

Meeting of the Council of the London Borough of Barnet

TO BE HELD ON

TUESDAY 26TH JULY, 2016 AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

S U M M O N S A N D A G E N D A



All Councillors are hereby summoned to attend the Council meeting for the transaction of the business set out.

Andrew Charlwood
Head of Governance

Agenda and Timetable
Tuesday 26th July, 2016

Item	Subject	Timing	Page Nos
	Part 1 - Statutory formalities/Announcements (15 minutes)		
1.	Apologies for absence		
2.	Elect a Member to preside if the Mayor is absent		
3.	Prayer		
4.	Declarations of Interest		
5.	Minutes of the last meeting		1 - 16
6.	Official announcements		
7.	Resolution of Appreciation		
8.	Any business remaining from last meeting		
	Part 2 - Question Time (30 minutes or until 7.45 p.m. whichever is longer)	7.15 – 7.45pm	
9.	Questions to the Leader (and Committee Chairmen if he/she has delegated)		
	Part 3 - Statutory Council Business (60 minutes)	7.45pm – 8.45pm	
10.	Petitions for Debate (20 minutes). A petition organiser (up to 5 minutes) and Members responding (up to 15 minutes)		
11.	Reports from the Leader		
12.	Reports from Committees		
12.1	Report of the Constitution, Ethics and Probity Committee - Constitution Review		17 - 122

12.2	Report of the Policy and Resources Committee - Barnet's Local Plan - Draft Grahame Park Estate Development Supplementary Planning Document (SPD)		123 - 268
12.3	Referral to Council from the Assets, Regeneration and Growth Committee - Locality Strategy		269 - 322
12.4	Referral to Council from the Assets, Regeneration and Growth Committee - Accommodations Options Review Final Business Case (FBC)		323 - 412
13.	Reports of Officers		
13.1	Report of the Head of Governance		413 - 422
14.	Questions to Council Representatives on Outside Bodies		
	Break (15 minutes)	8.45 – 9.00pm	
	Part 4 – Business for Debate (45 minutes)	9.00 – 9.45pm	
15.	Motions (45 minutes)		
15.1	Opposition Motion in the name of Councillor Barry Rawlings - Condemnation of Hate Crime		423 - 424
15.2	Administration Motion in the name of Councillor Brian Gordon - Roles of Politicians at Residents' Forums		425 - 426
15.3	Opposition Motion in the name of Councillor Arjun Mitra - Impact of Brexit on the council's pension fund		427 - 428
15.4	Opposition Motion in the name of Councillor Ross Houston - Parliamentary debate on Brexit		429 - 430
15.5	Opposition Motion in the name of Councillor Ross Houston - Key worker housing strategy & affordable housing		431 - 432
15.6	Administration Motion in the name of Councillor		433 -

	Gabriel Rozenberg - Welcoming the new May Government		434
16.	Motions for Adjournment		
17.	Any other item(s) that the Mayor decides is/are urgent		

Andrew Charlwood, Head of Governance
 Building 4, North London Business Park, Oakleigh Road South, N11 1NP

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Minutes

OF THE MEETING OF THE COUNCIL OF THE LONDON BOROUGH OF BARNET
held at Hendon Town Hall, The Burroughs, London NW4 4BQ, on 4 April 2016

AGENDA ITEM 5

PRESENT:-

The Worshipful the Mayor (Councillor Mark Shooter)
The Deputy Mayor (Alison Cornelius)

Councillors:

Hugh Rayner	Dr Devra Kay	Tim Roberts
Maureen Braun	Sury Khatri	Gabriel Rozenberg
Pauline Coakley Webb	Adam Langleben	Lisa Rutter
Dean Cohen	Kathy Levine	Shimon Ryde
Jack Cohen	David Longstaff	Brian Salinger
Melvin Cohen	Kitty Lyons	Gill Sargeant
Geof Cooke	John Marshall	Joan Scannell
Richard Cornelius	Kath McGuirk	Alan Schneiderman
Tom Davey	Arjun Mittra	Agnes Slocombe
Val Duschinsky	Alison Moore	Stephen Sowerby
Paul Edwards	Ammar Naqvi	Caroline Stock
Claire Farrier	Nagus Narenthira	Daniel Thomas
Anthony Finn	Graham Old	Reuben Thompstone
Brian Gordon	Charlie O-Macauley	Jim Tierney
Eva Greenspan	Alon Or-Bach	Laurie Williams
Helena Hart	Reema Patel	Peter Zinkin
John Hart	Bridget Perry	Zakia Zubairi
Ross Houston	Wendy Prentice	Rohit Grover
Anne Hutton	Sachin Rajput	Barry Rawlings
	Barry Rawlings	

Apologies for Absence

Councillor Rebecca Challice Councillor Andreas Ioannidis
Councillor Philip Cohen

1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors Philip Cohen, Rebecca Challice, and Andreas Ioannidis. It was noted that Amy Trevethan was not present as she had resigned as a Councillor.

2. ELECT A MEMBER TO PRESIDE IF THE MAYOR IS ABSENT

The Worshipful the Mayor was present.

3. PRAYER

The Mayor's chaplain, Dayan Yonason Abraham, offered prayers.

4. DECLARATIONS OF INTEREST

The following members declared an interest:

Member	Subject	Interest declared
Councillor Nagus Narenthira	Item 15.4 Administration Motion in the name of Councillor Reuben Thompstone - Ensuring Continued Education Achievement	Non-pecuniary interest as she is a teacher in Barnet and the local secretary for the Teachers Union in the NASUWP
Councillor Alan Schneiderman	Item 15.4 Administration Motion in the name of Councillor Reuben Thompstone - Ensuring Continued Education Achievement	A personal prejudicial interest due to his work. He noted he would be withdrawing from the Chamber for this item and not voting
Councillor Anne Hutton	Item 15.4 Administration Motion in the name of Councillor Reuben Thompstone - Ensuring Continued Education Achievement	Non-pecuniary interest as she is a Member of Barnet NUT
Councillor Adam Langleben	Item 15.4 Administration Motion in the name of Councillor Reuben Thompstone - Ensuring Continued Education Achievement	A personal prejudicial interest due to his work. He noted he would be withdrawing from the Chamber for this item and not voting
Councillor Brian Salinger	Item 12.4 Referral from Children Education Libraries and Safeguarding Committee – Barnet's Future Library Service	Non-pecuniary interest as his wife is Vice Chairman of the Friern Barnet Community Library

5. MINUTES OF THE LAST MEETING

The minutes of the meeting of 1 March 2016 were agreed as a correct record.

6. OFFICIAL ANNOUNCEMENTS

The Worshipful the Mayor announced that following the recent terror attacks in Brussels, he was sure Council would join him in extending our sympathies to the people of Brussels and the victims of the attacks.

The Worshipful the Mayor noted it was with deep sadness that he announced that Alan Cornelius, the father of Councillor Richard Cornelius, had died today at the age of 88. It was noted that Council sent him their condolences.

The Worshipful the Mayor noted that on 23 March he had attended an unveiling of a memorial stone to the Reverend Edward Noel Mellish, who was born in December 1880 at Oakleigh Park and was attached to the 4th Battalion of the Royal Fusiliers in Ypres Salient in 1916. The ceremony marked the centenary of the award of the Victoria Cross to the Reverend, and was attended by his decedents.

The Worshipful the Mayor noted that he would shortly be writing to Her Majesty the Queen on behalf of Council to convey Council's congratulations on the occasion of her 90th birthday upcoming on 19 April.

Thanks were extended to everyone who participated in and donated to the Barnet Community Challenge Bike Ride on 13 March, which it was noted had raised £5,000 for the Mayors charities.

The Worshipful the Mayor noted that if anyone wished to join the waiting list for the Mayoral Gala dinner that Friday night he would be delighted to speak to them after the meeting.

We also have an announcement that, Mr Demis Hassabis, a Barnet resident educated in Christ's College Finchley has received numerous accolades for the invention of Artificial Intelligence.

The Worshipful the Mayor relayed that Councillor Rebecca Challice has requested to read a statement about the recent resignation of Councillor Amy Trevethan. It was noted that as Councillor Challice was absent another Member would say a few words on her behalf.

Councillor Paul Edwards read out a statement prepared by Councillor Challice. Councillor Richard Cornelius spoke a few words in response.

The Worshipful the Mayor noted he had one final announcement. David Render, a resident of Totteridge ward had been awarded the Légion d'Honneur for his services during World War Two.

7. RESOLUTION OF APPRECIATION

The Deputy Mayor moved the following resolution:

"That we the Members of the Council of the London Borough of Barnet, hereby express to The Worshipful the Mayor, Councillor Mark Shooter, our appreciation of the excellent service he has rendered to the London Borough of Barnet as its Mayor during the period May 2015 to May 2016, and for the friendly and conscientious way in which he has performed the duties of that office.

We offer him our sincere gratitude for the concern that he has shown at all times in promoting the welfare of the Borough and its residents, particularly for his willingness to support the many organisations and individuals who called on his time and services during his Mayoralty.

We congratulate him on the success of his appeals for his four charities: Homeless Action in Barnet; Chai Cancer Care, Duchenne Muscular Dystrophy and Legadel, which is a charity supporting the developmental and educational needs of children facing difficulties at school.”

The foregoing resolution is to be engrossed over the common seal of the corporation and presented to The Worshipful Mayor at the Annual Meeting.

8. ANY BUSINESS REMAINING FROM LAST MEETING

There was none.

9. QUESTIONS TO THE LEADER (AND COMMITTEE CHAIRMEN IF HE/SHE HAS DELEGATED)

The questions, together with the answers provided and the text of any supplementary questions and answers, are set out in Appendix 1 to the minutes.

10. PETITIONS FOR DEBATE (20 MINUTES). A PETITION ORGANISER (UP TO 5 MINUTES) AND MEMBERS RESPONDING (UP TO 15 MINUTES)

There were none.

11. REPORTS FROM THE LEADER

There were none.

12. REPORTS FROM COMMITTEES

12.1 REPORT OF THE CONSTITUTION ETHICS AND PROBITY COMMITTEE - CONSTITUTION REVIEW AND AMENDMENT TO MEMBERS SCHEME OF ALLOWANCES 2016-17

The Leader moved reception and adoption of the recommendations set out in the report. Debate ensued.

The recommendations as amended were put to the vote. Votes were declared as follows:

For:	32
Against:	27
Abstain:	0
Absent:	3
TOTAL:	62

The recommendations were declared carried.

RESOLVED:

- 1. That Council approve the recommendations contained in the report from the Constitution Ethics & Probity Committee at Annexe 1A, and the track change versions attached at Appendix A to Appendix F.**
- 2. That the Monitoring Officer be authorised to implement these revisions and publish a revised Constitution.**

3. That Council approve the proposed remuneration for the Independent Persons of the Standards Committee and approve the amendments to the Members Allowance Scheme as contained in Appendix G.

12.2 REFERRAL FROM ASSETS, REGENERATION & GROWTH COMMITTEE - WEST HENDON COMPULSORY PURCHASE ORDER 2 & 2A (CPO2 AND CPO2A)

Councillor Daniel Thomas moved reception and adoption of the recommendations in the report. Debate ensued.

The recommendations as set out in the report were put to the vote. Votes were recorded as follows.

For:	32
Against:	27
Abstain:	0
Absent:	3
TOTAL:	62

The recommendations in the report were declared carried.

RESOLVED that Council:

1. Authorises the making of CPO2 and CPO2a;
2. Authorises the appropriate Chief Officer to issue and sign the order, notices and certificates in connection with the making, confirmation and implementation of CPO2 and CPO2a;
3. Authorises the appropriate Chief Officer to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to serve notices to treat and notices of entry (if required) following confirmation of CPO2 and CPO2a;
4. Authorises the appropriate Chief Officer to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a notice of entry relating to CPO2 and/or CPO2a if it was considered appropriate to do so;
5. Authorises the appropriate Chief Officer to transfer all properties and proprietary interests acquired pursuant to CPO2 and CPO2a to the relevant development partners in accordance with the terms of the restated Principal Development Agreement dated 5 February 2014;
6. Authorises the appropriate Chief Officer to take any further necessary actions to secure the making, confirmation and implementation of CPO2 and CPO2a;
7. Authorises the appropriate Chief Officer to appropriate to planning purposes any parcel of land within the red line planning application boundary for the scheme and/or the CPO Plan (attached – Appendix 1)

which is held by the Council for another purpose subject to obtaining any necessary statutory consents required and/or compliance with any statutory procedures for such appropriation.

12.3 REFERRAL TO COUNCIL FROM ASSETS REGENERATION AND GROWTH COMMITTEE - COLINDALE OFFICE PROJECT

Councillor Daniel Thomas moved reception and adoption of the recommendations in the report. Debate ensued.

The recommendations as set out in the report were put to the vote. Votes were recorded as follows.

For:	32
Against:	27
Abstain:	0
Absent:	3
TOTAL:	62

The recommendations in the report were declared carried.

RESOLVED that Council:

1. **Note the progress on the Colindale Office project**
2. **Note that a Full Business Case (FBC) is being prepared for consideration in June 2016, which will include an Equalities Impact Assessment.**
3. **Approves the use of up to £2 million of the existing budget allocation for conclusion of the pre-construction activities and technical design and help maintain the current delivery programme ahead of the submission of the Full Business Case. The £2 million allocation constitutes 7.5% of the estimated overall Capital Build Budget.**
4. **Agrees to delegate the authority to the Chief Operating Officer to settle terms and enter into the required pre-construction stage agreements.**

12.4 REFERRAL FROM CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE - BARNET'S FUTURE LIBRARY SERVICE

The Worshipful the Mayor reminded members that they were required to take the consultation responses and the Equality Impact Assessments in the published reports into account in their consideration of this item.

Councillor Reuben Thompstone moved reception and adoption of the recommendations in the report. Councillor Anne Hutton moved her amendment. Debate ensued.

The amendment in name of Councillor Anne Hutton was put to the vote. Votes were declared as follows:

For: 27
 Against: 32
 Abstain: 0
 Absent: 3
 TOTAL: 62

The amendment was declared lost.

The recommendations as set out in the report were put to the vote. Votes were declared as follows:

For: 32
 Against: 27
 Abstain: 0
 Absent: 3
 TOTAL: 62

At least ten members called for a formal division on the voting. Upon the vote being taken, the results of the division were declared as follows:

	For	Against	Not Voting	Absent
Maureen Braun	✓			
Rebecca Challice				✓
Pauline Coakley Webb		✓		
Dean Cohen	✓			
Jack Cohen		✓		
Melvin Cohen	✓			
Philip Cohen				✓
Geof Cooke		✓		
Alison Cornelius	✓			
Richard Cornelius	✓			
Tom Davey	✓			
Val Duschinsky	✓			
Paul Edwards		✓		
Claire Farrier		✓		
Anthony Finn	✓			
Brian Gordon	✓			
Eva Greenspan	✓			
Rohit Grover	✓			
Helena Hart	✓			
John Hart	✓			
Ross Houston		✓		
Anne Hutton		✓		
Andreas Ioannidis				✓

	For	Against	Not Voting	Absent
Devra Kay		✓		
Sury Khatri	✓			
Adam Langleben		✓		
Kathy Levine		✓		
David Longstaff	✓			
Kitty Lyons		✓		
John Marshall	✓			
Kath McGuirk		✓		
Arjun Mittra		✓		
Alison Moore		✓		
Ammar Naqvi		✓		
Nagas Narenthira		✓		
Charlie O'Macauley		✓		
Graham Old	✓			
Alon Or-Bach		✓		
Reema Patel		✓		
Bridget Perry	✓			
Wendy Prentice	✓			
Sachin Rajput	✓			
Barry Rawlings		✓		
Hugh Rayner	✓			
Tim Roberts		✓		
Gabriel Rozenberg	✓			
Lisa Rutter	✓			
Shimon Ryde	✓			
Brian Salinger	✓			
Gill Sargeant		✓		
Joan Scannell	✓			
Alan Schneiderman		✓		
Mark Shooter	✓			
Agnes Slocombe		✓		
Stephen Sowerby	✓			
Caroline Stock	✓			
Daniel Thomas	✓			
Reuben Thompstone	✓			
Jim Tierney		✓		
Laurie Williams		✓		
Peter Zinkin	✓			
Zakia Zubairi		✓		

For: 32
Against: 27
Abstain: 0
Absent: 3

TOTAL: 62

The recommendations in the report were declared carried.

RESOLVED that Council:

1. Consider the first consultation (Phase 1) findings on Barnet's Future Library Service that took place between the 10th November 2014 and 22nd February 2015 set out in full in Appendix E and the further (Phase 2) round of consultation that took place between 27th October 2015 and 6th January 2016 set out in full in Appendix I.

2. Consider:
 - the revised options appraisal and proposal for Barnet's Future Library Service contained in Appendix A and summarised in paragraph's 1.12 to 1.23.2 in the report
 - the needs assessment contained in Appendix B
 - the product catalogue contained in Appendix C
 - the Equalities Impact Assessment in Appendix D
 - the results of the pilot of technology-enabled opening at Edgware Library in Appendix F
 - the proposed arrangements for Partnership Libraries set out in Appendix G
 - proposed changes to fees and charges set out in Appendix H
 - the locality maps and public transport routes between libraries set out in Appendix J
 - the risk assessment for the proposed future library service set out in Appendix K
 - issues arising from the failure of the library management system set out in Appendix L

3. Approve the proposal for Barnet's future library service contained in Appendix A and summarised in paragraph's 1.12 to 1.23.2 in the report.

4. Note the funding requirement to support the implementation of these proposals, as set out in paragraph 5.7 in the report.

13. REPORTS OF OFFICERS

**13.1 REPORT OF THE CHIEF OPERATING OFFICER - CORPORATE PLAN 2016-17
ADDENDUM**

The Chief Executive moved reception and adoption of the recommendation in the report.

The recommendation as set out in the report was put to the vote. The votes were declared as follows:

For:	32
Against:	26
Abstain:	1
Absent:	3
TOTAL:	62

The recommendation was declared carried.

RESOLVED that Council approve the addendum to the Corporate Plan for 2016/17 (Appendix A).

13.2 REPORT OF THE HEAD OF GOVERNANCE

The Head of Governance introduced the report. He noted that with respect to Appendix A there was an additional change of meeting date to advise; the next Assets, Regeneration and Growth Committee date had moved from 6 June to 11 July 2016.

The recommendations as set out in Appendices A and B were put to the vote, and were declared carried.

RESOLVED that Council:

- 1. Note the changes to the Calendar of Meetings 2015/16 in Appendix A with update as advised by the Head of Governance.**
- 2. Appoint Mrs Brenda Sandford and Mrs Helena Davis as representatives on the Valentine Poole Charity for a four year period.**

14. QUESTIONS TO COUNCIL REPRESENTATIVES ON OUTSIDE BODIES

There were none.

15. MOTIONS (45 MINUTES)

The Labour Group Secretary stated that of the four motions put forward by the Opposition, the Opposition had chosen to debate the motion in the name of Councillor Alon Or-bach.

The Worshipful the Mayor noted that under Council Procedure Rule 23.5 the Opposition Motion in the name of Cllr Anne Hutton (agenda item 15.1) and the Opposition Motion in the name of Cllr Reema Patel (agenda item 15.3) would be referred to the Children Education Libraries & Safeguarding Committee and the Adults & Safeguarding Committee respectively following the meeting.

15.1 OPPOSITION MOTION IN THE NAME OF CLLR ALON OR-BACH - EU

REFERENDUM

Councillor Alon Or-bach moved the Motion in his name. Councillor Richard Cornelius moved his amendment. Councillor Paul Edwards moved his amendment. Debate ensued.

The amendment in name of Councillor Richard Cornelius was put to the vote, and was declared carried.

The amendment in name of Councillor Paul Edwards was put to the vote. Votes were declared as follows:

For: 27
 Against: 32
 Abstain: 0
 Absent: 3
 TOTAL: 62

At least ten members called for a formal division on the voting. Upon the vote being taken, the results of the division were declared as follows:

	For	Against	Not Voting	Absent
Maureen Braun		✓		
Rebecca Challice				✓
Pauline Coakley Webb	✓			
Dean Cohen		✓		
Jack Cohen	✓			
Melvin Cohen		✓		
Philip Cohen				✓
Geof Cooke	✓			
Alison Cornelius		✓		
Richard Cornelius		✓		
Tom Davey		✓		
Val Duschinsky		✓		
Paul Edwards	✓			
Claire Farrier	✓			
Anthony Finn		✓		
Brian Gordon		✓		
Eva Greenspan		✓		
Rohit Grover		✓		
Helena Hart		✓		
John Hart		✓		
Ross Houston	✓			
Anne Hutton	✓			
Andreas Ioannidis				✓

	For	Against	Not Voting	Absent
Devra Kay	✓			
Sury Khatri		✓		
Adam Langleben	✓			
Kathy Levine	✓			
David Longstaff		✓		
Kitty Lyons	✓			
John Marshall		✓		
Kath McGuirk	✓			
Arjun Mittra	✓			
Alison Moore	✓			
Ammar Naqvi	✓			
Nagas Narenthira	✓			
Charlie O'Macauley	✓			
Graham Old		✓		
Alon Or-Bach	✓			
Reema Patel	✓			
Bridget Perry		✓		
Wendy Prentice		✓		
Sachin Rajput		✓		
Barry Rawlings	✓			
Hugh Rayner		✓		
Tim Roberts	✓			
Gabriel Rozenberg		✓		
Lisa Rutter		✓		
Shimon Ryde		✓		
Brian Salinger		✓		
Gill Sargeant	✓			
Joan Scannell		✓		
Alan Schneiderman	✓			
Mark Shooter		✓		
Agnes Slocombe	✓			
Stephen Sowerby		✓		
Caroline Stock		✓		
Daniel Thomas		✓		
Reuben Thompstone		✓		
Jim Tierney	✓			
Laurie Williams	✓			
Peter Zinkin		✓		
Zakia Zubairi	✓			

For: 27
Against: 32
Abstain: 0
Absent: 3

TOTAL: 62

The amendment was declared lost.

The substantive motion as amended was put to the vote and was declared carried.

RESOLVED –

Council welcomes the forthcoming EU Referendum on 23 June and the opportunity it gives to the residents of Barnet to have their say on whether the UK remains in or leaves the EU.

Council notes that there are many EU citizens, including many communities and families that have lived in Barnet most of their lives, that help make our borough the diverse place it is, and stresses the importance of European co-operation whatever the outcome of the Referendum.

Council asks that Policy & Resources Committee consider the implications of the result of the EU Referendum on Barnet at a meeting following the vote on 23 June.

15.2 ADMINISTRATION MOTION IN THE NAME OF CLLR REUBEN THOMPSTONE - ENSURING CONTINUED EDUCATIONAL ACHIEVEMENT

Councillor Reuben Thompstone moved the Motion in his name. Councillor Anne Hutton moved her amendment. Councillor Brian Salinger moved his amendment. Councillor Nagus Narenthira moved her amendment. Councillor Kath McGuirk moved her amendment. Debate ensued.

The amendment in name of Councillor Anne Hutton was put to the vote. Votes were declared as follows:

For: 25
Against: 32
Abstain: 0
Absent: 5
TOTAL: 62

The amendment was declared lost.

The amendment in name of Councillor Brian Salinger was put to the vote, and was declared carried.

The amendment in name of Councillor Nagus Narenthira was put to the vote, and was declared carried.

The amendment in name of Councillor Kath McGuirk was put to the vote. Votes were declared as follows:

For:	25
Against:	32
Abstain:	0
Absent:	5
TOTAL:	62

The amendment was declared lost.

The substantive motion as amended was put to the vote, and was declared.

RESOLVED -

Council notes the Annual Statement of Educational Standards presented to the Children, Education, Libraries and Safeguarding Committee and welcomes the very positive results it contains. The analysis demonstrates that Barnet's diverse family of schools together deliver some of the very best educational outcomes in the whole of the country.

Council notes that:

- As of February 2016, 91% of Barnet pupils in Primary and Secondary schools attended a 'Good' or 'Outstanding' school;**
- At Key Stage 1, Barnet's attainment was in the top 18 authorities nationwide for Reading, Writing and Maths;**
- At Key Stage 2, progress for Reading and Maths was 3rd and 12th in the country respectively;**
- At Key Stage 4, Barnet ranked 5th nationally for pupils achieving 5 A*-C grades including English and Maths and was ranked 1st for pupils attaining the English Baccalaureate;**
- Secondary school progress in English and Maths was the 2nd and 3rd best in the country;**
- At A-level, Barnet was 5th for pupils achieving AAB grades or better.**

Council wishes to thank all Head Teachers, Teachers and Teaching Assistants for their tireless efforts and the extra hours they have worked to help ensure the pupils achieved over and above their potential.

Council is proud that pupils and schools are achieving such strong results, but is particularly pleased that, within these overall outcomes, Barnet is performing well for those children with SEN (2nd nationally for SEN pupils without a statement at KS4), those who have English as an additional language, and those who come from less advantaged backgrounds (in the top 10%). Council notes that the attainment gap between pupils from disadvantaged and non-disadvantaged backgrounds is half that of the national average.

Council further welcomes the fact that Barnet ranks among the top 10 authorities nationally for social mobility. Council is committed to ensure the best outcomes possible for all children, irrespective of background or circumstances.

Council wishes to ensure that the progress and attainment detailed in the report continues. For example, Council notes the work being undertaken to tackle primary school attendance issues. Council will position itself to support schools in their transition to academy status and will work to ensure that this process protects and even furthers the choice available to parents. Council will further investigate with government how demand for places at faith schools and grammar schools can be met going forward.

Council notes the announcement by the Secretary of State of a new National Funding Formula for Schools, intended to ensure a funding arrangement fair to all pupils and schools. Council notes the principles behind this policy – to ensure that funding is not determined by geographical luck and that it is properly linked to the needs of children.

However, Council calls on the Leader and Chairman of the CELS Committee to respond to the consultation and make further representations to government to communicate the importance of the formula reflecting the needs of all Barnet's schools. Council believes that the formula must, therefore, account for the higher running and staffing costs of schools in London; give proper weight to the challenges of teaching pupils who have English as an additional language (now comprising 48% of primary pupils in the borough); and respect the current pattern of deprivation in London and not rely upon an outdated 'Inner vs Outer London' dichotomy.

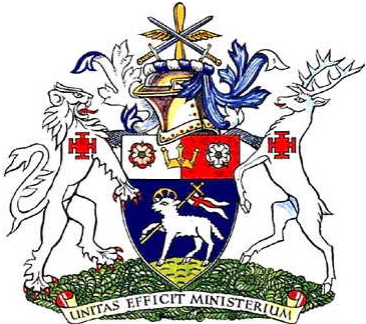
Council also calls on them to monitor the details of planned changes to the role of local authorities, with regards to schools, as they emerge and make appropriate representations on the borough's behalf, with the aim of enabling the continuation of the successes noted above.

16. MOTIONS FOR ADJOURNMENT

There were none.

The meeting finished at 9.39 pm

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	<p>Council</p> <p>26 July 2016</p>
<p style="text-align: center;">Title</p>	<p>Report of the Constitution Ethics and Probity Committee – Constitution Review</p>
<p style="text-align: center;">Report of</p>	<p>Head of Governance</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Annex 1 – Report to Constitution Ethics and Probity Committee, 30 June 2016 Annex 1A – Decisions of the Constitution Ethics and Probity Committee, 30 June 2016 Appendix A: Contract Procedure Rules Appendix B: Meetings Procedure Rules Appendix C: Responsibility for Functions, Annex A Appendix D: Members Planning Code of Practice</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk</p>

Summary

The Constitution, Ethics and Probity Committee at its meeting of 30 June 2016 considered a report on the Constitution, reviewing various sections. Only Full Council may amend the Constitution and therefore Council are recommended to approve the various recommendations of the Committee that would alter the Constitution.

Recommendations

- 1. That Council approve the recommendations contained in the report from the Constitution Ethics & Probity Committee at Annexe 1A, and the track change versions attached at Appendix A to Appendix D.**
- 2. That the Monitoring Officer be authorised to implement these revisions and publish a revised Constitution.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council adopted a new Constitution at the annual meeting on 2 June 2014 when a Committee System form of governance was introduced. At the end of 2014, during 2015 and in early 2016 a number of changes were proposed to the Constitution to ensure the smooth running of committees. These were considered by the Constitution, Ethics and Probity (CEP) Committee on and adopted by Full Council.
- 1.2 Following a further cycle of meetings some additional changes have been proposed to address inconsistencies and ensure correct processes are clearly set out. These were considered and agreed by CEP Committee meeting held on 30 June 2016. The report to the Committee (Annex 1) and decisions of the Committee (Annex 1B) sets out the proposed changes agreed by the Committee for recommendation to Full Council for adoption. The actual changes to the sections of the Constitution are then set out in Appendices A to D (as amended following consideration by the Committee on 30 June 2016 and including additional changes agreed by the Committee in relation to the Members Planning Code of Practice).

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Constitution, Ethics and Probity Committee (CEP) is required under its terms of reference to proactively review and keep under review all aspects of the Constitution. The proposals contained in Appendices A to D were discussed by that Committee and are now recommended to ensure the smooth running of the Council.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Options were put forward to the Committee and the attached report reflects the options chosen (as amended by the Committee) for recommendation to Council following discussion and debate.
- 3.2 The option of not changing the Constitution was not recommended as a number of issues had been identified that required amendment or clarification to ensure that the Council operated effectively and in accordance with its statutory requirements.

4. POST DECISION IMPLEMENTATION

- 4.1 The Monitoring Officer will make arrangements for any changes agreed to be actioned, together with minor drafting and housekeeping changes. The revised Constitution will be published online and for existing hard copies issued to be revised and replaced.
- 4.2 The Constitution, Ethics & Probity Committee will continue to proactively keep the Constitution under review and may make further recommendations in the next municipal year.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet London Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. By keeping the Constitution under review it ensures that the framework in which the Council is governed supports the delivery of corporate priorities and performance.

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

- 5.2.1 None.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Responsibility for Functions, Functions of Full Council, Paragraph 1.2: "Only the Council will adopt and change the Constitution, except where otherwise provided in the Constitution or by resolution of the Council".
- 5.3.2 Council Constitution, Responsibilities for Functions – the Constitution, Ethics and Probity Committee terms of reference includes to: "Proactively to review and keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council".
- 5.3.3 Council Constitution, Chief Officers "The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is available for consultation by Members, staff and the public".
- 5.3.4 Council Constitution, Responsibilities for Functions, Annex A – the Constitution, Ethics and Probity Committee Committee's terms of reference includes "To have responsibility for overseeing the Council's governance arrangements".

5.4 Risk Management

5.4.1 The process of managing changes to the Constitution through the Constitution Ethics and Probity Committee ensures that the proposals submitted to Council are developed through Member participation and consideration.

5.5 Equalities and Diversity

5.5.1 The decision making processes of the Council, as enshrined within the Constitution, need to be transparent and accessible to all sectors of the community.

5.6 Consultation and Engagement

5.6.1 None in the context of this decision.

6. BACKGROUND PAPERS

6.1 None.

	<p>Constitution, Ethics and Probity Committee</p> <p>30 June 2016</p>
<p>Title</p>	<p>Constitution Review</p>
<p>Report of</p>	<p>Monitoring Officer Head of Governance</p>
<p>Wards</p>	<p>None</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A: Contract Procedure Rules Appendix B: Meetings Procedure Rules Appendix C: Responsibility for Functions – Annex A</p>
<p>Officer Contact Details</p>	<p>Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk</p>
<p>Summary</p>	
<p>This report seeks discussion and approval of revisions to the Constitution following the review of elements which require updating and review.</p>	

<p>Recommendations</p>
<p>That the Committee recommend to Council that the Constitution be amended to incorporate the changes set out in this report and the track change versions attached at Appendix A to Appendix C.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council adopted a new Constitution at their annual meeting on 2 June 2014 when a Committee System form of governance was introduced. The system has now been in operation for two municipal years.
- 1.2 The Constitution, Ethics and Probity Committee has met regularly over that period to ensure that they discharge their responsibility to proactively review

all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council.

- 1.3 Since the Committee last met on 9 May 2016 a number of changes have been identified to ensure that the Constitution is updated in accordance with new legislative requirements and best practice.

1.4 The following table represents the changes proposed to sections of the Constitution and the reasons for the changes:

No.	Section	Reference	Issue Identified	Changes Made
1	Contract Procedure Rules	Page 9	In section 1.2 which relates to failure to comply with the Contract Procedure Rules, the Rules refer to the post of 'Chief Internal Auditor'. This post does not exist in the council's management structure and consequently the post title needs to be updated.	Amend section 1.2 to delete 'Chief Internal Auditor' and replace with 'Head of Internal Audit'
2	Contract Procedure Rules	Page 9	Update required to include recently introduced regulations.	Amend section 1.4 to add "...the Concessions Contracts Regulation 2016..."
3	Contract Procedure Rules	Page 22	Addition of wording to clarify responsibilities relating to the maintenance of a contract register	Amend section 5.1.13 to add the wording '...service area/delivery unit...'
4	Contract Procedure Rules	Page 22	Insertion of a new section 6.2 relating to Concession Contracts value calculation.	Add a new section 6.2 as follows: "For Concession Contracts the estimated value will be the total turnover of the concessionaire generated over the duration of the contract (net of value added tax) in consideration for the works and services which are the object of the concession contract and the supplies incidental to such works and services."
5	Contract Procedure Rules	Page 23	Requirement to correct contract value (to ensure clarity in the presentation and consistency of figures in the CPRs) and insertion of SMEs (Small Medium Size Enterprises)	In section 8.2 delete '£10,000' and change to '£9,999' and add 'SMEs' to the narrative text

No.	Section	Reference	Issue Identified	Changes Made
6	Contract Procedure Rules	Page 24	Requirement to update procurement threshold.	Amend section 8.9 to delete '€750,000' and replace with '£589,148'
7	Contract Procedure Rules	Page 25	New section required to ensure that the Rules are compliant with the Concession Contracts Regulations 2016.	New section 10 as per tracked changes in Appendix A
8	Contract Procedure Rules	Page 26	Ensure that the Rules are compliant with Information Management requirements.	Add a new section 11.2 with the following wording: Insertion of new wording: To ensure compliancy with Information Management requirements all procurement activity must include the completion of the Information Management questionnaire by the supplier. This will be made available for all activity conducted through the procurement portal however for lower values beneath £9,999 it is the service area/delivery units responsibility to ensure that the questionnaire is completed by suppliers awarded procurement contracts Renumber subsequent sections
9	Contract Procedure Rules	Page 27	Update section 12.2 to correct wording.	Amend the final sentence of section 12.2 as follows: Update correction to last sentence: "At the point of child/adult placement the Authority does not require a contract, however, once placement has been made the Authority should instruct legal to issue a contract to the New Provider"

No.	Section	Reference	Issue Identified	Changes Made
10	Contract Procedure Rules	Page 31	Create a new section 17.6 to include references to Concession Contracts.	Create a new section 17.6 with the following wording: “Concession Contract” means a services concession contract or a works concession contract as defined in The Concession Contracts Regulations 2016. They are contracts for pecuniary interest which consist either solely in the right to exploit the services or works that are the subject of the contract or in that right together with payment.
11	Contract Procedure Rules	Page 32	Clarify requirement to ensure that consideration is given to local suppliers for minor contracts.	Amend section 17.23 to add the following wording at the end of the last sentence: “The Council requires that consideration is given to local suppliers for requirements less than £9,999”
12	Contract Procedure Rules	Pages 32 – 33	Inclusion of new wording to include the government definition of an SME.	Add a new section 17.24 to include the definition of SME as set out in Appendix A
13	Contract Procedure Rules	Pages 34 – 35	Inclusion of a new column to refer to supplier notification method and contract.	Add a new column titled ‘Supplier Notification Method and Contract’ as set out in Appendix A
14	Meetings Procedure Rules	Page 42	To ensure that officer responsibilities relating to speakers at planning committees are correctly reflected in the Meetings Procedure Rules a change is proposed to remove reference to Governance Officer and replace with Planning Case Officer to reflect current responsibilities and practice.	Amend section 7.5 to refer to delete ‘Governance Officer’ and replace with ‘Planning Case Officer’

No.	Section	Reference	Issue Identified	Changes Made
15	Meetings Procedure Rules	Page 42	Planning committee procedures require a minor amendment to clarify that when more than two requests (rather than three as currently drafted) the speakers should decide amongst themselves who will address the committee.	Amend section 7.5 to delete 'three' and replace with 'two'
16	Meetings Procedure Rules	Page 43	Following the changes made to Planning Committee Procedure Rules in May 2016, there is a requirement to introduce arrangements to enable the transfer of speaking rights in the event that an application is referred to the parent committee or deferred.	Amend section 7.12 to delete 'approval' and replace with 'consideration'. Add the following wording at the end of the section: Speaking rights are also automatically transferred in the event where an application has been deferred to a future meeting of an Area Planning Committee or the Planning Committee.
17	Responsibility for Functions, Annex A	Pages 53 – 54	In relation to the Local Plan and associated planning policy documents, the current wording in the Constitution does not define Local Plan related documents. There is a lack of clarity about which documents should be approved and adopted by committees (either the Policy & Resources Committee or Planning Committee) and which ones should be approved by committee prior to a decision being taken by full Council. The proposed changes clarify Local Plan and related documents. The changes clarify that emerging Development Plan Documents should be approved by Policy &	In the terms of reference of the Policy & Resources Committee, delete the following wording: "Approve development of statutory Local Plan and related documents and Neighbourhood Plans (for adoption by Full Council)" and replace with the following wording: <ul style="list-style-type: none"> • "Approve emerging statutory Local Plan Development Plan Documents (Council to approve submission to the Secretary of State and full adoption)

No.	Section	Reference	Issue Identified	Changes Made
			<p>Resources and at what stages they should be referred to Council for decision.</p> <p>Likewise with Neighbourhood Plans. They should only be referred to Council for adoption.</p> <p>For Development Plan Documents the Council is required to approve submission to the Secretary of State and adoption by the Council.</p> <p>For Neighbourhood Plans the Council is required to approve adoption</p>	<ul style="list-style-type: none"> • Approve and adopt Local Development Scheme, Statement of Community Involvement, Supplementary Planning Documents and Planning Briefs • Approve emerging Neighbourhood Plans (for adoption by Council)”
18	Responsibility for Functions, Annex A	Page 71	<p>The Planning Committee has a clear role in designating neighbourhood areas and neighbourhood forums. The Committee should also consider other elements of neighbourhood planning such as emerging Neighbourhood Development Orders and Community Right to Build Orders. The current wording is vague on how Planning Committee considers Neighbourhood Development Orders and Community Right to Build Orders.</p>	<p>In the terms of reference of the Planning Committee, delete “...and considering Neighbourhood Development Orders” after “Designating neighbourhood areas and neighbourhood forums for the purposes of neighbourhood planning”</p> <p>In the terms of reference of the Planning Committee add “Approve and confirm Neighbourhood Development Orders and Community Right to Build Orders”</p>

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Constitution, Ethics and Probity Committee are required under their terms of reference to proactively review and keep under review all aspects of the Constitution. These proposals are recommended to ensure the smooth running of the Council.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None considered. The options proposed in this report have been put forward as a result of experience so far in operating the Constitution. The Committee are to consider whether changes are required.

4. POST DECISION IMPLEMENTATION

- 4.1 The recommendations will form part of a report to Full Council on 26 July 2016 to make final approval.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. By keeping the Constitution under review it ensures that the framework in which the Council is governed supports the delivery of corporate priorities and performance.

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

- 5.2.1 There are no resource implications as a result of these proposals.

5.3 Legal and Constitutional References

- 5.3.1 Council's Constitution, Responsibilities for Functions, Annex A – the Constitution, Ethics and Probity Committee terms of reference includes responsibility to “proactively to review and keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council”.

5.4 Risk Management

- 5.4.1 The process of managing changes to the Constitution through the Constitution Ethics and Probity Committee ensures that the proposals are developed through Member participation and consideration.

5.5 Equalities and Diversity

5.5.1 The decision making processes of the Council, as enshrined within the Constitution, need to be transparent and accessible to all sectors of the community.

5.6 Consultation and Engagement

5.6.1 None in the context of this decision.

6. BACKGROUND PAPERS

6.1 None

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Decisions of the Constitution, Ethics and Probity Committee

30 June 2016

Members Present:-

Councillor Melvin Cohen (Vice-Chairman in the Chair)

Councillor Richard Cornelius	Councillor Dr Devra Kay
Councillor Anthony Finn	Councillor Ross Houston
(substituting for Councillor John Marshall)	Councillor Barry Rawlings
	Councillor Joan Scannell BEM

Apologies for Absence:

Councillor John Marshall

1. MINUTES OF LAST MEETING

Councillor Dr Devra Kay highlighted that an amendment to Section 7.1 of the Meetings Procedure Rule discussed and agreed by the Committee at the last meeting had not been included in the minutes. The Chairman advised Councillor Kay that he was proposing to move some amendments during the discussion on the Constitution Review report and that these amendments would give effect to the change omitted from the minutes of the last meeting.

RESOLVED that the minutes of the special meeting held on 9 May 2016 be approved as a correct record.

2. ABSENCE OF MEMBERS

An apology for absence had been received from Councillor John Marshall who was substituted for by Councillor Anthony Finn.

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

There were none.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS ITEMS (IF ANY)

None.

7. CONSTITUTION REVIEW

The Committee considered the Constitution Review report which sought approval of revisions to the Constitution following the review of elements which require updating and review.

The Chairman advised the Committee that he wished to move additional amendments to sections 7.1 and 7.3 of the Meetings Procedure Rules and section 7.4 of the Members Planning Code of Practice. Copies of the proposed amendments had been circulated to the Committee.

In relation to the proposed amendment to section 7.3 of the Meetings Procedure Rules, the Committee noted that the wording that was proposed to be deleted had originally been inserted to mitigate against the risk of new information which may constitute a material planning consideration being tabled at planning committee meetings. Members highlighted that people making representations at planning committees often brought information to illustrate the points that they had made in written representations and the Committee agreed that this was acceptable and the practice should continue. The Chairman advised the Committee that, on balance, he considered it better to delete the new text relating to new information and instead request that planning, legal and governance officers supporting planning committees be issued guidance to ensure that new information was dealt with consistently:

- If the information illustrates a point made in their written representations (e.g. photos) this is acceptable;
- If the information introduces new technical information which requires assessment by the planning department, the officers supporting the committee may recommend that the application be deferred; or
- If the information introduces new information which requires consideration but may not be sufficient to warrant a deferral, officers may recommend that the meeting be adjourned for a time to enable the information to be considered prior to determining a course of action

RESOLVED that:

1. **The Committee recommend to Council a change to Meeting Procedure Rule 7.1 to delete the following wording “...has been made before the expiry of the consultation period, and where the relevant Senior Planning Officer agrees...” and replace reference to “...an Area Planning Committee...” with “...the relevant Planning Committee...” with the revised section 7.1 to read as follows:**

“For Planning Committees for any planning application where there has been a written request from a single Member of the Council setting out the planning reasons for the matter to be referred to the relevant Planning Committee the application will be referred to the relevant Planning Committee for determination. In that event the report will clearly identify that the item has been ‘called in’ and therefore the planning reasons will be set out.”

2. The Committee recommend to Council a change to Meeting Procedure Rule 7.3 to delete the following wording “...No new information may be submitted by applicants and/or their representatives or objectors. The only information that will be considered is information which helps to explain a point that the person wishes to refer to in order to explain their position to the committee. Any such information must be limited to one side of A4.”

3. The Committee recommend to Council a change to Section 7.4 of Members’ Planning Code of Practice to add the word “...private...” between “No...” and “...meeting...” and add the wording “...involving a member or substitute member of the main planning committee or area planning committees...” after “...meeting...” and before “...shall...” with the revised section 7.4 to read:

“No private meeting involving a member or substitute member of the main planning committee or area planning committees shall be convened without the presence of a Council planning officer for the entire duration of the meeting.”

4. That the Committee recommend to Council that the Constitution be amended to incorporate the changes set out in the table below and the track change versions attached at Appendix A to Appendix C.

No.	Section	Reference (papers submitted to Committee)	Changes contained in the report to Constitution, Ethics and Probity Committee	Recommendation to Full Council
1	Contract Procedure Rules	Page 9	In section 1.2 which relates to failure to comply with the Contract Procedure Rules, the Rules refer to the post of ‘Chief Internal Auditor’. This post does not exist in the council’s management structure and consequently the post title needs to be updated.	Agreed as per report
2	Contract Procedure Rules	Page 9	Update required to include recently introduced regulations.	Agreed as per report
3	Contract Procedure Rules	Page 22	Addition of wording to clarify responsibilities relating to the maintenance of a contract register	Agreed as per report
4	Contract Procedure Rules	Page 22	Insertion of a new section 6.2 relating to Concession Contracts value calculation.	Agreed as per report

No.	Section	Reference (papers submitted to Committee)	Changes contained in the report to Constitution, Ethics and Probity Committee	Recommendation to Full Council
5	Contract Procedure Rules	Page 23	Requirement to correct contract value (to ensure clarity in the presentation and consistency of figures in the CPRs) and insertion of SMEs (Small Medium Size Enterprises)	Agreed as per report
6	Contract Procedure Rules	Page 24	Requirement to update procurement threshold.	Agreed as per report
7	Contract Procedure Rules	Page 25	New section required to ensure that the Rules are compliant with the Concession Contracts Regulations 2016.	Agreed as per report
8	Contract Procedure Rules	Page 26	Ensure that the Rules are compliant with Information Management requirements.	Agreed as per report
9	Contract Procedure Rules	Page 27	Update section 12.2 to correct wording.	Agreed as per report
10	Contract Procedure Rules	Page 31	Create a new section 17.6 to include references to Concession Contracts.	Agreed as per report
11	Contract Procedure Rules	Page 32	Clarify requirement to ensure that consideration is given to local suppliers for minor contracts.	Agreed as per report
12	Contract Procedure Rules	Pages 32 – 33	Inclusion of new wording to include the government definition of an SME.	Agreed as per report
13	Contract Procedure Rules	Pages 34 – 35	Inclusion of a new column to refer to supplier notification method and contract.	Agreed as per report
14	Meetings Procedure Rules	Page 42	To ensure that officer responsibilities relating to speakers at planning committees are correctly reflected in the Meetings Procedure Rules a change is proposed to remove reference to Governance Officer	Agreed as per report

No.	Section	Reference (papers submitted to Committee)	Changes contained in the report to Constitution, Ethics and Probity Committee	Recommendation to Full Council
			and replace with Planning Case Officer to reflect current responsibilities and practice.	
15	Meetings Procedure Rules	Page 42	Planning committee procedures require a minor amendment to clarify that when more than two requests (rather than three as currently drafted) the speakers should decide amongst themselves who will address the committee.	Agreed as per report
16	Meetings Procedure Rules	Page 43	Following the changes made to Planning Committee Procedure Rules in May 2016, there is a requirement to introduce arrangements to enable the transfer of speaking rights in the event that an application is referred to the parent committee or deferred.	Agreed as per report
17	Responsibility for Functions, Annex A	Pages 53 – 54	<p>In relation to the Local Plan and associated planning policy documents, the current wording in the Constitution does not define Local Plan related documents. There is a lack of clarity about which documents should be approved and adopted by committees (either the Policy & Resources Committee or Planning Committee) and which ones should be approved by committee prior to a decision being taken by full Council.</p> <p>The proposed changes clarify Local Plan and related documents.</p> <p>The changes clarify that emerging Development Plan Documents should be approved by Policy & Resources and at what stages they should be referred to Council for decision.</p>	Agreed as per, report subject to the amendment of all references to ‘approved’ or ‘adoption’ throughout the whole of Responsibility for Functions, Annex A being replaced with ‘considered for approval and adoption’

No.	Section	Reference (papers submitted to Committee)	Changes contained in the report to Constitution, Ethics and Probity Committee	Recommendation to Full Council
			<p>Likewise with Neighbourhood Plans. They should only be referred to Council for adoption.</p> <p>For Development Plan Documents the Council is required to approve submission to the Secretary of State and adoption by the Council.</p> <p>For Neighbourhood Plans the Council is required to approve adoption</p>	
18	Responsibility for Functions, Annex A	Page 71	The Planning Committee has a clear role in designating neighbourhood areas and neighbourhood forums. The Committee should also consider other elements of neighbourhood planning such as emerging Neighbourhood Development Orders and Community Right to Build Orders. The current wording is vague on how Planning Committee considers Neighbourhood Development Orders and Community Right to Build Orders.	Agreed as per, report subject to the amendment of references to 'approved' or 'adoption' being replaced with 'considered for approval and adoption'

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

None

The meeting finished at 7.25 pm



Contract Procedure Rules

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1 INTRODUCTION

- 1.1 Procurement decisions are among the most important decisions a manager makes because the money involved is public money and the Council is concerned to ensure that as a minimum high quality supplies, works and services are provided in a timely manner. Effective and efficient use of resources in order to achieve best value is a legal duty. The Council's reputation is also important and should be safe guarded from any suggestion of dishonesty, corruption or failure to meet legal responsibilities.
- 1.2 Any Procurement activity must comply with the Law, these Contract Procedure Rules, Council policy, and the Constitution. It is a disciplinary offence to fail to comply with Contract Procedure Rules when undertaking Procurement on behalf of the Council. Council employees and third party service providers have a duty to report breaches of Contract Procedure Rules to an appropriate senior manager for action and the ~~Chief Internal Auditor~~[Head of Internal Audit](#) for noting.
- 1.3 All Procurement must be undertaken with regard to high standards of probity. The Council has a commitment to transparency and it is important that the Procurement process is as transparent and open as possible.
- 1.4 These Contract Procedure Rules are to be read in conjunction with the Public Contracts Regulations 2015, [the Concession Contracts Regulations 2016](#), Cabinet Office Procurement Policy Notes and the Council's Officer Code of Conduct.

2 APPLICATION

- 2.1 The Contract Procedure Rules provide the governance structure within which the Council may procure works, supplies and services. The aims of these rules are to:
- ensure value for money and propriety in the spending of public money;
 - enable works, supplies and services to be delivered effectively and efficiently without compromising the Council's ability to influence strategic decisions;
 - ensure that the Council is not exposed to unnecessary risk and likelihood of challenge arising from non-compliant Procurement activity; and
 - ensure compliance with current Law
- 2.2 These Contract Procedure Rules apply to all persons who commission and or procure contracts on behalf of the Council, including external consultants or third party service providers.
- 2.3 The Policy and Resources Committee may, from time to time, recommend to the Constitution, Ethics and Probity Committee and Council that the financial thresholds set out in these Contract Procedure Rules be amended.
- 2.4 Refer to any approved Scheme of Delegation to identify any manager with the right to undertake Procurement as delegated by their Commissioning Director, Director, Assistant Director, or Head of Service. Schemes of Delegation will be maintained by the relevant Commissioning Director. All officers must undertake Procurement in a manner which avoids

any potential conflicts of interest and must follow the procedure set out in the Officer Code of Conduct.

- 2.5 The Commercial and Customer Services Director in consultation with the Chief Operating Officer shall maintain and issue the Contract Procedure Rules.
- 2.6 Unless the context otherwise requires, terms used in these Contract Procedure Rules shall have the meanings ascribed to them in section 16 (Definitions and Interpretation).

3 SCOPE

- 3.1 The Contract Procedure Rules apply to all Procurement activities, including expenditure of external funding, such as grant allocation, received by the Council from external sources.
- 3.2 The Contract Procedure Rules do not apply to Non-Procurement activities as defined in Section 16.17 (Definitions) of these Contract Procedure Rules. Payments to third parties for Non Procurement activities shall be subject to authorisation by Finance.
- 3.3 Where the Council is entering into a Contract as an agent in collaboration with another public body or organisation which is the principal or lead body in the collaboration, these Contract Procedure Rules apply only in so far as they are consistent with the requirements of the principal or lead body concerned. Where the Council is acting as principal or the lead body, these Contract Procedure Rules will take precedence.
- 3.4 Where the Council's schools have to abide by the Scheme for Financing Schools which requires them to follow Contract Standing Orders (CSO) for Schools, then the CSO for Schools shall take precedence over these Contract Procedure Rules.
- 3.5 Any interest in land, transaction in land and or lease transaction is excluded from the Contract Procedure Rules but must be authorised in accordance with the requirements set out in the Constitution and, specifically, the Management of Asset, Property and Land Rules.
- 3.6 Section 75 NHS Act 2006 arrangements are not subject to these Contract Procedure Rules

4 REGULATION & LEGISLATION

- 4.1 Customer Support Group (CSG) Procurement is responsible for ensuring Council awareness and compliance with the requirements of all relevant Law. Any significant changes to existing or new Law will be reflected in these Contract Procedure Rules.
- 4.2 The Contract Procedure Rules will be regularly reviewed and updated by CSG Procurement with any significant changes referred to the Constitution, Ethics and Probity Committee in accordance with paragraph 2.5.
- 4.3 Officers must treat suppliers equally and without discrimination and must act in a transparent and proportionate manner.
- 4.4 Before commencing a Procurement procedure officers may conduct market consultations with a view to preparing the Procurement and informing suppliers of their Procurement plans and requirements provided that it does not have the effect of distorting competition

and does not result in a violation of the principles of non-discrimination and transparency. Officers may, for example, seek or accept advice from independent experts or authorities or from market participants.

- 4.5 Officers must take appropriate measures to effectively prevent, identify and remedy conflicts of interest arising in the conduct of Procurement procedures so as to avoid any distortion of competition and to ensure equal treatment of all suppliers. This obligation covers any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the Procurement procedure.
- 4.6 Where a candidate or tenderer, or an undertaking related to a candidate or tenderer has advised the Council or has otherwise been involved in the preparation of the Procurement procedure, the Council shall take appropriate measures to ensure that competition is not distorted by the participation of that candidate or tenderer.
- 4.7 Such measures shall include the communication to the other candidates and tenderers of relevant information exchanged in the context of or resulting from the involvement of the candidate or tenderer in the preparation of the Procurement procedure; and the fixing of adequate time limits for the receipt of tenders. The measures taken must be documented
- 4.8 The candidate or tenderer concerned shall only be excluded from the procedure where there are no other means to ensure compliance with the duty to treat suppliers equally and prior to any such exclusion, candidates or tenderers shall be given the opportunity to prove that their involvement in preparing the Procurement procedure is not capable of distorting competition.

5 ROLES AND RESPONSIBILITIES

- 5.1 Directors, Assistant Directors, Commissioning Directors and Heads of Service are accountable for all Procurement in their respective Delivery Units/area of responsibility. Their duties in relation to all Procurement and Contract Management are to:

5.1.1 ensure compliance with the Law, Council policy and the Contract Procedure Rules;

5.1.2 identify, deliver, measure and record value for money;

5.1.3 ensure that a written pre-tender estimate of anticipated costs, -calculated in accordance with Section 6 (Contract Value Calculation) of these Contract Procedure Rules, is prepared and has Budget provision;

5.1.4 identify, evaluate, record and appropriately mitigate risk e.g. provision of performance bond or parent company guarantee;

5.1.5 maintain a Scheme of Delegation in accordance with Constitutional requirements;

5.1 5.1.6 ensure that all appropriate staff comply with the provisions of the Contract Procedure Rules and have attended CSG Procurement training before undertaking Procurement and Contract Management activities;

- 5.1.7 take immediate action in the event of a breach of the Contract Procedure Rules within their area of responsibility;
- 5.2 5.1.8 ensure that all new Contracts above the published limits and planned during the forthcoming financial year are clearly identified in their Budget and Annual Procurement Forward Plan (APFP);
- 5.3 5.1.9 ensure that Contract terms and conditions to be used in a Procurement have been approved by HB Public Law or a Legal Advisor approved by the Monitoring Officer
- 5.4 5.1.10 ensure that an original signed Contract is provided to the Deeds Officer and a digital copy of the signed version, together with Acceptance and Authorisation documents and any waiver of these Contract Procedure Rules are placed in the Council's contract repository and a version approved by the supplier is prepared for publication;
- 5.5 5.1.11 ensure that proper records of all Contracts and tenders are kept on the Council's approved Electronic Procurement Portal, which may be inspected and kept for the period specified in the Council's Records Retention and Disposal Policy;
- 5.1.12 ensure that the appropriate Procurement process set out in Section 8 of these Contract Procedure Rules is followed;
- 5.6 5.1.13 keep a service area/delivery unit register of all Contracts with total values of £5,000 or over, which may be inspected and will support the annual Budget review. CSG Procurement will keep and publish a consolidated register of all Contracts with total values of £10,000 or over, subject to commercial confidentiality and data protection requirements;
- 5.1.14 ensure that all Contract Management is carried out in accordance with Section 13 (Contract Management) of these Contract Procedure Rules;

6 CONTRACT VALUE CALCULATION

- 6.1 Contract value means the estimated aggregate or recurring value payable in pounds sterling exclusive of Value Added Tax over the entire Contract period including any form of options or extensions of the Contract.
- ~~6.16.2~~ For Concession Contracts the estimated value will be the total turnover of the concessionaire generated over the duration of the contract (net of value added tax) in consideration for the works and services which are the object of the concession contract and the supplies incidental to such works and services.
- ~~6.26.3~~ Where the Contract term is not fixed the estimated value of the Contract must be calculated by multiplying the monthly spend value by 48 in accordance with Regulation 6 of the Public Contracts Regulations 2015.
- ~~6.36.4~~ Contracts must not be artificially underestimated or disaggregated into two or more separate contracts with the intention of avoiding the application of Contract Procedure Rules or the Law.
- ~~6.46.5~~ In the case of Framework Agreements or Dynamic Purchasing Systems -the contract value must be calculated to include the total estimated value, net of VAT, of all the contracts envisaged for the total term of the Framework Agreement or the Dynamic Purchasing System.

7 AUTHORISATION

- 7.1 Any Procurement, including extensions and variations to Contracts (permitted within the existing Contract) submitted in the Annual Procurement Forward Plan and approved by the Policy and Resources Committee, is deemed as Authorised irrespective of the Contract value.
- 7.2 Any Procurement which has not been Authorised as set out in 7.1 must be Authorised in accordance with Appendix 1 Table A of these Contract Procedure Rules.

8 PROCUREMENT METHOD

- 8.1 Where a Procurement will result in a Framework Agreement, Dynamic Purchasing System or Contract refer to Table A in Appendix 1 of these Contract Procedure Rules to determine the Procurement process that should be used. If any further clarification is required refer to the CSG Procurement Team.
- 8.2 All requirements beneath ~~£10,000~~ £9,999 are subject to reasonable means of selection including confirmation of budget and consideration to Barnet's local supplier base, SMEs. All tender opportunities for works, goods or services, ~~over £10,000~~ or over (except for Social Care Placements, Special Educational Needs listed in 8.8 and Non-Procurement activities defined in 16.17) must be released using the CSG e-procurement portal and in accordance with Appendix 1, Table A and be subject to Tender Review.
- 8.3 All Procurements for goods and services over £25,000 must be advertised on Contracts Finder within 24 hours of the time when the Procurement is advertised in any other way. Procurement over the EU financial threshold must be advertised in the OJEU first and then on Contracts Finder. A Contract award notice must also be published on Contracts Finder.
- 8.4 Commissioners may decide to award a contract in the form of separate lots and may determine the size and subject-matter of such lots. They must document the main reasons for their decision not to subdivide into lots.
- 8.5 Where the Procurement is carried out in accordance with 8.1 above and results in a Framework Agreement or Dynamic Purchasing System, any subsequent call-offs must be carried out in accordance with the rules laid down in the Framework Agreement or the Dynamic Purchasing System.
- 8.6 Where the Council accesses an existing Framework Agreement, the Framework Agreement terms and conditions of contract must be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.
- 8.7 Where a performance bond or guarantee is required to ensure Contract performance and/or to protect the Council, the requirement must be pre-notified and the bond or guarantee must be in place before Contract signature.
- 8.8 For Non-Procurement activity that results in a contractual obligation for social care placements and special education needs (SEN) where the decision has been made on the Council's behalf (such as court directed order, personal budget/statement request or an

individual's specific needs) the authority to sign off to award an individual funding agreement in accordance with the decision making framework is contained within the Responsibility for Functions as set out in the Constitution.

