pdf+html>

² World Health Organisation (WHO): Definitions of Health Impact Assessment <http://www.who.int/hia/about/defin/en/>

³ London Borough of Barnet (LBB) Corporate Plan 2015/20

⁴ Revised Outline Business Case (2015): Sports and Physical Activity, London Borough of Barnet

- To improve the levels of physical activity within Barnet, particularly in target geographical areas for both adults and children, leading to improvements in public health outcomes and general wellbeing; and
- To enhance the opportunities and access to sport and physical activities for individuals of all ages and abilities.

It is also intended that the new contract is to be Public Health Outcome Focused⁵ to enable and support leisure providers in engaging and contributing to wider public health gains. The revised OBC incorporated these suggestions into the plans for the new leisure management contracts with the expectation that the new contract and services would deliver a significant contribution to the Council's public health aims and objectives.

The development of revised OBC also included a detailed feasibility study⁶ on the five existing leisure facilities commissioned by the Council. One of the key recommendations of this study was to renew and rebuild "**Church Farm leisure centre**".

A list of five potential new sites to replace the current Church Farm was produced and consulted with the population in early 2015. At the end of the consultation, two sites were shortlisted for final selection. The options were **Danegrove Playing Fields (DPF)** and **Victoria Recreation Ground (VRG)**, both located in East Barnet ward.

In line with the processes outlined in revised OBC, a detailed HIA on the final replacement options for Church Farm LC was also recommended. The following document provides more information on the process, methodology and the outcome of the HIA.

3. Aim of the HIA

To identify and assess both positive and negative health impacts of proposed plans for a new leisure centre in East Barnet ward with a special focus on vulnerable groups.

4. Objectives of the HIA

- To identify the priority groups in the ward
- To engage and involve local community (via public consultation) for their perception of the health impact of the new development.
- To provide recommendations based on the findings in which the positive health impacts of the development can be maximised and the negative health impacts minimised

5. Putting HIA into context

5.1 Physical inactivity is one of the major risk factors causing death and ill-health. The risks of lifestyle diseases such as coronary heart disease (CHD), stroke and type II diabetes are markedly raised in people who are less physically active.

5.2 Physical inactivity is directly linked with an increased cost to the NHS and wider cost to the society – absence from work, premature death of productive individuals (table 1).

⁵ Public Health England's Public Health Outcomes Framework (PHOF) (2013-2016)
<https://www.gov.uk/government/publications/healthy-lives-healthy-people-improving-outcomes-and-supporting-transparency>

⁶ Leisure Centre Feasibility Study for Sports and Physical Activity (2014), London Borough of Barnet.

Disease category	Barnet	London	England
Cancer lower GI e.g. bowel cancer	£528,989	£9,647,613	£67,816,189
Breast Cancer	£419,610	£10,473,802	£60,357,887
Diabetes	£854,400	£28,881,611	£190,660,420
Coronary heart disease	£3,643,665	£68,351,198	£491,095,943
Cerebrovascular disease e.g. stroke	£1,218,855	£19,641,408	£134,359,285
Total Cost	£6,665,518	£136,995,632	£944,289,723
Cost per 100,000 population	£1,958,417	£1,776,346	£1,817,285

Table 1 - Health costs of physical inactivity

Source: Sport England⁷ commissioned data from British Heart Foundation Health Promotion Research Group for PCTs, reworked into estimates for LAs by TBR Year: 2009/10, Measure: Health costs of physical inactivity split by disease type

5.3 Increasing physical activity has the potential to improve the physical and mental health of the nation, reduce all-cause mortality and improve life expectancy (table 2). It can also save money by significantly easing the burden of chronic disease on the health and social care services especially in deprived areas. Similarly other potential benefits linked to physical activity in children and young people include the acquisition of social skills through active play (leadership, teamwork and co-operation), better concentration in school and displacement of anti-social and criminal behaviour⁸.

Percentage more active	Barnet	London	England
25%	15	236	1,749
50%	68	1,526	13,438
75%	120	2,815	25,127
100%	172	4,104	36,815

Table 2- Preventable deaths by increasing levels of physical activity among 40-79 year olds. Source: Public Health England - Health Impact of Physical Inactivity. Year: 2010

Measure: Estimated preventable deaths in persons aged 40-79, all causes, 2010

5.4 The Barnet Health and Wellbeing Strategy (2012-2015)⁹ identified a commitment to make better use of the range of green spaces and leisure facilities in the borough to increase levels of physical activity.

6. Local picture

⁷ Sports England, Local Sports Profile; <http://www.sportengland.org/our-work/local-work/local-government/local-sport-profile/>

⁸ Warwick I, Mooney A and Oliver C (2009) National Healthy Schools Programme: Developing the evidence base. London: Thomas Coram Research Unit and Institute of Education, University of London

⁹ Keeping Well, Keeping Independent – A Health and Wellbeing Strategy for Barnet 2012 – 2015 http://www.barnet.gov.uk/downloads/download/1056/barnet_health_and_wellbeing_strategy

- Barnet is an outer borough located in the north of the Greater London. It has a total population of 357,653 (2011 censuses), making it the 14th most populated authority in England and Wales and the second largest in London. This population is unevenly distributed with greater density in the southern and western areas of the borough (Finchley, Colindale and Hendon) and lower density in the north as the edge of London and a greater proportion of open space is approached⁶.
- The population estimates suggest that Barnet population is set to grow from its current estimates 367,265 in 2015 to 406,341 by 2025. The population growth is linked with continued migration and regeneration and new housing developments. The wards with the most population growth will be Colindale and Golders Green.

Wards	2015	% of Barnet population	2025	% of Barnet population
Brunswick Park	16,406	4.5%	17,230	4.2%
Burnt Oak	18,087	4.9%	18,059	4.4%
Childs Hill	20,695	5.6%	21,207	5.2%
Colindale*	21,657	5.9%	36,843	9.1%
Coppetts	17,241	4.7%	16,898	4.2%
East Barnet	16,180	4.4%	16,995	4.2%
East Finchley	16,291	4.4%	16,148	4.0%
Edgware	17,929	4.9%	19,753	4.9%
Finchley Church End	16,011	4.4%	16,215	4.0%
Garden Suburb	16,078	4.4%	16,054	4.0%
Golders Green*	18,976	5.2%	32,083	7.9%
Hale	17,354	4.7%	17,120	4.2%
Hendon	18,893	5.1%	18,629	4.6%
High Barnet	15,372	4.2%	15,826	3.9%
Mill Hill	20,188	5.5%	24,789	6.1%
Oakleigh	15,770	4.3%	15,601	3.8%
Totteridge	15,173	4.1%	15,643	3.8%
Underhill	16,149	4.4%	15,994	3.9%
West Finchley	16,959	4.6%	17,458	4.3%
West Hendon	17,956	4.9%	18,281	4.5%
Woodhouse	17,927	4.9%	19,511	4.8%
Barnet	367,265	100%	406,341	100%

Table 3 - Current against projected population growth by wards – London Borough of Barnet

**Wards with the largest population growth*

- The borough is generally relatively affluent with half of the wards in the top half (i.e. less deprived) of the Index of Multiple Deprivation (IMD). However, there are areas of greater deprivation in the more populated south of the borough, including six wards in the bottom 10% and a further 19 in the bottom 20% compared to England and Wales as a whole⁶.
- Although the residents of Barnet enjoy better than average health and have a higher life expectancy compared to England's average, the experience is not universal across the borough and life expectancy is 7.8 years lower for men and 5.6 years

lower for women in the most deprived areas of Barnet than in the least deprived areas¹⁰. There is evidence that cardio-vascular disease mortality increases as area deprivation increases.

- Based on the most up to date, in 2012, 55.6% of the adults in Barnet were considered overweight and 20.5% were classified as obese¹⁰. As for the prevalence of obesity among children, in 2013/14, 9.4% of the children in reception and 19.4% of the children in year 6 in Barnet were considered obese (close to national level of 9.5 and 19.1% respectively¹¹).
- Adults and children who are overweight or obese are less likely to meet the physical activity recommendations of at least moderate intensity physical activity on five or more days a week compared with those who are not overweight or obese.
- Based on the latest available comparison data on *participation of adults in Sports and Active Recreation (SAR -produced by Sport England⁷ as part of the two Active People Surveys 2005/06 & 2011/13)*, it is evident that participation has risen among both males and females in Barnet and is better than London and national level. Except for young adults (16-24 years old), the SAR participation has improved among all age groups and although SAR participation has remained better among white population in general, there has been an improvement among non-white population in Barnet as well. The same is true for people with non-limiting disabilities in Barnet (table 4).
-
- The greatest public health benefit is to get these groups at least minimally active, i.e. women, individuals from non-white background, young adults (16-24 years old), disabled residents, individuals with lifestyle related (usually long term) diseases and those living in most deprived areas of the Borough¹².

¹⁰ Public Health England – Barnet Health Profile (2014); <http://www.apho.org.uk/resource/item.aspx?RID=142299>

¹¹ National Child Measurement Programme, NCMP – LA profile PHOF data <http://fingertips.phe.org.uk/profile/national-child-measurement-programme/data#gid/8000011/pat/6/ati/102/page/4/par/E12000007/are/E09000003>

¹² Sport and Physical Activity Needs Assessment for Barnet (2012)

Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency and gender										
Indicator	Year	Barnet			London			England		
		All	Male	Female	All	Male	Female	All	Male	Female
12+ days / 3x30 - NI8	2005/06	21.7%	22.4%	21.0%	21.5%	23.9%	19.1%	21.3%	24.0%	18.7%
	2011/13	24.8%	24.8%	24.8%	23.7%	27.6%	19.9%	24.7%	28.3%	21.3%

Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency and ethnicity										
Indicator	Year	Barnet			London			England		
		All	White	Non white	All	White	Non white	All	White	Non white
12+ days / 3x30 - NI8	2005/06	21.7%	23.4%	16.7%	21.5%	22.7%	18.1%	21.3%	21.5%	18.7%
	2011/13	24.8%	27.3%	20.4%	23.7%	25.8%	20.3%	24.7%	25.0%	22.7%

Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency and disability										
Indicator	Year	Barnet			London			England		
		All	Limiting disability	No limiting disability	All	Limiting disability	No limiting disability	All	Limiting disability	No limiting disability
12+ days / 3x30 - NI8	2005/06	21.7%	*	23.6%	21.5%	9.2%	23.3%	21.3%	9.0%	23.6%
	2011/13	24.8%	*	26.3%	23.7%	12.1%	25.4%	24.7%	12.2%	27.2%

Adult (16+) Participation in Sport & Active Recreation (formerly NI8) by year, frequency, age band and socio-economic class										
Indicator	Year	All	Barnet				NS SEC 1-2	NS SEC 3	NS SEC 4	NS SEC 5-8
			16-25	26-34	35-54	55+				
12+ days / 3x30 - NI8	2005/06	21.7%	32.9%	26.5%	22.3%	12.0%	20.5%	*	*	19.2%
	2011/13	24.8%	28.1%	31.1%	27.9%	15.2%	30.7%	*	*	23.0%

Table 4 – Comparison of participation in Sport & Active Recreation (formerly NI8) by Barnet’s adult population. Adopted from Sport England Local Sport Profile⁷ 2015 Source: Active People Survey, Year: 2005/06 (APS1), 2011/13 (APS6/7). Measure: Adult participation

7. Overview of East Barnet ward ¹³

7.1 Based on the Greater London Authority (GLA) population estimates (2015), East Barnet has a population of 16,180 (4.4% of Barnet’s population); and is set to grow to an estimated 16,995 by 2025 (especially in over 65 years old) - fig 1. However, the percentage of total individuals living in East Barnet ward is expected to drop slightly to 4.2% of the overall Barnet population in the next ten years (Tab 3).

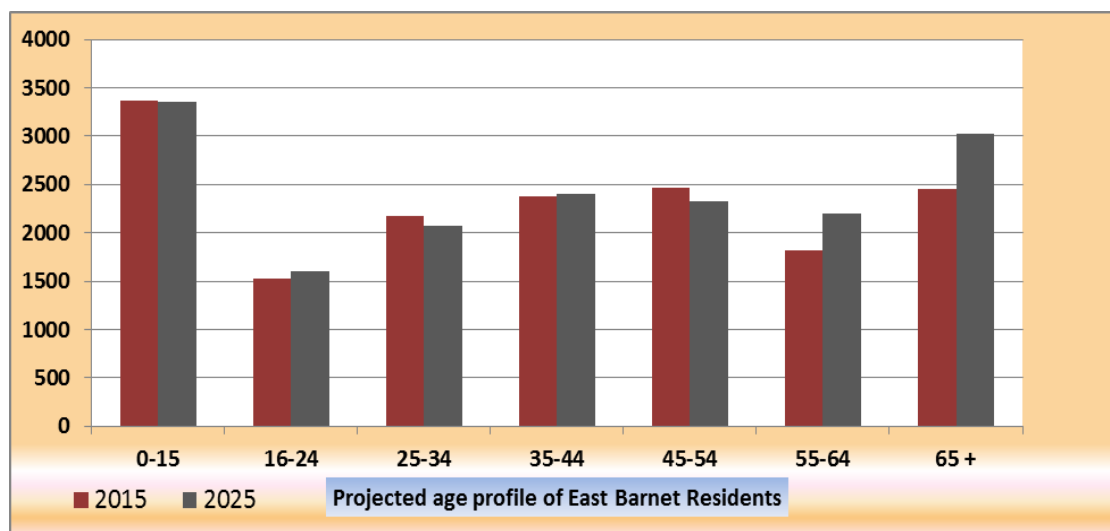


Figure 1 – Projected population estimates by age groups in East Barnet

¹³ Equalities data dashboard - London Borough of Barnet

- 7.2 Around **30%** of the current population (2015 projection) is between the ages of 0-24 years (21%, n=3,371 are 0-15 years old and 9%, n=1,524 are 16-24 years old).
- 7.3 The prevalence of childhood obesity among children in reception year and those in year 6 in East Barnet is 9.6% and 18.1% respectively (2009/10 to 2011/12). These figures are slightly below but close to Barnet's average of 9.7% and 18.3%.
- 7.4 An estimated (76.6%) of the East Barnet population is from White ethnic background, followed by Asian and Asian British (10.6%) and Black or Black British (5.1%) (2011 census) which is roughly in line with the Barnet average for all other groups.
- 7.5 An estimated 5.2% of the households with children in East Barnet do not have an adult in employment (2011 census) which is higher compared to both Barnet (4.9%) and England (4.2%).
- 7.6 Based on the 2011 census, 4.5% of the East Barnet population self-reported their health as bad or very bad and 6.5% self-reported having a disabling condition which limits their day to day activities a lot. Both of these are slightly **higher** for the Barnet as a whole (4.3% and 6.0% respectively) but close to England and Wales (4.9% and 6.5%) respectively.
- 7.7 East Barnet was in the **top two** wards for the number of ambulance callouts for young people related to alcohol (1st was Edgware) and drugs (1st was Woodhouse) in the borough in 2013/14¹⁴.
- 7.8 The cumulative data for Time4us (2007 to 2013/14) showed the highest number of referrals from East Barnet ward. Time4us is a service that offers supports to young people and young carers who feel isolated, let down and in need of resilience building as a result of their parents' drug and/or alcohol use¹⁴.
- 7.9 Based on the index of multiple deprivation (IMD) score, **30%** (n=3/10) of the lower super output areas (LSOA) in both East Barnet and Oakleigh wards were in the category for the LSOA in the worst 50% nationally. East Barnet had the **third lowest GCSE** equivalent point scores per pupil in the borough¹⁵. In terms of labour market and employability, 17.1% of the population in East Barnet do not have any qualification which is higher compared to Barnet (15.5%); while 36.5% have Level 4 qualifications and above which is lower compared to Barnet (40.3%).

In brief, East Barnet is a diverse ward with 23.3% of the population from non-white ethnic background. Nearly 1/5th of the population is between the ages of 0-15 years and around 1/10th is 16-24 years old. Both these groups constitute approximately 1/3rd of the overall population; and although improved physical activity and prevention of childhood obesity are the key indicators for the younger age groups, the prevention of substance misuse and a reduction of smoking uptake among young adults are equally significant. The rates of childhood obesity, poor IMD score and the increased number of ambulance callouts for alcohol and drug related incidents among young people make East Barnet a good candidate for a new leisure centre.

¹⁴ Barnet Young People, Substance Misuse Needs Assessment and Specialist Service Review (2014)

¹⁵ Performance & Data Management, Children's Service, LBB, referred in Profile of East Barnet Ward (2013); Barnet Insight Unit, London Borough of Barnet

It is also important to note that the health and social benefits will not be limited to East Barnet ward only, and individuals living in three closest wards would equally benefit from a new and improved facility. A snapshot of comparative variables between East Barnet and its neighbouring three wards is shown below (table 5).

	East Barnet	High Barnet	Brunswick Park	Oakleigh	Barnet
Total population (2015)	16,180	15,372	16,406	15,770	367,265
0-15 years old	3371 (21%)*	2834 (18%)	3240 (20%)	3081 (20%)	77788 (20%)
16-24 years old	1524 (9%)	1321 (9%)	1691 (10%)	1474 (9%)	37556 (10%)
25-44 years old	4548 (28%)	4138 (27%)	4322 (26%)	4403 (28%)	116794 (32%)
45-64 years old	4281 (26%)	4305 (28%)	4451 (27%)	4031 (26%)	83550 (23%)
65 years plus	2456 (15%)	2774 (18%)	2702 (16%)	2781 (18%)	51576 (14%)
Ethnicity breakdown (%White + % all other ethnic groups combined)	76.6% + 23.4%	81.7% + 18.3%	68.4% + 31.6%	73.3% + 26.7%	64.1% + 35.9%
Childhood obesity prevalence (reception 2009/10 to 2011/2012)	9.6%	7.2%	10.7%	8.4%	9.7%
Childhood obesity prevalence (year 6 -2009/10 to 2011/2012)	18.1%	15.1%	17.9%	14.9%	18.3%
% People with Bad or Very Bad Health	4.5%	4.2%	4.7%	4.6%	4.3%
% People who's Day-to-day activities are limited a lot	6.5%	6.9%	6.5%	6.8%	6.0%
Index of multiple deprivation (IMD score) - % of LSOAs in worst 20% nationally	0%	0%	0%	0%	NA
Index of multiple deprivation (IMD score) - % of LSOAs in worst 50% nationally	30%	11.1%	20%	30%	NA
Proportion of total population (16-64) claiming benefits	11.0%	8.1%	9.5%	8.8%	9.9%
Assault incidents attended by ambulance (2013)	29	23	24	21	834
No of ambulance callouts for alcohol related illnesses (2013)	28	45	22	21	817

Table 5 - Demographic details and comparison of the four closest wards to the proposed new leisure centres.

* Data in red text indicates a comparatively high value for the indicator in that row

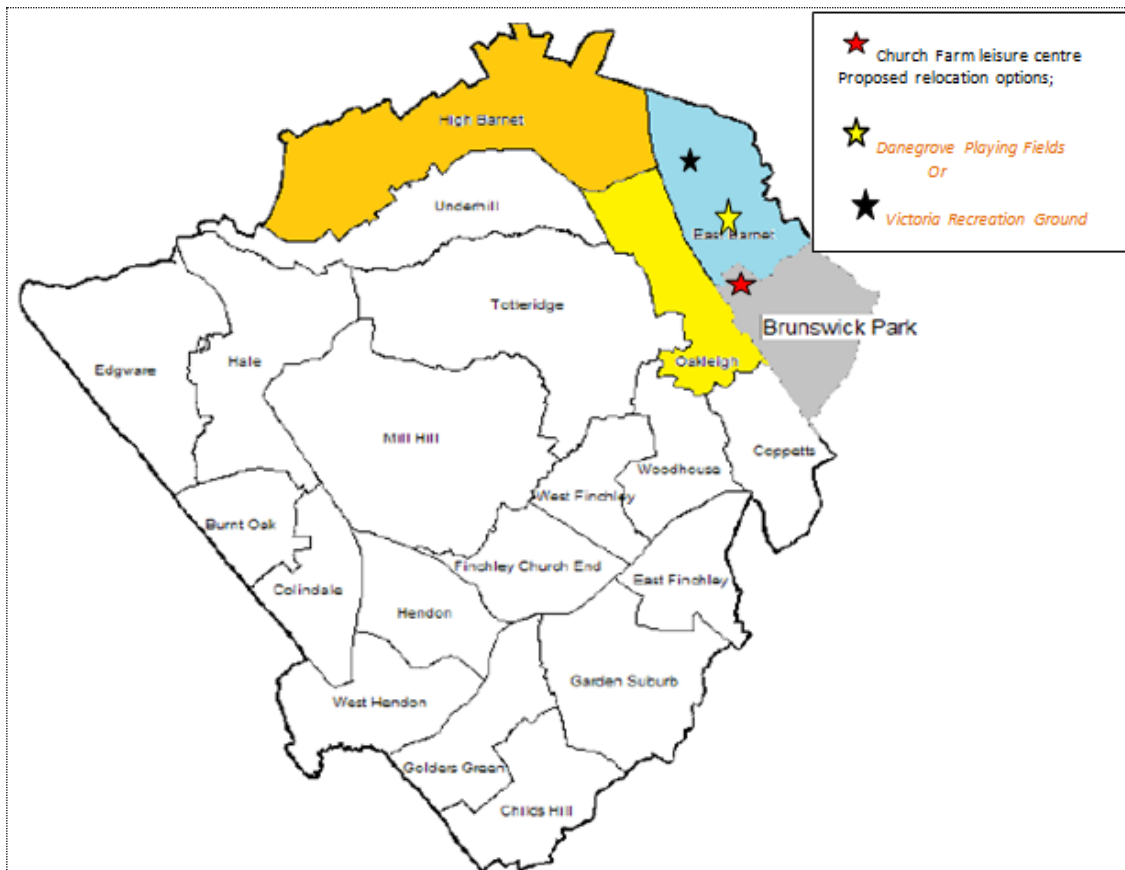


Fig 2: Location of Church Farm and the proposed new locations in relation to neighbouring wards (Colour coded to the above table)

8 Church Farm leisure centre

Church Farm leisure centre was originally built in 1960. It has a 19m, 3 lane swimming pool and an activity hall. The feasibility study on all leisure facilities in Barnet (2014¹⁶) concluded that although Church Farm LC offered a local and loyal customer base with a good school swimming programme, the centre was generally in a very poor condition with poor roof on the pool, restricted reception area, restricted car park (limiting its usage) and the secluded location of the centre from the main road (Church Hill Road) which meant many potential users were not aware of it. The study also incorporated conditional survey and site visits and based on the unmet demands of the local population proposed a **re-provision** for the Church Farm LC as a priority with the following facility mixes;

- 25m, 6 lane pool
- Learner pool with moveable floor
- 70-75 station gym – based on the latent demand of 1,173 members (25members per station)
- 2 dance studios
- Café
- Six-court sports hall

¹⁶ Leisure Centre Feasibility Study for Sports and Physical Activity (2014), London Borough of Barnet.

The current leisure centre is 1,900 sqm in size while typical wet and dry leisure centre built to modern standards and capable of accommodating the proposed facility mixes require a site of circa 7,000 sqm. In light of the above, five sites were proposed and consulted with the users/population (appendix A). Of these, two potential sites (Victoria Recreation Ground and Danegrove Playing Fields) received significant support from residents and hence were shortlisted for final consultation and a detailed HIA.



Figure 3 – An aerial view of the current and proposed new sites

9 Proposed options for the re-provision of Church Farm LC

A - Victoria Recreation Ground VRG (East Barnet)

The site is approximately 50,000 sqm in size and is located in the north of the borough. It is also adjacent to East Barnet town centre redevelopment. It is approximately **1.6** miles from the current location of Church Farm.

B- Danegrove Playing Fields DPF (East Barnet)

The site is approximately 8,200 sqm in size, forms part of the part of the playing field provision of Danegrove Primary School and is located at the junction of Cat Hill and Park Road. It is approximately **0.8** mile (*half of the distance compared to above option*) from the current location of Church Farm.

Of the two proposals, Danegrove Playing Field is relatively closer to the current site (0.8mile) and although it may appear to encourage the current users to travel less farther than Victoria Recreation Ground, the feasibility study¹⁶ showed that this is not an issue for the current users as long as the new site is large enough to provide properly enhanced and integrated facilities and has adequate transport links and parking facilities. Barnet's SPA needs assessment¹⁷ highlighted the preference of individuals to use their local venues with on

¹⁷ Sport and Physical Activity Needs Assessment for Barnet (2012)

average of 43.3% of people attending sports facilities living within **2km distance** from their residence. Feasibility study¹⁸ used a catchment area of 1 mile radius for Church Farm in their report. In light of these two reports, it is anticipated that either one of the new proposed locations are expected **to retain** a good number of current users.

Victoria Recreation Ground (VRG)

On foot - 20 - 30 mins from Cockfosters tube station and 15 mins from New Barnet rail station.

Cycling – 5 mins from Cockfosters tube station and 4 mins from New Barnet rail station (as per Google maps)

By Bus – No 384, from outside Cockfosters station and New Barnet rail station has a frequent service every 15-20 mins which stops outside the recreation ground depending on the stops as it is hail and ride for part of the journey.

Danegrove Playing Fields (DPF)

The nearest tube station to the Danegrove location is new Barnet which is over 30 mins on foot.

Bus Route - No 307 runs between Brimsdown to Barnet hospital and vice versa and offers a frequent service, every 10 mins. Individuals can alight at Belmont Avenue and take a 3-5 mins walk to Danegrove site. A second bus service **No 184** runs between Barnet Chesterfield road and Turnpike lane bus station and vice versa. It offers a frequent service 8-12 mins. Individual can alight at East Barnet village and take a 10 minutes' walk to Danegrove site. The walk from this side is an uphill climb via a quiet residential street and can be difficult for people with mobility issues.

In light of above, both venues are in fairly close proximity to the current location in Brunswick Park ward but due to the fact that Barnet is fairly large and some parts are relatively remote, the transport can be a little infrequent at times.

Between the two options, Victoria Recreation Ground was a relatively more convenient when walking or using a bus or cycle from either tube or rail station

¹⁸ Leisure Centre Feasibility Study for Sports and Physical Activity (2014), London Borough of Barnet.

10 - HIA - Screening of the proposed options

Screening of the proposals involves a consideration of whether a proposal will have a direct impact on the health or via wider determinant of health including social conditions and community cohesion.

In light of this, both new proposed venues were screened with a set of standard questions that explored the above links. Summary of the key findings is below (for a detailed screening outcome, please see appendix B).

- The closure of Church Farm LC, in Brunswick Park ward, in the East of the borough will have some perceived **negative** impact on the social life of its current users especially those from the disadvantaged groups. However, as the plans are to replace it with a new and modern centre which will offer improved facilities and will incorporate public health outcomes based contract; the overall positive impacts will outweigh the negative impact. The **positive** impacts will be directed on the physical, mental and emotional wellbeing of the residents (of all ages and from all groups including disadvantage groups) in the four neighbouring wards including Brunswick Park, East Barnet, Oakleigh and High Barnet.
- Similarly, to maximise the **positive** impacts, one of the key items in the new leisure contract will be an expectation from the contractor to provide a varied programme of recreational, sporting and community activity that is accessible to all including the disadvantaged and vulnerable groups across the borough. The feasibility study¹⁹ also highlighted a good support for centre's relocation to either of the new sites as the current facilities at Church Farm did not meet the needs of the users.
- A new leisure centre in East Barnet will provide a good platform to **enhance** community and cultural networks. It will create opportunities for individuals to improve their own health and wellbeing especially for young people. As a result, it is anticipated that there will be reduced demand on the health and social care services. For example, some of the positive impacts for young people will be the uptake of physical activities and avoidance of harmful agents such as smoking, drugs and alcohol intake. Engaging more young people in physical activities may lead to a reduction in substance misuse²⁰ among this group with anticipated positive outcome at individual, family and community level.
- Development of a new leisure centre will also have an economic impact in the borough by providing work opportunities and work experience to local residents and businesses. Similarly, businesses benefiting from the current sites may suffer in turn, however, the effects is expected to be minimal as the current site is not surrounded by local shops.
- In addition to the above, screening also identified a **negative** impact on the local environment during the construction phase of the new leisure centre. These effects can be the increased levels of noise, traffic congestion, road closures, rerouting and land digging. Majority of these are expected to be on a short term basis (12-18 months of reconstruction). Any long term effects will be identified via HIA will be reported back to the design and build team.

11 . HIA - Appraisal/assessment of proposals

¹⁹ Leisure Centre Feasibility Study for Sports and Physical Activity (2014), London Borough of Barnet.

²⁰ Mark A. Smith and Wendy J. Lynch (2012): Exercise as a potential treatment for drug abuse: evidence from preclinical studies <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3276339/>

This stage is undertaken in three phases.

- 1) Appraisal of the suggested changes and their anticipated impacts
- 2) Public consultation held between June 2015 and September 2015
- 3) Combination of the above two phases.

Phase 1 – Appraisal exercise

Direct Health Benefits - Impact on physical and mental health

The exercise is one of the most important preventive health-related behaviors. The new leisure centre will offer opportunities for the residents of East Barnet, and its neighbouring wards in particular, to engage in activities which have the potential to enhance their health & wellbeing. Similarly, the new leisure contract between the Council and the operator will incorporate Public Health Outcomes (PHO)²¹ and hence will also contribute towards health benefits.

Some of the expectations from the new operator are around the delivery of programmes that address excess weight issues among all age groups (especially among 4-5 years and 10 -11 years old) and innovative programmes to encourage more people engaging in physical activities and develop sports programmes that support athletes with a potential to represent the Council at a regional, national and international platforms.

There is evidence that increasing physical activity among individuals can reduce the risks of bowel and breast cancers and lifestyle diseases such as coronary heart disease (CHD), stroke and type II diabetes²². The provision of an inclusive physical activity resource also has significant implications for people with existing conditions in that there is also strong evidence that physical activity plays a vital part in the treatment of many conditions, including (but not limited to): many forms of cancer²³; cardiovascular disease; dementia; and, HIV and AIDS.

In addition, access to sports and leisure centre will provide opportunities to improve health and wellbeing of carers and individuals living with a mental health conditions. There is strong evidence that exercise has a positive impact in reducing the stress, anxiety and depression²⁴. Knapen et al (2014)²⁵ concluded that exercise may have an effect similar to antidepressant medication and psychotherapy for mild to moderate depression and can also be a valuable complementary therapy to the traditional treatment for severe depression. Exercise can improve sleep quality, boost self-esteem and reduce the risk of dementia. There is an expectation that the new operator will work with the mental health partnership board and other borough agencies to support campaigns and developments and offer schemes such as a Fit & Active Barnet Leisure Card for the carers.

The new site will offer these opportunities and will give individuals a feeling of control and the ability to influence their lives.

²¹ Public Health England's Public Health Outcomes Framework (PHOF) (2013-2016)
<https://www.gov.uk/government/publications/healthy-lives-healthy-people-improving-outcomes-and-supporting-transparency>

²² Benefits of Exercise – NHS Choices - <http://www.nhs.uk/Livewell/fitness/Pages/Whybeactive.aspx>

²³ Shiraz I Mishra et al (2012); Exercise interventions on health-related quality of life for people with cancer during active treatment

²⁴ Takács J (2014)- Regular physical activity and mental health. The role of exercise in the prevention of, and intervention in depressive disorders

²⁵ Knapen J et al (2014) - Exercise therapy improves both mental and physical health in patients with major depression

To further enhance the positive impact of new leisure centre, the access to services should be **equitable** with consideration to the different and ever-changing needs of the community. This will mean that there will be a need to offer **subsidised access** for low income groups; **disabled-friendly facilities** (i.e. IFI gyms); **family-friendly** facilities (including family changing and breastfeeding-friendly zones); consideration of **religious beliefs** (including ladies only activities) and a **dedicated room for health** professionals to raise health promotion and awareness events (e.g. nutrition and healthy eating, stop smoking cessation, substance misuse, sexual health and contraception awareness, mental health and employment support work etc). There is an expectation that the operator will offer hygienic and healthy catering options (*including vending machines to a minimum of 50% of product line*) to promote healthy eating habits.

In light of the above, there will be a cumulative **positive and long term impact** for users of the new leisure centre ranging from the immediate positive health impacts of exercise on reducing stress and anxiety to long term physiological impact, such as reduced blood pressure, improved cardio-respiratory fitness and improved/maintenance of a healthy body-weight.

[Potential impact on the following wider health determinants and their subsequent impact on the health outcomes](#)

Individuals with disabilities

Public Health Outcomes²¹ focused leisure contract is expected to have an environment that is fully inclusive, incorporating elements of equipment, facility and programme design. Although the range of disabilities covered means that it may not be possible to cater directly to everyone's needs (particularly those with high levels of support requirements), the facilities are expected to be **as inclusive as possible** to support the health and wellbeing of people with disabilities.