- 8.9 Procurement activity for Contracts for certain health, social, community, educational and cultural related services whose value is equal to or over the threshold of ~~€750,000~~ [£589,148](#) must be tendered and awarded in compliance with Chapter 3, Section 7, of the Public Procurement Regulations 2015. Refer to the CSG Procurement Team to advise on the procedures to be applied in connection with the award of these Contracts which will take into account the specificities of the services in question
- 8.10 For Procurements below the EU financial threshold only Suitability Assessment Questions can be asked. This means there can be no PQQ stage.
- 8.11 The award of Contracts will be based on the most economically advantageous tender assessed from the Council's point of view. That tender shall be identified on the basis of the price or cost, using a cost-effectiveness approach, such as Life-Cycle Costing, and may include the best price-quality ratio, which shall be assessed on the basis of criteria, such as qualitative, environmental and/or social aspects, linked to the subject-matter of the Contract in question.
- 8.12 Commissioners shall require tenderers to explain the price or costs proposed in the tender where tenders appear to be abnormally low in relation to the works, supplies or services

9 SINGLE TENDER ACTION

- 9.1 A single tender action or commitment is not allowed unless it is in compliance with the Law and approved in advance by the Commercial and Customer Services Director. Single tender action is the awarding of a Contract to a contractor without undertaking a competitive tendering exercise. Single tender actions are permitted under Regulation 32 of The Public Contracts Regulations 2015 in the following exceptional circumstances:
- where no tenders, no suitable tenders, no requests to participate or no suitable requests to participate have been submitted in response to an open procedure or a restricted procedure, provided that the initial conditions of the Contract are not substantially altered;
 - where the works, supplies or services can be supplied only by a particular supplier for any of the following reasons:
 - i. the aim of the procurement is the creation or acquisition of a unique work of art or artistic performance,
 - ii. competition is absent for technical reasons,
 - iii. the protection of exclusive rights, including intellectual property rights,but only, in the case of paragraphs (ii) and (iii), where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

- insofar as is strictly necessary where, for reasons of extreme urgency brought about by events unforeseeable by the Council, the time limits for the open or restricted procedures or competitive procedures with negotiation cannot be complied with;
- in the case of goods contracts, for additional deliveries by the original supplier which are intended either as a partial replacement of supplies or installations or as the extension of existing supplies or installations where a change of supplier would oblige the contracting authority to acquire supplies having different technical characteristics which would result in incompatibility or disproportionate technical difficulties in operation and maintenance;
- in the case of works or services contracts, new works and services consisting of the repetition of similar works or services entrusted to the contractor to which the Council awarded the original Contract, provided that such works or services are in conformity with a basic project for which the original Contract was awarded following a competitive procedure under the Public Contracts Regulations 2015. The basic project must indicate the extent of possible additional works or services and the conditions under which they will be awarded. As soon as the first project is put up for tender, the possible use of this procedure shall be disclosed and the total estimated cost of subsequent works or services shall be taken into consideration by the contracting authority when assessing the estimated contract value.

9.2 Where a competition has been undertaken, in accordance with Section 8, and only a single bid has been received, the Commercial and Customer Services Director can approve the award of a Contract, subject to a value for money review being undertaken and an audit trail being available for inspection. The award of the Contract cannot proceed without this authorisation.

10 CONCESSION CONTRACTS

10.1 The Concession Contracts Regulations 2016 (CCR) apply to the award of works Concession Contracts or services Concession Contracts above £4,104,394

10.2 Concession Contracts must meet the following requirements:

- The award of the contract involves the transfer to the concessionaire of an operating risk in exploiting the works or services encompassing demand or supply risk or both.
- The part of the risk transferred to the concessionaire involves real exposure to the vagaries of the market, such that any potential estimated loss incurred by the concessionaire is not merely nominal or negligible. The concessionaire shall be deemed to assume operating risk where, under normal operating conditions, it is not guaranteed to recoup the investments made or the costs incurred in operating the works or the services which are the subject-matter of the Concession Contract

10.3 The same general principles that apply to other procurement rules apply to the award of Concession Contracts. In particular, the Council must treat providers equally and without discrimination and must act in a transparent and proportionate manner.

10.4 Seek advice from CSG Procurement and/or Legal Services if you are consider that you might want to award a Concession Contract

~~10~~11 INFORMATION GOVERNANCE

~~11.1~~ ~~10.1~~—When engaging a contractor to provide a service to the Council which involves the handling of personal data due diligence checks must be carried out with regards to data protection. Checks must provide sufficient guarantees that the contractor’s technical and organisational security measures for the handling and protection of personal information and data are appropriate, suitable and lawful. This is a requirement under the seventh principle of the Data Protection Act.

~~10.11.2~~ To ensure compliance with information management requirements all procurement activity must include the completion of the information management questionnaire by the supplier. This will be made available for all activity conducted through the procurement portal. However for lower values beneath £9,999 it is the service area/delivery unit’s responsibility to ensure that the questionnaire is completed by suppliers awarded contracts.

~~11.3~~ ~~10.2~~—Evidence of these checks, copies of policies and guarantees provided by the contractor must be retained by the officer responsible for management of the Contract and be regularly reviewed throughout the life of the Contract (at least annually). If there is any doubt as to whether the checks provide sufficient guarantees for the service provision refer to the Council’s Information Management team.

~~11.4~~ ~~10.3~~—Appropriate data protection clauses must be included in the Contract when engaging a contractor to provide a service to the Council which involves the handling of personal data. As a minimum the clauses contained in the Council’s Standard Terms and Conditions of Contract must be used. Changes must not be made without consultation with the Council’s Information Management Team.

~~11.5~~~~10.4~~ Refer to the Council’s Data Protection Compliance Toolkit for further guidance on your data protection responsibilities, including the current Due Diligence Checklist and the How to Guide-.

~~11.6~~ Appropriate Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) clauses must be used when engaging a contractor to provide a service to the Council. The clauses contained in the Council’s Standard Terms and Conditions of Contract must be used. Changes must not be made without consultation with the Council’s Information Management Team. The Contract must not contain clauses which say that the Contract itself or any information held or produced etc under it are exempt from FOI or EIR. The Contract must not contain any clauses which describe which information would be exempt from disclosure under FOI or EIR.

~~11.7~~~~10.6~~ Refer to the Council’s FOI/EIR Toolkit for further guidance on your FOI/EIR responsibilities.

~~11~~12 ACCEPTANCE

~~11.112.1~~ Acceptance of Contracts must be in accordance with Appendix 1 Table A and in all cases is subject to:

- Budget provision;
- a compliant Procurement process; and

- confirmation of acceptable financial status of the service provider

~~11.2~~11.2.2 Acceptance of contracts with independent providers of individual placements for children or adults will in the first instance be achieved through approved frameworks or approved lists of providers. Where requirements cannot be met through approved frameworks or approved lists, authority is delegated to the relevant director of a service area as per the scheme of delegation to enter into contract with a new independent provider. At the point of child/adult placement the Council does not require a contract; however, once placement has been made the commissioner should instruct legal to issue a contract to the new provider. Such contracts are non-procurements and are therefore not subject to procurement rules or the contract procedure rules as outlines in Appendix A.

~~11.3~~11.3.3 Acceptance thresholds for Contract extensions and variations of all values are subject to further conditions as set out in Section 14 (Extensions and Variations) of these Contract Procedure Rules.

~~11.4~~11.4.4 The financial evaluation of tenders will be undertaken by:

- CSG Procurement if the Contract is valued at less than £164,176 for supplies or services or less than £4,104,394 for works, or;

A Financial Officer as delegated by the Chief Finance Officer if: (a) the contract is valued at £164,176 or more, for supplies or services; or (b) the contract is valued at £4,104,394 or more for works; or (c) the contract is considered to have significant impact on the local community.

~~12~~12 **CONTRACT SIGNING and SEALING**

~~12.1~~12.1.1 Every Contract or Contract novation must be in a form approved by the Monitoring Officer (in consultation with HB Public Law) or delegated officer, if its value exceeds £25,000 or where appropriate to the nature of the Contract.

~~12.2~~12.2.2 All Contracts awarded following a Procurement process with a Contract value above the EU financial threshold shall be sealed unless the Monitoring Officer or delegated officer directs otherwise.

~~12.3~~12.3.3 Contracts, Dynamic Purchasing Systems, approved lists or Framework Agreements entered into with respect to the provision of social care to individual service users must be sealed. Call-off placements from a Framework Agreement under the EU financial threshold do not require sealing and need only be signed by the respective Director in accordance with the Scheme of Delegation.

~~12.4~~12.4.4 Where the Monitoring Officer or delegated officer considers it desirable that a Contract should be sealed other than as specified above, then such a Contract must be sealed.

~~13~~13 **CONTRACT MANAGEMENT**

~~13.1~~13.1.1 During the life of the Contract Directors, Assistant Directors, Commissioning Directors and Heads of Service must ensure that the Council's approved processes for Contract Management, as set out in the Contract Management Toolkit are adhered to. In particular to ensure continuous improvement and value for money is achieved Directors, Assistant

Directors, Commissioning Directors or Heads of Service must ensure that those responsible for managing contracts undergo CSG Procurement approved training to ensure:

- Contract performance and key performance indicators are monitored and any reduction in performance is acted upon and recorded;
- compliance with specification and Contract terms; and
- cost management including reconciliation of payments against work done, supplies or services delivered;

~~13.2~~14.2 Throughout the life of the Contract, contract managers must ensure the elimination of unlawful discrimination and the promotion of equality in accordance with current Law.

~~13.3~~14.3 Contract managers or owners must ensure appropriate security measures are applied to prevent the unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to personal data.

~~13.4~~14.4 For services or supplies Contracts valued above £164,176 and works Contracts above £500,000 a Contract monitoring and review check must be performed 6 months after Contract commencement.

14.15 **EXTENSIONS and VARIATIONS**

~~14.1~~15.1 Regulation 72 of the Public Contracts Regulations 2015 permits an amendment, extension or renewal of an existing Contract without triggering a new Procurement exercise in the following cases:

- a) The original Contract includes a “clear, precise and unequivocal review clause” (including a price review clause) allowing for a certain modification to be made, provided the review clause(s) clearly state(s) the scope and nature of the changes that can be made and the conditions under which such a change can be made. The overall nature of the Contract must not be altered as a result of the change;
- b) A change of contractor cannot be realistically made for economic or technical reasons and would cause significant inconvenience or substantial duplication of the Council’s costs, and new works, services or supplies need to be purchased from the contractor. This is subject to the provision that each change does not increase the Contract’s value by more than 50 per cent as a result;
- c) Circumstances have arisen that the Council could not reasonably have foreseen and that require an amendment to the existing Contract. The Contract’s overall nature must not be altered and the Contract’s value must not increase by more than 50 per cent as a result of any change;
- d) A new contractor is required to replace the contractor originally party to the Contract, either because this is the result of corporate restructuring, including takeover, merger, acquisition or insolvency leading to a universal or partial succession of the original contractor, or because this change was envisaged in a

review clause in the original Contract. This provision cannot be relied on if the contractor is being replaced for a different reason;

- e) The proposed modifications are insubstantial. Modifications will not be insubstantial if they result in any of the following:
- the Contract would become materially different;
 - the scope of the Contract would extend considerably;
 - the outcome of the initial Procurement procedure would have been different had the modification been implemented at that time. For example, other tenders would have been accepted or other candidates would have been admitted;
 - the economic balance would shift in favour of the contractor; or
 - a new contractor would replace the original contractor in a circumstance not provided for in d) above.
- f) The value of the modification is both below the EU procurement financial threshold and less than 10 per cent of the initial Contract value (where the contract is for supplies or services) or less than 15 per cent of the initial Contract value, in the case of a works contract. More than one change can be made under this provision provided the cumulative value of the modifications do not exceed the EU procurement financial threshold.

~~14.2~~15.2 Commissioners must consult CSG Procurement to confirm that any of the circumstances set out in section 14.1 above apply, permitting a Contract amendment, extension or renewal and Commissioners must also comply with the Authorisation and Acceptance Thresholds in Appendix 1 Table A.

~~14.3~~15.3 Placement Agreements for individuals in Social Care or Educational Needs may be varied or extended without reference to the Variation or Extension Acceptance levels and documentation set out in Appendix 1 Table A.

~~14.4~~15.4 The value referred to in Appendix 1 Table A in the column headed 'Variation or extension Acceptance' is the total value of the original Contract value plus the addition of the value of any extensions and/or variations i.e. the total value of the extended or varied Contract.

~~14.5~~15.5 Contracts may only be extended or varied if all of the following conditions have been met:

- the initial Contract was based on a Contract Procedure Rules compliant competitive tender or quotation process;
- the value of the extension or variation added to the value of the original Contract does not exceed the original Authorisation threshold as defined in Appendix 1, Table A;
- the extension or variation has an approved Budget allocation;
- the extension or variation is in accordance with the terms and conditions of the existing Contract;

- if the initial Contract was subject to an EU regulated tender procedure, that the extension option was declared within the OJEU contract notice and the original Acceptance report (Delegated Powers Report/relevant Committee Report); and
- the Contract has not been extended before;

~~14.6~~15.6 Where the Procurement results in a Contract which includes a provision for an extension, any Acceptance of that extension needs to be in accordance with Appendix 1 Table A.

~~14.7~~15.7 If any of the conditions at 14.4 or 14.6 cannot be met, then a new Procurement exercise must be commenced.

~~14.8~~15.8 Where a variation or extension moves the total value of the Contract into a higher threshold, then acceptance must be sought in accordance with Appendix 1, Table A.

~~14.9~~15.9 A Contract Variation Notice needs to be sent to OJEU in the case of contract variations permitted and made in accordance with paragraphs b) and c) of section 14.1 above.

~~15~~16 **WAIVERS**

~~15.1~~16.1 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.

~~15.2~~16.2 Directors, Assistant Directors, Commissioning Directors and Heads of Service may take decisions on emergency matters (i.e. an unexpected occurrence requiring immediate action) in consultation with the Chairman of Policy and Resources Committee providing they report to the next available Policy and Resources Committee, setting out the reasons for the emergency waiver. A copy of the relevant Policy and Resources Committee report must be provided to CSG Procurement and stored on the Council's contract repository.

~~15.3~~16.3 Inadequate planning and organisation of resources does not constitute an acceptable justification for a waiver.

~~16.4~~ Any waiver can only be granted for a maximum period of 12 months.

~~15.4~~16.5 Waivers cannot be granted where this would breach the Law

~~16~~17 **DEFINITIONS and INTERPRETATION**

~~16.1~~17.1 **"Acceptance"** is the authorisation to enter into a Contract with a particular supplier(s) on the terms, conditions and at the price(s) as set out in the Contract documents.

~~16.2~~17.2 **"Annual Procurement Forward Plan"** (APFP) means the annual report compiled by the Council setting out their planned contractual Procurements for the forthcoming financial year and submitted to the Policy and Resources Committee for authorisation.

~~16.3~~17.3 **"Approved Officer"** means the Director, Assistant Director, Service Lead, Commissioning Director or Head of Service in accordance with the Scheme of Delegation who has

responsibility for all Contracts tendered and let by their respective area of responsibility including Contract monitoring and Contract Management once Contract is in place.

~~16.4~~17.4 **“Authorisation”** is the approval required to enable any Procurement to occur.

17.5 **“Budget”** is the annually agreed budget and supporting plans and strategies for each Delivery Unit.

17.6 **“Concession Contract”** means a [services concession contract or a works concession contract as defined in The Concession Contracts Regulations 2016. They are contracts for pecuniary interest which consist either solely in the right to exploit the services or works that are the subject of the contract or in that right together with payment.](#)

~~16.5~~17.7 **“Contract”** means a formal written agreement between the Council and the provider of any goods, services or works, including terms and conditions approved by HB Public Law.

~~16.6~~17.8 **“Contract Management”** is the process of managing contracts to achieve optimal goods, works and services at optimal cost in accordance with the Council’s Contract Management Toolkit

~~16.7~~17.9 **“Contracts Finder”** means a web-based portal provided for the purposes of Part 4 of the Public Contracts Regulations 2015 by or on behalf of the Cabinet Office;

~~16.8~~17.10 **“DPR”** means Delegated Powers Report. Templates and guidance for completion are available from the Assurance Group (Governance).

~~16.9~~17.11 **“Dynamic Purchasing System”** is appropriate for commonly used purchases the characteristics of which, as generally available on the market, meet the Council’s requirements. The rules for using it are set out in regulation 34 of the Public Contracts Regulations 2015.

“Emergency” where immediate action is needed to protect life or property or to maintain a critical service. Decisions that were not anticipated within the Budget or Budget plan but nevertheless relate to everyday business, not major changes/decisions outside the approved Budget and statutory plans.

~~16.10~~17.12 **“EU”** means European Union.

~~16.11~~17.13 **“Framework agreement”** is an agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.

~~16.12~~17.14 **“Law”** means any law, statute, subordinate legislation within the meaning of section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of section 2 of the European Communities Act 1972, regulation, order, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements of any regulatory body with which the Council is bound to comply

~~16.13~~17.15 **“Life-Cycle Costing”** shall, to the extent relevant, cover part or all of the following costs over the life cycle of a product, service or works:—

(a) costs, borne by the Council or other users, such as:

(i) costs relating to acquisition, -

- (ii) costs of use, such as consumption of energy and other resources, -
- (iii) maintenance costs, -
- (iv) end of life costs, such as collection and recycling costs; -

(b) costs inputted to environmental externalities linked to the product, service or works during its life cycle, provided their monetary value can be determined and verified. These costs may include the cost of emissions of greenhouse gases and of other pollutant emissions and other climate change mitigation costs

~~16.14~~17.16 **“Light Touch Regime”** refers to the contract award procedures applicable to contracts for services set out in schedule 3 of the Public Contracts Regulations 2015 which are valued at EUR 750,000 (or around £589,148) or more. These contract opportunities and contract award notices must be advertised in OJEU and Contracts Finder. CSG Procurement will advise on the Procurement procedures to apply to these Contracts which will take into account the specifics of the services in question and which will ensure compliance with the principles of transparency and equal treatment of suppliers.

~~16.15~~17.17 **“Non-Procurement”** expenditure applies where the Council has to pay for a Service which it did not initiate or for payments where it is not appropriate to tender including (but not exclusively) inter-authority and inter-agency payments, subscriptions/memberships, emergency temporary accommodation for vulnerable people, assessments and recoupment.

~~16.16~~17.18 **“OJEU”** means the Official Journal of the European Union.

~~16.17~~17.19 **“Procurement”** means the acquisition by means of a public contract of works, supplies or services by one or more contracting authorities from economic operators chosen by those contracting authorities, whether or not the works, supplies or services are intended for a public purpose. This includes any activity which includes the identification of need, options appraisal and the execution of a competitive selection process, quotation or tendering process.

~~16.18~~17.20 **“Public Contracts Regulations 2015”** are the regulations implementing EU Directive 2014/24/EU of the European Parliament and Council into English Law

~~16.19~~17.21 **“Purchase”** means the activity which uses a mechanism to undertake pProcurement under the Council’s standard terms and conditions (Purchase Card or Purchase Order) or against an accepted contract.

~~16.20~~17.22 **“Quotation”** means a priced bid for the provision of goods, a service, or supply of works.

~~16.21~~17.23 **“Reasonable means of selection”** means an unbiased selection process based on the relative merits of the quotation provided and taking account of previous purchasing practices for supplies, services or works of a similar type. This process would normally involve attaining more than one quotation, audit trail of action undertaken and confirmation from the relevant approved officer that budget is available and rationale for appointment is accepted. The Council requires that consideration is given to local suppliers for requirements less than £9,999

17.24 **“Small Medium Enterprises” (SMEs)** means the definition the UK government use based on the EU Definition of an SME as follows:

- Micro Business = less than 10 employees & turnover under £2 million
- Small Business = less than 50 employees & turnover under £10 million

- Medium Business = Less than 250 employees & turnover under £50 million

~~16.22~~17.25 **“Suitability Assessment Question”** means a question which relates to information or evidence which the Council requires for the purpose of assessing whether candidates meet requirements or minimum standards of suitability, capability, legal status or financial standing

~~16.23~~17.26 **“Works”** means building & engineering works, construction and refurbishment, including capital works.

1718 APPENDIX 1 - TABLE A – Authorisation and Acceptance Thresholds

	Procurement value	Authorisation to commence a procurement process	Authorisation Documentation	Procurement method	Acceptance process	Acceptance Documentation	Variation or extension Acceptance	<u>Supplier Notification method and contract</u>
A	Under £10,000 (Purchase Order)	Head of Service Council Officer as designated by approved Scheme of Delegation	Audit trail	Reasonable means of selection* and evidence of having sourced and considered the local Barnet supplier market	Head of Service Council Officer as designated by approved Scheme of Delegation	Audit Trail	Must move to next threshold if above £10,000	<u>Purchase Order</u>
B	£10,000 1 to £25,000	Head of Service Council Officer as designated by approved Scheme of Delegation	Procurement Forward Plan Summary DPR	Minimum 2 written Competitive Quotations received**	Head of Service Council Officer as designated by approved Scheme of Delegation	Summary DPR	Summary DPR	<u>Purchase Order</u>
C	£25,001 - £164,176	Director/Assistant Director	Procurement Forward Plan Full Officer DPR	Minimum 2 written Competitive Quotations received No PQQ - Suitability Assessment	Council Officer as designated by approved Scheme of Delegation	Summary DPR	Summary DPR	<u>Notification letter</u> <u>Signed low value contract up to £50k value</u> <u>Signed contract £50,001 to</u>

Contract Procedure Rules – June 2016

				Questions only				£164,176k
D	£164,176 and over	Relevant Thematic Committee Procurement Forward Plan	Theme Committee Report Procurement Forward Plan	Works and Concession Contracts : Full OJEU Tender above £4,104,394 Beneath threshold above £100k minimum 5 competitive quotations Goods: Full OJEU Tender Services: Full OJEU Tender Health, educational, cultural and social care related services: Light Touch Regime Tender above 750,000 Euro (c. £589,148)	If within Budget- Council Officer in consultation with Chairman of relevant theme Policy and Resources Committee	If within Budget and agreed savings target on forward plan Officer Full DPR If not within Budget or on Forward Plan Relevant Thematic Committee Report	If within Budget -Relevant Thematic Committee	Standstill Notification letter released following statutory officer report review Publication of report post standstill period Signed and sealed contract

All Procurements above £10,000 must be advertised on the E-portal (see 8.2). All Procurements over £25,000 must be advertised on UK Contracts Finder

*Reasonable means of selection as defined in section 16.24

**Under OJEU threshold the Commercial and Customer Services Director may waive the requirement of 2 written quotes subject to a Summary DPR provided, demonstrating that the market place has been fully tested and we have obtained value for money.

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Meetings Procedure Rules

NOTE ON THE CONDUCT OF LICENSING HEARINGS

Notwithstanding the following procedure rules for Council Committees and Sub-Committees, all hearings relating to the Authority's functions under the Licensing Act 2003, will be conducted within the framework and requirements of the Hearings Regulations made by the Secretary of State under that Act.

PROCEDURE RULES FOR COUNCIL COMMITTEES AND SUB-COMMITTEES

1. Membership and Quorum

- 1.1 The following table outlines Committee and Sub-Committee Membership arrangements:

Committee	Membership	Substitute Members	Quorum
Planning Committee	11	6 (3 for each political group)	3
Area Planning Committees:			
Finchley and Golders Green	7	7 (one per ward and one substitute for each ward)	3
Chipping Barnet	7	7 (one per ward and one substitute for each ward)	3
Hendon	7	7 (one per ward and one substitute for each ward)	3
Area Committees			
Finchley and Golders Green	7	7 (one per ward and one substitute for each ward)	3
Chipping Barnet	7	7 (one per ward and one substitute for each ward)	3
Hendon	7	7 (one per ward and one substitute for each ward)	3

Committee	Membership	Substitute Members	Quorum
Licensing Committee	11	Not applicable	3
Constitution, Ethics and Probity Committee	7	6 (3 for each political group)	3
Group Leaders Panel	5	4 (2 for each Political Group)	3
Urgency Committee	3	3 (1 for each Member)	2
Licensing Sub-Committee	3	All other members of the Licensing committee	All three Members must be present for the meeting to proceed
Audit Committee	7	6 (3 for each political group)	3
Chief Officer Appointment Panel	5	2 (1 for each political group)	3
Performance and Contract Management Committee	11	6 (3 for each political group)	3
Children, Education, Libraries and Safeguarding Committee	9		
Adults and Safeguarding Committee	9		
Environment Committee	11		
Assets, Regeneration	9		

and Growth Committee			
Housing Committee	9		
Community Leadership Committee	11		
Health Overview and Scrutiny Committee	9		
Policy and Resources	12	6 (3 for each political group)	3
General Functions Committee	7	6 (3 for each political group)	3
Pension Fund Committee	7	6 (3 for each political group)	3
Health and Well-Being Board	12	3 (1 for each Member)	3 This must include at least one elected Councillor
Community Leadership Committee Sub-Committee	3	3 (1 for each Member)	2

2. Substitute Members – Rules

- 2.1 A substitute Member may only attend, speak or vote at a meeting in place of a member from the same political group who is unable to attend the meeting. In the case of Area Committees and Area Planning Committees, substitutions are made on the basis of ward. If a meeting is adjourned, the substitution will carry forward into any subsequent adjourned meetings to consider the outstanding item(s).
- 2.2 Details of membership substitutions or apologies for absence will be detailed in the formal record of the meeting.

3. Quorum – Rules

- 3.1 If a Committee or Sub-Committee is inquorate, it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed for up to 15 minutes. When 15 minutes have elapsed, the Head of Governance or their representative will count the number of Members present and if there is no quorum, s/he will advise the meeting that no business can be transacted and the meeting will be cancelled.
- 3.2 If the Chairman finds that a quorum of Members is not present at any time during the meeting, the Chairman must adjourn the meeting until such time as a quorum is returned.

4. Chairman of Meetings

- 4.1 If the Chairman is absent from a meeting the Vice-Chairman will take the Chair. If both are absent, the Head of Governance (or their representative) will open the meeting and he/she will seek nominations for the position of Chairman. A Chairman must be elected for the business of the meeting to be transacted. Where more than two persons are nominated for any position to be filled by the Committee or Sub-Committee and there is no majority of votes in favour of one person, the name of the person having the least number of votes shall be deleted from the list. Further votes will then be taken on the same basis until a majority of votes is given in favour of one person.
- 4.2 In exceptional circumstances, the Chairman may change the date of any meeting, cancel or postpone any meeting or call any additional meeting by seeking and gaining the agreement of a majority of Members of the Committee, and consulting with the Chairman of General Functions Committee and Group Leaders.
- 4.3 Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the person presiding at the meeting.
- 4.4 The Chairman shall have the power to invite any persons or bodies with a particular expertise on a given agenda item to give evidence to the Committee and answer questions. This power is in addition to the Public Participation Rules elsewhere in the Constitution.

5. Minutes

- 5.1 Apologies for absence, declaration of interests and the confirmation of the minutes of previous meetings are the first items of business at the meeting, except when there is a need to elect a Chairman.

- 5.2 Minutes can only be amended to correct factual inaccuracy in the record, and not to make any retrospective amendment to the decisions made. Any questions upon their accuracy shall be raised by motion and voted on without discussion. The meeting will not proceed further until the minutes are approved, either amended or unamended. Upon approval as a correct record, the Chairman shall sign the minutes.

Members' Rights

6. Members' Items for the Agenda

- 6.1 A Member (including Members appointed as substitutes by Council) will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a Committee or Sub-Committee on which s/he serves. This rule does not apply to the Urgency Committee, Licensing Sub-Committees, Planning Committee and Area Planning Committees, except for the Planning Committee when that committee is considering planning policy matters. A referral from Full Council will not count as a Member's item for the purposes of this rule. The only exceptions to this rule are detailed in 6.4 and 6.5 below.
- 6.2 Members' Items must be relevant to the terms of reference of the body which will consider the item.
- 6.3 The Head of Governance must receive written notice of a Member's item, at least seven clear working days before the meeting. Any item received after 5pm will be recorded as received on the next working day. Items received after that time will only be dealt with at the meeting if the Chairman agrees they are urgent.
- 6.4 The Lead Member for Children's Services is permitted to have one matter only (with no-sub items) on the agenda for a meeting of a Committee, Sub-Committee or Partnership Board on which s/he does not serve when that body is considering an item which relates to children and young people.
- 6.5 Any Member will be permitted to have one matter only (with no sub-items) on the agenda for an Area Committee where the Member is sponsoring an application to an Area Committee Budget. Members' Items sponsoring an application to the Area Committee Budget must be submitted 12 clear working days before the meeting. Items received after that time will only be dealt with at the meeting if the Chairman agrees they are urgent.

7. Planning Committee Procedure Rules

7.1 For ~~Area~~ Planning Committees for any planning application where there has been a written request from a single Member of the Council setting out the planning reasons for the matter to be referred to ~~an Area~~ the relevant Planning Committee ~~has been made before the expiry of the consultation period, and where the relevant Senior Planning Officer agrees~~ the application will be referred to the relevant ~~Area~~ Planning Committee for determination. In that event the report will clearly identify that the item has been 'called in' and therefore the planning reasons will be set out.

7.2 The following process should be followed at all Planning Committee and Area Planning Committee meetings.

Officers Presentation
Questions to officers if applicable
Speaking Arrangements
Questions to speakers
Questions to Officers
Committee consideration and comments
Planning Officer and Chairman sum up
Decision making process (see section 7.17 – 7.20)

7.3 The relevant senior Planning Officer may circulate an addendum to the application/report. In this event this shall be circulated on the day of the meeting to all Committee Members before the start time of the meeting. ~~No new information may be submitted by applicants and/or their representatives or objectors. The only information that will be considered is information which helps to explain a point that the person wishes to refer to in order to explain their position to the committee. Any such information must be limited to one side of A4.~~

7.4 Requests to speak at Planning Committees and Area Planning Committees

7.5 Requests to speak should be submitted to the relevant ~~Governance~~ Planning Case Officer by 10am on the third working day prior to the meeting.

7.6 A maximum of three speakers are able to address the committee on each application or item.

7.7 In respect of planning committees only, there can be a maximum of two speakers in favour or against an application. The third speaker slot is reserved for the applicant or their representative irrespective of whether the application is recommended for approval or refusal. The applicant's representation will be taken as the last speaker on an item.

- 7.8 Where more than ~~three~~two requests to speak have been received, the public shall decide amongst themselves who is to address the Committee. If this does not take place, the Chairman shall use their discretion to determine who is able to speak.
- 7.9 When registering to speak, members of the public will be asked by the Council if they consent to having their details passed on to other supporters or objectors, thus enabling them to put forward views of others who have an interest in and wish to make representations on the application or item. If a member of the public is representing the views of others, they must inform the Committee who else they are representing when making their presentation.
- 7.10 At the meeting, each speaker will have a time period of up to 3 minutes to address the Committee. Committee members will then have the opportunity to question the speaker.
- 7.11 Members of the public making comments to Committees are able to send a substitute if they are unable to attend the committee meeting. The Governance Officer supporting the meeting should be made aware of the substitution prior to the meeting commencing.
- 7.12 Where an application or item being considered by a Committee is referred to its parent committee for approval/consideration, the speaking rights of members of the public who have registered to speak on the application or item will automatically transfer to the parent committee. Speaking rights are also automatically transferred in the event where an application has been deferred to a future meeting of an Area Planning Committee or the Planning Committee.
- 7.13 Members may only address Area Planning Committees on applications which affect their ward or on an application which that Member has 'called-in'. When a Ward Member wishes to address a Committee they should give notice to the Chairman of the meeting before the start of the meeting. Any Ward Member wishing to address the Committee shall have up to 3 minutes. Ward Members rights to address the Area Planning Committee are in addition to the rights of public speakers.
- 7.14 One Ward Member who is not a member of the Planning Committee will have the right to address that Committee when it considers any planning application relating to the ward in question. Where the ward is represented by Members from more than one party group one Member from each party group may address the Committee. When a Ward Member wishes to address a Committee they should give notice to the Chairman of the meeting before the start of the meeting. Any Ward Member wishing to address the Committee shall have up to 3 minutes. Ward Members rights to address the Planning Committee are in addition to the rights of public speakers.

- 7.15 MPs and GLA Members from the borough and MPs, GLA Members and Members from neighbouring boroughs may request to address a Planning Committee or Area Planning Committee meeting on a matter which affects their constituency or ward. Any such Member should give notice to the Chairman of the meeting before the start of the meeting. Any such Member would be allowed up to 3 minutes
- 7.16 Where an Area Planning Committee has referred an item up to a relevant committee, the Chairman of the Committee will have a right to attend and speak at the meeting of the Committee where the referral is being considered
- 7.17 **Determining Planning Applications**
- 7.18 When the Chairman considers that there has been sufficient debate, he/she will call for a decision. A vote may be taken on the recommendations in the report, once proposed and seconded.
- 7.19 A Member of the Committee may move a motion to alter the wording of the recommendation(s), propose the addition or removal of conditions, defer an application or propose the refusal of an application. Any such motion must be seconded and be supported by planning reasons and those reasons will be set out in the minutes.
- 7.20 If the Chairman calls for the application to be determined a vote shall be taken on the recommendation(s) of the Planning Officers. If this fails, an alternative motion may be moved by any Member of the Committee. Any such motion must be seconded and be supported by planning reasons and those reasons will be set out in the minutes.

8. Urgent Business

- 8.1 There are occasions when an urgent decision is needed, or the matter cannot wait for the next ordinary meeting of a committee.
- 8.2 When an urgent matter has arisen after the publication and despatch of an appropriate agenda the following procedure applies:-

The Chairman has the authority to agree to take urgent items not on the agenda. By convention, the Chair will consult with the Vice-Chairman and Opposition Spokesperson for the committee. The Chairman (with advice from the Monitoring Officer as appropriate) needs to be satisfied as to the need for urgency under the following criteria:-

- i) the item has arisen between the compilation of the agenda and the date of the meeting.

- ii) the item requires an urgent decision in the public interest which cannot be dealt with by other means
- 8.3 In all cases the reason for the urgency shall be clearly stated and recorded in the minutes of the meeting and the urgent item will be taken at the end of other items of business.
- 9. Councillors' rights to attend and speak at Committees or Sub-Committees when they are not a Member**
- 9.1 Councillors may attend any Council Committee or Sub-Committee, even when they are not appointed to them, but they cannot vote.
- 9.2 Where a Councillor is not a member of the Committee or Sub-Committee, s/he should sit in the public gallery so that it is clear to the public that the Member is not part of the body taking decisions. However if the Committee has excluded the press and public then councillors who are not members of the Committee may in most circumstances remain. There may be occasions when they will be asked to leave by the committee if the exempt item contains personal information which they do not need to know in order to fulfil their role as a councillor.
- 9.3 Except for the committees detailed in section 9.5 below and section 7 above, where a Councillor has a right to attend a Committee or Sub-Committee, s/he may speak at a meeting subject to giving notice to the Chairman of the meeting before the start of the meeting and the Chairman giving his or her consent. Any Councillor wishing to address the Committee or Sub-Committee shall have up to 3 minutes.
- 9.4 The Lead Member for Children's Services has a right to make a speech at a meeting of Committee, Sub-Committee or Partnership Board which is considering matters which relate children and young people, subject to giving notice to the Chairman of the meeting before the start of the meeting and the Chairman giving his or her consent.
- 9.5 The following arrangements apply in the case of Licensing Committees:
- 9.5.1 Members may only attend and speak at Licensing Sub-Committees (or the Licensing Committee if it is conducting the hearing or review of determinations under the Licensing Act of 2003 or the Gambling Act of 2005) in accordance with the Members Licensing Code of Good Practice.
- 10. Disorderly Conduct**
- 10.1 If the Chairman considers that a Member is behaving improperly or offensively they reserve the right to prevent the Member from speaking (but not voting) at the meeting. If the disorderly conduct continues the Chairman may require the

Member be removed from the meeting. When a Member is removed, they must leave for the entire remaining part of the meeting.

- 10.2 If a member(s) of the public or press interrupts the proceedings at any meeting, the Mayor or Chairman may warn him/her. If s/he continues the interruption and a warning has previously been given, the Mayor or Chairman may order his/her removal from the meeting place. In the event that the meeting is disrupted the Mayor or the Chairman may adjourn the meeting and if required clear the public gallery. The meeting will then reconvene to consider the remaining business without the public.

Motions and Amendments

11. Validity of Motions and Amendments

- 11.1 Every motion, amendment or question shall be relevant to matters within the Committee, Sub-Committee or panel's terms of reference and to the agenda for the meeting. The Chairman of the meeting shall, if need be, give a ruling as to whether the motion is relevant.
- 11.2 An amendment must be relevant to the motion and shall be to either:-
- 10.2.1 refer a subject of debate to another Committee for consideration or re-consideration; or
 - 10.2.2 change the words (including leaving out words or adding words);
- but such changes must not merely have the effect of negating the motion before the Committee.
- 11.3 No Member may personally move more than one amendment to a motion. However, amendments may be discussed together.
- 11.4 If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the motion upon which any further amendment may be moved. This is known as the substantive motion.
- 11.5 If the amendment is lost further amendments may be proposed on the original motion.
- 11.6 Once all amendments are dealt with in this way, the motion or the motion as amended is then put to the final vote.
- 11.7 All motions which are moved and voted on will be recorded in the decisions of the Committee or Sub-Committee.

12. Motions which may be moved during debate

When a motion is under debate no other motion shall be moved except motions:-

- 12.1 to amend the motion;
- 12.2 to adjourn the meeting;
- 12.3 to adjourn the debate;
- 12.4 that the question be now put;
- 12.5 by the Chairman
 - that a Member be prevented from speaking;
 - that a Member must leave the meeting;
- 12.6 to exclude the press and public under Section 100A (4) of the Local Government Act 1972.

Decisions

13. After each meeting decisions made under the Committee or Sub-Committee's delegated powers will be produced and published on the Council's website and will be made available in paper format on request.

14. Reports of Committees to Council or parent body

- 14.1 There are a number of ways Committees and Sub-Committees may refer reports to their parent bodies, other Committees or Council which are set out in Paragraph 6 of the Responsibility for Functions section of the Constitution. Where a referral is made under that paragraph, the Officer's report to the Committee and any recommendations of the Committee or Sub-Committee will be submitted to the next meeting of the Council or the Committee concerned.

15. Reports of Sub-Committees and Panels

- 15.1 A report of a Sub-Committee or panel will be submitted to the next meeting of the parent committee where:-
 - 15.1.1 the Sub-Committee or panel has made recommendations on a matter within its terms of reference but outside its delegated powers; or

- 15.1.2 any Sub-Committee or panel by agreement or majority vote has agreed to suspend a decision on a particular item until the parent Committee has considered the matter.
- 15.1.3 a Chairman of an Area Committee has referred the decision up under paragraph 12.1(2), in which case the Sub-Committee's recommendation will be referred up to the parent committee.
- 15.1.4 any Area Committee considering a proposal for discharging a function for a location that crosses their boundaries do not approve recommendations submitted to them.
- 15.2 Any report from a Sub-Committee or panel on its proceedings shall be submitted to the parent Committee and not direct to the Council.
- 16. Performance and Contract Management Committee / Sub-Committee – Call-in Procedure**
- 16.1 The following procedure applies after a decision has been made by the West London Economic Prosperity Board (a Joint Committee in accordance with section 102 of the Local Government Act 2000).
- 16.2 Paragraph 24.4 of the Function and Procedure rules of the West London Economic Prosperity Board read as follows
- “Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.”
- 16.3 Where a decision is made by the Board the decision shall be published. Once the decision is published then it may be implemented on the expiry of 7 working days after publication unless 10 members of the Council wish to call it in.
- 16.4 The notice seeking to invoke the call-in procedure must be communicated to the Head of Governance who will then notify the West London Economic Prosperity Board.
- 16.5 A notice seeking to invoke the call-in procedure must state at least one of the following grounds in support of the request for a call-in of the decision:
- (a) Inadequate consultation with stakeholders prior to the decision;
 - (b) The absence of adequate evidence on which to base the decision;
 - (c) The action is not proportionate to the desired outcome;
 - (d) A potential human rights challenge;
 - (e) Insufficient consideration of legal and financial advice;
 - (f) The decision is contrary to the policy framework, or contrary to, or not wholly in accordance with the budget framework of the Council;

- 16.6 A meeting of the Performance and Contract Management Committee (or Sub-Committee of the Committee created for this purpose), will be convened within 7 clear working days of the request for call-in.

If such a meeting is called the decision of the West London Economic Prosperity Board may not be implemented until the decisions of the sub-committee meeting are known.

- 16.7 The Performance and Contract Management Committee or Sub-Committee may:
- (a) Take no action,
 - (b) Refer the matter back to the West London Economic Prosperity Board for reconsideration

The Performance and Contract Management Committee or Sub-Committee may not refer the call-in to Council.

- 16.8 The call-in procedure set out above shall not apply where the decision being taken by the West London Economic Prosperity Board is urgent. For the purposes of this call-in procedure a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the West London Economic Prosperity Board and the interests of Barnet. Reports to the West London Economic Prosperity Board must state that the report is urgent and provide the reasons for urgency.

- 16.9 The Chairman of the Performance and Contract Management Committee must agree that the decision proposed should be treated as a matter of urgency

- 16.10 In the absence of the Chairman of the Performance and Contract Management Committee the consent of the Mayor is required.

- 16.11 The Performance and Contract Management Committee when considering a call-in shall consider the following business:

- (a) Minutes of the last meeting;
- (b) Declarations of interest;
- (c) The call-in request for which the meeting is convened.

- 16.12 Decisions taken as a matter of urgency must be reported by the Monitoring Officer to the next available meeting of the Performance and Contract Management Committee, together with the reasons.

17. Suspension of business at Committee and Sub-Committee meetings

- 17.1 No business at any meeting of a Committee or Sub-Committee shall be transacted after 10 pm and any business transacted after that time shall be null and void. At 10 pm and without further debate the Chairman shall immediately put to the vote any motion or amendment, which has been formally moved and seconded.
- 17.2 At any meeting of the Council, Planning Committee and Area Planning Committees, the Chairman at their sole discretion may extend the period for the transaction of business to 10.30pm. This will be recorded in the Committee's decisions.
- 17.3 Residents Forums will meet at 6.30pm and will conclude their business by 8.30pm at the latest, followed by the Area Committee on the same night and same venue at 7.00pm or on the conclusion of the Residents' Forum, whichever is later.
- 17.4 If any items remain on the agenda to be dealt with, the Committee or Sub-Committee may decide to call a special meeting or refer the remaining items to the next ordinary meeting.

Voting and recording of votes

18. Voting at meetings

- 18.1 The mode of voting at all meetings of the Council, its Committees, Sub-Committees or panels shall be determined by a show of hands except where otherwise provided by law or in these standing orders.
- 18.2 In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.
- 18.3 The Chairman will always have the right to exercise a casting vote in the event of equality of voting on a motion or amendment, in accordance with the provisions of the Local Government Act 1972, provided s/he has voted when the motion or amendment was first put to the vote.

19. Vote to be recorded

- 19.1 A member of the body can request that his/her vote to be recorded in the minutes.

20. Filming and Recording of Meetings

- 20.1 Discreet, unlit, non-disruptive filming and recording of Council and Committee meetings by members of the public from the public gallery is allowed.

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ANNEX A TO RESPONSIBILITY FOR FUNCTIONS - Membership and Terms of Reference of Committees, Sub-Committees and Partnership Boards

Body responsible	Functions	Membership												
<p>Policy and Resources Committee</p>	<p>(1) To be the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues. This is to include:</p> <ul style="list-style-type: none"> • Consider for Approval of the Corporate Plan • Council's Capital and Revenue Budget setting (subject to Full Council) and Medium Term Financial Strategy • Ensuring effective Use of Resources and Value for Money <p>(2) To be responsible for the overall strategic direction of the Council including the following specific functions/activities:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td data-bbox="419 972 748 1137"> <ul style="list-style-type: none"> • Customer Care, Communications and Resident Engagement </td> <td data-bbox="753 972 1050 1137"> <ul style="list-style-type: none"> • Strategic Partnerships </td> </tr> <tr> <td data-bbox="419 1144 748 1525"> <ul style="list-style-type: none"> • Equalities, Diversity and Community Cohesion </td> <td data-bbox="753 1144 1050 1525"> <ul style="list-style-type: none"> • Approve development of statutory Local Plan and related documents and Neighbourhood Plans (for adoption by Full Council) </td> </tr> <tr> <td data-bbox="419 1532 748 1688"> <ul style="list-style-type: none"> • Internal Transformation programmes </td> <td data-bbox="753 1532 1050 1688"> <ul style="list-style-type: none"> • Local Taxation-Billing, Collection and Recovery </td> </tr> <tr> <td data-bbox="419 1695 748 1749"> <ul style="list-style-type: none"> • Write off of debt </td> <td data-bbox="753 1695 1050 1749"> <ul style="list-style-type: none"> • Insurance </td> </tr> <tr> <td data-bbox="419 1756 748 1877"> <ul style="list-style-type: none"> • Treasury Management Strategy </td> <td data-bbox="753 1756 1050 1877"> <ul style="list-style-type: none"> • Information Technology provision </td> </tr> <tr> <td data-bbox="419 1883 748 2063"> <ul style="list-style-type: none"> • Housing Benefit, Council Tax Support and Welfare programmes </td> <td data-bbox="753 1883 1050 2063"> <ul style="list-style-type: none"> • Mayoralty budget </td> </tr> </tbody> </table>	<ul style="list-style-type: none"> • Customer Care, Communications and Resident Engagement 	<ul style="list-style-type: none"> • Strategic Partnerships 	<ul style="list-style-type: none"> • Equalities, Diversity and Community Cohesion 	<ul style="list-style-type: none"> • Approve development of statutory Local Plan and related documents and Neighbourhood Plans (for adoption by Full Council) 	<ul style="list-style-type: none"> • Internal Transformation programmes 	<ul style="list-style-type: none"> • Local Taxation-Billing, Collection and Recovery 	<ul style="list-style-type: none"> • Write off of debt 	<ul style="list-style-type: none"> • Insurance 	<ul style="list-style-type: none"> • Treasury Management Strategy 	<ul style="list-style-type: none"> • Information Technology provision 	<ul style="list-style-type: none"> • Housing Benefit, Council Tax Support and Welfare programmes 	<ul style="list-style-type: none"> • Mayoralty budget 	<p>12</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>Committee to be made up in accordance with proportionality.</p>
<ul style="list-style-type: none"> • Customer Care, Communications and Resident Engagement 	<ul style="list-style-type: none"> • Strategic Partnerships 													
<ul style="list-style-type: none"> • Equalities, Diversity and Community Cohesion 	<ul style="list-style-type: none"> • Approve development of statutory Local Plan and related documents and Neighbourhood Plans (for adoption by Full Council) 													
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<ul style="list-style-type: none"> • Housing Benefit, Council Tax Support and Welfare programmes 	<ul style="list-style-type: none"> • Mayoralty budget 													

<ul style="list-style-type: none"> Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs) 	<ul style="list-style-type: none"> <u>Consider for approval and adoption emerging Neighbourhood Plans (for adoption by Council)</u>
<ul style="list-style-type: none"> <u>Consider for approval and adoption emerging statutory Local Plan Development Plan Documents (Council to consider for approval for submission to the Secretary of State and full adoption)</u> 	<ul style="list-style-type: none"> <u>Consider for approval and adoption Local Development Scheme, Statement of Community Involvement, Supplementary Planning Documents and Planning Briefs</u>

(3) To submit recommendations to the Council in the event of a difference of opinion arising between committees upon a matter which falls within the terms of reference of more than one committee.

(4) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(5) To consider and take any necessary action upon 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.

(6) Consdier for approval ~~Approve~~ budget and business plan of the Barnet Group Ltd.

(7) To allocate a budget, as appropriate, for Area Committees and agree a framework for

	<p>governing how that budget may be spent.</p> <p>(8) To represent Barnet's strategic interests in dealings with sub-regional, regional and national Government and influence relevant tiers of Government</p> <p>(9) To consider petitions within the remit of the Committee that contain between 2,000 and 6,999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(10) 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.</p> <p>(11) To receive reports on the issuance of grants below £5000 by Officers in accordance with their delegated authority.</p> <p>(12) To note decisions taken by theme committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.</p> <p>If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.</p>	
<p>Performance and Contract Management Committee</p>	<p>(1) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.</p> <p>(2) Monitoring of Performance including, but not limited to, targets of Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.</p> <p>(3) Receive and scrutinise contract variations and change requests in respect of external</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>Committee to be made up in accordance with proportionality</p>

delivery units.

(4) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

(5) Specific responsibility for the following functions within the Council:

<ul style="list-style-type: none">• Risk Management	<ul style="list-style-type: none">• Treasury Management Performance
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(6) Note the Annual Report of the Barnet Group Ltd.

(7) To consider reserved matters of the Joint Venture Company (JVCO).

(8) To consider petitions within the remit of the Committee that contain between 2,000 and 6,999 signatures in accordance with Public Participation and Engagement Procedure Rules.

(9) 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.

(10) To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with Meeting Procedure Rules.

(11) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.

If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.

<p>Children, Education, Libraries and Safeguarding Committee</p>	<p>1) Specific responsibilities include:</p> <ul style="list-style-type: none"> • Planning the adequate provision of school places in the Borough • Investment in educational infrastructure to meet the needs of the Borough's learners • Development and enhancement of the Library Service • Development of cultural activities • To be responsible for those powers, duties and functions of the Council in relation to Children's Services (including schools) <p>(2) Lead the Council's responsibilities under the Children Act 2004 and Education and inspection Act 2007</p> <ul style="list-style-type: none"> • Oversee effective support for young people in care; and enhance the Council's corporate parenting role • Oversee the multi-agency Youth Offending Team • Oversee the effective provision of support across partners for the wellbeing of vulnerable families - including the Troubled Families programme <p>(3) <u>Consider for approval</u> Approve the Children and Young People Plan and associated sub strategies promoting the following areas:</p> <ul style="list-style-type: none"> • Education • Inclusion • Child Poverty • Early Intervention and Prevention <p>(4) To <u>consider for approve approval</u> any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.</p> <p>(5) To ensure that the Council's safeguarding responsibilities are taken into account.</p> <p>(6) To receive and consider reports as appropriate from the Children's Partnership Board.</p> <p>(7) To <u>consider for approval</u> approve Fees and Charges for those areas under the remit of the Committee.</p>	<p>9</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council. Requirement to have a Lead Member for Children's Services. Committee to be made up in accordance with proportionality</p> <p><u>Co-Opted Members</u></p> <p>The following co-opted members will be appointed. They may speak on all matters but cannot vote.</p> <p>Three Voluntary Aided School Representatives - to provide a faith perspective on education matters (Church of England; Roman Catholic; and Jewish Voluntary Aided representatives).</p> <p>One representative from the Standing Advisory Committee on Religious Education</p> <p>Two Parent governor representatives (PGRs) elected by other parent governors to represent the views of all parents and hold the authority to account by consulting with and feeding back to parents on discussions and decisions relating to education.</p>
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	<p>(8) Discussion of transformation schemes not in service plans but not outside the Council’s budget or policy framework</p> <p>(9) To consider petitions within the remit of the Committee that contain between 2,000 and 6,999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(10) 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.</p> <p>(11) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget for the following year in accordance with the budget timetable.</p> <p>(12) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(13) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.</p> <p>(14) To receive and consider reports as appropriate from the Corporate Parenting Advisory Panel.</p> <p>(15) Receive an annual report from the Lead Member for Children’s Services (Chairman of Children Education Libraries and Safeguarding Committee) covering key matters.</p> <p>If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and</p>	
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	determined by the Policy and Resources Committee.	
Adults and Safeguarding Committee	<p>(1) Specific responsibilities include: To be responsible for those powers, duties and functions of the Council in relation to Adults and Communities including the following specific functions:</p> <ul style="list-style-type: none"> • Promoting the best possible Adult Social Care services <p>(2) Work with partners on the Health and Well Being Board to ensure that social care, interventions are effectively and seamlessly joined up with public health and healthcare and promote the Health and Well Being Strategy and its associated sub strategies.</p> <p>(3) To approve <u>consider for approval</u> fees and charges for those areas under the remit of the Committee</p> <p>(4) Specific responsibilities to include:</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <ul style="list-style-type: none"> • Leisure Services. </div> <p>(5) To ensure that the Council's safeguarding responsibilities are taken into account.</p> <p>(6) To <u>consider for approval</u> approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.</p> <p>(7) Discussion of transformation schemes not in service plans but not outside the Council's budget or policy framework</p> <p>(8) To consider petitions within the remit of the Committee that contain between 2,000 and 6,999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(9) 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.</p> <p>(10) To submit to the Policy and Resources Committee proposals relating to the</p>	<p>9</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council. Committee to be made up in accordance with proportionality</p>

	<p>Committee’s budget for the following year in accordance with the budget timetable.</p> <p>(11) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(12) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.</p> <p>If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.</p>											
<p>Environment Committee</p>	<p>(1) To include specific responsibilities for commissioning the following:</p> <table border="1" data-bbox="438 1254 1050 2092"> <tr> <td data-bbox="438 1254 742 1456"> <ul style="list-style-type: none"> Street Scene including pavements and all classes of roads </td> <td data-bbox="742 1254 1050 1456"> <ul style="list-style-type: none"> Parking provision and enforcement </td> </tr> <tr> <td data-bbox="438 1456 742 1512"> <ul style="list-style-type: none"> Road Safety </td> <td data-bbox="742 1456 1050 1512"> <ul style="list-style-type: none"> Street Lighting </td> </tr> <tr> <td data-bbox="438 1512 742 1899"> <ul style="list-style-type: none"> Transport and traffic management-including agreement of London Transport Strategy-Local Implementation Plan </td> <td data-bbox="742 1512 1050 1899"> <ul style="list-style-type: none"> Refuse and recycling </td> </tr> <tr> <td data-bbox="438 1899 742 1993"> <ul style="list-style-type: none"> Street Cleaning </td> <td data-bbox="742 1899 1050 1993"> <ul style="list-style-type: none"> Waste Minimisation </td> </tr> <tr> <td data-bbox="438 1993 742 2092"> <ul style="list-style-type: none"> Waterways </td> <td data-bbox="742 1993 1050 2092"> <ul style="list-style-type: none"> Allotments </td> </tr> </table>	<ul style="list-style-type: none"> Street Scene including pavements and all classes of roads 	<ul style="list-style-type: none"> Parking provision and enforcement 	<ul style="list-style-type: none"> Road Safety 	<ul style="list-style-type: none"> Street Lighting 	<ul style="list-style-type: none"> Transport and traffic management-including agreement of London Transport Strategy-Local Implementation Plan 	<ul style="list-style-type: none"> Refuse and recycling 	<ul style="list-style-type: none"> Street Cleaning 	<ul style="list-style-type: none"> Waste Minimisation 	<ul style="list-style-type: none"> Waterways 	<ul style="list-style-type: none"> Allotments 	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council. Committee to be made up in accordance with proportionality</p>
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<ul style="list-style-type: none"> Waterways 	<ul style="list-style-type: none"> Allotments 											

<ul style="list-style-type: none"> • Parks and Open Spaces 	<ul style="list-style-type: none"> • Fleet Management
<ul style="list-style-type: none"> • Trees 	<ul style="list-style-type: none"> • Cemetery and crematorium and Mortuary
<ul style="list-style-type: none"> • Trading Standards 	<ul style="list-style-type: none"> • Contaminated land and all statutory nuisances.
<ul style="list-style-type: none"> • Flood Risk Management (scrutiny aspect) 	

(2) Council highways functions (including highways use and regulation, access to the countryside, arrangements and extinguishment of public rights of way) which are limited to:

- ~~approve~~ consider for approval the annual programme of highways and footways works
- creating, stopping up and diverting footpaths and bridleways
- asserting and protecting public rights to use highways
- removing things deposited on highways which cause nuisance

(3) Gaming, entertainment, food and miscellaneous licensing in so far as not otherwise the responsibility of the Licensing Committee or the Licensing Sub-Committee, and Health and Safety regulation (otherwise than as an employer).

(4) To ~~approve~~ consider for approval fees and charges for those areas under the remit of the Committee

(5) To ~~approve~~ consider for approval any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

(6) Discussion of transformation schemes not in service plans but not outside the Council's budget or policy framework.

	<p>(7) To consider petitions within the remit of the Committee that contain between 2000 and 6999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(8) 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.</p> <p>(9) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.</p> <p>(10) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including and virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(11) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.</p> <p>(12) Determining applications to the Area Committee Budget referred by Area Committees.</p> <p>If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.</p>	
Assets, Regeneration and Growth Committee	<p>(1) Specific responsibilities include:</p> <ul style="list-style-type: none"> • Develop and oversee a Regeneration Strategy • Develop strategies which maximise the financial opportunities of growth- e.g. New Homes Bonus, localisation of 	<p>9</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council. Committee to be made up in accordance with</p>

	<p>business rates</p> <ul style="list-style-type: none"> • Promote skills and enterprise and approve a Skills Enterprise and Employment Strategy (having regard to the views of the Lead Member for Children’s Services on relevant matters) • Engagement with the business community and measures to support local business • Oversee major regeneration schemes- including those of key social housing estates • Town Centre regeneration programmes • Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council <p>(2) To approve <u>consider for approval</u> fees and charges for those areas under the remit of the Committee.</p> <p>(3) To approve <u>consider for approval</u> any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.</p> <p>(4) Discussion of transformation schemes not in service plans but not outside the Council’s budget or policy framework.</p> <p>(5) To consider petitions within the remit of the Committee that contain between 2000 and 6999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(6) 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.</p> <p>(7) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget for the following year in accordance with the budget timetable.</p> <p>(8) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including</p>	<p>proportionality</p>
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<p>Housing Committee</p>	<p>(1) Specific responsibilities include:</p> <ul style="list-style-type: none"> • Housing Strategy (incorporating Homelessness Strategy) • Work with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing • Commissioning of Environmental Health • Promote the better integration of privately rented properties into the Borough's framework; • All matters related to Private sector Housing including Disabled Facility Grants • Housing licensing and housing enforcement. <p>(2) To approve <u>consider for approval</u> fees and charges for those areas under the remit of the Committee</p> <p>(3) To approve <u>consider for approval</u> any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.</p> <p>(4) Discussion of transformation schemes not in service plans but not outside the Council's budget or policy framework.</p> <p>(5) To consider petitions within the remit of</p>	<p>9</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council. Committee to be made up in accordance with proportionality</p>

	<p>the Committee that contain between 2000 and 6999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(6) 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.</p> <p>(7) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.</p> <p>(8) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(9) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.</p> <p>If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.</p>	
Community Leadership Committee	<p>Specific responsibilities include:</p> <ul style="list-style-type: none"> • Grants to Voluntary Sector • Registration and Nationality Service • Emergency Planning • Civic events <p>(1) To oversee arrangements for cross partner co-operation including any pooling of budgets (other than those within the remit of the Health and Well Being Board) e.g. Community Budgets.</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council. Committee to be made up in accordance with proportionality.</p>

	<p>(2) To maintain good community relations with Barnet’s diverse communities ensuring that all communities have the opportunity to participate fully in the Borough’s affairs.</p> <p>(3) To contribute to achieving better outcomes in the Safer Communities Strategy through CCTV, fighting crime and anti-social behaviour, combating graffiti flytipping and other environmental crime, action against Domestic Violence and any other relevant Council activity.</p> <p>(4) To work together with partners on the Barnet Safer Communities Partnership including Police, Fire and Criminal Justice Agencies to help make Barnet a safer place.</p> <p>(5) Provide scrutiny aspect of Community Safety.</p> <p>(6) To approve <u>consider for approval</u> any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.</p> <p>(7) To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid)</p> <p>(8) Discussion of transformation schemes not in service plans but not outside the Council’s budget or policy framework.</p> <p>(9) To consider petitions within the remit of the Committee that contain between 2000 and 6999 signatures in accordance with Public Participation and Engagement Procedure Rules.</p> <p>(10) 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.</p> <p>(11) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget for the following year in accordance with the budget timetable.</p> <p>(12) To make recommendations to Policy and</p>	
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	<p>Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(13) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.</p> <p>(14) Determining applications to the Area Committee Budget referred by Area Committees.</p> <p>If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.</p>	
Community Leadership Sub-Committee	To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid) when there is no scheduled meeting of the full Committee which falls within the eight week statutory deadline for determining applications	3 Community Leadership Committee Chairman, Vice-Chairman and Opposition Spokesperson Membership to be appointed by Community Leadership Committee
Area Committees	<p>In relation to the area covered by the Committee:</p> <p>(1) Consider matters raised at Residents Forums and determine how they are to be taken forward, including whether to request a report for a future meeting, refer to an Officer and/or ward councillors.</p> <p>(2) Discharge any functions, within the budget and policy framework agreed by Policy and Resources, of the theme committees that they agree are more properly delegated to a more local level. These include but are not limited to:</p> <ul style="list-style-type: none"> • <i>Town Centre Regeneration and Management</i> 	7 Chairman, Vice Chairman, Members and substitutes appointed by Council. One Member and one Substitute member for each Ward.