There is also an expectation from the operator to have appropriately trained staff who can support individuals with disabilities. For example, all staff members would be **trained in 'disability awareness'** and fitness staff would hold specific qualifications, such as the YMCA Fit 'Exercise and Disability' course, (an additional module accessible by all levels of fitness professionals). It will also be necessary for the operator to make provision for **BSL translation services**. Similarly, there is an expectation that operator will offer **carers** a free access to centres when accompanying person they are caring for.

In light of the above, it is anticipated that the new leisure centre will have a **positive and long term health impact** with enhanced opportunities for individuals with disabilities and their carer.

Social isolation

Social isolation²⁶ has been shown to have a direct negative impact on mental and physical wellbeing of the individuals and is independently associated with a reduced life expectancy.

The groups identified as being most at risk are;

- those who are disabled or frail aged;
- those on a low income;
- ethnic and religious minorities; and
- older single/widowed women with limited mobility.

²⁶ Campaign to end Loneliness – A toolkit for Health and Wellbeing Boards <http://campaigntoendloneliness.org/toolkit/>

Proximity and easy access to community assets can motivate individuals to engage in activities that can reduce social isolation. The proposed facilities for the new leisure centre (including a café) will offer such a community space where people of all ages can gather and socialise and hence develop and maintain connections with friends and family while remaining connected to their communities.

There is an anticipated **positive and long term mental health impact** on a large number of people in the borough, particularly vulnerable groups. However, the operator would need to provide more information on how they will address social inclusion, particularly for isolated groups, such as older people and Looked After Children. Need for provision of meeting areas, groups/clubs and local noticeboard etc.

Health services

There is some evidence that the time during construction could have a **negative impact** on the ambulance response time due to traffic congestion in and around the areas. Although the immediate effect would be during the construction phase, the developer would be expected to ensure high priority services (police/ambulance and fire) have appropriate access in the area.

In the long run, the plan to have a dedicated room for health related programmes and promotional/awareness events will have a **long term positive impact** on the life of residents and service users.

Demographic income and gender specific

Barnet has a diverse population and there is evidence that individuals from minority ethnic groups do not actively engage in sports activities²⁷. Although challenging, it will be possible to ensure opportunities to use leisure facilities are available to all. PHO specific new leisure contract will create an expectation from the operator to market programmes that are inclusive and promote activities for women and girls, individuals from certain faith groups and ethnicities. Similarly as part of PHO, Council will also expect that the activity prices, annual memberships and pay and play prices are affordable to people on **low income** and those considered as **talented athlete** to ensure there is improved participation from all groups while sufficient income is generated to sustain leisure centre services.

The operator will also need to consider the changing borough demographics and the need to make a special effort to **include under-represented groups**. This will be a constantly changing picture due to the rapidity with which London demography changes and the provider would be required to keep up-to-date with this.

If the operator can manage this expectation successfully, then there will be an anticipated **positive and long term** health benefit for individuals in all groups including those from minority ethnic groups. If, however, these opportunities are not explored to the full potential then the expected benefits will be minimum for individuals in minority groups.

Employment, working conditions and income generation

There is strong evidence that a stable, good quality and well paid employment has a positive impact on the mental, physical and social health of the individuals.

It is anticipated that building a new leisure centre will require development projects with a potential to create local jobs and once built, the new leisure centre with its proposed

²⁷ Sport and Physical Activity Needs Assessment for Barnet (2012)

additional facilities such as café, dance floor, and a swimming pool with added lanes will provide employment opportunities for local residents.

It is also possible that the new jobs may be poor quality, low paid, fixed term and/or part time. To minimise this effect, the new contract based on PHO will expect operator to improve working conditions and comply with the provisions of all relevant employment legislation such as; the Equality Act 2010, the EU Working Time Directive and relevant Working Time Regulations, the London Living Allowance. Similarly, PHO also expect the operator to provide career development opportunities for local residents by working with partners from education and employment to support training events linked to career progression.

Finally, the Council will be entering into a cost neutral contract with a leisure management supplier for the 2 new leisure centres on the 1st January 2018 with the possibility of generating revenue for the council. These funds can then be used on other essential health and social services.

In light of the above the overall impact of these activities is expected to be **positive** on the local population. The closure of Church Farm in Brunswick may have a small negative impact on the current staff, however, there is potential that the staff may find new employment with the new provider.

Substance misuse (tobacco, alcohol drug)

Leisure centres provide an opportunity to engage in exercise and physical activities. There are epidemiological studies that reveal that individuals who engage in regular exercise such as aerobics²⁸ are less likely to use and abuse illicit drugs. The association is based on the link that under some conditions, exercise increases measures of euphoria and well-being in human populations in a manner similar to that of abused drugs^{29, 30}.

The new leisure center will offer a range of activities from swimming to dance studio. It is anticipated that these activities will encourage local residents, especially young people, to engage with health activities and will have a **positive impact** on their health. In the long run a healthy neighborhood may lead to reduction in current high level of ambulance call outs related to alcohol and drug misuse in East Barnet. Similarly, the PHO oriented leisure contract will require operator to implement a no smoking policy at the premises for both the customers and staff and display promotional materials at the sites e.g. Stoptober and Dry January.

Community safety

Crime and fear of crime have a negative impact on the health of the individuals. There is a possibility that some elements of the urban design (e.g. access and use after dark) can have an impact on crime and/or fear of crime and safety of the individuals. Similarly, as leisure centre increase the footfall in the area, it can attract local businesses (including off licenses) which can promote violence, street litter and lack of safety particularly for old people, women and children. Council's licensing and trading standards team and the design and build team will have to ensure that the licensing of new fast food/local shops (if any) and the layout of new site does not have any negative impact on the neighbourhood area and the local residents.

28 Mark A. Smith and Wendy J. Lynch (2012): Exercise as a potential treatment for drug abuse: evidence from preclinical studies <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3276339/>

29 Janal, M. N., Colt, E. W., Clark, W. C., and Glusman, M. (1984): Pain sensitivity, mood and plasma endocrine levels in man following long-distance running: effects of naloxone. *Pain* 19, 13–25

30 Nabetani, T and Tokunaga, M. (2001): The effect of short-term (10- and 15-min) running at self-selected intensity on mood alteration. *J. Physiol. Anthropol. Appl. Human Sci.* 20, 231–239.

Environmental Impact

As a new leisure centre will be built to replace the existing Church Farm, there will be an environmental impact of the building work. Environmental impact can be in the shape of **noise** and **air** pollution, **traffic** congestion and pest. Similarly, the **energy and resources use**, and **waste production** of the facilities will also have an environmental impact.

There is a strong evidence that exposure to high levels of **noise** (as expected during the construction time) has a negative health impact. In particular noise causes annoyance and sleep disturbance and in severe cases can lead to hypertension, ischemic heart disease and even hearing loss. There is also added risk that even after the construction phase is completed, the new leisure centre may increase the traffic flow to local area (more people travelling via cars) and hence generate noise, air pollution and traffic congestion during peak times.

Similarly, **air quality** and pollution are of increasing concern to the public. There is strong evidence that poor air quality can lead to respiratory and cardiovascular health impacts e.g. inducing asthma, chronic lung disease and allergies. The construction of new leisure centre will cause construction dust and pollutants emitted from the operation of energy plant. In the long run, the increased traffic related to the new centre will be the main cause of changes in the air quality.

Although the construction work will be **short term** (during the construction time) **negative** impact, the increased traffic and footfall in the area will have a **long term negative impact** especially on the residents living in the close proximity to the site. To minimise these negative impacts during the construction phase, the design and build team would need to provide reassurance that the negative impacts will be kept to the minimum.

There is strong evidence that development work will result in an **increased traffic** to the site during the construction phase. There is also a possibility that the provision of multiple car park spaces and a potential new bus route to the new site may increase traffic flow in the area. In addition to the creating noise and pollution, increase in traffic has a potential for road traffic accidents. The design and build team would need to consider incorporating pedestrian controlled traffic lights, safe cycle lanes, speed controls/restrictions, better lighting and wider footpaths in the area to minimise traffic accidents and encourage green forms of travel to and from the leisure centre.

Pest control would need to be considered as the facilities will have the potential to generate large volumes of waste. If pests are not adequately controlled it would have the greatest impact on residents living in close proximity to the leisure facilities. It could also have a negative health impact for staff and service users.

There is a small but possible risk of legionella bacteria, which can lead to legionnaire's disease in some service users. People most at risk are old people, those who smoke and patients with chronic lung disease, poor immune system or those on immunosuppressing drugs.

Both pest control and legionella risks are associated with any leisure centre offering water sports/showers and hence would need to be managed vigorously by the operator as part of their site and water management programmes.

Phase 2 – Public consultation

Public consultation on the proposed new sites was carried out from 30th June 2015 to 23rd September 2015 and included;

- Posters (distributed at Barnet owned five leisure centres and Libraries)
- Screen saver in Barnet Library computers
- Social media (Facebook and Twitter)
- Newsletters (via partnership boards)
- Press releases
- Monthly bulletin
- Presentations
- Leaflets
- Internet - including Barnet Online and partner organisation's websites

In addition to the above, there were twelve drop-in sessions between July 2015 and Aug 2015). These sessions were held on three easily accessible venues i.e. East Barnet Library, St James Church and Copthall leisure centre (appendix c). The key teams who participated in the drop in sessions were SPA project team, Public Health, Opinion Research Services (ORS), procurement, planning, parking and open spaces, design and build and Sports England teams.

All drop-in sessions were held on different days (including weekends) and times of the days with a view to allow better uptake. A media campaign was run prior to and at the same time to ensure residents were informed of these sessions. Finally, all residents living nearby (500-600 meters of the proposed sites) were sent invitation letters encouraging them to participate in the sessions.

Methodology

In order to ask relevant questions about the factors that have a direct and/or indirect impact on the health of the individuals, Barnet Public Health team used the drop in sessions. Our aim was to have a face to face discussion with the participants where we could explain the rationale behind our questions and provide additional information.

In order to record their views and responses, we produced bespoke poster in A0 size with key questions on one side and boxes for answers on the other side (appendix D). The questions were designed as an interactive exercise with the aims of capturing both;

- a) the type of impact i.e. negative or positive and
- b) the level (quantitative measure) of impact (graded from 1 to 5 on the poster).

For each questions, participants were given a blue sticky dot to place in the box of their choice. Participants who answered a particular question with either high negative (-ve 5) or high positive (+ve5) response were encouraged to provide further information. This was recorded by both PH and ORS teams. The whole session was kept as an interactive exercise where participants felt empowered to share their views.

In each chart we asked 13 key questions which were divided into four main criteria to measure both direct and indirect impact of new leisure entre for each of the proposed site.

Criteria 1:

- Opportunities to exercise
- Opportunities to participate in sport as a family
- Opportunities to socialise and make new friends
- General health and wellbeing

Criteria 2:

- Improving diet and eating habits
- Reducing smoking/alcohol/drug taking

Criteria 3:

- Opportunities for jobs and training

Criteria 4:

- The appearance of the area
- How safe the area feels
- Living in the area
- Traffic in the area
- Public transport in the area
- Levels of pollution such as air, light & noise

Analysis

1. Majority of those who attended the drop-in sessions participated in the HIA and found it useful in asking the relevant questions. An estimated **120** individuals provided their feedbacks to the HIA questions.
2. The initial analysis by each question indicates that both sites have increased proportion of **positive** responses for criteria 1 (health/social benefits) and **negative** responses for criteria 4 (appearance/traffic/safety & pollution in the area). As the HIA was related to a new leisure/sports facility, we anticipated that this would be the case (fig 4&5).
3. For both sites, there is a high proportion of “**no impact or not sure**” responses to criteria 2 questions (i.e. impact of leisure centre in improving diet/eating habits and reducing smoking/alcohol intake). We anticipated these responses as the perceived impact of a new leisure centre on reducing smoking/alcohol intake is expected to most beneficial in the long run (*i.e. new generation and young people not starting smoking and alcohol and being more health/diet conscious in general due to their engagement with exercise and sports related activities from an early age*). In addition the participants were either “unsure” or identified “no impact” in their responses to the question on the effect on “public transport” in the area. There are limited public transport options for both sites.
The above are valid responses and indicate that participants have been through and systematic in their feedbacks and critically appraised each site & question before providing their input, increasing the validity of the overall exercise.
4. For criteria 3, participants felt that either of the sites will offer good opportunities for local jobs and training in sports (criteria 3).
5. On further analysis, participants felt that **negative** impacts related to the “appearance of the area” and “levels of pollution” were slightly higher for Danegrove site (46% and 64%) compared to Victoria recreation site (25% and 53% respectively). On the other hand, participants felt that the positive impacts of “opportunities to exercise”, “opportunities to participate in sports as a family” and “general health and

wellbeing” were more significant for Victoria recreation site (92%, 87% and 94%) compared to Danegrove site (88%, 85% and 88% respectively) (fig 6 &7).

6. Both sites received equal level of negative responses (75%) in relation to bringing more traffic to the area. This was one of the key concern and many local residents felt that the team should ensure that, during and after construction, roads layout, footpaths and pedestrian control crossings are managed systematically to avoid any accidents and unnecessary congestion in the area (fig 6).
7. In relation to safety in the area, participants felts positively that a new facility in Victoria recreation ground will benefit locals by bringing more footfall, lighting and a general feeling of busyness in the area. For Danegrove site, the predominant response was “no impact” as the area is considered safe by local residents and participants (fig6).
8. Victoria recreation ground also received positive response in lifting the appearance of the area. In comparison a significant number of respondents felt that having a new leisure centre at Danegrove playing field will have a negatively impact as it will deprive them of a green space. Risk of flooding from the removal of green space at Danegrove site was also raised as a concern by a small number of respondents.
9. Finally the “level of pollution” and the impact on “living in the area” both received negative and positive responses respectively and the difference between the two sites was minimal albeit more in favour of Victoria recreation site than Danegrove site (fig 6).

In summary, participants felt that a new and modern leisure centre, with a variety of new facilities, will inevitably have a positive impact on the health and wellbeing of the residents. The concerns raised were mostly in relation to increased traffic and levels of pollution (air/noise). In terms of comparison between the two sites, albeit by a small majority, participants felt that a new leisure centre in Victoria recreation site will be more beneficial than Danegrove playing field.

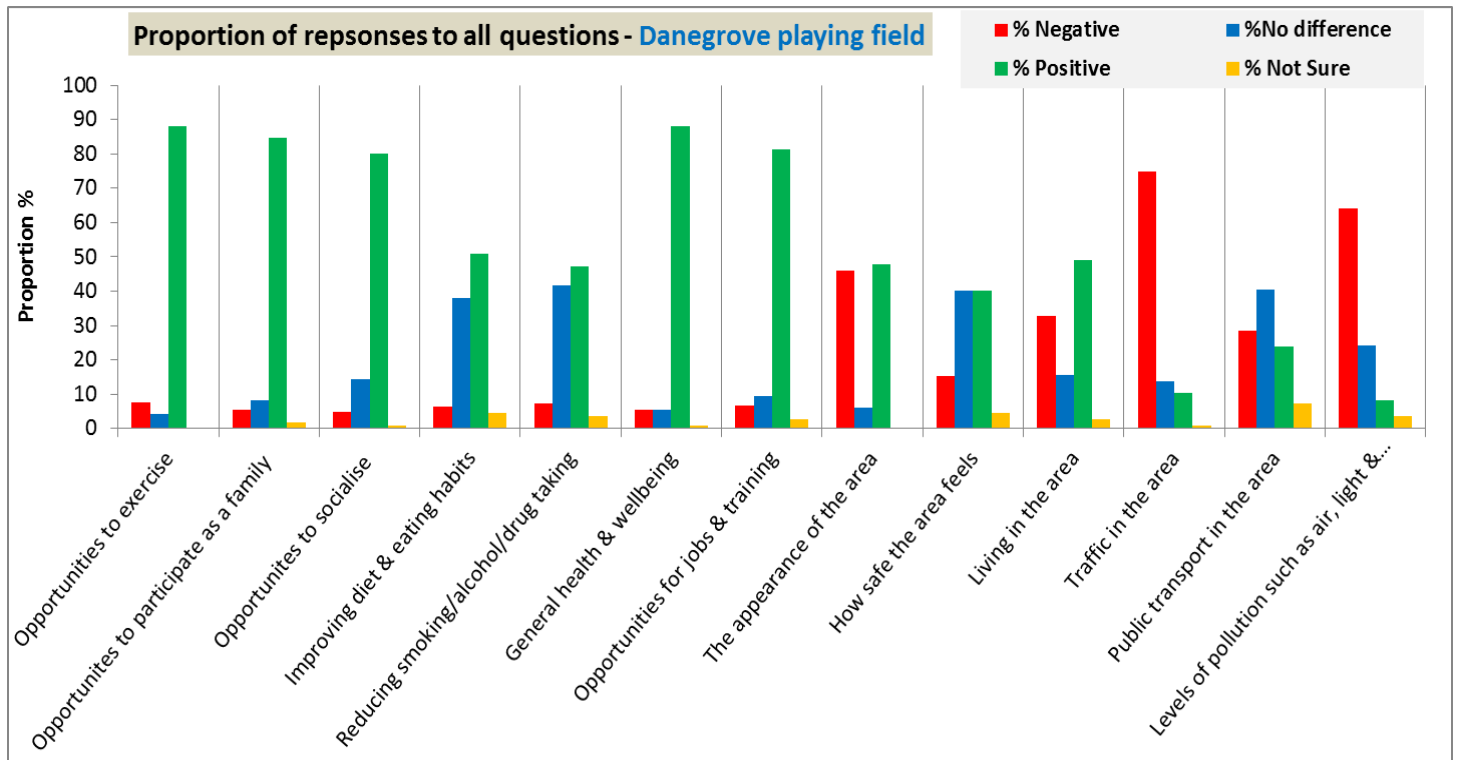


Figure 4

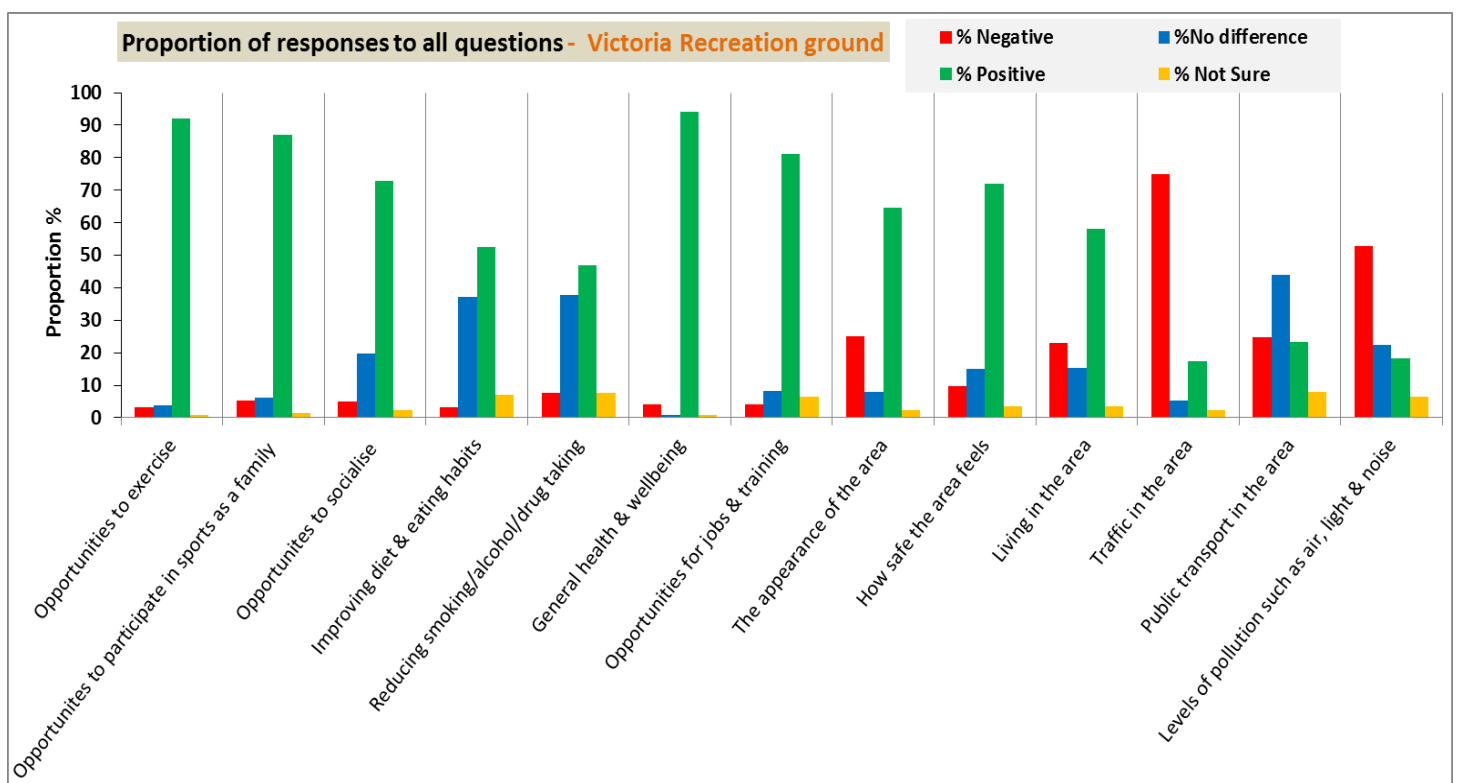


Figure 5

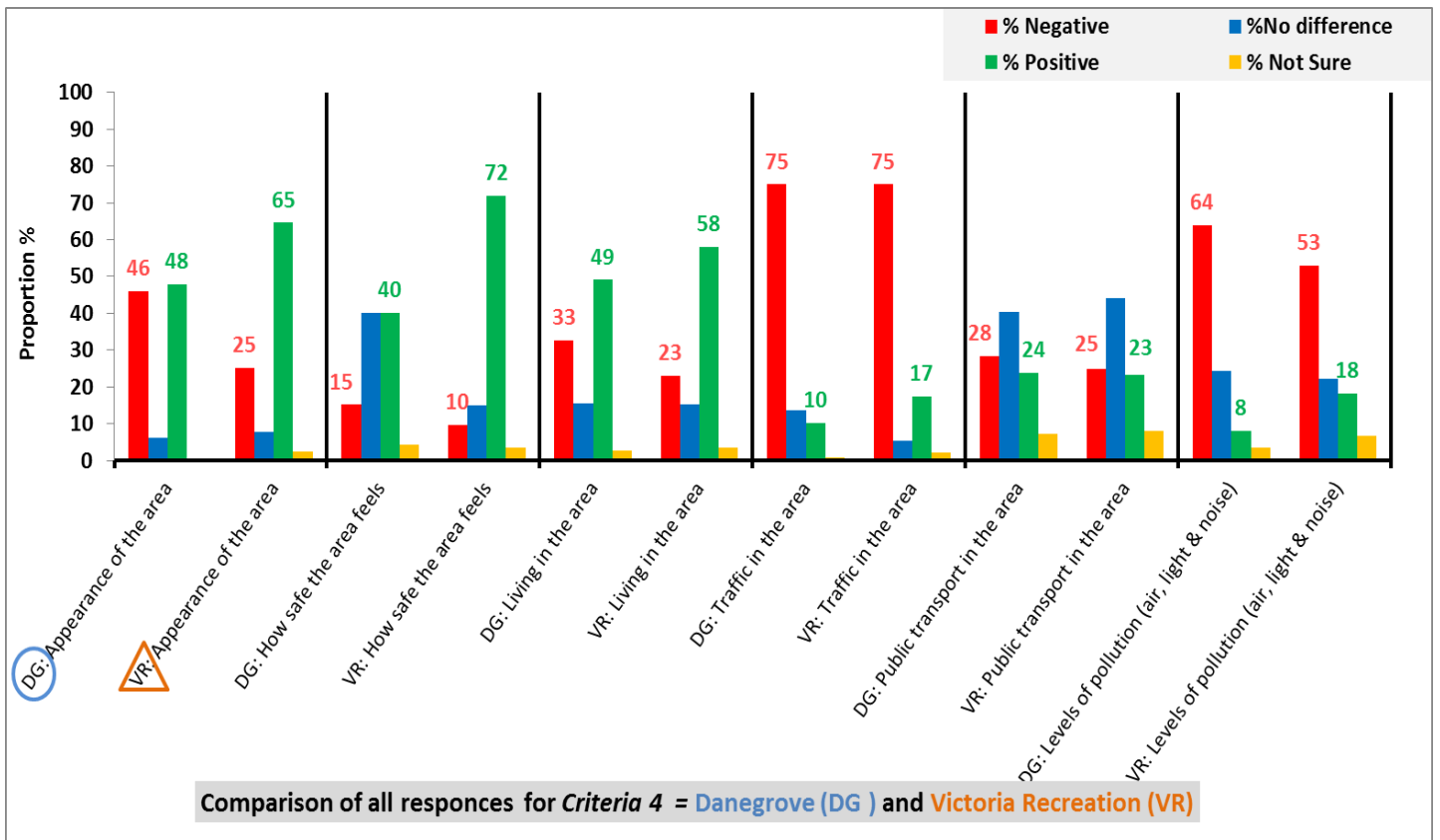


Figure 6

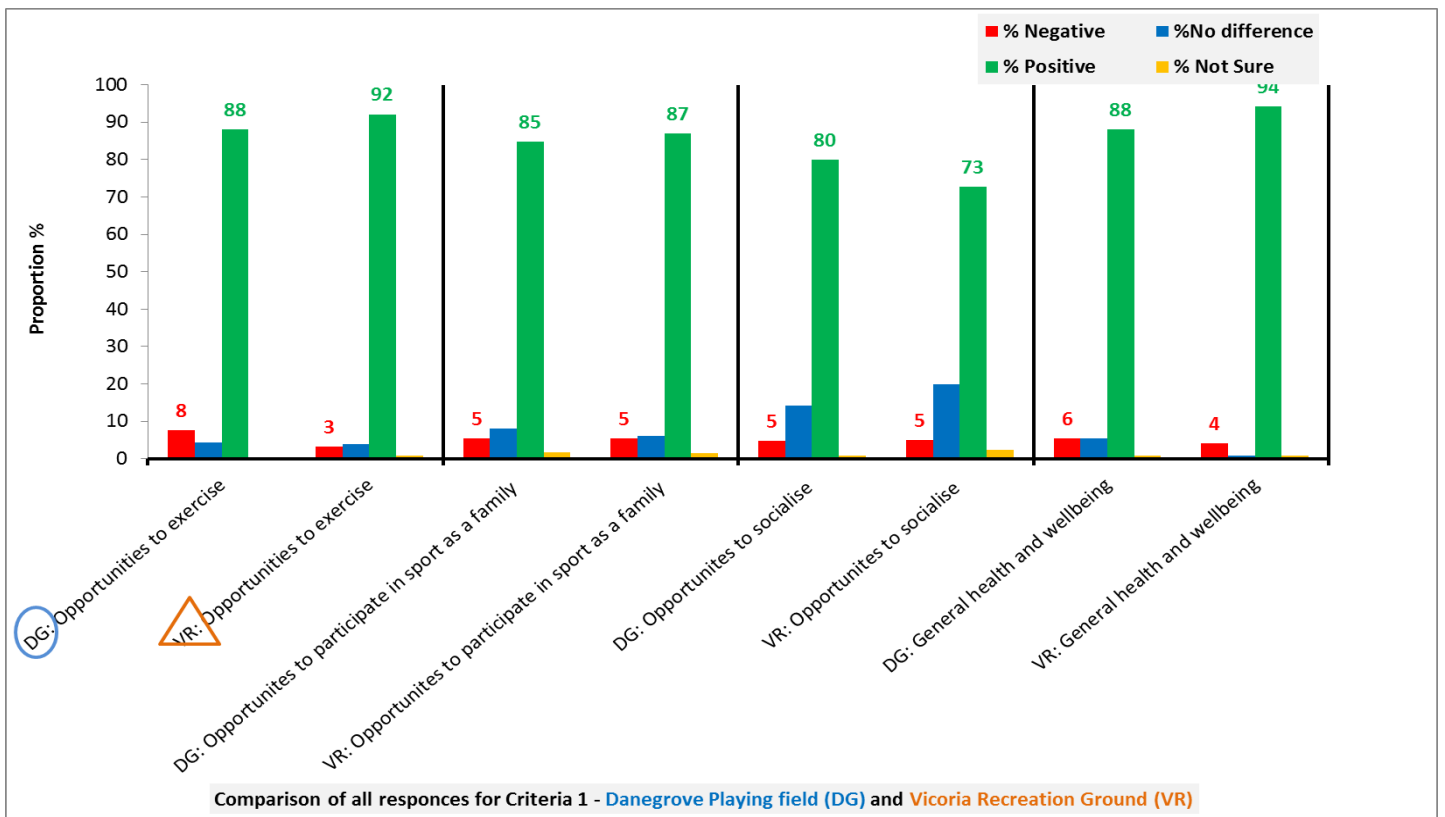


Figure 7

Phase 3 – Combination of phase 1 and 2 using the following scoring system

In this section, we have used the positive and negative points from both appraisal (appraisal – phase 1) and public consultation - phase 2) sections to score the two proposed sites. Scoring system was adopted from the Luton Council HIA toolkit³¹.

In terms of the overall positive scores, Victoria Recreation Ground (VRG) scored more positive and less negative than Danegrove Playing Field (DPF).

Danegrove Playing Field – DPF= **Positive (+ve 304), Negative (-ve 58)**

Victoria Recreation Ground – VRG = **Positive (+ve 355), Negative (-ve 30)**

Please see appendix D for the scoring system and full details on the scores.

The key areas of difference were;

Key differences	Impact type (=ve or –ve) and severity for each proposed site		
Determinants of health	Danegrove Playing Field (DPF)	Victoria Recreation Ground (VRG)	Comments
Community Safety - crime or fear of crime, actual or perceived personal & property safety	No Impact	Positive (+12)	Participants felt that DPF site was already a safe area and having a new facility will either have no impact or a slight negative impact. On the other hand, participants felt that a new leisure centre in VRG site would bring more footfall and better lighting etc. Based on this we have scored it as medium +ve.
Appearance of the area (real or perceived differences in characteristics)	Negative (-12)	Positive (+24)	Participants felt that a new leisure centre in DPF will deprive the area of a green space and will increase the number of cars parked on the road, more traffic and busyness. Based on this we have scored it as a medium negative. While a new development at VRG was seen by majority as uplifting the local area. As this impact is long term, we have scored it in the positive.
Sites/locations which have significance in people's lives	Negative (-3)	Positive (+3)	Both the responses and the level of impacts were minor, however, for DPF it was a feeling of losing the playing field while in VRG , the proposed change would make the area more significant by adding additional activity to the existing football pitches, tennis courts and bowling ground.
Land use: availability/ quality of open space & environmental amenity	Negative (-12)	Positive (+24)	Nearby residents to DPF were anxious about losing green space which at present absorbs rain water and prevent the water running down the slope. Any future development will have to manage this risk alongside providing sufficient parking spaces (rooftop/underground?) to compensate for the use of land. On the other hand this was not an issue for VRG and as mentioned above, the site and land use would add more value (positive impact) alongside existing football pitches, tennis courts and bowling ground.

12. Limitations of the HIA

³¹ An easy guide to Health Impact Assessments for Local Authorities (2002)

<http://www.google.co.uk/url?url=http://www.apho.org.uk/resource/view.aspx%3FRID%3D44880&rct=i&frm=1&q=&esrc=s&sa=U&ved=0CBQQFjAAahUKewjr74W9mY3IAhVIOj4KHVFGBtc&usg=AFQjCNH7Oxf0wEdMWXXIMSfxETNTNko1rw>

1. As this HIA was carried out for a new leisure centre, there was a general consensus that it will have positive health impacts due to increased sports and physical activities regardless of the either proposed site. In light of this, HIA alone should not be used for deciding the proposed site; and other factors such as planning, build environment, cost, traffic, public transport and appearance of the area should be taken into account.
2. Both proposed sites are approximately 0.8 mile from each other, have limited bus service and the same demographic (age/gender) and ethnic population. Due to this reason (similarity), the comparison between the two proposed sites, for their health benefits, is difficult. It also reinforces the above point that the HIA should not be used as a sole document for selecting the final site.
3. Due to lack of any information (at the time of HIA) on the design, traffic layouts to the proposed sites or the possibility of additional bus routes; participants felt it was difficult to answer these questions or make an informed decision. This information may prove to be significant a later stage.
4. Although the location/timings of drop-in sessions was spread out to ensure local residents closer to both Danegrove playing field and Victoria recreation ground, had equally opportunities to participate; there is a small possibility that this would have benefited one site over the other due to participation of residents closer to this proposed site.
5. In order to allow space and not make the questionnaire too wordy, we did not ask participants their current use of leisure centre or current sports and exercise activities. Although our aim was to get an insight from the public in general, and not just those who use leisure centre, having this information would allow additional analysis of the responses. Similarly, a final question on "of the two which site would you prefer for a new leisure centre" would also be useful for a quick analysis and comparison.
6. Due to logistical reasons (space/timing), drop-in sessions were not held at Church Farm leisure centre. In terms of HIA, a couple of sessions at this site would provide a valuable insight to the preference of the users for a new proposed site.
7. For the purpose of drop-in sessions, the age and gender of those who participated was not recorded. In retrospect, this additional information would add more power and insight to the analysis especially in relation to extreme positive or extreme negative responses.
8. The HIA questionnaire was only available in drop-in sessions as it required facilitators to explain and support each participant in completing it. Due to this limitation, it was only completed by those who participated in the drop-in sessions, although a face to face discussion with the participants gave a better insight to their perspective.

13. Final Recommendations

There are multiple factors that need to be taken into account when deciding the final site for a new leisure centre. HIA is one of the technical documents and looks at the proposed site with a health and wellbeing perspective (the ultimate goal of achieving the best outcome). Development of a new leisure centre will have a long term legacy and will offer potential health benefits for all age groups over generations. It is also essential to envisage any potential and long terms negative impacts.

Although Victoria recreation ground appears to offer more health benefits in comparison to Danegrove playing field, there are common themes (potential negative impacts) that were repeated on multiple occasions by the participants for both sites. These are **increased level of traffic** in the area and **risk of accidents, limited public transport, levels of air and noise pollution** and **safety** of those using the new centre. In addition, the lack of design (how the new centre will look) and its visual impact on the appearance of the area was raised by multiple participants. As at this stage we were collecting feedback on the preference for the type of facilities in the new leisure centre, participants felt that they may change their view in when they review these factors.

Overall, the HIA was successful in identifying the key areas of concerns. In addition to the key findings in scoping exercise (item 9), the following key recommendations are made to enhance the positive impacts and reduce the severity of negative impacts.

1. Ensure Public Health Outcomes are incorporated in the development of new leisure service contract.
2. Provide opportunities for sessions aimed at gender specific groups and separate changing rooms for men and women.
3. Provide consultation facilities and a large enough room for health promotion activities and classes
4. Provide crèche facilities to maximise access for parents and carers of young families
5. Provide designated footpath and cycle route to promote walking and cycling.
6. Provide additional lighting for those on foot or using bicycle for safety and minimising accidents.
7. Design new road layout to ease potential traffic congestion and the associated levels of air and noise pollution.
8. Explore opportunities to increase bus route and/or additional service with transport for London.

Appendix A

Consultation summary for Church Farm³²

- All Church Farm workshop attendees (and members of the Women's Group) acknowledged that the current leisure centre site is too small to accommodate a modern facility, which was considered essential for the area. As such, they supported the centre's relocation - and none felt they would be sorry to see it go
- Some participants expressed no preference so long as there are adequate transport links to, and parking facilities at the centre - and that the site chosen is large enough to provide properly enhanced and integrated facilities.
- *Danegrove Playing Fields* received significant support at the workshop, primarily because the site has good transport links, is in a good location and is sufficiently large to accommodate the enhanced facilities needed for the area's growing population. There was some minor concern about the loss of a school playing field, however further discussions with Ward Members suggest that the area is considered to be an underdeveloped and unutilised asset that is neither used by the school nor the public.
- *Victoria Recreation Ground* was also a popular proposition as there are convenient bus links to the area and because of the lack of facilities in the north of the borough. It was also said that the area is in need of regeneration, that its population is growing and that there are many primary schools there that would make use of the facility. Others felt, though, that the site is in the 'middle of nowhere' and that a leisure centre there could not be self-sustaining – and there was also a concern about the small size of the site.

³² Leisure Centre Feasibility Study for Sports and Physical Activity (2014), London Borough of Barnet.

Appendix B – Screening of the proposed options

The following table outlines relevant screening questions for any HIA. Based on these questions, it is clear that both new sites i.e. Dane Grove Playing Fields and Victoria Recreation Ground will have an impact on the health of local residents.

Screening Question	No – if there is no impact(s). Provide a brief explanation for your response	Yes If there will be an impact(s). Provide a brief explanation
Health		
<p>Will the proposal have a direct impact on health, mental health and wellbeing?</p> <p>For example would it cause ill health, affecting social inclusion, independence and participation? You should consider whether any socioeconomic or equalities groups* will be particularly affected.</p>		<p><i>Yes – Positive Impact</i></p> <p><i>The proposal of new leisure centre based on PH outcomes will have positive impacts on the physical and mental health and wellbeing of local residents in East Barnet and the neighbouring wards in Barnet. It will offer with more opportunities and encourage residents to engage in physical activities with health benefits.</i></p> <p><i>An Equality Impact Assessment (EqIA) will also be carried out to ensure all groups have good access to the new centre.</i></p>
<p>Will the proposal have an impact on <i>social</i> conditions that would indirectly affect health? (community networks, culture, lifestyles, fear of crime)</p>		<p><i>Yes – Positive Impact</i></p> <p><i>A new leisure centre closer to the previous site (Church Farm) will support people to remain connected to their communities and will also offer additional opportunities to make new friends and hence providing good conditions for social and cultural mix.</i></p> <p><i>Similarly, incorporating PH outcomes will encourage adults and young people to choose healthy options and this will indirectly reduce the intake of substance misuse and the related crime in the borough.</i></p>
<p>Will the proposal have an impact on <i>economic</i> conditions that would indirectly affect health? (employment, access to training & education, benefits)</p>		<p><i>Yes – Mix Impact</i></p> <p><i>Development of the current facilities will provide economic opportunities to local community, rejuvenating the area and providing access to training for the local community.</i></p> <p><i>The closure of current facility at Church Farm may have a slight negative impact on the local businesses in Brunswick Park area i.e. members using local shops on the way to and from the leisure centre.</i></p>
<p>Will the proposal have impact on <i>environmental</i> living conditions that would indirectly affect health? (land, water, air pollution, transport, housing conditions, land use)</p>		<p><i>Yes – Negative Impact</i></p> <p><i>As the proposal will lead to redevelopment of the current facilities, it will have an initial negative impact on the environmental conditions that may indirectly affect health e.g. transport disruption, noise and air pollution during the reconstruction phase.</i></p>

		<i>Long term negative impacts can be due to excess traffic to the vicinities near new leisure centre. This would need to be taken into account and opportunities for cycle stands, clear lit walkways and improved public transport to the new leisure centre would reduce future negative impacts.</i>
Are there any potentially <u>serious</u> <u>negative</u> health impacts associated with the initiative that you currently know of?		<i>Yes – Negative Impact</i> <i>As above the redevelopment is likely to lead to increased noise, traffic congestion, road closures, rerouting and land digging in the short term. The effect will be more severe for the neighbouring communities during the reconstruction phase, but is unlikely to be considered serious or severe.</i>
Will the proposal affect an individual’s ability to improve their own health and wellbeing? For example will it affect their ability to be physically active, choose healthy food, reduce drinking and smoking?		<i>Yes – Positive Impact</i> <i>As the proposal of new leisure centre is based on PH outcomes, there is an expectation that the operator will be engaged in delivering health benefits programme for all groups (children adults and those with disabilities). Consideration however, must be given to ensuring equitable access to all groups.</i>
Will there be a change in demand for or access to health and social care services? For example: Primary Care, Hospital Care, Community Services, Mental Health and Social Services?		<i>Yes – Positive Impact</i> <i>There is an expectation that as the physical and mental health and wellbeing of the local residents improves (as directed by the PH outcomes), there would be a reduced future demand for health and social care services.</i>
Is further investigation necessary because more information is required on the potential health impacts?		<i>Yes</i> <i>Further investigation will be needed to fully evaluate the potential health impacts of the project - this will also include a consultation phase with local residents and service users.</i>
Are the potential health impacts well-known and is it straightforward to suggest effective ways in which beneficial effects are maximised, and harmful effects minimised?		<i>Yes</i> <i>It is possible to predict future health impacts, especially positive, to a certain extent using local demographics, and specific needs of the population and through overlap with similar projects in other boroughs. In comparison, the harmful effects are perceived to be minimal and time limited.</i>
Do you (or others) judge the identified health impacts as being small in effect?	<i>No</i> <i>The potential health impacts are likely to be significant and long-lasting.</i>	
Are the health impacts likely to generate cumulative and/or synergistic impacts?		<i>Yes – as discussed above</i>
Community		
Is the population affected by the initiative more than 1000 people?		<i>Yes</i> <i>Based on the current level of usage of Church Farm facilities by the surrounding communities and the local population of East Barnet and surrounding wards.</i>

<p>Are any socially excluded, vulnerable, or disadvantaged groups likely to be affected? Or, more affected by potential negative impacts?</p>		<p style="text-align: right;"><i>Yes – Mixed Impact</i></p> <p><i>Closure of Church Farm leisure centre in Brunswick Park would remove a good resource for social mix and will have a negative impact especially for users in socially excluded, vulnerable or disadvantaged groups.</i></p> <p><i>During the development of new leisure centre in East Barnet, there is a possibility of a negative impact on the vulnerable or disadvantaged groups.</i></p> <p><i>Post development of new leisure centre- will have a positive impact as it would provide a platform for social and cultural mix. Any continued disadvantages will need to be addressed to ensure adequate facilities and access for these vulnerable groups.</i></p> <p><i>A detailed Equality Impact Assessment (EqIA) will also be carried out to monitor and mitigate the impacts on all groups.</i></p>
<p>Are there public or community concerns about any potential impacts?</p>		<p style="text-align: right;"><i>Yes</i></p> <p><i>There are likely to be public concerns regarding the impact of the regeneration. These will be explored and addressed in more detail during the consultation phase</i></p>
<p>Is there an 'evidence-base' to support a HIA?</p>	<p style="text-align: center;">Not fully</p>	<p><i>There is evidence to support knowledge around the impact of aspects of construction, distance and use of leisure, though these are brought together to be reflected here.</i></p>
Initiative		
<p>Is the cost of the initiative high?</p>		<p style="text-align: right;"><i>Yes</i></p> <p><i>The initial cost is expected to be high; however, there are suggestions to agree a long term contract in which the potential supplier commits to their own capital investment.</i></p> <p><i>The Council's financial modelling has assumed that zero subsidy will be achieved from the start date (January 2018) of the new contract.</i></p>
<p>Is the nature and extent of the disruption caused by the initiative likely to be major? Or difficult to remedy? Or have an irreversible impact?</p>		<p style="text-align: right;"><i>Yes – Mixed impact</i></p> <p><i>As the new contract will lead to redevelopment of the site, there will be major disruption to local communities and businesses during this period (12-18 months). Some existing sites will remain open during the redevelopment. At this stage, we do not anticipate any irreversible disruptive impacts.</i></p>
Organisation		
<p>Is the initiative a high priority OR important for the organisation/ partnership?</p>		<p style="text-align: right;"><i>YES – High priority</i></p> <p><i>The proposal will incorporate PH outcomes and hence is a high priority initiative. Similarly, by providing a long term contract, it will strengthen the partnership with the providers.</i></p>

Appendix C - Details of public consultation (Drop-in sessions – venues/dates and timings)

Where	Address	Dates	Session Type
East Barnet Library	85 Brookhill Road, Barnet, Hertfordshire EN4 8SG	14 th July	Morning
		16 th July	Afternoon
		18 th July	Weekend
St James Church	71 East Barnet Road, New Barnet, Hertfordshire, EN4 8RN	22 nd July	Morning
		23 rd July	Afternoon
		25 th July	Weekend
St James Church	71 East Barnet Road, New Barnet, Hertfordshire, EN4 8RN	4 th August	Morning
		6 th August	Afternoon
		8 th August	Weekend
Copthall Leisure Centre	Champions Way, Barnet, Greater London, NW4 1PX	18 th August	Morning
		20 th August	Afternoon
		22 nd August	Weekend

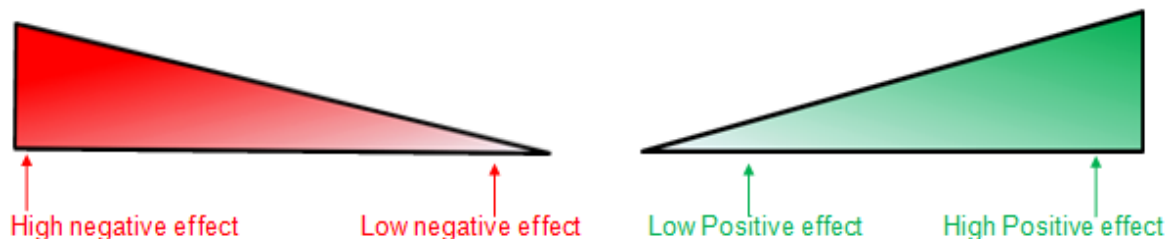
Appendix D – HIA consultation Charts

SITE 1 - DANEGROVE PLAYING FIELD

1) Please tell us if you think having a new leisure centre at the above proposed site will have a **POSITIVE** or **NEGATIVE** effect on the health and lifestyle of Barnet residents?

2) And how much this effect would be?

For each of the option below, place your marker in the position you feel is most appropriate along the grid



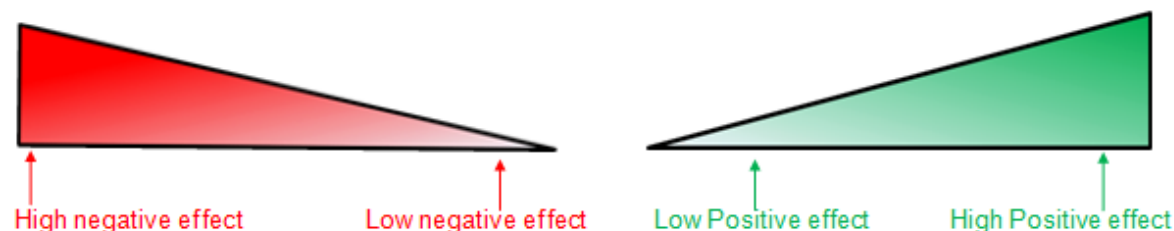
Effect of the new leisure centre on;	5	4	3	2	1	0	1	2	3	4	5	Not Sure
Opportunities to exercise												
Opportunities to participate in sport as a family												
Opportunities to socialise and make new friends												
Improving diet and eating habits												
Reducing smoking/alcohol/drug taking												
General health and wellbeing												
Opportunities for jobs and training												
The appearance of the area												
How safe the area feels												
Living in the area												
Traffic in the area												
Public transport in the area												
Levels of pollution such as air, light & noise												

SITE 2 - VICTORIA RECREATION GROUND

1) Please tell us if you think having a new leisure centre at the above proposed site will have a POSITIVE or NEGATIVE effect on the health and lifestyle of Barnet residents?

2) And how much this effect would be?

For each of the option below, place your marker in the position you feel is most appropriate along the grid



Effect of the new leisure centre on;	5	4	3	2	1	0	1	2	3	4	5	Not Sure
Opportunities to exercise												
Opportunities to participate in sport as a family												
Opportunities to socialise and make new friends												
Improving diet and eating habits												
Reducing smoking/alcohol/drug taking												
General health and wellbeing												
Opportunities for jobs and training												
The appearance of the area												
How safe the area feels												
Living in the area												
Traffic in the area												
Public transport in the area												
Levels of pollution such as air, light & noise												

Appendix E: Appraisal (adopted from Luton HIA toolkit for Local Authorities³³)

Key to the following analysis

- a) **Likelihood of impact** (a subjective estimate of the probability of a health impact occurring as a result of the proposal being implemented)
- ✓ **None = 0** (*in which case, no need to continue along that row, except to put 0 in the total score column*)
 - ✓ **Speculative = 1** (some chance of an impact, no official evidence (although there may be some grey literature); however, the impact is still worth noting)
 - ✓ **Probable = 2** (likely or plausibly could impact upon the population's health, some evidence to back this up)
 - ✓ **Definitive = 3** (clearly defined research and evidence showing the impact to be true or indisputable)
- b) **Length of time people may be affected** (approximate time that the health impact will continue to affect the community after the implementation of the proposal)
- ✓ **Short term = 1** (up to 1 year)
 - ✓ **Medium term = 2** (between 1-3 years)
 - ✓ **Long term = 3** (3 years and above)
- c) **Approximate number of people affected by the policy/decision**
- ✓ **Few/Medium numbers of people = 1** (less than 1000 people)
 - ✓ **Many people = 2** (more than 1000 people)
- d) **Importance / severity** of impact
- ✓ **Minor importance/ severity = 1**
 - ✓ **Major importance/ severity = 2**

Key (DPF + Danegrove Playing Field) and (VRG = Victoria Recreation Ground)

³³ An easy guide to Health Impact Assessments for Local Authorities (2002)

<http://www.google.co.uk/url?url=http://www.apho.org.uk/resource/view.aspx%3FRID%3D44880&rct=j&frm=1&q=&esrc=s&sa=U&ved=0CBQQFjAAahUKewjr74W9mY3IAhVIOj4KHVFGBtc&usg=AFQjCNH7Oxf0wEdMWXXIMSfxETNTNko1rw>

Determinants of health	Specific influences	Likelihood of impact on health? (a)	If yes, will the impact be (+) or (-)?	Length of time people may be affected (b)	No. of people affected (c)	Severity of impact (d)	TOTAL (a) x (b) x (c) x (d) = Health Impact AND +ve / -ve	Comments (if any)	
		0=Not likely 1=Speculative 2=Probable 3=Definitive		1=Short 2=Medium 3=Long	1=Fewer 2=Many	1=Minor 2=Major			
1.Social & economic environment	Employment: paid/ unpaid opportunities for individuals and/or communities	DPF	2	+	3	1	2	2x3x1x2 = +ve12	
		VRG	2	+	3	1	2	2x3x1x2 = +ve12	
	Income: creation & distribution of income and/or wealth	DPF	1	+	3	1	1	1x3x1x1 = +ve3	
		VRG	1	+	3	1	1	1x3x1x1 = +ve3	
	Education & skills: lifelong learning & training opportunities, knowledge & skills held in the community	DPF	3	+	3	2	2	3x3x2x2=+ve36	
		VRG	3	+	3	2	2	3x3x2x2=+ve36	
	Family cohesion: levels of family contact, family support	DPF	1	+	3	2	2	1x3x2x2=+ve12	
		VRG	1	+	3	2	2	1x3x2x2=+ve12	
	Social cohesion: levels of community interaction & support, neighbourliness, opportunities for meaningful social contact, spiritual participation	DPF	1	+	3	1	2	1x3x1x2=+ve6	
		VRG	1	+	3	1	2	1x3x1x2=+ve6	
	*Community safety: crime or fear of crime, actual or perceived personal & property safety	DPF	0	NA	NA	NA	NA	0 (No impact)	
		VRG	1	+	3	2	2	+12ve	

Determinants of health	Specific influences	Likelihood of impact on health? (a)	If yes, will the impact be (+) or (-)?	Length of time people may be affected (b)	No. of people affected (c)	Severity of impact (d)	TOTAL	Comments (if any)	
		0=Not likely 1=Speculative 2=Probable 3=Definitive		1=Short 2=Medium 3=Long	1=Fewer 2=Many	1=Minor 2=Major	(a) x (b) x (c) x (d) = Health Impact AND +ve / -ve		
2. Physical environment	Access to affordable healthy food: quality, supermarkets, local shops	DPF	0	-	NA	NA	NA	0 (No impact)	
		VRG	0	-	NA	NA	NA	0 (No impact)	
	Housing: chance to live in decent affordable home	DPF	0	-	NA	NA	NA	0 (No impact)	
		VRG	0	-	NA	NA	NA	0 (No impact)	
	Discrimination	DPF	0	-	NA	NA	NA	0 (No impact)	
		VRG	0	-	NA	NA	NA	0 (No impact)	
	* Appearance of the area (real or perceived differences in characteristics)	DPF	1	-	3	2	2	1x3x2x2=-ve12	Please see Fig 6. The design and build team will carry out a further public consultation once the decision on proposed site and facilities mix has been finalised.
		VRG	2	+	3	2	2	1x3x2x2=+ve24	
	* Sites/locations which have significance in people's lives	DPF	1	-	1	-	3	1x3x1x1=-ve3	
		VRG	1	+	1	+	3	1x3x1x1=+ve3	
	* Air quality (in buildings or externally) & pollution	DPF	2	-	3	2	2	2x3x2x2=-ve24	
		VRG		-	2	-	3	2x3x2x2=-ve24	
	Water quality & pollution	DPF	0	-	NA	NA	NA	0 (No impact)	

Determinants of health

Specific influences	Likelihood of impact on health? (a) 0=Not likely 1=Speculative 2=Probable 3=Definitive	If yes, will the impact be (+) or (-)?	Length of time people may be affected (b) 1=Short 2=Medium 3=Long	No. of people affected (c) 1=Fewer 2=Many	Severity of impact (d) 1=Minor 2=Major	TOTAL (a) x (b) x (c) x (d) = Health Impact AND +ve / -ve	Comments (if any)
	VRG 0		NA	NA	NA	0 (No impact)	
Built Environment: quality and/or use	DPF 3	+	3	2	2	3x3x2x2=+ve36	
	VRG 3	+	3	2	2	3x3x2x2=+ve36	
*Land use: availability/ quality of open space & environmental amenity	DPF 2	-	3	1	2	2x3x1x2=-ve12	Flooding risk for DPF as identified by participants
	VRG 2	+	3	2	2	2x3x2x2=+ve24	
*Noise	DPF 3	-	1	1	2	3x1x1x2=-ve6	
	VRG 3	-	1	1	2	3x1x1x2=-ve6	
*Safety: accidental injuries, physical safety & security	DPF 1	-	1	1	1	1x1x1x1=-ve1	
	VRG 1	-	1	1	1	1x1x1x1=-ve1	
Working conditions	DPF 1	+	1	1	1	1x1x1x1=+ve1	
	VRG 1	+	1	1	1	1x1x1x1=+ve1	
*Transport: accessibility, mobility, accidents	DPF 1	-	3	2	2	1x3x2x2=+12	
	VRG 1	-	3	2	2	1x3x2x2=+12	
3. Diet & eating habits	DPF 1	+	3	2	2	1x3x2x2=+ve12	

Specific influences	Likelihood of impact on health? (a) 0=Not likely 1=Speculative 2=Probable 3=Definitive	If yes, will the impact be (+) or (-)?	Length of time people may be affected (b) 1=Short 2=Medium 3=Long	No. of people affected (c) 1=Fewer 2=Many	Severity of impact (d) 1=Minor 2=Major	TOTAL (a) x (b) x (c) x (d) = Health Impact AND +ve / -ve	Comments (if any)
	VRG 1	+	3	2	2	1x3x2x2=+ve12	
Exercise & physical activity	DPF 3	+	3	2	2	3x3x2x2=+ve36	
	VRG 3	+	3	2	2	3x3x2x2=+ve36	
Recreation: chances for leisure activities & experiences, leisure & cultural amenities	DPF 3	+	3	2	2	3x3x2x2=+ve36	
	VRG 3	+	3	2	2	3x3x2x2=+ve36	
Substance abuse: tobacco, alcohol, drugs	DPF 0		NA	NA	NA	0 (No impact)	
	VRG 0		NA	NA	NA	0 (No impact)	
Risk-taking (sexual) behaviour	DPF 0		NA	NA	NA	0 (No impact)	
	VRG 0		NA	NA	NA	0 (No impact)	
Individuals' feeling of control over their own lives, or ability to influence their lives & locality	DPF 2	+	3	2	2	2x3x2x2=+ve24	
	VRG 2	+	3	2	2	2x3x2x2=+ve24	
Feelings of anxiety, fear or distress; stress at home/ work	DPF 2	+	3	2	2	2x3x1x1=+ve24	Exercise is linked with decreasing anxiety and stress.
	VRG 2	+	3	2	2	2x3x1x1=+ve24	

Determinants of health	Specific influences	Likelihood of impact on health? (a)	If yes, will the impact be (+) or (-)?	Length of time people may be affected (b)	No. of people affected (c)	Severity of impact (d)	TOTAL	Comments (if any)	
		0=Not likely 1=Speculative 2=Probable 3=Definitive		1=Short 2=Medium 3=Long	1=Fewer 2=Many	1=Minor 2=Major	(a) x (b) x (c) x (d) = Health Impact AND +ve / -ve		
4. Access to health	Health care services	DPF	1	+	3	2	2	1x3x2x2=+ve12	If the new centre incorporates a dedicated room for health activities, the potential positive impact would be far greater. The room can be used for health promotion activities such as stop smoking sessions, nutritional and dietary advice.
		VRG	1	+	3	2	2	1x3x2x2=+ve12	
5. Other services	Child care services	DPF	1	+	3	1	2	1x3x1x2=+ve6	If the new centre provides a crèche facility, the positive impact would be far greater than the current +6.
		VRG	1	+	3	1	2	1x3x1x2=+ve6	
	Social services	DPF	0		NA	NA	NA	0 (No impact)	
		VRG	0		NA	NA	NA	0 (No impact)	
	Voluntary services	DPF	0		NA	NA	NA	0 (No impact)	
		VRG	0		NA	NA	NA	0 (No impact)	
	Housing services	DPF	0		NA	NA	NA	0 (No impact)	
		VRG	0		NA	NA	NA	0 (No impact)	
	Leisure facilities	DPF	3	+	3	2	2	3x3x2x2=+ve36	

Determinants of health	Specific influences	Likelihood of impact on health? (a)	If yes, will the impact be (+) or (-)?	Length of time people may be affected (b)	No. of people affected (c)	Severity of impact (d)	TOTAL	Comments (if any)
		0=Not likely 1=Speculative 2=Probable 3=Definitive		1=Short 2=Medium 3=Long	1=Fewer 2=Many	1=Minor 2=Major	(a) x (b) x (c) x (d) = Health Impact AND +ve / -ve	
		VRG 3	+	3	2	2	3x3x2x2=+ve36	
	Adult education	DPF 0		NA	NA	NA	0 (No impact)	
		VRG 0		NA	NA	NA	0 (No impact)	
	Police	DPF 0		NA	NA	NA	0 (No impact)	
		VRG 0		NA	NA	NA	0 (No impact)	

Total scores

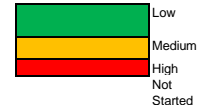
Danegrove Playing Field – DPG= **Positive (304), Negative (-58)**

Victoria Recreation Ground – VRG = **Positive (355), Negative (-30)**

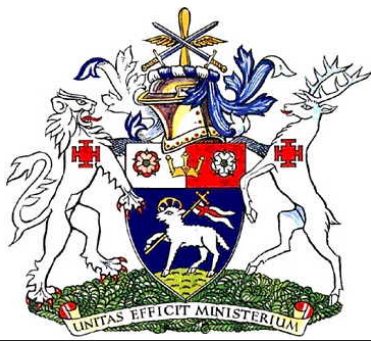
SPA Project Key Risks CORP088

Last updated

30/11/2015



Risk No.CO RP088	Risk Description and Consequence	Mitigation	Status	Date opened	Date closed	Risk Nature	Risk Rating	RAG	Risk owner	Latest update
02	If the council decide not to sell the Church Farm site then the anticipated capital receipts will not be available, leading to a shortfall in the capital budget.	The existing Church Farm centre will need to stay open until at least third quarter 2018. The council will need to begin discussion post December 2015 to finalise any re-development plans asap.	Open	07/07/2015		Financial	12	Medium	Lyn Russell	30/11/15: SPA team to have further discussions about next steps in Jan '16, the site is in the development pipeline and a full appraisal will be carried out during 2016.
05	If planning approvals are not achieved for the Copthall Site then the council would be stopped from delivering a new Copthall centre leading to a reduction in income generation and jeopardise the councils ability to deliver public health outcomes.	The Council is preparing planning briefs. The planning brief will set out how new facilities can be provided on the site that will minimise impact on the Green Belt and enhance the landscape. This planning brief will be discussed with the various stakeholders on the Copthall site	Open	31/07/2014		Planning	12	Medium	Ian Butt	30/11/15: Copthall planning brief (was master plan) goes to P&R in Dec '16 with inclusion of the leisure centre on the site
09	If the design and build costs are greater than anticipated then the project will not be able to deliver a revenue neutral position from day one of the leisure management contract	Project team is confident that a revenue neutral position can be achieved from day one of the new contract, subject to levels of capital investment and length of the contract. The council will need to confirm both requirements before it goes out to procurement. The financial model (including borrowing) will be further tested once the exact location, designs and facilities for Church Farm and Copthall are confirmed. Any overspend will be escalated to the SCB and any other relevant boards.	Open	17/02/2015		Financial	12	Medium	Dawn Wakeling	30/11/15: D&B costs were assessed to be higher than that of the feasibility study and independently scrutinised by Focus QS and Sport England, the council have undertaken an affordability analysis that concluded that the scheme is still affordable over a 30 year borrowing term which has been approved by SCB on 24/11/15.
30	If there is a delay in commissioning the comprehensive surveys then there may be significant negative impact on the subsequent phases of the project due to the seasonal needs of surveys to be conducted i.e. waiting a whole year	Project will look to develop a planning strategy based on the outcomes from Preliminary Ecological Surveys	Open	01/07/2015		Planning	12	Medium	John Stimpson	30/11/15: Comprehensive surveys are ongoing and no critical windows have been missed.
31	If £23.2m is not enough to deliver the design aspirations of the project then the council will have to decide whether the project starts to scale back its ambitions, compromising the levels of participation it is trying to achieve	The costs in the feasibility study reflected future market inflation predictions. Should these not be enough the design and build project will investigate design strategies to achieve the £23.2m budget. The project will also require an early design freeze.	Open	07/07/2015		Financial	12	Medium	John Stimpson/Dawn Wakeling	30/11/15: there has been an increase in the capital cost predictions for the build, the project is not yet at cost certainty (sept '16) so an affordability analysis has been undertaken and concluded that the scheme is affordable, cost reviews will be undertaken at following RIBA gateways to ensure full transparency.
40	If Sport England invest into the SPA programme then additional costs will be incurred due to meeting guidance standards.	Meetings have been scheduled with Sport England to discuss further cost implications of investment.	Open	30/11/2015		Financial/Rep utational/	12	Medium	Dawn Wakeling	30/11/15: Risk opened by JS



Policy and Resources Committee
16 December 2015

Title	Business Rates - Discretionary Rate Relief Policy
Report of	Director of Resources
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 - Draft Discretionary Rate Relief Policy
Officer Contact Details	Jonathan Wooldridge - Jonathan.wooldridge@barnet.gov.uk 020 8359 2824

Summary

Barnet council is responsible for collecting Business Rates which is then shared between itself, the Government, and The Greater London Authority. This report sets out the current basis for granting discretionary rate relief to business rate payers in the borough and the need to review this policy.

The council recognises through its “Entrepreneurial Barnet” approach that a thriving, growing and competitive business sector can have a range of positive benefits on the wider economy and community. For instance by creating new employment opportunities, increasing business and resident satisfaction, and growing the size of the local tax base.

It also recognises that there are a range of costs associated with operating a business, one of which is business rates. The council can offer a range of business rates reliefs, which can act as useful policy tools to support small businesses by giving them the space they need to establish themselves, or to enable groups who have a community focus to minimise their costs and remain viable.

Although many ratepayers don’t receive any help with their rates, some ratepayers are entitled to reliefs based on the property they occupy, the organisational make up and their objectives. The council has the authority to award relief on a discretionary basis – within

a legislative framework. This applies as a top up to some charities and amateur sports clubs, and other not for profit organisations. The Localism Act empowered reductions for any ratepayer, subject to award by the authority in accordance with an agreed policy.

This report proposes a draft policy to cover the discretionary rate relief (including government financed or incentivised), the use of localism powers to create a local discount, and hardship relief and to propose that the Chief Operating Officer be delegated authority for awarding relief as set out in Appendix 1.

There is currently some uncertainty of the impact of the government's reforms to business rates. A response to the recent consultation is due in the spring and a recent announcement of the Government's plans to change the way rates are distributed. A review as a result of the more fundamental reforms the government is making to business rates will be undertaken.

Recommendations

That the Committee approve the Draft Discretionary Rate Relief Policy for consultation.