	<ul style="list-style-type: none"> • <i>Sewers, drainage, public conveniences, water courses</i> • <i>Refuse collection, litter, cleansing, waste and recycling</i> • <i>Parks, open spaces, nature reserves, allotments, recreation and leisure facilities</i> • <i>Libraries and Culture</i> • <i>Cemeteries and Crematoria</i> • <i>Day to day environmental issues and management of land on Council Housing estates</i> • <i>Local highways and safety schemes</i> <p>(4) Administer any local budget delegated from Policy and Resources Committee for these committees in accordance with the framework set by the Policy and Resources Committee.</p> <p>(5) Powers to deal with small public works.</p> <p>(6) Consider petitions which receive between 25 and 1,999 signatures.</p> <p>Area committees should not deal with issues that are specifically within the remit of other committees (e.g. Licensing), that should be exercised at a Borough wide level or that are outside the budget and policy framework.</p>	
Council acting as the Licensing Authority	Agreeing and reviewing the Statement of Licensing Policy.	All Members of the Council
Licensing Committee	<p>All functions under the Licensing Act 2003 and the Gambling Act 2005 associated Regulations, not otherwise delegated to the Licensing Sub-Committee.</p> <p>To approve <u>consider for approval</u> fees and charges for those areas under the remit of the Committee.</p> <p>Applications and appeals and revocations relating to Sex Shops, Sex Cinemas and Sex Encounter Establishments.</p> <p>Applications, appeals and revocations relating to Special Treatment Licenses.</p> <p>Application for film classification for films shown within the Borough.</p> <p>Gaming, entertainment, food and miscellaneous licensing including functions</p>	<p>11</p> <p>Chairman, Vice Chairman, Members</p>

	<p>relating to: street trading including the designation of permanent pitches for street trading.</p> <p>Safety at sports ground certification.</p>	
Licensing Sub-Committee	<p>All functions under the Licensing Act 2003 and the Gambling Act 2005 and associated Regulations, as delegated to it by the Licensing Committee.</p> <p>All functions in relation to other licensing as delegated by the Licensing Committee.</p>	<p>3</p> <p>Chairman appointed at each meeting of a Sub-Committee.</p>
Audit Committee	<p>Statement of Purpose</p> <p>The purpose of an audit committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.</p> <p>Terms of Reference</p> <p><u>Audit Activity</u></p> <ol style="list-style-type: none"> 1. To consider the annual internal audit opinion and plan. 2. To consider summaries of specific internal audit reports as requested. 3. To consider reports dealing with the management and performance of the providers of internal audit services. 4. To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale. 5. To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance. 6. To consider specific reports as agreed with the external auditor. 7. To comment on the scope and depth of external audit work and to ensure it gives value for money. 8. To liaise with the body responsible over the appointment of the Council's external auditors. 9. To commission work from the internal 	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>Committee to be made up in accordance with proportionality. The membership should also include two independent, non-voting Members with a period of appointment of four years.</p> <p>The Chairman should preferably be a member of an opposition party. Additionally, the Chairman should not be permitted to serve in that role for more than 4 consecutive years.</p>

<p> </p> <p> </p>	<p>and external audit, proportionate to risk identified and with agreement from Chief Executive.</p> <p>10. To approve <u>consider for approval</u> revisions to the Internal Audit Charter.</p> <p>11. To approve <u>consider for approval</u> decisions relating to the appointment and removal of the Chief Audit Executive</p> <p>12. To make recommendations to the relevant Committee for consideration of audit assurance matters of significant concern.</p> <p><u>Anti-Fraud Activity</u></p> <p>13. To monitor the effective development and operation of the Council’s Corporate Anti-Fraud Team (CAFT).</p> <p>14. To consider the anti-fraud strategy, annual anti-fraud work plan and CAFT Annual Report.</p> <p>15. To consider regular anti-fraud progress reports and summaries of specific fraud issues and investigation outcomes.</p> <p>16. To monitor the Council’s Counter Fraud framework and policies within and recommend their application across the Council.</p> <p><u>Regulatory Framework.</u></p> <p>17. To review any issue referred to it by the Chief Executive or a director, or any Council body.</p> <p>18. To monitor the effective development and operation of risk management and corporate governance in the Council.</p> <p>19. To oversee the production of the authority’s Annual Governance Statement and to recommend its adoption.</p> <p><u>Accounts</u></p> <p>20. To review and approve the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.</p> <p>21. To consider the external auditor’s report</p>	
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	<p>to those charged with governance on issues arising from the audit of the accounts.</p> <p><u>Annual Report</u></p> <p>22. The Audit Committee shall prepare a report to Full Council on annual basis on its activity and effectiveness.</p>	
Planning Committee	<p>To determine Applications for Planning Permission made under the Town and Country Planning Act 1990 where the recommendation is for approval and the development:</p> <ol style="list-style-type: none"> a. is within the categories which must be referred to the Mayor of London under the London Mayor Order; b. does not accord with the provisions of the Development Plan and, in the opinion of the Chief Planning Officer, constitutes a significant departure; or c. is by or on behalf of the Council and, in the opinion of the relevant Chief Planning Officer], it is a significant development <p>The confirmation of Directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 2015.</p> <p>The confirmation of Town and Village Green Registration Applications under the Commons Act 2006, including considering the recommendations of a non-statutory inquiry chaired by an independent person.</p> <p>Designating neighbourhood areas and neighbourhood forums for the purposes of neighbourhood planning. and considering Neighbourhood Development Orders</p> <p><u>Consider for approval and confirmation Neighbourhood Development Orders and Community Right to Build Orders.</u></p> <p>Recommending the creation of Conservation Areas to Full Council</p> <p>Approve <u>Consider approving</u> Article 4 Directions for consultation</p> <p>Take action under Part 8 of the Anti-Social</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p>

	<p>Behaviour Act 2003 relating to high hedges</p> <p>Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.</p> <p>Any other planning application or planning matter referred to this Committee by relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.</p> <p>Reports on all matters reserved to the Committee shall be made direct to the Committee and not through an Area Planning Committee.</p> <p>To receive and comment on any Strategic Planning Pre-Application Briefing.</p> <p>Any Planning Area Committee agenda item referred to this Committee for consideration and determination.</p>	
<p>Area Planning Committees (3)</p>	<p>To determine the following application types, except where they are referable under the Constitution to the Planning Committee:</p> <p>A. Applications for Planning Permission made under the Town and Country Planning Act 1990;</p> <p>B. Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990;</p> <p>C. Applications for Consent to Display an Advertisement made under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007;</p> <p>Where the recommendation is for approval and:</p> <p>a. there is significant local public objection (defined as 5 or more objectors who have objected in writing in response to a planning application)</p> <p>b. there is a Ward Councillor referral, as</p>	<p>Chipping Barnet Area Planning Committee</p> <p>7 (one councillor representing each of the following Wards:</p> <p>Underhill High Barnet East Barnet Oakleigh Brunswick Park Coppetts Totteridge</p> <hr/> <p>Finchley and Golders Green Area Planning Committee</p> <p>7 (one councillor representing each of the following Wards: East Finchley West Finchley</p>

	<p>defined in the meeting procedural rules</p> <p>Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.</p> <p>Any other application or planning matter referred to this Committee by the relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.</p> <p>Applications to undertake treatment to trees included within a Tree Preservation Order</p> <p>Applications for a Hedgerow removal notice made under the Hedgerow Regulations 1997</p>	<p>Woodhouse Childs Hill Finchley Church End, Garden Suburb Golders Green</p> <p>Hendon Area Planning Committee</p> <p>7 (One Councillor representing the following wards:</p> <p>Hale Edgware Burnt Oak West Hendon Colindale Hendon Mill Hill</p>
<p>General Functions Committee</p>	<p>All other Council functions that are not reserved to Full Council including</p> <ul style="list-style-type: none"> • Appointing representatives on outside bodies • Nominating local authority representatives to School Governing bodies • Staff matters (i.e. salaries and conditions of service) other than those within the remit of Chief Officer Appointment Panel • Polling Stations • Ward Boundaries • Request a ward boundary review by the Local Government Boundary Commission for England • Elections in general • Health and safety • Carry out functions in relation to approving premises for marriages and the formation of civil partnerships under the Marriage Act 1949, the Civil Partnership Act 2004 and the Marriages and Civil Partnerships (Approved Premises) Regulations 2005 • Determine Members requests for non-committee information as specified in the 	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p>

	<p>Members Information Management Policy</p> <ul style="list-style-type: none"> • Endorsing the calendar of meetings prior to Council approval • Agreeing the Members Diary and Year Book <p>Where decisions have a significant impact on the Pension Fund and/or Council budget, decisions will be subject to agreement also by the Pension Fund Committee and/or Policy and Resources Committee.</p> <p>Collective Disputes - In accordance with the Council's Trade Union and Employee Engagement Framework, certain disputes may be referred to the General Functions Committee.</p> <p>(a) Only where there has been a failure to agree at People Management Group about the implementation (or proposed implementation) of change affecting working arrangements can the matter be referred to the General Functions Committee at its next scheduled meeting.</p> <p>(b) Issues concerning working arrangements which are submitted to the General Functions Committee will be supported by the minutes of the People Management Group which considered the matter.</p> <p>(c) Where the matter is not resolved at this point, the Collective Disputes Procedure is regarded as exhausted and the Council will advise trade unions and employees of its intentions.</p> <p>(d) When considering the report, a representative of the trade unions may be requested to speak with the consent of the Chairman or be questioned by the Committee before a decision is made.</p> <p>(e) Consider reports on restructure in line with the HR Regulations.</p> <p>In accordance with supplementary guidance issued by the Department for Communities & Local Government in 2012 and February 2013 Council be given the opportunity to vote on Chief Officer salary packages, of salary packages of £100,000 or more and any severance packages at or above £100,000</p>	
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and in instances where Council has delegated these functions to the General Functions Committee, then the General Functions Committee will:

Decide on and report back to Council on

- a. Chief Officer salary packages
- b. Salary packages to be offered of £100,000 or more
- c. Severance packages per individual of £100,000 or more. (Severance package will consist of redundancy pay, pay in lieu of notice, any holiday pay the employee is contractually entitled to and any pension lump sum the employee is entitled to in accordance with the Local Government Pension Scheme).

Responsibilities

The Committee will take account of the Reward and Employment strategies of the Council and ensure that it is fully briefed on the prevailing organisational approach. The following list of responsibilities is not intended to be exhaustive:

- a. To develop the annual pay policy statement for full Council approval and be responsible for the publication of the annual statement, which will include:
 - The level and elements of remuneration for each Chief Officer;
 - Relationship of the remuneration of Chief Officers and other officers;
 - A description of the relationship between decisions made on the lowest paid and top paid employees in the organisation;
 - Remuneration of the lowest paid (with the definition of the lowest paid and the reasons for adopting that definition);
 - Remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments;
 - Transparency arrangements;
 - Reasons for chosen approach to remuneration levels and how this is to be implemented;

	<ul style="list-style-type: none"> • Differences of approach to groups of employees and the reasons for them; • Pay dispersion. • Incremental progression factors • Use of honoraria and ex-gratia payments • Determine remuneration parameters for officers who have returned to work for a local authority • Appointment and remuneration terms <p>b. To review annually remuneration, as defined above</p> <p>c. To keep under review the terms & conditions as they relate to pay for all Council employees and where changes have a significant impact on the Pension Fund and/or Council budget, decisions will be subject to agreement also by the Pension Fund Committee and/or Policy and Resources Committee and/or General Functions Committee.</p> <p>d. To receive information in the context of reward from organisations that have a relationship with the Council or arrangements that may influence decisions when determining pay</p> <ul style="list-style-type: none"> • The employees of Barnet Group • Contractors • Shared management schemes • Outplacements • Agency and other staff <p>e. To have oversight to ensure that remuneration terms of appointments are appropriate.</p> <p>f. To take advice from the Pension Fund Committee with regard to decisions on pay that would impact upon pension arrangements or contributions.</p> <p>g. To set parameters for the remuneration of Chief Officers on recruitment.</p> <p>h. To ensure that sufficient flexibility exists within the pay policy to allow responses to unforeseen circumstances without having recourse to revising the pay policy statement between annual reviews.</p>	
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	<p>i. To have oversight of the national pay agenda and consider the implications in the local context.</p> <p>j. To commission relevant research and/or comparative information on salaries in the public and private sectors e.g. from:</p> <ul style="list-style-type: none"> • The Council's own HR function • National and/or Regional employers' organisations • Independent consultancy organisations with relevant experience in pay market analysis • Submissions made by the Associations on behalf of their members and make recommendations thereon. <p>k. To ensure that the Public Sector Equality Duty, as set out by the Equality Act 2010, is applied throughout the pay and reward structure.</p> <p>l. To take cognisance of the CLG Code of Recommended Practice for Local Authorities on Data Transparency.</p> <p>m. To reference back to previous year's actual remuneration for Chief Officers and senior employees (definition of senior employee is consistent with CLG Code of Recommended Practice for Local Authorities on Data Transparency).</p> <p>n. To obtain assurance that adequate internal and external moderation and benchmarking takes place when senior posts are subject to job evaluation.</p> <p>o. To take account of forward plans and the impact of remuneration on workforce planning, talent management and succession planning.</p> <p>p. To review remuneration arising from performance management and ensure that any performance-related pay mechanisms are fair and transparent.</p> <p>q. To refer such items as necessary to the Council.</p> <p>r. To refer to guidance from the Secretary of</p>	
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	State.	
Constitution, Ethics and Probity Committee	<p>To have responsibility for overseeing the Council's governance arrangements.</p> <p>Proactively to review and keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council.</p> <p>To consider and make recommendations to the Council on: (i) how it can satisfy the continuing duty to promote and maintain high standards of conduct for Members; (ii) on the Code of Conduct for Members; and (iii) on ethical standards in general across the authority.</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p>
Standards Committee	<p>To investigate and determine allegations of a breach of the Code of Conduct for Members in the context of satisfying the Council's continuing duty to promote and maintain high standards of conduct for Members.</p>	<p>5 (2 Members each from the Administration and the Opposition, and an Independent Member Chairman)</p> <p>2 Substitute Members each from the Administration and the Opposition.</p>
Pension Fund Committee	<p>To approve <u>consider approval</u> and act in accordance with the following statutory Pension Fund documents:-</p> <ul style="list-style-type: none"> • Statement of Investment Principles • Funding Strategy Statement • Governance Policy Statement • Pension Administration Strategy • Communication Policy Statement <p>To review the above documents at least triennially, or more frequently if advised by the Chief Finance Officer of the need to do so (e.g. change in statutory guidance on what these documents should cover).</p> <p>To meet review and approve <u>consider approval of</u> the Pension Fund Statement of Accounts, income and expenditure and balance sheet or record of payments and receipts (as the case may be)</p> <p>To receive and approve <u>consider approval of</u> the Pension Fund Annual Report.</p> <p>To invite a recognised representative from the</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p>

	<p>trades unions and a representative from Middlesex University (the largest scheduled/admitted body) to meetings of the committee. These representatives are appointed to advise the committee on behalf of the interests they represent, but are not to have any voting rights. Further invites to scheduled/admitted bodies to be decided by the chairman of the committee.</p> <p>To appoint independent investment advisors.</p> <p>To appoint Pension Fund investment managers.</p> <p>To appoint Pension Fund actuaries.</p> <p>To appoint a performance management company.</p> <p>To appoint custodians.</p> <p>To review and challenge at least quarterly the Pension Fund investment managers' performance against the Statement of Investment Principles in general and investment performance benchmarks and targets in particular. One of these meetings to be the annual review, at which the representative from the council's performance management organisation attends to comment on the relative performance of the fund managers.</p> <p>To consider actuarial valuations and their impact on the Pension Fund.</p> <p>To consider advice given by the Chief Finance Officer, independent advisors, and views expressed by non-voting representatives at Pension Fund Committee meetings.</p> <p>To approve <u>consider for approval</u> applications from organisations wishing to become admitted bodies into the Pension Fund where legislation provides for discretion, including the requirements for bonds.</p> <p>To determine the appropriate course of action on any matter not specifically listed above that pertains to the leadership and/or strategic management of the Pension Fund, in particular any matter which could materially</p>	
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	<p>affect its financial performance or long-term standing.</p> <p>To convene regularly each quarter and additionally at such times outside the regular quarterly cycle as the Chairman deems appropriate</p> <p>To require that all voting members receive adequate training on matters relating to the operation of the Local Government Pension Scheme to enable the committee to fulfil its fiduciary responsibilities in a satisfactory manner.</p>	
<p>Local Pension Board</p>	<p>The Board is responsible for assisting with:</p> <ul style="list-style-type: none"> ○ securing compliance with Local Government Pension Scheme (LGPS) Government regulations and any other legislation relating to the governance and administration of the LGPS ○ securing compliance with the requirements imposed in relation to the PGPS by the Pensions Regulator. ○ such other matters that the LGPS regulations may specify <p>Ensure the effective and efficient governance and administration of the LGPS for the LBB Pension Fund</p> <p>Ensure the Pension Fund's strategy and policy documents are in place and have been maintained in accordance with the LGPS Regulations. These documents are the: communications policy statement; funding strategy statement; governance compliance statement; pensions administration strategy; Pension Fund annual report and accounts; statement of investment principles</p> <p>Ensure the Pension Fund's internal Risk Register is in place and reviewed at least annually</p> <p>Review the Pension Fund's performance in complying with the requirements of the LGPS Regulations and any other legislation relating to the governance and administration of the LGPS</p> <p>Review the Pension Fund's performance in complying with the requirements of the</p>	<p>5 Members comprising:</p> <p>2 employers side representatives (one councillor and one employer representative from an admitted body)</p> <p>2 employee side representatives (one active member and one deferred member)</p> <p>1 independent member/advisor</p>

	<p>Pension Regulator</p> <p>Annually submit a proposed work plan for the forthcoming financial year, to the Pension Fund Committee</p> <p>To carry out any other activities relating to the efficient governance and administration of the Pension Fund.</p> <p>The Local Pension Board does not replace the Administering Authority or make decisions or carry out duties other than duties which are the responsibility of the Administering Authority (refer to Pension Fund Committee terms of reference)</p> <p>The Administering Authority retains ultimate responsibility for the administration and governance of the scheme. The role of the Board is to support the Administering Authority to fulfil that responsibility and secure compliance with any requirements imposed by the Pensions Regulator.</p>	
Chief Officer Appointment Panel	To deal with Chief Officer Appointments, Discipline and Capability matters.	<p>5</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council. By convention the Members comprise:</p> <p>Chairman – Leader of the Council</p> <p>Deputy Leader of the Council.</p> <p>Chairman of General Functions Committee.</p> <p>Leader of the Opposition</p> <p>Leader of the Minority opposition group</p> <p><i>One substitute from each political group</i></p>
Health and Wellbeing Board	<p>(1) To jointly assess the health and social care needs of the population with NHS commissioners, and apply the findings of a Barnet joint strategic needs assessment (JSNA) to all relevant strategies and policies.</p> <p>(2) To agree a Health and Wellbeing Strategy (HWBS) for Barnet taking into account the</p>	<p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>Three Members of the Council</p>

	<p>findings of the JSNA and performance manage its implementation to ensure that improved outcomes are being delivered.</p> <p>(3) To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council.</p> <p>(4) To consider all relevant commissioning strategies from the CCG and the NHS England and its regional structures to ensure that they are in accordance with the JSNA and the HWBS and refer them back for reconsideration.</p> <p>(5) To receive assurance from all relevant commissioners and providers on matters relating to the quality and safety of services for users and patients.</p> <p>(6) To directly address health inequalities through its strategies and have a specific responsibility for regeneration and development as they relate to health and care. To champion the commissioning of services and activities across the range of responsibilities of all partners in order to achieve this.</p> <p>(7) To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate.</p> <p>(8) Receive the Annual Report of the Director of Public Health and commission and oversee further work that will improve public health outcomes.</p> <p>(9) Specific responsibilities for:</p>	<p>Director of Public Health, Barnet and Harrow</p> <p>Commissioning Director for Children & Young People</p> <p>Commissioning Director for Adults & Health</p> <p>Barnet Clinical Commissioning Group-Board members x 3</p> <p>Barnet Clinical Commissioning Group-Chief OfficerBarnet Healthwatch representative</p> <p>Independent Chair of the Adults and Children's Safeguarding Boards (Non-Voting Member)</p> <p>NHS England</p> <p>NOTE 1: Each member will be able to nominate a substitute member if they are unable to attend.</p> <p>NOTE 2: The flexibilities given in the Local Authority (Public Health, Health and Wellbeing Board and Health Scrutiny) Regulations 2013(SI 218) to disapply elements of the 1972 Local Government Act have been used to:</p> <p>Waive requirement for proportionality</p> <p>Allow voting rights to members other than Members of the Council.</p>
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	<ul style="list-style-type: none"> • Overseeing public health • Developing further health and social care integration. 	
Health Overview and Scrutiny Committee	<ol style="list-style-type: none"> 1. To perform the overview and scrutiny role in relation to health issues which impact upon the residents of the London Borough of Barnet and the functions services and activities of the National Health Service (NHS) and NHS bodies located within the London Borough of Barnet and in other areas. 2. To make reports and recommendations to Council, Health and Well Being Board, the Secretary of State for Health and/or other relevant authorities on health issues which affect or may affect the borough and its residents. 3. To receive, consider and respond to reports, matters of concern, and consultations from the NHS Barnet, Health and Wellbeing Board, Health Watch and/or other health bodies. 4. To scrutinise and review promotion of effective partnerships between health and social care, and other health partnerships in the public, private and voluntary sectors. 5. Both Council and the Health Overview and Scrutiny Committee are authorized pursuant to Regulation 30 Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013/218 to establish together with the health overview and scrutiny committees of one or more other local authorities a joint overview and scrutiny committee. Any such joint overview and scrutiny committee shall have such terms of reference and shall exist for so long, as the appointing Overview and Scrutiny Committees may agree. 6. Appointment of Members to any such Committees established can only be made by Full Council. 	<p>9</p> <p>Chairman, Vice-Chairman, Members and substitutes to be appointed by Council</p>
Urgency Committee	To consider any item of business which needs a decision as a matter of urgency and where a meeting of the relevant Committee is not scheduled to take place within the time	3 Appointed by Council.

	period within which the decision is required.	
<p>Residents Forums</p> <p><u>Chipping Barnet Residents Forum</u> Underhill, High Barnet, East Barnet, Oakleigh, Brunswick Park, Coppetts and Totteridge Wards.</p> <p><u>Hendon Residents Forum</u> Hale, Edgware, Burnt Oak, West Hendon, Colindale, Hendon and Mill Hill Wards</p> <p><u>Finchley and Golders Green Residents Forum</u> Woodhouse, West Finchley, Finchley Church End, Garden Suburb, Golders Green, Childs Hill and East Finchley Wards</p>	<p>Residents Forums provide an opportunity for any resident to raise local matters. Local matters are any matters which are relevant to the Council except for matters relating to specific planning or licensing applications.</p> <p>Items and questions must be received by the Governance Service by 10am on the fifth working day prior to the meeting for the item to be discussed at the Forum. Written responses to local matters will be provided by 5pm the working day before the Residents Forums take place.</p> <p>The Forum Chairman has the discretion to accept items and questions with less than five days notice if they deem the matter to be urgent. Responses to urgent matters will be responded to by officers at the Forum meeting.</p> <p>The Six Month Rule shall apply whereby matters dealt with cannot be raised again within this period.</p> <p>The Residents Forum may also be a forum for certain consultations from the Council as decided by the Chairman.</p> <p>The Chairman will determine issues in the following way:</p> <ol style="list-style-type: none"> 1. Residents will have the opportunity to discuss the issue raised 2. Chairman, Chief Officers or other relevant officers may respond to the issues raised 3. Having considered the issues the Chairman can take the following actions: <ul style="list-style-type: none"> - note the issue and take no action - instruct that an appropriate named officer contact the resident within 20 working days to provide an additional response - instruct that Ward Members are notified of the issue. - decide that the issue be referred to the next meeting of an Area Committee for consideration, subject to the issue being within the terms of reference of an Area 	<p>A Chairman and Vice-Chairman of each appointed by the Council.</p>

	<p style="text-align: center;">Committee</p> <p>When determining issues in accordance with the options detailed above, the Chairman must give reasons for their decision.</p>	
<p>Local Strategic Partnership (Barnet Partnership Board)</p>	<p>(a) A Local Strategic Partnership is an advisory committee which brings together the key public, private and voluntary organisations within the borough to identify and articulate the needs and aspirations of Barnet's local communities and to provide a forum to assist the Council by collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies. In Barnet the functions of a Local Strategic Partnership are discharged by the Barnet Partnership Board.</p> <p>(b) The Barnet Partnership Board is not the ultimate decision maker. All target-setting and consequential financial, commissioning or contractual commitments proposed by it must be formalised through the Council's Decision making structure or through one of the other members of the Board (for example if policing resources are involved). Note; Provisions relating to the Health and Well Being Board are slightly different and reflect Government Regulations on their remit and legal status. Terms of Reference are set out in Responsibility for Functions.</p> <p>(c) The Council will exercise a leadership role in relation to the Barnet Partnership Board and specifically will ensure that it has a formal constitution setting out its terms of reference, membership, organisational and management arrangements and the duties and responsibilities of Partnership members, such duties and responsibilities to be incorporated into a partnership agreement to be signed by all Partnership members.</p> <p>(d) The Council will ensure that the Barnet Partnership Board develops clear and transparent lines of accountability and responsibility between its members.</p> <p>(e) The Council will, on an annual basis (or at more frequent intervals should it deem it appropriate to do so), consider a report on the work and performance of the Barnet</p>	<p>Leader of the Council</p> <p>Other Council representatives to be appointed by Annual Council</p> <p>Senior representatives from:</p> <p>Met Police</p> <p>Middlesex University</p> <p>Barnet Clinical Commissioning Group</p> <p>Community Barnet</p> <p>Brent Cross Shopping Centre</p> <p>Barnet and Southgate College</p> <p>Job Centre Plus</p>

	<p>Partnership Board and its thematic Boards, Partnerships and sub-Partnerships, such annual report to include, amongst other things, a review of the governance arrangements and the progress made in respect of Sustainable Community Strategy priorities and objectives.</p> <p>(f) The Council will ensure that a Partnership Register is maintained (and regularly reviewed) by the Council's Officers which sets out key information in relation to the governance arrangements of the Barnet Partnership Board, its thematic Boards, Partnerships and Sub-Partnerships, to include details on terms of reference, membership, financial arrangements, statutory requirements, accountability, risk assessments and data sharing protocols.</p> <p>(g) The Council will ensure that appropriate arrangements are in place to enable appropriate review of the Barnet Partnership Board, thematic Boards, Partnerships and sub-Partnerships and relevant partner associations in accordance with statutory provision.</p>	
<p>Children's Partnership Board</p>	<p>Barnet's Children's Partnership Board brings together all services for children and young people in the borough, to focus on hearing the voice of children and young people and improving their outcomes.</p> <p>The Children's Partnership is not a separate organisation. Each partner retains its own functions and responsibilities within the wider partnership framework. Representatives from member organisations make up the Barnet Children's Partnership Board which keeps a strategic oversight of the Children and Young People's Plan. Each organisation has agreed to be responsible for implementing this plan</p> <p>The legal framework underpinning Barnet's Children's Partnership Board arrangements is the 'duty to cooperate' and improve the well-being of children across the Borough, set out in S10 of the Children Act 2004.</p> <p>Responsibilities and Functions</p>	<p>The Board will be chaired by the Lead Member for Children's Services as appointed by the Council.</p> <p>Members are able to delegate a deputy of suitable authority if they are unable to attend, by agreement with the chairman.</p> <p>Current partners are:</p> <ul style="list-style-type: none"> • LB Barnet • Barnet Clinical Commissioning Group • CommUnity Barnet • Barnet and Southgate College • Metropolitan Police • Primary, Secondary and Special Schools

	<p>The Children’s Partnership Board is accountable for the following:</p> <ul style="list-style-type: none"> • Ensuring the voice of children and young people is heard in Barnet • Developing and delivering the Children & Young People’s Plan. • Ensuring that the collective resources of the partners are being used to the best effect to meet the priorities in the Children & Young People’s Plan. • Resolving issues that block progress against the priorities. • Signing off all Plans and Strategies relating to Children and Young People in Barnet prior to presentation to executive groups (eg CELS, HWBB) <p>This includes shared responsibility for:</p> <ul style="list-style-type: none"> • Meeting the priorities in the Children & Young People’s Plan. • Jointly developing, delivering and resourcing strategies and action plans necessary to meet the priorities, • Addressing barriers to meeting the priorities and to identifying future needs, including communication, information and data sharing. • Keeping Children’s workforce informed and involved, providing clear direction, development and training as necessary. • Releasing staff to develop and attend network events. • Clarifying and simplifying governance structures and decision-making. • Ensuring that children, young people and families have a voice in decision making that affects them. • Monitoring performance towards agreed outcomes and taking remedial action where necessary. • Building upon good practice and developing an evidence-based approach to what works. <p>The Board’s remit includes the needs of all children and young people in Barnet under the age of 19, young people up to the age of 25 leaving care and young people up to the age of 25 with disabilities and/or learning difficulties. These responsibilities include effective transition arrangements, where</p>	
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	<p>necessary.</p> <p>The Board will meet as a Annual Children and Young People’s Conference.</p>	
<p>Safer Communities Partnership Board</p>	<p>The Safer Communities Partnership Board (SCPB) is the inter-agency mechanism in Barnet to reduce crime and anti-social behaviour and reoffending and promote social cohesion. It acts as the Crime and Disorder Reduction Partnership as defined (and required) by the 1998 Crime and Disorder Act and subsequent amendments including the 2006 Police and Justice Act and the 2009 Policing and Crime Act. The SCPB operates within the constitutional requirements of Barnet Council, the Metropolitan Police and other partner agencies, who ensure that the Board’s approaches to policy formulation and resource allocation are consistent with those of the agencies concerned. It is a thematic subgroup of the Barnet Partnership Board which has overall strategic responsibility and has delegated to the SCPB the responsibility for delivering the Strong Safe Communities for Everyone theme of the Sustainable Community Strategy.</p> <p>It is taking forward one of the objectives in the strategy to develop an Integrated Offender Management system that brings together the different agencies involved in managing the punishment and rehabilitation of offenders in a much more efficient and joined up way, reducing the risks of reoffending and ensuring far more offenders complete their drug rehabilitation successfully.</p> <p>Barnet Safer Communities Partnership is an unincorporated body and therefore it does not have a legal personality. Its members work collectively within their own individual legal frameworks.</p>	<p>Meetings will be quarterly and a quorum will comprise four members provided this consists of:</p> <p>The Chairman or Vice Chairman</p> <p>At least one representative each of the Council and the Metropolitan Police.</p> <p>Other current partners are:</p> <ul style="list-style-type: none"> • London Probation Trust • National Probation Service • London Fire Brigade • Barnet Clinical Commissioning Group • MOPAC- Mayor’s Office for Policing and Crime • Barnet Safer Neighbourhood Board • Middlesex University • North West London Magistrates’ Court • Community Barnet • Victim Support, North London Division • Department for Work and Pensions <p>The Chairman will be an elected Local Authority member to reflect the Council’s role in providing community leadership in this area.</p> <p>The Vice Chairman will be from the Metropolitan Police. These chairing arrangements will be reviewed and agreed at the first meeting of the Board in each new</p>

		municipal year. Members are able to delegate a deputy of suitable authority if they are unable to attend.
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Planning Code of Good Practice

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1 Introduction

- 1.1 This Code has been prepared using advice in the Local Government Association's revised guidance note on good planning practice for Members and officers dealing with planning matters – Probity in Planning for Councillors and Officers (November 2013).

Key purpose of planning

- 1.2 Planning has a positive and proactive role to play at the heart of local government in the London Borough of Barnet. It helps the Council to stimulate growth whilst looking after important environmental areas. It can help to translate goals into action. It balances social, economic and environmental needs of the residents of Barnet to achieve sustainable development.
- 1.3 The planning system works best when Councillors and officers involved in planning understand their roles and responsibilities, and the context and constraints in which they operate.
- 1.4 Planning decisions are often based on balancing competing interests and making an informed judgement against a local and national planning policy framework. , Decision makers need to make fair and open decisions that are in the wider public interest on what can be controversial proposals regardless of personal or political allegiances..

Aim of this code

- 1.5 In today's place-shaping context, early Councillor engagement is encouraged to ensure that proposals for sustainable development can be harnessed to produce the places that communities need. This guidance is intended to reinforce Councillors' community engagement roles whilst maintaining good standards of probity that minimizes the risk of legal challenges.
- 1.6 Planning decisions can be controversial. The risk of controversy and conflict are heightened by the openness of a system which invites public opinion before taking decisions and the legal nature of the development plan and decision notices. Nevertheless, it is important that the decision-making process is open and transparent.

- 1.7 One of the key aims of the planning system is to balance private interests in the development of land against the wider public interest. In performing this role, planning necessarily affects land and property interests, particularly the financial value of landholdings and the quality of their settings. Opposing views are often strongly held by those involved. Whilst Councillors must take account of these views, they should not favour any person, company, group or locality, nor put themselves in a position where they may appear to be doing so. Barnet Council recognises the importance of making planning decisions affecting these interests in an open and impartial way, with sound judgement and for justifiable reasons.
- 1.8 The aim of this Code is therefore to ensure that Council's processes will make sure that those participating in the decision are unbiased and that the decision itself is lawful, rational and procedurally correct.

When the Code applies

- 1.9 This code applies to Councillors at all times when they are involved in the planning process. This includes, where applicable, when part of decision making meetings of the Council, in exercising the functions of the planning authority or when involved on less formal occasions, such as meetings with officers or the public and consultative meetings. It applies as equally to planning enforcement matters or site specific policy issues as it does to planning applications. If you have any doubts about the application of this Code to your own circumstances you should seek advice early, and preferably well before any meeting takes place, from the Monitoring Officer.
- 1.10 In this Code when the term "Councillor" or "Member" is used it means that the advice is applicable to all Members of the Council. The term "Planning Committee Member" means a Member or a substitute Member of any of the Council's Planning Committees.

Relationship to the Members' Code of Conduct

- 1.11 Councillors are reminded that this Code is designed primarily for Members of the Council's Planning Committees and Councillors who, for whatever reason, find themselves involved in the planning process. Whilst this Code interprets the Members' Code of Conduct with respect to planning matters it is subordinate to the Members' Code of Conduct and, in the event of any inconsistencies arising between this Code and the Members' Code of Conduct, the Members' Code of Conduct shall prevail.

2 ROLE AND CONDUCT OF COUNCILLORS AND OFFICERS

General roles of Councillors and officers

- 2.1 Councillors and officers have different but complementary roles. Both serve the public. Officers are responsible to the Council as a whole, whilst Members are responsible to the electorate.

- 2.2 Officers are not appointed to serve any political group and therefore advise all Members and the Council. Officers carry out the daily functions of the Council's business in accordance with Council or Committee decisions or under powers delegated to them pursuant to the Constitution. Officers are governed by the Officers Code of Conduct contained in the Constitution. In addition, planning officers, who are Members of the Royal Town Planning Institute (RTPI), are subject to a professional code of conduct and breaches may be subject to disciplinary action by the RTPI. Similarly, officers who are solicitors are subject to regulation by The Solicitors Regulation Authority. Officers in other professions will have corresponding codes.
- 2.3 The Localism Act 2011 sets out a duty for each local authority to promote and maintain high standards of conduct by Councillors and to adopt a code of conduct. The Members Code of Conduct in the Constitution is consistent with the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership. It embraces the standards central to the preservation of an ethical approach to council business, including the need to register and disclose interests, as well as appropriate relationships with other Councillors, staff and the public. The Council's standing orders set down rules which govern the conduct of Council business.

Relationship between Councillors and officers

- 2.4 Mutual trust, respect and understanding between Councillors and officers are the keys to achieving effective local government. A successful relationship can only be based upon mutual trust and understanding of each other's positions. This relationship, and the trust that underpins it, must never be abused or compromised.
- 2.5 Planning officers' views, opinions and recommendations will be presented on the basis of their overriding obligation of professional independence, which may on occasion be at odds with the views, opinions or decisions of the Committee or its Members.
- 2.6 Members must not put pressure on officers to put forward a particular recommendation or deal with a planning matter in a particular way. This does not prevent a Councillor from asking questions or submitting views to an officer. These views, when received in written form, will be placed on the planning file and considered together with other material planning considerations.

3 INTERESTS: REGISTRATION AND DISCLOSURE

- 3.1 A Councillor should refer to the Members' Code of Conduct for assistance in identifying Disclosable Pecuniary Interests or any Other Interests or seek advice from the Monitoring Officer prior to attending a meeting. A failure to properly register a Disclosable Pecuniary Interest or to participate in discussion or voting in a meeting on a matter in which a Councillor or co-opted Member has a Disclosable Pecuniary Interest, are criminal offences. Ultimately, responsibility for fulfilling the requirements rests with each Councillor.

- 3.2 The provisions of the 2011 Act seek to separate interests arising from the personal and private interests of the Councillor from those arising from the Councillor's wider public life. Councillors should think about how a reasonable member of the public, with full knowledge of all the relevant facts, would view the matter when considering whether the Councillor's involvement would be appropriate.

Registration of interests

- 3.3 A Councillor must provide the Monitoring Officer with written details of relevant interests within 28 days of their election or appointment to office. Any changes to those interests must similarly be notified within 28 days of the Councillor becoming aware of such changes.

Disclosure of interests

- 3.4 It is always best to identify a potential interest early on. If a Councillor thinks that they may have an interest in a particular matter to be discussed at a Planning Committee he or she should raise this with the Monitoring Officer as soon as possible.
- 3.5 If a Councillor has a Non-Disclosable Pecuniary Interest or a Non-Pecuniary Interest, he or she should disclose that interest orally at the committee meeting when it relates to an item under discussion, but then may speak and vote on that particular item. This includes being a member of an outside body; mere membership of another body does not constitute an interest requiring such a prohibition.
- 3.6 Where a Member has a Disclosable Pecuniary interest relating to an item under discussion, the Councillor may not participate (or participate further) in any discussion of the matter at the meeting or participate in any vote (or further vote) on the matter. There is no obligation for that Councillor to withdraw from the Chamber. This means that a Councillor with a Disclosable Pecuniary interest is precluded from making representations orally to the committee or from making representations on behalf of a party to the hearing.
- 3.7 A Councillor with a Disclosable Pecuniary interest can still present their views to the committee through other means. For example, the Member can:
- make written Representations in their private capacity in accordance with the Committee Consideration Criteria as set out in the Planning Committee Procedure Rules – the existence and nature of the interest should be disclosed in such representations and the Councillor should not seek preferential consideration for their representations – such written representations should be addressed to officers rather than other Members of the Authority;
 - use a professional representative to make a representation on the Councillor's behalf in circumstances where the Councillor's planning application is under consideration; and
 - arrange for another Member of the Authority (eg a fellow ward councillor) to represent the views of the Councillor's constituents on matters in which the Councillor has a Disclosable Pecuniary interest.
- 3.8 Although a Disclosable Pecuniary Interest relating to an item under discussion requires the withdrawal of the Councillor from the committee, in certain circumstances, a dispensation can be sought from the Monitoring Officer to take part in that particular item of business.

4 PREDISPOSITION, PREDETERMINATION AND BIAS

- 4.1 In addition to being aware and taking appropriate action in relation to interests, Planning Committee Members need to avoid any appearance of bias or of having predetermined their views before taking a decision on a planning application, on planning policies or on other planning matters, such as enforcement. Avoidance of bias or predetermination or the appearance of bias or predetermination is a principle of natural justice that the decision maker is expected to adhere to.
- 4.2 The courts have sought to distinguish between situations which involve predetermination or bias on the one hand and predisposition on the other. The former is indicative of a “closed mind” approach and likely to leave the committee’s decision susceptible to legal challenge by Judicial Review.
- 4.3 Clearly expressing an intention to vote in a particular way before a meeting (predetermination) is different from where a Councillor makes it clear they are willing to listen to all the material considerations presented at the committee and keep an open mind before deciding on how to exercise their vote (predisposition). The latter is acceptable, the former is not and may result in a Court quashing such planning decisions.
- 4.4 Section 25 of the 2011 Act also provides that a Councillor should not be regarded as having a closed mind simply because they previously did or said something that, directly or indirectly, indicated what view they might take in relation to any particular matter. This reflects the common law position that a Councillor may be predisposed on a matter before it comes to Committee, provided they remain open to listening to all the arguments and changing their mind in the light of all the information presented at the meeting. Nevertheless, a Councillor in this position will always be judged against an objective test of whether the reasonable onlooker, with knowledge of the relevant facts, would consider that the Councillor was biased.
- 4.5 For example, a Councillor who states “Windfarms are blots on the landscape and I will oppose each and every windfarm application that comes before the committee” will be perceived very differently from a Councillor who states: “Many people find windfarms ugly and noisy and I will need a lot of persuading that any more windfarms should be allowed in our area”. The former has a closed mind and is predetermined, whereas the latter is predisposed but still has an open mind.
- 4.6 This distinction is particularly important in the context of the Council’s practice of facilitating presentations to Planning Committee by developers of schemes at the pre-application stage. After these presentations, the Committee Members question details of the development so that they have the opportunity to input into the design of these strategic developments. They will therefore express views on aspects of the development (such as its external appearance, impact on neighbours or transport network implications) which will often display predisposition around these elements. What the Members of the Committee should not do at this stage is to express a firm view on the development as a whole, as this could amount to predetermination. Such a view should only be formed at the end of the process when all the material considerations are available to the Members of the Committee to consider and weigh up before finalising their view.

- 4.7 A Planning Committee Member who has been lobbied and wishes to support their constituents or is a Ward Councillor and wishes to campaign for or against a proposal, will need to consider whether this is likely to be regarded as amounting to bias and going against the fair determination of the planning application. If they have predetermined their position or have given that impression, they should avoid being part of the decision-making body for that application. A Planning Committee Member, could speak at a Planning Committee (in accordance with the Council's public speaking procedures) on behalf of their constituents, having declared their pre-determined position.
- 4.8 Participation as a Member in a Planning Committee where a Councillor is or may be perceived to be biased, in addition to the risk of a complaint against the individual Councillor, also places the decision of the Committee at risk from legal challenge. As such, if a Planning Committee Member considers that they are or have given the impression that they are biased or predetermined they must carefully consider whether it is appropriate for them to participate in the matter.
- 5 APPLICATIONS SUBMITTED BY THE COUNCIL, COUNCILLORS OR OFFICERS

Applications submitted by the Council

- 5.1 Proposals for a Council's own development can give rise to suspicions of impropriety. It is perfectly legitimate for such proposals to be submitted to and determined by the Council. Proposals for a Council's own development will be treated no differently from any other application.
- 5.2 Certain Councillors may through their other roles outside of a Planning Committee, have been heavily committed to or involved in a Council's own development proposal. In such circumstances, when an item comes to be considered at Committee the Councillor concerned, if they sit on the Committee, must consider whether they have an interest or degree of involvement with the proposals that could give the impression of bias. If in doubt, they are encouraged to seek advice from the Monitoring Officer. The most appropriate course of action if that is the case, is that the Councillor concerned may address the Committee in the applicant's speaking slot (see the Planning Committee Procedure Rules) but does not take part in its consideration and determination. It is important that the Councillor should restrict their address to the Committee to relevant planning considerations rather than wider non-planning issues that are not material to the determination of the application.

Applications submitted by Councillors or officers

- 5.3 It is perfectly legitimate for planning applications to be submitted by Councillors and officers. However, it is vital to ensure that they are handled in a way that gives no grounds for accusations of bias or pre-determination.
- 5.4 If a Councillor or an officer submits their own proposal to the Council which they serve, they should take no part in its processing and/or determination. A Councillor who acts as an agent or representative for someone pursuing a planning matter with the authority should also take no part in its processing and/or its determination.

5.5 The 1APP planning application form requires an applicant to indicate whether they are a member of staff or an elected Member or a partner/spouse of a Member or Officer of the Council. Where decisions relate to applications made by Members of staff or an elected Member these should be reported to Committee where they relate to the following:

- Members of the Council
- Senior officers of the Council (Service Head and above)
- Officers of the Local Planning Authority.

5.6 The term “Officers of the Local Planning Authority” means officers within the Council who are closely involved in the day-to-day work of the Council’s planning function and include all external persons such as lawyers, contractors and advisors who work for the Local planning Authority.

5.7 The procedures to be followed in Committee in such circumstances are as follows:

- The consideration in Committee of an application from a Councillor may be considered a Disclosable Pecuniary interest for that Councillor and Councillors need to be mindful of their obligations in relation to Disclosable Pecuniary Interests as set out in the Members’ Code of Conduct.
- If such a Councillor does not have a Disclosable Pecuniary interest they may address the Committee as the applicant in accordance with the Council’s public speaking procedures. If however, such a Councillor has a Disclosable Pecuniary Interest they may not participate in the consideration of the matter and may therefore not speak on the matter. They would need to have a representative speak on their behalf.
- The Members of the Committee must consider whether the nature of any relationship means that they have a Disclosable Pecuniary Interest in relation to the matter and if so, they may not participate in the consideration of that matter.

5.8 The principle in the final bullet point also applies to applications submitted by officers when they are considered in Committee.

6 LOBBYING OF AND BY COUNCILLORS

6.1 Lobbying is a normal part of the planning process. Those who may be affected by a planning decision, whether through an application, a site allocation in a development plan or an emerging policy, will often seek to influence it through an approach to their Ward Councillor or to a Member of the Planning Committee.

6.2 As the Nolan Committee’s 1997 report stated: “It is essential for the proper operation of the planning system that local concerns are adequately ventilated. The most effective and suitable way that this can be done is through the local elected representatives, the councillors themselves”.

6.3 Lobbying, however, can lead to the impartiality and integrity of a Councillor being called into question, unless care and common sense is exercised by all the parties involved.

Lobbying of Councillors

- 6.4 A Planning Committee Member should explain to those lobbying or attempting to lobby them that, whilst they can listen to what is said, it may prejudice their impartiality and ability to participate in the Committee's decision making if they are asked to express either an intention to vote one way or another or such a firm point of view that it amounts to the same thing. Planning Committee Members should ensure that it is made clear to any lobbyists that they will only be in a position to reach a final decision on any planning matter after they have heard all of the relevant arguments and looked at the relevant information during the sitting of the determining Committee.
- 6.5 Planning Committee Members should therefore:
- suggest to lobbyists that they write to the Planning Service in order that their views can be included in the officer reports prepared for determination under delegated powers or by Committee;
 - pass on any lobbying correspondence received (including plans, data, correspondence etc in respect of an application) to the Planning Service as soon as practicably possible so that it can be taken into account and included in the report on the application;
 - remember that their overriding duty is to the whole community not just to the residents and businesses within their ward and that they have a duty to make decisions impartially and should not improperly favour, or appear to improperly favour, any person, company, group or locality;
 - not accept gifts or hospitality from any person involved in or affected by a planning proposal, but if a degree of hospitality is unavoidable (eg refreshments at a meeting), ensure that they comply with the provisions in the Members' Code of Conduct on gifts and hospitality; and
 - inform the Monitoring Officer where they feel that they have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality), who will in turn advise the appropriate officers to follow the matter up where necessary.
- 6.6 Planning Committee Members should note that, subject to the requirements to ensure that Members comply with the Members' Code of Conduct and the rules regarding bias and pre-determination and ensure that they take appropriate action in relation to Disclosable Pecuniary Interests, they are not precluded from:
- listening or receiving viewpoints from residents or other interested parties;
 - making comments to residents, interested parties, other Councillors or appropriate officers, provided they do not consist of or amount to predetermination and they make clear they are keeping an open mind;
 - seeking information through appropriate channels; or
 - being a vehicle for the expression of opinion or speaking at the meeting as a Ward Councillor, provided they explain their actions at the start of the meeting or item and make it clear that, having expressed the opinion or ward/local view, they have not committed themselves to vote in accordance with those views and will make up their own mind having heard all the facts and listened to the debate.
- 6.7 In the interest of openness, it is recommended that Planning Committee Members declare any lobbying to which they have been subject.

- 6.8 It is very difficult to convey every nuance of these situations and to get the balance right between the duty to be an active local representative and the requirement when taking decisions on planning matters to take account of all arguments in an open-minded way. It cannot be stressed too strongly, however, that the striking of this balance is, ultimately, the responsibility of the individual Councillor.

Lobbying by Councillors

- 6.9 Planning Committee Members should not become a member of, lead or represent a national or local organisation whose primary purpose is to lobby to promote or oppose planning proposals. If a Member does, he/she may appear to be biased. Whilst they may be able to address the Committee as a Ward Councillor or an objector, they are not able to participate or vote on any matter in respect of which they have a Disclosable Pecuniary interest unless they have received a dispensation for this purpose from the Monitoring Officer.
- 6.10 Planning Committee Members can join general groups which reflect their areas of interest and which concentrate on issues beyond particular planning proposals, but they should disclose a personal interest where that organisation has made representations on a particular proposal. A Planning Committee Member should make it clear to that organisation and the Committee that they have reserved judgement and the independence to make up their own mind on each separate proposal.
- 6.11 Councillors should not excessively lobby Planning Committee Members regarding their concerns or views on a planning application, nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.
- 6.12 Councillors should not put pressure on officers for a particular recommendation or decision, and should not do anything which compromises, or is likely to compromise, the officers' impartiality or professional integrity. Nor should they request officers to speed up or delay the determination or assessment of particular applications for their own personal or political convenience or following lobbying by applicants, agents/advisers, local residents or other interested parties.
- 6.13 Call-in procedures, whereby Ward Councillors can require a proposal that would normally be determined under officers' delegated authority, to be determined by a planning committee, require the reasons for call-in to be recorded in writing and to refer solely to material planning considerations. The procedures for this are set out in the Committee Consideration Criteria in the Planning Committee Procedure Rule.
- 6.14 Planning Committee Members should not decide or discuss how to vote on any application at any sort of political group meeting, or lobby any other Member to do so.
- 6.15 As previously outlined, Councillors must always be mindful of their responsibilities and duties under their Code of Conduct. These responsibilities and duties apply equally to matters of lobbying as they do to the other issues of probity explored elsewhere in this Code.

7 PRE-APPLICATION DISCUSSIONS

- 7.1 Discussions between a potential applicant and the Council prior to the submission of an application can be of considerable benefit to both parties and are encouraged by the National Planning Policy Framework. However, it would be easy for such discussions to become, or to be seen by objectors to become, part of a lobbying process on the part of the potential applicant. For this reason the Council have developed pre-application processes that enables engagement at the pre-application stage.
- 7.2 For major strategic applications the Council offers a service to potential applicants to present their schemes to the Council's Planning Committee. Details of this are set out in the Planning Committee Procedure Rules. This is the way in which Planning Committee Councillors engage with these schemes and there should therefore be no need to attend any other meeting with potential applicants or their agents/representatives.
- 7.3 In other cases potential applicants may seek to meet Councillors. For minor or household applications these can be treated as a form of lobbying and Councillors, including Planning Committee Members, should follow the advice set out above.
- 7.4 Where the application is more substantial, but not subject to pre-application committee presentations, these meetings will be subject to the following procedures:
- No private meeting involving a member or substitute member of the main Planning Committee or Area Planning Committees shall be convened without the presence of a Council planning officer for the entire duration of the meeting.
 - Both this Code and the Members' Code of Conduct will apply when attending such meetings.
 - Any Planning Committee Member involved in such a meeting, who sits on the Committee that subsequently considers any resulting application, should declare their attendance at the meeting in the same way as lobbying would be declared.
 - Officers (and any Councillor, if present) should make it clear from the outset that the discussion will not bind the Council to making a particular decision and that any views expressed are personal and provisional.
 - Any advice given should be consistent and in accordance with the Development Plan and officers should agree, prior to any meeting, on a consistent interpretation of Development Plan policies as applied to the particular proposal.
 - Councillors should not become drawn into any negotiations, which should be done by officers (keeping interested Councillors up to date) to ensure that the authority's position is co-ordinated.
 - A contemporaneous note of the meeting should be prepared by the planning officer attending wherever possible and a copy sent to all parties for their agreement.
 - The final version of the note of the meeting will form part of the planning file and should a planning application subsequently be received, it will thereby be open to public inspection.
- 7.5 Although the term 'pre-application' has been used, the same considerations should apply to any discussions which occur before a decision is taken.

7.6 Planning Committee Members should not attend pre-application meetings that are not organised through officers.

8 POST-SUBMISSION DISCUSSIONS

8.1 A Planning Committee Member should not usually be involved in discussions with a developer or agent when a planning application has been submitted and remains to be determined. Potentially, these discussions could be interpreted, particularly by objectors to a proposal, as an indicator of predetermination or bias.

8.2 In limited circumstances Planning Committee Members may legitimately engage in post-submission discussions. An example would be in the case of a large-scale development, where it is desirable for there to be a full understanding of the Council's planning and economic objectives. Such meetings will be organised by officers and run under the same procedural rules as pre-application discussions.

8.3 If a Planning Committee Member is contacted by the applicant, their agent or objectors, they should follow the rules on lobbying and consider whether or not it would be prudent in the circumstances to make notes when contacted. A Councillor should report to the Chief Planning Officer any significant contact with the applicant or other parties, explaining the nature and purpose of the contacts and their involvement in them, so that it can be recorded on the planning file.

8.4 Planning Committee Members should not attend post-submission meetings that are not organised through officers.

9 PLANNING APPEALS

9.1 Appeals into the planning decisions of the Council are heard by a Planning Inspector appointed by the Secretary of State. Any hearing or inquiry will be open to the public and Councillors are able to attend. Councillors are encouraged to attend such hearings, as they can be a good learning experience. This part of the Code is concerned with Councillors who wish to actively participate in these appeals.

9.2 If a Councillor wishes to attend a public inquiry or informal hearing as a Ward Councillor or as a member of the public, they are free to do so. It is strongly recommended that they discuss their participation with the Chief Planning Officer to ensure that they are aware of the process and that they do not act in a manner which compromises their position as a Member of the Council, brings the Council into disrepute or puts the decision made at risk of challenge.

9.3 A Member of a Planning Committee cannot attend an appeal on behalf of the Council's Planning Committee, even if they sat on the Committee that made the decision, unless this is as part of the Council's case as decided by the Chief Planning Officer. The decision of the Committee will be documented in the minute and set out in the decision notice. The planning officer will present the Council's case on its planning merits, in accordance with the Committee's decision. The inspector is required to determine the appeal on its planning merits and therefore all representations should be so directed.

9.4 Where the appealed decision was contrary to the officer's recommendation, officers are generally able to present the Council's case in a satisfactory manner. Where this may not be possible, the case will be presented by a planning consultant employed by the Council.

10 PLANNING ENFORCEMENT

10.1 It is perfectly legitimate for Councillors to bring to the attention of the Planning Service suspected breaches of planning control so that they may be investigated to see whether any action is possible or necessary. They should bring these to the attention of the Chief Planning Officer.

10.2 The Council's planning enforcement service operates to a priority system so that those breaches that cause the most harm are dealt with first. This priority system is designed to produce a fair and responsive enforcement service.

11 COUNCILLOR TRAINING

11.1 Councillors may not participate in decision making at meetings of the Council's Planning Committees unless they have attended mandatory training. This will be provided by the Council's planning and legal services and will cover the principles of planning and probity in planning.

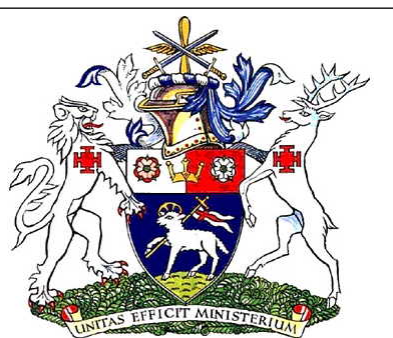
11.2 Whilst all new Members of the Council's Planning Committees and new substitute Members have to attend this training before they can participate in the Council's Planning Committees, all other Planning Committee Members and substitute Members are encouraged to attend the training so that they can ensure that they keep up-to-date on these matters.

11.3 All Planning Committee Members should endeavour to attend any other specialised training sessions provided, since these will be designed to extend their knowledge of planning law, policy, procedures, and good practice, which will assist them in carrying out their role properly and effectively.

11.4 Training provided on planning related matters is aimed at Planning Committee Members but is open to any Councillor with an interest to attend.

12 AMENDMENTS/VARIATION

12.1 Where amendments/variation to this Code are necessary due to legislative changes, the Head of Governance may make such consequential changes to this Code as are necessary to comply with the law.



Council
26 July 2016

Title	Report of the Policy and Resources Committee – Barnet’s Local Plan – Draft Grahame Park Estate Development Supplementary Planning Document (SPD)
Report of	Head of Governance
Wards	Colindale and Burnt Oak
Status	Public
Enclosures	Annex 1 – Annex 1 - Report to Policy and Resources Committee, 17 May 2016 Annex 1A – Decisions of the Policy and Resources Committee, 17 May 2016 Appendix A - Consultation report Appendix B1 Grahame Park SPD part 1 Appendix B2 Grahame Park SPD part 2 Appendix B3 Grahame Park SPD part 3 Appendix B4 Grahame Park SPD part 4
Officer Contact Details	Kirstin Lambert, Governance Team Leader, 020 8359 2177, kirstin.lambert@barnet.gov.uk

Summary

The Policy & Resources Committee at its meeting of 17 May 2016 considered a report on Barnet’s Local Plan – Draft Grahame Park Estate Development Supplementary Planning Document (SPD). As outlined in the constitution’s Annex A of the Responsibility for Functions, Full Council reserves the power to adopt documents relating to the statutory Local Plan.

Recommendation

That Council adopt the Grahame Park Supplementary Planning Document (SPD) attached at Appendix B.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Policy and Resources Committee, at its meeting on 17th May 2016, considered a (SPD) for the draft Grahame Park Estate development, which is part of Barnet's Local Plan.
- 1.2 The Policy and Resources Committee considered the report with an amendment to recommendation two in the report to read 'Recommend the Graham Park SPD attached at Appendix B for adoption by Council'. This was agreed by the Committee.

In respect to the item, the Committee voted:

For: 7
Against: 5
Abstain: 0

- 1.3 As stated in Annex 1A and above, the Policy and Resources Committee, at its meeting on 17th May, recommended the Graham Park SPD attached at Appendix B for adoption by Council.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As outlined in the constitution's Annex A of the Responsibility for Functions, Full Council reserves the power to adopt documents relating to the statutory Local Plan.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As set out in the substantive report.

4. POST DECISION IMPLEMENTATION

- 4.1 As set out in the substantive report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As set out in the substantive report.

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

5.2.1 As set out in the substantive report.

5.3 Legal and Constitutional References

5.3.1 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...(for adoption by Full Council)”.

5.4 Risk Management

5.4.1 As set out in the substantive report.

5.5 Equalities and Diversity

5.5.1 As set out in the substantive report.

5.6 Consultation and Engagement

5.6.1 As set out in the substantive report.

6. BACKGROUND PAPERS

6.1 As set out in the substantive report.

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	<p>Policy and Resources Committee</p> <p>17 May 2016</p>
<p style="text-align: right;">Title</p>	<p>Barnet’s Local Plan – Draft Grahame Park Estate Development Supplementary Planning Document (SPD)</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director Growth and Development</p>
<p style="text-align: right;">Wards</p>	<p>Colindale and Burnt Oak</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>Appendix A: Consultation Report Appendix B: Grahame Park SPD</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Michael Osman, michael.osman@barnet.gov.uk; 0208 359 3955</p>

<p>Summary</p> <p>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.</p> <p>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 the statutory consultation on the draft SPD which is the subject of this report.</p> <p>On 16 December 2015, following consideration of the outcome of the consultations carried out in February 2015, and the draft SPD that was subsequently prepared, the Committee approved:</p>

- the publication of the draft SPD for statutory consultation;
- the publication of supporting documents;
- the carrying out of a six week statutory consultation in 2016.

The purpose of this report is to provide a summary of the comments made during the statutory consultation period, which have been taken into consideration in the drafting of the final SPD, which is attached to this report with the recommendation that the Grahame Park SPD be approved for adoption.