1. WHY THIS REPORT IS NEEDED

- 1.1 The business rates service is administered through the Customer Support Group (CSG) delivery unit. Business rate is administered through a shared service centre in Bromley, with discretionary decisions passed back to the council for final approval.
- 1.2 The current policy for awarding Discretionary Rate Relief (DRR) was established in the Best Value Review of Working with the Voluntary and Community Sector (VCS) Cabinet Report of 4 September 2006. In summary the report recommended to "Align in-kind support allocation with other financial support by developing policies for allocation of ... discretionary rate relief ... that accord with VCS grants and procurement policies."
- 1.3 This has meant restricting DRR awards to those organisations that are commissioned by Barnet, or from which we are procuring services. Whilst this means that we align our support and don't issue competing grants, it could mean in some circumstances that some organisations are not awarded relief, who we might otherwise consider as working with the community.
- 1.4 By re-establishing a new policy of DRR, the process of application and award will be much simpler. It will allow charities and not for profit organisations that support council values and meet the conditions to claim relief. Currently some organisations may be assisted in neighbouring boroughs but find they are not able to receive the same reductions within the London Borough of Barnet.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Current policy is difficult for officers to interpret and the definition of procured or commissioned is not clear.
- 2.2 The relief awarded is business rate income foregone to the council, the GLA and the Government. Accordingly the tax payer is ultimately funding any reduction awarded and therefore it is appropriate to consider the contribution that organisation has to the community. The draft revised policy referred to in Appendix 1 is broadly similar to the policy that existed pre 2006. The relief would only be available to organisations that
- predominantly serve the needs of residents;
 - contribute to the area and provides benefits to the community
 - provide facilities that satisfy a local need or indirectly relieve the Council of the need to do so, or enhance and supplement those services the Council does provide
 - has a membership that is open to all sections of the community (not unduly restricted) and that is mainly drawn from persons resident in borough; and
 - provide training, education or schemes for its members or encourages participation from particular groups in the community, such as young people, the elderly, the disabled, minority groups, etc.
- 2.3 Exclusions to organisations such as charity shops would also apply, which are detailed in Appendix 1.
- 2.4 In addition, through the Localism Act 2011 the council may determine a policy that can agree a local discount to incentivise and stimulate certain businesses or areas of the borough, by reducing rate liability. The government has directed that the council use this authority for certain purposes and has directly reimbursed the council with relief. In 2014/15 and 2015/16 the government has supported retail businesses, and introduced an 18 month reduction for businesses that move into premises that had been long term empty.
- 2.5 The Entrepreneurial Barnet strategy outlines the council's vision to make Barnet 'the best place in London to be a small business' and support for the economy to grow.
- 2.6 During 2015 HMRC has announced changes to the way that Community and Amateur Sports Clubs (CASCs) must be operated to retain their tax free status. Clubs may no longer be registered as CASCs if they fail to meet certain criteria. In turn, losing CASC status would also lose their entitlement to mandatory relief from rates. The council supports 11 clubs through this relief, such as tennis and golf clubs. These assets to the community may now have to pay 500% more rates. Accordingly this draft policy proposes to extend the rate relief to these organisations that received rate relief for a further two years, giving the organisations time to adjust and for the council to review the impact of the changes to business rates funding. It is proposed that the rate relief should apply in 2016/17 and 2017/18 at 80% relief. Only those clubs

that were CASCs in 2015/16 and were ratepayers on 31/3/2016 would be eligible for this discount.

- 2.7 Finally there is no clear hardship policy. Without a policy and the ability to consider individual circumstances the authority could be challenged on not correctly applying their discretion. The council has not awarded any relief of this nature for some years. Until 2013/14 the council would have borne the cost of this relief. But since the implementation of the retention scheme the council only bears 30%. This is a justifiable reason to award the relief, but the financial burden is reduced considerably.
- 2.8 All relief awarded is a financial burden on the rates yield. The council share of the rates collected is currently 30%. Any relief awarded therefore is limited to this amount, with the GLA and government absorbing the other 70%. As the 30% relief is a cost to the local taxpayer, it is essential that due regard be paid to the benefits of supporting a business, as opposed to that being additional income to the council's general fund.
- 2.9 The council's basis for supporting business rate payers is clear. It has the discretion to remit all or part of a ratepayer's debt if it is satisfied that a ratepayer would suffer hardship if it did not do so, and it is reasonable to do so having regard to the interests of the local taxpayers. However hardship should not be confused with competition and this should not be a tool to influence market forces.
- 2.10 A draft Hardship Policy proposed by this paper is included in the Appendix 1.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There remains the option to not change the current scheme. However this is not recommended as there is limited transparency to the way in which ratepayers can access the relief scheme. In respect of the hardship policy, there isn't a documented policy. This could leave the council open to a challenge

4. POST DECISION IMPLEMENTATION

- 4.1 Following the Committee's decision to accept the draft proposals, the Council will consult residents and business rate payers. The consultation will run in conjunction with the budget consultation for 8 weeks.
- 4.2 The consultation will seek opinion on the policy and invite further comment.
- 4.3 The results of the consultation and evaluation will be reported to the Committee in February 2016, seeking to confirm the policy for implementation from 1 April 2016.
- 4.4 Once the revised policy is in place a process of reviewing current rate relief will take place.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's Corporate Plan 2015-20 states that the council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

5.1.2 The council provides support for business and made a commitment to make Barnet the best place in London to be a small business. The Entrepreneurial Barnet strategy outlines the council's vision to make Barnet 'the best place in London to be a small business' and support for the economy to grow.

5.1.3 The Discretionary Rate Relief policy will help meet these objectives by offering increased opportunities for charities or non-profit making organisations relief from rates, providing that they are offering services to the local taxpayers.

5.1.4 Community and Amateur Sports Clubs will continue to be supported and these organisations will assist the council in promoting well-being and preparing residents for a healthy life.

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

5.2.1 The proposed policy is subject to consultation and final approval at a subsequent committee.

5.2.2 In 2015/16 Business Rates is due to generate £108m on behalf of the government, the GLA and Barnet. This is distributed 50%, 20% and 30% respectively. The overall amount of relief already being award in 2015/16 is:

Relief	Forecast award in 2015/16	Forecast no. of ratepayers in 2015/16
Discretionary Relief awarded to Charities as a top up (20%)	£871,728	111
Discretionary Relief awarded to not for profit organisations (up to 100%)	£103,968	29
Relief for Community and Amateur Sports Clubs (20%)	£208,736	11

Table 1 – Forecast amount of relief in 2015/16

5.2.3 It is not envisaged that the financial envelope of the relief being awarded would significantly change. The Discretionary Relief awarded to charities, £871,728 would remain the same. Discretionary Relief for not-for-profit

organisations may pose a risk of increasing as new organisations emerge. However the conditions attached to these would have to demonstrate a community benefit.

5.2.4 The Barnet share of these reliefs is just 30%, so a £1 benefit to the ratepayer, comes at just a 30p cost to the council.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 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.

5.3.2 The council can offer a range of business rates reliefs, which can act as useful policy tools to support small businesses by giving them the space they need to establish themselves, or to enable groups who have a community focus to minimise their costs and remain viable.

5.4 Legal and Constitutional References

5.4.1 The Local Government Finance Act 1988 s.47 provides the statutory authority to provide discretionary rate relief, and s.49 provides for a hardship relief.

5.4.2 The Localism Act 2011 gives authorities the ability to give local discounts, by amending s.47 of the Local Government Finance Act 1988.

5.4.3 The Councils Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including responsibility for

- ensuring “Effective Use of Resources and Value for Money
- the overall strategic direction of the Council including - Local Taxation, Billing, Collection and Recovery.

5.5 Risk Management

5.5.1 Government plans for business rate retention are only beginning to emerge and it will be sometime before this is more certain. Due to the uncertainty, a review of the cost of business rates and its benefits to the ratepayer, and the cost of reliefs to the council will be undertaken.

5.5.2 The cost to the council is currently 30% of the benefit to the ratepayer but this cost may increase over time. The value of the amount of relief may increase in the short term due to the simplicity of the term, but it is not expected that the conditions extend the eligibility to many more ratepayers.

5.5.3 For this reason, it is important that the council continues to be prudent with its use of relief, and conducts monthly forecasting to predict the value of the rating income.

5.6 Equalities and Diversity

The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

Whilst any relief is a cost to the taxpayer there is a balance between the loss of income and the benefits to the community which will affect all residents equally. A preliminary assessment indicates that there is no equalities impact as defined by the Act, on this decision.

5.7 Consultation and Engagement

5.7.1 Consultation with the public and businesses will commence in December 2015 along with the consultation with ratepayers on the budget. The open consultation will be available on the engage.barnet.gov.uk.

5.7.2 The consultation will seek views on the draft policy and invite comment.

5.8 Insight

5.8.1 The proposal uses evidence of best practice and guidance such as benching marking with other authorities,

6. BACKGROUND PAPERS

<http://barnet.moderngov.co.uk/Data/Cabinet/200609041900/Agenda/Document.pdf>

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Appendix 1

Draft Discretionary Rate Relief Policy –

This draft policy sets out the legislative and eligibility criteria required for processing applications for rate relief. Subject to agreement and consultation, this draft policy will apply from 1 April 2016 for a period of two years.

1. Discretionary Relief for charities and non-profit making organisations

All applications for Discretionary Relief must be considered on their own merits. In order for the Chief Finance Officer to consider an application for Discretionary Rate Relief

- the application meets the legislative requirements in section 1.1, and
- the application is in accordance with the guidelines in section 1.2 or that there are exceptional circumstances that merit the award of Discretionary Relief (see section 1.3).

1.1. Legislative requirements

The Local Government Finance Act 1988 makes provision for local authorities to award 80% Mandatory Relief to charities.

Section 47 of the Local Government Finance Act 1988 allows a local authority to grant Discretionary Relief if all or part of the hereditament is occupied for the purposes of one or more institutions or other organisations:

- (i) none of which is established or conducted for profit, and
- (ii) each of whose main objects are charitable or otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts; or
- (iii) the hereditament :
 - is wholly or mainly used for purposes of recreation, and
 - all or part of it is occupied for the purpose of a club, society or other organisation not established or conducted for profit.

A local authority may in its discretion award up to 20% Discretionary Relief to charitable organisations in receipt of 80% Mandatory Rate Relief.

A local authority may also in its discretion award up to 100% of Discretionary Relief to organisations not eligible for Mandatory Relief.

Discretionary Relief will be administered in accordance with guidance issue by central government.

1.2. Considerations

The following factors will be considered by the Chief Finance Officer deciding whether to recommend the granting of NNDR Discretionary Relief for charities and non-profit making organisations.

Whether the organisation:-

- i) predominantly serves the needs of residents of London Borough of Barnet
- ii) contributes to the area and provides benefits to the local community
- iii) provides facilities that satisfy a local need or indirectly relieve the Council of the need to do so, or enhance and supplement those services the Council does provide
- iv) has a membership that is open to all sections of the community (not unduly restricted) and that is mainly drawn from persons resident in London Borough of Barnet
- v) provides training, education or schemes for its members or encourages participation from particular groups in the community, such as young people, the elderly, the disabled, minority groups, etc.
- vi) has facilities provided by self help or grant aid.

The Chief Finance Officer will also consider:-

- i) the finances of the organisation and whether payment of NNDR would adversely affect provision of the organisation's objectives
- ii) whether the cost to the Council of granting relief can be justified.

1.3. Exclusions

The following categories of organisations will not normally be considered for Discretionary relief:

- i) national charity shops
- ii) organisations whose objectives are solely concerned with education and which are already receiving Mandatory relief (80%).
- iii) administrative offices of national charitable organisations which are already in receipt of Mandatory relief (80%)
- iv) organisations which have a commercially operated bar within the relevant property serving alcohol.
- v) organisations that have audited income of more than £1 million per annum.

1.4. Exceptional circumstances

The Chief Finance Officer has the ability to recommend awards of Discretionary Relief which run contrary to these guidelines if the Chief Finance Officer is satisfied there is sufficient evidence of exceptional circumstances.

2. Local Discounts

All applications for Local Discounts must be considered based on their own merits. In order to recommend an award of a Local Discount, the Chief Finance Officer must be satisfied that:-

- i) the application meets the legislative requirements in section 2.1 and
- ii) the application is in accordance with the guidelines in section 2.2 or that there are exceptional circumstances that merit the award of a Local Discount (see section 2.3).

2.1. Legislative requirements

The Localism Act 2011, which came into effect on 1 April 2012, amends Section 47 of the Local Government Finance Act 1988 to allow local authorities to grant Discretionary Reliefs to any ratepayer, subject to the European rules on State Aid.

Local Discounts will be administered in accordance with guidance issued by central government.

2.2. Considerations

The Localism Act 2011 does not set criteria for the award of a Section 47 Local Discount, therefore each application will be considered on its own merit and based on a local policy.

At this time the council will approve applications for a local discount for organisations that were Community and Amateur Sports Clubs in 2015/16, have amended their CASC status with the HMRC during 2015/16, and who also received mandatory rate relief in 2015/16. The maximum amount of relief is 80%.

This local discount will apply for two years, 2016/17 and 2017/18 at which time it will be subject to a further review.

2.3. Exclusions

The following categories of organisations will not normally be considered for Local Discounts:

Unless otherwise stated, organisations such as payday lenders, and betting shops will not be entitled to a local discount.

2.4. Exceptional circumstances

The Chief Finance Officer has the ability to recommend awards of Local Discounts which run contrary to these guidelines if the Chief Finance Officer is satisfied there is sufficient evidence of exceptional circumstances.

3. Government Supported initiatives

The government has recently introduced some amendments to the legislation governing NNDR. The government has asked local authorities to administer these changes through the existing NNDR Discretionary Relief legislation. There is however no real discretion for local authorities, as the government expects local authorities to award relief and has committed to fully fund all such awards.

3.1. The relevant changes relate to:

- (i) the provision of a period of up to 18 months exemption for newly built properties (subject to state aid limits).

The legislative changes in 3.1 are delegated to officers to determine, and will be administered in accordance with guidance issued by central government.

4. Hardship Policy

4.1. Legislative requirements

Section 49 of the Local Government Finance Act 1988 gives the authority the discretion to remit all or part of a ratepayer's debt if it is satisfied that a ratepayer would suffer hardship if it did not do so, and it is reasonable to do so having regard to the interests of the local taxpayers.

4.2. Considerations

Each application has to be carefully considered on its own merits. Individual ratepayers or limited companies can make applications.

- (i) Companies - The interests of local taxpayers go wider than just the financial implications. For example where the employment prospects in the area could be worsened by a company going out of business, or the amenities in an area might be reduced by say the loss of the only corner shop in a village.
- (ii) Sole Traders - Each application has to be individually considered, however this Authority considers that the following criteria can be deemed appropriate for the allowing of relief, provided of course that hardship can be proved and having regard to the interests of the local taxpayers:
 - the ratepayer(s) is/are dying of an incurable illness.
 - the ratepayer has had to close the business to look after a relative dying of an incurable illness
 - the ratepayer manages a shop which provides a service to the local community which could not be replaced if he/she stopped trading.

- the business has been affected by temporary action by the Council which was unavoidable and no allowance can be given by the Valuation Officer.

4.3. Exclusions

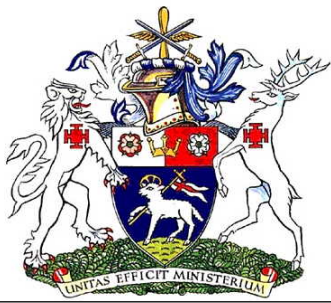
Reduction business rates on grounds of hardship should be the exception rather than the rule.

Generally, claims for hardship in respect of empty rate will not be considered, on the basis that the premises could be sold or let at a peppercorn rent, if necessary, in order to relieve the owner of rate liabilities.

Relief will only be given for the period where there is clear evidence of hardship; it may be given for short periods subject to review and may be renewed following review;

No relief to be granted for a retrospective period, i.e. for the previous financial year.

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Policy and Resources Committee
16 December 2015

Title	National Institute of Medical Research - Draft Planning Brief
Report of	Commissioning Director Growth and Development
Wards	Mill Hill
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1: National Institute of Medical Research – Draft Planning Brief
Officer Contact Details	Nick Lynch – Planning Policy Manager 0208 359 4211 Nick.lynch@barnet.gov.uk

Summary

The draft Planning Brief sets out the Council’s vision for the residential led mixed use development of the National Institute of Medical Research. The draft Planning Brief focuses on the following key objectives :

- To deliver a high quality residential-led mixed used development comprising a range of housing types and tenures, including family homes;
- To ensure the positive management of the Green Belt, enhancing openness, as well as biodiversity and improving public accessibility for sport and recreation;
- To preserve and enhance its contribution to the character and appearance of the Mill Hill Conservation Area;
- To provide opportunities for employment creation, ensuring the continued contribution to innovation and growth through provision of workspace for small to medium enterprises; and
- To ensure any new development is of the highest design and environmental standards and appropriate in scale and siting.

The draft Planning Brief will be subject to a period of public consultation. Upon adoption the Planning Brief will guide development proposals for this site.

Recommendations

That the Committee approve the National Institute of Medical Research draft Planning Brief for consultation

1. WHY THIS REPORT IS NEEDED

- 1.1 With the relocation of the National Institute of Medical Research (NIMR) to St Pancras in 2016 and the disposal of a 19 hectare site by the Government a major development opportunity has arisen.
- 1.2 The NIMR site is located in the Green Belt and also within the Mill Hill Conservation area. It also forms part of the Mill Hill Neighbourhood Area. There is a significant opportunity to transform the site into a residential-led, mixed use development that is sensitive to its surroundings and is policy compliant.
- 1.3 In order to shape the future of this site a Planning Brief has been produced. This sets out the key parameters to consider in determining the future of the NIMR site reflecting its Green Belt location and designation as a Conservation Area. It also highlights the opportunities it provides for the delivery of much needed housing and new employment that supports small to medium enterprises.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Producing a Planning Brief is vital to ensure that future development of the National Institute of Medical Research site comes forward in line with Council priorities and delivers sustainable development.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to not produce a Planning Brief. Failure to produce a Planning Brief could result in a less strategic response to the development of the site. This may also result in Council priorities not being achieved.

4. POST DECISION IMPLEMENTATION

- 4.1 The draft Planning Brief will be subject to a period of public consultation. The document will be revised in light of comments received and the proposed final draft will be reported back to the Policy and Resources Committee for approval. The Consultation Programme in Appendix 2 of the Brief sets out further detail on how the Council will engage with the local community and other local stakeholders. A public event in Mill Hill will be held to provide the opportunity for people to discuss the proposals with officers.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The draft NIMR Planning Brief helps to meet Corporate Plan 2015-20 strategic

objectives in ensuring that Barnet is a place:-

- of opportunity, where people can further their quality of life – *the draft NIMR Planning Brief provides guidelines for ensuring that development will enhance the setting of the site within Green Belt as well as the Mill Hill Conservation Area. It supports the provision of a good mix of residential type, sizes and tenures with adequate amenity space and provides opportunities for increased access to Green Belt as well as sport and recreation.*
- where people are helped to help themselves, recognising that prevention is better than cure – *the draft NIMR Planning Brief supports provision of commercial floorspace that meets the needs of modern business.*

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

5.2.1 The cost of producing the draft Planning Brief is being met by the prospective developers Barratts who have an agreement to purchase the NIMR site from the landowner, the Medical Research Council. The Planning Brief has been produced by Regional Enterprise (Re) on behalf of the Council.

5.3 **Social Value**

5.3.1 The draft NIMR Planning Brief sets out the parameters for the delivery of a residential led mixed use development on a strategic development site. Through the delivery of a new suburban mixed and balanced community in Mill Hill future development will secure social, economic and environmental benefits.

5.3.2 Social benefits will be secured through the delivery of a mix of housing unit sizes and tenures including affordable housing.

5.3.3 Economic benefits will be delivered through the provision of modern business space that addresses the needs of small and medium enterprises.

5.3.4 Environmental benefits will be delivered through enhancing the biodiversity on the site and meeting relevant energy and surface water run-off standards set out in the London Plan.

5.4 **Legal and Constitutional References**

5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including “to be responsible for the overall strategic direction of the Council including approval of development of statutory Local Plan related documents”.

5.4.2 Site specific Planning Briefs provide an opportunity to bridge the gap between the provisions of the Local Plan and the requirements of any future planning application for the site.

5.4.3 Planning Briefs should be consistent with and provide guidance, supplementing the policies and proposals of the Local Plan. Planning Briefs

cannot contradict, rewrite or introduce new policies.

- 5.4.4 Planning Briefs can have a number of functions, such promoting development of a site; addressing particular site constraints and/or further interpretation of local plan policies.

5.5 Risk Management

- 5.5.1 A consequence of failing to produce a Planning Brief for the NIMR site may lead to a less strategic response to the development and result in Council priorities not being achieved.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act places a legal obligation on the Council to pay due regard to equalities. The draft Brief helps implement policy set out in the Local Plan Core Strategy. Adopted in 2012 the Core Strategy was subject to an Equalities Impact Assessment (EqIA).

- 5.6.2 Adoption of the Planning Brief will ensure that there is a considered approach to the development of the site which will have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010. It should also help advance equality of opportunity as well as foster good relations between people from different groups.

- 5.6.3 This mixed use residential led development will provide choice in terms of a range of units by size, type and tenure. It will also provide choice for businesses in terms of access to a range of employment spaces. It will also provide a long term opportunity for access to sports and recreational facilities in the northern part of the site.

- 5.6.4 Given the nature of the use there is no existing public access to the NIMR site. Accessibility to Green Belt will be improved through increased permeability across the non-residential elements of the site. Public realm improvements will help to reduce the real and perceived risk of crime and help to reduce feelings of vulnerability that certain groups of people feel.

5.7 Consultation and Engagement

- 5.7.1 The Council will carry out a public consultation exercise on the draft Planning Brief for a period of six weeks. Whilst Planning Briefs do not have a consultation requirement in the Council's Statement of Community Involvement they will be treated for consultation purposes as equivalent to a Supplementary Planning Document.

- 5.7.2 The Brief will be published online and advertised in the local paper. A public event in Mill Hill will be held to provide the opportunity for people to discuss the proposals with officers and provide feedback. Further detail is set out in Appendix 2 of the Brief.

5.8 Insight

- 5.8.1 Data from the Barnet Observatory on the socio-economic characteristics of Mill Hill has provided the basis for local prioritisation of community

infrastructure.

6. BACKGROUND PAPERS

6.1 [Barnet Local Plan Core Strategy](#), September 2012

6.2 [Barnet's Statement of Community Involvement](#), July 2015

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**DRAFT PLANNING BRIEF
FOR CONSULTATION**

National Institute of Medical Research, Mill Hill

December 2015

1 Introduction

Purpose of the Planning Brief

- 1.1 This Planning Brief has been formulated to provide the planning framework for the re-use and redevelopment of the National Institute of Medical Research (NIMR) site.
- 1.2 The NIMR is situated to the north of The Ridgeway in Mill Hill, in the London Borough of Barnet. The NIMR site is located in the Green Belt and also within the Mill Hill Conservation Area. It is also within the area to be included within the Mill Hill Neighbourhood Plan.
- 1.3 The site is due to be vacated in 2016, when the NIMR relocates to the new Francis Crick Institute at St Pancras.
- 1.4 There is a significant opportunity to transform the site into a residential-led, mixed use development that is sensitive to and enhances its surroundings and is planning policy compliant.
- 1.5 While this site represents opportunities it is also affected by a wide range of constraints, including the Green Belt and the Conservation Area.
- 1.6 A Planning Brief is therefore considered to be the most appropriate vehicle for providing the necessary framework to enable the site to be brought forward for development that provides certainty, guides the developer and is robust enough to defend any decision of the Council.
- 1.7 This Planning Brief sets out the key parameters to consider in determining the future of the site reflecting existing policies, the Green Belt and Conservation Area, and its existing role as a major source of employment. This is presented together with the opportunities it provides for the delivery of housing and new employment space that supports the needs of modern businesses.

Objectives for the NIMR site

- 1.8 The objectives for the site are:
 - To deliver a high quality residential-led mixed used development comprising a range of housing types and tenures, including family homes;
 - To ensure the positive management of the Green Belt, by maintaining openness, as well as seeking to enhance biodiversity and improving access to opportunities for outdoor sport and recreation;
 - To preserve and enhance its contribution to the character and appearance of the Mill Hill Conservation Area;
 - To provide opportunities for employment creation, ensuring the continued contribution to innovation and growth through provision of workspace for small to medium enterprises; and
 - To ensure any new development is of the highest design and environmental standards and appropriate in scale and siting.
- 1.9 In order to deliver these objectives the re-use and redevelopment of the NIMR site presents a number of opportunities. These include :

- Provision of new floorspace for Employment – B1(a) Offices or B1b (Research and Development)
- Introduction of new uses including :
 - Residential – C3
 - Small scale retail - A1 (Shops) or A3 (Restaurant and Cafe)
- Provision for new Open Space and Sport and Recreation
- Non-residential floorspace should be located in the higher density heart of the development. It should be positioned on the lower levels of buildings in order to create active frontages;
- Positive management of the Green Belt to provide improvements in overall quality and accessibility;
- A strategic contribution towards housing delivery in Barnet. The size of the site will ensure steady delivery of housing over the medium term;
- The development should not result in a greater impact on the openness of the Green Belt and the purpose of including land within it than the existing development, unless very special circumstances are demonstrated;
- The development should not adversely impact on the Conservation Area and adjoining residential amenity
- The development that takes advantage of the topography and the landscaping so that, with the exception of the Main Building, development nestles within the existing and enhanced landscaping;
- To improve, retain and re-use the distinctive Main Building, in whole or part. This would have a positive impact on its appearance through the removal of unsightly additions;
- The existing large number of trees present throughout the site can play an important role in screening proposed buildings as well as adding amenity value and character to the development;
- New employment space meeting the needs of modern businesses in particular small to medium enterprises;
- The removal of security fencing is an opportunity to improve public access to the Green Belt. Improvements to the quality of the existing public right of way can make it more accessible;
- Improved accessibility to the sports pitches and pavilion.
- The Council would seek the continuation and improvement of the sports pitches to form part of the cluster with the adjoining pitches;

- The enhancement of biodiversity through sensitive landscaping, the creation of new natural water features (as part of a SUDS network) and the creation of informal public parkland through the enhancement of the copse, glades and meadows within the site;
- Improving public access and pathways from The Ridgeway and Burtonhole Lane will provide an opportunity for the site to be a gateway to the Totteridge Valley and increase accessibility to the countryside and the Green Belt;
- Innovative forms of public art to mark the scientific advances at Mill Hill over the last 65 years.

2 The Existing Site

Site History

- 2.1 The Medical Research Council (MRC) was formed in 1913 and established its facilities in Hampstead. It soon afterwards established the National Institute for Medical Research.
- 2.2 In 1922 the MRC purchased 15 hectares of the Rhodes Farm at Mill Hill in order to support its existing laboratory facilities in Hampstead. In the 1930s it was recognised that the MRC had outgrown its Hampstead location. It therefore took the decision to move to Mill Hill.
- 2.3 Construction of the Main Building commenced in 1937. Designed by Maxwell Ayrton, the architect of the original Wembley Stadium, the Main Building was not occupied by the MRC until 1949, having served as a base for the Women's Royal Naval Service during the Second World War.
- 2.4 The NIMR changed its name to the Francis Crick Institute in 2015 and Mill Hill became one of the new Institute's campuses. The evolution of the existing site now known as the National Institute of Medical Research can be summarised in three key periods of development:

Phase 1 Early buildings completed in the 1920s and 1930s (buildings mainly to the west of the site) including the Stroud and Laboratories site, as shown in Figure 1 below.

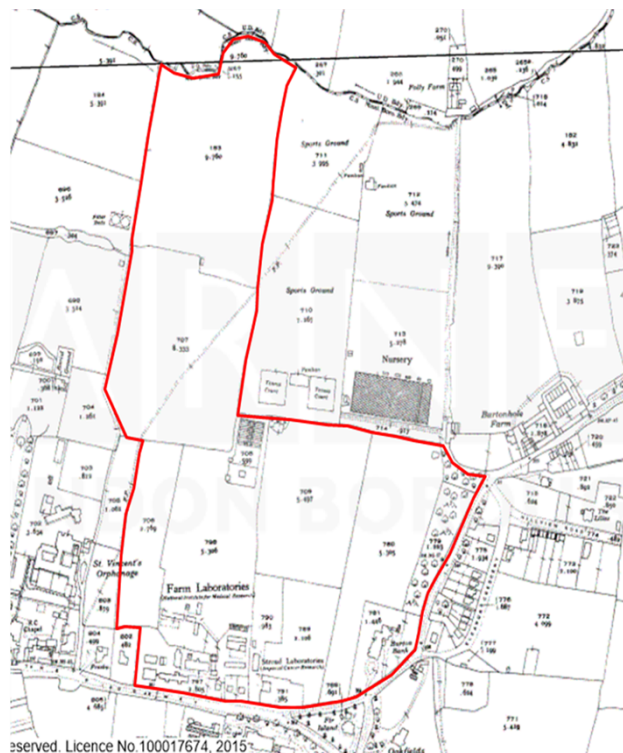


Figure 1. 1935 OS map showing early buildings that existed on the site.

Phase 2 Centred around the Main Building. These were completed between the late 1930s and 1950 to replace the Stroud Laboratories, as shown in Figure 2 below.

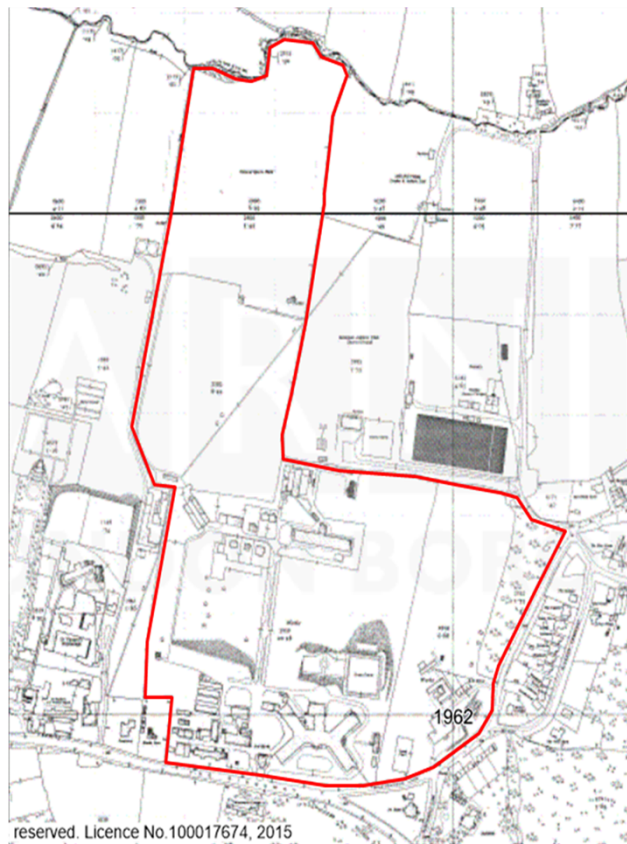


Figure 2 1962 OS map

Phase 3 Expansion in late 1960s early 1970s with new car parks and extensions to existing buildings, as shown in Figure 3 below.



Figure 3 Current Site

- 2.5 Collectively these buildings represent approximately 42,000 m² of development and, therefore, there is significant scope for the re-use and redevelopment of the site within the Green Belt and Conservation Area.
- 2.6 The NIMR is one of the world's leading centres for medical research. Throughout the Main Building there are many plaques, awards (including Nobel Awards), and displays marking of the achievements over the last 60 years. Whilst these are likely to be relocated to the new Francis Crick Institute at St Pancras, the Council is keen to ensure that any new development respects that history and incorporates within the scheme markers to the past. This could be in the form of, amongst other things, art, retention of buildings and other features, street and building naming and plaques.

Current land uses

- 2.7 The site is primarily used for research and development purposes (use class B1(b)). The site also includes offices, and residential accommodation (used for the housing of students based on the site), associated car parking, storage and open space.
- 2.8 The NIMR will vacate the site in 2016. Following a competitive tender process, Barratt London have entered into an agreement to acquire the site from the MRC.
- 2.9 Topographically the site varies greatly from north to south with a 20-25 metre fall which splits the land use into two distinct areas, as shown on Figure 4 below:
- the southern element fronting The Ridgeway and part of Burtonhole Lane, contains the majority of buildings in two clusters, together with areas of hardstanding, formal landscaping fronting the Main Building and a wooded area between the Main Building and the buildings off Burtonhole Lane. This area consists of over 30 different buildings, including the Main Building, and is the main area used for research and development; and
 - the northern part of the site largely consists of open space which is used for sport and recreational purposes, currently, by MRC employees. There are in this area, however, a number of low rise ancillary buildings, together with 6 houses, which have a rural character. The open space in the northern section extends into the Totteridge Valley and comprises informal grassland (the Meadow) and playing pitches. The playing pitches are currently private, and adjoin Council owned pitches at the Mill Hill Sports Club.