Recommendations

That the Committee:

- 1. Note the public responses to the consultation carried out on the Grahame Park SPD and agree the Council responses in the consultation report attached at Appendix A;**
- 2. Adopt the Graham Park SPD attached at Appendix B**

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. In Grahame Park this has led 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. The Masterplan is now 10 years old and out of date, with only a limited proportion of the envisaged regeneration having been implemented. The Council, in consultation with Genesis Housing Association (GHA) took 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 GHA by central government, which will help to kick-start Stage B of the project. The review recommended the implementation of the Supplementary Planning Document (SPD)
- 1.3. This SPD sits below Barnet's Local Plan Core Strategy and Development Plan Documents, as well as the Colindale Area Action Plan (CAAP). The SPD will provide site specific guidance and advice 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 statutory planning documents produced by the Council which are subject to public consultation.
- 1.4. The SPD will 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.

- 1.5. There is an urgent need to adopt 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 first phase of stage B (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 at the end of 2016, so it is important that the SPD is adopted so that it can provide guidance for the preparation of that application and will be a material consideration in the determination of that application.
- 1.6. In addition, it is important to review the outcome of the public consultation carried out during February and March 2016, to ensure it is reflected appropriately in the adopted SPD.

2. REASONS FOR RECOMMENDATIONS

- 2.1. Grahame Park is a large strategically important site located in an established suburban area with reasonable transport links locally and to Central London. The SPD will ensure that future development of Grahame Park comes forward in line with Council priorities and delivers sustainable development.
- 2.2. The SPD offers a strategic vision for the future of Grahame Park reflecting the local community's views on the issues that have been dealt with during the consultation process and the priorities that have been identified. As a result the SPD will provide guidance for the preparation of future planning applications that will reflect the views of the local community.
- 2.3. An earlier version of the SPD which was made available for the purposes of consultation, proposed a community centre of 500 m² located in the central hub as part of a range of facilities, including the redevelopment of the St Augustine's Church site. The objections that were received related to the fact that the original section 106 planning obligation agreement signed in 2007 when outline planning permission was granted for the redevelopment of Grahame Park, provided for a community centre of 1100 m². The detailed planning consent for the original community centre on plot 8 was for 960m². However detailed design and viability work now underway envisages the community centre being developed separately and in addition to a new church hall, on the adjacent St Augustine's site of similar size which would be inclusive and multi-faith. Together these two sites have the potential to provide a combined total of up to 1000 m² of community floorspace in addition to the other uses forming the community hub provided for in the SPD.
- 2.4. It should be noted that the provision of the replacement community centre was required by clause 10 of the Section 106 agreement entered into that time. This provision will of course be replaced when a new planning application is submitted pursuant to the SPD, and during the determination of this

application, final agreement will be reached as to the appropriate size of the community centre. A new obligation under the new planning permission will need to be entered into for the provision of a community centre.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1. On the 8 September 2014, the Assets Regeneration and Growth approved, among other things, 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 the statutory consultation on the draft SPD which was carried out in February and March 2016.
- 3.4. It is not considered that there are any viable alternative options to be considered.

4. POST DECISION IMPLEMENTATION

- 4.1. Following this decision, the adopted SPD will be published via a public notice.

5. IMPLICATIONS OF DECISION

5.1. Corporate Priorities and Performance

- 5.1.1. 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 will 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 included costs connected with the public consultation work that was carried out during the preparation of the SPD, and all associated costs. The PPA was cleared by the Council's Finance Department. The SPD work has been carried out by the Council's Strategic Planning Department, with minimal impact on other departments, or any IT implications.
- 5.2.2. The resourcing provided by GHA has enabled officer time to be dedicated to the project. The SPD work has been carried out by existing Re staff, and specifically appointed staff. There has been only limited impact on the main functions carried out by the relevant teams involved in this project, as other staff have backfilled these roles whilst the SPD is produced.
- 5.2.3. Barnet has no commitment to meet any of the development costs as they are to be met by GHA. Replacement community provision will be funded through planning obligation agreements.

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 Council's priorities for 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 detailed guidance and advice which supports 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. In the event, a consultation period of 6 weeks was allowed for.
- 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. Failure to put in place a SPD 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

5.6.1. 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 has been consulted on 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. Consultation with the local community has had regard to the Local Plan Statement of Community Involvement adopted on the 28 July 2015.

5.7.2. Other sections of this report and the attached Consultation Report set out the outcome of the consultation and how this has influenced the SPD.

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>

6.2. Policy and Resources Committee, 13 January 2015–
<http://barnet.moderngov.co.uk/documents/s20241/Initial%20Consultation%20Strategy%20Grahame%20Park%20Estate%20Development%20Framework%20SPD.pdf>

6.3. Policy and Resources Committee, 15 December 2015 –
<http://barnet.moderngov.co.uk/documents/s28165/Grahame%20Park%20Estate%20Development%20Draft%20Supplementary%20Planning%20Document%20SPD.pdf>

Decisions of the Policy and Resources Committee

17 May 2016

Members Present:-

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

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

Also in attendance

Cllr Gill Sargeant

1. MINUTES OF LAST MEETING

RESOLVED- That the minutes of the meeting held on 22 March 2016 be approved as a correct record.

2. ABSENCE OF MEMBERS

There were none.

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

Councillor Ross Houston declared a non-pecuniary interest in item 8, as he was a member of the Barnet Group Board.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Public questions were received from Theresa Musgrove and Amo Amatare.

Details of the questions asked of, and the answers given by the Chairman were circulated and published on the Council's website prior to the meeting. Verbal responses were given to supplementary questions asked at the meeting.

6. MEMBERS' ITEMS (IF ANY)

The Chairman varied the order of business to consider the Member's Item in the name of Councillor Barry Rawlings as the next item.

(a) MEMBER'S ITEM - CLLR BARRY RAWLINGS

Councillor Barry Rawlings introduced the Member's Item in his name which considered the matter set out at paragraph 1.1 of the report.

The Commissioning Director, Jamie Blake provided the committee with background on the issues and an update on current status. It was noted that work was under way to look into the processes followed and review and update the council's eligibility criteria.

Councillor Barry Rawlings recommended that the committee request that:

- The recently reinstated Disabled Persons Freedom Passes should be renewed to 2020.
- No new restrictions to the eligibility criteria for discretionary disabled persons' Freedom Passes should be proposed going forward.
- Where the Council needs to set-out / confirm eligibility criteria for discretionary Passes these criteria should not result in any current Pass-holders losing their Pass.
- The eligibility criteria for discretionary disabled persons' Freedom Passes must be agreed by the P&R committee and be subject to consultation, including in Easy Read. This consultation must also include Adult & Community Services.
- The new 0-25 team should ensure service users are enabled to have choices and independence (as required by the Care Act), and that they are not disadvantaged when turning 18 by losing the ability to travel freely if it restricts their ability to study, work and socialise.
- The eligibility criteria for discretionary Passes should comply with the Care Act, including the requirement to enable choice and independence.
- Only 20% of Adults with long term needs have a Care Plan therefore LB Barnet should not use 'known to Adult Services' as a local criteria for discretionary granting of Freedom Passes.
- If an assessment decides someone is no longer entitled to a discretionary pass they need to be assessed against their ability to have a driving licence before a final decision is made.
- If a Pass is to be removed there must be a right of appeal - and the status quo must be observed until the end of the appeal process.

Following consideration the committee:

RESOLVED – That the Committee request that officers report back to Policy and Resources Committee as early as possible on the results of the review and the proposed new eligibility criteria. It was noted this work should include benchmarking against other councils, comparison with London Councils set eligibility criteria, and address the recommendations put forward by Cllr Rawlings, including explanation for any not recommended for approval.

(b) MEMBER'S ITEM - CLLR ROSS HOUSTON

Councillor Ross Houston introduced the Member's Item in his name which considered the matter set out at paragraph 1.1 of the report.

The committee considered the matters raised in the report, in particular the matter of affordable housing in the context of strategy, implementation and meeting performance targets.

It was noted that the matters raised in the members item fell under various committees' terms of reference. Policy and Resources Committee's remit was to consider the matters in the context of the council's overall strategic direction, with reference to the London Plan and the Housing Strategy. It was noted that particular consideration of statistics relating to targets and performance regarding provision of affordable housing fall under the remit of Housing Committee and Assets Regeneration and Growth Committee. Housing Committee has responsibility for 'Housing Strategy' and 'work with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing'. Assets Regeneration and Growth Committee has responsibility to 'Develop and oversee a Regeneration strategy' and to 'Oversee major regeneration schemes including those of key social housing estates'. It was noted that future reports to Housing and Assets Regeneration and Growth Committees will include information on progress and performance in these areas.

It was further noted that the new incoming London Mayor may set new targets which would need to be considered by Policy and Resources Committee.

(c) MEMBER'S ITEM - CLLR ALON OR-BACH

Councillor Alon Or-bach introduced the Member's Item in his name which considered the matter set out at paragraph 1.1 of the report.

The IT Account Director, Brett Holtom provided an update on the issues raised in the report. It was noted that a detailed report on the issues was due to be considered at Performance and Contract Management Committee on 31 May.

Officers confirmed that a report on smarter working would be considered by Assets Regeneration and Growth Committee in July 2016, and that a report on the Customer Access Strategy, including the IT strategy, is scheduled for consideration by Policy and Resources Committee meeting in October 2016.

The committee was also assured that work was under way to address the problems which have been reported as part of business as usual,

and that this work would continue alongside the work to develop a robust strategy for approval in October.

RESOLVED – That the committee note that a report on the Customer Access Strategy, including the IT strategy, will be considered by Policy and Resources Committee meeting in October 2016.

7. BRENT CROSS FUNDING STRATEGY

The Chairman noted that if Members had any questions relating to information contained in the exempt report they would need to be heard at the end of the meeting in exempt session. There were no such questions.

The Committee considered the report.

RESOLVED – That the Committee

- 1.1 Approves the addition of the GRIP 4 detailed design costs to the capital programme as per para 1.4.8;**
- 1.2 Approves the increase to the capital financing requirement and required changes to the Treasury Management Strategy to accommodate borrowing requirement in relation to Brent Cross Cricklewood programme, as set out in para 1.6.6;**
- 1.3 Notes the total funding requirement as detailed in para 1.6.6 and notes that it will be requested to consider and to approve this in subsequent relevant budget setting cycles (as detailed in para 1.6.5);**
- 1.4 Approves engagement with the council's treasury advisors to find more preferential rates than Public Works Loan Board (PWLB) to secure funding;**
- 1.5 Authorises officers to continue to work with DCLG and GLA to ring fence the growth in business rates from Brent Cross North in order to pay back the borrowing requirement.**

8. BARNET'S LOCAL PLAN -DRAFT GRAHAME PARK ESTATE DEVELOPMENT SUPPLEMENTARY PLANNING DOCUMENT (SPD)

The Committee considered the report with an amendment to recommendation two in the report to read 'Recommend the Graham Park SPD attached at Appendix B for adoption by Council'. This was agreed by the Committee.

Councillor Gill Sargeant had requested to address the Committee on this item and made comments in relation to the item.

Having been put to the vote the Committee voted:

For: 7
Against: 5
Abstain: 0

RESOLVED – That the Committee

1. **Note the public responses to the consultation carried out on the Grahame Park SPD and agree the Council responses in the consultation report attached at Appendix A;**
2. **Recommend the Graham Park SPD attached at Appendix B for adoption by Council.**

9. CORPORATE GRANTS PROGRAMME - APPROVAL OF GRANTS UNDER DELEGATED POWERS

The Committee considered the report.

For the future officers were requested to align the reporting process to Policy and Resources Committee regarding the award of corporate grants by delegated powers and the award of grants by Area Committees, to enable Members to have an oversight of all successful applications.

RESOLVED – That the Committee note the decisions to award six grants of less than £5,000 under delegated powers from the corporate grants programme in 2015/16.

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

There were none.

11. MOTION TO EXCLUDE THE PRESS AND PUBLIC

There was no motion that the public be excluded from the meeting as the Committee had advised it had no matters for discussion in exempt session.

12. BRENT CROSS FUNDING STRATEGY (EXEMPT)

The Committee considered the report.

RESOLVED – That the Committee

- 1.1 **Note the contents of the exempt report**
- 1.2 **In addition to the capital expenditure detailed in para 1.6.6 of the public report, approve the increase to the capital financing requirement and amend the Treasury Management Strategy to accommodate the borrowing requirement in relation to Brent Cross Cricklewood programme, as set out in para 1.6.6 of the exempt report;**

- 1.3 In addition to the total funding requirement detailed in para 1.6.8 of the public report, note the additional funding requirement as detailed in para 1.6.8 of the exempt report and considers this in subsequent budget setting cycles;**
- 1.4 Approves the principle of a Social Infrastructure Fund as set out in para 1.6.12 of the exempt report.**

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

There were none.

The meeting finished at 8.45 pm

CONSULTATION STATEMENT

Grahame Park Supplementary Planning Document

Name of the supplementary planning document

Grahame Park SPD

Purpose of the document

The Grahame Park estate was built by the Greater London Council in the 1960's and 1970's. It is located in Colindale, but a combination of poor design, poor accommodation, overcrowding, and badly integrated local facilities resulted in the estate becoming isolated from the rest of Colindale.

In 2003 residents voted in favour of the full regeneration of the estate and in 2004 an outline planning application for a new Masterplan for the estate was submitted, with outline planning permission being granted in 2007.

However the Masterplan is now 10 years old and out of date with only a small amount of the envisaged regeneration implemented. As a result the purpose of the SPD process has been to enable a review of the Masterplan to take place, with the community being involved in this process, and revised proposals for the area to be adopted.

Consultation strategy

The Council undertook a consultation strategy which involved two distinct phases. The first was an Options consultation which was carried out in February 2015 and the second was the Statutory consultation on the draft SPG which was carried out in February and March 2016.

Options consultation February 2015

The initial consultation was centred on five key themes

- Creating better neighbourhoods
- Improving accessibility
- Enhancing green assets
- Improving community facilities
- Creating quality family friendly housing

Persons, groups, bodies consulted prior to the preparation of the SPD

These activities comprised:

- Approximately 5,800 consultation letters were sent to all properties on the estate (and within a 350m radius) and stakeholders;
- The letter explained the background of the scheme and where we are, it will have a section for comments, explained where to comment online and where to view or obtain copies of the SPD;

- Consultation with statutory external consultees also took place during this period;
- During this time a public notice was posted in local newspapers; and,
- Publication of the consultation document on LBB website

The Supplementary Planning Document was distributed to interested parties, as required, in both CD and hard copy form.

Drop in Sessions

There were three events held on the Concourse enabling residents of the estate and surrounding area to view consultation material and make comments using sticky notes.

The dates of the events were as follows:

- Wednesday, 18 February 2015 (10am to 12.30pm)
- Thursday, 19 February (3.30pm to 7pm)
- Saturday 21 February (10am to 1230pm)

In total over 150 local people attended the three events including local Ward Councillors, and representatives from the Colindale Community Trust, Flightways centre, and the RAF Museum.

Availability of documents

Hard copies for reference could be found at:

- Barnet House Planning Reception, 1255 High Road, Whetstone, N20 (open Mon-Fri 9am-5 pm) N20)EJ; and
- Grahame Park Library, The Concourse, Grahame Park, Colindale London NW9 5XL

Online consultation

Copies of the documents could be viewed online.

In addition, an online portal was set up to allow residents to comment on the consultation material. The material was rationalised for the online interface, but the questions asked remained the same. An online consultation format known as Sticky World was used, and this ran from 18 February to 25 March 2015.

Summary of the main issues raised in those consultations

Having regard to the outcome of the consultation and the stakeholder engagement it was concluded that the main objectives for the content of the draft SPD should be 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; and,
- Prioritise family housing and ensure that all rooms are a good size with good outlook, private garden space, and storage

How were those issues addressed in the draft SPD?

These were expressed in a vision for Grahame Park to become:

- a successful, family friendly neighbourhood incorporating the highest standards of design, a good mix of uses and a layout that will meet the needs of current and future generations;
- an inclusive community made up of existing residents and new residents living together in a safe and accessible environment;
- known for high-quality affordable and private homes that address a variety of local needs including those of the elderly and vulnerable;
- an outstanding environment with excellent parks and great streets which are accessible to all; and,
- a place where residents would want to stay due to the strong sense of community and the quality of community facilities, schools, and children's facilities.

This vision was translated into a set of key principles to guide the preparation of a new Masterplan for the regeneration of Grahame Park over the next 15 to 20 years. These included:

- The early removal of the Concourse and its blighting effect as it would be the next phase;
- Creation of traditional network of streets;

- New housing to be in a mix of tenures;
- Housing to be designed to up to date space standards and energy efficiency;
- Housing to be accessible and adaptable;
- Housing areas to contain good quality private and communal garden space;
- Spacing of buildings to achieve high standards of daylight, sunlight and privacy;
- Improved connections with surrounding areas;
- Creation of three distinct character areas;
- A hierarchy of streets to minimise extraneous traffic within residential areas;
- Level of on-street parking to be proportionate to environmental quality;
- Community and retail facilities to be clustered in convenient locations;
- Existing green spaces to be maintained and enhanced;
- Existing trees to be retained wherever possible
- New open spaces to be created;
- Open spaces to contain activities for all age groups; and
- All necessary infrastructure to support the new community will be provided.

Consultation on Draft SPD February to March 2016

Persons, groups, and bodies consulted in connection with the draft SPD

- Approximately 5800 consultation letters were sent to all properties on the estate (and within a 350m radius) and stakeholders;
- The letter explained the purpose of the consultation, how to comment online and where to view or obtain copies of the SPD;

- During this time a public notice was posted in local newspapers;
- The draft SPD was published on the LBB website;
- The SPD was distributed to interested parties, where required, by both CD and hard copy;

Availability of documents

Hard copies for reference were available at:

- Barnet House Planning Reception, 1255 High Road, Whetstone, N20 (open Mon-Fri 9am-5 pm) N20)EJ.
- Grahame Park Library, The Concourse, Grahame Park, Colindale London NW9 5XL

Copies of the documents could be viewed online.

Events

The following consultation events took place on the estate at Genesis Housing Office, 15 The Concourse, London NW9 as follows:

- Wednesday 17 February 2016 (10.00am -12.30pm);
- Thursday 18 February 2016 (3.30pm-7.00pm);
- Saturday 20 February 2016, (10.00am-12.30pm).

In total approximately 60 local people attended the three events including local Ward Councillors and the GLA Assembly Member and representatives from the Colindale Community Trust.

Submission of Comments

Representations could be made as follows:

In writing to: Director of Regeneration and Strategic Planning, London Borough of Barnet, Barnet House, 1255 High Road, Whetstone, N20 0EJ.

By email to: forward.planning@barnet.gov.uk

The closing date for the receipt of comments and feedback was Monday 14 March 2016

A summary of the representations received on the SPD as a result of these consultations, together with the Council's response, is summarised in Table 1.

**TABLE 1
GRAHAME PARK SPD
REPRESENTATIONS RECEIVED DURING STATUTORY CONSULTATION AND RESPONSE
FEBRUARY/MARCH 2016**

No	Doc Ref	Name	Representation	Comment	Action
01	Page 28 Table 3.2 and related text.	Chair Colindale Community Trust.	Objects to lack of provision of 1100 m2 Community Centre.	<p>The consultation version of the SPD proposed a community centre of 500 m² located in the central hub as part of a range of facilities which included redevelopment of the St Augustine's Church site.</p> <p>The objections that were received related to the fact that the original section 106 planning obligation agreement signed in 2007 when outline planning permission was granted for the redevelopment of Grahame Park provided for a community centre</p>	No amendment to SPD is proposed.

				<p>of 1100 m².</p> <p>Plot 10C and St Augustines have the potential to provide up to at least 1000 m² of community floorspace with all the other uses forming the community hub provided for in the SPD.</p> <p>The table in the SPD is based on what would be the minimum acceptable provision for community facilities taking account of the reprovision of existing capacity, and allowing for growth distributed between Plot 10 and St Augustines. In the event of any shortfall, then appropriate uses will be included in Plot 11.</p>	
02(a)	Page 28 Table 3.2 and related	Local resident and Trustee of CCT.	Objects to lack of provision of 1100 m ² Community Centre.	See response to Representation no 1.	See response to Representation no 1.

	text.				
02(b)	Page 28 Paras v-viii	Local resident and Trustee of CCT.	Concerned about increasing density of the proposed new build.	<p>The overall numbers of dwellings proposed do not represent a significant increase over the 2007 Outline planning permission.</p> <p>The Masterplan contained in the SPD demonstrates how the regeneration of Grahame Park can take place whilst achieving a high quality of design, maintaining existing environmental assets, and removing the blight of the Concourse.</p>	No amendment to SPD proposed.
02(c)	Pages 38-39	Local resident and Trustee of CCT.	Concerned about lack of parking in the area.	The SPD provides for a level of on- and off-street parking to be provided in each Plot having regard to the location of the plot within Grahame Park and the associated PTAL. It is expected that the use of parking will be controlled through a	No amendment to SPD proposed.

				CPZ on public roads and appropriate management of the private spaces.	
03	Page 28 Table 3.2 and related text.	Chief Executive, Advocacy in Barnet.	Objects to lack of provision of 1100 m2 Community Centre.	See response to Representation no 1.	See response to Representation no 1.
04	Page 28 Table 3.2 and related text	Youth Worker, Stonegrove Estates Youth Services in Grahame Park.	Objects to lack of provision of 1100 m2 Community Centre.	See response to Representation no 1.	See response to Representation no 1.
05(a)	Page 28 Table 3.2 and related text	Living way Ministries supported by 280 individual letters from local residents.	Community Centre should be available to all members of the community.	This is not disputed. The SPD will require and encourage the provision of Community Centre floorspace. The granting of planning permission will enable the Council to ensure the availability of this space to all members of the Community.	No amendment to SPD proposed.
05(b)	Page 28 Table 3.2 and related text.	Living Way Ministries supported by 280 individual letters from local residents.	Objects to lack of provision of 1100 m2 Community Centre.	See response to Representation no 1.	See response to Representation no 1.

05(c)	Page 28 Table 3.2 and related text.	Living way Ministries supported by 280 individual letters from local residents.	No adequate provision for other community service providers.		
06	Page 28 Table 3.2 and related text.	Chair, -New Hendon Residents Association.	Objects to lack of provision of 1100 m2 Community Centre.	See response to Representation no 1.	See response to Representation no 1.
07(a)	Pages 103- 106 Section 5 Delivery.	Ward Councillors.	Affordable Housing: concerned about need for a local affordable housing, particularly for existing temporary tenants and about the affordability of new accommodation for some leaseholders.	Affordable provision within the SPD area will be determined in accordance with Council Policy.	No amendment to SPD proposed.
07(b)	Page 28 Table 3.2 and related text.	Ward Councillors.	Object to lack of provision of 1100 m2 Community Centre as only small accommodation proposed Would like to see provision on both St Augustine's and plot 10.	See response to Representation no 1.	See response to Representation no 1.
07(c)	Page 36.	Ward Councillors.	Highways and parking: the proposed Controlled Parking Zone (CPZ) is an inadequate response.	The overall approach adopted in SPD is require a residential car parking standard	No amendments to SPD are proposed.

				appropriate for each part of Grahame Park. This will be secured by a blend of off street and on street parking. The CPZ will form a critical part of this strategy as will the management of off street parking spaces.	
07(d)	General.	Ward Councillors.	Concerned about lack of public transport proposals throughout Colindale.	Not a specific representation on the SPD. Improvements to the public transport network will arise from the improvements to Lanacre Avenue which will enable bus services to pass through Grahame Park. Please see section 3.5 pp34-35. This will improve the accessibility of Grahame Park. As individual housing developments within the SPD area are considered there may well be planning obligations to make contributions to specific	No amendments to SPD are proposed.

				public transport improvements.	
07(e)	General.	Ward Councillors.	Emphasis on cycling is not realistic. Colindale is too dangerous to cycle around.	Cycling is promoted within the SPD in accordance with National, Regional and Local Plan policies. In particular the needs of the cyclist have been reflected in all aspects of the Development framework and Design guidelines.	No amendments to SPD proposed.
07(f)	General.	Ward Councillors.	Concern over private parking contractors issuing fines at Sainsbury's.	Not relevant to SPD.	No amendment to SPD proposed.
08	General.	Local Resident.	Concerned about about the traffic and parking in this area and impact on Cranwell Court.	The SPD will require that the Masterplan provides for a hierarchy of roads which will cater for distributor and local traffic. In addition, the SPD provides for a level of on- and off-street parking to be provided in each plot having regard to the location of each plot within Grahame	No amendment to SPD proposed.

				<p>Park and the associated Public Transport Accessibility Level (PTAL). These measures will benefit the surrounding area.</p>	
09(a)	<p>Page 97 Section 4.9 St Augustine's Church Site.</p>	<p>Diocese of London.</p>	<p>Support the development of St Augustine's Church site as a community hub</p>	<p>Following a review, the community hub function is now proposed to be anchored in Plot 10B with the provision of additional community space in Plot 10C being encouraged.</p>	<p>Section 4.9 has been amended to read:</p> <p>The SPD allows for all community uses to be located on Plot 10C, St Augustine's Church site. In this event, the redevelopment of the St Augustine's Church will be a focal point at the heart of the regeneration of Grahame Parke and will provide vital social infrastructure and community facilities to the adjacent neighbourhoods and wider surrounding area.</p>
09(b)	<p>Page 97 Section 4.9</p>	<p>Diocese of London.</p>	<p>Suggest Plot 10 C should be identified as a mixed-</p>	<p>Propose that St Augustine's should be</p>	<p>Page 28, para xi has been changed to read:</p>

	St Augustine's Church Site.		use scheme including community hub.	identified as a mixed use scheme with Church, Church Hall, with some residential.	"xi Residential provision may be acceptable on Plot 10C where this is needed to support the re-provision of good modern community facilities on the site. Such residential provision should be in keeping with the nature of the community facilities and the surrounding residential context."
09(c)	Page 97 Section 4.9 St Augustines Church Site.	Diocese of London.	Church site/Community hub should be given greater prominence through more height.	Height of proposed redevelopment should be justified through planning application process having regard to SPD parameters.	No amendment to SPD proposed.
09(d)	Page 97 Section 4.9 St Augustines Church Site.	Diocese of London.	Would support prominent corner but not necessarily a spire.	Design of proposed redevelopment should be justified through planning application process having regard to SPD parameters.	No amendment to SPD proposed.
09(e)	Page 97 Section 4.9	Diocese of London.	Plot 10 C should incorporate public uses at	Form of proposed redevelopment should	No amendment to SPD proposed.

	St Augustines Church Site.		lower levels and residential development at upper levels.	be justified through planning application process having regard to SPD parameters.	
09(f)	Page 97 Section 4.9 St Augustine's Church Site.	Diocese of London.	To preclude residential development from prominent corners would remove viable and appropriate uses.	Form of proposed redevelopment should be justified through planning application process having regard to SPD parameters.	No amendment to SPD proposed.
09(g)	Page 97 Section 4.9 St Augustine's Church Site.	Diocese of London.	Plot 10 should not be subject to the same height restriction as neighbouring development if it includes the community hub.	Height of proposed redevelopment should be justified through planning application process having regard to SPD parameters.	No amendment to SPD proposed.
10 (a)	Sustainability Assessment.	Historic England.	Welcome inclusion of Map in SA document to illustrate Heritage Assets. Suggest Map is revised to include even more.	Representation Accepted	Amendment to SA will be made.
10 (b)	Sustainability Assessment.	Historic England.	Revise sustainability assessment to confirm linkages between conserving and enhancing heritage assets and creation of outstanding environment. Emphasise	Representation Accepted	Amendment to SA will be made.

			relationship to NPPF and Local Plan, and contributions that can be made from researching aeronautical history.		
11	Page 38 para xi.	Genesis Housing Association.	Revise Prominent Corner policy to include Nodes as well as corners.	This provides for an increase in height within a terrace or frontage to provide for positive built moments away from corners where appropriate-such as at the end of a long view.	Page 38 Para xi will read: “xi Prominent Corners and Nodes are classified as positive built moments located strategically adjacent to fixed open spaces and on long view lines. Their positions are suggested as per Figure 3.7B, but does not preclude other locations.”

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**GRAHAME PARK
SUPPLEMENTARY PLANNING DOCUMENT**

MAY 2016

LONDON BOROUGH OF BARNET

PLANNING AND COMPULSORY PURCHASE ACT 2004 TOWN AND COUNTRY PLANNING (LOCAL PLANNING) (ENGLAND) REGULATIONS 2012

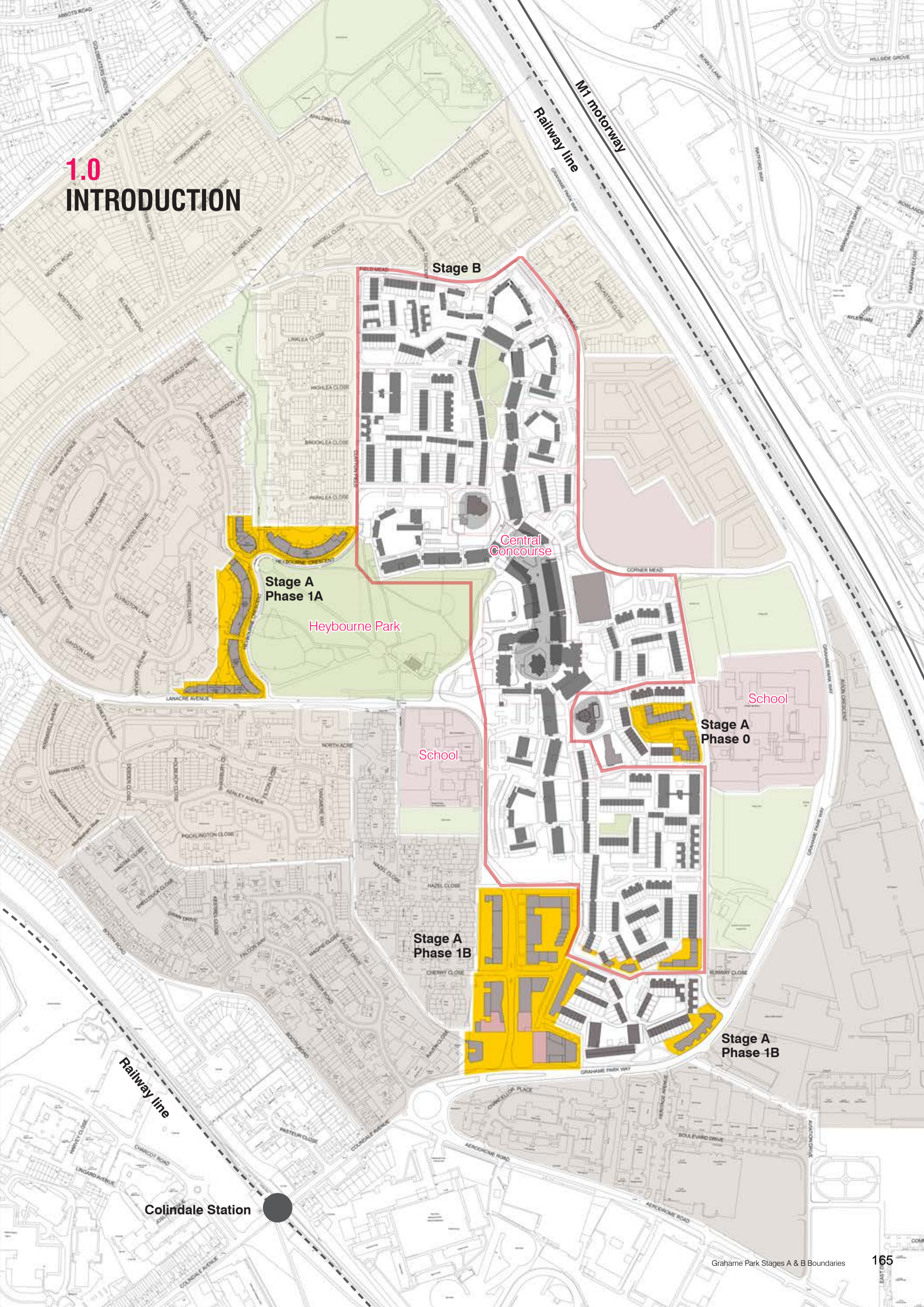
GRAHAME PARK SUPPLEMENTARY PLANNING DOCUMENT

Director of Regeneration and Strategic Planning, London Borough of Barnet,
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1.0 INTRODUCTION



1.0

INTRODUCTION

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.

Formal Status of this Document

This SPD is a material consideration for the determination of any planning applications submitted within the Grahame Park Estate.

i. 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.

ii. This document is supported by:

- a Sustainability Appraisal;
- an Equality Impact Assessment; and,
- the Initial Consultation Report.

Purpose of this document

iii. 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 socioeconomic benefits to support the new neighbourhood in this part of Colindale;
- engage all interested stakeholders in the development process.

iv. 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".

v. 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.

vi. 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.

vii. 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 content and Relationship to the Colindale Area Action Plan

viii. 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.

ix. 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.

x. 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.

1.1 STRUCTURE

Other than the Introduction (1.0), this SPD comprises the following sections:

Section 2: Background and Objectives

i. 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.

Section 3: Development Framework

ii. 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.

Section 4: Design Guidelines

iii. 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.

Section 5: Delivery

iv. 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.

v. 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.

1.2 SUPPORTING DOCUMENTATION

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:

Sustainability Appraisal

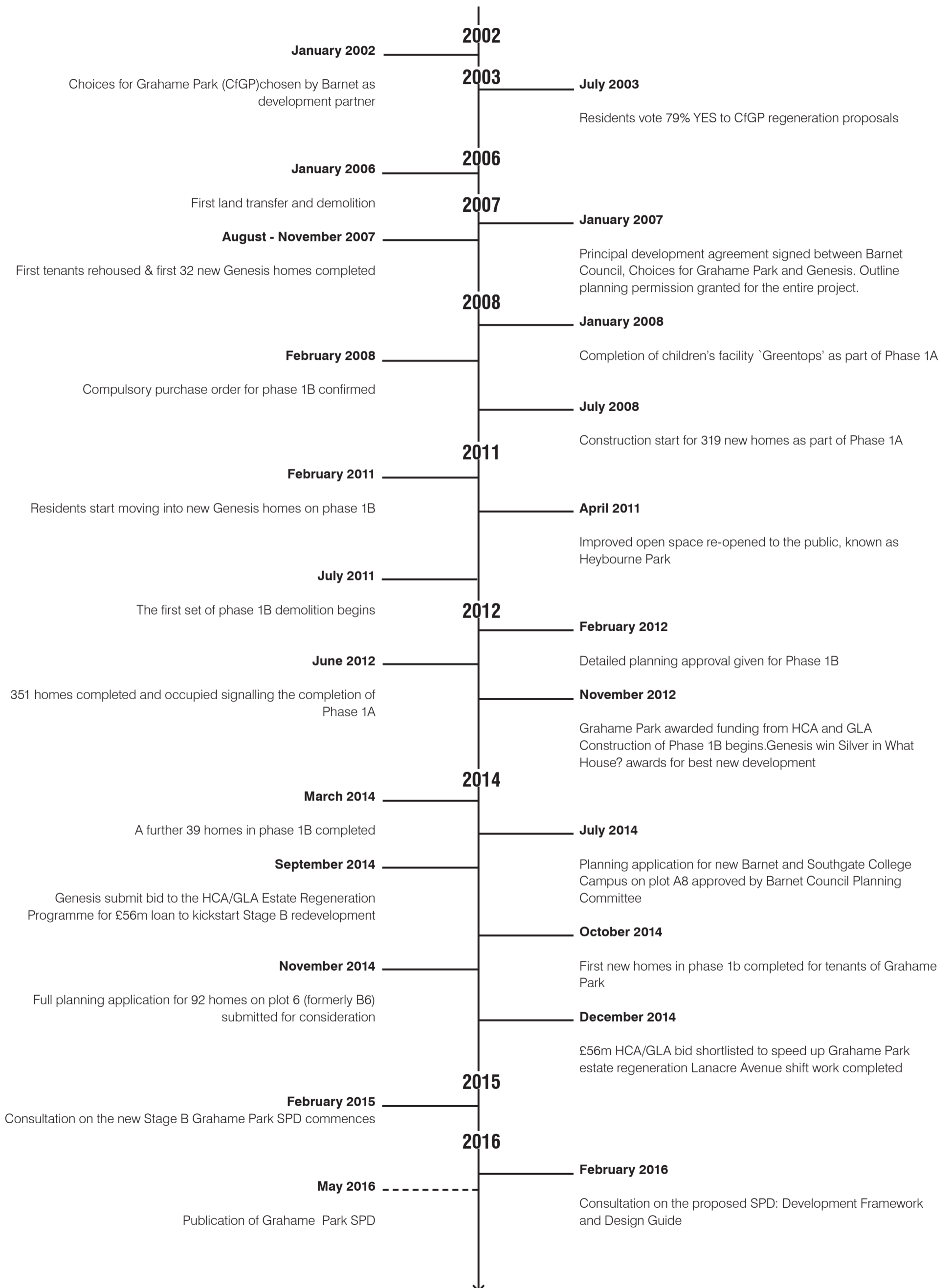
i. Assesses the potential impacts of the SPD on a range of environmental, social and economic criteria and includes a Strategic Environmental Assessment.

Equality Impact Assessment

ii. 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.

Statement of Consultation

iii. 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.



2.0 BACKGROUND AND OBJECTIVES



2.0

BACKGROUND AND OBJECTIVES

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.

There are three main sub-sections in this section:

- 2.1 The Context:

will describe the strategic context, the history of the site and surrounding area;

- 2.2 The Area Today:

will set out the main physical, economic, social and environmental factors that will influence the development of the site; and

- 2.3 The Vision for Grahame Park:

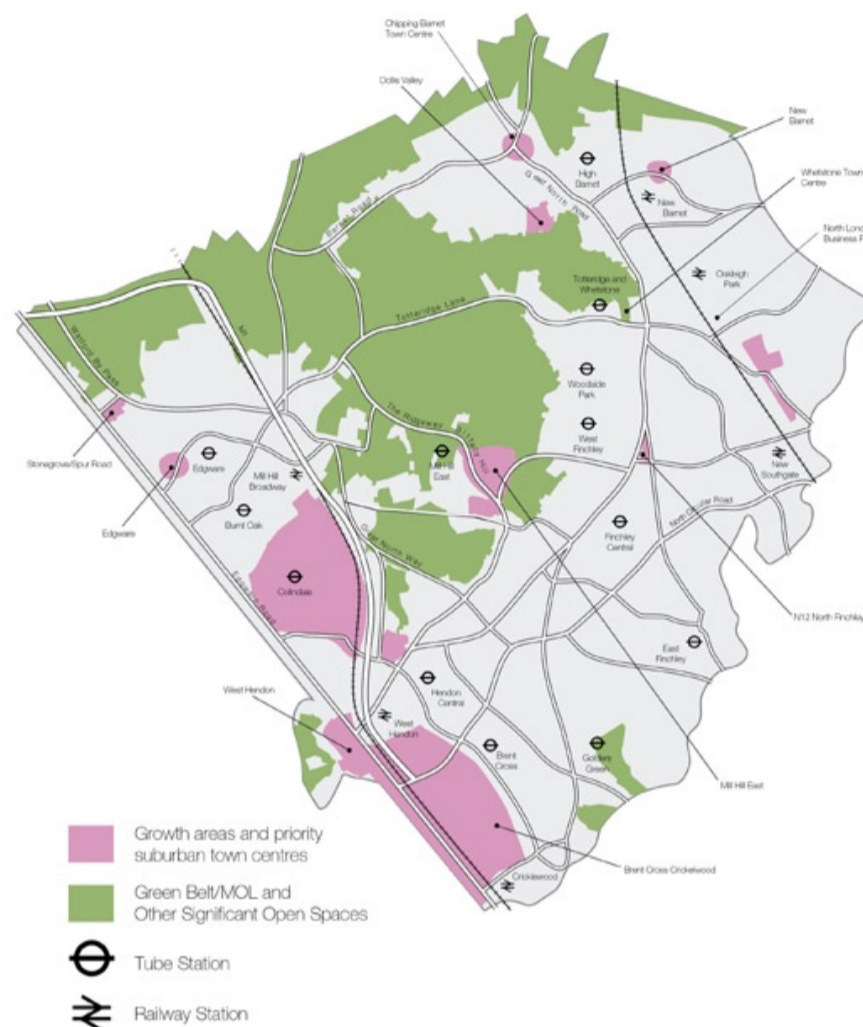
will outline LBB's vision for the new Grahame Park.

This vision has regard to the outcome of consultation and will directly influence the Development Framework set out in Section 3 of the SPD.

2.1 THE CONTEXT

Site and surrounding area

- i. 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.
- ii. 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.



The London Borough of Barnet's Strategic Developments in The Three Strands Approach

Strategic Context

- iii. 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.
- iv. 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.



The Colindale AAP area (highlighted by the red line)

Description and history of site and surrounding area

v. 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.

vi. 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.

vii. 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.

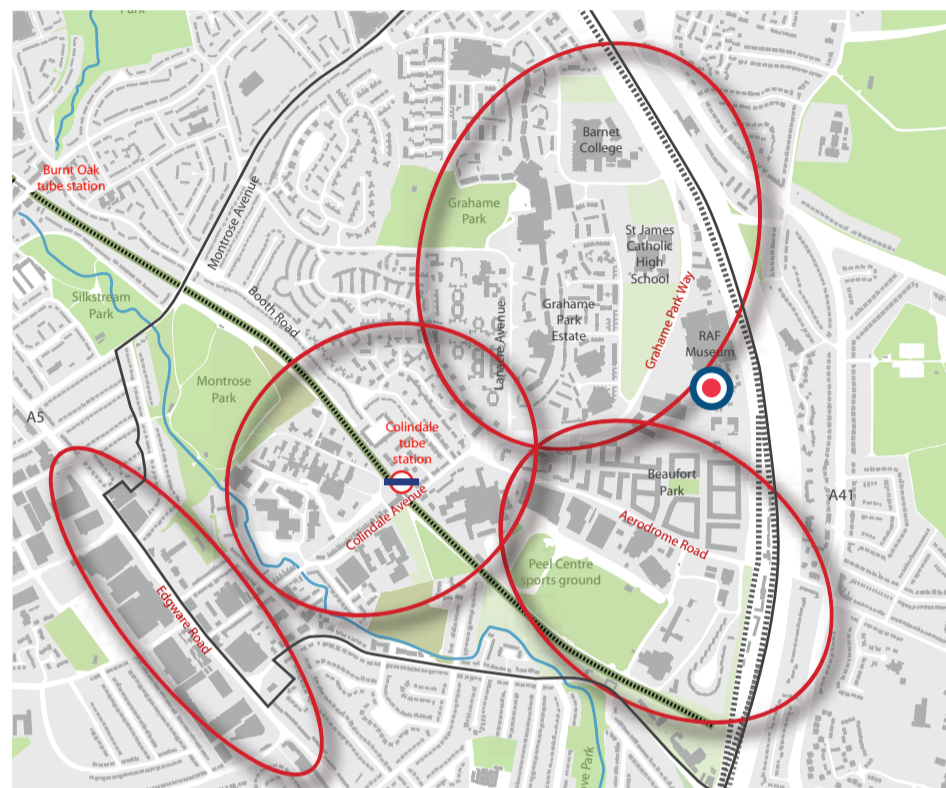
viii. The Grahame Park estate itself comprises a mixture of flats and houses, in buildings of varying heights and set in areas of open space. The central area, known as the Concourse, comprises mainly 5-7 storey apartment blocks and also contains almost all of the retail and community facilities. 4 and 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.

ix. 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.

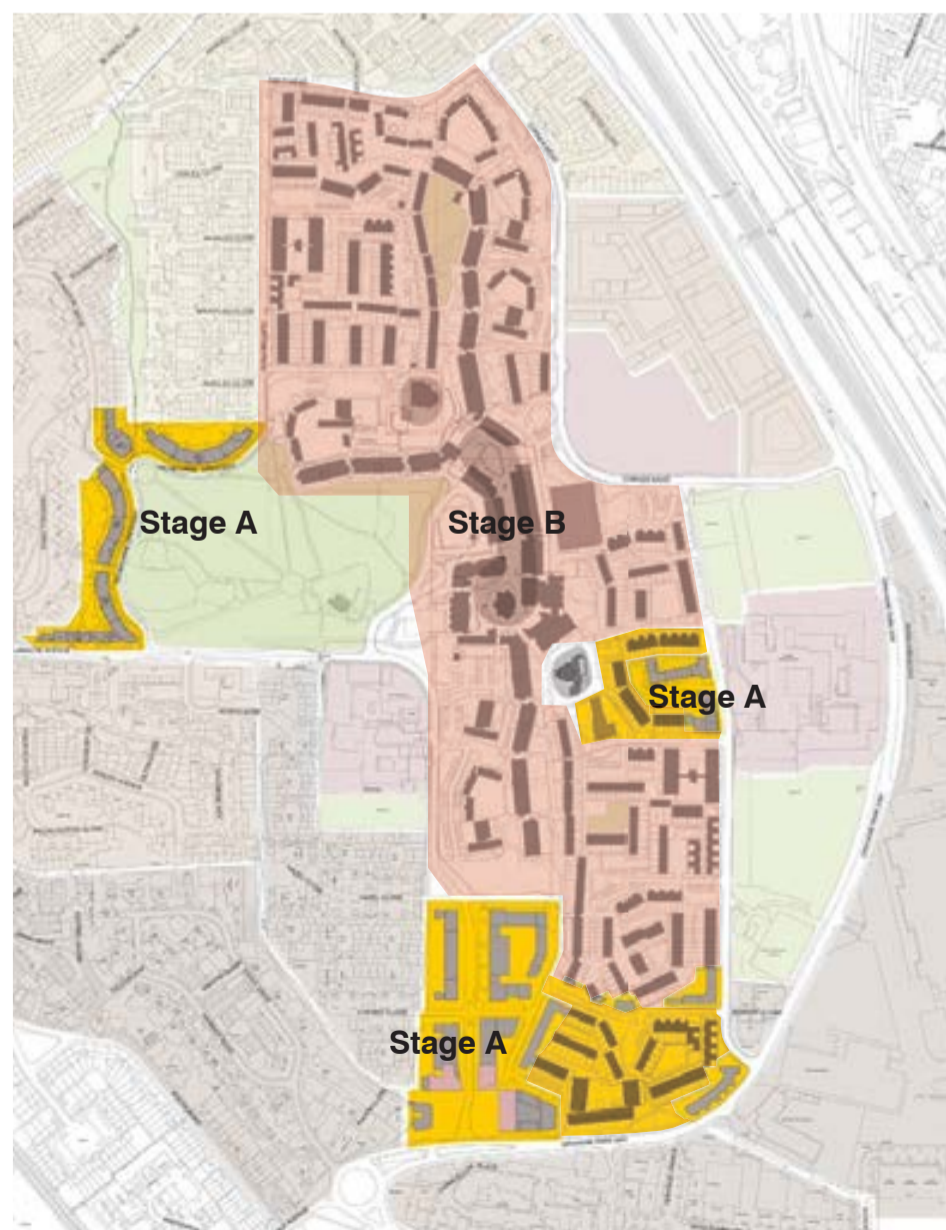
x. A small amount of the regeneration of Grahame Park has taken place already, is under construction, or is committed to by GHA.

xi. 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.

xii. 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 Corridors of Change



Grahame Park, Stage A and Stage B zones

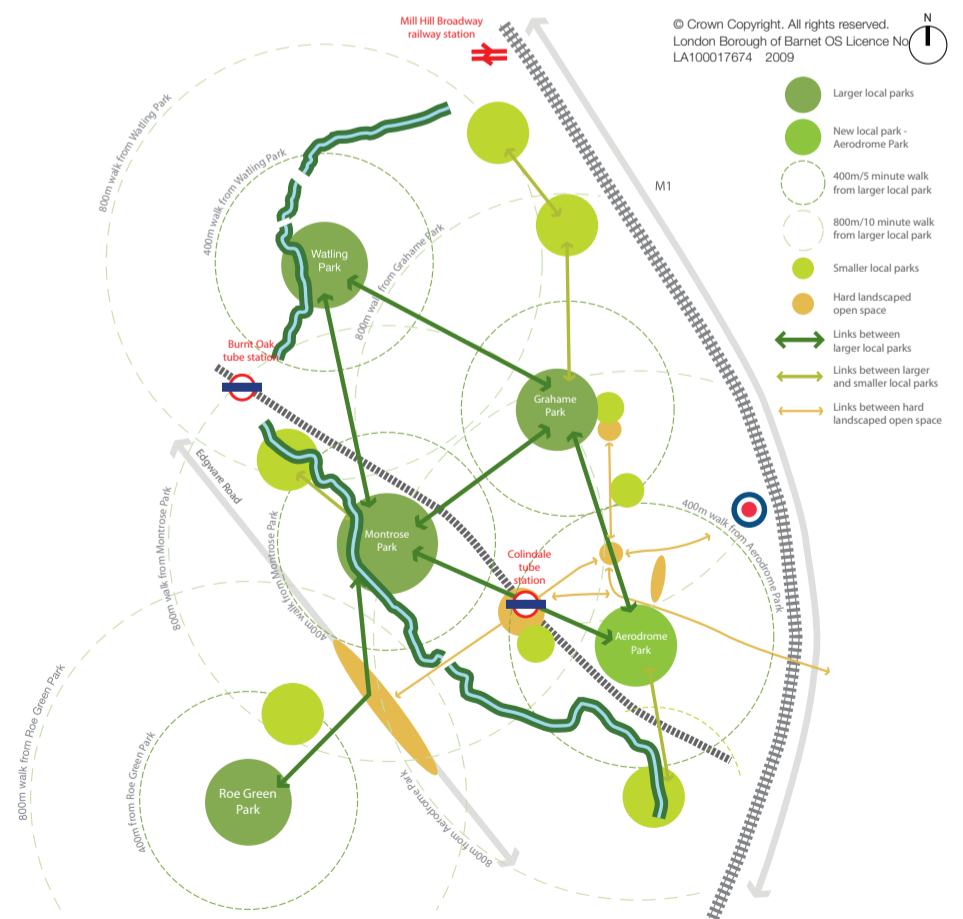
2.2 THE AREA TODAY

Socio-Economic Profile

- i. 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.
- ii. 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.
- iii. 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

- iv. 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.
- v. 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.
- vi. 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.
- vii. 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.
- viii. 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.



Strategic open space plan for Colindale highlighting the need for a new local park within the eastern side of the AAP area

Built Form and Physical Factors

ix. 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.

x. 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.

xi. 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

xii. The estate incorporates a number of open spaces, both public and private. The main area of public open space is Heybourne Park 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.

xiii. 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. Furthermore, Montrose Park is expected to undergo significant investment, including new sports pitch provision.



Existing layout of Grahame Park showing its Radburn layout



Mixed use supermarket and housing, completed in 2015

Local Shopping and Community Facilities

xiv. 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.

xv. 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.

xvi. 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.

xvii. 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.

xviii. 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.



Initial consultation held February 2015

Stakeholder Overview

xix. 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.

xx. 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.

2.3 THE VISION FOR GRAHAME PARK

The Vision

- i. 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.
- ii. We want to help achieve an inclusive community made up of existing residents and new residents living together in a safe, accessible environment.
- iii. 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.
- iv. 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.



A distinctive sense of place

Achieving the vision

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).

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.

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.

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.

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.

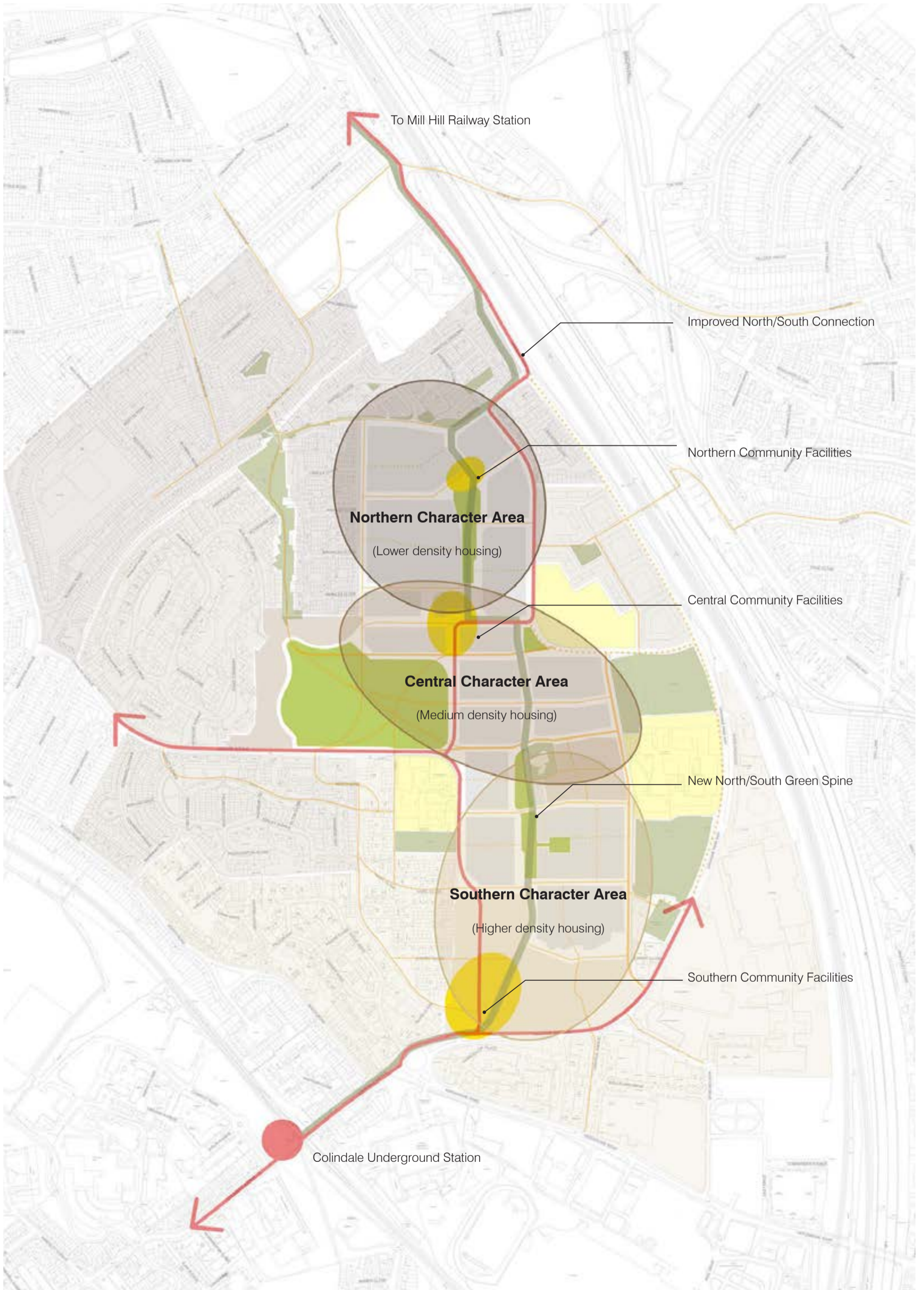
In this way we will build an exemplary neighbourhood in which current and future residents and their children will want to live and of which we can be justifiably proud.



Safe, overlooked play spaces



Inclusive & accessible public spaces



Key Outcomes

v. The new neighbourhood will be constructed around a traditional network of streets, reflecting successful Victorian and Edwardian suburban areas as typical of London streets. The buildings will be low scale, generally no more than 6 storeys with some taller elements to mark key corners, edges and community uses.

vi. 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.

vii. 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.

viii. 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.

ix. 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.

x. 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.

xi. 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.

xii. 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.

xiii. The pedestrian environment within the estate is not user friendly. The aim is to 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.

xiv. 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.



Private rear gardens to family homes



Generous entrance spaces and communal areas



Clearly defined street layouts which are active and overlooked

xv. 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.

xvi. The estate has a number of existing green open spaces, including Heybourne 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.

xvii. 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.

xviii. 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.

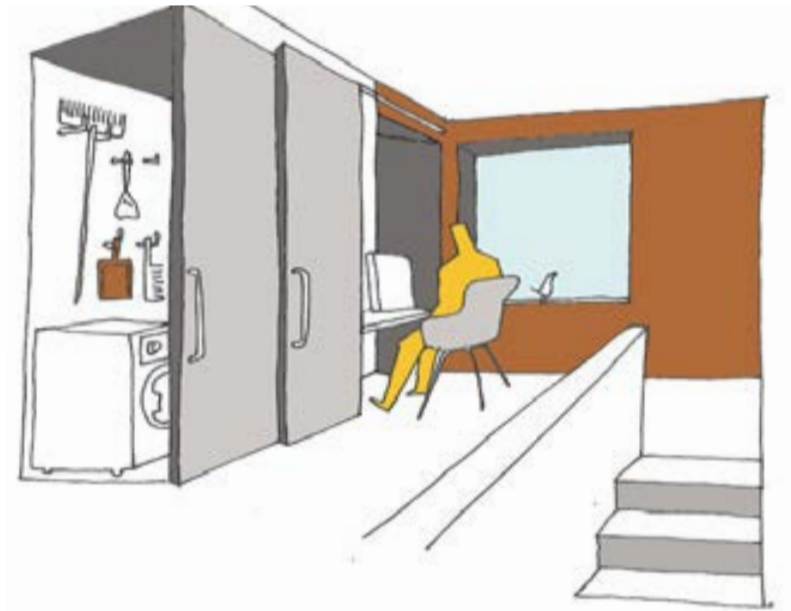
xix. In addition, new open spaces should be created as part of new development, including pocket parks, and doorstep play areas. The usability and ecological value, rather than the size or amount of open spaces, will be the important consideration. New tree planting should be maximised, including on streets and in amenity areas.

xx. 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.

xxi. 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.



Mixed use approach allows for convenient retail and community facilities



Quality housing that is adaptable and provides good storage

3.0 DEVELOPMENT FRAMEWORK



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 the Initial Consultation Report 2015.

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.

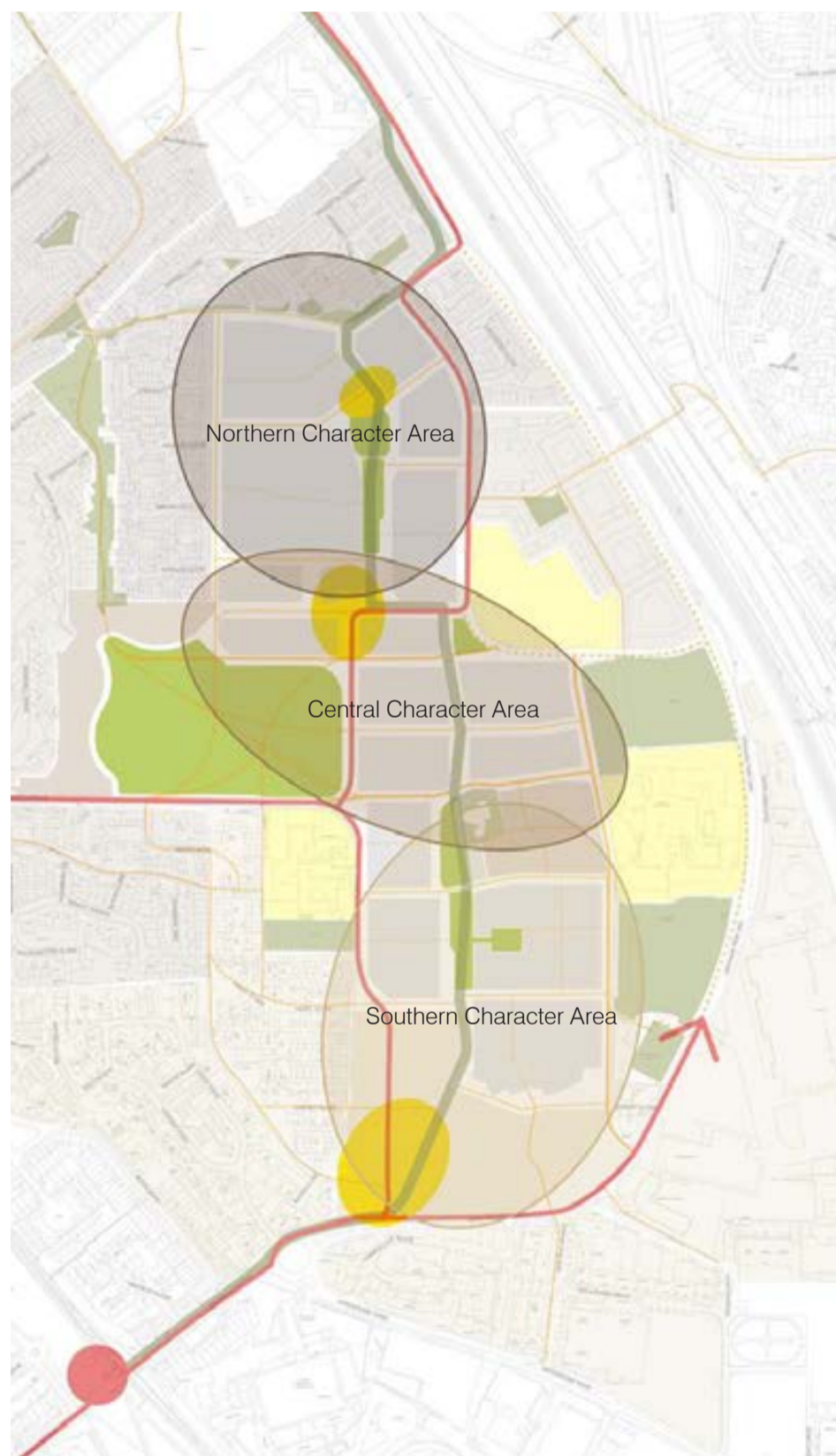


Figure 3.1 - Neighbourhood Concept Plan

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 to be advised in an Energy Study

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. Residential provision may be acceptable on Plot 10C where this is needed to support the re-provision of good modern community facilities on the site. Such residential provision should be in keeping with the nature of the community facilities and the surrounding residential context.
- xii. 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.
- xiii. Notwithstanding the retail uses permitted, no betting shops /bookmakers shall be provided as part of the development.
- xiv. 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.
- xv. The location of retail uses will be limited to ground floor space only.
- xvi. 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.
- xvii. An explanation of how and when each use will be delivered can be found in the Delivery section of this SPD.