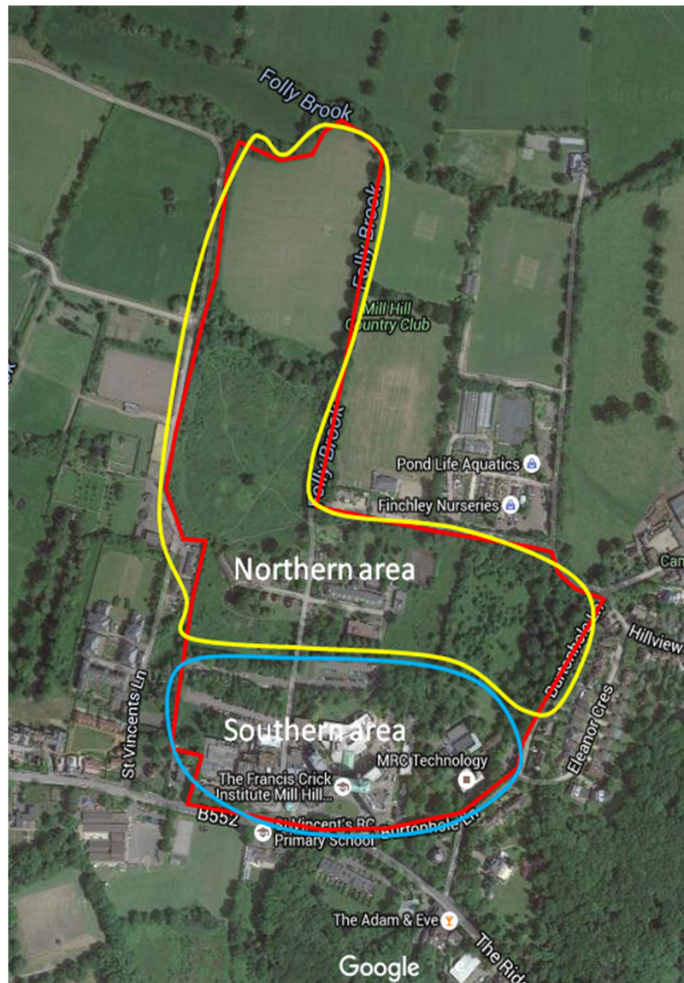


Figure 4 Northern and Southern Areas

- 2.10 The MRC has been a significant employer within Barnet, employing some 600 staff. The current uses at the site include employment falling within use class B1 a (offices) and B1b (Research and Development).
- 2.11 Car parking provision on the site of around 400 spaces reflects these employment levels. Spaces are located throughout the site, with three large surface level car parks between The Ridgeway and Valley clusters. In addition, there are ad hoc spaces around the perimeter of various buildings.
- 2.12 The open spaces on the site comprise a mix of playing pitches, a meadow, woodlands/copse, glades and formal open space around the buildings. The site is extensively landscaped with dense tree coverage in parts, which help screen the existing development from the Totteridge Valley and other view points.

Location of Buildings

- 2.13 The existing buildings are located in three main clusters as shown in Figure 5 below. These are :

The Ridgeway Cluster

The largest cluster, containing the Main Building fronts The Ridgeway. To the west is a group of low rise research laboratories and storage facilities. Adjoining the Main Building to the north are 3 storey laboratories and training facilities, with car parking.

The Burtonhole Lane Cluster

This includes the current MRCT facility and consists of a 3-storey research centre, together with single and two storey buildings.

The Valley Cluster

This cluster contains a number of buildings, including four detached and two semi-detached two-storey cottages, storage buildings and a stable block. It also contains 2 to 3 storey laboratories with associated high security fencing.



Figure 5 Site Clusters

- 2.14 The Main Building on the site is an imposing 9-storey brick block with four splayed wings of four and five storeys. The building is neither statutorily nor locally listed. Various extensions have been added, together with external additions which include air conditioning, flues, fire escapes and other equipment essential for the safety and comfort of the building occupants. The building has touches of art deco architecture, with an imposing art deco entrance hall. The Fletcher Memorial Hall to the rear of the building also in the art deco style was a later extension. The Main Building is the most visible building on the site and can be seen from long distance viewpoints. The upper floors offer excellent views in all directions.
- 2.15 Other buildings have been added to the site over a 60-year period to accommodate the needs and changing requirements of the NIMR. These are generally between one and three storeys and nestle within the tree canopy.

- 2.16 The buildings on site contain approximately 42,000 m² gross floorspace accommodation, comprising a range of laboratory and research facilities, offices, residential accommodation and social facilities. As it has not been possible to survey all of the buildings, the Council has not been able establish the precise floorspace figures, both net and gross.

3 Planning Policy Framework

- 3.1 The Barnet statutory development plan is the 2012 Local Plan Core Strategy and Development Management Policies, alongside the 2015 London Plan (consolidated with alterations since 2011). Regard has to be had to the National Planning Policy Framework (NPPF) in decision making.
- 3.2 In the Barnet Local Plan the site is identified as being within the Green Belt and the Mill Hill Conservation Area.
- 3.3 The site is within the Mill Hill Neighbourhood Plan Area. The Mill Hill Neighbourhood Forum is in the early stages of producing a Neighbourhood Plan. The emerging Mill Hill Neighbourhood Plan will, subject to adoption eventually form part of Barnet's development plan. Should this be in place when an application is considered it will be a material consideration.
- 3.4 Rather than repeat these policies as part of the Brief a Planning Policy Matrix has been produced to highlight the main planning issues for consideration and enable cross-reference to relevant parts of the Local Plan, London Plan and the National Planning Policy Framework (NPPF). The Matrix is set out in **Appendix 1**. When considering the requirements of policies on employment issues it will be important to also recognise the objectives of other areas of policy in an interrelated manner, rather than look at an issue in isolation. These could include Green Belt, heritage, biodiversity, transport and design matters.

National Planning Policy Framework

- 3.5 As a Green Belt site any proposal must take account of national policy as set out in the National Planning Policy Framework.
- 3.6 The Green Belt is one of the most significant and enduring national planning policies, and the Government, Greater London Authority and London Borough of Barnet attach great importance to it and regard any new development within the Green Belt to be against the policies set out in paragraphs 79 to 92 of the NPPF. It is not the purpose of the brief to repeat verbatim those policies, but to highlight the issues that they raise with regard to the re-use and redevelopment of this site.
- 3.7 The fundamental aim of the Green Belt is to restrict urban sprawl and maintain permanent openness of land within the Green Belt. The boundaries of the Green Belt are established through the local plan process, and therefore any development on this site will not automatically give rise to a change in the Green Belt boundary nor be considered as to having taken land out of the Green Belt. Therefore, permanency of the Green Belt is maintained.
- 3.8 There are three principles in the NPPF which development of this site needs to address:
- a That the development does not have a greater impact on the five purposes of the Green Belt as set out in paragraph 80 of the NPPF. The Council has had regard to those purposes and considers that the development along the principles established in this Planning Brief will not result in unrestricted sprawl of urban area; will not merge neighbouring settlements; will safeguard countryside (and in fact bring countryside into public use); will preserve and enhance the special character of the historic area of Mill

Hill; and will assist in urban regeneration, by retaining a significant site in productive use and help support regeneration in Mill Hill through the provision of new homes, employment and recreation facilities.

- b The development will fulfil the objectives of paragraph 81 of the NPPF by securing an opportunity to provide public access to the countryside (within the site and as a gateway to the Totteridge Valley beyond, as part of a wider regional park for north west London as promoted in the London Plan) and outdoor sport and recreation. It will also enhance the landscape, visual amenity and increase biodiversity. Furthermore, the redevelopment will ensure that the soon to be vacated site will not encourage damage and dereliction.
- c The NPPF defines inappropriate development. This is development which is, by definition, harmful to the Green Belt. Very special circumstances, therefore, must exist to enable development within the Green Belt. Harm to the Green Belt is, therefore, the priority key material consideration in determining any planning application for this site. If very special circumstances do not exist, the scheme is likely to be refused planning permission. The NPPF addresses the issue of appropriate development in the Green Belt in Paragraph 89 which inter alia, defines as an exception to inappropriate development:

'Limited infill or partial or complete redevelopment of previously developed sites (brownfield land), whether redundant or in continued use (excluding temporary buildings), which would not have a greater impact on the openness of the Green Belt and the purpose of including land within it than the existing development.'

This Brief addresses this point. The proposals the Council is setting out make use of a brownfield site and in such a way that does not have a greater impact on the Green Belt. It does this in two ways: firstly, by restricting all new development to the southern part of the site (see Figure 4), it clears the northern section of all existing buildings (although the retention and conversion of one building for a visitors centre may be allowable). This enhances the openness of the Green Belt. Secondly, it enables the site to be designed, re-sculptured and enhanced by fresh landscaping and in a setting which promotes openness, permeability and a mix of uses complementary to its setting and the Green Belt.

- 3.9 Any future proposal will need to demonstrate that the location and scale of new buildings will not have a greater impact on the openness of the Green Belt. To enable the Council to assess the proposals against national Green Belt policy and guidance the following information should be submitted in support of the application:

- existing and proposed floorspace/volume including net to gross ratio (including net and gross in so far as possible and how mix influences floorspace);
- existing and proposed building heights;
- existing and proposed extent of Development Land (buildings and hardstandings separated) measured in accordance with NPPF Annex 2; and
- existing and proposed building footprint.

Based on the provision of this information, the following assessments will need to be made:

- an assessment of the distribution of built development across the site, and how it will be contained;

- an assessment of the extent of public accessibility and permeability;
- an assessment of existing and proposed views into the site from the agreed view points (short, medium and long distance views from public view points on the Ridgeway and from Totteridge Valley;
- an assessment of agreed views through the site from the Ridgeway and other publicly accessible view points;
- a Landscape and Visual Impact Assessment;
- an assessment of the defensible boundary of built development and a description of how this will be maintained to protect the Green Belt from encroachment;
- an assessment of the impact of the proposals, (if any, positive and negative) on the functions of the Green Belt), including a description of proposals to ensure measures to protect and enhance the Green Belt are managed in the long term. This should include recreation, community uses, biodiversity and landscape quality; and
- details of any special circumstances that should be taken into account in the event of any conflict with the policy and guidance.

Barnet Local Plan

- 3.10 The key policy issues relevant to the site are Green Belt, Employment, Housing Delivery, Heritage and Landscape Character, Parking and Access, Biodiversity and Sustainability.

Green Belt

- 3.11 The requirements of planning policies on the Green Belt are likely to be a particularly key issue for many of the types of scheme that could be proposed at the site. When considering any proposal the starting point for the Council is the adopted development plan. In terms of the London Plan the key policy on this matter is Policy 7.16 (Green Belt). In respect of planning decisions (section B), this policy sets out that:

'The strongest protection should be given to London's Green Belt, in accordance with national guidance. Inappropriate development should be refused, except in very special circumstances. Development will be supported if it is appropriate and helps secure the objectives of improving the Green Belt as set out in national guidance.'

- 3.12 In terms of the Barnet Local Plan the main relevant policies are CS7 (Enhancing and protecting Barnet's open spaces) and DM15 (Green Belt and Open Spaces).
- 3.13 Policy DM15 in particular sets out both the Council's general approach to development in the Green Belt and specific requirements in respect of particular types of development. It reinforces the NPPF and in particular states that *'The replacement or re-use of buildings will not be permitted where they would have an adverse impact on the openness of the area or the purposes of including land in Green Belt.'*

Employment

- 3.14 The NIMR is a significant source of employment in Barnet. It is inevitable that there will be a significant reduction in employment on the site. The proposals will need to appropriately address the requirements of Barnet Local Plan policies CS8 (Promoting a strong and prosperous Barnet) and DM14 (New and existing employment space).

- 3.15 Policy DM14 identifies specific conditions to be met before the loss of B class use floorspace will be permitted. These include:
- evidence that the site is no longer suitable and viable for its existing or alternative business use in the short, medium and long term;
 - evidence that a suitable period of effective marketing has been undertaken.
- 3.16 Where reduction in employment use is acceptable Barnet Local Plan policies identify that the priority for re-use will be a mixture of small business units with residential uses. They also make it clear that proposals will be expected to provide mitigation in the form of contributions to skills, employment, enterprise and training in such circumstances.
- 3.17 In this instance, the Council accepts that given the sites location and the locational demands for businesses seeking to expand or relocate within Barnet, it would be difficult to redevelop the site solely for employment uses. Therefore, the Council accepts that there will be a loss of employment.
- 3.18 However, some employment on the site is considered viable. In order to identify the type and quantity of employment generating uses that are considered to be viable and deliverable on the site the Council will require an Employment Study to assess the potential for modern business uses as an element of the scheme in the short, medium and long term. The scope of works for the Employment Study should set out the existing context of the NIMR site and include an assessment of supply and demand for employment accommodation in Barnet, the wider sub-region and London. The Employment Study should provide an overview of recent marketing activity undertaken, analysis of business accommodation requirements; liaison with commercial agents and review of existing demand, recent market transactions and consideration of opportunities for new employment growth sectors within Barnet. This should consider potential for creative industries (including arts, technology, crafts and design) as well as more traditional professional areas of business services to locate in the new development.
- 3.19 Subject to the findings of the Employment Study the Council will expect the development to seek to provide at least 2,000m² of employment space for B1(a) and B1(b) uses. These uses can be properly integrated into the new development through re-use of existing buildings, such as the lower floors of the Main Building or the building/s in the Burtonhole Lane Cluster. Other employment uses, such as B1(c), B2 to B8, will not be acceptable due to traffic generation, the need for large HGV turning areas, outside storage, signage and building design.

Housing Delivery

- 3.20 The following Barnet Local Plan housing policies apply:

Policy CS4 - Providing quality homes and housing choice in Barnet

Affordable Housing should be provided in line with the Council's strategic borough-wide target of 40% provision, subject to viability, for all new homes with a tenure mix of 60% social rented and 40% intermediate. In accordance with the London Plan, affordable housing should normally be provided on-site. In exceptional cases where it can be demonstrated robustly that this is not appropriate, it may be provided off-site.

Any affordable housing proposal which does not meet the Council's policy will need to be supported by a Viability Assessment. The Council expects the developer to enter into

dialogue regarding the proposed level of affordable housing to be provided prior to the submission of a planning application and after the Council has been supplied with sufficient detail of the proposed scheme so that it can carry out its own assessment. This will help agree the assumptions to be included in a viability assessment reach an early agreement on the level of provision and avoid a protracted S106 negotiation.

Policy DM08 – Ensuring a variety of sizes of new homes to meet housing need

The development should include a mix of residential units. Maintaining and increasing the supply of family housing is a priority in Barnet. Barnet's Housing Strategy 2015 recognises the markets pre-disposition to provide 1 and 2 bedroom units, and maintains the priority for family homes across all tenures.

Heritage and Landscape Character

3.20 Figure 6 shows that the site is partially within the Mill Hill Conservation Area. A Character Appraisal was adopted for this area in 2008.

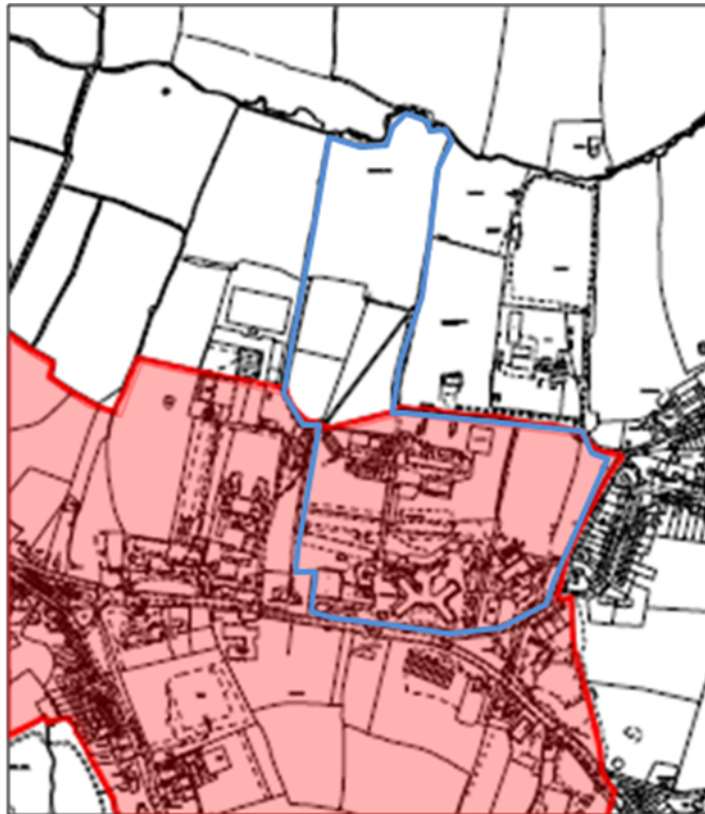


Figure 6: Site in relation to eastern part of Mill Hill Conservation Area (shown in red)

3.21 The key conservation and heritage policies in the Barnet Core Strategy and Development Management Policies document are CS5 (Protecting and enhancing Barnet's character to create high quality places), DMO1 (Protecting Barnet's character and amenity) and DM06 (Barnet's Heritage and Conservation). Policies 7.2 (An Inclusive Environment), 7.4 (Local character), 7.6 (Architecture) and 7.8 (Heritage Assets and Archaeology) are the main policies in the London Plan on this matter applicable to the development of this site.

- 3.22 Any proposal will need to carefully address the requirements of these policies. This includes protecting heritage assets in line with their significance and preserving or enhancing the character and appearance of the Conservation Area. An assessment of impact on heritage assets should accompany any application. This includes a heritage based evaluation of all buildings proposed for demolition or alteration.
- 3.23 Any proposal will need to ensure it takes account of design, character and amenity matters set out in the Development Plan to ensure that the highest standards of design are achieved.
- 3.24 The Mill Hill Conservation Area covers an area of 152 hectares, extending from Burtonhole Lane in the south-east to Highwood Hill in the north-west. The topography of the area is one of the conservation area's most notable features and has significantly shaped the way in which the area has developed. Development is primarily focused on the high gravel ridge that runs on an east-west axis through the conservation area i.e. The Ridgeway.
- 3.25 The Ridgeway lies to the south west of the NIMR site and is characterised by many institutional buildings, including religious institutions and schools. The area has a semi-rural character and much of the surrounding land is agricultural.
- 3.26 The combination of a countryside setting and yet being within easy reach of central London from the nearby underground station at Mill Hill East, makes the area a highly desirable place to live.
- 3.27 Any development should preserve or enhance the character and appearance of the Mill Hill Conservation Area as a designated heritage asset. Although the Mill Hill Conservation Character Appraisal states that the Main Building '*due to its inappropriate height, scale and prominent siting fails to enhance the character of the area*', it is the Council's desire to retain the Main Building in part or in whole. There are opportunities to enhance the appearance of the Main Building through the removal of unsympathetic extensions and additions including flues, pipes and cables, and through improvements, additions and alterations to all elements of the elevations. It is expected that major adaptation to the building would be required.
- 3.28 In the event of the removal of the Main Building, it is unlikely that a replacement building of the same scale would be considered acceptable. It is also recognised that the majority of the other buildings on the site are of low architectural quality and do not make a positive contribution to the character or appearance of the Conservation Area. The exception is the Collaborative Centre at 1-3 Burtonhole Lane which is a three storey, flat roofed building dating from the 1950s but in a 1930s style. The Centre is not without merit. Therefore, consideration could be given to the conversion and re-use of this building.

Transport, Parking and Access

- 3.29 Any submission made for the site will need to include an appropriate transport assessment, so that the impact on the road network is properly considered. The precise content of this assessment should be discussed and agreed with the Council's Traffic and Development Team. Consultation with Transport for London will also be required. The transport assessment will need to ensure it takes appropriate account of existing and committed schemes in the area.

- 3.30 The requirements of Barnet Local Plan policies CS9 (Providing safe, effective and efficient travel) and DM17 (Travel impact and parking standards) will need to be taken into account.
- 3.31 Common matters for proposals to address include road user safety, the adequate provision of parking facilities, public transport facilities and services are enhanced and there is adequate capacity on the local highway network. The design of new parking and transport infrastructure will need to be considered carefully given the sites location within the Green Belt and Mill Hill Conservation Area.
- 3.32 The site has existing vehicular access points on both The Ridgeway and Burtonhole Lane. Burtonhole Lane has a distinctive semi-rural character which contributes towards the residential amenities enjoyed by local residents. The redevelopment of the Burtonhole Lane Cluster could give rise to additional traffic. Therefore the existing vehicular access points should be utilised and the creation of new vehicular access points is unlikely to be supported. Careful consideration needs to be given to vehicular movements from Burtonhole Lane and in particular the noise and disturbance that may arise from such movements.

Biodiversity

- 3.33 Proposals are expected make a positive contribution to the protection, enhancement, creation and management of biodiversity. Within the context biodiversity means the range and capacity of flora and fauna species that existing on the site, and the protection thereof, and the range and capacity that will be encouraged to the site and maintained through enhanced landscaping, new landscaping features – such as water features – and biodiversity friendly site management.
- 3.34 The main policies on this matter in the Barnet Local Plan are DM16 (Biodiversity) and CS7 (Enhancing and protecting Barnet's open spaces). The development provides the opportunity to seek the retention and enhancement as well as the potential for creation of new biodiversity habitats. This can be achieved through working with our partners including the London Wildlife Trust.
- 3.35 Policy 7.19 (Biodiversity and access to nature) is the primary London Plan biodiversity policy. This sets out the strategic policies for biodiversity. Section C (a) of the policy states development proposals should '...make a positive contribution to the protection, enhancement, creation and management of biodiversity.' Section (b) of the same policy, prioritise targets in Biodiversity Action Plans (BAPs) which this site will be expected to contribute towards. The Council will favour the provision of habitat for species identified in the London BAP.

Trees

- 3.36 An Arboricultural Survey was undertaken in 2013. Development Plan policies seek broadly to protect trees and hedgerows and encourage suitable new planting.
- 3.37 Key policies on this matter include CS7 and DM01 of the Barnet Local Plan and 7.21 of the London Plan. Local Plan policies seek to create a greener Barnet. Through the protection of incidental greenspace, trees, hedgerows and watercourses the development can contribute

to maintaining and improving the greening of the environment enabling a connection from the rural fringes of Barnet through to its urban green spaces.

- 3.38 London Plan Policy 7.21 (Trees and Woodlands) supports the retention of trees of value following the principle of 'right place, right tree' as set out in the London Tree and Woodland Framework, 2005. The planting of additional trees, particularly large canopied species is encouraged.

Sustainability

- 3.39 In terms of ensuring the efficient use of natural resources and taking account of environmental considerations specifically Barnet Local Plan policies CS13 and DM04 set out the Council's approach to minimising the Borough's contribution to climate change. It highlights SPDs on Sustainable Design and Construction and Green Infrastructure (draft to be published in 2016). Policy DM04 focuses on the Council's environmental considerations of development setting out requirements on energy, contamination, flood risk, water quality and air and noise pollution.
- 3.40 Policy DM02 also identifies several standards that different types of scheme will be expected to meet in this respect (and others).
- 3.41 Chapter 5 of the London Plan contains a range of policies which set out London's approach to mitigating and adapting to climate change, waste and contaminated land. These policies are supported by a further layer of detail in local and Mayoral supplementary guidance documents on Sustainable Design and Construction.

4 Proposed Development Parameters

- 4.1 The Council will consider development of this site against the development parameters set out in this Section. These parameters take account of the site characteristics, within the context of the planning policy outlined above.

Topography

- 4.2 The topography of the site is a major feature which creates opportunities and challenges. There is a significant fall in height of the land from south to north, dropping from a high point of approximately 117m above ordinance datum (AOD) to its lowest point of approximately 90m AOD. This represents a drop of 27m. The steepest gradient on the existing access road is the area between The Ridgeway and Valley clusters which has a 1 in 7 incline. There is also a change in levels east to west across the site.
- 4.3 There is the opportunity to use level changes to hide car parking, preferably below ground. The landscaping can take account of the topography varying in its structure to help hide new buildings, whilst careful strategic planting can create views out from the new development. The level changes ensure that there are downflows for the introduction of a sustainable urban drainage system and discharge, if required, to Folly Brook to the north.
- 4.4 New development may require parts of the site to be relevelled. This should be done by cutting into the slopes, not building up the lower parts of the slope. It must be borne in mind that in the 1970s the parts of the site were levelled to create a series of terraces. The terraces are used to provide car parking space for the existing staff and therefore do not have to support significant weight. In these areas, and possibly across the site, pile foundations will be required and adequate root protection areas are required to avoid damage to retained trees.
- 4.5 An existing underground structure is within the site, and further investigation will need to be carried out to establish whether the removal of this subterranean building would have a detrimental impact on ground stability.
- 4.6 The development on the escarpment does mean that buildings will be exposed to views from the north (and Totteridge Valley in particular). The existing tree cover is unlikely to be adequate to screen all the new buildings, particularly as some trees are likely to be removed and leaf fall, which exposes the development in the winter. Therefore, the maximum use must be made of the topography as part of the landscaping scheme. This will help to screen the new development. In addition, due to the exposure of the development on the slopes of the escarpment, the use of materials which blend into the escarpment will be an important design consideration.

Trees

- 4.7 A key feature of the NIMR site is that the existing trees provide an important screen for buildings when viewed from the playing fields and the wider Totteridge Valley. However, it should be acknowledged that in winter when the trees have lost their leaves, buildings become far more exposed in views, particularly from the north.
- 4.8 The existing landscaping on the site was purposefully laid out as part of the growth of the NIMR, to screen car parking when constructed in the 1970s. The resultant mix of trees and other vegetation make a significant contribution to the character of the site.

- 4.9 Consequently, trees of any category have an important role in providing a valuable level of cover and contribute to the sylvan character of the site. Any proposals for redevelopment of the site, including excavation works and construction of new buildings should ensure that every effort is made to retain trees that provide screening to the development, and include appropriate re-planting in accordance with a landscape masterplan.
- 4.10 The BSI 'Trees in Relation to Design, Demolition and Construction –Recommendations' state that Category A, B and C trees are a material consideration to development. However, given the importance of the trees in providing a screen to existing and new development, any redevelopment should seek to retain as many trees as possible and replace any lost trees as part of an overall landscaping and tree strategy. The strategy needs to take account of the types of trees throughout all four seasons.
- 4.11 As the last tree survey was conducted in 2013, a new tree survey will need to be conducted and submitted as part of the planning application.

Edges of the NIMR site

- 4.12 The character of the site edges and their relationship with the surrounding area significantly impacts on the site's sense of openness and permeability. The treatment of the edges will be important in the consideration of any assessment of an application for redevelopment.
- 4.13 The southern site boundary fronts The Ridgeway and it is marked by original boundary posts with chain linkage. This boundary is also bordered by the security fencing as well as a line of trees along this frontage within a grassed strip which provides some softening to this edge. However, due to the width of the entrance and exit, this row of trees is marked by a number of gaps.
- 4.14 The eastern boundary of the site is heavily planted and the current development is only partially visible from Burtonhole Lane. Burtonhole Lane has a semi-rural leafy character. Eleanor Crescent is characterised by two storey houses. The rear gardens of these properties back onto Burtonhole Lane.
- 4.15 The possibility exists to open up this edge through removing the security fence and making soft landscaping improvements to the tree line and formal green space to the front of the Main Building. The original low boundary posts with chain-link are considered to have positive impact on the appearance of the front of the site and should be retained, to the front of the development.
- 4.16 There is also the opportunity to add visual interest to the front of the site through the addition of a public art to the grass area by the Main Building. This can form part of a wider public arts strategy which together with the landscaping strategy can reflect the history of the site.
- 4.17 The western boundary of the site adjoins Rhodes Farm, a residential clinic for children and young adults operated by Mental Health services. A group of mature trees are positioned close to this site boundary, and form a screen which obscures buildings on the NIMR site, when in leaf. The western site boundary runs northwards where it adjoins a public footpath accessed from St. Vincent's Lane. Redevelopment proposals should ensure the residential amenities of the neighbouring properties are protected. The visual impact of any new buildings in close proximity to the western site boundary should be carefully considered and ensure they are not overly prominent.

- 4.18 At present, the northern boundary of the main developed area which adjoins the playing fields is marked by high security fencing which is not considered a satisfactory treatment of this edge. The removal of the security fencing is considered to be a requirement and a major benefit. Any new boundary treatment measures will need to be carefully considered.
- 4.19 Instead of boundary fences or walls, the use of soft boundaries, including planting and hedgerows would be considered more appropriate.

Contamination

- 4.20 Due to the use of the site for medical research, there is believed to be a level of contamination across the site. The Council recognises that there is a development opportunity to remediate any damaged land. Decontamination studies will be vital to the progress of development on this site and detailed assessment of ground contamination and soil sampling should be agreed with the Council's Environmental Health Officers.
- 4.21 The MRC, as current landowners, has an obligation to remediate the site prior to the sale of the site.

Site Permeability and views

- 4.22 Although the site currently benefits from a large proportion of non-built areas, because of the nature of the existing use. A high security fence is positioned around the perimeter of the developed parts of the site. There is no public access to the operational part of the site.
- 4.23 There is a public right of way running from St Vincent's Lane, across the open land in the northern section of the site. This provides access to the NIMR playing fields, and the pavilion and sports fields at the Mill Hill Sports Club. However, as the location of this public right of way is at the bottom of St Vincent's Lane, it is not apparent to people walking along The Ridgeway.
- 4.24 The site offers good opportunities to increase public access into and through the site. At present a high secure fence surrounds the developed parts of the site. Public access within this area is therefore not possible. As the fence is a requirement of the NIMR, it will be removed as part of the site clearance and the new development will have greater public access.
- 4.25 However, a balance must be struck between public access and the protection of the amenity of new residents, who will regard the open areas around the residential blocks as their amenity space. Therefore a hierarchy of open space should be applied:

Private amenity spaces – will immediately adjoin the new residential blocks, including gardens for houses, and is restricted for the use of residents. Avoidance of creating a gated community, however, should be a priority.

Managed public open space – this could include more formal garden areas where the public have access at certain times, but also caters as amenity space for residents.

Public open space – this will include the glades, meadow, pitches and woodlands.

- 4.26 Views into the site from St Vincent's Lane are in places restricted by existing trees and woodland copse. However, any new development beyond the existing development building lines will be greatly exposed from St Vincent's Lane which would urbanise the lane, given

the already built up nature of the St Vincent's development to the west. Therefore, intensive planting will be expected in this area to minimise the impact.

- 4.27 Due to the substantially built up nature of the development in the Ridgeway cluster, there are very limited views through the site from The Ridgeway. Careful consideration of the future layout of buildings could increase views of the Green Belt from The Ridgeway. This can be achieved, for example, if the arms of the Main Building are re-provided as separate blocks.
- 4.28 Views into the site from Burtonhole Lane are obscured by the trees and hedgerows, which contribute to the character of the site and Burtonhole Lane. Therefore these trees and hedgerows should be retained.

Connectivity

- 4.29 The main access to the site is from The Ridgeway. This forms a one-way in entrance and one-way out exit. Nos 1-3 Burtonhole Lane have a separate one-way in, one-way out entrance on Burtonhole Lane. This is not accessible by vehicles through the main site.
- 4.30 The PTAL rating for this site is 1a/1b. The nearest underground station is the Northern line station at Mill Hill East which is a 19 minute walk from the site. The nearest over ground station is Mill Hill Broadway which is a 37 minute walk from the site. There is a bus stop directly outside the main entrance on The Ridgeway which is served by the 240 bus route which runs to Edgware Station, Mill Hill Broadway and Golders Green Station every 11-13 minutes.
- 4.31 Due to the low PTAL rating, future development will need to provide car parking to comply with the Council's parking standards as outlined in Policy DM17 *Travel Impact and Parking Standards* which requires:
- i. 2 to 1.5 spaces per unit for detached and semi detached houses and flats (4 or more bedrooms);*
 - ii. 1.5 to 1 spaces per unit for terraced houses and flats (2 to 3 bedrooms); and*
 - ii. 1 to less than 1 space per unit for development consisting mainly of flats (1 bedroom).*
- 4.32 Advantage should be taken of the level changes to provide underground parking so as to minimise surface level parking.

5. Approach to Development

Urban Form

- 5.1 The higher density area of development should be located on the southern part of the site. The development should become progressively less dense and lower in height further north into the site. The transition from north to south should be carefully considered, making use where possible of the different levels across the site to minimise the visual impact of any new buildings. Underground parking may also make use of the level changes. Lower down the slope to the north there should be a transition from flats to houses. Detached houses are considered a more appropriate form of development in the northern part of the site on the edge of the countryside.
- 5.2 The grain of any proposed development will need to respect both the Green Belt and the character and appearance of the Mill Hill Conservation Area. The pattern of development and road layout should not undermine permeability and should positively contribute to the legibility of the site. The grain of development of the site should provide good separation distances between the blocks improve views of the Totteridge Valley and increase permeability through the site.
- 5.3 Provision should be made of a range of different types of amenity spaces including courtyard gardens serving blocks of flats, balconies and roof gardens. Varying levels of privacy and access will need to be provided so that some amenity spaces are publicly accessible while others can only be used by residents.

Zoning of Development

- 5.4 New built development will be restricted to the Ridgeway Cluster and the Burtonhole Lane Cluster only. No development, save for ancillary facilities for the playing pitches and a possible visitors centre for the Totteridge Valley (as part of a new regional park, as promoted in the London Plan) will be acceptable outside of these two areas.
- 5.5 It is accepted that new development will not be built over the precise footprint of existing buildings. However, the indicative building line fronting The Ridgeway needs to take account of the impact of increased massing of buildings and the retention of the open area to the front of the Main Building. The indicative building line is shown on Figure 4.

Approach to Landscaping

- 5.6 The provision of high quality soft landscaping will be important in any redevelopment of this site. This will include the retention of trees that provide screening to buildings and the provision of avenues of trees along new routes through the site.
- 5.7 Soft landscaping will be particularly important in providing privacy screening for any residential properties near the northern boundary. As this boundary adjoins open countryside and is highly visible, fencing and walls will generally be resisted. Natural boundaries should be created wherever possible using hedging and trees as well as the possibility of a ha-ha.
- 5.8 The dense tree planting close to Burtonhole Lane makes an important contribution to the leafy character of the site and should be respected.
- 5.9 The proposed species of plants and trees will need to be carefully considered, particularly considering their proximity to buildings and the roles these species would have in providing screening. Planting of native species would be encouraged for the beneficial effect they

would have in improving biodiversity on-site. The applicant will need to submit a landscaping management plan with the application outlining the maintenance and management strategy for green amenity spaces.

Energy and Carbon Reduction

- 5.10 The London Plan Policy 5.2 Minimising Carbon Dioxide Emissions emphasises that development proposals should make a contribution to minimising carbon dioxide emissions in conjunction with the energy hierarchy. Development proposals should make the fullest contribution to minimising carbon dioxide emissions in accordance with the following energy hierarchy:

- Be lean: use less energy
- Be clean: supply energy efficiently
- Be green: use renewable energy

Development should demonstrate how it is Lean, Clean and Green through an Energy Statement.

- 5.11 The London Plan emphasises that major developments meet the following targets for carbon dioxide emissions reduction in buildings:

Year	Improvement on 2010 Building Regulations
2013 – 2016	40 per cent

The Policy also highlights the fact that Major Developments should provide an energy assessment to demonstrate how the development will seek to reduce carbon emissions.

Flood Risk and Surface Water Management

- 5.12 The development should not have a harmful impact on the water environment, water quality and drainage systems. There are no significant water features, except for Folly Brook, a small stream, to the north of the site with a branch cutting from north to south along part of the north western boundary. The site is not within a flood zone.
- 5.13 It is unknown whether these bodies of water perform a flood attenuation function. Further surface water assessment will be necessary to determine this and whether alternative drainage solutions may be required. A site wide Surface Water Drainage Strategy is required and this would need approval from the Council in its capacity as Lead Local Flood Authority. New water features should be natural to improve biodiversity. Dependent on the findings of the Surface Water Management Report, the uses of Sustainable Urban Drainage Systems (SUDS) may be appropriate.

6. Skills, employment, enterprise and training

- 6.1 The NIMR is a major employer in the Borough and the Council seeks to mitigate its loss when it relocates to St Pancras.
- 6.2 Much of the site is currently used for B1 employment purposes and the Council supports the re-provision of space on site. Redevelopment provides opportunities for employment creation, ensuring the continued contribution to innovation through provision of workspace for small to medium enterprises.

- 6.3 The Council considers that there is an opportunity to utilise part of the Main Building and retain the Collaborative Centre at No. 1-3 Burtonhole Lane for such purposes. The benefit will be a range of new spaces that are both flexible and affordable, providing the conditions for start-ups to grow and to enable existing small to medium enterprises to prosper. This would create modern business space that through sensitive design may provide opportunities for public access to support facilities which could include a café or a small gymnasium / fitness centre.
- 6.4 Development involving loss of employment space will be expected to mitigate the loss and make contributions to employment training. Calculations of such contributions will be made on a site by site basis in line with the Skills, Employment, Enterprise and Training SPD 2014. Contributions will be retained for specific employment, skills, training and enterprise support and initiatives highlighted in the Economic Strategy (Entrepreneurial Barnet).
- 6.5 The scale of development also triggers a requirement to manage development related job opportunities the Council will use a Local Employment Agreement (LEA). A LEA sets out the skills, employment and training opportunities to be delivered from development and must include all employment opportunities generated by construction as well as the end use where the development creates more than 20 FTE (full time employee) jobs.
- 6.6 On all schemes where affordable homes are being built, the developer will be encouraged to employ trainees through the Notting Hill Housing Trust Construction Training Initiative, or a similar scheme. This will be set out in Further details are available at <http://www.nottinghillhousing.org.uk/about-us/work-for-us/construction-training>

7 Planning Application Requirements

- 7.1 Due to the Green Belt location and siting within a Conservation Area the Council will expect a full planning application to be submitted for the site. This will enable the Council to consider the detailed design issues alongside the general principles of redevelopment of the site, as the two are inter-related.
- 7.2 The Council has a Validation Checklist, which sets out the national and local requirements for planning applications. The developer, through the pre-application process should engage with the Council's planning officers to agree the range of documents to be submitted and the scope and standard expected. This will help to ensure that there are no delays in the validation process, and that requests for additional information are minimised once the application has been received.
- 7.3 Furthermore, early discussions should be held with Council officers on the likely conditions should any application be approved. Where conditions require the submission and discharge of further documents, the scope of those documents should be agreed before they are submitted. This will help with the discharge of conditions.
- 7.4 The Council's requirements for consultation on planning applications are set out in the Statement of Community Involvement as adopted in June 2015. The applicant will need to demonstrate that the proposal has undergone significant community engagement in order to consult with different groups within the local community. This will be detailed within the Statement of Community Involvement as submitted with the application.

Further details on how the Council will engage the local community on this draft Planning Brief are set out in **Appendix 2**.

8 Development Contributions

Community Infrastructure Levy

- 8.1 The purpose of CIL is to pay for infrastructure required to mitigate the impact of development across the Borough. Barnet's CIL charging rate has been set at: £135 per m². It applies to the 'net additional floorspace' of new development which is delivering 100 m² or more of gross internal floorspace or the creation of one additional dwelling. Net additional chargeable floorspace in the NIMR will consist of the additional floorspace over and above the total existing office floorspace.
- 8.2 In addition to Barnet's CIL the Mayoral CIL applies to all chargeable development in the borough. A flat rate of £35 per m² applies.

S106 Requirements

- 8.3 The items sought through a planning obligation will vary depending on the development scheme and its location. Considerations that may be included in a Section 106 agreement include:
- improvements to public transport infrastructure, systems and services
 - education provision
 - affordable or special needs housing
 - health facilities
 - small business accommodation and training programmes to promote local employment and economic prosperity
 - town centre regeneration and promotion
 - management and physical environmental improvements including heritage and conservation
 - improvements to highways and sustainable forms of transport
 - environmental improvements
 - provision of public open space and improving access to public open space including sport pitches
 - other community facilities including policing
 - other benefits sought as appropriate.

In accordance with Paragraph 204 of the NPPF, planning obligations should only be sought where they meet all of the following tests:

- necessary to make the development acceptable in planning terms;
 - directly related to the development; and
 - fairly and reasonably related in scale and kind to the development.
- 8.4 In considering planning obligations, we will take into account the range of benefits a development provides. It will also be important to ensure that the scale of obligations are carefully considered so they do not threaten the viability of development, in accordance with paragraph 173 of the NPPF.
- 8.5 The extent to which a development is publicly funded will also be taken into account and policy applied flexibly in such cases. Pooled contributions will be used when the combined impact of a number of schemes creates the need for infrastructure or works, although such pooling will only take place within the restrictions of the Community Infrastructure Levy Regulations 2010.

Appendix 1 – Planning Policy Matrix

Planning Issue	National Planning Policy Framework (NPPF)	London Plan Policy	Local Plan Policy
Green Belt	Protecting Green Belt Land – paragraph 79	Policy 7.16: Green Belt	Policy CS7: Enhancing and protecting Barnet's open spaces Policy DM 15: Green Belt and open spaces
Employment	Delivering sustainable development - paragraph 22	Policy 4.1: Developing London's Economy Policy 4.2: Offices Policy 4.10: New and emerging economic sectors Policy 4.11: Encouraging a connected economy Policy 4.12: Improving opportunities for all	Policy DM14: New and existing employment space Policy CS 8: Promoting a strong and prosperous Barnet
Housing Delivery	Delivering a wide choice of high quality homes – paragraph 50	Policy 2.6: Outer London - Vision and strategy Policy 2.7: Outer London - economy Policy 2.8: Outer London - transport Policy 3.8: Housing Choice Policy 3.4: Optimising housing potential Policy 3.5: Quality and design of housing developments Policy 3.12: Negotiating affordable housing on individual private residential and mixed use schemes	Policy CS4: Providing quality homes and housing choice in Barnet. Policy DM08: Ensuring a variety of sizes of new homes to meet housing need.
Heritage and Landscape character	Conserving and enhancing the historic environment – paragraph 126	Policy 7.4: Local character Policy 7.8: Heritage assets and archaeology.	Policy CS5: Protecting and enhancing Barnet's character to create high quality places Policy DM06: Barnet's heritage and conservation
Biodiversity and open spaces	Conserving and enhancing the natural environment – paragraph 109	Policy 2.18: Green Infrastructure – The multi – functional network of green and open spaces Policy 7.19: Biodiversity and access to nature Policy 7.21: Trees and woodlands	Policy CS7: Enhancing and protecting Barnet's open spaces Policy DM 15: Green Belt and open Spaces Policy DM 16: Biodiversity
Sports and recreation	Promoting healthy Communities - paragraph 73	Policy 3.6: Children and young people's play and infant recreation facilities Policy 3.19: Sports facilities	Policy CS7: Enhancing and protecting Barnet's open spaces Policy CS11: Improving health and well being in Barnet

Appendix 2 – Consultation Programme

Design Competition

A design competition has been undertaken for the redevelopment of the Main Building, which the Council and local interest groups participated in. The scheme selected consists of the demolition and rebuilding of the four wings on the central block.

Status of Planning Briefs

Planning Briefs are not subject to independent examination, but do require Council agreement before adoption. Upon adoption they become a material consideration in determining planning applications on land affected by the Brief.

Community involvement in preparation of the Planning Brief

There is usually just one stage of public consultation in the production of a Planning Brief. Comments received through the consultation process will be taken into consideration when drafting the final document and this process will be documented in a Consultation Statement. The Consultation Statement will set out the main issues raised and how these have been addressed.

- The Council will carry out a public consultation exercise on the draft Planning Brief for a period of six weeks commencing in January 2016.
- The draft Planning Brief will be published online on the Council's consultation pages.
- Consultation will be publicised with a Public Notice in a local paper
- Copies of the draft Planning Brief will be available in Mill Hill Library and at Barnet House Planning Reception
- A drop-in exhibition will be held at a suitable local venue enabling local residents and other interested parties to provide their views
- Engagement with Mill Hill Neighbourhood Forum is an important part of pre-application discussions on this site. Engagement with other established groups in Mill Hill including the Mill Hill Preservation Society and Mill Hill Residents Association is also encouraged.

	<p>Policy and Resources Committee</p> <p>16 December 2015</p>
<p style="text-align: right;">Title</p>	<p>Procurement activity to support the Development Pipeline including the establishment of a Council Wholly Owned Housing/Property Company (WOC)</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director Growth and Development</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Susan Curran, susan.curran@barnet.gov.uk; 0208 359 3608 Paul Shipway, paul.shipway@barnet.gov.uk; 0208 359 4924</p>

Summary

This report seeks approval for procurement activity in 2015/2016 for technical and specialist support, due diligence work and tax and legal advice in support of the Development Pipeline including the establishment of a wholly owned housing/property company (WOC) as a delivery vehicle.

Recommendations

1. That Committee approve the waiver of Contract Procedure Rules to appoint Wragge, Lawrence Graham and Co LLP as legal advisors for the Development Pipeline and the establishment of the WOC.
2. That Committee authorise the commencement of procurement exercises to deliver technical advice necessary to support the Development Pipeline including the establishment of the WOC

3. That Committee authorise the procurement of tax advice for the property WOC from existing framework supplier KPMG

4. That Committee note the business case for the wholly owned housing/property company will be submitted to Policy and Resources Committee in early 2016, recommending that Full Council approve the WOC.

1. WHY THIS REPORT IS NEEDED

- 1.1 The London Borough of Barnet is proposing to embark upon an ambitious programme of new build mixed-tenure housing development on Council and Housing Revenue Account (HRA) land across the borough to support Barnet's housing need.
- 1.2 On 9 July 2014, the Assets, Regeneration and Growth Committee approved the creation of a Development Pipeline, making use of council owned land to enable the council to benefit directly from any uplift in land values associated with developing sites, rather than simply seeking a capital receipt through disposal on the open market. Subsequently on 8th September 2014 the Assets Regeneration and Growth Committee approved in principle to progressing development opportunities initially at five sites on General Fund land (Tranche 1). These sites are expected to create almost 300 homes, of which approximately 40% will be affordable.
- 1.3 The Chartered Institute of Housing carried out a review of potential delivery options and recommended that the best outcomes would be achieved by the Council establishing a wholly owned housing/property company (WOC) to develop sites itself. Further Legal and financial advice will establish the best structure to adopt.
- 1.4 The Council has the powers to form a WOC under Section 1 of the Localism Act 2011.
- 1.5 The WOC will provide an alternative delivery mechanism for developing new homes across all tenures within Barnet that will complement the planned development through the HRA. The objective of the WOC is to develop property for affordable rent, private rent and market sale to increase housing supply and maximise the council's land resources, whilst also providing income to the Council's General Fund.
- 1.6 On 15th September 2015 the Strategic Commissioning Board agreed to support the principle of establishing a WOC, subject to further detailed legal and tax advice. Specialist legal and technical support is also required to support the delivery of Tranche 1 developments and inform the WOC business case which will be considered by Policy and Resources Committee in early 2016. This report therefore seeks permission to proceed with the procurement of this advice.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Following on from the advice received from the Chartered Institute of Housing, Wragge Lawrence Graham and Co LLP were requested to provide initial advice on the options available to the Council with regards to establishing a wholly owned subsidiary company (WOC) to develop mixed tenure housing. Wragge Lawrence Graham and Co LLP possess specialist experience in establishing delivery vehicles, having advised a number of local authorities, and are currently providing the Council with legal advice on the Brent Cross South regeneration project. The advice was based on a fee of £25,000. The fee rates reflect the competitively tendered rates for the Brent Cross South regeneration project.
- 2.2 To provide continuity of advice, it is now proposed that Wragge, Lawrence Graham and Co LLP are appointed to provide the necessary legal advice and support in preparing the business case, and subject to Council approval in January 2016, in establishing the wholly owned company.
- 2.3 On 7th September 2015, the Assets Regeneration and Growth Committee approved the entering into of a pre-construction agreement for Tranche 1. The procurement of technical and legal advice will help maintain momentum for these schemes.
- 2.4 The principle of establishing a wholly owned development company was not discussed until early this year, therefore, procurement in relation to this was not included in the 2015/16 Procurement Forward plan approved by Policy and Resources Committee in January 2015.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Selection of a legal advisor through a mini competition was considered, however, to maintain consistency of advice it would be preferable to appoint Wragge Lawrence Graham and Co LLP. Wragge, Lawrence and Graham and Co LLP are specialist legal advisers in this area of work.
- 3.2 Under the Public Contract Regulations 2015, legal services are subject to the 'Light Touch Regime' and do not need to be competitively procured unless the contract value is more than £625,000

4. POST DECISION IMPLEMENTATION

- 4.1 The necessary legal work to support the delivery of Tranche 1 of the Development Pipeline and the creation of the WOC business case will commence.
- 4.2 It is expected that a report will be taken to Policy and Resources Committee and full Council in early 2016 seeking approval of the business case for the establishment of the housing/property wholly owned company.

4.3 Procurement of technical support will be accessed through use of the Homes and Communities Agency (HCA) framework multi-disciplinary panel.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's Corporate Plan (2015-2020) sets out how residents will benefit from a responsible approach to regeneration, with thousands of new homes built and job opportunities created, this includes identifying a pipeline of sites to build new homes that residents need and to increase revenue streams.

5.1.2 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.1.3 Affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top 3 concerns identified by local residents in the Residents' Perception Survey.

5.1.4 The establishment of a delivery vehicle/WOC is consistent with the Council's Housing Strategy 2015 – 2025 objectives to build mixed tenure housing on council land, to increase the supply of housing in the borough and to maximise the Council's assets.

5.1.5 Delivery of the new homes will be monitored through the Development Pipeline Partnership Board which is chaired by the Commissioning Director, Growth and Development.

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

5.2.1 The legal support contract will be capped at £150,000 and the length of the contract is envisaged to be delivered within a year.

5.2.2 The procurement of the technical advice to support the Development Pipeline will be undertaken using the HCA Partners framework, multi-disciplinary and property panels. This has the advantage of offering value for money and reduced risk to the Council. The rates have already been competitively tendered and all organisations on the panel pre-qualified through OJEU procurement, which established the HCA Partners framework. The contracts expected to be procured are set out in the table below.

5.2.3 Tax advice will be procured using the Council's call off contract with existing framework supplier KPMG.

5.2.4 The costs for the Development Pipeline related procurement activity is set out below:

Activity	Anticipated contract value
Legal support (Wragge, Lawrence, Graham and Co)	£150,000
Site assessments and financial modelling	£50,000
Tax advice and business planning	£60,000
Creation of financial systems	£15,000
Total	£275,000

The initial WOC work which includes the costs identified in the table above will be funded from reserves, up to £500,000 with a view to capitalise if possible. These costs will be recoverable from the WOC if it proceeds.

5.3 Social Value

5.3.1 The Council will seek to provide employment opportunities for local people and opportunities for small and medium enterprises through the procurement of the construction contracts for the delivery of development pipeline schemes.

5.4 Legal and Constitutional References

5.4.1 Council Constitution, Responsibility for Functions, Annex A – The Policy and Resources Committee has responsibility for:

- the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
- authorising procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Contract Procedure Rules.

5.4.2 Council, Constitution, Contract Procedure Rules Section 15.1 states that "All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee.

5.4.3 The Council has the legal power to take these actions. The principal powers are:

- sections 1 and 4, Localism Act 2011 (the general power of competence and the obligation to trade through a company) – relevant to a WOC
- section 95, Local Government Act 2003 (the power to trade through a company) – relevant to a WOC, and
- section 12, Local Government Act 2003 (the power to invest for any purpose relevant to its functions or for the purposes of the prudent management of its financial affairs) – relevant to an LLP
- section 111(1), Local Government Act 1972 (the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any functions) – relevant to an LLP.

5.5 Risk Management

- 5.5.1 The main risk is a delay to the establishment of the WOC and to delivery of the first homes if the commencement of procurement is delayed. The legal and tax advice and technical support are essential in developing the business case and business plan and to ensure the WOC achieves the best outcomes for the Council.
- 5.5.2 The risk of challenge to the future procurement process will be mitigated by following the standard procurement process with officers ensuring the process complies with Contract Procedure Rules and procurement law.
- 5.5.3 These risks will continue to be assessed and managed in accordance with the Council's project and risk management methodologies.

5.6 Equalities and Diversity

- 5.6.1 A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's Community.
- 5.6.2 New housing delivered by the WOC will be built to the Lifetime Homes standard and 5% of new homes will be fully wheelchair accessible.

5.7 Consultation and Engagement

- 5.7.1 Consultation on all Development Pipeline schemes would be undertaken on an individual basis. This will include, but not be limited to, statutory consultation undertaken as part of the planning process. Each development project will be expected to produce a full Consultation and Engagement Plan that will be used to demonstrate how the council has consulted with its citizens at various stages of the project life cycle. A library of evidence for the findings will be kept by the project team.
- 5.7.2 Consultation and engagement on schemes will also be monitored by the Development Pipeline Programme Board.

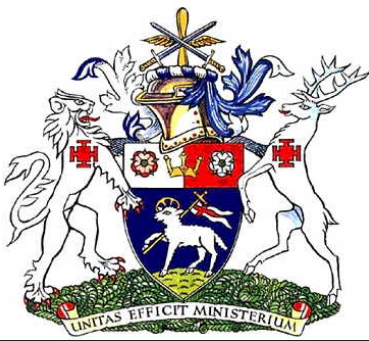
5.8 Insight

- 5.8.1 The Council's Housing Strategy, which identifies the need for new affordable homes, is supported by a comprehensive evidence base, including a Housing Needs Assessment and a study of affordability carried out by the Council's insight team.

6. BACKGROUND PAPERS

- 6.1 Assets Regeneration and Growth Committee, 9 July 2014, Strategic Asset Management Plan
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>.
- 6.2 Assets Regeneration and Growth Committee, 8th September 2014, Strategic Asset Management Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.3 Assets Regeneration and Growth Committee, 8 September 2014, Barnet Development Pipeline
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.4 Assets Regeneration and Growth Committee, 16th March 2015, Barnet Development Pipeline – Tranche 1
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7887&Ver=4>
- 6.5 Assets Regeneration and Growth Committee, 1st June 2015, Barnet Development Pipeline
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8309&Ver=4>
- 6.6 Assets Regeneration and Growth Committee, 7th September 2015, Barnet Development Pipeline, Tranche 1 – Moxon Street
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8310&Ver=4>
- 6.7 Council, 20 October 2015, Report of Housing Committee – Housing Strategy and Commissioning Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>

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Policy and Resources Committee
16th December 2015

Title	Copthall – Draft Planning Brief
Report of	Commissioning Director Growth and Development
Wards	Mill Hill
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1: Copthall: Draft Planning Brief
Officer Contact Details	Ian Butt – Associate Director Re 07825 399724 ian.butt@capita.co.uk

Summary

The Draft Planning Brief provides a framework for the coordination of development within the Copthall sports and recreation estate in Mill Hill (“the Estate”). The planning brief focuses on the following key objectives:

- To deliver a range of sports and physical activity facilities within a parkland setting
- To support the development of the new Copthall Leisure Centre
- To support new facilities including a new west stand at the Allianz Stadium
- To develop and enhance other facilities and coordinate investment in the parkland areas, improving access and way finding throughout the site
- To ensure the positive management of the Green Belt, enhancing openness and improving accessibility to sport and recreation

The draft Planning Brief will be subject to a period of public consultation. Upon adoption the Planning Brief will guide development proposals for this site.

Recommendations

That the Committee approve the Copthall draft Planning Brief for public consultation

1. WHY THIS REPORT IS NEEDED

- 1.1 At the 17th February 2015 Policy and Resources Committee meeting, approval was given for funding and the commencement of procurement work streams towards the delivery of, inter-alia, a new leisure centre at Copthall. In addition the Committee agreed public consultation on proposals for a new leisure centre at Barnet Copthall, covering the proposed facilities mix and the location within the Copthall site. This was as part of the wider Sports and Physical Activities Strategy of the Council.
- 1.2 At that time, it was envisaged that a Master Plan would be prepared for Copthall, in order to set out the objectives for the Estate, identify the mix and spatial plan for facilities and a planning strategy for their delivery. The plan will also be used as part of the public consultation on the re-provision of Barnet Copthall Leisure Centre. However, in order to provide weight to planning decisions for the Estate, officers consider that a planning brief, which has been subject to public consultation, is the most appropriate avenue.
- 1.3 The Planning Brief (**see Appendix 1**) sets out the key objectives for the site:
- The creation of an exciting place for sport and recreation;
 - To create a hub for a range of sports that will sit within a parkland setting and attract the widest range of users that encourages sport take up, exercise and improves health within the Borough;
 - A core of sports and leisure facilities based on a new leisure centre, the Allianz Stadium and a new pavilion with satellite facilities which meet the future needs of sports clubs;
 - To support sports development across the borough by acting as a hub for other facilities, and links to local and sub-regional sports clubs;
 - To harness the prestige and potential of Saracens and the Allianz Stadium as a centre of excellence for rugby in London;
 - To support the growing links with education at all levels;
 - To create a first class visitor experience that is safe, enjoyable and memorable;
 - To create a coherent, well branded and managed whole understanding and delivering the needs of a range of operators and activities;
 - A design that caters for the need and reflect the corporate objective for sport and the public health outcomes;
 - To provide a range of parkland facilities that will attract the widest range of visitors; To create an accessible location for all visitors with vastly improved pedestrian and cycling movements within the site;
 - Create a park where users can co-exist and operate without detriment to each other 24/7; and
 - A park that links as part of a green network with its surrounding areas, in particular Hendon and Middlesex University to the south and Mill Hill via the disused railway line to the east.
- 1.4 Copthall is located centrally within the Borough. Although enclosed by building development, it is also located within the Green Belt. The site has an area of approximately 70 hectares (173 acres) of Green Belt land and supports an

array of sporting facilities including the Copthall leisure centre, the Allianz Stadium, home to Saracens RFC and Shaftesbury Barnet Harriers athletics club and a number of other sports tenants and seasonally let pitches. The site includes a Council's Green Spaces Operational Base which services the site and surrounding spaces.

- 1.5 The site is also an integral part of the green infrastructure network for the Borough and acts as a local park for the communities surrounding the site. The Estate helps promote health and wellbeing, conserve the natural character of the area, and encourage economic growth. An opportunity has arisen to fulfil these objectives and by working with the local community, stakeholders, tenants and users it will deliver an exemplar facility.
- 1.6 The site has many users with their own needs and aspirations for the future of the site. This is why this strategically important site requires an integrated plan and operating framework in place to guide these future developments.
- 1.7 The Planning Brief specifically promotes the development of:
 - A replacement for the Copthall Leisure Centre
 - A replacement of the west stand at the Allianz Stadium
 - A new green spaces operation base
 - New club houses for existing clubs
 - Improved access, car parking, and way finding
 - Public realm improvements, in particular the creation of 'Hub' at the new leisure centre
 - A replacement to the Copthall pavilion, including new changing and club house facilities
 - Investment in pitches

2. REASONS FOR RECOMMENDATIONS

- 2.1 Producing a Planning Brief is vital to ensure that future development of the Copthall site comes forward in line with Council priorities and delivers sustainable development. It is also vital to control development within this Green Belt location; ensure development accords with the objectives of the brief; and provide a framework for the coordination of development and working with partners on the site.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to not produce a Planning Brief. Not doing so would greatly restrict the Council's ability to coordinate development on the site, restrict inappropriate development in the Green Belt and provide a strategic justification for the development that the brief promotes. This may also result in Council priorities not being achieved.

4. POST DECISION IMPLEMENTATION

- 4.1 The draft Planning Brief will be subject to a six-week period of public consultation. The document may be revised in light of comments received and the proposed final draft will be reported back to the Policy and Resources Committee for approval. See paragraph 5.7 below.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The draft Copthall Planning Brief helps to meet Corporate Plan 2015-20 strategic objectives in ensuring that Barnet is a place:-

- Of opportunity, where people can further their quality of life
Copthall will provide a major centre of sport and recreational activities for residents and visitors to the Borough. It will provide a combination of public and competition based sports facilities for active users and spectators. By the promotion of sport – active or as a spectator – the Council is seeking to encourage a more active lifestyle and sport take up. This in turn will help with the long term sustainability of sports local clubs and the long term investment in facilities.
- Where people are helped to help themselves, recognising that prevention is better than cure
Copthall as part of wider Sports and Physical Activity strategy as well as the Open Space Strategy, will assist local residents to enjoy the benefits of sport and recreation. Improved access, way finding and the range of formal and informal activities in one location, and as part of a borough wide network, ensures that the needs and capabilities of all residents are met, breaking down some of the barriers to participation.
- Where services are delivered efficiently to get value for money for the taxpayer
The Copthall Planning Brief will encourage cooperation between the organisations on the site, delivering the most comprehensive level of services for the public, whether through public or private service provision.

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

- 5.2.1 The cost of producing the Planning Brief has been met from the Sports and Physical Activities transformation budget approved by the P&R Committee in February 2015.

- 5.2.2 The Council will engage with stakeholders to prepare a delivery plan for the proposals in the brief, including funding sources. Stakeholders include the clubs using the site, Sport England, sports federations, the local community and ward members.

5.3 Social Value

5.3.1 Social benefits will be secured through opportunity to increase participation in sport and physical activity in the Borough. This includes the health benefits, but also to benefits of participation.

5.3.2 Economic benefits will be delivered through the promotion of Barnet as a place for sport in North London. Businesses are attracted to locate to and stay in areas which offer staff a good range of sport and social activities. The continued presence of national teams such as Saracens Rugby Union Club and Barnet and Shaftesbury Harriers Athletics Club in the Borough is a major promotional tool for attracting business investment.

5.3.3 Environmental benefits will be delivered through enhancing the parkland setting of Copthall.

5.4 Legal and Constitutional References

5.4.1 Constitution, Responsibility for Functions, Annex A, sets out the terms of reference of the Policy and Resources Committee including:

- the overall strategic direction of the Council including approving documents related to the Local Plan
- To be responsible for the overall strategic direction of the council including those matters not specifically allocated to any other committee affecting affairs of the Council

5.4.2 Site specific Planning Briefs provide an opportunity to bridge the gap between the provisions of the Local Plan and the requirements of any future planning application for the site.

5.4.3 Planning Briefs should be consistent with and provide guidance, supplementing the policies and proposals of the Local Plan. Planning Briefs cannot contradict, rewrite or introduce new policies.

5.4.4 Planning Briefs can have a number of functions, such promoting development of a site; addressing particular site constraints and/or further interpretation of local plan policies.

5.4.5 Under the Council's Constitution, Annex A (Responsibility for Functions) the Policy and Resources Committee is responsible for the overall strategic direction of the Council including approving documents related to the Local Plan.

5.5 Risk Management

5.5.1 Failing to produce a Planning Brief for the Copthall site may lead to a less strategic response to the development, a less coordinated response to investment in the area and result in Council priorities not being achieved.

5.6 Equalities and Diversity

5.6.1 The aim of Copthall is to create a fully inclusive location for sport and recreation within the Borough. The range of sport possible on the site means that all people can use the facilities, or visit the area as part of the Boroughs extensive green spaces network.

5.6.2 There are opportunities to link the facilities to education services at all levels.

5.7 Consultation and Engagement

5.7.1 The Council carried out consultation on the re-provision of the Barnet Copthall Leisure Centre and the re-provision of Church Farm Leisure Centre over the summer 2015. The draft planning brief was used during that consultation to show the proposed location of the new leisure centre on the site. Whilst that consultation was not specifically on the draft planning brief itself local residents were asked about the range of facilities that they would wish to see developed on the site. The feedback was generally positive about the ideas contained within the planning brief as well as the provision of a new leisure centre.

5.7.2 The Council will carry out a public consultation exercise on the draft Planning Brief for a period of six weeks. Whilst Planning Briefs do not have a consultation requirement in the Council's Statement of Community involvement they will be treated for consultation purposes as equivalent to a Supplementary Planning Document.

5.7.3 The Brief will be published online and advertised in the local paper. A public event will be held to provide the opportunity for people to discuss the proposals with officers and provide feedback.

5.8 Insight

5.8.1 Data from the SPA project has helped identify the priorities outlined in the Brief.

5 BACKGROUND PAPERS

6.1 [Barnet Local Plan Core Strategy](#), September 2012

6.2 [Barnet's Statement of Community Involvement](#), July 2015

Draft Copthall Planning Brief

DRAFT

December 2015

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Draft Copthall Planning Brief

1. Introduction and Background

- 1.1** This Draft Planning Brief has been prepared with the objective of guiding the future of the Copthall site and provides a framework for the future development of the park and the recreational facilities within the site. The site has an area of approximately 70 hectares (173 acres) of Green Belt land including grassland, woodland and copse areas. The site supports an array of sporting facilities and activities including the Copthall leisure centre, the Allianz Stadium, home to Saracens RFC and Shaftesbury Harriers Barnet athletics club and a number of other sports tenants and seasonally let pitches. Casual active and passive recreation is a large element of community use. The site also includes a Council's Green Spaces Operational Base which services the site and surrounding spaces.
- 1.2** The site is also an integral part of the green infrastructure network for the Borough and acts as a local park for the communities surround the site.
- 1.3** Barnet has determined that it will be seen as a national leader in developing attractive suburban parks with its communities that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth. An opportunity has arisen to fulfil these objectives and by working with Copthall's local community, stakeholders, tenants and users it will deliver an exemplar facility.
- 1.4** The site has many users each having competing demands and each having needs and aspirations for the future of the site. This is why this strategically important site requires an integrated plan and operating framework in place to guide these future developments.
- 1.5** The supporting evidence behind this draft Copthall Planning Brief is contained in the emerging Parks and Open Spaces Strategy for the Borough which has looked at all the borough's green spaces to:
- Enable the Council to prioritise, plan and commit resources across the Borough
 - Make case to funders to increase resources
 - Make informed decisions for future the management regimes for the service
 - Ensure open space development is informed by open space needs and requirements, and
- 1.6** The emerging Sport and Physical Activity Strategy also provides guidance and direction for the development of the site to meet the existing sporting and future needs of the Borough, and
- 1.7** The emerging Playing Pitch Strategy which will also provide guidance and direction on the existing future needs of playing pitches in the Borough. The Strategy has the objectives of:

- giving an accurate picture of supply and demand of playing pitches
- providing a clear understanding of existing levels of provision, in terms of quality, quantity, accessibility, location and management,
- identifying how these facilities will meet the existing and future needs of the community, and
- provide an evidence base that will allow Barnet to plan, prioritise and schedule future improvement projects.