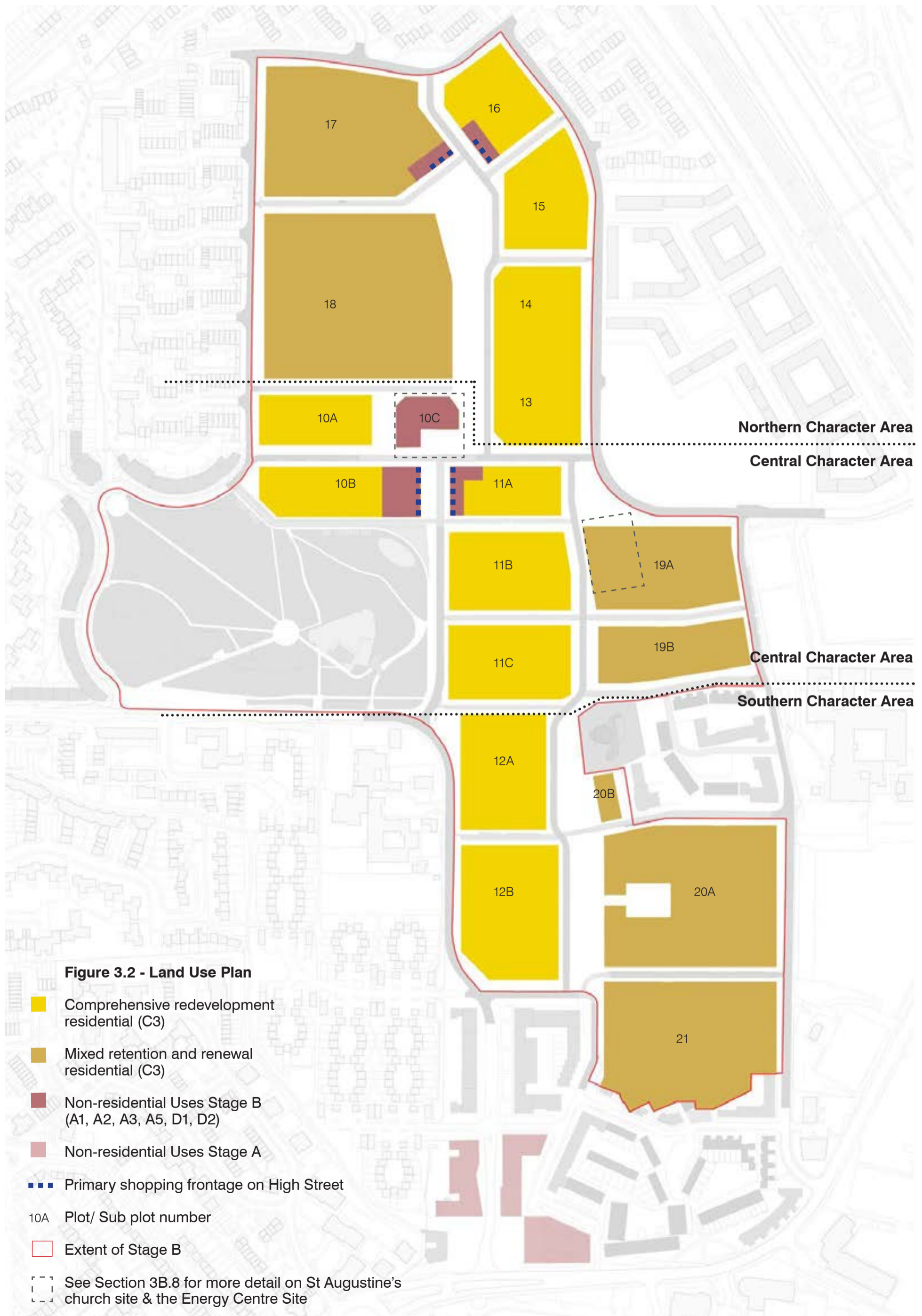


Figure 3.2 - Land Use Plan

- Comprehensive redevelopment residential (C3)
- Mixed retention and renewal residential (C3)
- Non-residential Uses Stage B (A1, A2, A3, A5, D1, D2)
- Non-residential Uses Stage A
- Primary shopping frontage on High Street
- 10A Plot/ Sub plot number
- Extent of Stage B
- See Section 3B.8 for more detail on St Augustine's church site & the Energy Centre Site

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 unfixed 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 dependent on an Energy Report. See Section 4.10.
*Also see Section 4.9 regarding the redevelopment of St Augustine's Church Site.

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

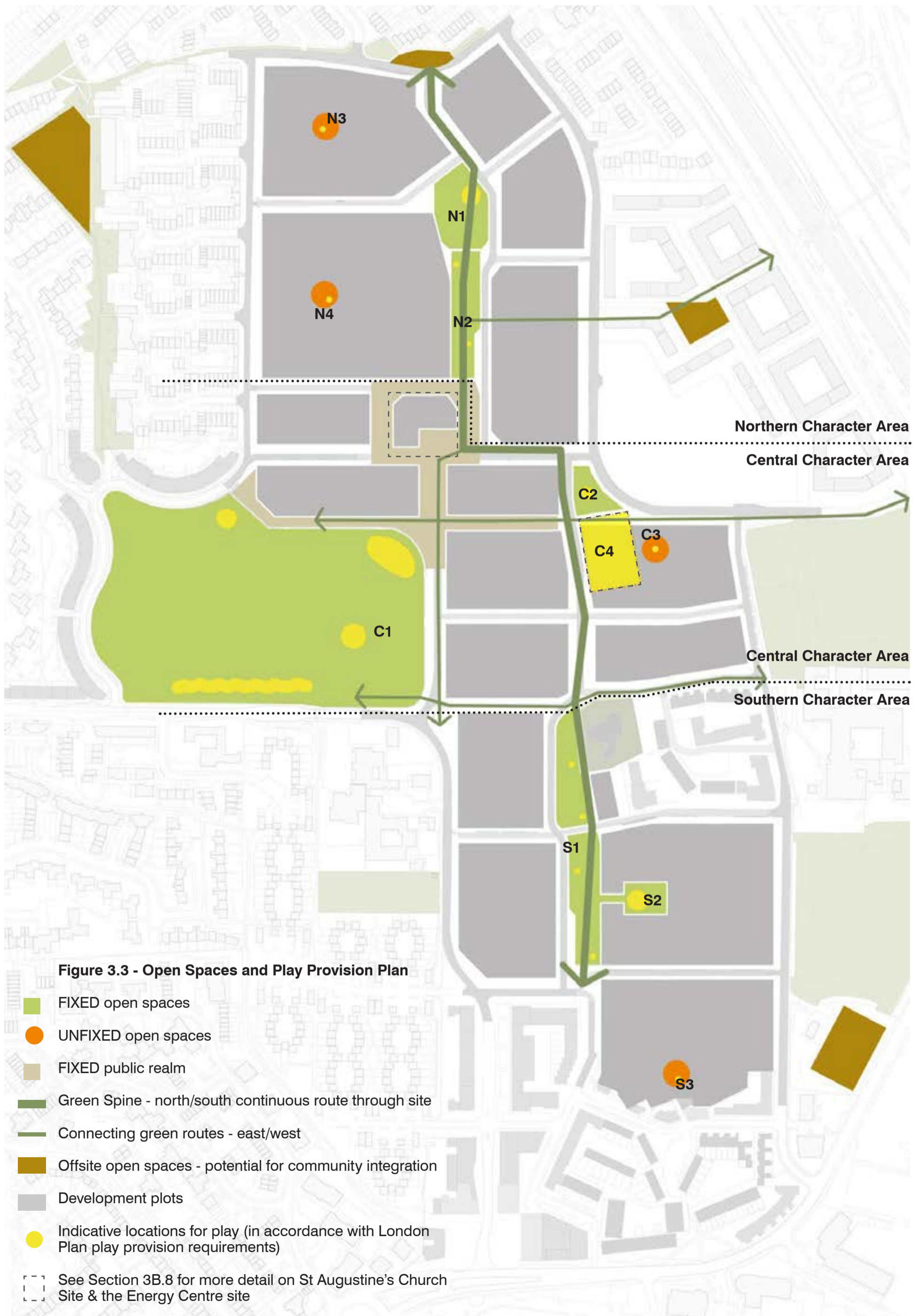
- Fixed public open spaces are areas of accessible public amenity based on the existing green assets, defined by established areas of mature trees and green space. This is the starting point around which the overall concept for Grahame Park has evolved.
- Fixed spaces must be delivered in the locations specified on the plan (Figure 3.3), in accordance with the descriptions set out in Table 3.3A.
- 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

- Unfixed spaces are flexible in their location, providing immediate access to public green amenity space and play facilities.
- 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.
- 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

- The location of proposed public open spaces in Table 3.3A must ensure walking distances are met for play provision in Table 3.3B.
- 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.
- 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.
- 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>.
- The intended type and character of play is set out in the Design Guidelines per character area.
- 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.



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.



Figure 3.4 - Tree Strategy Plan

- Existing trees on fixed open spaces & the Green Spine
- Existing trees on-plot & on-street
- Green Spine - north/south continuous route through site
- Connecting green routes - east/west
- Rear garden condition - predominantly podiums & rear courts.
- Rear garden condition - mix of podiums, rear courts & private rear gardens.
- Rear garden condition - predominantly private rear gardens.

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 (see Section 3.3) will be a popular, safe and attractive leisure route through the length of the site. This will allow for separate cycling and pedestrian routes, for walking on pavement and through the 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

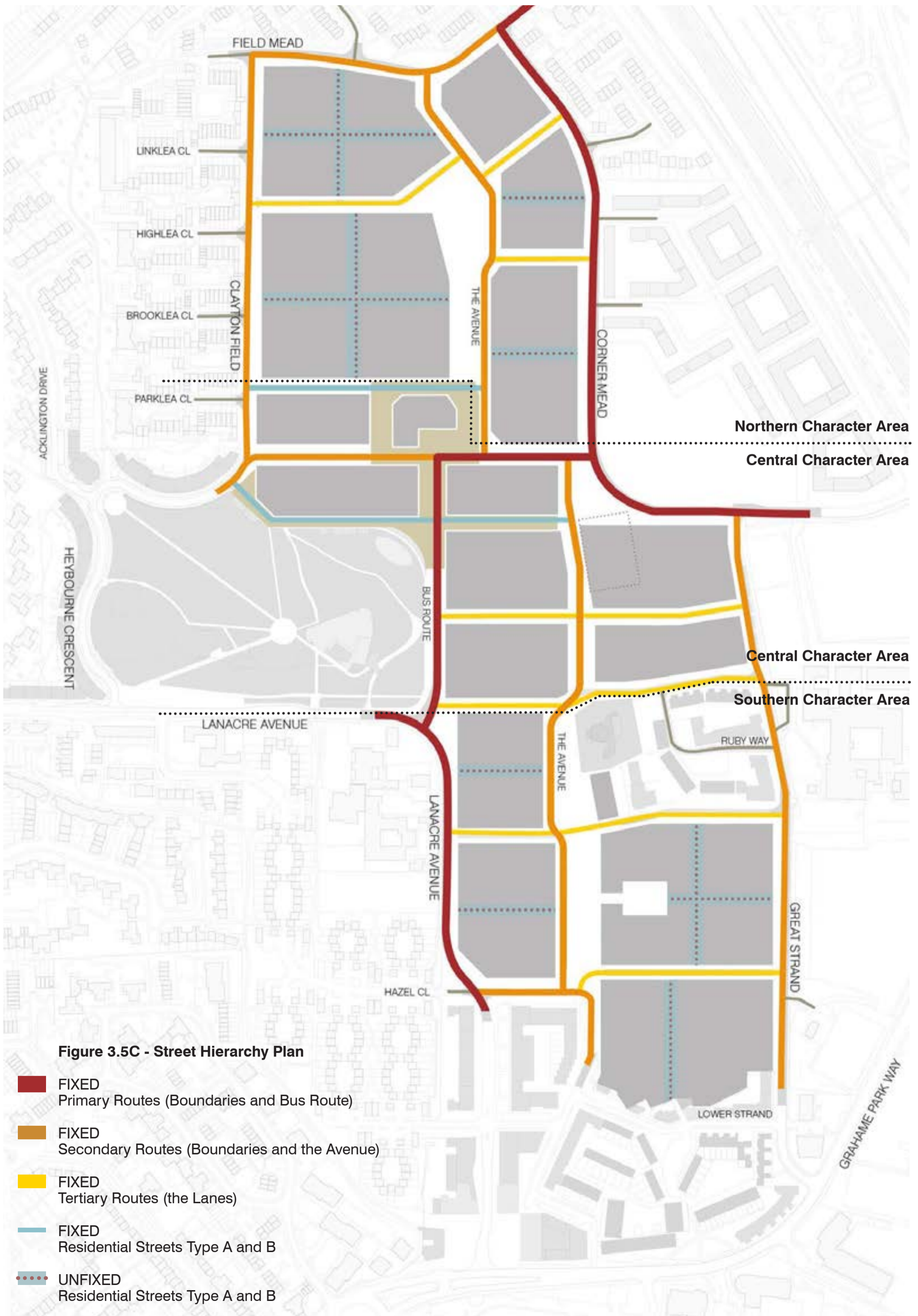
- i. The Street Hierarchy Plan identifies the network of streets that will form the layout of the new neighbourhood. A description for each is given in Table 3.5.
- ii. The approach establishes a network of FIXED routes between plots that create a safe, accessible and legible street pattern, knitting 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 routes, to the detriment of each plot (see Figures 3.5A & B).
- 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 (see Figure 3.5B).
- 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, and 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 planning application and in light of current policies at the time of applications. All adopted streets will be designed to conform with LBB standards.

FIXED Routes

- viii. FIXED routes 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.

UNFIXED Routes

- ix. 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.
- x. 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).
- xi. 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.
- xii. 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.
- xiii. 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 reflect typical London streets, with some 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 key destinations such as public open spaces and at the Neighbourhood hubs, integrated into the public realm in convenient and accessible locations, as per the CAAP.

Table 3.6 - Parking Ratio Table

Character Area	Indicative Ratio	On-Street Approach	On-Plot Approach
Southern Character Area	0.7	<p>Parking acceptable on all streets</p> <p>Bay parking 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>Parking acceptable on all streets</p> <p>Bay parking 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>Parking acceptable on all streets</p> <p>Bay parking 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 provision for the development as a whole and the design of road networks will meet the Council's Policy DM17 Travel Impact and Parking Standards of the LB Barnet Development Management Document. It should include other forms of parking, such as for, electric cars, disabled access, car club use and other requirements in accordance with parking policy.
- vii. Parking on-street is to be un-allocated and to allow residents to access car parking within a distance of the adjacent plot.
- viii. Consideration should be given to the provision of car club bays, depending on demand from operators

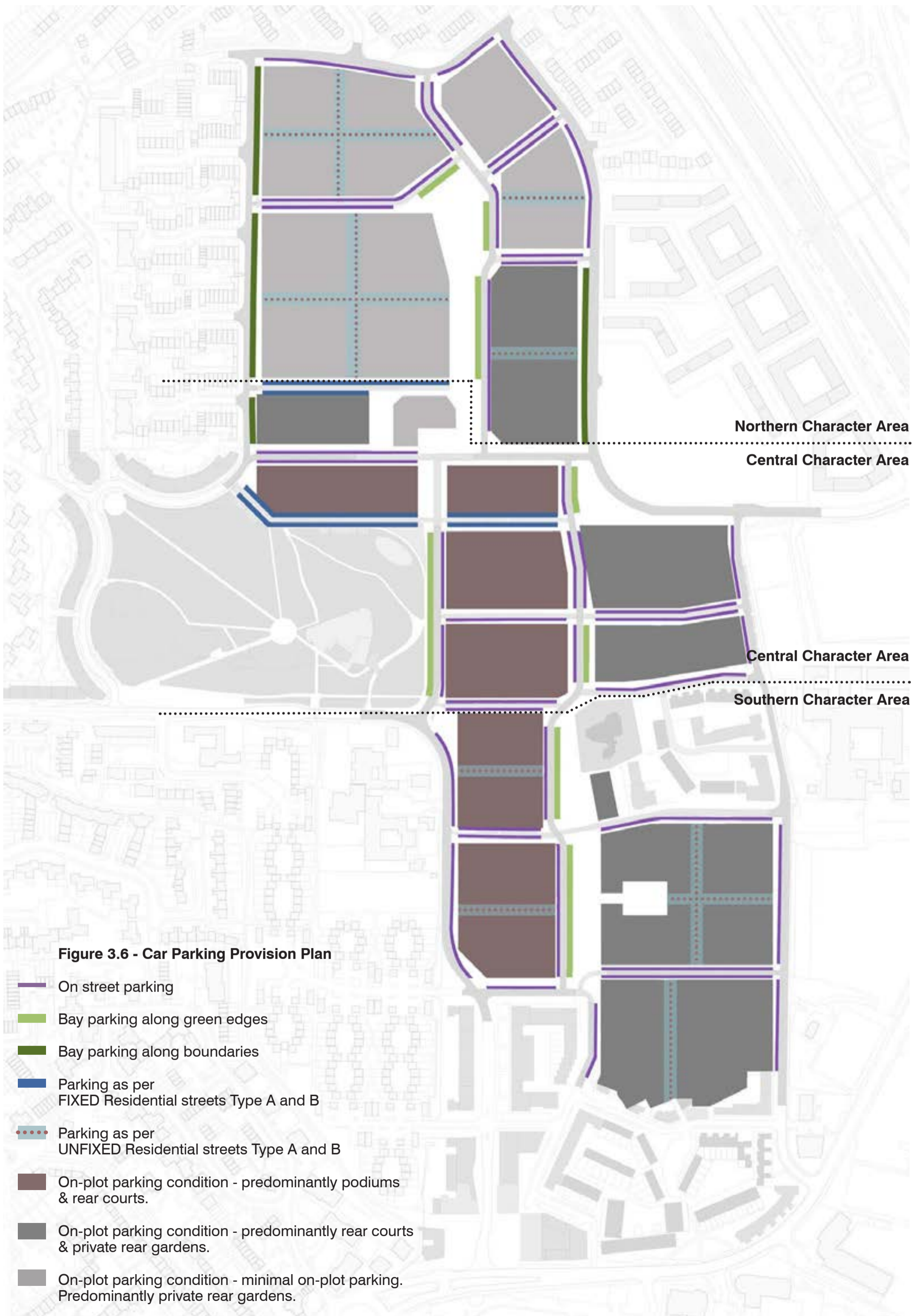
Type

- ix. It is expected that a Controlled Parking Zone (CPZ) will be exercised on publicly managed roads.
- x. 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.
- xi. 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.

- xii. 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.

Mixed Retention and Renewal

- xiii. The character and quality of these conditions is set out per Character Area in the Design Guidelines.
- xiv. 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.
- xv. 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.
- xvi. 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.



Northern Character Area
 Central Character Area

Central Character Area
 Southern Character Area

Figure 3.6 - Car Parking Provision Plan

- On street parking
- Bay parking along green edges
- Bay parking along boundaries
- Parking as per FIXED Residential streets Type A and B
- ⋯ 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.

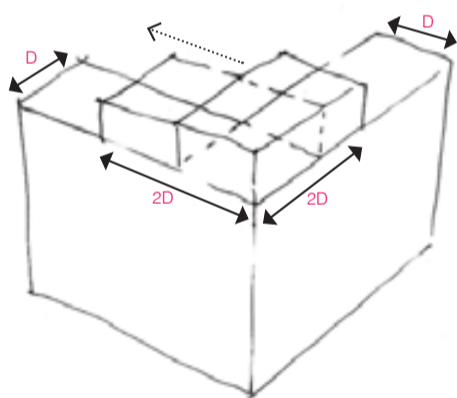


Figure 3.7A - Example of Prominent Corners and Nodes, see paragraph xiii.

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

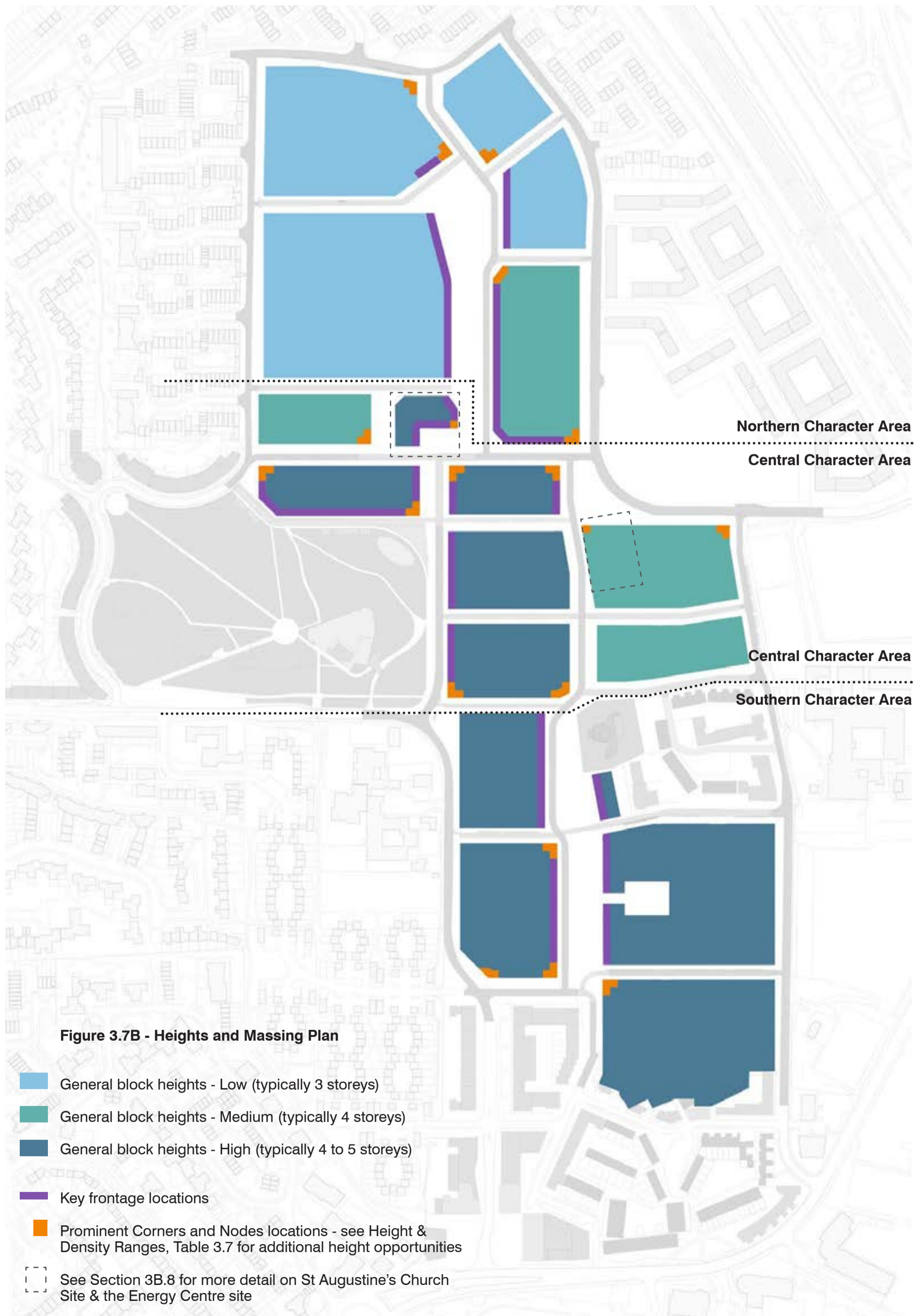
- vi. Residential storey heights shall be a maximum of 3.5m and non-residential 4.5m (floor to floor), subject to requirements of land-uses.
- vii. Typical block heights should always be proportional to the width of streets as set out in each of the street sections in the Design Guidelines. It will not 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 and Nodes

- xi. Prominent Corners and Nodes are classified as positive built moments, located strategically, adjacent to fixed open spaces and on long view lines. Their positions are suggested, as per Figure 3.7B, but does not preclude other locations.
- 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 and nodes are maintained as a 'point height' and do not extend along the full building frontage, this additional height is permissible along the building's frontage, to an approximate 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 every location.
- xv. Where prominent corners and nodes 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 three 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, or as two storey cut-throughs. The character of these building lines and appropriate punctuations are detailed by Character Area in the Design Guidelines.

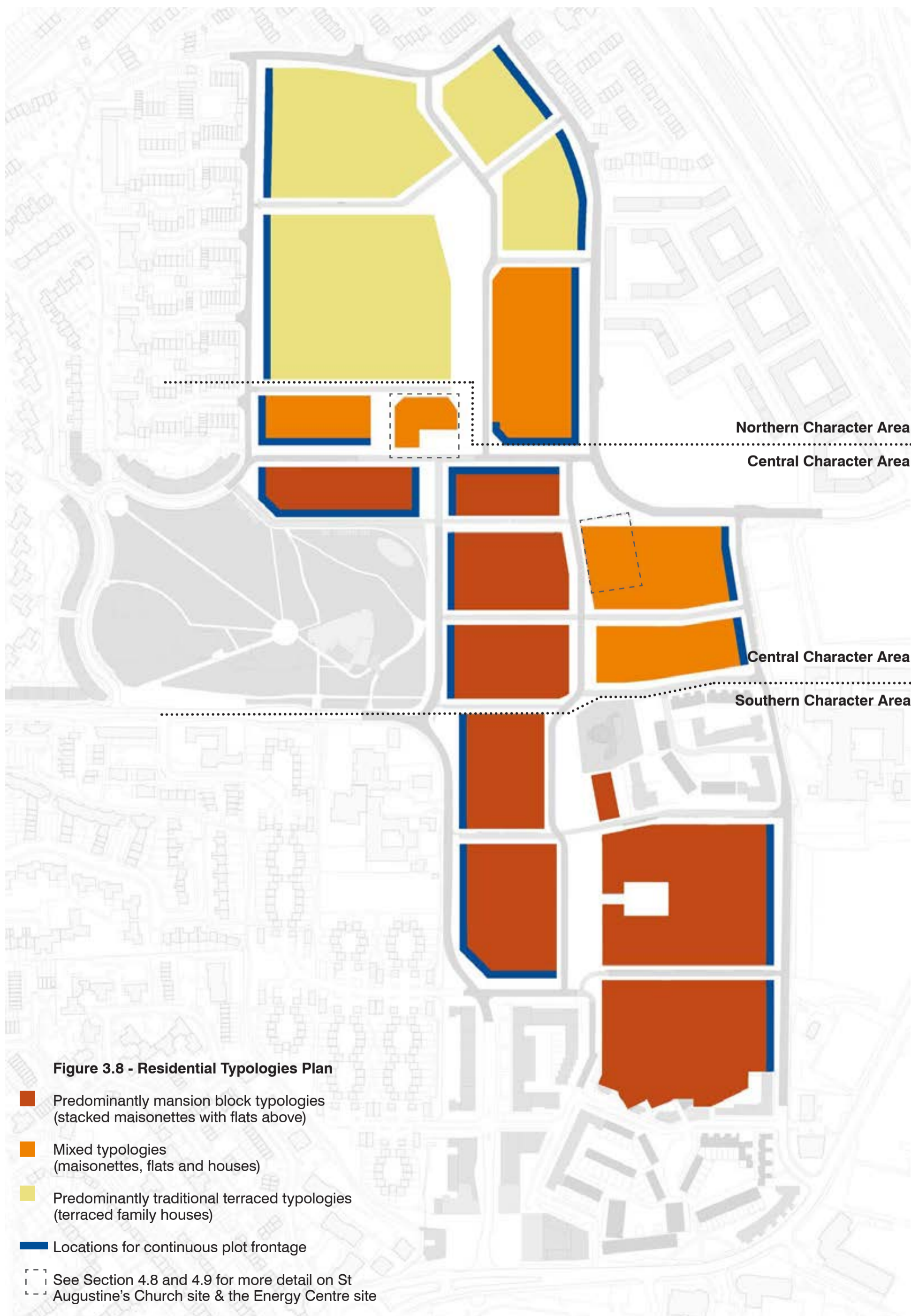


Figure 3.8 - Residential Typologies Plan

- 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

4.0 DESIGN GUIDELINES



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 and the wider area aim to reinforce uniformity in 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 safeguarding 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.

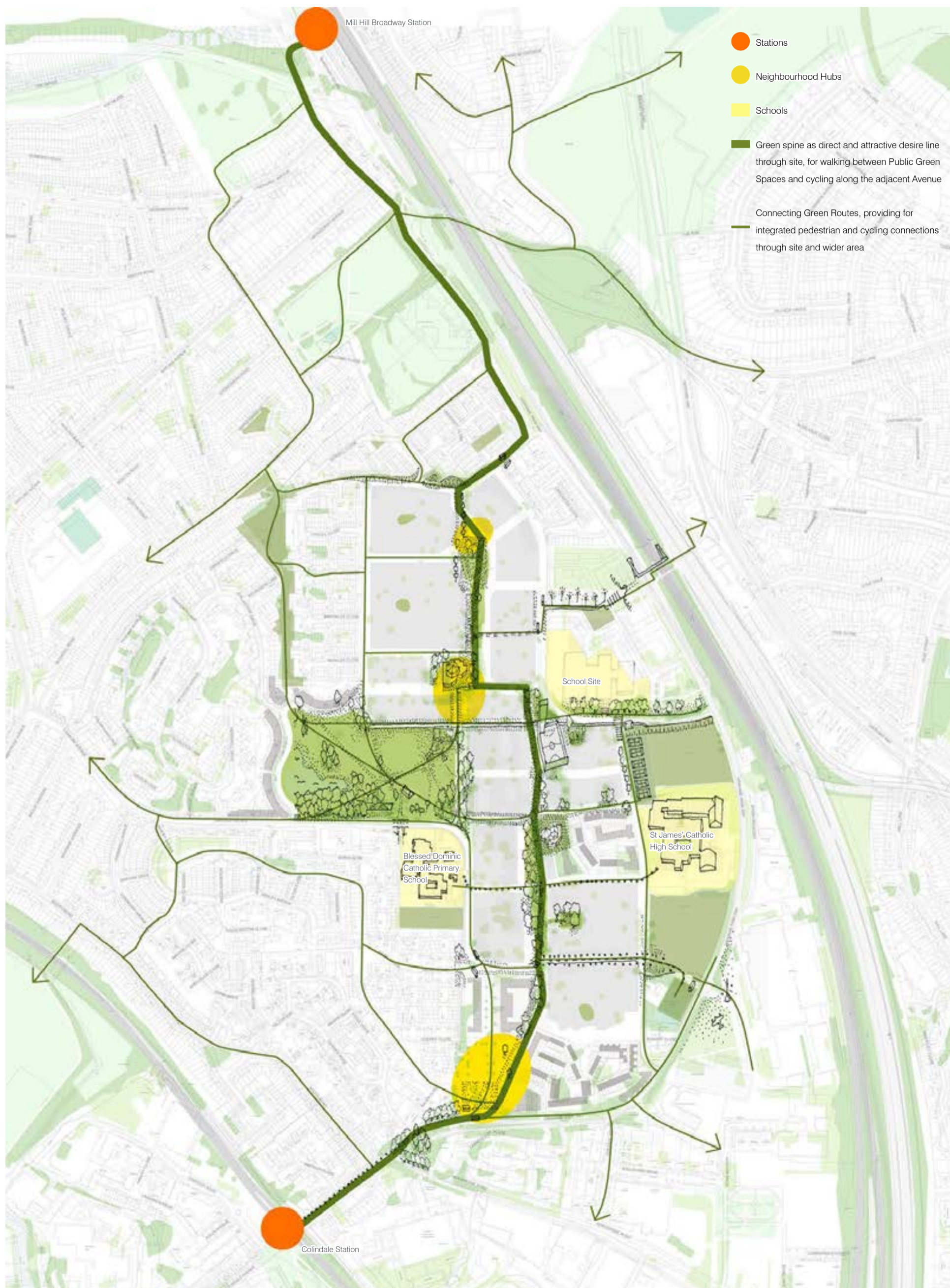


Figure 4.1 Site-wide Open Spaces Strategy

4.2

SITE-WIDE STREETScape - A BARNET CODE FOR PUBLIC REALM

Street Treatments

- i. The Council currently requires that any adopted street should be constructed in 'functional materials' and should complement the public realm materials for non-adopted streets.
- ii. Non-adopted street 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.
- iii. 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.
- iv. 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

v. 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:

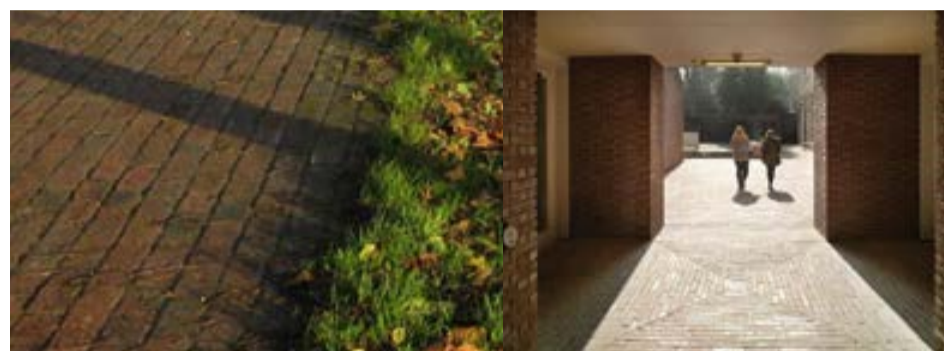
- Surface materials should be affordable and cost effective
- Surface materials to be easily replaceable should they be damaged or need to be lifted for maintenance or utility purposes
- Surface materials must be hard wearing, and easy to clean and maintain
- All surfaces to be smooth and even, especially 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

vi. The Green Spine is the main desire line through the site, linking south to north as an attractive leisure route (see Figure 4.2). Cyclists and pedestrians are separated, with walking routes linking between public green spaces, and cycling routes following the adjacent Avenue. Other Green Routes follow primarily east/west routes between the Avenue and the Boundary streets.

vii. 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 setts 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



The pedestrian streetscape continues at crossings indicating priority over traffic

Planting and furniture cushions the pedestrian and the road, North Finchley



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

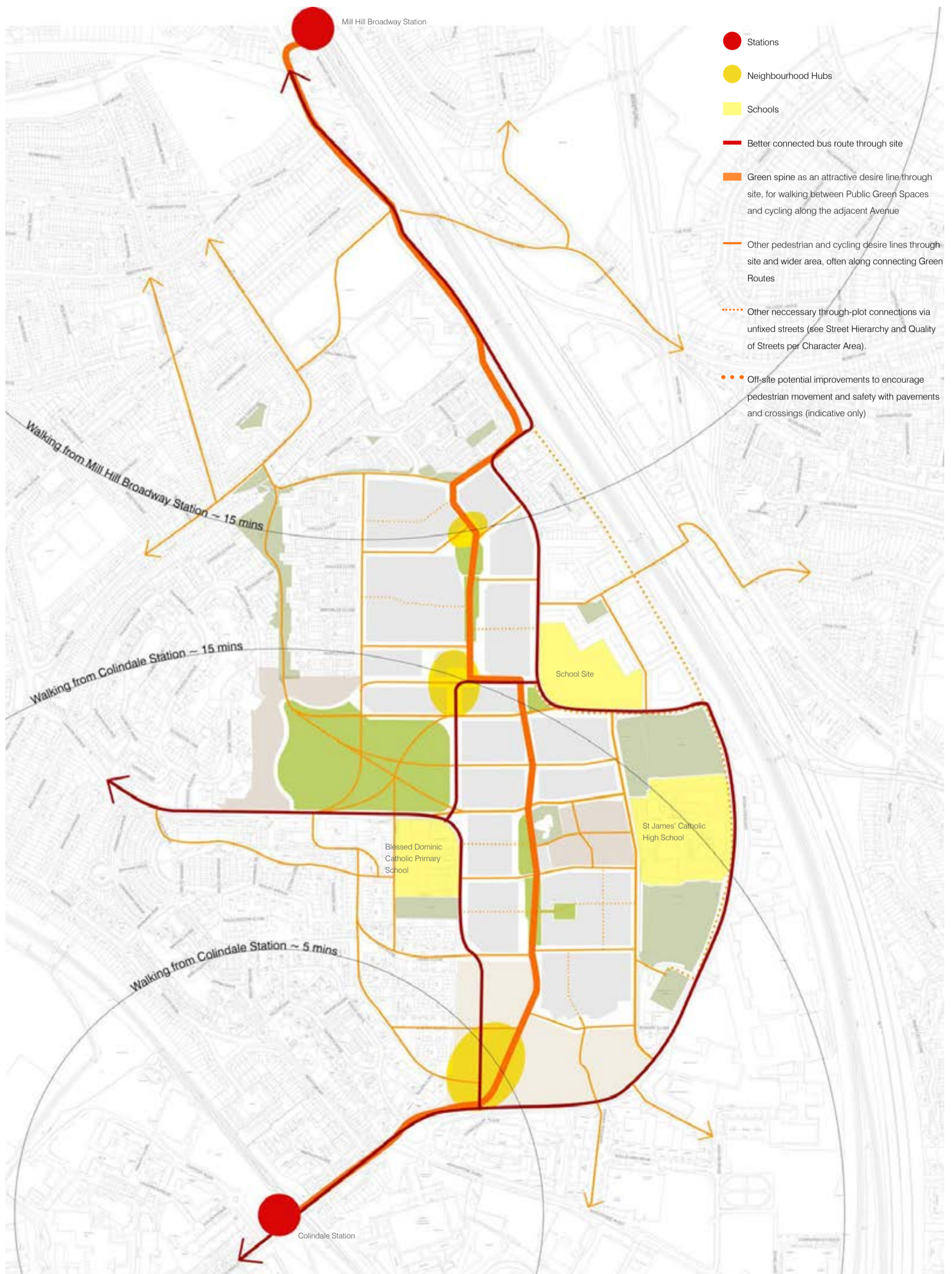


Figure 4.2 Site-wide Bus, Walking & Cycling Desire Lines

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 streets are designed to be family-friendly, less car dominated, prioritising pedestrians and cyclists, legible, accessible and add to good placemaking
- 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.

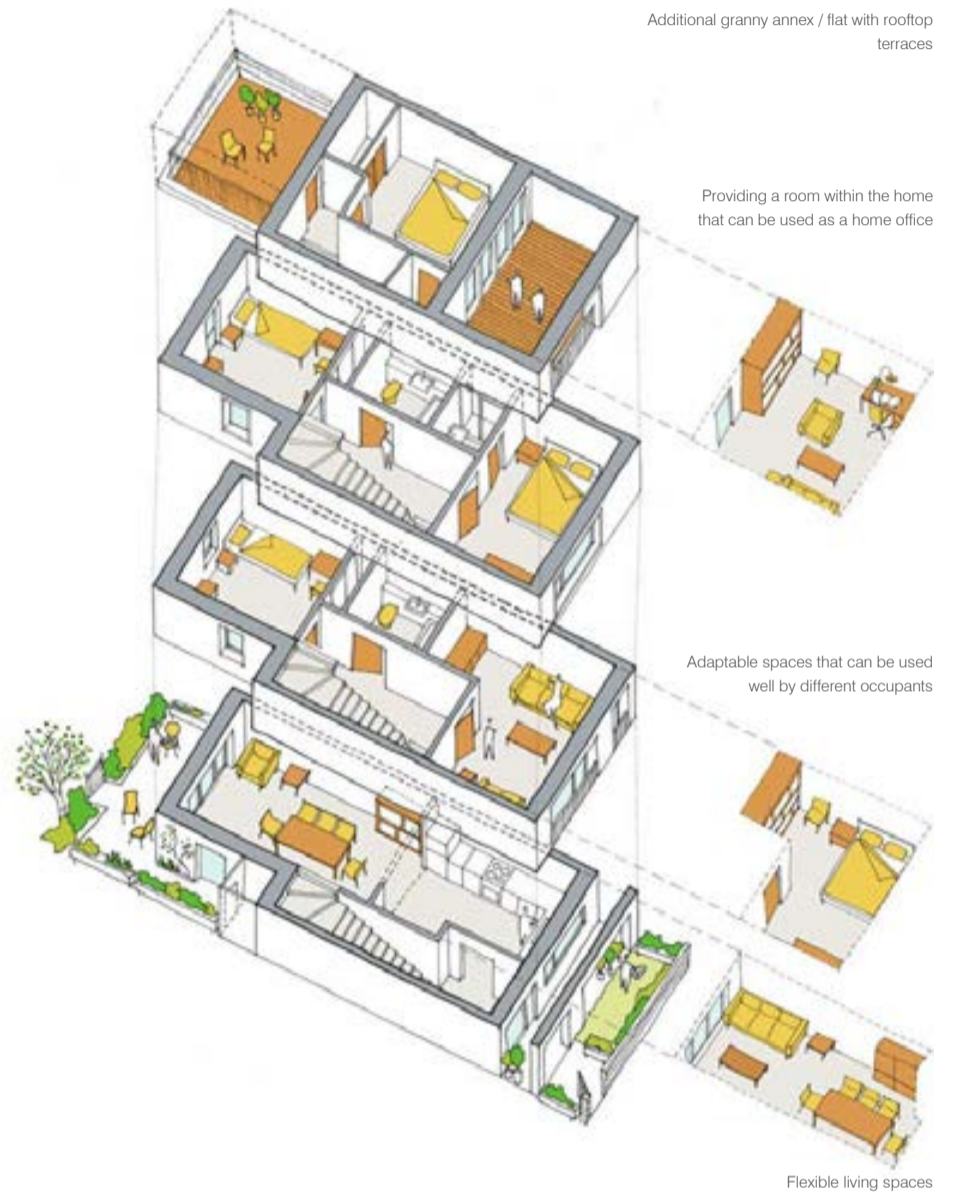


Figure 4.4
Providing flexible family homes of varying size and tenure

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 defined 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 the southern edge of the 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+.

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.

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.

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.

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 in 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.



'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

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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
- UNFIXED open spaces - New pocket parks
- S 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 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

DESIGN GUIDELINES - 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/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



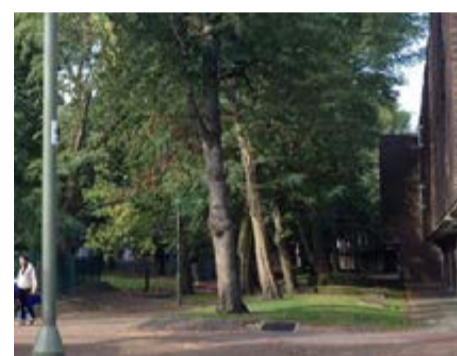
Tree forming a play space, Camden

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”.



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.



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.

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 may then be divided by Unfixed Residential Streets (Type A and B), which allow for safe, pedestrian-priority streets 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

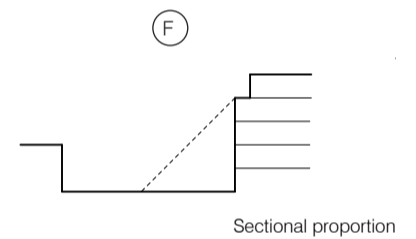
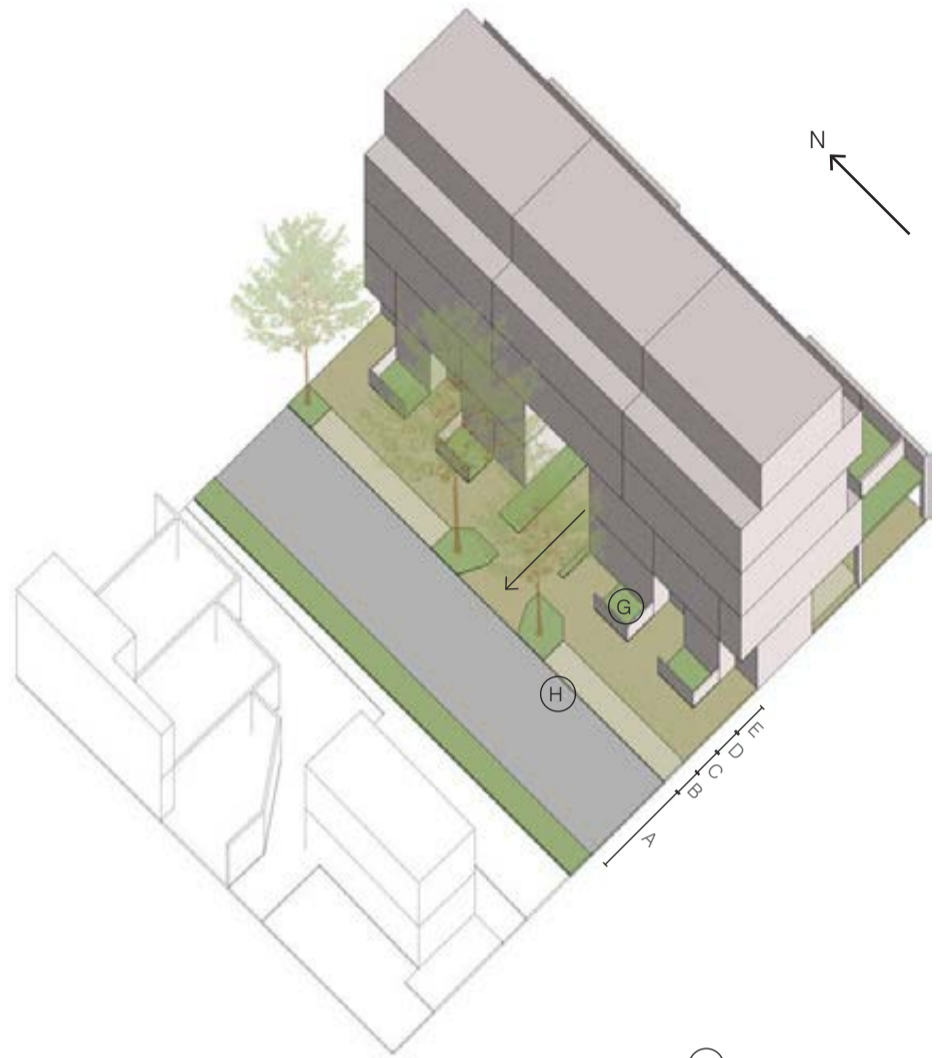
Key (Refer to Sections 3.5 & 3.6 of the Development Framework)

- | | | | |
|--|--|--|---|
| | FIXED Primary Routes | | Bay parking along green edges |
| | FIXED Secondary Routes / Avenues | | Bay parking along boundaries |
| | FIXED Tertiary Routes / The Lanes | | Parking as per FIXED Residential streets Type A or B |
| | FIXED Residential streets Type A or B | | On-plot parking condition - predominately podiums & rear courts |
| | UNFIXED Residential streets Type A or B | | On-plot parking condition - predominately rear courts & private rear gardens |
| | Parking as per UNFIXED Residential streets Type A or B | | On-plot parking condition - Minimal On-Plot parking. Predominantly private rear gardens |
| | On street parking | | |

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 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 On street 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	

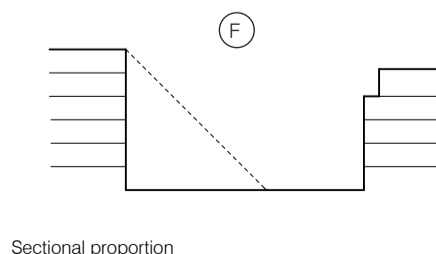


Bus route with tall formal frontage
Cambridge

Secondary Routes / Boundaries and the Avenue

Longitudinal streets orientated north/south with regular trees and integrated 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 (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	

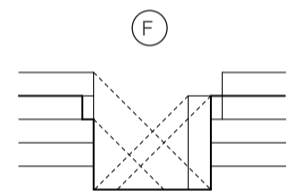
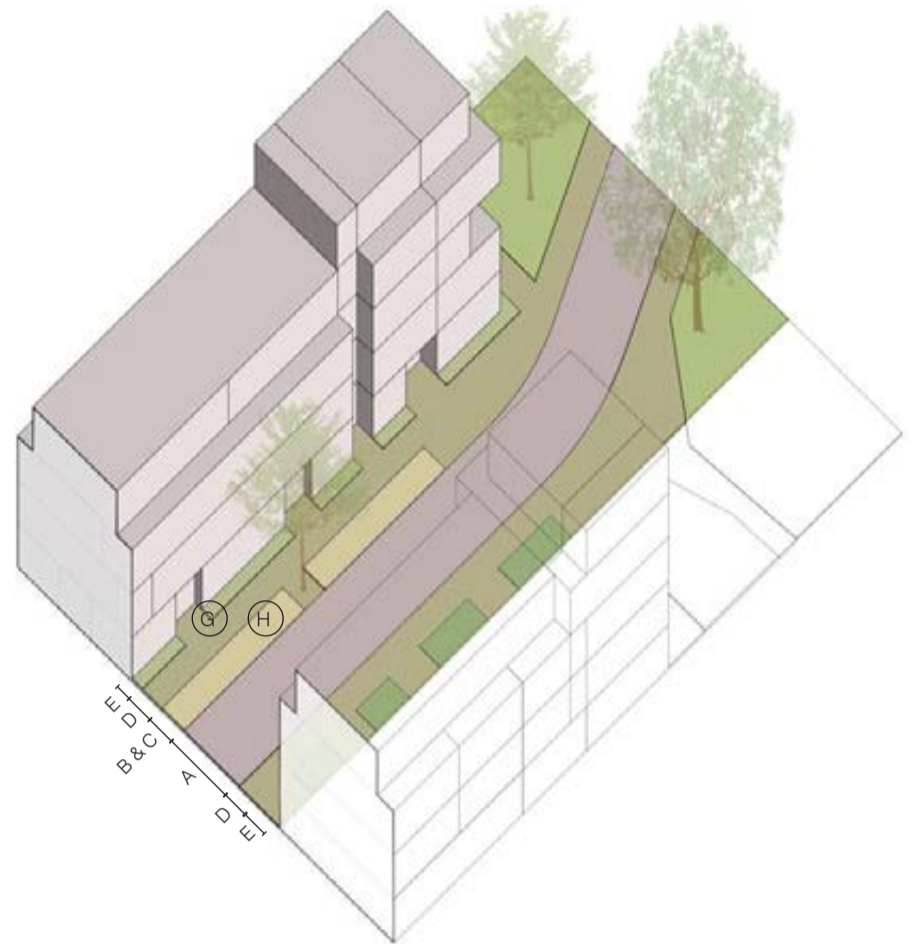


Formal tree lined route with parallel parking and tall repetitive frontages. Maida Vale, London

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	On street 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.	



Sectional proportion

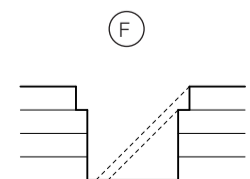
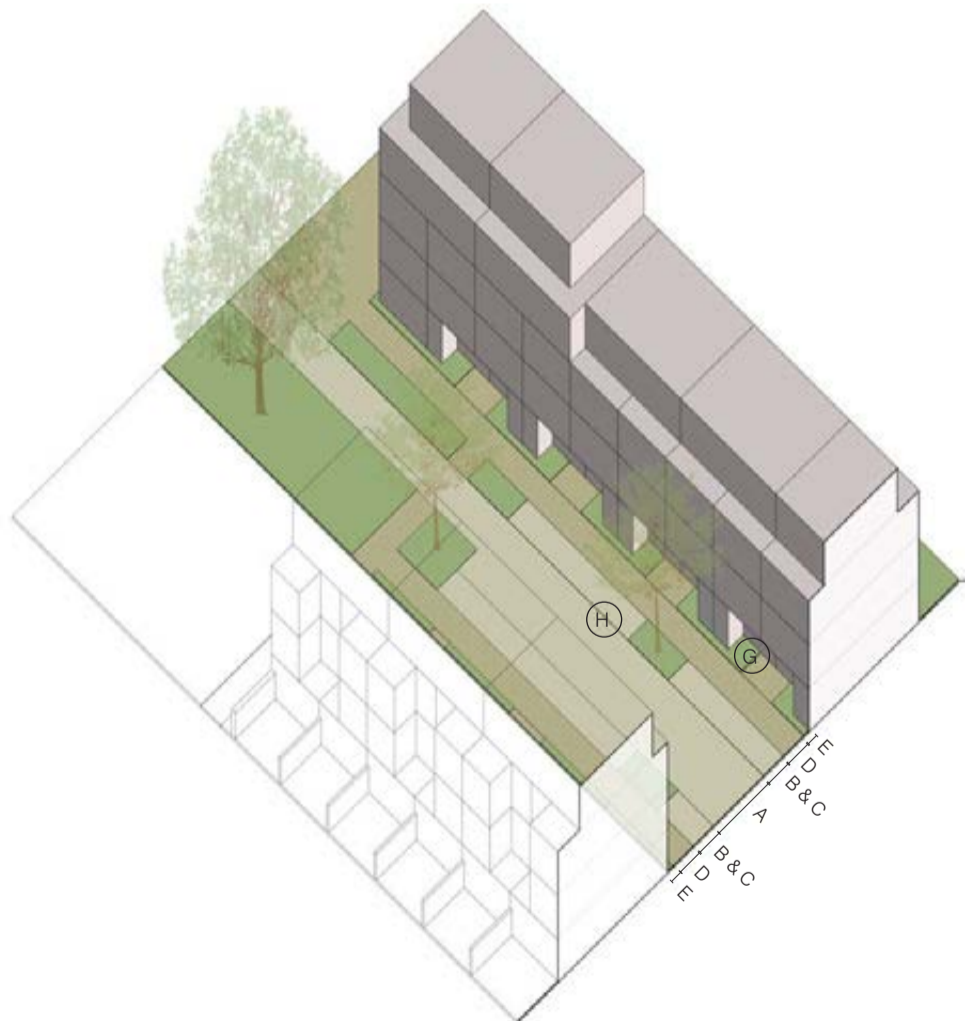


Informal winding lane with varying heights and widths, and a mix of frontages, Burgh Street, London

Residential Streets Type A

Local narrow streets fronted by long terraces, giving pedestrian priority with minimal level changes, integrated planting buffers & tree pits, and on street parking.

PARAMETER	DESCRIPTION	Maximum	
A	Carriageway	Local route with slow moving traffic	4.5m width
B	Parking	On-street 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.	



Sectional proportion



Informal local street, with trees and buildings close to back of pavement. Schiller Park Settlement, Berlin.

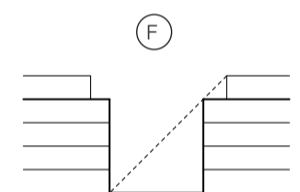
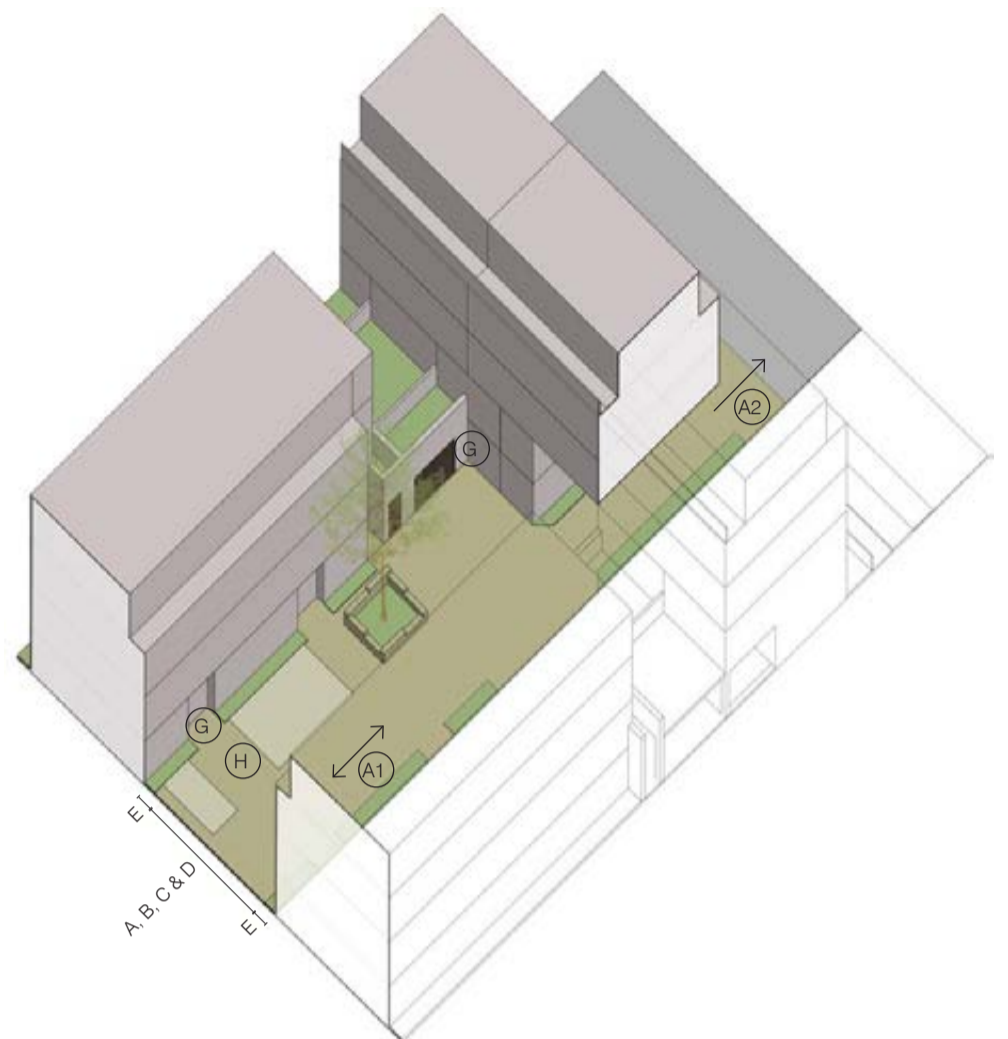
Residential Streets Type B

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



Sectional proportion

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 residential road to primary route, which provides a continuous building line, enables pedestrian and cycle permeability, and potential for one way vehicle access. Ensures visual connections through blocks from boundary streets to green spaces within.



Double storey pedestrian opening, 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 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 shared surface, not part of the road material.



Green edge parking, Queens Park, Bristol

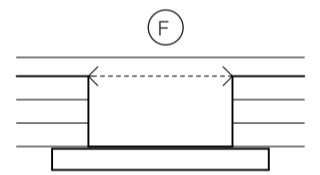
4.6.3 QUALITY OF REAR COURTS & GARDENS

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

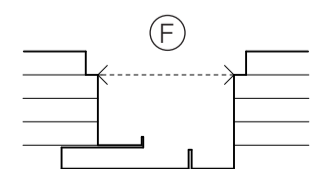
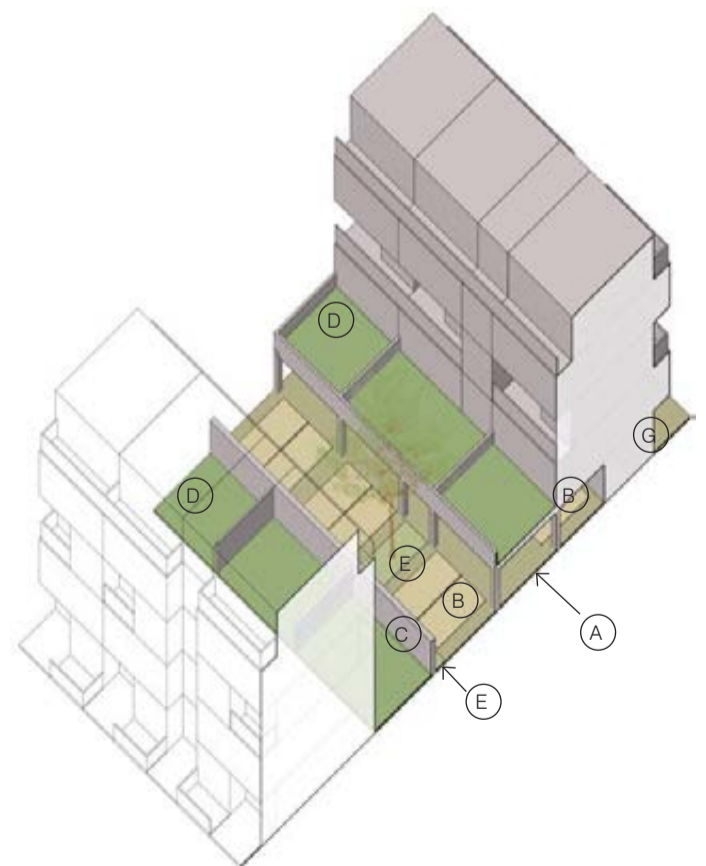


Raised gardens
Thames Barrier East Development

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

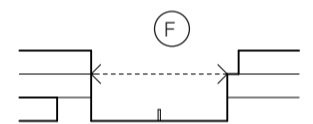
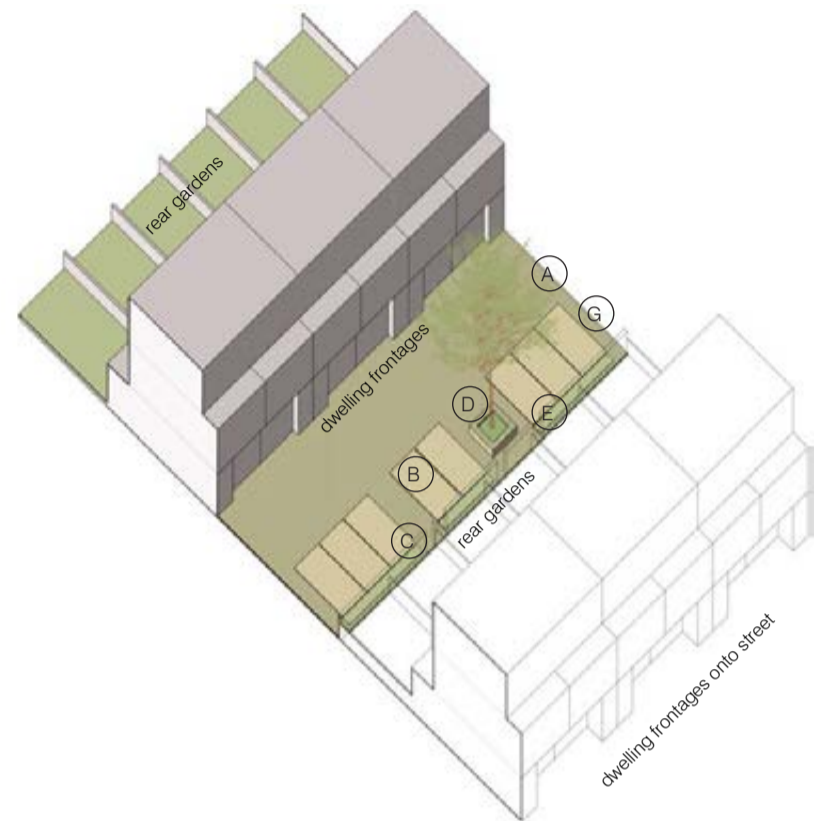


Raised garden decks above parking, with large voids and planting through, Chimney Pot Park

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.

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.

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.

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.



Grove Lane, Camberwell



Defined gardens with secure boundaries
Queensbridge Quarter



Semi-concealed bin store in private gardens
Hammond Court, Waltham Forrest



Podium parking concealed behind textured metalwork,
Thames Barrier East

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 and Nodes 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.



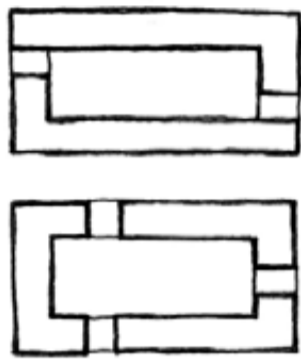
Figure 4.6.3 - Combined Parameter Plan for Character Area Heights, Density and Residential Typologies

Key (Refer to Sections 3.7 & 3.8 of the Development Framework)

- General block heights - Low (typically 3 storeys)
- General block heights - Medium (typically 4 storeys)
- General block heights - High (typically 4 to 5 storeys)
- Key frontage locations
- Prominent Corners and Nodes locations
- 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

Massing & Form

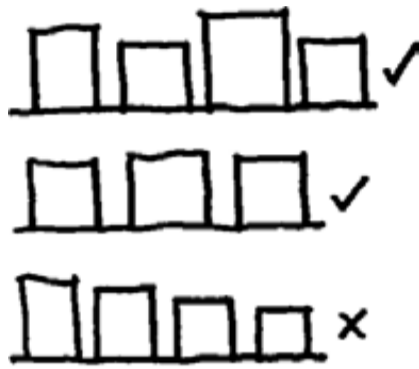
The block should have a form and mass that strongly defines its perimeter and edges. Higher densities in south will allow for longer block runs.



Typical mansion block typologies, Maida Vale, London

Relative Heights

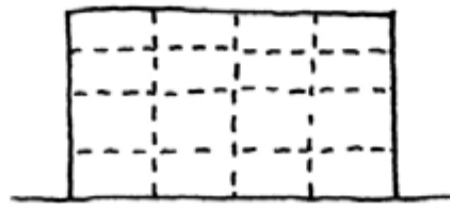
Heights of adjacent blocks should generally be consistent - not staircase form. Prominent Corners and Nodes can be + 2 storeys maximum.



Consistency in Heights, East Village, London

Typologies

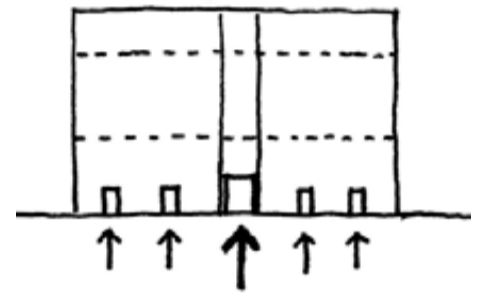
A mixture of flats and maisonettes that relate to the mansion block typology and allow for higher densities than the north and central character areas.



A mix of flats and maisonettes, Hammond Court, Waltham Forest, London

Entrances

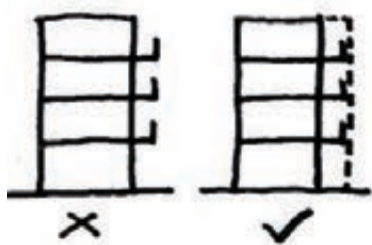
Generous and spacious entrances for communal lobbies. All ground floor dwellings to have private entrances accessed directly from the street.



Generous entrances, Hammond Court, Waltham Forest, London

Deck access

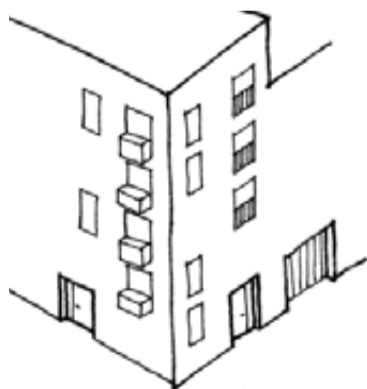
Deck access layouts if used require concealing behind a rear facade. A core should not serve more than 8 dwellings on each floor.



Concealed deck access, Hammond Court, Waltham Forest, London

Corner Treatments

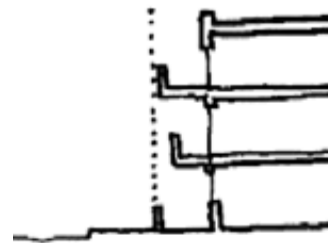
Corners need to use elements like entrances, balconies and fenestration to articulate corners and ensure overlooking and animation on both street facades.



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

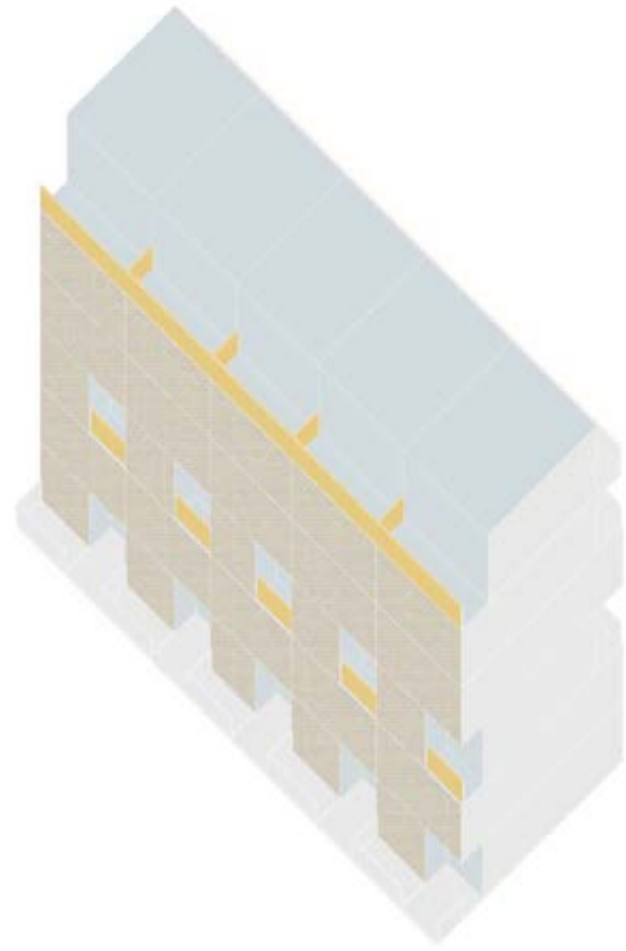
Typical Block Character

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

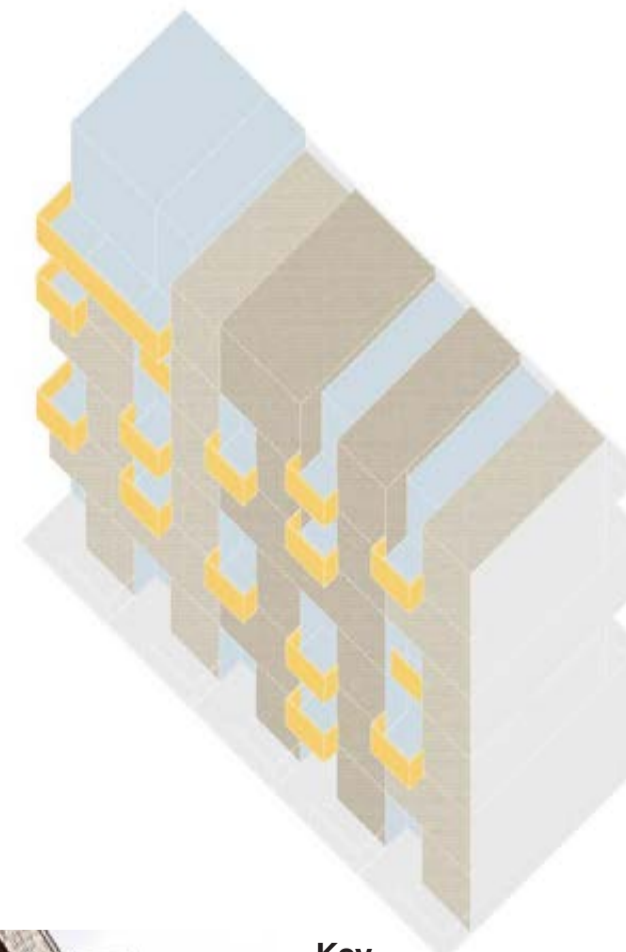
- Singular materiality
- Facade articulation (intrusions, relief, insets)
- Features (protrusions, balconies, bays)

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
- 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

DESIGN GUIDELINES - 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 multi-layered space intensified with opportunities for food growing, relaxation, play, and wildlife. King's Crescent pocket park, Hackney

**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 raised walkway as a platform
Altab Ali Park, Tower Hamlets

**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.



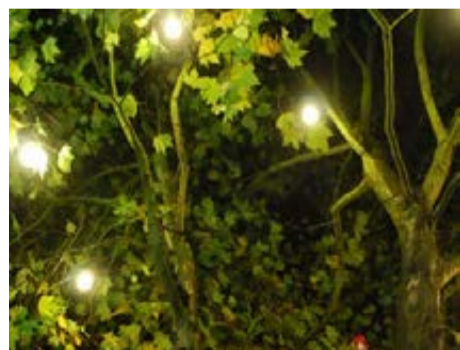
Planting

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.

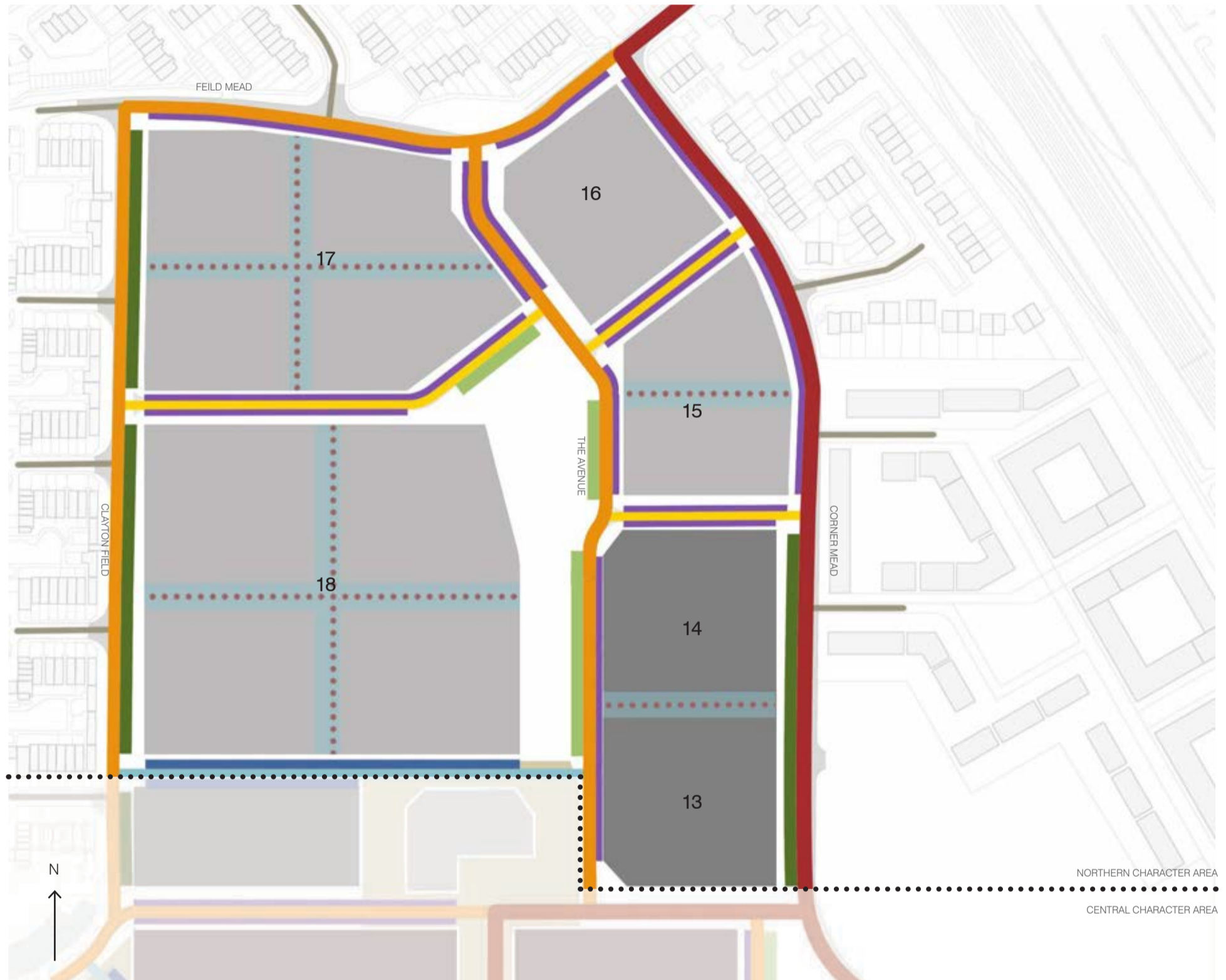


Figure 4.7.2 - Combined Parameter Plan for Character Area Street and Parking Strategy

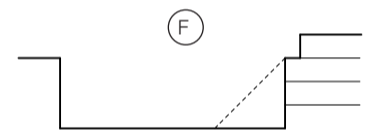
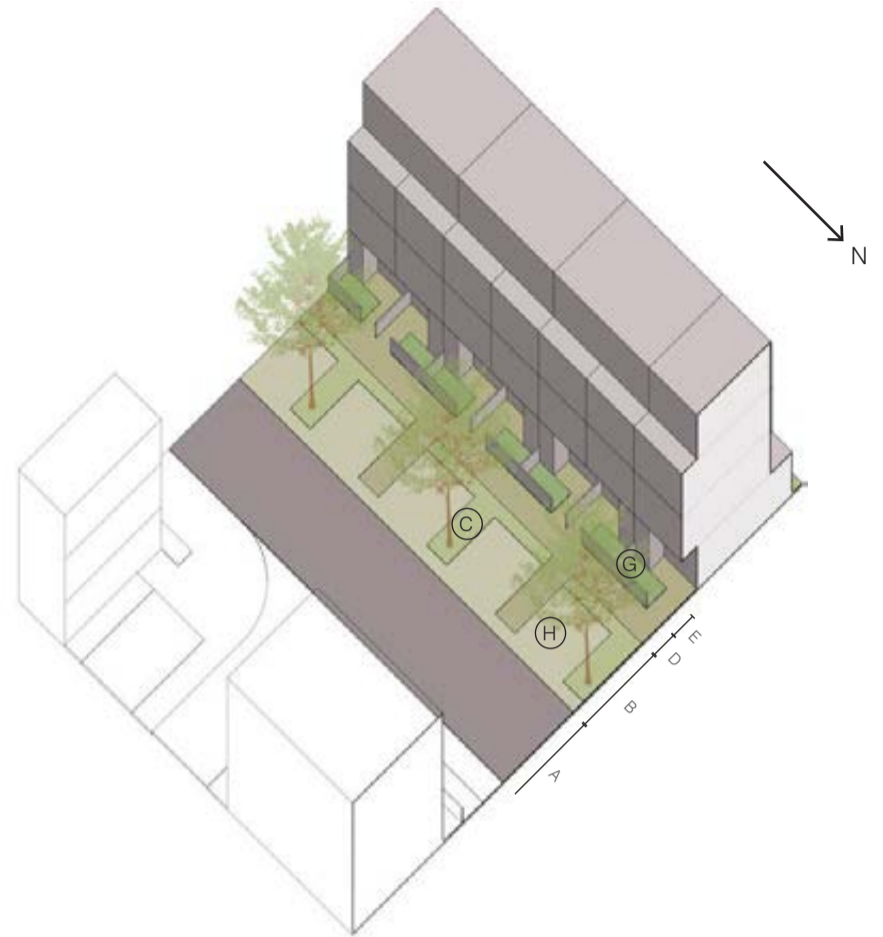
Key (Refer to Sections 3.5 & 3.6 of the Development Framework)

- | | | | |
|--|--|--|---|
| | FIXED Primary Routes | | Bay parking along green edges |
| | FIXED Secondary Routes / Avenues | | Bay parking along boundaries |
| | FIXED Tertiary Routes / The Lanes | | Parking as per FIXED Residential streets Type A or B |
| | FIXED Residential streets Type A or B | | On-plot parking condition - predominately podiums & rear courts |
| | UNFIXED Residential streets Type A or B | | On-plot parking condition - predominately rear courts & private rear gardens |
| | Parking as per UNFIXED Residential streets Type A or B | | On-plot parking condition - minimal on-plot parking
Predominantly private rear gardens |
| | On street parking | | |

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 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

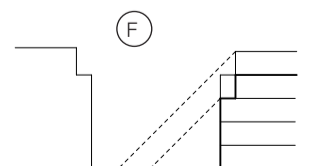
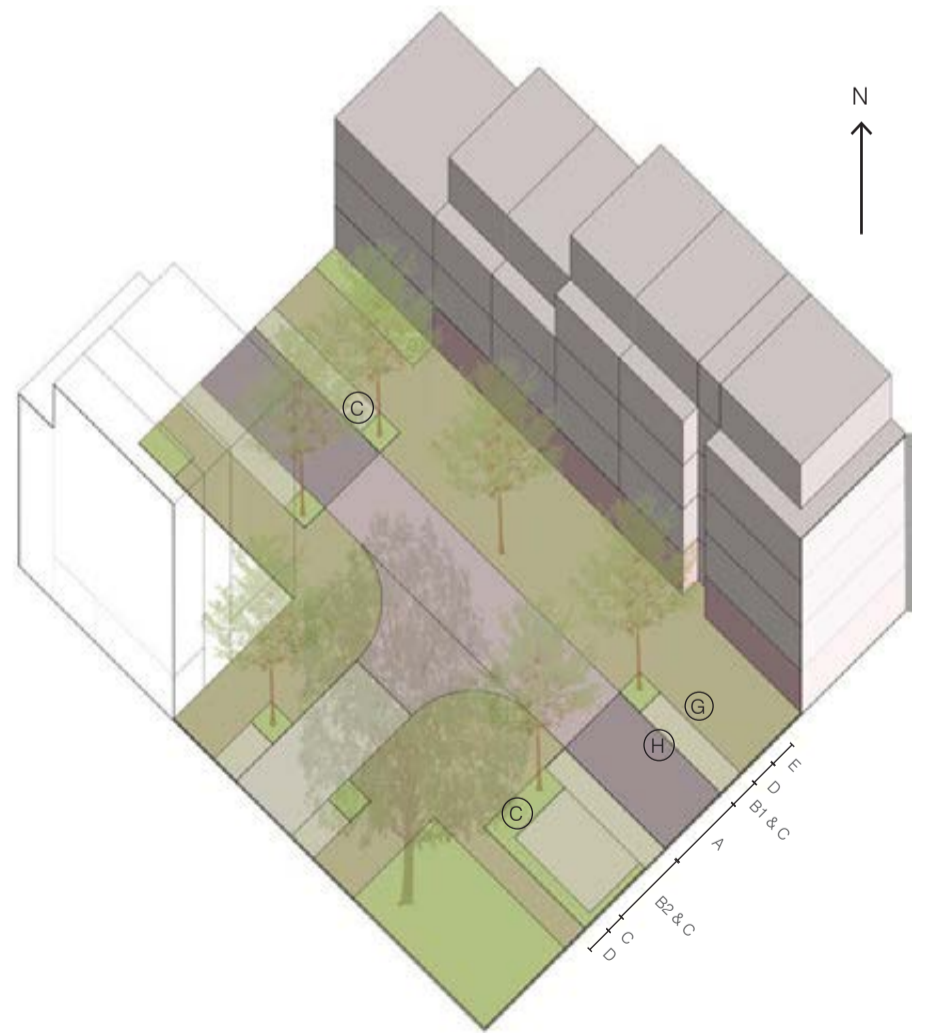


Existing character with clustered bay parking on bus route, on Corner Mead, Grahame Park

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 on street parking (B1), or bay parking with pedestrian buffer to road (B2).	2.2m width 6m width
C	Planting Trees in line every 5 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

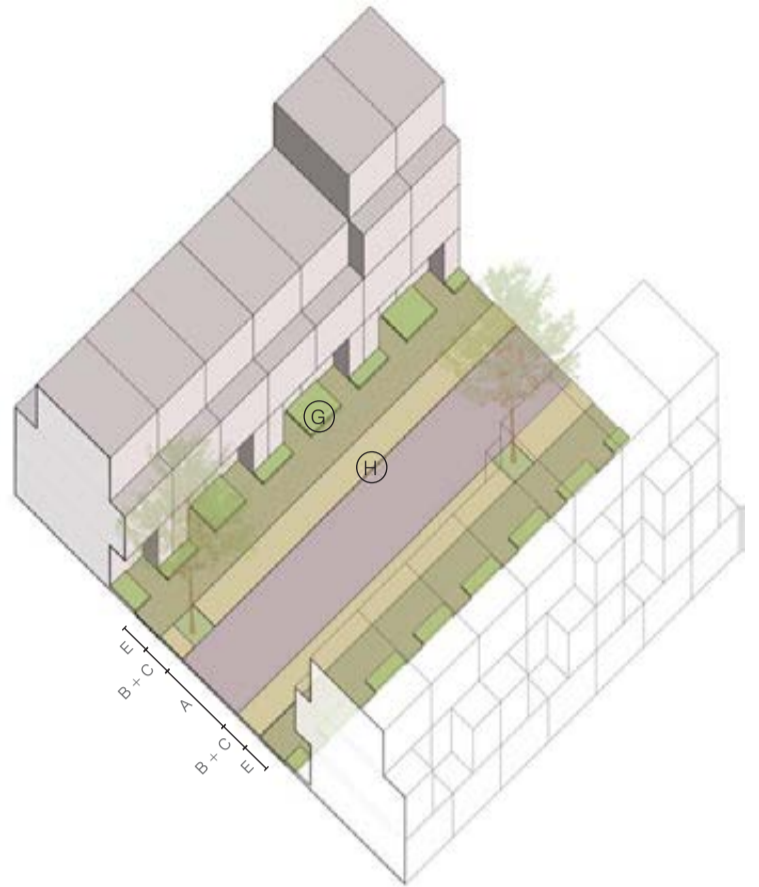


Wandsworth Common

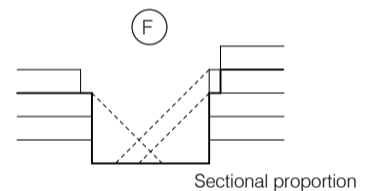
Tertiary Routes / Lanes

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 On street 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.	



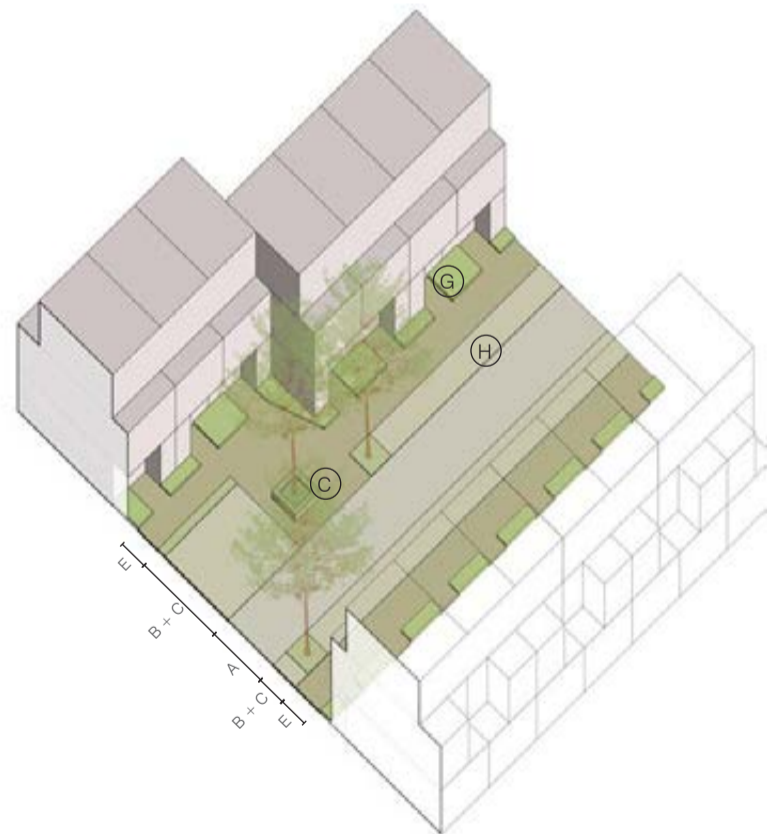
Local residential street integrating parking with flush services



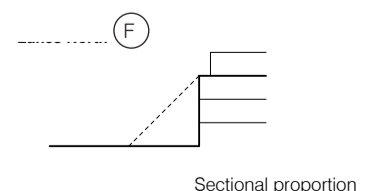
Residential Streets Type A

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 On street 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.	



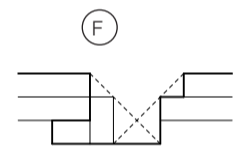
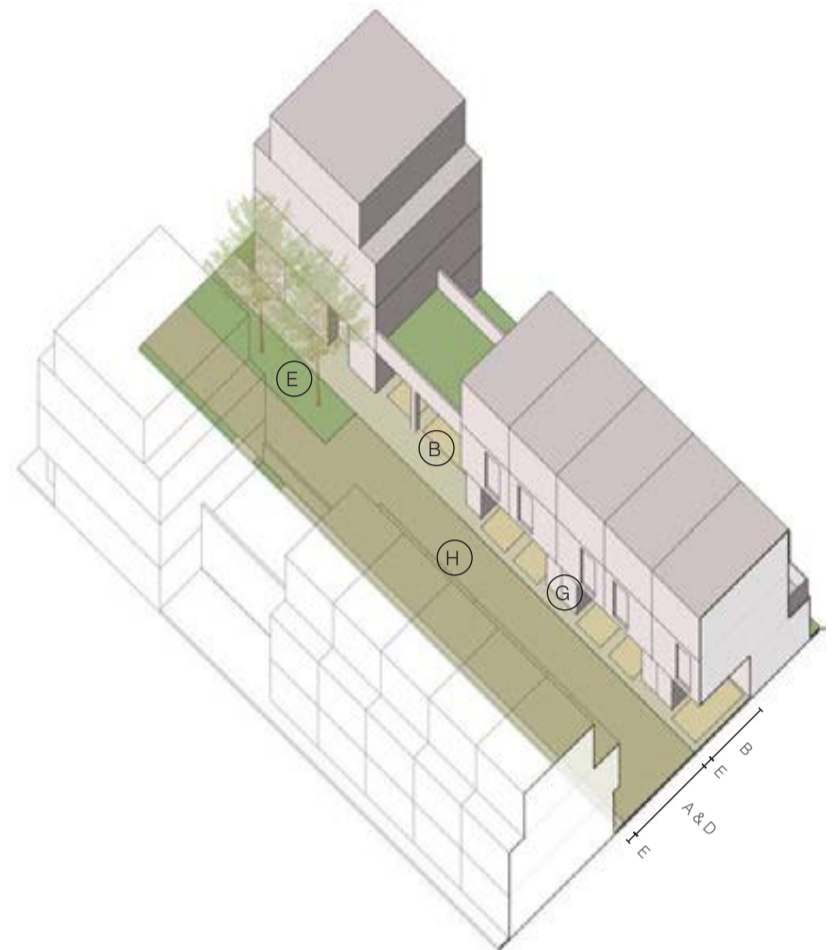
Accordia, Cambridge



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 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.

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.

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.



ICON, Street



Accordia, Cambridge



New Road, Brighton

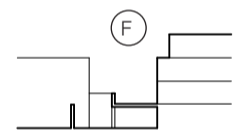
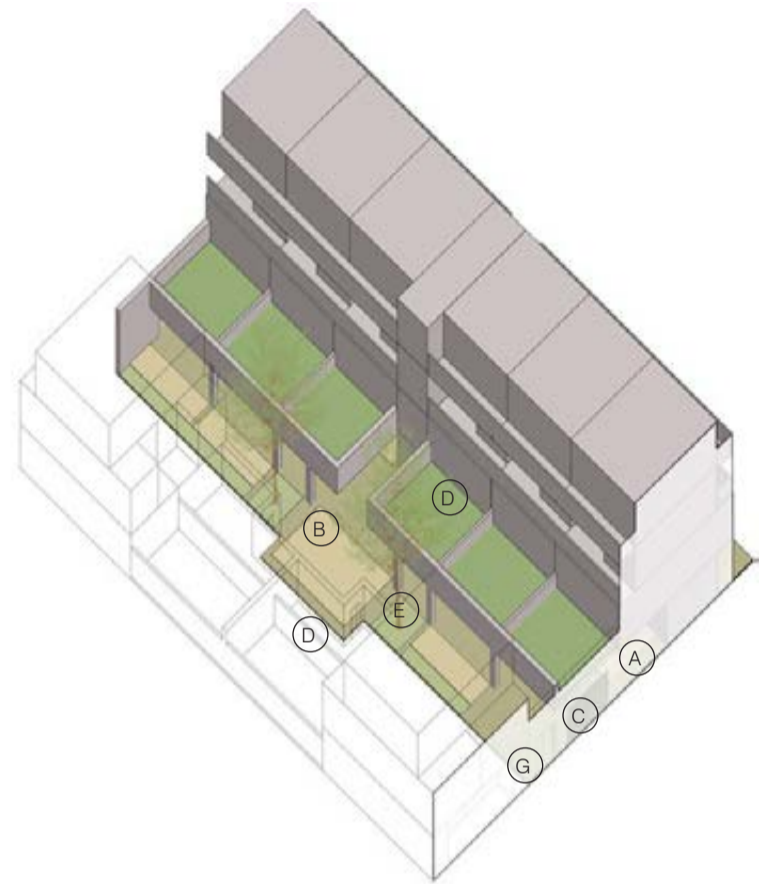
4.7.3 QUALITY OF REAR COURTS & GARDENS

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

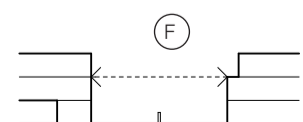
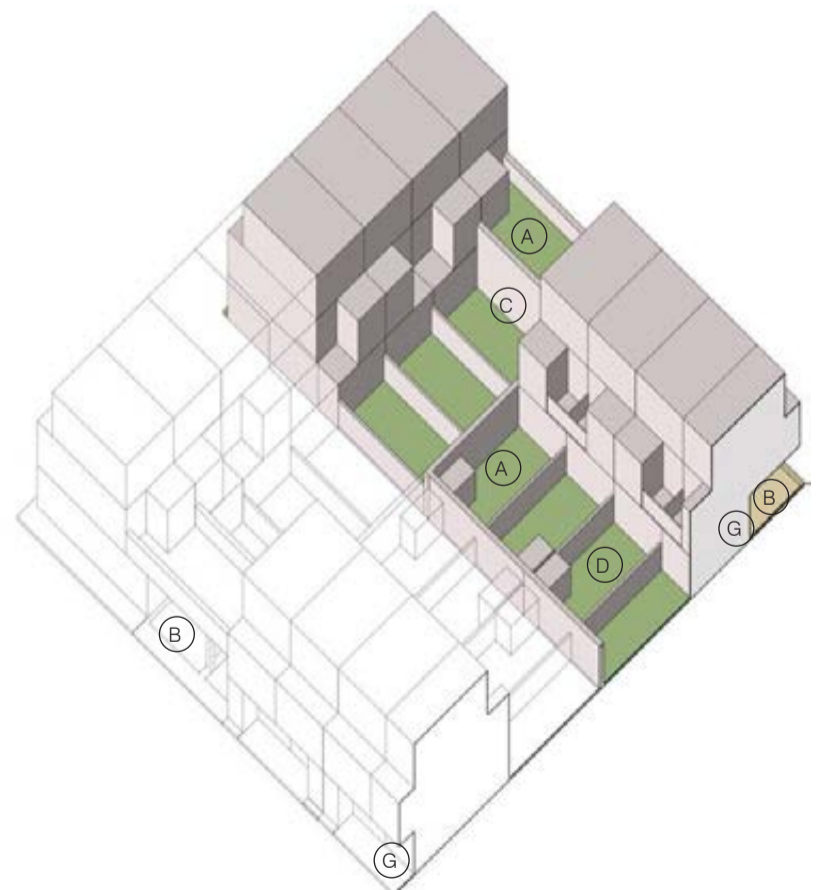


Off street bay parking at gable ends, Molenplien, Netherlands

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

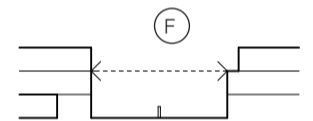
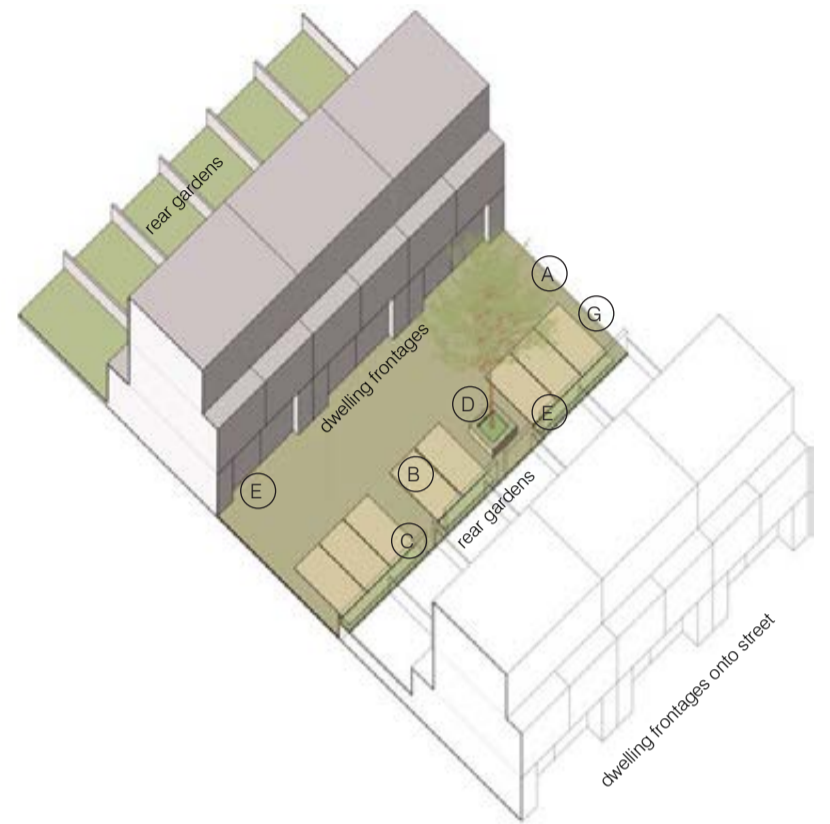


Private rear gardens with strong planting elements, Berlin

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.



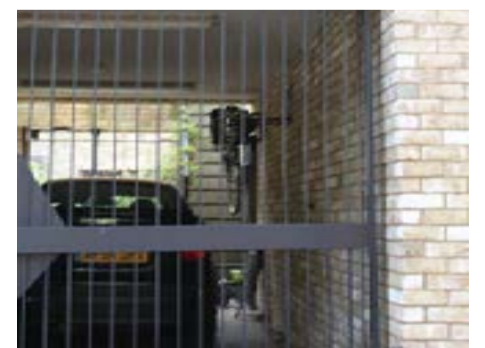
Defined gardens with hedges on boundaries, Great Knighton, Cambridge



Narrow planting buffers & surface material quality in narrow mews street, The Avenue



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.

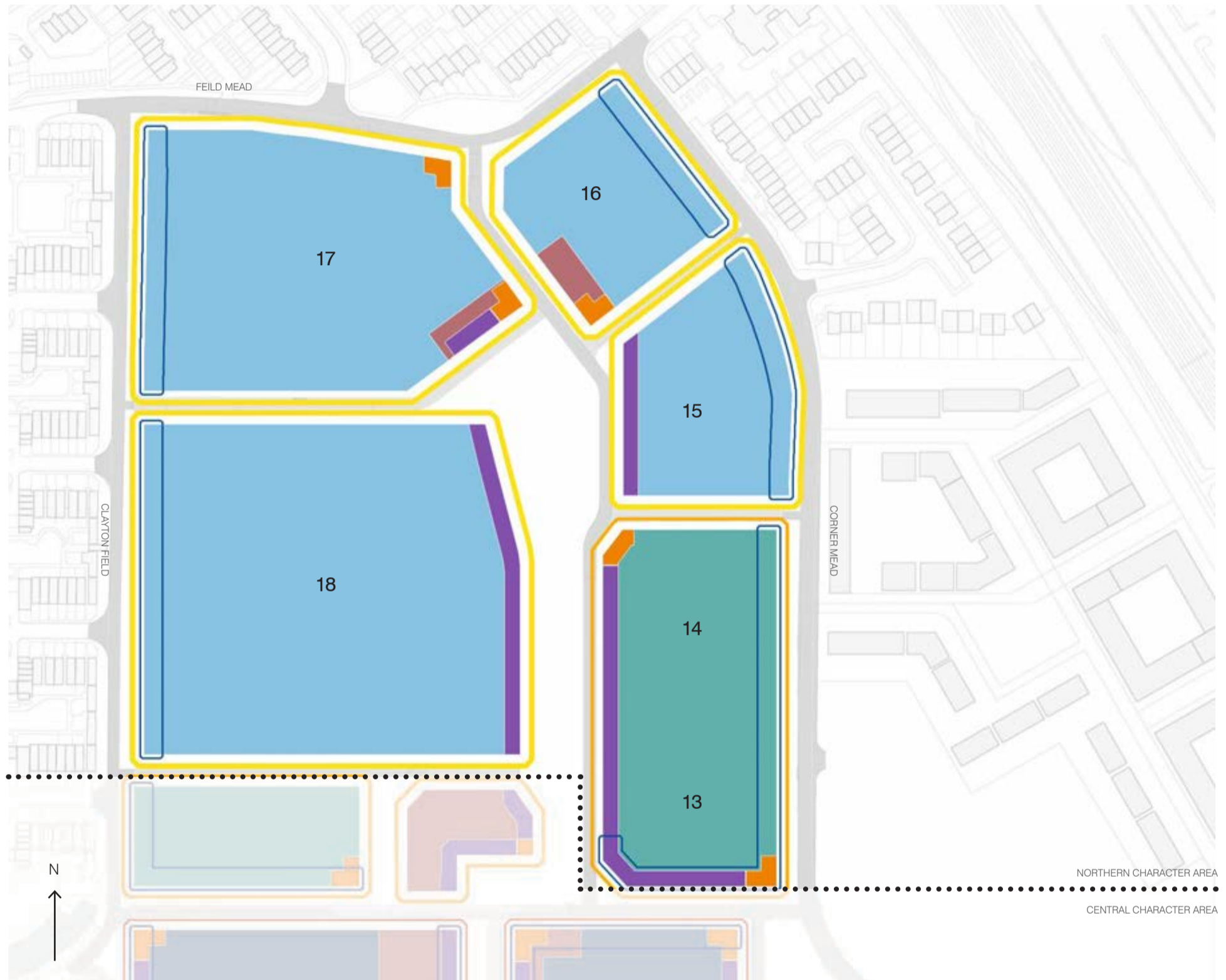


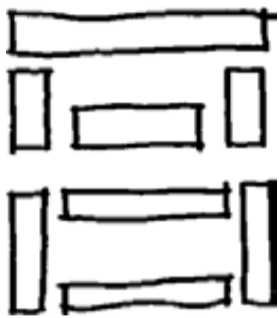
Figure 4.7.3 - Combined Parameter Plan for Character Area Heights, Density and Residential Typologies

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 frontage locations | Locations for continuous plot frontage |
| Prominent Corners and Nodes locations | |
| Non-residential uses (Northern hub) | |

Massing & Form

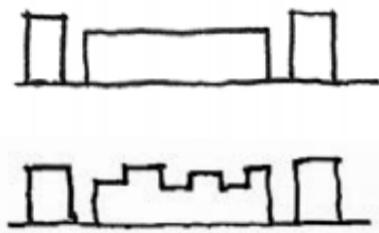
Residential blocks to allow for long straight runs of houses bookended by a run of houses or extend end blocks to provide a clear building line.



Consistent frontage of building line, Chimney Pot Park, Salford

Relative Heights

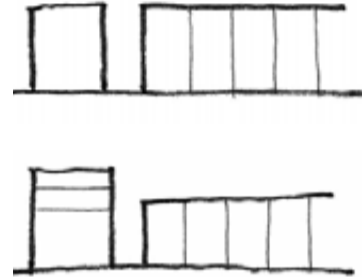
Terraced heights to be generally level but may step higher or lower within mews streets. Bookend blocks may step higher than mid runs.



Informal building heights, Molenplien, Netherlands

Typologies

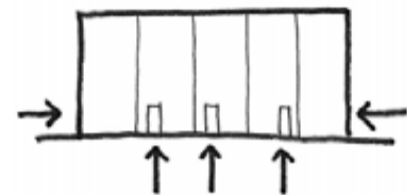
Predominantly terraced arrangement to houses. Book ended units may step up in height using flatted unit types.



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

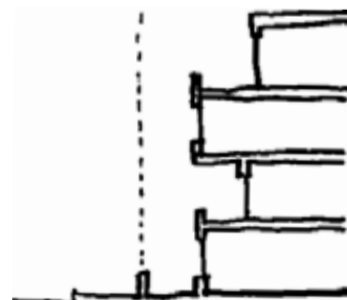
Corners need to use elements like entrances, balconies and fenestration to articulate corners and ensure overlooking and animation on both street facades.



Articulated return on the building facade, Braes Street, Islington

Private Amenity Space

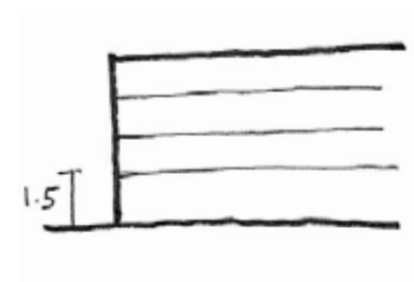
Predominantly terraced private amenity space to the rear and balconies being inset to the front facade. Balcony treatment should adhere to allocated block and facade characters.



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. Upper levels to provide for residential accommodation.



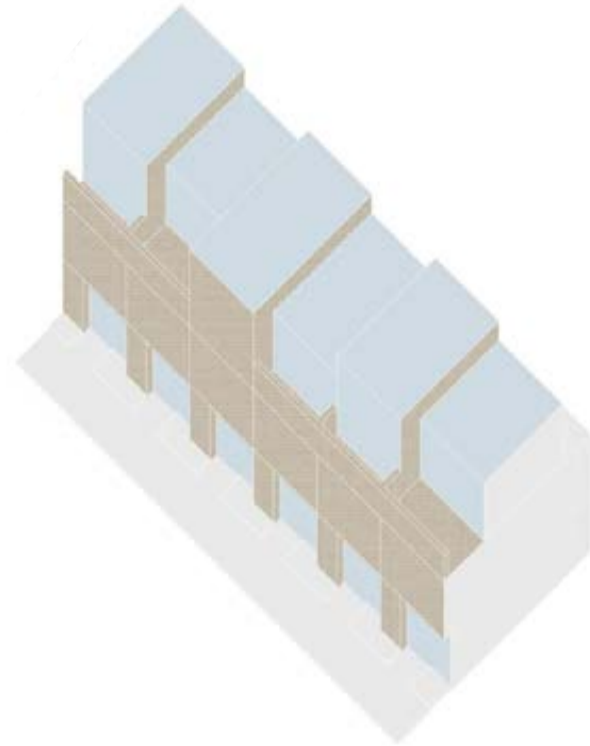
An active ground floor level, Alex Monroe Studios, Southwark

DESIGN GUIDELINES - 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 Knighton,



Informal change in height and profile of different neighbouring houses, Molenplien, Netherlands



Simple building form and long terrace, Chimney Pot Park, Salford

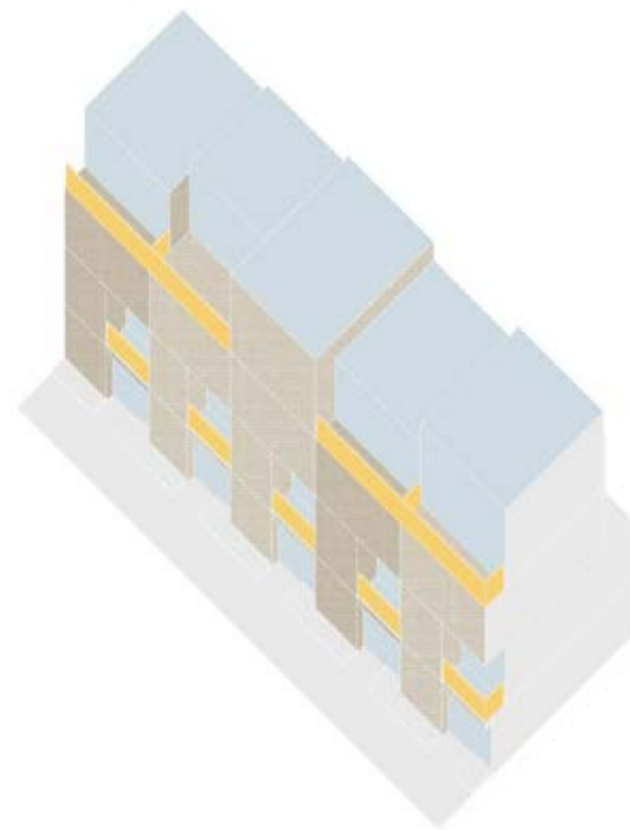
Key

- 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, Saffron Walden, Essex



Animated facade, material use & roofline on main frontages, Kidbrooke Village, Phase 1



Inset balconies to mid level apartments, Canning Town

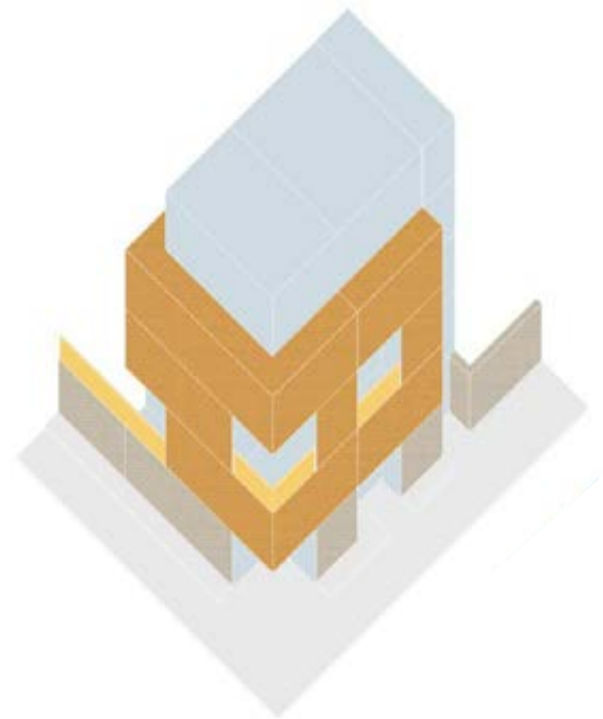
Key

- 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, Newhall



Change of form to corner building, Great Knighton,



Scope for material change, Hereward Hall

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, Queensbridge Quarter, 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.

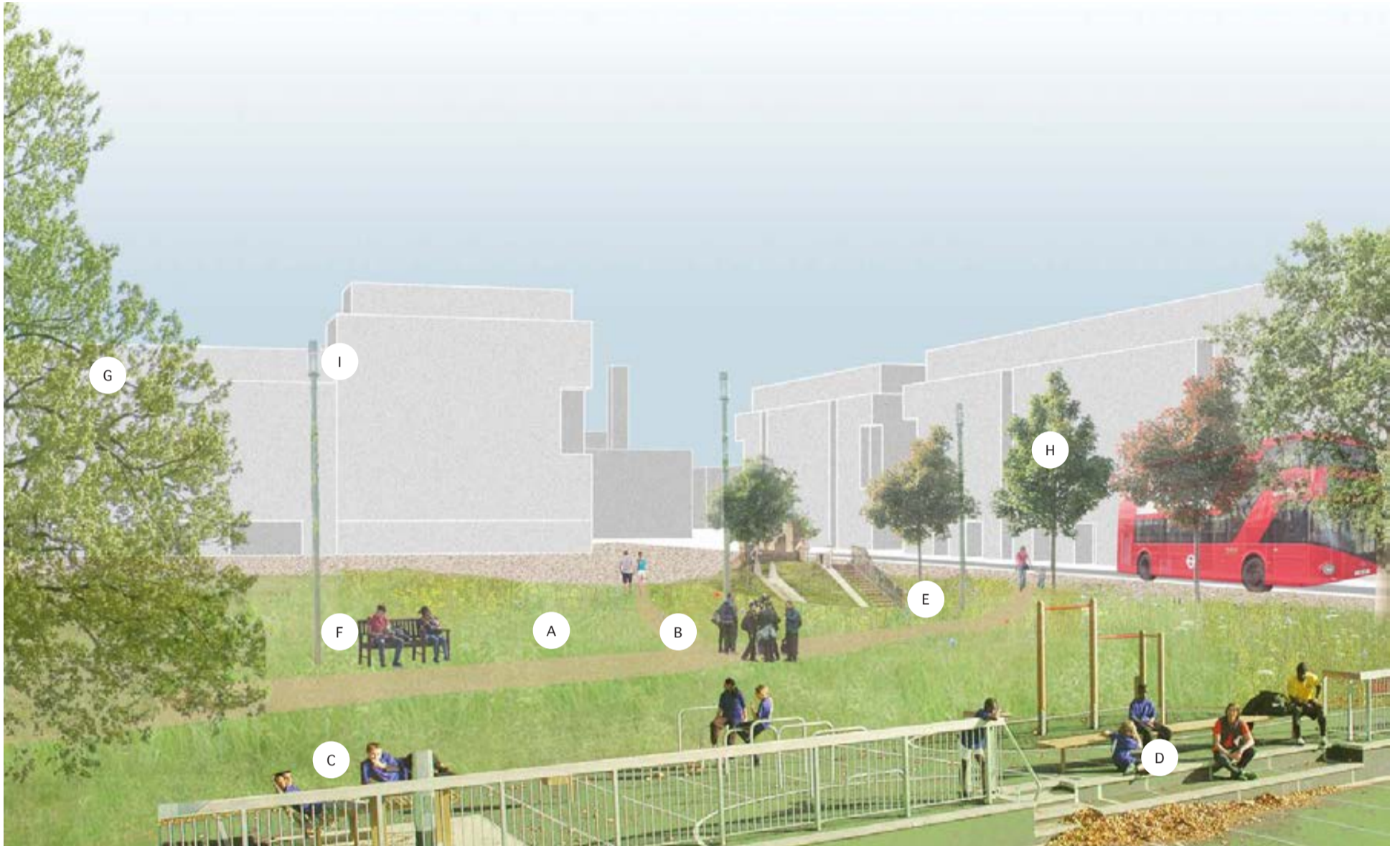
The proposals aim to ensure green through-routes and view lines along and across the site in this pivotal location, creating a new accessible and interactive heart of the community, linking to the wider green network, surrounding open spaces, churches, schools and transport links.



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 | Indicative locations for play |
| UNFIXED Open spaces - New pocket park | 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 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

DESIGN GUIDELINES - 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.



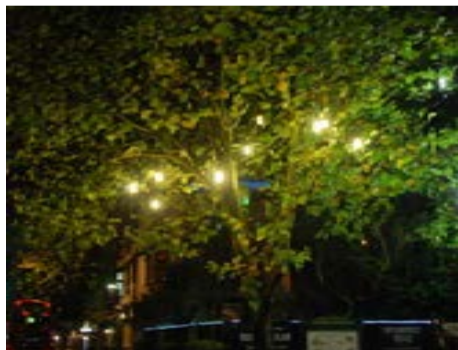
Planting

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.

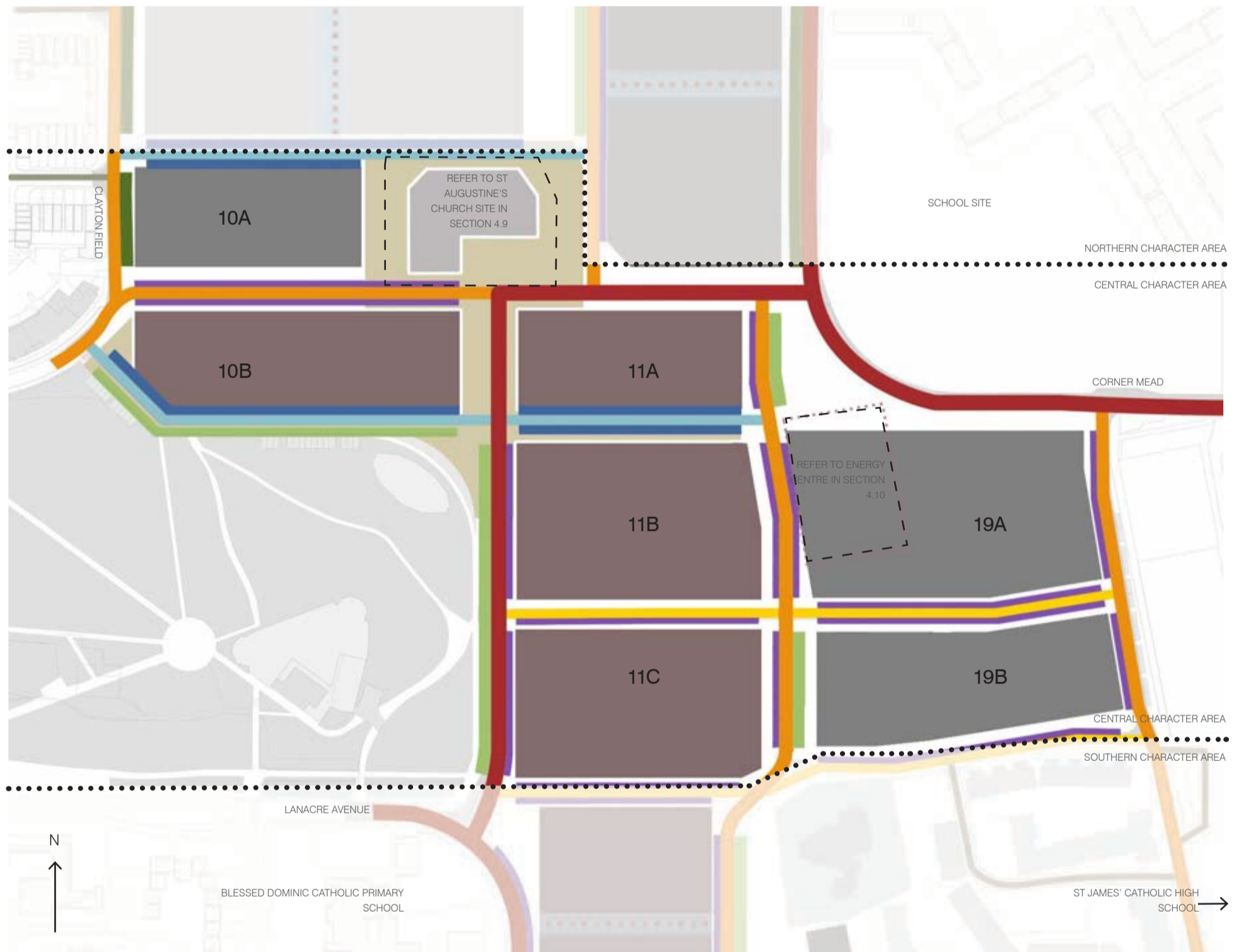















Figure 4.8.2 - Combined Parameter Plan for Character Area Street and Parking Strategy

Key (Refer to Sections 3.5 & 3.6 of the Development Framework)

- | | |
|--|---|
|  FIXED Primary Routes |  Bay parking along green edges |
|  FIXED Secondary Routes / Avenues |  Bay parking along boundaries |
|  FIXED Tertiary Routes / The Lanes |  Parking as per FIXED Residential streets Type A and B |
|  FIXED Residential streets Type A or B |  On-plot parking condition - predominately podiums & rear courts |
|  UNFIXED Residential streets Type A or B |  On-plot parking condition - predominately rear courts & private rear gardens |
|  Parking as per UNFIXED Residential streets Type A or B |  On-plot parking condition - Minimal On-Plot parking. Predominantly private rear gardens |
|  On street parking | |



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.