1.8 The value of the site as part of the green infrastructure of the Borough will need to be recognised as well as the contribution its green capital plays in enhancing the quality of life for the local community. The size of the site and its strategic location places it as a District Park in the hierarchy of parks in London.

1.9 The existing mix of uses on the site and the attraction of the Allianz Stadium can be regarded as solid foundations on which to develop a major sporting hub for the Borough. Close proximity to primary and secondary schools, together with the presence of Middlesex University and New Barnet and Southgate College at Hendon and Colindale respectively, highlight the possibility of Copthall playing a highly significant role in the development of sport in education. Furthermore, the promotion of sport with Copthall at the hub of a network of local facilities, and the use of the parkland elements for informal fitness, ensure that Copthall will contribute towards the Public Health Objectives of the Sports and Physical Activity project.

1.10 The delivery of the proposals will depend on the investment decisions of the various parties on or associated with the site.

2. Objectives of the Draft Planning Brief

2.1 The Copthall site in Mill Hill, London Borough of Barnet, offers an opportunity for a high quality green space with an integrated sports and leisure provision. Development here will support the Council's strategic objective of being seen as a national leader in developing attractive suburban parks with its communities that promote health and wellbeing, conserve the natural character of the area, and encourage economic growth alongside the objective of delivering increase participation in sport and improving public health. It will support the continued growth of the Saracens Rugby Union Club together with investment of local sports clubs through a diversified sports provision. It will leave the Borough with a lasting parks and recreational legacy and first class facilities that complement other facilities within the Borough.

2.2 Copthall is inextricably linked to the future of other Council owned sports facilities that deliver quality services on a sustainable footing. The range of existing/enhanced spaces and facilities integrated with a new leisure centre, new investment in the Allianz Stadium and a landscaped parkland setting will provide the key hub for sports development within the Borough and the north-west London sub-region. This is the

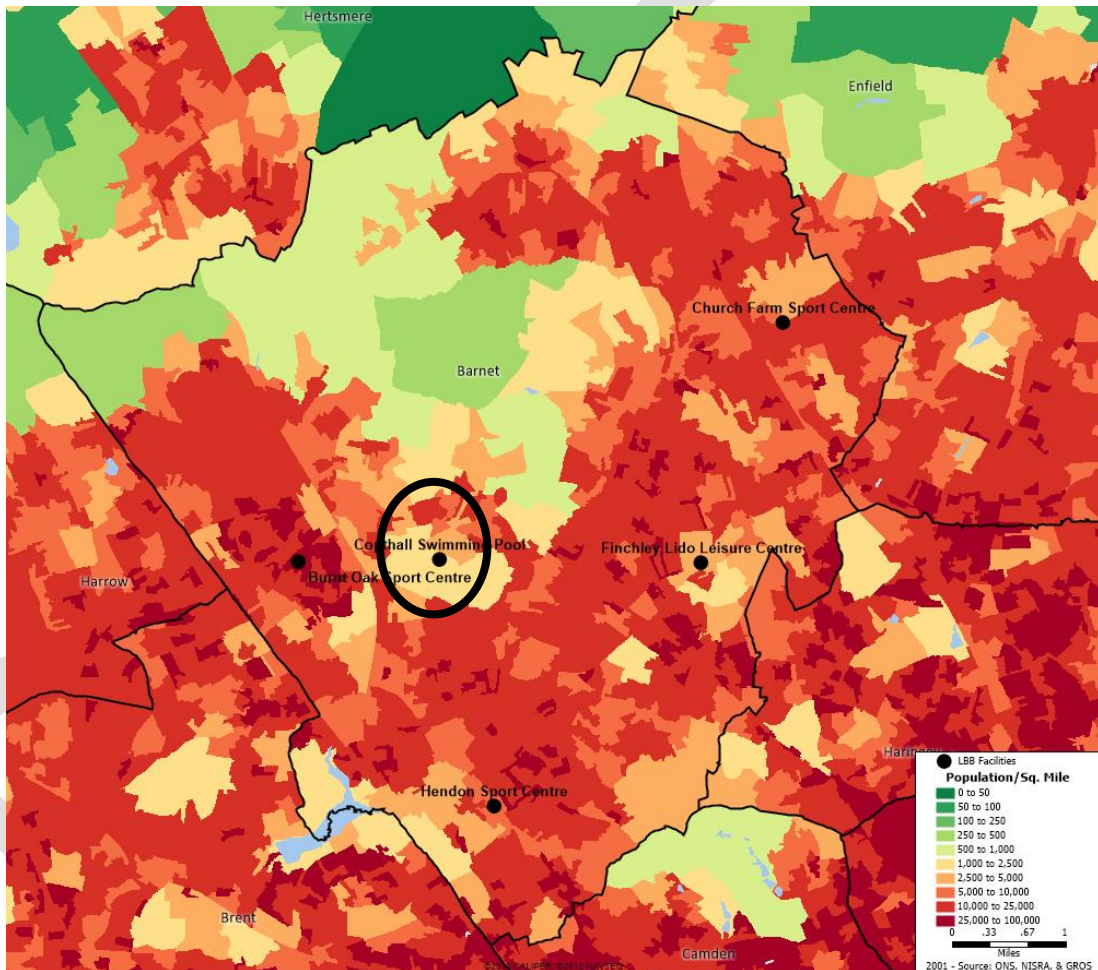
only location in the Borough which has the combination of space and a mix of existing facilities where this can be achieved.

2.3 These key objectives for Copthall were approved by the Council in February 2015:

- The creation of an exciting place for sport and recreation;
- To create a hub for a range of sports that will sit within a parkland setting and attract the widest range of users that encourages sport take up, exercise and improves health within the Borough;
- A core of sports and leisure facilities based on a new leisure centre, the Allianz Stadium and a new pavilion with satellite facilities which meet the future needs of sports clubs;
- To support sports development across the borough by acting as a hub for other facilities, and links to local and sub-regional sports clubs;
- To harness the prestige and potential of Saracens and the Allianz Stadium as a centre of excellence for rugby in London;
- To support the growing links with education at all levels;
- To create a first class visitor experience that is safe, enjoyable and memorable;
- To create a coherent, well branded and managed whole understanding and delivering the needs of a range of operators and activities;
- A design that caters for the need and reflect the corporate objective for sport and the public health outcomes;
- To provide a range of parkland facilities that will attract the widest range of visitors;
- To respect the green belt location offering environmental and social enhancements that supports the case for development. In this regard the development must have a minimal impact on and enhance the landscape;
- To create an accessible location for all visitors with vastly improved pedestrian and cycling movements within the site;
- Create a park where users can co-exist and operate without detriment to each other 24/7; and
- A park that links as part of a green network with its surrounding areas, in particular Hendon and Middlesex University to the south, Mill Hill Park and Arrandene Open Space to the north, Burnt Oak and Mill Hill East via the disused railway line to the west and east respectively..

3. The Site

- 3.1 The Cophall site is located centrally within the London Borough of Barnet in the Mill Hill Ward. The site has an area of approximately 70 hectares (173 acres). The site slopes slightly to the south east and has generally even topography. A number of hedgerows split the various areas, a legacy from an earlier agricultural use, which contributes towards the overall feel and attractiveness of the site.



Map One: Location of Cophall (PTAL Map)

- 3.2 The site is bounded to the south by the A1 Great North Way, and beyond that by residential properties and Sunny Hill Park, which is connected to Cophall by an underpass under the A1. Sunny Hill Park provides pedestrian access to Hendon town centre and the main Middlesex University Campus.
- 3.3 To the east lies Hendon Golf Club, which is a privately run 18-hole golf course. To the south east boundary are the Archfields Allotments. The northern boundary of the site is defined by Pursley Way with the Dollis Junior and infant School to the north east. Beyond Pursley Way are residential areas and Mill Hill School. The western boundary is formed by Page Road, which is predominantly residential.

- 3.4** Also lying on the western boundary are developments at the former hospital and the Hasmonean High School (for Girls). Both are accessed from Page Road and lie outside the Copthall site boundary.
- 3.5** Crossing east to west through the site is a disused railway, which once linked the underground at Mill Hill with Edgware. The disused line is a public rights of way and an attractive tree lined walk.



Map Two: Planning Brief Area

- 3.6** The Copthall site forms part of the emerging Neighbourhood Development Plan area for Mill Hill which is expected to cover Mill Hill ward and the NW7 parts of Hale ward.

4. Key Site Constraints and Characteristics

4.1.1 Listed Building

There are no listed buildings within the site, but, The Lodge is a Grade 2 Listed building located to the north west of the site. The Planning Brief will need to consider the setting of this building. See Map Three below.



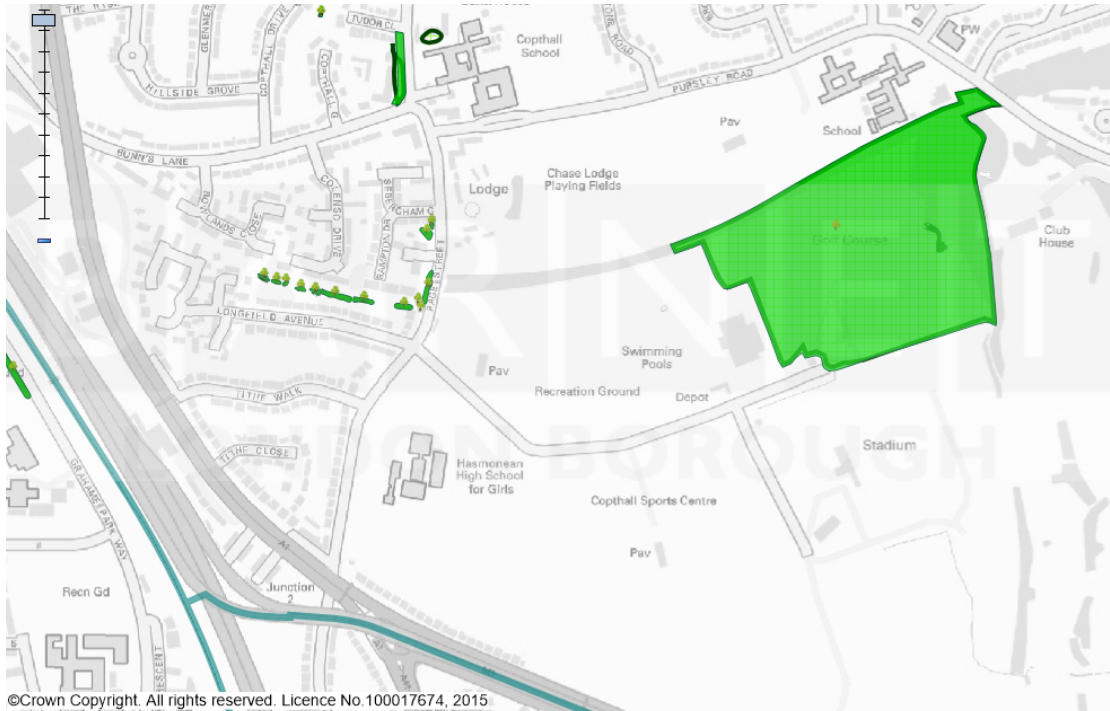
Map Three: Location of The Lodge Listed Building

4.1.2 Conservation Areas

There are no conservation areas within or adjoining the site.

4.1.3 Tree Preservation Orders

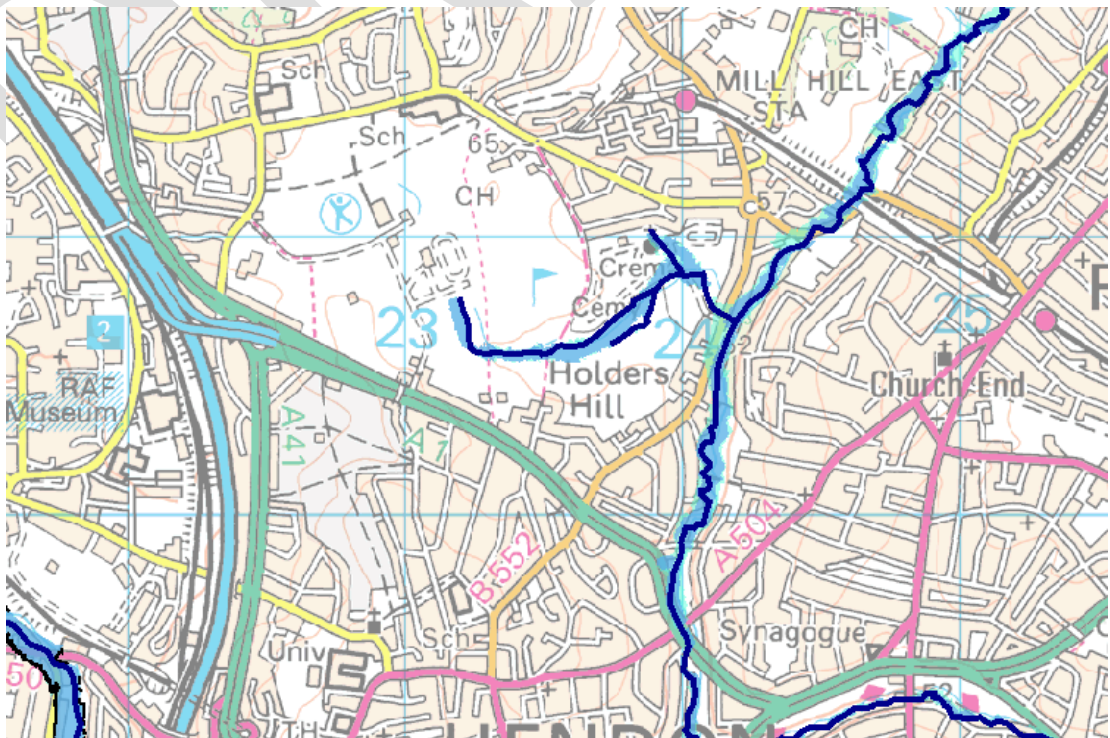
There is a group (woodland) TPO on land occupied by the Metro Golf Centre. These will form part of the parkland setting for the leisure facilities. See Map Four below.



Map Four: Tree Preservation Orders

4.1.4 Flooding

Land either side of Dollis Brook south of the Allianz Stadium is within Flood Zone 3 (See Map 3 below). A flood risk assessment will be required to consider flooding within the site and the impact of additional run off on Dollis Brook. Any requirements to manage surface water run off will form part of the overall landscaping for the site.



Map Five: extent of Flood Zone

4.1.5 Nature Conservation

Parts of the site and adjacent land are identified as either sites of Importance for nature conservation of sites of Local Importance for Nature Conservation and Sites of Local Importance for Nature Conservation. These will enhance the parkland element and the overall attractiveness of Cophthall as a visitor’s destination.

5. Current uses on the site

5.1.1 The site is presently used for sports, recreation and open spaces purposes. Broadly the main uses on the site are (see Map Six overleaf):

Site	Main uses	Comments
Cophthall Leisure Centre	Swimming, including diving Gym Café Car Parking	The current centre requires replacement as part of the SPA study. Its location is poor in relation to the remainder of the sports facilities. No sports hall.
Allianz Stadium	10,000 seat (maximum) sports stadium Rugby Union (Saracens) Athletics Education Conference and meeting space Car Parking	Saracens are developing proposals for a new west stand. The athletic facilities are split between the track and field facilities to the rear of the east stand. The under stand of the east stand is used for events and training. Under stand of the new stand to be used as Saracens training academy and training/education.
Metro Golf Centre	Golf driving range Par 3 nine-hole golf course Novelty golf Shop and café/restaurant Offices in converted house Car parking	Although not incongruous the current buildings are not modern.
Powerleague Soccer	12 football pitches – 2 large Function room/bar	Situated north of the leisure the Powerleague is divorced from the main

Site	Main uses	Comments
	Car parking	area of Cophall
Chase Lodge	Full size and junior football pitches Changing facilities Car parking	Separated from main sports areas
Mill Hill Rugby Club	Club house, with function facilities 3 full size rugby pitches	Poor quality buildings leave a negative first impression of Cophall. Should be replaced.
Hendon Rugby Club	Club House with facilities 2 full size pitches	Poor quality clubhouse on exit from the site. Should be replaced.
Cophall Playing Pitches	4 Football 3 Rugby 3 cricket Changing room facility	The large two storey changing room facility is extremely prominent and of very poor quality. Should be replaced.
Council parks operational base		Located to front of the Leisure Centre. Needs to be relocated.
Open space and amenity land	10.6 hectares	Lacks facilities – toilets, children’s play area, teen activities etc. Should be better integrated into the overall concept.

There is one residential property within the site, Cophall Lodge, located between the Allianz Stadium and the Cophall Leisure Centre.



Map Six: Existing Uses

6. Accessibility

- 6.1** The site is located centrally within the Borough, approximately 1.5 km from Mill Hill East Underground station and the same distance from Mill Hill Broadway Station served by Thameslink. Hendon station is approximately 2.5 km to the south.
- 6.2** The 221 bus service serves the site with stops along Pursley Road. The Service connects Cophall with Edgware, Mill Hill Broadway (including the station), Mill Hill East station, North Finchley, Friern Barnet and beyond to Wood Green and Turnpike Lane. There are no bus services along Page Road. Coach access and parking is provided at the current Leisure Centre and Allianz Stadium.
- 6.3** The site (taken as the Leisure Centre) does not have a PTAL rating. However, Pursley Road has a rating of 1b. This reflects the relative isolation of the site from railway stations. Therefore, improving connectivity between the site and stations, whether by foot, cycling and bus services needs to be explored with the relevant bodies and providers. It also means that car usage is likely to be high and the level of car parking needs to reflect this.

- 6.4** The principal access to the site is from Page Street via a T-junction. The quality of this entrance to Copthall should be improved and an evaluation of traffic flows and junction redesign as well as better signage.
- 6.5** The Chase Lodge Playing Fields have a separate access off Page Street, whilst the Powerleague is accessed from Pursley Road.
- 6.6** There is a secondary left hand in and out access from the A1. However, there is no slip road (in or out), and the footbridge restricts scope to create on.
- 6.7** Pedestrian access can also be obtained via the footbridge over the A1 to Sun Hill Park to the south and a footpath from Pursley Road, which provides access for those travelling by bus.
- 6.8** Within the site, Champions Way serves the existing facilities. Whilst adequate for the volumes of traffic, way-finding is limited and improvements should be incorporated into the Copthall investment package.

7. Scope of development

7.1 Given the Green Belt location of Copthall, comprehensive redevelopment is not appropriate. Therefore, the range of facilities proposed is designed to enhance existing facilities, replace existing facilities and support the sports and open spaces provision within the site. As a consequence the level of new development is very limited with the most significant changes being a replacement west stand at the Allianz Stadium and a replacement for the Copthall Leisure Centre.

Use	Proposed uses	Key issues
Copthall Leisure	25 m 8 lane pool 25 m 6 lane pool Training pool Up to 115 station Gym Café Car Parking Changing rooms Public toilets	<ul style="list-style-type: none"> • New centre to replace existing on new location – most likely to the west of the existing. • Planning risk is reduced if the footprint and massing of the new centre do not disproportionately exceed that of the existing centre. • May result in the loss of one pitch, which can be replaced to the north or the provision of an all-weather pitch. • New centre should be designed so that it can expand as resources and planning policy allows.
Allianz Stadium	Replacement West Stand to match east stand and facilities underneath, plus outdoor training facility New stand similar height of east stand. Improved car parking. Retention of athletics and home to Shaftesbury Barnet Harriers.	<ul style="list-style-type: none"> • Replacement west stand with integrated under stand facilities reduces overall footprint. • The removal of the existing two floodlights. • Improve overall appearance of the stadium creating a positive impression of the Copthall area. • Car parking surface requires improvement with increased landscaping. • Opportunity to improve the environs surrounding the stadium. • Continued use of the stadium for athletics and better integration of track and field activities.

Use	Proposed uses	Key issues
Golf – Metro Golf Centre	No changes proposed.	<ul style="list-style-type: none"> • Consideration needs to be given to the long term investment required and improvements to the car park.
Powerleague	No changes	<ul style="list-style-type: none"> • Improved links with the remainder of Copthall.
Camden Community Football and Sports Association	Improved integration	<ul style="list-style-type: none"> • Improved car park provision required in landscaped setting. • Improved integration with remainder of Copthall
Mill Hill Rugby Club	Retain option with replacement clubhouse for	<ul style="list-style-type: none"> • Loss of at least one pitch for the replacement Copthall Leisure Centre. • A replacement clubhouse and an improved car parking environment with have a significantly positive impact on the entrance to Copthall.
Hendon Rugby Club	Retain option with replacement clubhouse for	<ul style="list-style-type: none"> • Option to replace clubhouse should be explored to improved quality and facilities.
Copthall Playing Pitches	Replacement for the existing changing facilities	<ul style="list-style-type: none"> • Consideration should be given to the integration of the changing facilities in the new Copthall Leisure Centre. • The existing poor quality pavilion building should be replaced with a structure which enhances the green belt location, blends into the landscape, and contains accessible public toilets. • Design should take account of need to act as a pavilion for three cricket pitches and facilities for other sports. • A wider range of sports on pitches and use for outdoor exercises.
Council Parks Operational Base	To be re-provided	<ul style="list-style-type: none"> • The operational base for the Council’s Green Spaces department is an essential part of the network of bases that serve the Borough’s parks. It is proposed to retain a base at Copthall and enhance its operational capabilities to best serve the site and the Borough’s needs. The base will need to be relocated to make way for the new leisure centre, and to avoid traffic

Use	Proposed uses	Key issues
		<p>conflict it is proposed to relocate it to a site close to the junction of Champions Way and Page Road in a landscaped setting and in a manner which minimises the openness of the Green Belt and its impact on residential amenity.</p>
<p>Open Space and Amenity Land</p>	<p>Creation of parkland. Options include:</p> <p>Children’s play area / adventure park Fitness Trail/outdoor gym BMX/Skateboard Park Water park MUGA and all weather pitches (close to the new leisure centre) Aerial course Parkour Outdoor games Provision of public toilets either in the new sports pavilion or a separate unit</p>	<ul style="list-style-type: none"> • Two locations: <ul style="list-style-type: none"> ○ North of the proposed site for the leisure centre ○ West of the Copthall playing pitches • The impact of these facilities on the green belt is a consideration, but by setting in a parkland and focussing on community development, they provide special circumstances. • Improving the links with Sun Hill Park are required to link with a wider green network. • Improved accessibility into and through the public park areas • New toilet facilities
<p>Closed circuit Road Cycling track (option being considered)</p>	<p>New facility that is being explored</p>	<ul style="list-style-type: none"> • A dedicated track over 1km in length, 6 m width roadway surface with run off areas • Provides safe training and race facilities for Road Cycling • Could serve North London • Would also support triathlon and road based sports

8. Spatial Strategy

8.1 The spatial strategy for Copthall will be based on the overall three key Nodes for improvement and development:

- Park and Recreation Spaces
- Allianz Park and associated development
- The Copthall Leisure Centre Cluster – including the new operations facility, outdoor leisure facilities and the Metro Golf complex



Map Seven: Landscape Nodes

8.2 Park and Recreation Spaces

The park and recreation spaces provide the physical space in which all other activities take place as well as functioning as a social and environmental asset in its own right. A good quality park and green spaces will not only form the backdrop to all the other built facilities on the site but will provide a place where local communities and visitors can come and enjoy all the benefits that a park can provide.

8.3 The first priority will be to development a whole site Landscape Design and Management Plan encompassing;

- The retention of the preserved area of trees and woodlands
- The improvements to parkland and wildlife spaces across the site, including the areas alongside pitches
- Improvements in the general landscape layout, including access, circulation, car parking, sound buffering and green transportation links
- The enhancement of the ecological value and increase biodiversity on the site
- The creation of wildflower meadowlands
- The provision for play spaces and creative arts places. Play areas should relate to the new leisure centre, have an activity focus and be available to all age groups (NEAP).

8.4 A set of Park Design Principles are presented on Map Eight below. This layout will provide the basis of the Landscape Design and Management Plan in to which other proposals will need to blend.

DRAFT

KEY DESIGN PRINCIPLES

- Improve circulation routes for walking/running/cycling
- Improve visual permeability across the site
- Improve entrances
- Provide central amenity offer inc.
 - Play
 - Water
 - Cafe/kiosk
 - Picnicking
- Play trail
- Sound barrier
- Running & cycle routes
- Outdoor gym
- BMX/All terrain circuit

- Site Boundary
- ➔ Main vehicular route
- ▬ Primary walking/cycling route
- - - Indicative secondary walking/cycling route
- ⊙ Enhanced entrance
- ➔ Improved visual permeability
- ▬ Acoustic barrier

Map Eight: Landscape design principles



- 8.5** The area in the south west corner of the site currently provides informal open space and it should retain that function to provide a parkland setting for the sports facilities. It would also provide space for visitors not using the sports facilities or those seeking outdoor fitness activities, such as a trim track or outdoor gym. Consideration will also be given to informal sports such as parkour, BMX, skateboarding. A children's play area could be provided together with a small park pavilion which could house a refreshment stall and toilet/baby changing facilities.
- 8.6** A perfect exemplar of a high functioning park which can support venues for sporting excellence is the Queen Elizabeth Park in which the 2012 Olympic site was situated. The needs of the park and the demands of users, visitors, local communities and sport bodies are carefully balanced with an outcome that is second to none.
- 8.7 The Allianz Node**
The Allianz node is centred on the existing stadium which is home to the Saracens Rugby Club and the Shaftsbury Barnet Athletics Club. It is envisaged that rugby and athletics use will remain with the continued benefit of the shared facilities. The stadium will continue to act as a community facility ensuring that the community do not feel excluded, and the integration of the stadium with the wider Cophall parkland will remain.
- 8.8** The East Stand is a multi-purpose facility incorporating Saracens shop and offices, conferencing and banqueting facilities and training facilities, including an indoor 100 m running track. The stand consists of permanent seating and temporary seating to the front which sits over the athletics track. This seating is removed on non-match days to allow full use of the athletics track.
- 8.9** Existing West Stand was constructed in the 1970's and is showing its age. It has a limited capacity and does not comply with the highest standards of stadium design. Due to the limited height the stand is flanked by two floodlight towers, which are the most prominent features of Cophall and the only features visible from surrounding areas.
- 8.10** At either end of the stadium are two temporary stands, dismantled out of season to allow for the full use of the athletics track.
- 8.11** This brief allows for the replacement of the West Stand with a new facility. That new facility should, like the East Stand, make the best use of the undercroft space, including use for education purposes and additional indoor training.
- 8.12** A external training pitches will also be supported close to the stadium.
- 8.13** Any proposed development should be designed to ensure that there is no disproportionate increase in the floorspace over and above the existing structures, and that they sit as far a reasonably possible on the existing footprint. Any proposal

to increase the outdoor facilities footprint will limit the opportunity for built facilities in this node.

- 8.14** The Stadium has a current seating capacity of 10,000 and any replacement stands should not exceed that overall capacity.
- 8.15** Any new or replacement stands should be of a sufficient height to incorporate integrated floodlighting to obviate the need for separate stand-alone floodlight towers and facilitate the removal of the existing towers.
- 8.16** Greater use of the undercroft area in all stands will remove the need for separate buildings on the site, or additional floorspace in the replacement leisure centre.
- 8.17** Any new stand constructed will be expected to meet Building Research Establishment Environmental Assessment Methodology, BREEAM, Very Good towards Excellent standard.
- 8.18** Saracens are one of the top rugby clubs in Europe and recent success has brought the Allianz Stadium, Cophall and Barnet to the national and European media attention. Even so, the stadium is an important facility for the local community and should be managed with an 'open house' policy that allows other sports club use and activities for schools. This will foster closer relationship between Saracens and the local community and encourages sport activity with the benefit of achieving the Council's health targets.
- 8.19** The Shaftesbury Barnet Harriers Athletics Club has been based at Cophall when the stadium opened in 1964. The addition of the all-weather track in 1976 and a new clubhouse in 1983, strengthened the clubs ambitions and they are one of the largest and successful clubs within the UK. The club winning the Premiership of the British Athletics League for the first time in 2012, a feat they repeated the following year.
- 8.20** As the rugby playing surface is an all-weather and synthetic it is not suitable for athletics field events. Therefore, a dedicated field event area is located to the rear of the East Stand which includes its own small seating area.
- 8.21** Any proposal for the replacement West Stand shall not affect the athletics use of the site, although like the East Stand, the use of temporary seating over part of the track which will be dismantled when not in use will be permitted.
- 8.22** Car parking for the stadium should be improved with a more sustainable surfacing and improved landscaping to minimise the visual and environmental impact. The area to the north of the stadium could also be improved.
- 8.23** **The Leisure Centre Node**
The Council proposes to replace the existing 40 year old Cophall Leisure Centre with a new modern facility that will be more efficient to run and improve the overall experience for users.

- 8.24** The centre hosts the Barnet Copthall Swimming Club, which is one of the most successful in the UK. In order to ensure that the new pools can be used for competition purposes it should be built to regional short course standards in accordance with Sport England and Amateur Swimming Association guidelines.
- 8.25** The proposed facilities for the new centre are not yet finalised but could include:
- 25m, 8 lane pool
 - 25m, 6 lane pool
 - Learner pool with moveable floor
 - 110-115 station gym
 - 2 dance studios
 - Spinning studio
 - Café.
- 8.26** In order to ensure that there is no break in the use of the sports facilities, it is proposed that the new Centre is located to the immediate south west of the existing centre.
- 8.27** Any loss of site facilities or playing space as a result of the rebuilt leisure centre must be re-provided. In the case of sports pitches on the vacated area and/or other space within the site with new state of the art pitches in accordance with the emerging Draft Playing Pitch Strategy and built facilities elsewhere on the site.
- 8.28** The new facility should have a massing which is not disproportionate to the existing centre and its replacement should be an opportunity to create a facility which is more in keeping with the parkland and Green Belt setting.

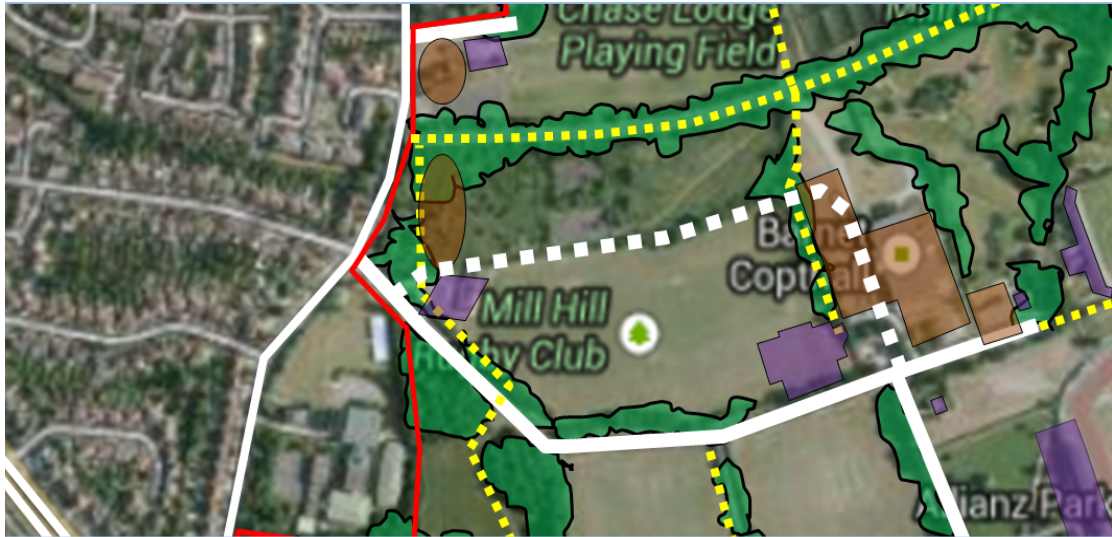
9. Other sports facilities

- 9.1** Elsewhere within the Park and Recreational spaces other smaller nodes will exist around the new Mill Hill Rugby Club clubhouse, which could be redeveloped to provide a new Parks Resource Centre incorporating the park operations function and facilities for the community and the Mill Hill Rugby Club adjoining. Similarly new clubhouse facilities will be encouraged for Hendon Rugby Club. In all instances the new facilities must not be disproportionately larger than the existing facilities.
- 9.2** New outdoor sports facilities should be sought for the land between the existing pathway along the old railway line and the Mill Hill rugby club site either complementary to the youth activities or alternative sports use. The type and number of playing surfaces will be determined by a needs assessment emanating from the emerging Playing Pitch Strategy. Such provision should retain the footpath along the old railway. Any new facilities will need to respect the landscaping in that area.