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 - Attention to existing mature trees, and solitary tree planting - 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).	



Prioritising pedestrians in community hub, New Road, Brighton



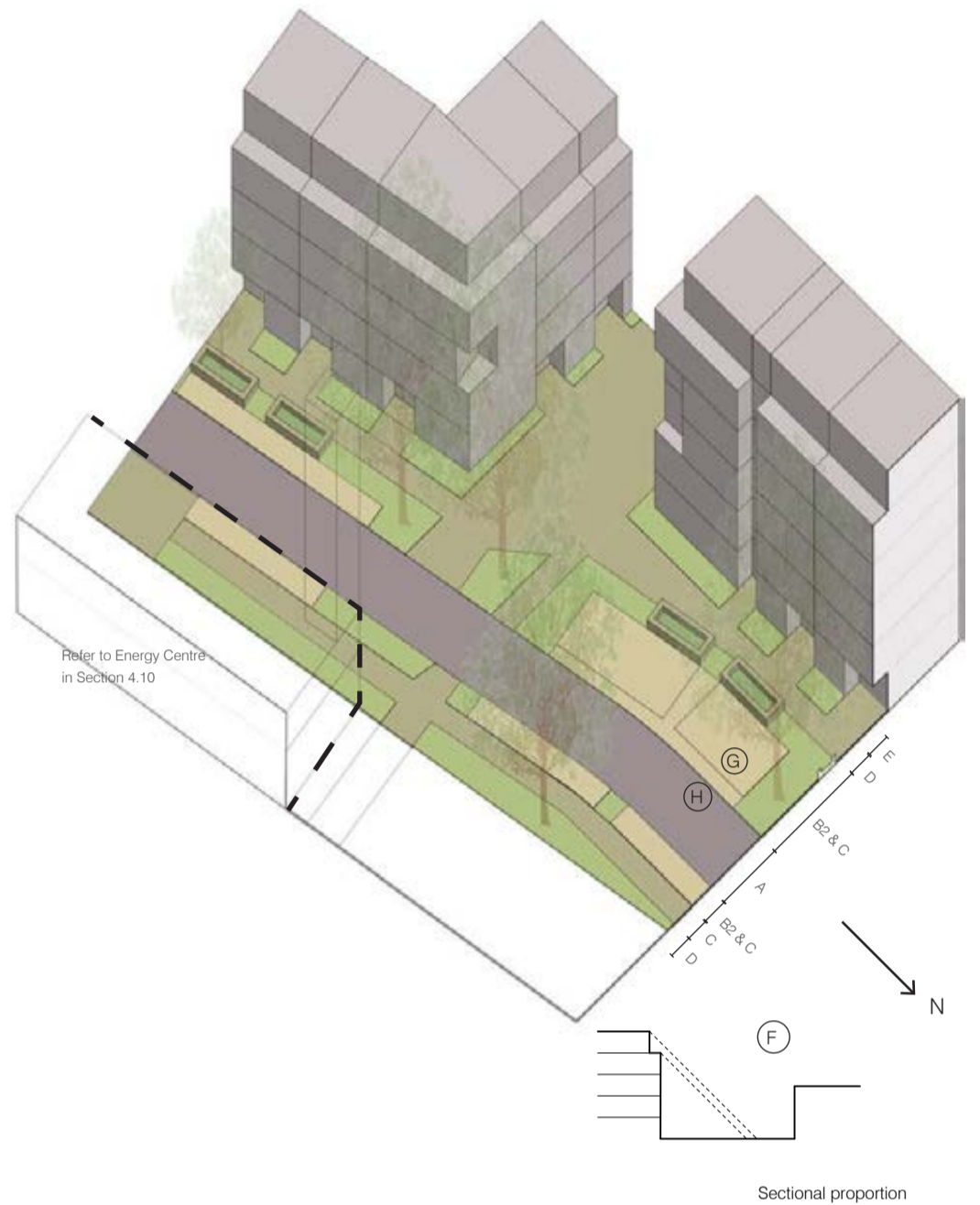
Overlooked hardscaped public space Brightonsea Place

DESIGN GUIDELINES - CENTRAL CHARACTER AREA

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 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 parking, with some bay parking adjacent or opposite public open space, allowing for retention of mature trees where possible	2.2m width
C	Planting	Trees in line every 3 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	

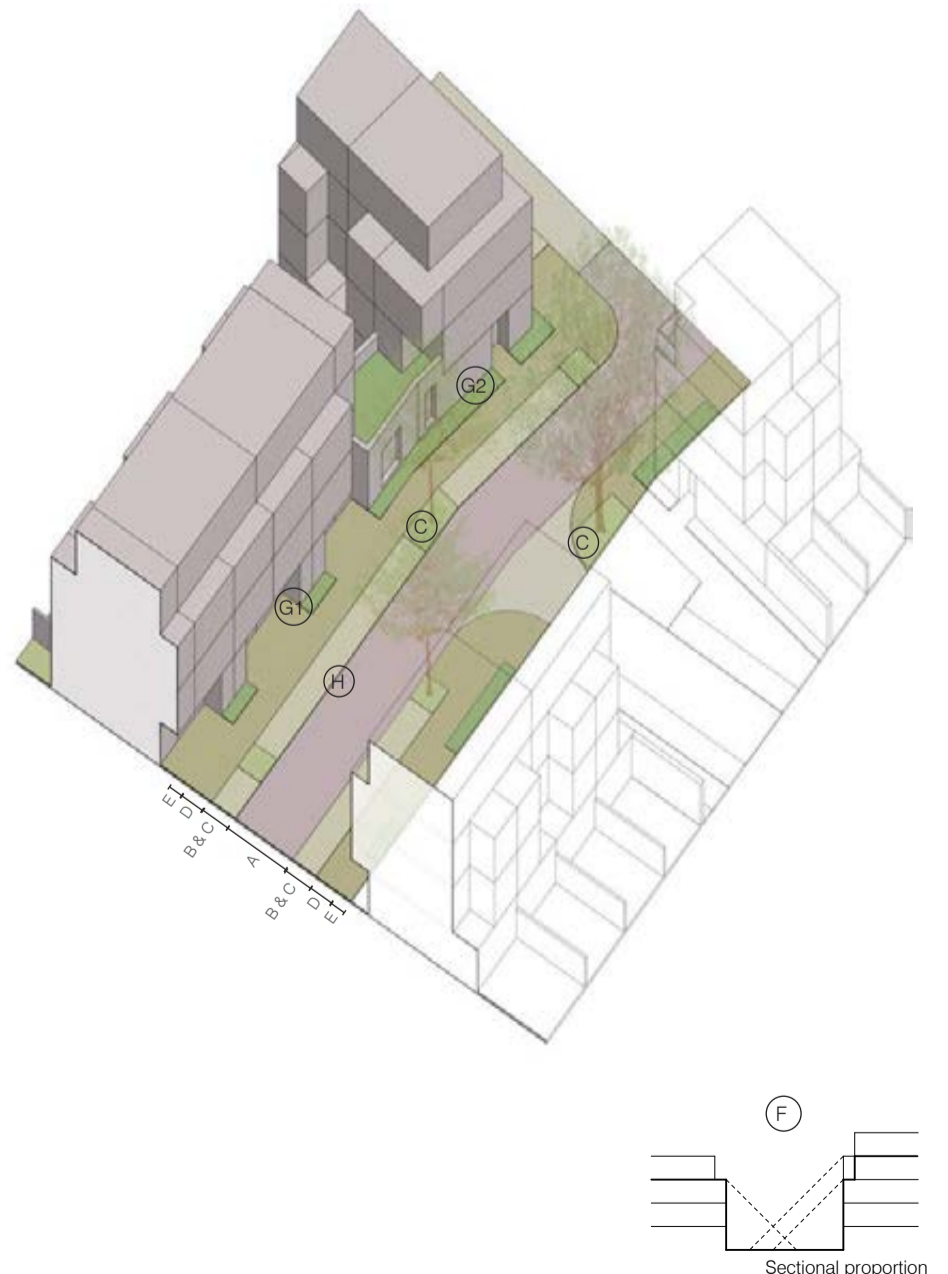


Existing route alongside the energy centre, Long Mead, Grahame Park

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	Parking integrated 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	

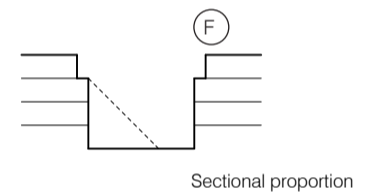
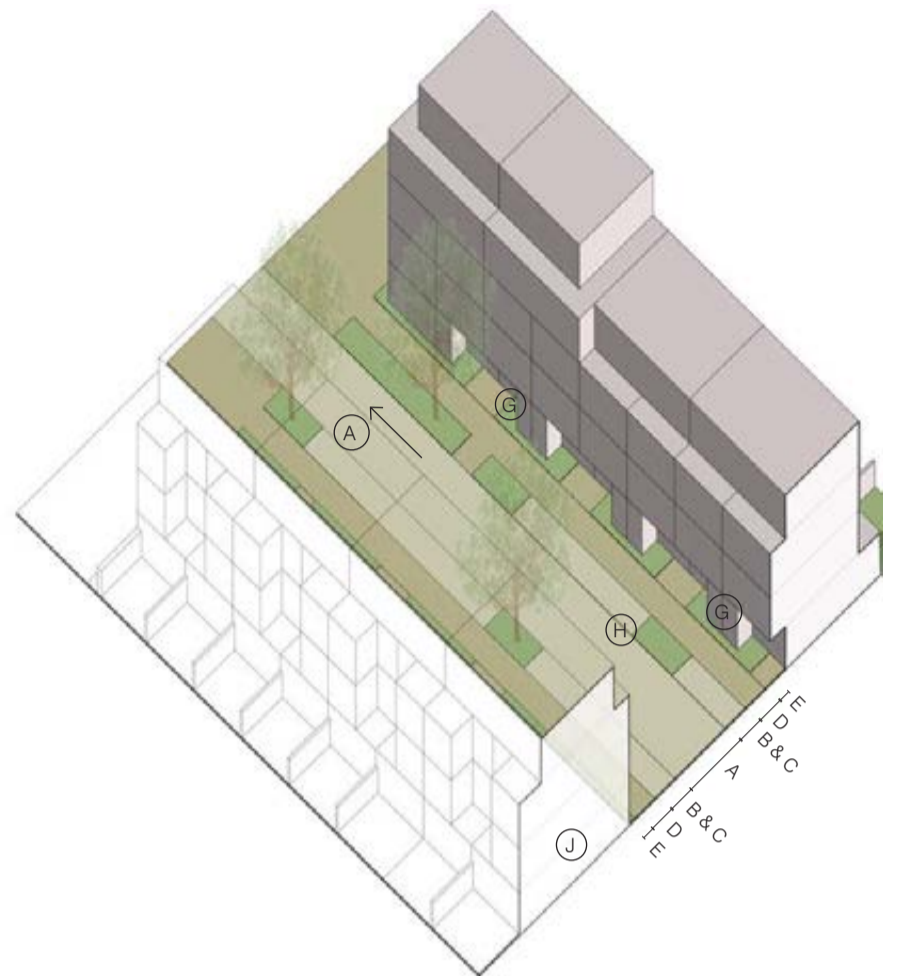


Winding local lanes at The Methleys

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 Local route with slow moving traffic.	4.5m width
B	Parking Parking single or double sided (B1 and B2). Where adjacent to Heybourne Park, Public Open Space would replace buildings shown (J), with green edge bay parking.	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- 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	

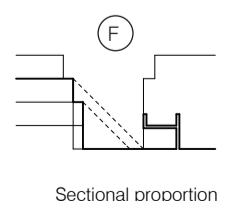
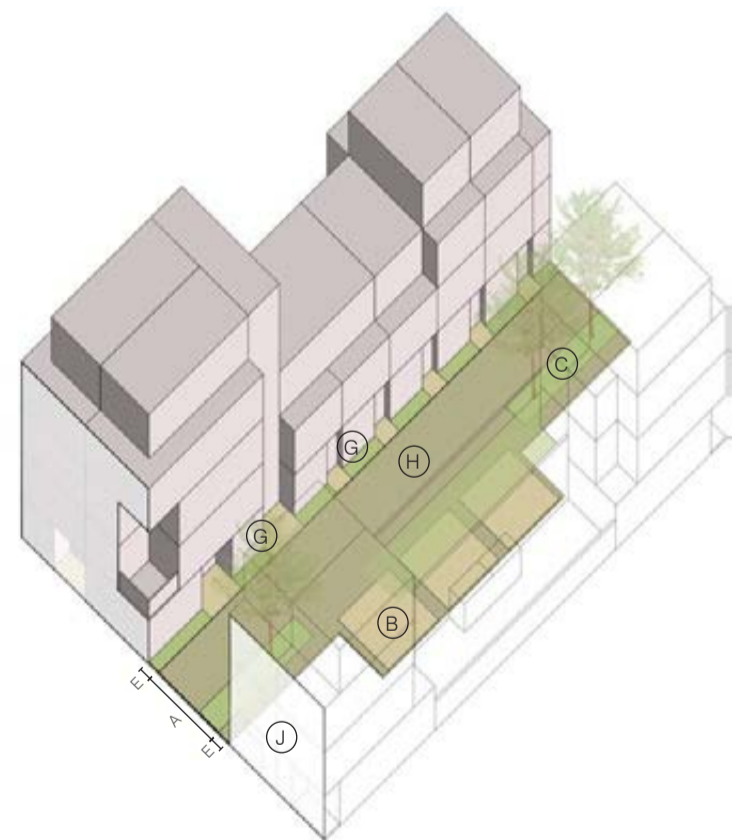


Local street with minimal level change, allowing for safe play and slow speeds

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 single sided or in open undercroft beneath end gardens. Where adjacent to Heybourne Park, Public Open Space would replace buildings shown (J), with green edge bay parking.	
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.	0.5 - 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.

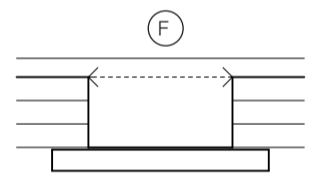
Podium Parking and Shared Garden

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

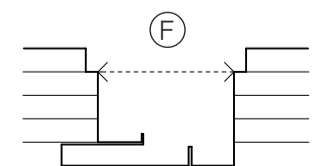
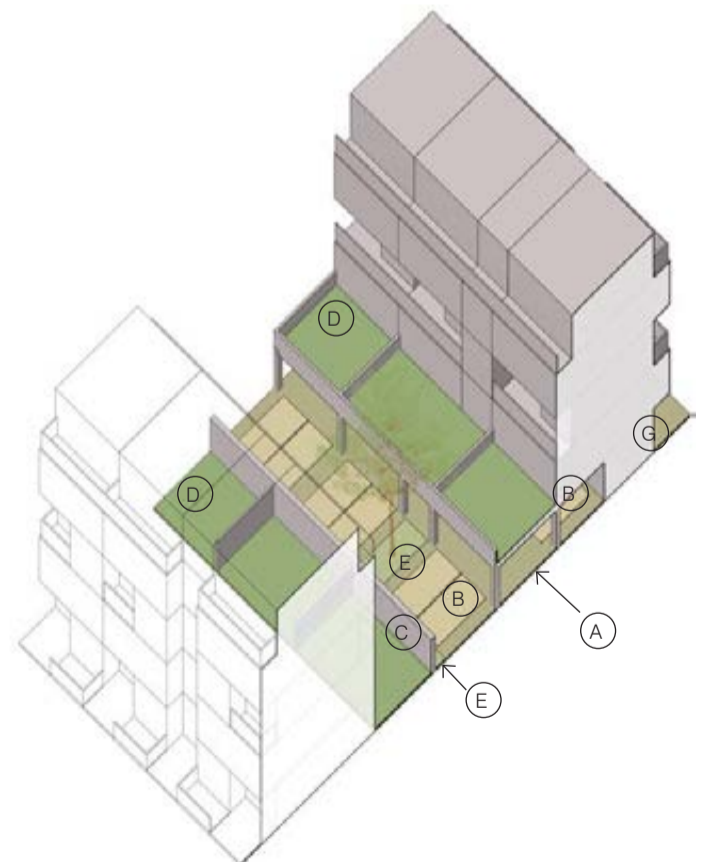


Sectional proportion

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

Surface Treatment

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.

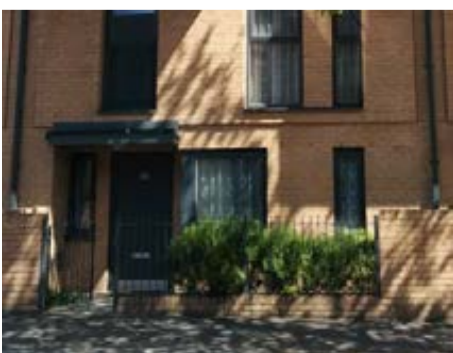


Integrated shared surface public realm, New Road, Brighton

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, Street

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, and 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.

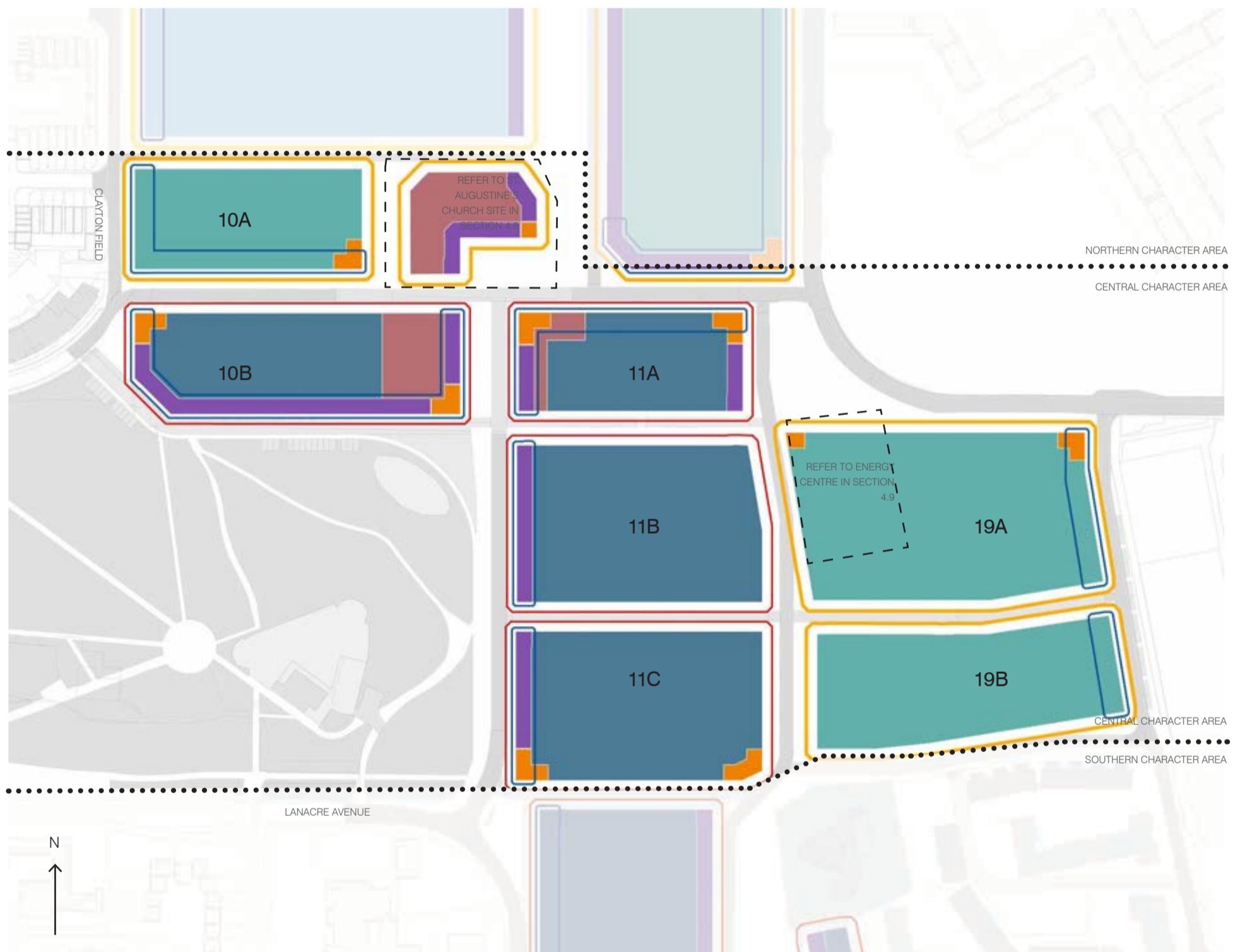


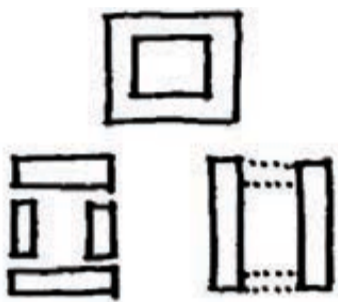
Figure 4.8.3 - Combined Parameter Plan for Character Area Heights, Density and Residential Typologies

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 frontage locations | Locations for continuous plot frontage |
| Prominent Corners and Nodes locations | |
| Non-residential uses | |

Massing & Form

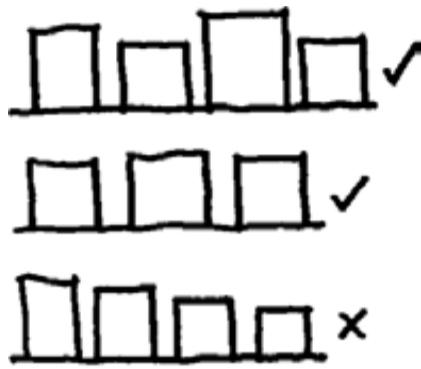
The block should have a form and mass that strongly defines its perimeter and edges.



Recognisable block massing, Olympic Village, Stratford, London

Relative Heights

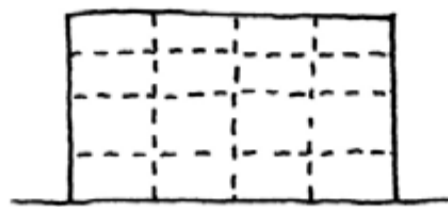
Heights of adjacent blocks should give variety along frontage. Arrangement should not follow a staircase form.



Variation in heights, not staircase formation, St Andrews, Tower Hamlets, London

Typologies

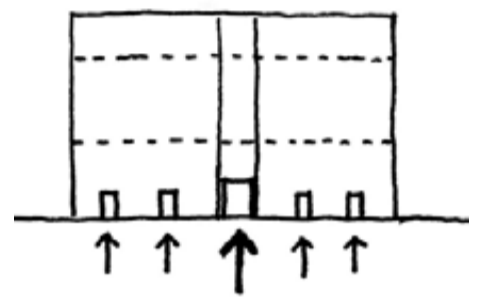
A mix of flats and maisonettes allowing for higher densities than the north Character Area but less than the south Character Areas.



A mix of flats and maisonettes, Waltham Forest, London

Entrances

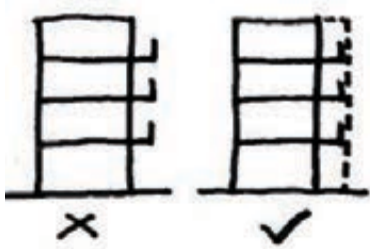
Generous and spacious entrances for communal lobbies. All ground floor dwellings to have private entrances accessed directly from the street.



Hammond Court, Waltham Forest, London

Deck access

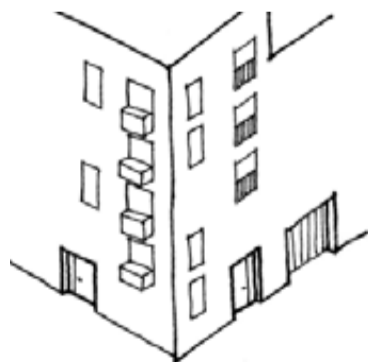
Deck access layouts need concealing behind a rear facade. A core should not serve more than 8 dwellings on each floor.



Hammond Court, Waltham Forest, London

Corner Treatments

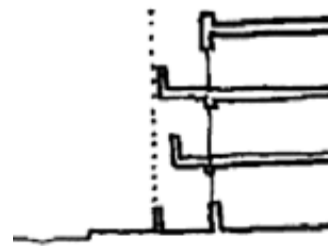
Corners need to use elements like entrances, balconies and fenestration to articulate corners and ensure overlooking and animation on both street facades.



Accordia, Cambridge

Private Amenity Space

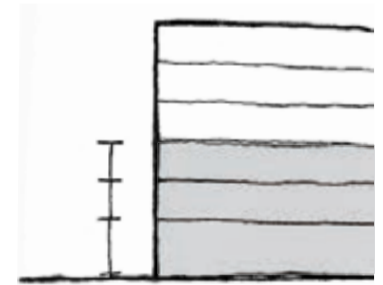
Balconies should never protrude beyond the dwelling's front garden or planting buffer line. Therefore the size of balcony is proportional to the defensible space at ground level, according to each street type.



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. Upper levels to provide for residential accommodation.



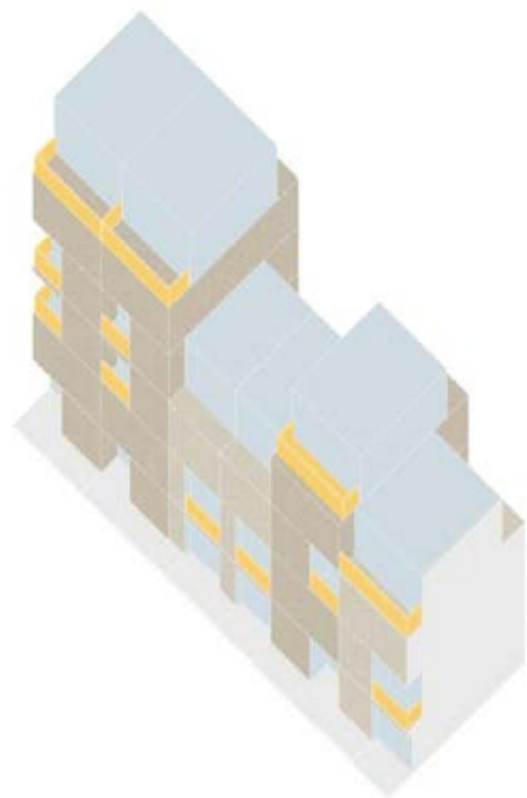
Multi-storey non-residential accommodation with residential above, Lisson Grove, London

DESIGN GUIDELINES - CENTRAL CHARACTER AREA

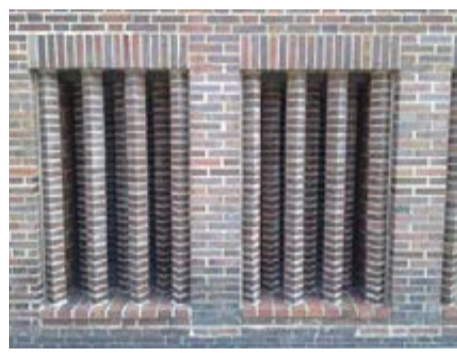
Typical Block Character

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

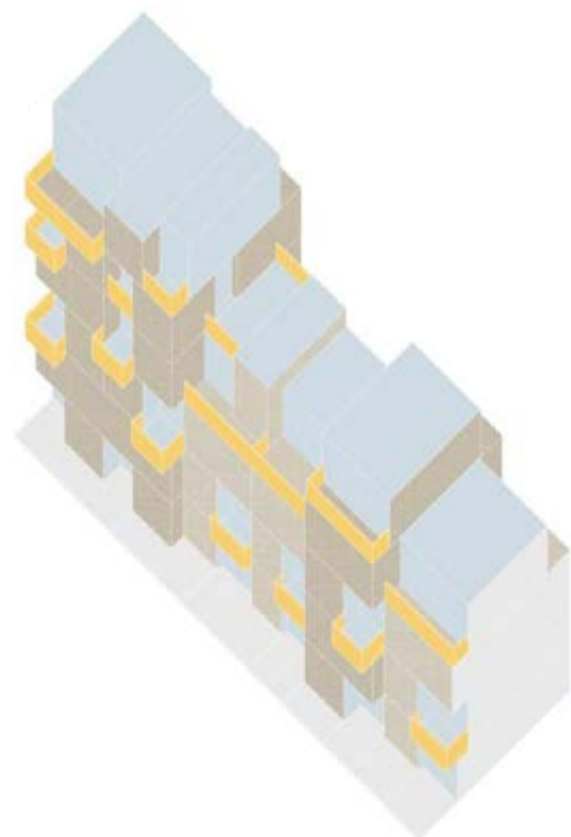
Key

- 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



Articulation of building line and varied material colour within palette. 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 Brass Building

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:

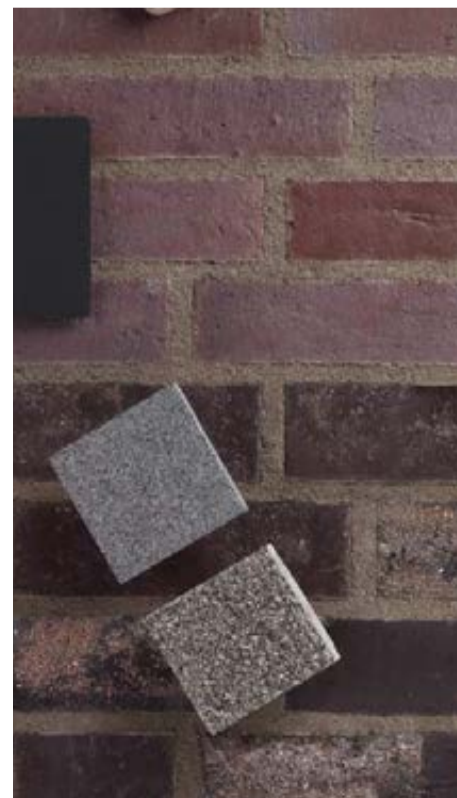
- Predominantly brick/masonry finishes
- Timber metal composite windows
- Secondary finishes of reconstituted stone or concrete.



Blending the two material palettes. Kidbrooke



Combinations of lighter and darker brickwork



4.9

ST AUGUSTINE'S CHURCH SITE

The SPD allows for all community uses to be located on Plot 10C, St Augustine's Church site. In this event, the redevelopment of the St Augustine's Church will be a focal point at the heart of the regeneration of Grahame Parke and will provide 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.



Illustrative massing for new building

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.

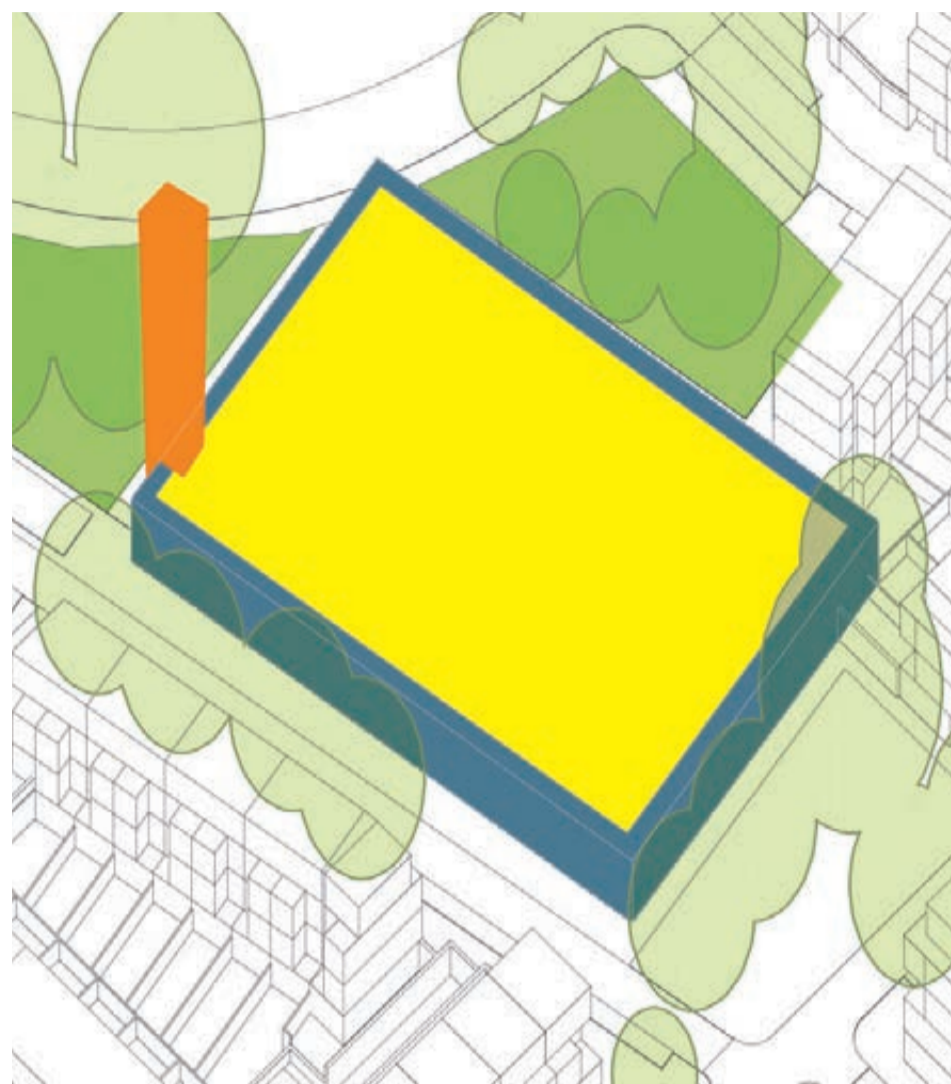
A new energy centre must be designed with capacity to serve the adjoining schools - St James, Blessed Saint Dominics, and the new proposed school on the former college site, taking account of their foreseeable growth.



Existing energy centre



Existing energy centre



Illustrative massing for new energy centre proposal

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

5.0
DELIVERY



5.0 **DELIVERY**

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.

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.

5.1 PROCESS AND PHASING

- i. 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.
- ii. Where necessary, the Council will exercise its legal powers to compulsarily purchase land to enable development to occur. This will be a matter of last resort.
- iii. 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.
- iv. 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.
- v. 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.
- vi. 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.

5.2 THE PROPOSED PHASES

Phase 1: The Concourse

Plots:	10, 11 and 12
Number of dwellings:	Approximately 850 units

This is the first phase. This is a critical phase as the Concourse represents the key constraint affecting the future of Grahame Park.

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

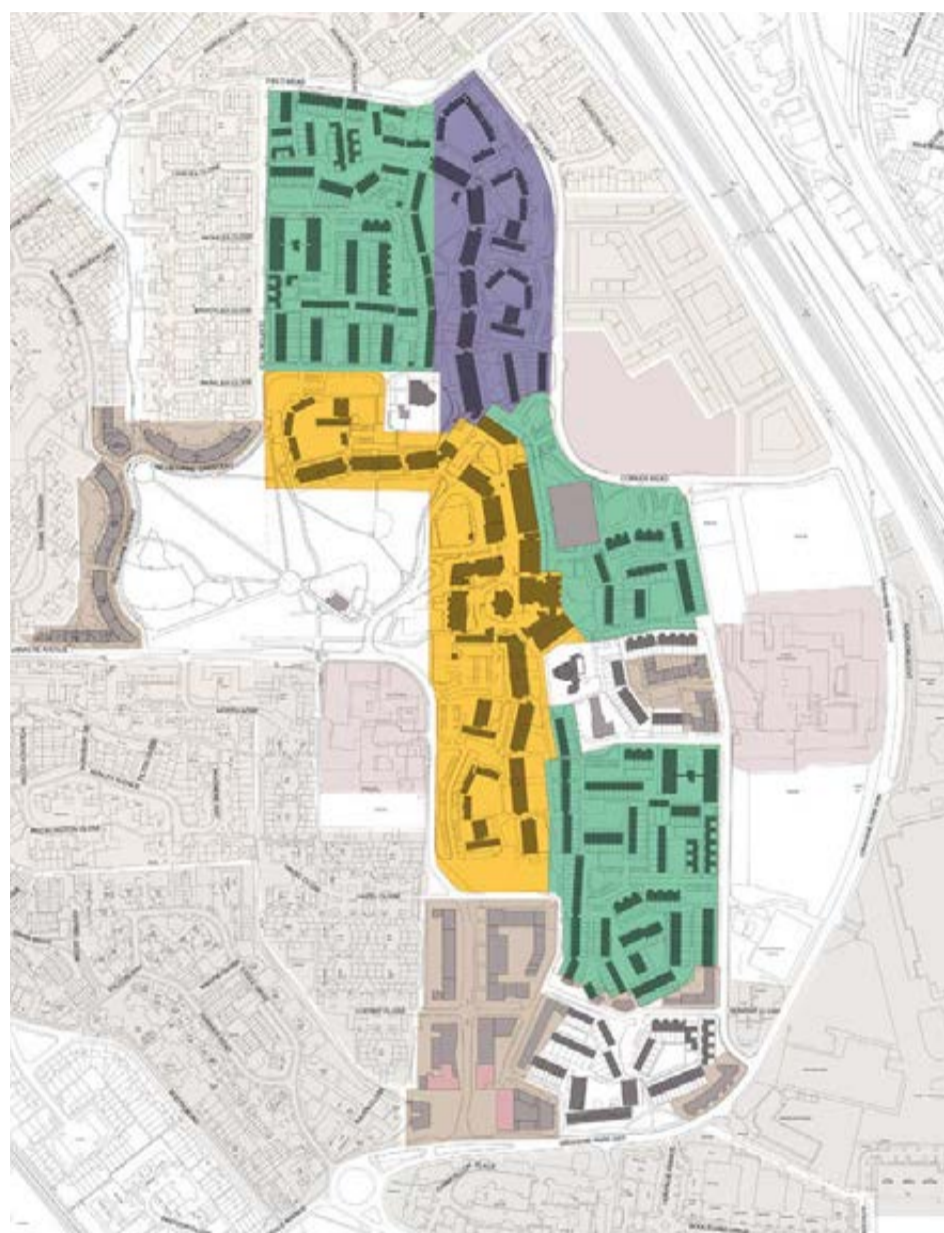
Plots:	13, 14, 15, 16
Number of dwellings:	Approximately 300 units

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

Plots:	17, 18, 19, 20, 21
Number of dwellings:	Up to 800 units

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.



Plan depicting Phases 1, 2, 3 of Stage B. For location of plots, see Land Use Plan, Section 3.2

5.3 CONSIDERATIONS

Affordable Housing

- i. 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.
- ii. 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.
- iii. 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

- iv. 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.
- v. 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.
- vi. 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

Highways & Parking

- vii. During the preparation of this SPD, planning permission has been granted for a number of strategic developments in the areas surrounding Grahame Park. As a result of these developments and the general growth taking place in Colindale, it is likely that there will be increasing pressure on existing residential parking facilities in areas such as Grahame Park. This will be generally mitigated due to the introduction of a Controlled Parking Zone (CPZ) which is being put in place to protect much of Colindale from worker and commuter parking. It is desirable that the CPZ would cover the adopted roads at Grahame Park and as detailed planning applications for future phases of Grahame Park come forward the implementation of a CPZ will be considered on a phase by phase basis.

Planning obligations

viii. 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.

ix. 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;

x. 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.

xi. 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.

xii. 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

xiii. 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.

xiv. 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

xv. 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.

5.4 VIABILITY

- i. 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.
- ii. 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

- iii. 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.
- iv. 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.
- v. 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.
- vi. 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

- vii. 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.
- viii. This joint working should lead to the development of the mixed use Community Hub on the site of St Andrews.

Engagement

- ix. 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

- x. 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.

6.0 IMAGE CREDITS

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	<p>Council</p> <p>26 July 2016</p>
<p style="text-align: center;">Title</p>	<p>Referral to Council from the Assets, Regeneration and Growth Committee – Locality Strategy</p>
<p style="text-align: center;">Report of</p>	<p>Head of Governance</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Annex 1 – Annex 1 - Report to the Assets, Regeneration and Growth Committee, 11 July 2016</p> <p>Appendix A – Locality Strategy</p> <p>Appendix B – Designs for moving Registry Officer to Hendon</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Sheri Odoffin, Governance Officer sheri.odoffin@barnet.gov.uk 020 8359 3104</p>

Summary

Agenda item 13 ‘Locality Strategy’ was referred up to Full Council by the requisite number of members of the Assets, Regeneration and Growth Committee on 11th July 2016, as outlined in the Constitution. Council is therefore requested to consider the recommendations and take a decision on them.

Recommendations

That Council consider and vote on the recommendations contained in agenda item 13 and addendum reports of the Assets, Regeneration and Growth Committee of 11 July 2016.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Constitution allows a certain number of members to refer a matter on which a Committee has taken a decision to its parent body. At the meeting on 11th July, the required number of Members of the Assets, Regeneration and Growth Committee referred agenda item 13 (Locality Strategy) up to the next meeting of Full Council.
- 1.2 Following the debate on the item, the Chairman moved to a vote. Votes on the recommendations set out in the committee report were recorded as follows:

For: 5
Against: 4
Abstain: 0

Immediately following the vote, Councillor Cohen moved to refer the item to the next practicable meeting of Full Council. The reason given for the request to refer the item was that there was: i) insufficient detail on the suitability and accessibility of alternative locations; and ii) insufficient staff engagement on the strategy. The referral was seconded by Councillor Narenthira and supported by the following Members:

- Councillor Geof Cooke
- Councillor Alison Moore
- Councillor Nagus Narenthira
- Councillor Phil Cohen

- 1.3 As the Assets, Regeneration and Growth Committee immediately indicated after the decisions had been taken that they required the decision to be referred up, the procedures to be followed will be those set out in Paragraph 20 of Full Council Procedure Rules (Rules of Debate). For reports of Committees (including Overview and Scrutiny Committees), the Chairman of the relevant committee, or the Vice-Chairman in their absence, will move reception of the report and adoption of the recommendations. This report need not be seconded. The leader of each of the other groups, or another member of their group, will then have an opportunity to comment on the recommendation, and at the end of the time allowed the Mayor will bring this part of the debate to an end, whether or not all those entitled have spoken or completed their speeches.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As set out in the substantive report.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As set out in the substantive report.

4. POST DECISION IMPLEMENTATION

4.1 As set out in the substantive report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As set out in the substantive report.

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

5.2.1 As set out in the substantive report.

5.3 Legal and Constitutional References

5.3.1 Constitution, Responsibility for Functions, Paragraph 6, Members Rights to Refer Matters to Parent Body – states that “A specified number of Members of a Committee or Sub-Committee may require that any decision of the Committee or Sub-Committee is referred up to the next practicable meeting of Full Council or the relevant Committee to which the Committee or Sub-Committee reports, by indicating immediately after the decision is taken that they require the decision to be referred up. The report to Full Council or the relevant Committee to which the Committee or Sub-Committee reports on the referral shall set out the reasons given for the referral.”

5.3.2 Constitution, Full Council Procedure Rules, Paragraphs 20 and 21- Rules of Debate and Time for Debate

5.4 Risk Management

5.4.1 As set out in the substantive report.

5.5 Equalities and Diversity

5.5.1 As set out in the substantive report.


5.6 Consultation and Engagement

5.6.1 None

6. BACKGROUND PAPERS

6.1 None.

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	<p>Assets, Regeneration and Growth Committee</p> <p>11 July 2016</p>
<p>Title</p>	<p>Locality Strategy</p>
<p>Report of</p>	<p>Director of Resources</p>
<p>Wards</p>	<p>All</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A: Locality Strategy Appendix B: Designs for moving Registry Office to Hendon Town Hall</p>
<p>Officer Contact Details</p>	<p>Jamie Masraff, Interim Commissioning Lead - Resources, London Borough of Barnet</p>
<p>Summary</p>	
<p>A Locality Strategy has been developed to ensure our staff are based in the most appropriate locations across the borough to allow them to work securely, safely and effectively, close to the residents they serve. This strategy has been developed in conjunction with the Office Accommodation Review Full Business Case to enable officers and members to decide where staff should be located, including within the proposed new offices in Colindale.</p>	

<p>Recommendations</p>	
<p>1.</p>	<p>That the Committee acknowledges and notes the contents of the Locality Strategy;</p>
<p>2.</p>	<p>That the Committee approves the preferred option for locality strategy, which is: the new Colindale offices being the principal base for officers, who will also use touchdown spaces across the borough, with a new Family Friendly hub to be developed in the east of the borough;</p>
<p>3.</p>	<p>That the Committee authorises Officers to search and identify a suitable location for the new Family Friendly hub in the east of the borough;</p>

<p>4. That the Committee approves the provision of face to face contact for homelessness and housing benefits transfers from Barnet House to Burnt Oak customer service centre;</p>
<p>5. That the Committee approves the use of small contained areas within Golders Green and North Finchley libraries to trial assessment and support hubs for adults social care clients to support the proposed new operating model for adults social care;</p>
<p>6. That the Committee approves the use of distinct parts of the ground floor customer access area in Colindale for meeting facilities for children & families and for a Business Hub;</p>
<p>7. That the Committee approves the transfer of the Registry Office to Hendon Town Hall, and the designs as set out in Appendix B;</p>
<p>8. That the Committee authorises the procurement of an organisation(s) to establish Business Hubs that can provide touchdown office spaces in the newly freed up spaces within libraries and in the ground floor of the new Colindale Offices and agrees to delegate to the Director of Resources authority to enter a contract and lease (or other document permitting use of premises) for the same with such organisation(s).</p>

1. WHY THIS REPORT IS NEEDED

1.1 Introduction and purpose

- 1.1.1 The Council is committed to consolidate its office accommodation in order to reduce running costs; to provide modern, flexible accommodation that supports our staff; and to use its estate as a regeneration tool.
- 1.1.2 This commitment has already seen the substantial reduction in office accommodation within the NLBP Units and Barnet House, with the proposed move to new offices in Colindale (as set out in the Office Accommodation Review Full Business Case) representing a further significant consolidation.
- 1.1.3 Moving to new offices in Colindale will place a large proportion of the Council's staff in the heart of the Colindale regeneration area, close to many of the Council's residents and businesses that need our support the most.
- 1.1.4 While proposing this move to new offices in Colindale, the Council must also ensure all staff are based in the most suitable location across the borough to allow them to work securely, safely & effectively, close to the residents they serve. For many staff this is likely to be Colindale, because of its physical size and the facilities it provides, as well as its proximity to some of the borough's most deprived wards. For others, however, it may be more suitable for them to work from other locations.
- 1.1.5 The Locality Strategy has been developed to inform these decisions over where staff are best located to support our residents, be it in Colindale or other areas of the borough. The objectives of the strategy are to identify the most suitable places for staff to work from and, where appropriate, meet their customers, that:

- Are in suitable locations in our communities, within a short distance of the customers we serve
- Ensure that service requirements are met & staff preferences considered
- Align with agile/flexible working arrangements while we reduce the costs of our estate.

1.1.6 The Strategy has been developed through the following steps that took place from February to May 2016:

- A review of customer needs through mapping of demand 'hotspots'.
- A review of possible buildings to identify which could be used for additional staff to operate out of.
- A review of service preferences to identify those services that are best delivered from within communities, and not from central offices
- Assessment of different options, considering their ability to deliver the Locality Strategy objectives, as set out above, as well as the costs and changes involved.

1.2 **LBB's strategic objectives**

1.2.1 The Council's ambition is to move to a more 'agile working' organisation and it is committed to providing a more flexible working environment. The Locality Strategy supports this aim by providing suitable choices over where staff can work from in order to do their job securely, safely and effectively.

1.2.2 The Council's Customer Access Strategy, which was approved at Policy & Resources Committee on 28th June 2016 following public consultation, seeks to make online the default choice where appropriate and to meet our customers face to face only where this will more efficiently and effectively meet needs. The Locality Strategy supports this aim by proposing suitable face to face facilities only for those areas, such as adults and children's social care, where face to face contact will best meet the needs of our residents.

1.2.3 The Locality Strategy also supports the Council's proposals for the future delivery of adults social care, currently out for consultation, to address the growing demand for services while delivering substantial savings. In particular the strategy identifies some potential locations for the 'hubs' for assessments and reviews contained within the proposals.

1.2.4 The Locality Strategy supports the Council's Entrepreneurial Barnet approach to make Barnet the best place in London to be a small business by developing touchdown spaces that can be used by Barnet businesses and residents.

1.2.5 Finally the Locality Strategy supports the delivery of the Council's partnership vision to make Barnet the most Family Friendly borough by 2020. In particular it proposes appropriate facilities, space for co-location of services, and with the ability to provide services at times and in places that suit children and families.

1.3 Recommendations

1.3.1 The Locality Strategy demonstrates that the most suitable option is for the new Colindale offices to be the single, principal base for officers, with the provision of touchdown spaces across the borough which frontline staff can use, and a new Family Friendly hub in the east. This will include both an office base for our staff who work with children and families, and also suitable facilities for meeting with children and families. The touchdown spaces are proposed to be within new Business Hubs in four libraries (North Finchley & Golders Green, East Finchley & Chipping Barnet), Hendon Town Hall and the Colindale Independent Living Centre (ILC).

Touchdown space for mobile staff

1.3.2 Newly freed up space within the four libraries will be rented to organisations that provide touchdown spaces open to all (not only Council staff) with any user paying a subscription to use this space.

Face to face provision for housing benefits and homelessness

1.3.3 In order to enable the transfer of housing benefits and homelessness face to face contact from Barnet House, it is recommended that the Burnt Oak Customer Service Centre is re-configured to deliver this additional face to face contact. Analysis of the current Barnet House face to face contact and the space available within the Burnt Oak customer service centre has shown that this is feasible. Housing Benefits appointments will also take place in Golders Green and North Finchley Libraries in accordance with the Council's Customer Access Strategy, agreed at Policy & Resources Committee on 28th June 2016.

Assessment hubs for Adults

1.3.4 Areas within new Independent Living Centre in Colindale, and Golders Green and North Finchley libraries will be used to trial assessment and support hubs for adults social care clients to support the proposed new operating model for adults social care.

Family Friendly Hubs

1.3.5 In order to deliver suitable spaces for meeting children & families, it is proposed that two Family Friendly Hubs are developed, one within the ground floor of new Colindale building and another in the east of the borough in a site still to be identified. The Hub in the east will also contain space for children's social workers and other staff to work from.

Registry Office

1.3.6 It is proposed to transfer the Barnet Registry Office from 182 Burnt Oak Broadway in Edgware to the Hendon Town Hall through reconfiguration of the space on the ground floor. Designs for this are included in Appendix B.

1.3.7 The current site occupied by the service is in poor condition and several options were considered for the relocation, including splitting the service. However, most of the other sites considered had longer lead in times to enable occupation and negotiation with existing tenants. Splitting the service would have resulted in increased costs.

- 1.3.8 The move to Hendon Town Hall will enable the council to conduct citizenship ceremonies in the council chamber and provide a better offer for weddings to be held at Hendon Town Hall.
- 1.3.9 Current occupants of HTH, custodians, governance services and members that hold surgeries in meetings rooms, have been considered and this proposal is not likely to have an adverse impact on them.
- 1.3.10 The proposed timeframe for carrying out these works, using terms contractors, is August 2016. This will ensure there is minimum impact or disruption to council meetings.

Business Hubs

- 1.3.11 It is recommended that the remaining space within the customer access area on the ground floor on the Colindale offices is used as a Business Hub that will provide office space and tailored advice to support local businesses and entrepreneurs.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 2.1 The Strategy also considers three alternative options - two that propose greater use of multiple principal offices, and one further option proposing Colindale as the single principal office alongside a number of smaller buildings where staff would be permanently based from. The first two options are not recommended as they place considerable reliance on our existing central offices, and also only enable some specific groups of staff to work from within communities. The latter option is also not recommended due to the limitations with the possible buildings identified which would result in a split of services across a number of sites. In addition some of these possible locations involve the use of spaces made available within Library buildings which poses risks to the delivery of the rental income target attributed to these spaces.

3. POST DECISION IMPLEMENTATION

- 3.1 If the recommendations are approved by the Committee, the next steps will be as follows:
- Commence search for organisations that specialise in establishing business hubs / providing touchdown office space as part of wider search for suitable tenants for space set aside for commercial / community rental in libraries;
 - Return to Assets, Regeneration & Growth Committee with the proposed terms of leases with organisations for the use of spaces within libraries;
 - Commence search for a suitable location for the Family Friendly hub in the east of the borough;

- Conduct feasibility study into reconfiguration of Burnt Oak Customer Service Centre;
- Pursue possible partner co-location opportunities, including for 0-25s and the Disabled Children Team in health settings, and for placing additional staff in other Council-owned buildings, such as Woodside Road Leaving Care Hub and Greentop Activities Centre;
- Commence use of space within new Colindale Independent Living Centre as a touch-down area, and of other touchdown areas as and when they become available;
- Commence works at Hendon Town Hall to accommodate Registry Office;
- Implement reconfiguration of the Burnt Oak Customer Service Centre.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

4.1.1 This decision will support the Council's move to new offices in Colindale. This in turn contributes to the delivery of the Council's medium term financial challenge of achieving savings around £90m between 2015 and 2020, with around £6m of that being targeted through the existing estate, as well as the impetus the new development adds to the regeneration of the Colindale area.

4.1.2 The Council is further committed to providing staff and service users with office accommodation that provides a flexible working environment in line with modern working practices. This includes taking opportunities to improve community cohesion and cross-public sector integration. This decision supports these commitments, firstly by providing greater flexibility of where can work to do their job securely, safely and effectively, and also by enabling them to work closer to service users.

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

4.2.1 Upfront investment is required to implement these recommendations – in particular to reconfigure the Burnt Oak Customer Service Centre and move Registrar's to HTH. These are envisaged to be in the region of £750k. This will be paid for from within the existing capital programme in the Asset Management budget.

4.2.2 This figure doesn't include the costs associated with the new Family Friendly Hub as no site has yet been identified for this building. However, the total cost for developing this should not exceed £2.5m which assumes no CIL/s106 contribution, the purchase of land, and similar costs per square metre as the new Colindale office.

4.2.3 It will also involve some additional operating costs to cover the fees for use of the touchdown spaces, for the ongoing running of the Family Friendly Hub,

and for the 0-25s and Disabled Children Tea to co-locate with partners in NHS offices. This is estimated to be in the region of £140k. The reduction in use of other central buildings, however, does open up the possibility of renting elements of this space to at least cover running costs. It is expected that this would more than compensate for the additional operating costs set out above.

4.3 Legal and Constitutional References

4.3.1 The Council Constitution under Responsibility for Functions sets out the terms of reference for the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of growth
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.
- Compliance with requirements of the Management of Asset, Property and Land Rules in the Council Constitution
- Compliance with the Contract Procedure Rules and Appendix 1 Table A in the Council Constitution.

4.4 Risk Management

4.4.1 Key risks to the Locality Strategy are:

Implementation risks:

- Lack of suitable 'co-working' providers to rent out space within libraries
- Identifying a suitable, affordable site for the new Family Friendly hub in the east of the borough
- Lack of information available for non-LBB sites which are relied on for some teams (0-25s and Disabled Children's Team) and could offer further potential co-location opportunities that have not been identified thus far.

Business risks:

- Resistance to cultural changes as the smarter working and encouraged use of public transport initiatives are instigated
- Lack of changes to ways of working posing a strain on a single, principle office in Colindale.

4.4.2 All risks and issues will be managed in accordance with the Council's Risk Management Framework and Project Management Methodology and Toolkits. Assessments will be carried out as early as possible and will be monitored and reported to the Colindale & Smarter Working Board and, ultimately, to the Delivery Unit Board.

4.5 Equalities and Diversity

4.5.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves

that equality considerations are integrated into day to day business and that all proposals have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.

- 4.5.2 A single assessment has been carried out on the impact of these proposals, as well as the proposed move to new Colindale offices, on both staff and service users within the Equality Impact Assessments contained within appendices to the Office Accommodation Review FBC. These demonstrate that the proposals set out both in the Locality Strategy and the FBC are designed to ensure fair and equitable treatment of all Barnet's communities and its staff in relation to their access to the Civic Estate.

5. BACKGROUND PAPERS

- 5.1 Customer Access Strategy submitted to P&R on 28 June 2016 –
<https://barnet.moderngov.co.uk/documents/s32725/Customer%20Access%20Strategy.pdf>

London Borough of Barnet Locality Strategy

Version 1.0
June 2016

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1. Executive Summary

1.1 Our Vision

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

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

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

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

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

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

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

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

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

1.2 Objectives

The 'locality offices' identified through this strategy must:

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

2. **Ensure that service requirements are met & staff preferences considered:** be sufficient and suitable for all the Council's 2,466 staff¹ as well as our partners where possible, considering the new Colindale offices and additional premises.
3. **Aligns with Smarter Working:** aligns with agile/flexible working arrangements by providing choice over where we work while we reduce the costs of our estate.

1.3 Approach

This strategy has been developed through the following steps:

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

1.4 Dependencies

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

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

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

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

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

1.5 Recommendations

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

- **Staff currently working from our central offices² use the proposed new offices in Colindale as their primary base³, with access to a number of touchdown spaces⁴ across the borough**, including Hendon Town Hall, East Finchley, Chipping Barnet, North Finchley and Golders Green Libraries, and Colindale Independent Living Centre; these last three will also include assessment and support hubs for adults social care clients

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

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

² North London Business Park Units 2 & 4 and Barnet House

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

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

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

These recommendations are summarised below:

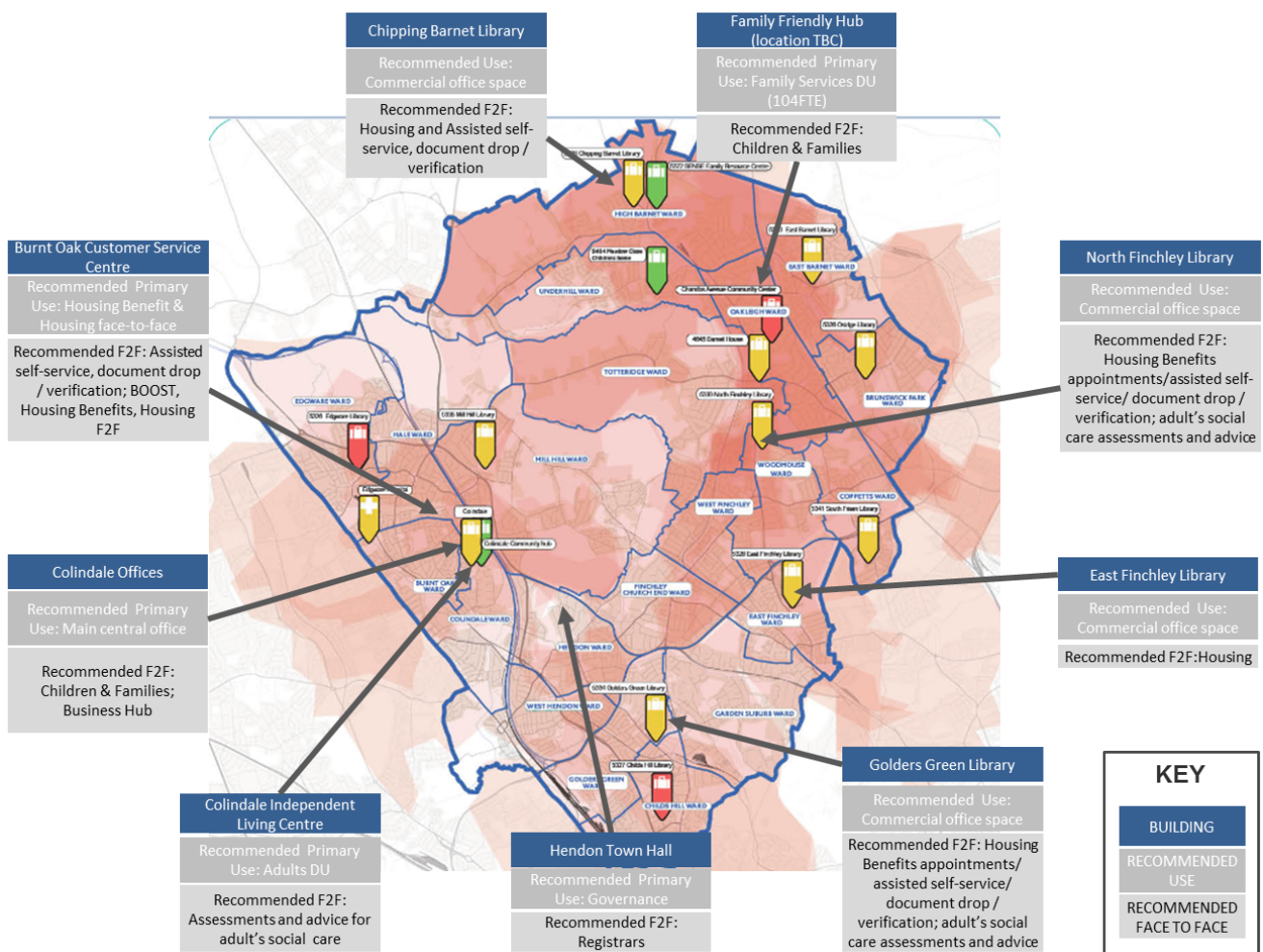


Figure 1: Map of recommended option

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

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

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

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

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

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

1.6 Next steps

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

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

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

2. Purpose of the Report

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

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

2.1 Objectives of the Locality Strategy

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

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

This requires a balanced strategy, one where:

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

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

2.2 Contents of this strategy

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

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

2.3 Scope and exclusions from scope

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

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

This Strategy is an initial assessment as to which services within these three buildings could move to Colindale, and which are more appropriately based closer to the communities they serve. It includes partners operating from these buildings, such as Barnet CCG, Barnet Group, CSG and RE⁵.