- 9.3** The Copthall Playing Field south of Champions Way is currently served by a large pavilion centrally located between the cricket squares and football pitches. This is a prominent and unattractive structure that should be replaced with a fit for purpose multi-sport pavilion, changing room and storage facilities.
- 9.4** The Powerleague Soccer centre off Pursley Road is well established and self-contained. It would benefit from improved links to the footpath on its west boundary, and through to the leisure centre and the wider Copthall area.
- 9.5** The Metro Golf Centre is a popular facility that provides a two tiered golf driving range and a 9-hole par 3 golf course in well landscaped setting. The centre is a feeder and training facility for golf courses throughout north and west London. It adjoins the Mill Hill Golf Club. The centre also includes a Golf Shop and restaurant. It has its own car parking, which together with the approaches should be enhanced.
- 9.6** The recent success of the British Road Cycling team and British riders, and high profile events such as the Tour de France start in Yorkshire, has increased demand for formal road cycling facilities. Opportunities need to be identified to link the various facilities within Copthall with a circular network of foot and cycle paths internal and external to the site.
- 9.7** Consideration could be given to a closed circuit Road Cycling raceway similar in scale to facilities at Redbridge and Hillingdon. An investigation with Sport England and British Cycling looking at the feasibility of such a circuit at Copthall, its impact on the site, as well as delivery would need to be undertaken.

10. Accessibility and Circulation

- 10.1** Vehicular access to Copthall is presently provided from Page Road with Champions Way acting as the principal service road for all of the facilities. The junctions and road is adequate for existing usage and likely to remain so after the implementation of the proposals in this Planning Brief. However, whilst retaining Champions Way as it presently is an option is being examined on the re-routing of the road further north (which dash line on Map Nine below) is a more suitable alternative position.



Map Nine: Access Options – alternative realignment of Champions Way

10.2 This alternative route will:

- Re-use the existing junction onto Page Road;
- Result in the closure of Champions Way to the point where it turns south. The close road could become part of the foot and cycle network;
- Improve the connectivity between the new leisure centre and the sports pitches to the south;
- Remove traffic from the most heavily pedestrianized areas, particularly heavier vehicles including those from the parks depot.

10.3 The old railway has the potential to become a major asset. It could be enhanced to create a more direct and safe pedestrian/equestrian/cycling route to Mill Hill station. In turn this could reduce the need for car journeys overall and the consequential car parking. If the route is to be reused for other forms of transport then the pathway will need to be re-provided as part of those proposals.

10.4 Other pedestrian/cycling routes should be enhancement including the access to Sun Hill Park and the footpath from Pursley Road.

10.5 It is essential that accessibility within the site for non-motorised vehicles is also improved. The area of open space, leisure facilities and key pedestrian access routes into the site from all directions, should be linked making the best use of the informal route network created alongside sports pitches, the open areas, woodlands and facilities. This can also encourage sports such a orienteering and trim tracks.

11. Information and Signage

11.1 A common criticism at major event locations is the lack of information for users on where things are located and on what is on offer. The signage on Page Road is poor, and likewise there is poor signage within the site which clearly identifies routes to the various facilities or even what the facilities are. A way finding strategy to the site and within the site will form part of the Planning Brief. This will also consider branding.

12. Planning Policy Framework

12.1 The development plan for Barnet is the London Plan and the Barnet Local Plan. The latter consists of the Core Strategy and Development Management Policy Development Plan Documents, both adopted in 2013. The key policy consideration for Copthall is the Green Belt. The site is within the Mill Hill Neighbourhood Plan Area. The Mill Hill Neighbourhood Forum is in the early stages of producing a Neighbourhood Plan. The emerging Mill Hill Neighbourhood Plan will be subject to adoption eventually form part of Barnet's development plan.

12.2 The National Planning Policy Framework sets out the Government's planning policies. In it the Government state that the fundamental aims of Green Belt policy is to prevent urban sprawl by keeping land permanently open with the essential characteristics of Green Belts being their openness and permanence.

12.3 **The Green Belt is one of the most significant and enduring national planning policies, and the Government, Greater London Authority and London Borough of Barnet attach great importance to it and regard any new development within the Green Belt against the policies set out in paragraphs 79 to 92 of the NPPF. It is not the purpose of the brief to repeat verbatim those policies, but to highlight the issues that they raise with regard to the re-use and redevelopment of this site. In paragraph 80 of the NPPF states that the Green Belt serves five purposes:**

- *To check the unrestricted sprawl of large built up areas*
- *To prevent neighbouring towns merging into one another*
- *To assist in safeguarding the countryside from encroachment*
- *To preserve the setting and special character of historic towns; and*
- *To assist in urban regeneration, by encouraging the recycling of derelict and other urban land.'*

12.4 Most development is inappropriate in the Green Belt. Such development is, by definition, harmful to the Green Belt and should not be approved except in very special circumstances. The harm of new development on the Green Belt is a key test. However, Paragraph 88 of the NPPF states that *'very special circumstances' will not exist unless the potential harm to the Green Belt by reason of inappropriateness, and any other harm, is clearly outweighed by other considerations.'*

12.5 Inappropriate development is defined, in paragraph 89 of the NPPF, to include all development except, *inter alia*, for:

- *'The provision of appropriate facilities for outdoor sport, outdoor recreation and for cemeteries, as long as it preserves the openness of the Green Belt and does not conflict with the purposes of including land within it*
- *An extension or alteration of a building providing that it does not result in disproportionate additions over and above the size of the original*
- *The replacement of a building, providing the new building is in the same use and not materially larger than the one it replaces*
- *Limited infilling or the partial or complete redevelopment of previously developed sites (brown field land), whether redundant or in continuing use (excluding temporary buildings), which would not have a greater impact on the purposes of the Green Belt and the purpose of including land within it than the existing development.'*

12.6 The development proposed in this planning brief, are related to sport and recreation, propose extending or replacement existing facilities with new ones and the redevelopment of previously developed sites.

12.7 The spatial strategy in this brief is designed to maintain openness of the Green Belt and minimise any harm. New facilities are either in the existing site or as close as possible, with the existing facilities returned to open uses. Best use is to be made of land already developed and whilst modern standards mean that new buildings may be of a different massing and scale to existing, these should be kept to a minimum.

12.8 The Copthall site is an enclave of Green Belt and this Planning Brief will ensure that any proposals are designed not to undermine any of the five purposes of the Green Belt in this location, maintains openness of the Green Belt and, therefore, does not cause harm to the Green Belt..

13. The London Plan

13.1 Adopted in 2011, the London Plan was revised and updated in March 2015. Through it the Mayor reaffirms the NPPF stating in Policy 7.16 that *'the strongest protection should be given to London's Green Belt, in accordance with national guidance. Inappropriate development should be refused, except in very special circumstances. Development will be supported if it is appropriate and helps secure the objectives of improving the Green Belt as set out in national guidance.'*

13.2 The Mayor does support the positive use of Green Belt particularly where it improves health and quality of life and the Green Belt is positively managed.

14. The Local Plan

14.1 The Barnet Local Plan Core Strategy was adopted in September 2012. It complies with the NPPF and sets out planning policy and a spatial strategy for the Borough.

14.2 Whilst the Barnet Core Strategy creates a framework for significant growth, it also seeks to protect the Green Belt alongside built and green heritage and character

areas. Protection of the Green Belt is part of one of the Three Strands Approach the Council has towards planning, development and regeneration. Therefore the Local Plan and Development Management DPD (Policy DM15) reaffirm the NPPF policies in respect of Green Belt.

- 14.3** Policy DM15 in particular sets out both the Council's general approach to development in the Green Belt and specific requirements in respect of particular types of development. It reinforces the NPPF and in particular states that *'The replacement or re-use of buildings will not be permitted where they would have an adverse impact on the openness of the area or the purposes of including land in Green Belt.'*

15. Planning Delivery Strategy

- 15.1** The developments outlined in this Draft Planning Brief will require planning permission. As the applications relate to different uses and facilities to be provided by different users over varying time periods, it is considered that a single comprehensive application will not be feasible. Such applications would have time limits for implementation that may not be met, and may not provide the flexibility required as the needs of users change. Furthermore, given the sensitivities of a green belt location, and the importance that design will have on the area, detailed plans for each facility will not be available to submit as one comprehensive application.
- 15.2** Therefore each planning application must show how each development fulfils the objectives of this Draft Planning Brief and the objectives for Copthall. This will ensure that the overall vision is observed and discordant development is not allowed. Any development over and above that highlighted in this plan will need to show how it still meets the objectives of the plan and the Green Belt.
- 15.3** All planning applications must conform to the Validation Requirements set out by the Council to be found at www.planningportal.gov.uk/planning/applications. Pre-application discussions should take place with the Council.

There are currently no phasing plans in this Draft Planning Brief. During the consultation period, the Council will work with the various parties to establish likely timeframes for investment and establish a programme that enables the on-site stakeholders and off-site stakeholders such as the Neighbourhood Forum and community groups and schools such as the Hasmonean to understand the programme, manage the impacts and discuss any variations. This Draft Planning Brief recognizes it is important that the school can thrive and grow in line with the Council's requirement for increased secondary school places to meet the needs of Barnet's diverse population.

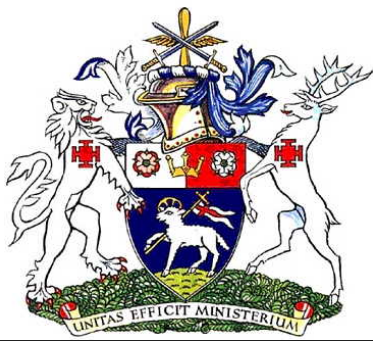
- 15.4** Development options for the sites must have regard to the following matters:

- Site topography and existing trees
- Neighbouring users amenity
- Access, highway and parking implications
- Character and form of surrounding area
- User and service requirements
- Consultation responses
- Mitigation measures

15.5 Proposals should preserve or enhance local character and respect the appearance, scale, mass, height and pattern of surrounding buildings, spaces and streets.

16. Funding and Governance Options

16.1 To enable Copthall to realise its full potential as an exemplar of good planning, design and management it is proposed that a Copthall Consortium, be made up of site users and stakeholder, be formed to explore the options for future delivery of the aspirational developments outlined within this Draft Planning Brief and its subsequent governance and management.



Policy and Resources Committee
16 December 2015

Title	Extension of Family Services contracts
Report of	Family Services Director
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Lindsey Hyde, Strategy, Insight and Commissioning Manager Lindsey.hyde@barnet.gov.uk

Summary

In line with the Council’s Contract Procedure Rules, waivers are required to enable the extension of six contracts set out within this report. This report seeks approval for the required waivers and the extension of the six contracts.

Recommendations

That the Committee approve the required waivers and contract extensions set out in section 5.2.2 of this report

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council's Contract Procedure Rules set out that waivers are required to extend the six contracts set out in paragraph 5.2.2 of this report. The primary reason for this is due to there being no extension clause in the contracts. For one low value contract, the waiver is required due to the pilot service not having been competitively tendered to date.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendation to approve the required waivers and contract extensions in section 5.2.2 of this report is proposed to enable continuity of service provision while reviews and service development is undertaken and to avoid putting new contracts out to market at a time when services are being reshaped. The current contracts are performing well.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 If the contracts in section 5.2.2 of the report were put out to market for new contracts to be put in place, opportunities to redesign services in line with new service development opportunities would be missed.

4. POST DECISION IMPLEMENTATION

- 4.1 Following the decision, if the recommendation is approved, the contracts will be extended in liaison with legal services. The specifications contained within the contracts will be reviewed and will be amended if required.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2015-20 states that the council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

- 5.1.2 The extension of the contracts set out in this report contributes to the Corporate Plan priority 'To create better life chances for children and young people across the borough'.

- 5.1.3 The contracts set out in this report support Barnet's Early Intervention and Prevention Strategy, signed off by Barnet Safeguarding Children Board, which seeks to intervene early and support children and young people to achieve their best outcomes.

5.1.4 The CELS Commissioning Plan 2015-2020 sets out proposals to address challenges, reshape services, and to deliver savings for services within the Committee area over the next five years. These include:

- Alternative ways to deliver services, in partnership with other organisations and residents
- Narrowing the gap and targeting support to those that need it
- Greater personalisation, choice and control over services
- Focus of efficiency, effectiveness and impact

Section 5.2.2 sets out the specific CELS Commissioning Plan Priority and CELS Commissioning Intention related to each contract.

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

5.2.1 As set out in paragraphs 5.4.1 and 5.4.2 of this report, the Council's Contract Procedure Rules dictate that waivers are required to extend the contracts set out in paragraph 5.2.2 of this report. The rationale for extending each of the contracts and the finance implications are set out in paragraph 5.2.2 of this report.

Two of the contracts for which extensions are sought are IT contracts (Children's Centre Management Information System and Youth Justice database) and the extensions will enable consistent delivery using systems that are already in place.

Where a contract is a pilot, this will be reviewed within 6 months of the extension going live to help inform future options for the delivery of these services.

There are no Staffing or Property implications relating to this decision. The contracts will all be recommissioned within relevant timescales to ensure that value for money is obtained.

All contracts will be funded from Family Services budgets, set through the business planning process.

5.2.2 Table of contract extensions required

Contract	Provider	Rationale for extension and waiver	Link to CELS Commissioning Priorities	Original contract length	Original contract value	Extension period	Extension value	Total contract value incl. extension
Evidence based parenting programmes	CommUNITY Barnet	These contracts are performing well and meeting local need. As part of the implementation of the early intervention and prevention strategy, there is a review of parenting programmes across the partnership underway. Until the review is concluded, it is proposed that this contract is extended for one year.	This contract links to the CELS Commissioning Intention to increase the use of evidence based programmes to improve the effectiveness and value for money of interventions.	33 months	£107,810	12 months from 1 April 2016	£39,220	£147,030
Support to targeted communities	CommUNITY Barnet		This contract links to the CELS Commissioning Intention to continue with our early intervention approach to family support.	33 months	£35,690	12 months from 1 April 2016	£12,980	£48,670
Support service for disabled children and young people aged 5 - 18 and their family carers	Barnet Mencap	This pilot service did not undergo a competitive process for the initial 12 month period. The contract is performing well and is being integrated with support for 0-5s and a specific Adult and Communities contract which support young people aged 18+. It is proposed that this contract is extended for a further 12 months	This contract links to the CELS Commissioning Intention to continue with our early intervention approach to family support.	12 months	£21,000	12 months from 1 April 2016	£21,000	£42,000

		before being recommissioned in light of the development of 0-25 service.						
Family Group Conferences	Forward for families	This contract is performing well. There are opportunities to recommission this in partnership with other boroughs. However, a one year extension is needed to provide time to complete this and the contract will be capped at £170k.	This contract links to the CELS Commissioning Intention to continue with our early intervention approach to family support.	36 months	Up to £130,000	12 months from 1 April 2016	Up to £40,000	Up to £170,000
Children's Centre Management Information System	CACI	A change of contractor cannot be realistically made for technical reasons and would cause significant inconvenience or substantial duplication of the Council's costs.	This contract is an enabler to the work of the Early Years Service and supports the CELS Commissioning Intention for a strengthened early years service that integrates universal provision with targeted services with a specific focus on improving outcomes for the most vulnerable families.	36 months	£69,000	Up to 24 months from 9 February 2016	£46,000	£115,000
Youth Justice database	Carework LTD		This contract is an enabler to the work of the Youth Offending Service and supports the CELS Commissioning Intention to work with partners to better support young offenders	36 months	£36,000	Up to 24 months from 15 March 2016	£24,300	£60,300

			and other high risk young people to access education, training and employment opportunities available in Barnet.					
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5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. When these services are recommissioned, commissioners will consider how additional social value can be secured for Barnet.

5.4 Legal and Constitutional References

- 5.4.1 The council's Constitution - Appendix A - Responsibilities for Functions, states that Policy and Resources Committee:
- To be is responsible for the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
 - To authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Contract Procedure Rules
- 5.4.2 Section 14.5 of the Contract Procedure Rules sets out the conditions that contracts may only be extended or varied.
- 5.4.3 Section 15.1 of the Council's Contract Procedure Rules sets out that if the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Directors or Assistant Directors, Commissioning Directors and Heads of Service may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.

5.5 Risk Management

- 5.5.1 Family Services manages risk using Barnet's Corporate Risk Management Framework. The recommendation to approve contract extensions and the associated waivers is low risk as all contracts are under the OJEU threshold.
- 5.5.2 Conversely, there are service risks that would present if the recommendations of this report were not approved. There would be discontinuity in service provision if these contracts were not extended which would have a negative impact on the ability of the Delivery Unit to deliver consistent support through systems and would have a negative impact on Barnet residents through disruption to service delivery.
- 5.5.3 There are legal risks even though they may be small in relation to some extension values being more than 50 percent of the contract value namely for the Community Barnet and Carework Limited contracts.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:
- eliminate unlawful discrimination, harassment and victimisation and

other conduct prohibited by the Equality Act 2010

- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

5.6.3 Equalities impact assessments are undertaken as part of each recommissioning cycle and will be undertaken when the services outlined in this report are recommissioned.

5.7 **Consultation and Engagement**

5.7.1 Consultation and service user feedback is undertaken as part of contract monitoring. Further engagement will be required when recommissioning the services with a range of stakeholders including service users and provider organisations.

5.8 **Insight**

5.8.1 Insight is used to inform the development of needs analysis and the ongoing review of service delivery. The demand for the services delivered through the contracts set out in this report will inform the future design and recommissioning of services to most effectively meet needs.

6. **BACKGROUND PAPERS**

6.1 Barnet Early Intervention and Prevention Strategy, 2014



**Policy and Resources Committee
16 December 2015**

Title	Authorisation for Waiver of Contract Procedure Rules - Best Interest Assessor
Report of	Adults and Communities Director
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Sue Smith – sue.smith@barnet.gov.uk ext.6105 Jess Baines-Holmes jess.baines-holmes@barnet.gov.uk ext. 3312

Summary

This report requests authority to increase expenditure on existing Independent Mental Health (MHA) and Best Interest Assessors (BIA), and further, to engage new independent Assessors where necessary, until the current procurement exercise is completed. Formal procurement has commenced and the new service will be in place in April 2016.

All of the above measures are required in order to enable the Council to meet its statutory obligations as a result of a Supreme Court Judgement in March 2014 which widened the scope of Deprivation of Liberty Safeguards (DoLS). The Policy and Resources Committee previously approved an increase in spend of £350,000 in March 2015 in order to address the upsurge in demand whilst the procurement was undertaken. Since then demand has grown still further and will now exceed the levels forecast at the start of this year by a further £300,000, requiring the approval of additional spend by the Committee.

Recommendations

To approve the increased use of existing independent Best Interest Assessors and recruitment of new Independent Best Interest Assessors up to the value of £300,000 for year 2015/16, prior to the completion of the formal procurement exercise.

1. WHY THIS REPORT IS NEEDED

- 1.1 Barnet Council has legal duties as part of the Mental Capacity Act Deprivation of Liberty Safeguards (DoLS). These safeguards exist to protect people in care homes, hospitals and in the community. Where a deprivation is identified the provider must apply to the Local Authority for authorisation. Adult Social Care administers these duties which include tasks undertaken by professionally qualified staff as well as administrative tasks.
- 1.2 In March 2014 the Supreme Court delivered a judgement which widened the scope of Deprivation of Liberty Safeguards (DoLS) by redefining the test. The number of people who are now subject to the Deprivation of Liberty Safeguards have increased substantially. The process of authorising a DoL is time intensive and for each authorisation the work involved averages between 3 and 4 days. The table below indicates the increase in demand since the judgement.

	2013-14	2014-15	2015-16
Number of requests for authorisation	55	640	1300 *
<i>* The is an estimate based on 644 received for the first 6 months</i>			

- 1.3 Following each application for authorisation the local authority must commission a series of six assessments, five of which are carried out by a Best Interest Assessor (BIA) and one completed by a Section 12 approved mental health doctor known as a Mental Health Assessor (MHA).
- 1.4 Barnet Council currently resource Independent Assessors via an agency which is set up on Comensura, the Waiver of Contract Procedure Rules is to allow the continued use of existing Assessors and also sign up new assessors as required independently.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The current service was specified and resourced on the assumption that activity would remain at 600 applications per year.
- 2.2 Barnet Council does not have the internal capability or capacity to undertake the full assessment work and has yet to secure external contracts for this resource. Demand for this service has increased and resulting in increasing costs. Barnet Council is in competition for this resource with other Local Authorities.
- 2.3 A waiver of the contract procedure rules is required due to the impact of the Supreme Court Judgement. There has not been sufficient time for procurement to be completed due to the volume of assessments required.

The service we are currently undertaking is a market scoping exercise in order to commence the procurement. There is a need for the continued delivery of the BIA service as the Council has a statutory responsibility to complete assessments. This is currently being delivered by independent assessors as well as an agency that has been set up on the Comensura system for agency staff.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do nothing.
The risks of doing nothing could result in legal challenges with attendant costs and penalties which could amount to £1m liability should this work not be delivered to a required standard.

4. POST DECISION IMPLEMENTATION

- 4.1 Communications between Barnet Mental Health Commissioners, Health Commissioners, Procurement and the service area have already commenced to ensure the appropriate procurement route is undertaken. Tender submissions will be evaluated and this will be followed by the completion of a Delegated Powers Report approving award of contracts. This will be completed for the new service to commence in April 2016. The waiver is required for the 12 months preceding this from April 2015.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The council's Corporate Plan for 2015-20 sets our vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place where people can further their quality of life.

- 5.1.2 One of the strategic objectives of the Corporate Plan 2013-16 is to: "Support families and individuals that need it- promoting independence, learning and well-being". Legislation from the Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS) serve to support this corporate objective.

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

- 5.2.1 The cost of independent Best Interest Assessments ranges from £350.00-£500.00 per assessment and the spend of the Council will be up to a total value of £300,000 from 1 April 2015 – 31 March 2016.
- 5.2.2 Due diligence has been carried out with each assessor ensuring relevant qualifications and HR checks are in place, after which contracts have been put in place.

Best Interest Assessor	Current Limit Order	Current Estimated	Estimated Spend for	Increase Limit Order By

		Spend in 6 months	1.4.2015- 31.3.2016	
KS	£9950.00	£25,000	£70,000	£60,000
KM	£9950.00	£15,000	£70,000	£60,000
VN	£9950.00	£20,000	£50,000	£40,000
RP	£9999.99	£0	£30,000	£20,000
KL	To create Limit Order	£877.20	£30,000	£30,000
Possible Addition BIAs	-		£50,000	£50,000
Total			£300,000	£260,000

5.3 Social Value

5.3.1 Non applicable as we are not procuring services at this time.

5.3.2 Approving the decision will provide both a short term plan to meet current statutory demand towards the longer term more sustainable plan via a procurement exercise.

5.4 Legal and Constitutional References

5.4.1 The council's Constitution - Appendix A - Responsibilities for Functions, states that Policy and Resources Committee:

- To be is responsible for the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
- To authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Contract Procedure Rules

5.4.2 Council Constitution, Contract Procedure Rules, Section 15, Paragraph 15.1– states 'In the event that the application of these rules prevent or inhibits the delivery or continuity of service, Directors, Lead Commissioners and Heads of Service may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to the Policy & Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.'

5.4.2 A waiver is requested of Section 17, Appendix 1 – Table A – Authorisation and Acceptance Thresholds, Row D as the new service will not be in place until April 2016 and interim arrangements must be secured to ensure the Council can continue to meet its statutory obligations. These arrangements exceed the £172,514 threshold.

5.4.3 It is necessary in order for the Council to fulfil its legal duties as part of the Mental Capacity Act 2005 Deprivation of Liberty Safeguards (DoLS). These safeguards exist to protect people in care homes, hospitals and the community. The decision of the Supreme Court in March 2014 redefined what amounted to DoLS and the scope was widened significantly meaning more people were considered to be deprived of their liberty than previously. Where a deprivation is identified the provider must apply to the Local Authority for authorisation. Adult Social Care administers these duties which include tasks undertaken by professionally qualified staff as well as administrative tasks.

5.5 Risk Management

5.5.1 Barnet Council must undertake this work as the risks of not doing so could result in legal cost and penalties which could amount to £1m liability should this work not be delivered to the required standard. The current service cannot cope with this new demand and has exhausted process improvement in order to manage the increased workload.

5.5.2 The interim measures outlined within this paper will mitigate risk of under delivery and poor quality assessments until the new service commences in April 2016.

5.5.3 The Council will shortly fully mitigate this risk as it has commenced a procurement exercise and a new service will be in place in April 2015. Formal contracts will be agreed with specialist providers that meet the council's requirements.

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in decision making in the council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

5.6.2 The purpose of the DoLS regime is to provide people who are mentally incapacitated with the same protections on their liberty as people with capacity by providing oversight of any deprivation.

5.6.3 The pre-qualification process detailed at 5.2.2 shall include an evaluation of the tendering organisation's equalities and diversity procedures.

5.7 Consultation and Engagement

5.7.1 Not Applicable

5.8 Insight Data

Not applicable

6 BACKGROUND PAPER

6.1 A previous report was submitted to the Board on the 24th March 2015

[http://barnet.moderngov.co.uk/documents/s22211/Authorisation%20for%20W
aiver%20of%20Best%20Interest%20Assessor%20and%20Mental%20Health
%20Assessor%20Service.pdf](http://barnet.moderngov.co.uk/documents/s22211/Authorisation%20for%20W
aiver%20of%20Best%20Interest%20Assessor%20and%20Mental%20Health
%20Assessor%20Service.pdf)

	<p align="center">Policy and Resources Committee 16 December 2015</p>
<p align="right">Title</p>	<p>Policy and Resources Committee Work Programme</p>
<p align="right">Report of</p>	<p>Chief Executive</p>
<p align="right">Wards</p>	<p>All</p>
<p align="right">Status</p>	<p>Public</p>
<p align="right">Enclosures</p>	<p>Appendix : Committee Work Programme December 2015-May 2016</p>
<p align="right">Officer Contact Details</p>	<p>Faith Mwende: faith.mwende@barnet.gov.uk 020 8359 4917</p>

Summary	
The Committee is requested to consider and comment on the items included in the 2015-16 work programme	

Recommendations	
That the Committee consider and comment on the items included in the 2015-16 work programme	

1. WHY THIS REPORT IS NEEDED

- 1.1 The Policy and Resources Committee's Work Programme 2015-16 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

- 5.4.1 None in the context of this report.

5.5 Equalities and Diversity

- 5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**London Borough of Barnet
Policy and Resources
Committee Work Programme
December 2015 - May 2016**

Contact: Faith Mwende; 02083594917 faith.mwende@barnet.gov.uk

Title of Report	Overview of decision	Report Of	Issue Type (Non key/Key/Urgent)
16 December 2015			
North London Business Park - Draft Planning Brief	To provide a statement of the Council's vision for the site and set guidance to inform the preparation of development proposals. The Brief will be subject to public consultation and will prior to consideration of a planning application enable the Council to set out how the site can be brought forward for residential led development within the context of the Local Plan policy framework.	Commissioning Director, Growth and Development	Key Issue
Draft Grahame Park Phase B Supplementary Planning Document	To approve the Supplementary Planning Document for the regeneration of Grahame Park for consultation	Commissioning Director, Growth and Development	Key Issue
Discretionary Business Rate Relief	To receive a report on the discretionary business rate reliefs	Chief Operating Officer (Director of Finance / Section 151 Officer)	Key Issue

Subject	Decision requested	Report Of	Issue Type (Non key/Key/Urgent)
National Institute of Medical Research-Draft Planning Brief	<p>This report seeks approval for the draft Planning Brief for the NIMR site in Mill Hill. The draft Brief sets out the parameters for a residential led mixed use development.</p> <p>The draft Brief will be subject to a period of public consultation prior to adoption in 2016.</p>	Commissioning Director, Growth and Development	Key Issue
Business Planning 2015/16 to 2019/20.	To approve the Business Planning priorities for the period 2015/16 to 2019/20	Chief Operating Officer (Director of Finance / Section 151 Officer)	Key Issue and Urgent
Customer Access Strategy	To approve the Customer Access Strategy for consultation.	Director of Strategy	Key Issue
Extension of Family Services contracts	To approve the extension of Family Services contracts.	Family Services Director	Key Issue
Annual Procurement Forward Plan [APFP] 2016/2017	Approve the Annual Procurement Forward Plan 2016-17	Chief Operating Officer (Director of Finance / Section 151 Officer)	Key Issue

Subject	Decision requested	Report Of	Issue Type (Non key/Key/Urgent)
The relocation and redevelopment of Church Farm Leisure Centre and the redevelopment of Barnet Copthall Leisure Centre	Approve the selection of Victoria Recreation Ground as the site for a new leisure centre to replace the existing Church Farm facility, based on evidence from the public consultation, Health Impact assessment, planning guidelines and feasibility.	Commissioning Director (Adults and Health)	Key Issue
Copthall-Draft Planning Brief	To approve the Copthall draft Planning Brief for public consultation.	Commissioning Director, Growth and Development	Key Issue
Procurement activity to support the Development Pipeline including the establishment of a Council Wholly Owned Housing/Property Company (WOC)	To approve the procurement activity in 2015/2016 for technical and specialist support, due diligence work and tax and legal advice in support of the Development Pipeline including establishment of a wholly owned housing/property company as a delivery vehicle.	Commissioning Director, Growth and Development	Key Issue
Authorisation for Waiver of Contract Procedure Rules-Best Interest Assessor	To approve the increased use of existing independent Best Interest Assessors and recruitment of new Independent Best Interest Assessors up to the value of £300,000 for year 2015/16, prior to the completion of the formal procurement exercise.	Adults and Communities Director	Key Issue

12 January 2016

Subject	Decision requested	Report Of	Issue Type (Non key/Key/Urgent)
Barnet Homes Registered Provider - Loan	Barnet Homes are in the process of establishing a Registered Provider (Open Door Homes) to deliver new affordable homes on Council land. This report sets out the business case for the Council lending Open Doors funds to build 320 homes and seeks a authority from the committee to proceed with this.	Commissioning Director, Growth and Development	Key
<p>16 February 2016</p> <p>22 March 2016</p>			
Grahame Park Stage B Supplementary Planning Document	To approve the Supplementary Planning Document for the regeneration of Grahame Park following consultation.	Commissioning Director, Growth and Development	Key Issue
17 May 2016			
Draft Green Infrastructure Supplementary Planning Document	To approve the draft Supplementary Planning Document for Green Infrastructure for consultation.	Commissioning Director, Growth and Development	Key Issue
Date TBC			
Site Allocations (Reg 18)	To approve the Draft Site Allocations document for public consultation.	Commissioning Director, Growth and Development	TBC

Subject	Decision requested	Report Of	Issue Type (Non key/Key/Urgent)
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Commissioning Director, Growth and Development	TBC
Affordable Housing Supplementary Planning Document	To approve for adoption: Affordable Housing Supplementary Planning Document	Commissioning Director, Growth and Development	TBC
Corporate Travel Contract Arrangements	To approve the procurement of a new corporate travel arrangement contract for a three year period.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	TBC
Changing scheme for financing schools		Chief Operating Officer (Director of Finance / Section 151 Officer)	TBC
Inter Authority Agreement between North London Waste Authority and it's seven Constituent Authorities	To agree the Inter Authority Agreement between the North London Waste Authority (NLWA) and the seven constituent authorities. The main item in the Inter Authority Agreement is the agreement to change to menu pricing, which will alter the way in which the constituent authorities pay NLWA, which will lead to a fairer system. In 2014/15 Barnet's payments to NLWA will be approximately £11m.	Street Scene Director	TBC

Subject	Decision requested	Report Of	Issue Type (Non key/Key/Urgent)
Provision of support services for carers	To authorise the commencement of the procurement process for the provision of support services for carers.	Adults and Communities Director	TBC
Variation to Your Choice Barnet Day Services		Adults and Communities Director	TBC

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