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

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

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

2.4. Methodology

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

(i) Reviewing customer needs

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

(i) Reviewing potential locality buildings

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

(ii) Reviewing services suited for locality working

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

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

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

(iii) Assessing the preferred option for locality working

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

3. Reviewing customer needs

3.1 Strategic borough mapping

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

The Borough Context and Customer Needs⁶:

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

Key Strategy and Policy Drivers:

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

15-30 minute accessibility by public transport⁷ to the following asset types:

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

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

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

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

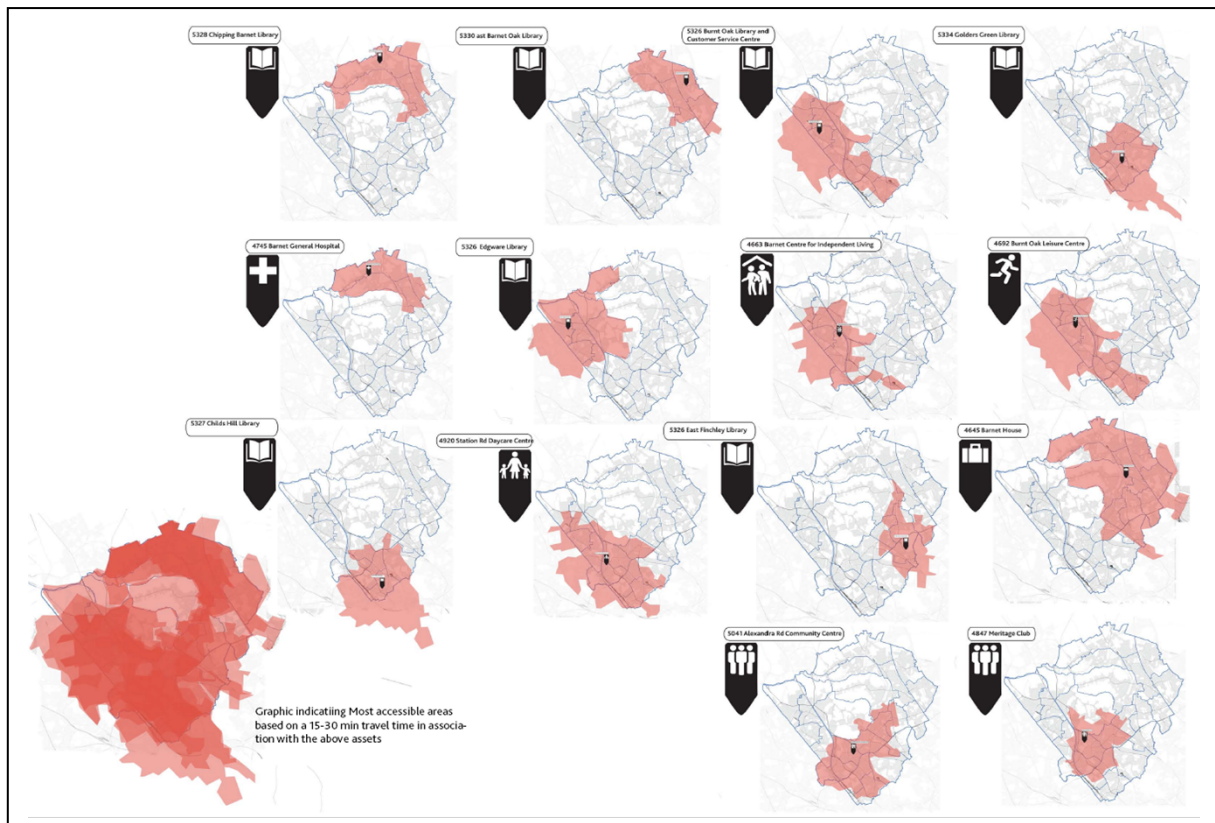


Figure 2: Libraries Accessibility Mapping (by Public Transport)

3.2 Key issues raised by Strategic Mapping

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

Issue 1 - Accessibility

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

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

Issue 2 - Customer & Service Preferences

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

The key focus points for this issue are:

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

Figure 3: Summary of demand hot-spots

4. Identifying potential locality buildings

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

4.1 Fully utilized locality buildings

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

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

Figure 4: Fully utilised locality buildings

4.2 Locality buildings with further potential

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

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

Figure 5: Locality buildings with further potential

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

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

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

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

4.3 Discounted locality buildings with possible future opportunities

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

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

5. Identifying services suited for locality working

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

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

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

5.1 Current Service Location

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

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

Figure 6: Services current central/local location split

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

5.2 Preferred Future Service Location

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

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

Total	1464	458	79	465	
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Figure 7: Services location preferences

5.3 Preferences for use of NHS locations

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

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

6. Options

6.1 Description of options

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

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

OPTION 1

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

OPTION 2

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

OPTION 3

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

OPTION 4

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

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

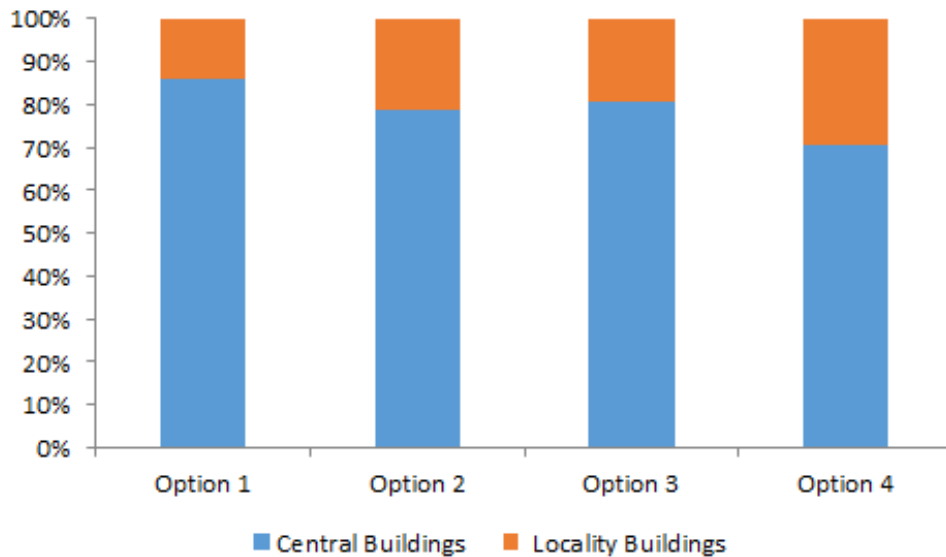


Figure 8: Comparison of Central vs. Locality Options

Baseline Assumptions

The assumptions common to all options are summarised below:

- Staff already based in LBB-owned locality buildings are able to stay there (289 staff)
- Staff based at partner-owned locality sites are able to stay there (62 staff)
- New offices in Colindale will open in Summer/ Autumn 2018 with c. 1,200 desks
- A number of projects, which are now in place to enable effective Smarter Working (including a lower desk to staff ratio that is currently in place and an assumed reduction in reliance upon car use), will be implemented
- Leases for NLBP 4, NLBP 2 & Barnet House terminate in 2018⁸, 2020, 2032 respectively

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

6.2 Assessment Criteria

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

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

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

Key objective: putting customers at the centre

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

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

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

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

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

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

Key objective: aligns with Smarter Working

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

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

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

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

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

6.3 Options Assessment & Key Findings

6.3.1 Assessment from a Customer Perspective

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

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

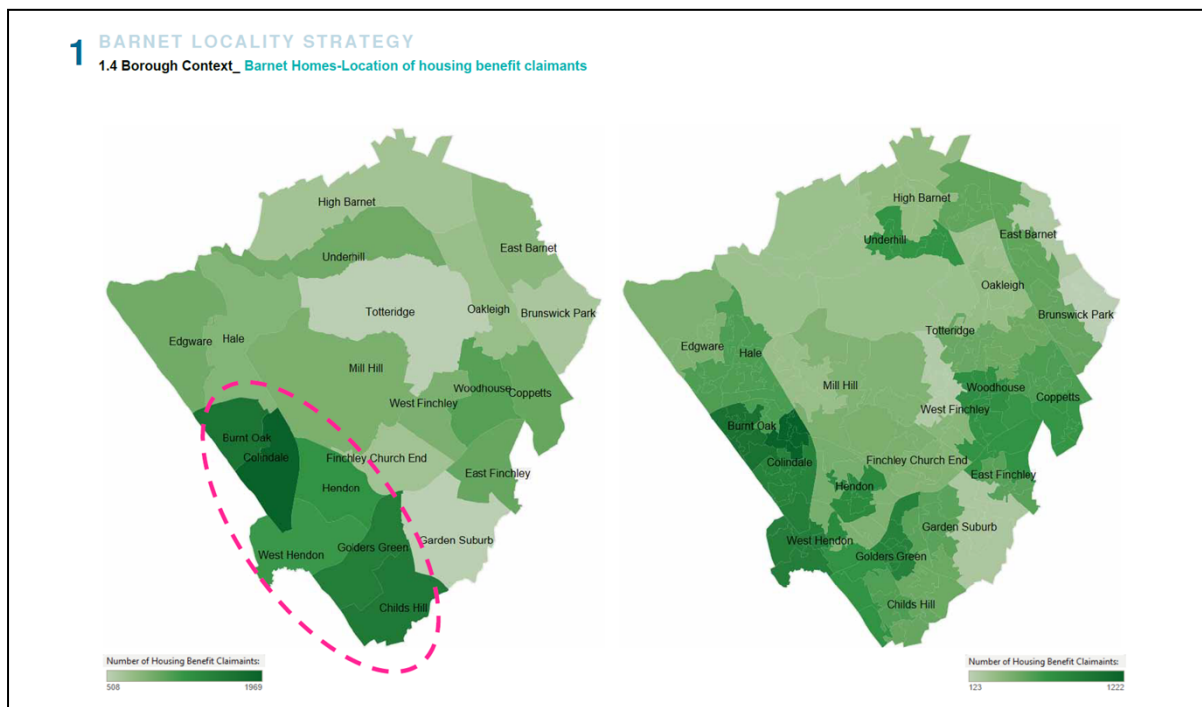


Figure 9: Hot Spot Areas for Housing Benefit Claimants & Out of Work Claimants

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

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

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

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

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

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

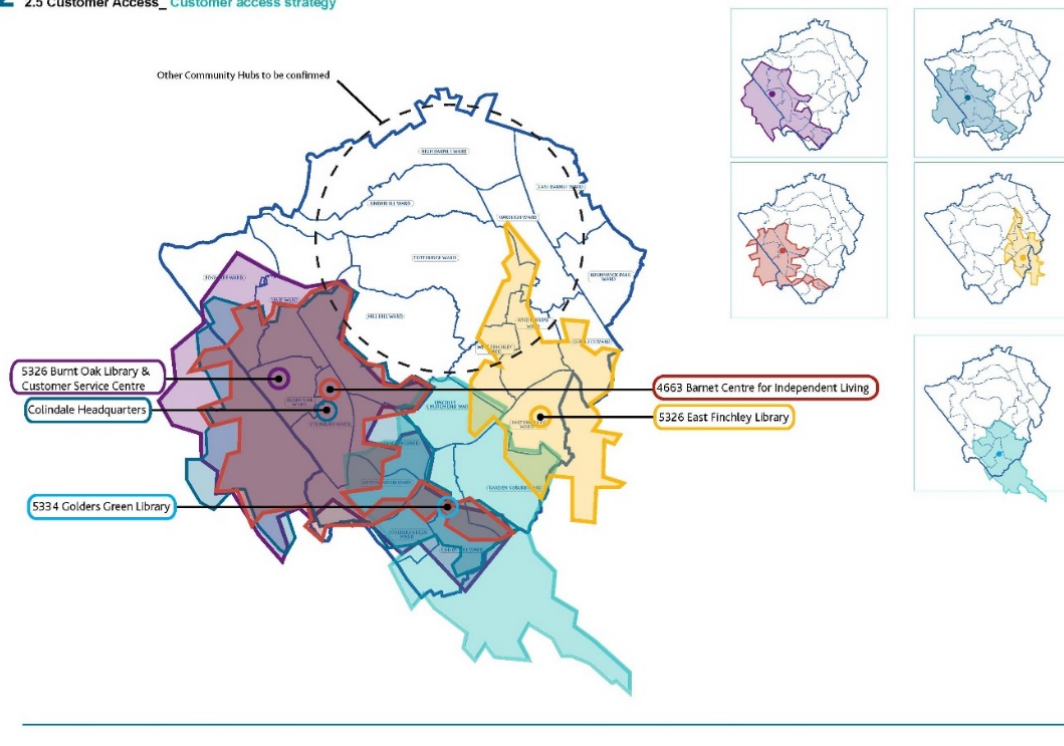


Figure 11: Proposed Face to Face locations & accessibility

6.3.2 The Options from a Service and Staff Perspective

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

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

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

Figure 12: Summary of service preferences

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

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

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

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

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

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

6.3.3 The Options from a Smarter Working Perspective

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

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



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

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

Running costs have been calculated on the following basis:

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

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

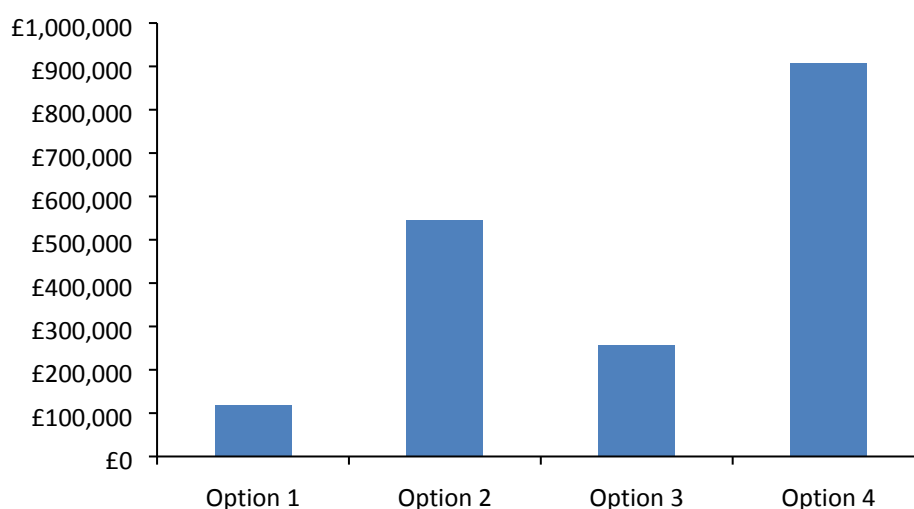


Figure 15: Comparison of upfront costs

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

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

6.4 Preferred Option

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

This preferred option is summarised below:

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

Implementing this option will require a lower desks-to-staff ratio in Colindale than is currently the case, which is challenging although possible. The model will still be for all teams to have dedicated zones where they will work from, in addition to some touchdown provision which any member of staff can work from. All staff will also have access to meeting rooms and other facilities to meet as teams and to conduct confidential conversations⁹.

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

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

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

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

Figure 16: Service Location for Option 3

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

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

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

Figure 17: move matrix for Option 4

7. Project Delivery Timeline

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

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

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

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

8. Risks, Constraints, Assumptions & Dependencies

8.1 Risks

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

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

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

8.2 Constraints and Assumptions

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

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

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

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

8.3 Equality and Diversity Considerations

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

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

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

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

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

8.4 Dependencies

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

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

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

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

9. Appendices

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

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Registration and Nationality Service – Proposed Relocation

Hendon Town Hall, The Burroughs, London NW4 4AX.

Final Design Scheme – Proposals
23/06/16

Burnt Oak Findings from 10.06.16, further discussions and full brief:

Security:

CCTV required
Security desk required at the front entrance; possibly with metal detection

Reception and Seating Area:

11 seats as existing in reception area
14 seats as existing in the marriage waiting area
Marriage notices are currently displayed, 3 cabinets, 3 metres long, although these could be electronically displayed

Staff numbers:

3 x custodian desk positions required (1 at front door position)
3 x governance desk positions required
8 x staff positions required

Operations:

Opening hours are 9-4pm, Monday to Saturday with emergency appointments on Sundays for deaths as needed
12 lockers are required

Offices:

Use of offices is flexible. However, 5 are required as a minimum; 7 ideally

Ancillary items:

Staff kitchen with a notice board to be provided

Staff Reception Room requirements:

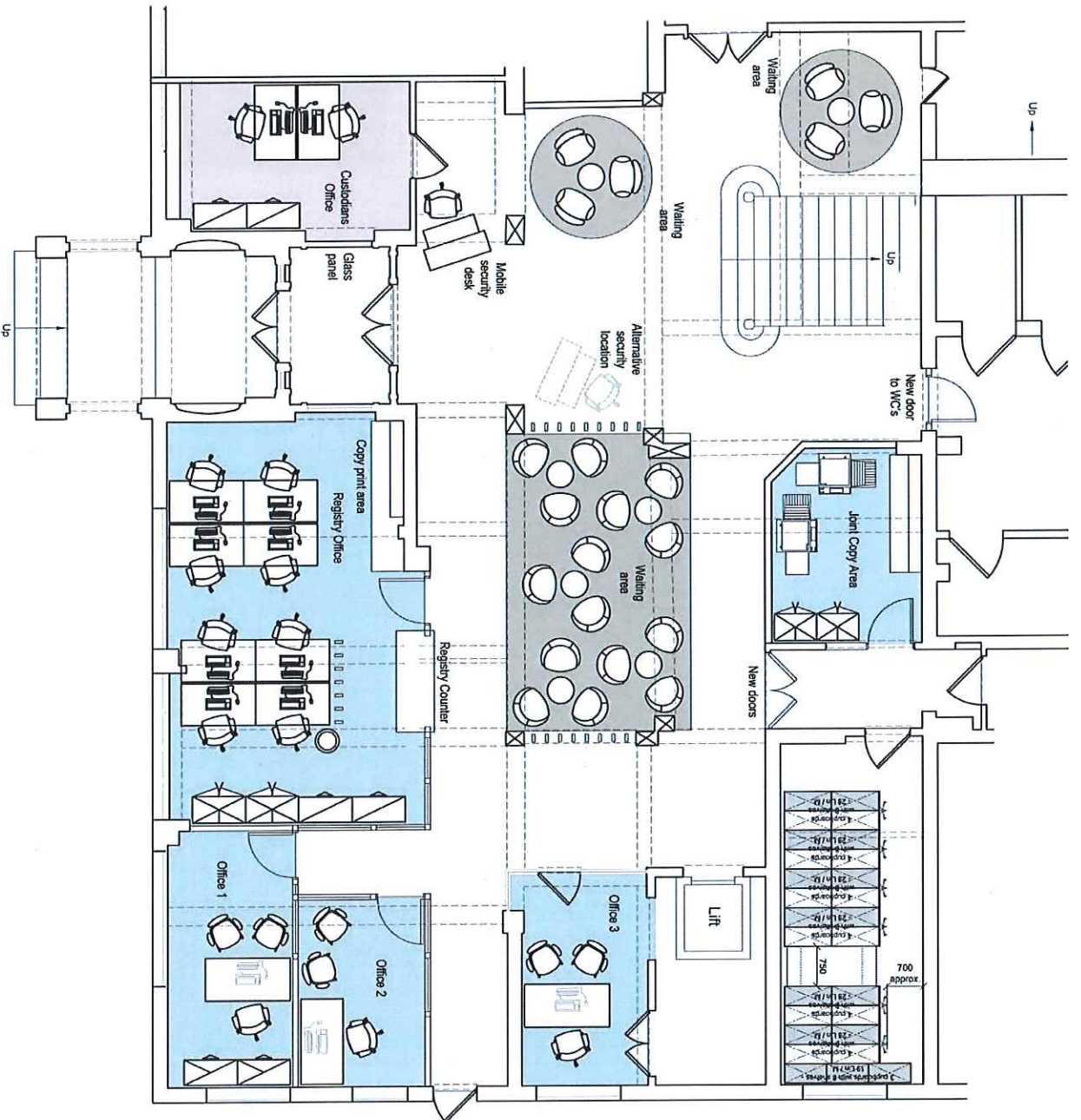
Shredder, photocopier, collation bench and paper storage to be accommodated
2 notices cabinets
A small certificate cabinet
Registers – 2-3 linear metres of shelving needed
Cash till for payments
Space for 3 people for calls and enquiries
Post trays for employees
Working rota whiteboard
Notice board

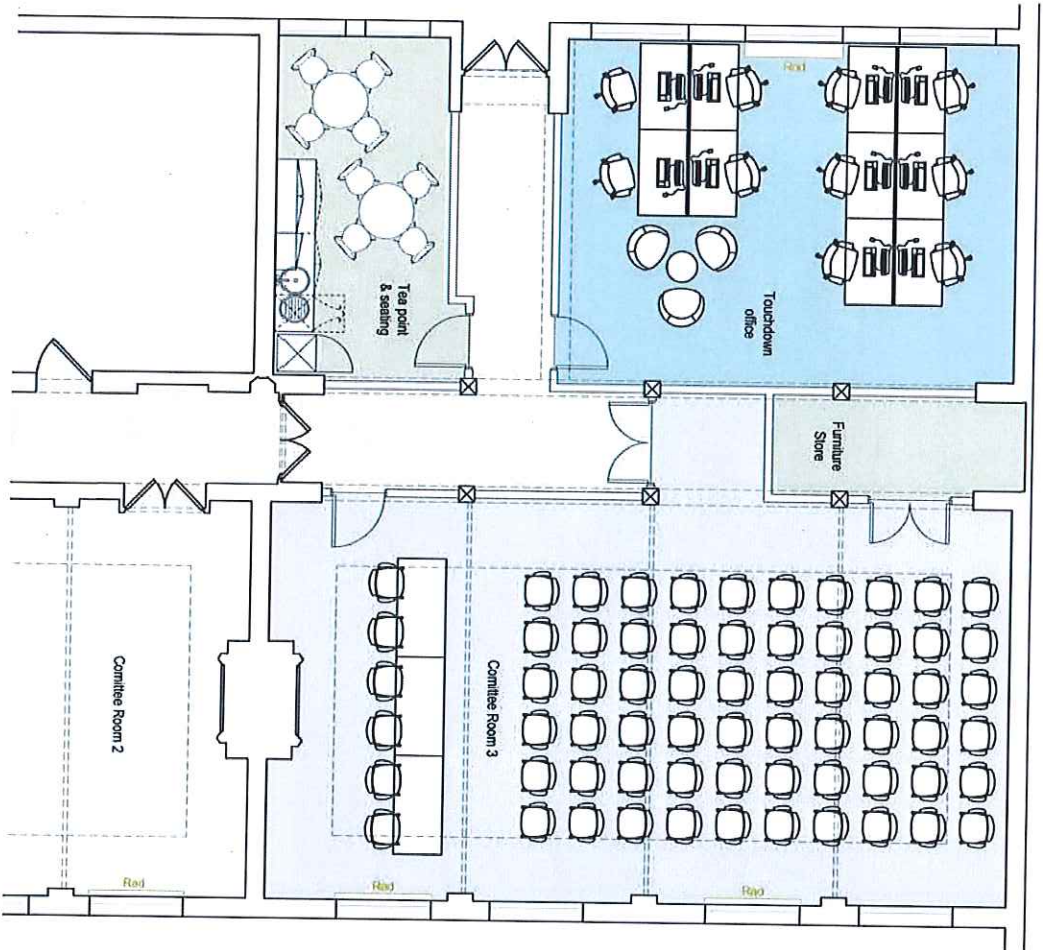
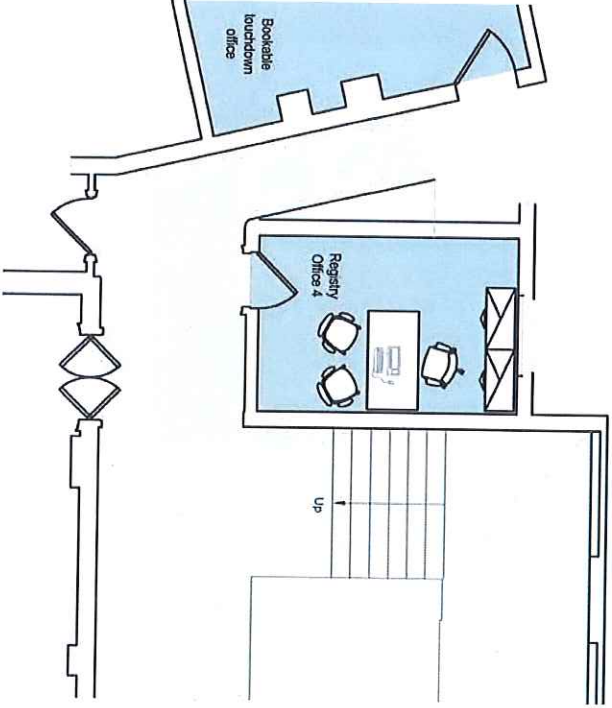
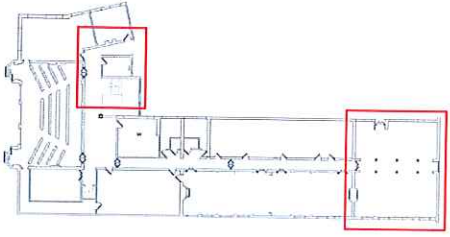
Strongroom requirements:

21 cabinets, some 9 shelves high
150 linear metres of storage as existing
Key cabinet or mountings on wall
Money safe
Space for set of steps, 500mmW x 800mmD approx
High security room needed

Storage:

10 linear metres for the Post Room
21 linear metres for official forms and literature
4 linear metres of storage for marriage notices
Confidential waste bags
Recycling bags and waste






CAPITA

1st floor – Developed plan - C

We | Listen Create Deliver

	<p>Council</p> <p>26 July 2016</p>
<p style="text-align: right;">Title</p>	<p>Referral to Council from the Assets, Regeneration and Growth Committee – Accommodations Options Review Final Business Case (FBC)</p>
<p style="text-align: right;">Report of</p>	<p>Head of Governance</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;">Enclosures</p>	<p>Annex 1 – Report to Assets, Regeneration and Growth Committee, 11 July 2016</p> <p>Appendix A – Accommodation Options Review Final Business Case</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Sheri Odoffin, Governance Officer sheri.odoffin@barnet.gov.uk 020 8359 3104</p>

Summary

Agenda item 15 'Accommodation Options Review Final Business Case (FBC)' was referred up to Full Council by the requisite number of members of the Assets, Regeneration and Growth Committee on 11th July 2016, as outlined in the Constitution. Council is therefore requested to consider the recommendations and take a decision on them.

Recommendations

That Council consider and vote on the recommendations contained in agenda item 15 of the Assets, Regeneration and Growth Committee of 11 July 2016.

1. WHY THIS REPORT IS NEEDED

1.1 The Constitution allows a certain number of members to refer a matter on which a Committee has taken a decision to its parent body. At the meeting on 11th July, the required number of Members of the Assets, Regeneration and Growth Committee referred agenda item 15 up to the next meeting of Full Council.

1.2 Following the debate on the item, the Chairman moved to a vote. Votes on the recommendations set out in the committee report were recorded as follows:

For: 5

Against: 4

Abstain: 0

Immediately following the vote, Councillor Narenthira moved to refer the item to the next practicable meeting of Full Council. The reason given for the request to refer the item was that there has been insufficient engagement/consultation with staff. The referral was seconded by Councillor Philip Cohen and supported by the following Members:

- Councillor Geof Cooke
- Councillor Alison Moore
- Councillor Nagus Narenthira
- Councillor Phil Cohen

1.3 Council are requested to note that the Committee voted on the exempt report associated with this item (agenda item 19 – Accommodation Office Options Review – Final Business Case – Exempt) and this decision has not been referred to Full Council for determination.

1.4 As the Assets, Regeneration and Growth Committee immediately indicated after the decisions had been taken that they required the decision to be referred up, the procedures to be followed will be those set out in Paragraph 20 of Full Council Procedure Rules (Rules of Debate). For reports of Committees (including Overview and Scrutiny Committees), the Chairman of the relevant committee, or the Vice-Chairman in their absence, will move reception of the report and adoption of the recommendations. This report need not be seconded. The leader of each of the other groups, or another member of their group, will then have an opportunity to comment on the recommendation, and at the end of the time allowed the Mayor will bring this part of the debate to an end, whether or not all those entitled have spoken or completed their speeches.

2. REASONS FOR RECOMMENDATIONS

2.1 As set out in the substantive report.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 As set out in the substantive report.

4. POST DECISION IMPLEMENTATION

4.1 As set out in the substantive report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As set out in the substantive report.

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

5.2.1 As set out in the substantive report.

5.3 Legal and Constitutional References

5.3.1 Constitution, Responsibility for Functions, Paragraph 6, Members Rights to Refer Matters to Parent Body – states that “A specified number of Members of a Committee or Sub-Committee may require that any decision of the Committee or Sub-Committee is referred up to the next practicable meeting of Full Council or the relevant Committee to which the Committee or Sub-Committee reports, by indicating immediately after the decision is taken that they require the decision to be referred up. The report to Full Council or the relevant Committee to which the Committee or Sub-Committee reports on the referral shall set out the reasons given for the referral.”

5.3.2 Constitution, Full Council Procedure Rules, Paragraphs 20 and 21- Rules of Debate and Time for Debate

5.4 Risk Management

5.4.1 As set out in the substantive report.

5.5 Equalities and Diversity

5.5.1 As set out in the substantive report.

5.6 Consultation and Engagement

5.6.1 None

6. BACKGROUND PAPERS

6.1 None.

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	<p style="text-align: center;">Assets, Regeneration and Growth Committee</p> <p style="text-align: center;">11 July 2016</p>
<p style="text-align: right;">Title</p>	<p style="text-align: center;">Accommodations Options Review Final Business Case (FBC)</p>
<p style="text-align: right;">Report of</p>	<p>Director of Resources</p>
<p style="text-align: right;">Wards</p>	<p>Colindale, Brunswick Park, Totteridge</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;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Accommodation Options Review Full Business Case</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Chris Smith, Head of Estates, London Borough of Barnet</p>
<p>Summary</p>	
<p>An Accommodation Options Review was carried out in relation to Barnet Council’s office accommodation provision. The approach used is in accordance with HM Treasury Green Book, Five Case principles and the Full Business Case (FBC) has been prepared to enable officers and members to consider whether to approve the preferred accommodation option and start construction of new offices in Colindale.</p>	

<p>Recommendations</p>	
<p>1.</p>	<p>That the Committee acknowledge and note the contents of the Full Business Case (FBC);</p>
<p>2.</p>	<p>That the Committee approves the preferred option for Barnet Council’s office accommodation to start construction of a new build development at Colindale;</p>
<p>3.</p>	<p>That the Committee authorises the entering into a Design and Build Contract with Galliford Try Construction for the Colindale Office and agrees to delegate to the Director of Resources authority to sign the contract;</p>
<p>4.</p>	<p>That the Committee approve the elements of the IT and IM strategy that are the main enablers to the Colindale programme as set out in para 1.4.6-12;</p>

5. That the Committee authorises the procurement of a supplier to operate the café on the ground floor of the new Colindale Offices as set out in paragraph 1.4.19 and agrees to delegate to the Director of Resources authority to enter a contract and lease (or other document permitting use of premises) for the same, with such organisation.

1. WHY THIS REPORT IS NEEDED

1.1 Introduction and purpose

1.1.1 The Council is committed to providing its staff and service users with office accommodation that provides a flexible working environment in line with modern working practices; and to the regeneration of the borough, and in particular within the Colindale area.

1.1.2 In September 2015, the Council reduced its overall office accommodation from 262,000 to 175,000 sq ft by re-locating staff from North London Business Park (NLBP) Unit 4 to Barnet House and NLBP Unit 2.

1.1.3 This initial consolidation was the first short-term part of a two stage approach to revising the office accommodation set out within an Outline Business Case (OBC) that was approved by the Council's Assets, Regeneration & Growth Committee on 1 June 2015.

1.1.4 The OBC also assessed medium term options (beyond 2017) and identified a preferred way forward – to build new office accommodation at the Grahame Park Site, Colindale. ARG approved that this preferred option was to proceed to Full Business Case (FBC), which is now submitted to ARG for final approval.

1.1.5 The enclosed FBC sets out the two medium term options available to the Council from 2017 onwards. These are:

- **Baseline position:** Continuing with status quo accommodation setup. Leases in both NLBP sites and Barnet House;
- **Preferred Option:** Develop new, specialist accommodation at Grahame Park in Colindale to move into in September 2018. Exit NLBP Unit 4 in September 2018, NLBP Unit 2 in June 2020 and Barnet House in September 2032.

1.1.6 The FBC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:

- **Strategic Case** – setting out the context for the Council's office accommodation, current arrangements and the case for change, constraints and investment objectives
- **Economic Case** – appraising the options for office accommodation for Barnet, and the preferred way forward
- **Commercial Case** – indicating the commercial implications of the preferred way forward

- **Financial Case** – indicating how the preferred way forward could be funded
- **Management Case** – outlining the initial plans for delivery to manage the way forward.

1.1.7 The FBC has been prepared to enable officers and members to consider whether to approve the preferred accommodation option. Subject to approval of the FBC, the scheme will move to start construction of new offices in Colindale.

1.2 **LBB's strategic objectives**

1.2.1 The Council's ambition is to move to a more 'agile working' organisation and it is committed to providing a more flexible working environment. Even after the changes in September 2015, the current office accommodation can be further consolidated, alongside the introduction of flexible and agile working.

1.2.2 This consolidation will support LBB's medium term financial challenge of achieving savings of £81.1m between 2016 and 2020, with around £6m of that being targeted through the existing estate.

1.2.3 The Council also has a number of regeneration objectives, in particular within the Colindale area of the borough. New offices will support the regeneration of this area.

1.3 **Existing Portfolio**

1.3.1 The current 'civic buildings' portfolio comprises four buildings situated at Units 2 and 4 North London Business Park (NLBP), Barnet House and Hendon Town Hall.

1.3.2 The future end to existing leases for NLBP Unit 4, NLBP Unit 2 and Barnet House in October 2017¹, June 2020, and September 2032 respectively, enables the Council to restructure the Civic Estate. The Council's previous ability to break the occupational lease in NLBP Unit 4 in October 2015 also enabled a two stage approach of reducing use of NLBP Unit 4 in the short term while exploring other options in the medium term (beyond 2017).

1.4 **Recommendation**

1.4.1 The FBC shows that, in comparison to the baseline position of continuing leases in both NLBP sites and Barnet House, developing new offices in Colindale best meets the Council's objectives of reducing running costs, supporting regeneration objectives, improving environmental responsibility and increasing agile working. This move will also deliver savings, over and above £4.5m per annum already delivered, of £700k-£1m to running costs. Additionally, the scheme would benefit LBB's regeneration plans in Colindale,

¹ It is proposed, under the preferred option to negotiate an extension to the lease for NLBP Unit 4 to August 2018.

bringing council offices closer to the community as well as new jobs and support to local businesses.

1.4.2 One-off costs are higher for the preferred option than for the baseline position of maintaining the current Civic Estate. Capital build costs of £40.8m, over 50 years and other attributable costs (e.g. fit out, furniture, audio visual, etc.) of £10.5m will be funded through borrowing. Revenue requirements will be contained within existing budgets. The higher build cost, compared to the baseline, makes this a higher risk option.

1.4.3 Even when considering these one-off costs, the preferred option does represent value for money for the council, with £29.7m net present value savings over 50 years when compared against the baseline position. In terms of cash flow, following the move to Colindale in September 2018 and as NLBP Unit 2 and 4 leases expire, the preferred option begins to provide running cost savings against the baseline position from 2019/20.

Office Build

1.4.4 In accordance with the approved recommendation within the Outline Business Case, and with the Council's Constitution and Contract Procurement Rules, the Director of Commercial & Customer Services authorised the appointment of Galliford Try Construction under a pre-construction services agreement to develop RIBA Stage 4 Technical Designs through a Delegated Powers Report on 6 August 2015. These RIBA Stage 4 Design have now been developed through ongoing consultation with the Council and their appointed consultants, and the Contractor has undertaken a tender exercise and market evaluation to develop both a Tender Sum Analysis and Final Contract Sum. The final contract sum will not exceed £29.6m.

1.4.5 The development of the new offices and the changes all staff will need to make to the way we work will be governed in accordance with the Council's Project Management Toolkit methodology, and using the Capital Programme Gateway method at set gateways. Progress will be evaluated at key stages of the Programme. This will include assurance from the Customer and Support Group subject matter experts, Re and Commissioning Group client teams.

Information Technology (IT) and Information Management (IM) Strategy

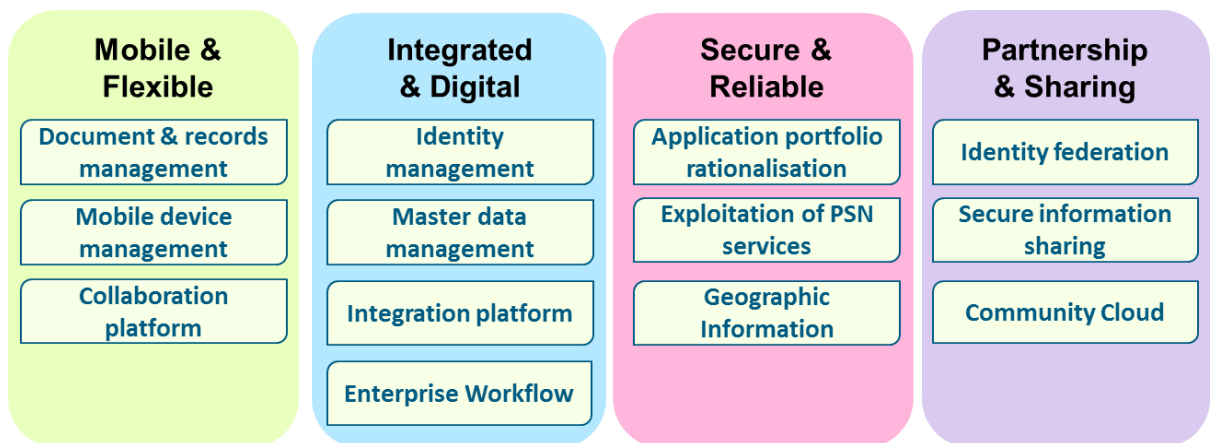
1.4.6 The Council's IT and IM Strategies are a key enabler for the Colindale and Smarter Working Programme, implementing flexible, and mobile working technology, processes and procedures.

1.4.7 The IT strategy 2015-20 is based on four strategic themes:

- *Mobile and Flexible*: staff are mobile and less dependent on offices while remaining connected with their teams, systems and information;
- *Integrated and Digital*: systems are integrated allowing enabling data to be stored, shared and consumed digitally and securely, to drive reliable, consistent and efficient processes;

- *Secure and Reliable*: a reliable and secure service that leverages existing investment, reduces duplication, and delivers what the business needs;
- *Partnership and Sharing*: platforms are shared and accessible through a variety of channels, enabling collaboration with residents, local businesses, partners and third parties.

1.4.8 In order to deliver the drivers and outcomes there are a number of specific core ICT components that need to be established either through adapting and enhancing existing applications within the LBB landscape or introducing new ones. The core components are:



1.4.9 It is particularly the *Mobile and Flexible* component which is an enabler for Colindale and Smarter Working, as it is in this component that the projects to implement collaboration technology, a “bring your own device” policy and document management will be introduced. The high-level roadmap for this work is as follows:

	Q1 16-17	Q2 16-17	Q3 16-17	Q4 16-17
Collaboration technology				
Document management business case				
Mobile device management				

1.4.10 The IM Strategy 2016-2020 (currently in draft) supersedes the IM Strategy 2013-2016 and is driven by five framework elements:

- *Assurance and Management*: provision of advice , consultancy and assurance to commissioning, commissioned services, partnerships and delivery units on information management;
- *Commissioning Support*: provision of a “value added” service to Commissioning, enabling the provision of good quality information, stored appropriately and accessed when required to support effective decision making;

- *Information Architecture*: creation, implementation and enforcement of an information architecture methodology to ensure that a) information is classified in such a way that it is clear where it should be stored; b) information is labelled in such a way that it can be found; and c) information is structured in such a way that it can be effectively search for;
- *Proportionate Risk*: promotion of a proportionate, risk based approach to information security, information management and information rights;
- *Transparency and Open Data*: continue to be seen as a leader in local government transparency.

1.4.11 It is particularly the *Information Architecture* component which is an enabler for Colindale and Smarter Working, as it is this component which drives the implementation of document management (including the processes, procedures and management practices for the effective support of this technology) and the further reduction of paper (and other physical media) storage within the Council. The high-level roadmap for this work is as follows:

	Q3 16-17	Q4 16-17	Q1 17-18	Q2 17-18	Q3 17-18	Q4 17-18
Document management implementation (including processes & procedures & dealing with legacy info stores)						
Retention and disposal implementation						
Off-site archive management & on-going approach						
Digital and paper continuity plan						

1.4.12 Business cases for Document & Records Management, Mobile Device Management and Collaboration platform will be brought to the relevant committee for approval ahead of investment.

Parking

1.4.13 The proposed new building is a 5-7 minute walk from Colindale Station, a 15 minute bus journey from Mill Hill Broadway Station or an 11 minute bus journey from Hendon Town Hall. The offices are also serviced by the following bus routes: 186, 204, 303, 632, 642 and N5, which all stop outside the building.

1.4.14 The proposed new building would make provision for drop-off areas, on-site parking for 5 disabled spaces, cycle parking and refuse/recycling facilities.

1.4.15 There will be 92 car parking spaces made available off-site in a location nearby at the RAF Museum further north along Grahame Park Way.

1.4.16 In addition to this, there will be another 100 spaces made available in a location of similar proximity. These spaces will be kept under review and are intended to be reduced on an annual basis if take up and utilisation is low.

Community provision

1.4.17 The new building will include substantial meeting room facilities with a large proportion of the fourth floor devoted to different size meeting rooms. These rooms are intended to be used by community groups outside of core working hours.

1.4.18 In addition there is a publicly accessible area on the first floor, which will include conference space that can be used by the Council, our partners and community groups.

1.4.19 The café on the ground floor will be accessible by staff and members of the public. In 2017, the council intends to run a procurement process to secure an organisation to run the café. The organisation will need to demonstrate compliance with the council's aspiration of getting more adults with learning disabilities into employment. The organisation will also need to demonstrate that they will meet other critical success factors including reduced waiting times, value for money and quality of food and drinks.

1.4.20 There is a dedicated Business Hub section of the new office block which will provide physical space - such as hot-desks and meeting rooms - and services - such as business advice and mentoring - to encourage small businesses to start up, incubate and grow in Barnet.

1.4.21 This community space is in addition to the community facilities that are identified within the Grahame Park Supplementary Planning Document (SPD). The Grahame Park SPD identifies three new Neighbourhood Hubs:

- At the southern end of Lanacre Avenue, which is nearing completion;
- As part of the concourse re-development, which is subject to detailed design work;
- A new concourse hub re-providing the existing children, health and community centre facilities, which will be demolished as part of the re-development.

2. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

2.1 The Baseline Position represents the current status quo, and continues to lease office space at the current sites. This does not deliver savings, nor does it contribute to the Council's regeneration aims. The economic analysis

contained within the FBC demonstrates that this option offers lower public value for money than the preferred option.

3. POST DECISION IMPLEMENTATION

- 3.1 If the recommendation is approved by the Committee, the next step will be to commence development of the new offices in Colindale.
- 3.2 If the recommendation is approved, procurement strategy will be developed to procure an organisation to run the café in the office block.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

4.1.1 This decision will support the delivery of the Council's medium term financial challenge of achieving savings around £81.1m between 2016 and 2020, with around £6m of that being targeted through the existing estate.

4.1.2 The Council has committed to regeneration of the borough, and in particular within the Colindale area as set out within the Colindale Area Action Plan (CAAP).² Co-locating an office on the regeneration site will likely bring additional employment opportunities, improvements in local infrastructure and support local businesses.

4.1.3 The Council is further committed to providing staff and service users with office accommodation that provides a flexible working environment in line with modern working practices. This includes taking opportunities to improve community cohesion and cross-public sector integration such as the one presented by the development of new offices in Colindale where front line staff will be closer to service users and other agencies.

4.1.4 The new building will also include community space which will be in addition to the community facilities that are identified within the Grahame Park Supplementary Planning Document which was released for public consultation in February 2016.

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

4.2.1 The basis of and approach to funding the proposed scheme at Colindale is set out in detail in the FBC. The preferred option delivers £29.7m net present value savings over 50 years when compared against the baseline position. The move will contribute to the Council's medium term financial plan, delivering on going savings to running costs, in addition to the £4.5m already delivered, of £700k-£1m.

4.2.2 The preferred option requires build costs (total of £40.8m, including

² <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/colindale-aap/colindale-area-action-plan.html>

compensation for land, over 50 years) and other associated costs (fit out, furniture, audio visual, etc.) of £10.5m to be funded through borrowing whilst ongoing revenue requirements will be contained within existing budgets.

4.2.3 There is a capital budget of £50.3m in the capital programme, which expenditure will be incurred against.

4.2.4 Costs to exit NLBP 2, NLBP 4 and Barnet House have been estimated and factored into the FBC. However the FBC does not include potential revenue income from alternative tenants at Barnet House.

4.3 **Legal and Constitutional References**

4.3.1 The Council Constitution under Responsibility for Functions sets out the terms of reference for the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of growth
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.
- Ensuring that any procurement activity complies with the Law, these Contract Procedure Rules, Council policy and the procurement rules laid out in the Council Constitution.

4.4 **Risk Management**

4.4.1 Key risks to the Colindale scheme are:

Implementation risks:

- The construction programme overruns and target savings are not achieved
- Site constraints affect storage, parking, site accommodation and welfare facilities
- Delays in internal decision making processes results in the accommodation not being available for occupation by September 2018

Business risks:

- New accommodation being less attractive to staff or impeding their working arrangements
- Resistance to cultural changes as the smarter working and encouraged use of public transport initiatives are instigated

4.4.2 All risks and issues will be managed in accordance with the Council's Risk Management Framework and Project Management Methodology and Toolkits. Assessments will be carried out as early as possible and will be monitored and explored by the following programme arrangements which will report to the Colindale & Smarter Working Board and, ultimately, to the Delivery Unit Board:

- **The way we work programme** is responsible for focussing on how the organisation will change and adapt, opting new working practices and using new flexible tools and approaches to best meet customer needs, aligned with a new office base in 2018;
- **Delivering Colindale programme** is responsible for the delivery of the move to new office accommodation in 2018.

4.5 Equalities and Diversity

- 4.5.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.
- 4.5.2 An assessment has been carried out on the impact of these proposals on both staff and service users within the Equality Impact Assessments contained within appendices to the FBC. These demonstrate that the proposals set out in the FBC are designed to ensure fair and equitable treatment of all Barnet's communities and its staff in relation to their access to The Civic Estate.

5. BACKGROUND PAPERS

- 5.1 Accommodation Office Review Strategic Outline Case submitted to ARG in June 2015 –
<https://barnet.moderngov.co.uk/documents/s23439/Appendix%20A%20-%20Options%20Review%20Outline%20Business%20Case.pdf>
- 5.2 Accommodation Office Review Strategic Outline Case submitted to ARG in March 2015 –
<https://barnet.moderngov.co.uk/documents/s21973/Barnet%20Accommodation%20Business%20Case%20SOC.pdf>

London Borough of Barnet

Accommodation Options Review

Full Business Case (FBC)

July 2016

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1. Executive Summary

This document is the Full Business Case (FBC) for London Borough of Barnet's (LBB) accommodation review. It follows a Strategic Outline Case (SOC) and more recently an Outline Business Case (OBC) which was approved at the Assets, Regeneration and Growth (ARG) Committee in June 2015. The purpose of this document is to approve the preferred option for the scheme and move to the next stage in the process i.e. construction of the building.

Since the OBC, LBB has delivered a consolidation of its estate by reducing occupancy of the North London Business Park (NLBP) Unit 4 by ~84% in September 2015. During 2015, the displaced NLBP Unit 4 staff were relocated to Barnet House and NLBP Unit 2. The result of the consolidation move saw overall LBB accommodation sq ft fall from 262,000 to 175,000. The current arrangements are summarised below:

- NLBP Unit 2: 70,000 sq ft
 - NLBP Unit 4: 29,000 sq ft
 - Barnet House: 76,000 sq ft
- Total: 175,000 sq ft

The forecast savings realised from undertaking the estate consolidation, at a net present value, amount to some £85.1m over the next 54 years, as outlined in Appendix C: Detailed economic analysis and make a contribution towards the Council's Medium Term Financial Strategy (MTFS). As is described in detail below, this FBC compares a Baseline position representative of the setup today with an alternative forward-looking option. As such, the historic consolidation related savings are not taken into account in this business case.

LBB currently has an estimated office based staff requirement amounting to ~2,115 staff¹ - based at both the NLBP in the east of the Borough and Barnet House in Totteridge and Whetstone. LBB's ambition is to move towards true agile working and it is committed to providing a more flexible working environment. With the introduction of flexible and agile working, it is believed that LBB could occupy a much smaller footprint in the future. The Council also has a number of regeneration objectives, in particular within the Colindale area of the borough and as such, the Council has investigated the potential benefits of relocating its office based staff to this area.

This business case therefore appraises two options, commencing in October 2015:

- **Baseline (Post Consolidation):** Continuing with status quo accommodation setup. Leases in both NLBP sites and Barnet House
- **Option 1:** Develop new office accommodation at Grahame Park in Colindale to move into in September 2018. Exit NLBP Unit 4 in September 2018, NLBP Unit 2 in June 2020 and Barnet House in September 2032

¹ In terms of full time equivalents (FTEs); the Locality Strategy submitted alongside this Full Business Case refers to 2,466 staff. This is a different number because it includes staff operating from buildings other than in NLBP and Barnet House

The Baseline (Post Consolidation) option commenced in October 2015, and as previously mentioned does not therefore take into account savings accrued from the September 2015 consolidation move. As such, Baseline (Post Consolidation) does not deliver savings. Moreover, the estate will remain situated over a number of sites, not contributing to the Council's regeneration aims. Over an economic analysis period of 54 years (October 2015 to 2069 - 50 years from the potential Colindale move in date), Baseline (Post Consolidation) has a Net Present Value (NPV) of - £123.0m.

Option 1 will increase utilisation further, and allow an end to all existing lease arrangements (NLBP from 2018² to 2020 and Barnet House from 2032), consolidating the majority of council operations in one site. Smarter Working will be achieved and services will be co-located to support integrated working. Locality working, or the provision of working spaces for our staff within the community, will ensure that front line staff are close to the people they support. Additionally, the scheme would benefit LBB's regeneration plans in Colindale, bringing council offices closer to the community as well as new jobs and support to local businesses. Capital build costs (total of £48.3m, amortised over 50 years) will be funded through borrowing and revenue requirements will be contained within existing budgets. Over a 10 year period to 2026, Option 1 will deliver cumulative running cost savings of £3.0m. In terms of cash flow, following the move to Colindale in September 2018 and as NLBP Unit 2 and 4 leases expire, Option 1 begins to provide running cost savings against the Baseline (Post Consolidation) from 2019/20.

The economic analysis in this business case (Economic Case) has shown that Option 1 represents value for money for the council, with £29.7m NPV savings over 50 years when compared against current status quo - Baseline (Post Consolidation).

As such, and taking into account the qualitative analysis above, Option 1 remains the preferred option for LBB's accommodation review as per the recommendation at OBC stage.

In setting out the benefits of Option 1, any potential future benefits derived from opportunities to reduce the Barnet House cost have been excluded from the analysis because it is not yet known whether those opportunities can be realised.

The Colindale and Smarter Working Programme will be governed in accordance with the Council's Project Management Toolkit methodology, and using the Capital Programme Gateway method at set gateways. Progress will be evaluated at key stages of the Programme. This will include assurance from the Customer and Support Group subject matter experts, Re and Commissioning Group client teams.

It is therefore recommended that the Council moves to begin construction of the Colindale scheme.

² Assuming agreement to extend the existing lease for NLBP Unit 4 from October 2017 to August 2018.

2. Introduction

Following the Strategic Outline Case (SOC), an Outline Business Case (OBC) was signed off at the Assets, Regeneration and Growth (ARG) Committee in June 2015. At this time it was recommended that a Full Business Case (FBC) be developed for consideration at ARG in July 2016.

This FBC has been completed in accordance with HM Treasury's Green Book 'five-case' business case principles and therefore includes the following:

- Strategic Case – setting out the context for the Council's office accommodation, current arrangements and the case for change, constraints and investment objectives
- Economic Case – appraising the status quo and the preferred option
- Commercial Case – indicating the commercial implications of the preferred option
- Financial Case – indicating how the preferred option could be funded
- Management Case – outlining the initial plans for delivery to manage the way forward

3. Strategic Case

This section details the strategic context and case for change for London Borough of Barnet's accommodation options. It also sets out the risks, constraints and dependencies in which the business need will be taken forward alongside the investment objectives.

3.1. Strategic Context

Organisational overview

LBB has an estimated office-based staff requirement amounting to ~2,115 individuals, with staff split across the NLBP in the east of the Borough and Barnet House in Totteridge and Whetstone.

Strategic drivers³

The Council, like others nationally, has gone through major organisational change in recent years, and has implemented a 'Commissioning Council' approach. As a Commissioning Council, LBB sets the strategic priorities of the borough, in the context of the available resources, to agree a set of outcomes which reflect the needs of residents and which the full range of local partners work together to achieve. Services are then bought or commissioned from a diverse mix of providers within the market (in-house and from the wider public sector, private and third sectors) to deliver these outcomes. The vision is that, by 2020, services will be commissioned jointly for the borough by pooling resources and expertise from across the Council, NHS, Jobcentre, police, education providers and other partners from the public, private and voluntary sectors to create truly integrated services. For residents, this will mean more intuitive services and, for the Council and its partners, saving money and reducing bureaucracy.

Demand on local services is continuing to rise, driven by a growing population, particularly young and older residents. This is a particular issue for Barnet, which in 2015 became London's most populous borough, with an estimated 393,000 residents. Also, expectations of the Council and local services are increasing, driven by advances in customer service across the private sector – including greater flexibility to transact online with residents expecting better services and more prompt responses from the Council. This will have implications for the Council's estate, and LBB is currently exploring how the estate can enable improved community cohesion and cross-public sector integration, in part through increasing locality working as set out within the Council's new Locality Strategy, submitted alongside this Full Business Case.

In addition, LBB has made a commitment to regeneration of the borough, and in particular within the Colindale area. Specifically, the Colindale Area Action Plan (CAAP)⁴ sets out the framework for future development and change in the local area. The CAAP was prepared in partnership with key stakeholders and local communities in the area and represents the outcome of an intensive period of public consultation covering an area of approximately 200ha. It includes an additional 10,000 new homes and a mix of retail, office and other land uses. The vision is that by 2021, Colindale 'will be a vibrant, successful and diverse neighbourhood where people will want to live, work and visit. It will

³ LBB Corporate Plan 2015 – 2020, April 2015

⁴ <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/colindale-aap/colindale-area-action-plan.html>

accommodate high quality sustainable developments within four ‘Corridors of Change’ and a new neighbourhood centre. Colindale will become a successful suburb in North London, providing existing and new communities with high quality local services, improved transport and access to enhanced green space and leisure facilities.⁵ Co-locating an office on the site would likely bring additional employment opportunities, improvements in local infrastructure and support local businesses.

LBB is committed to providing their staff and service users with office accommodation that provides a flexible working environment in line with modern working practices. In February 2014, LBB established a Smarter Working Group to assess accommodation needs in the future. An agile working survey was undertaken in March 2014 to review the then existing occupational arrangements to inform the development of a future strategy based on agile working principles. The Vision for Smarter Working was developed in December 2014 and set out the following aspirations:

- **Accommodation that is the right size**, in the right place and is flexible enough to respond to changing needs
- **An attractive place to work**, with working culture and practices supporting the delivery of our vision for Barnet
- **Staff in the right locations** and able to dedicate more time delivering frontline services face to face and to respond to changing needs and demands
- **Staff with access to the information they need** to fulfil their role effectively via efficient information systems and devices that are secure when required
- **Effective partnership working**, facilitated by systems and environments, increasingly including co-location, data sharing and collaboration

3.2. Case for Change

Previous accommodation setup

Prior to October 2015, Barnet’s principal office accommodation was across three buildings. For the purpose of this report, this setup is referred to as Baseline (Pre Consolidation):

• NLBP Unit 2:	43,000 sq ft
• NLBP Unit 4:	178,000 sq ft
• Barnet House:	41,000 sq ft
 Total:	 262,000 sq ft Net Internal Area ⁶

In addition, the Council’s accommodation estate also includes Hendon Town Hall, the democratic heart of the Council used for Civic Meetings and Ceremonial space, but which has been excluded for the purposes of this accommodation review.

⁵ Colindale Area Action Plan, <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/colindale-aap/colindale-area-action-plan.html>

⁶ Net internal area (NIA); for office space only. NIA is the usable area within a building measured to the face of the internal finish of perimeter or party walls ignoring skirting boards and taking each floor into account. Gross internal area (GIA) is the whole enclosed area of a building within the external walls taking each floor into account and excluding the thickness of the external walls.

It was recognised that the office accommodation setup included a significant amount of unused space and it was considered that alongside the introduction of flexible and agile working, LBB could occupy a much smaller footprint in the future. It was estimated that an appropriate revised estate footprint for the core civic accommodation could be in the region of 90,000 sq ft from 2018 onwards. As such, a review of the accommodation options was initiated.

Current arrangements

LBB exercised the right to activate a break clause for NLBP Unit 4 in late 2014 and subsequently Customer Services Group (CSG) signed a new rental agreement in October 2015 for an initial 24 months to remain in NLBP 4 with a ~84% reduction in floor area. During 2015, the displaced NLBP Unit 4 staff were relocated to Barnet House and NLBP Unit 2. In advance of the move to accommodate the relocating staff, LBB leased an additional floor of NLBP Unit 2 and commissioned partial refurbishment of both Barnet House and NLBP Unit 2 to ensure the working environment was fit for purpose for the new increased occupancy. The result of the consolidation move saw overall LBB accommodation sq ft fall from 262,000 to 175,000. The current arrangements, referred to as Baseline (Post Consolidation) are summarised below:

• NLBP Unit 2:	70,000 sq ft
• NLBP Unit 4:	29,000 sq ft
• Barnet House:	76,000 sq ft
Total:	175,000 sq ft Net Internal Area

The lease on NLBP Unit 4 is due to expire in October 2017, Unit 2 in July 2020 and Barnet House in September 2032.

Future business needs

An Agile Working Survey in 2014 established working practices at LBB, and the extent to which teams might adapt to a future agile shared desk policy. All office-based staff members (989) were invited to participate in the survey, with a 41% completion rate. In addition to the survey, additional interviews were undertaken with service delivery team leaders and other staff members.

The outcome of the Agile Working Study was a recommended desk ratio for office based staff of 69%, equivalent to a 7:10 ratio. This is based on average office occupancy for all work style types including a buffer allowance to absorb variations in work patterns. It is estimated that the recent reduction in floor area occupied in NLBP Unit 4 has delivered a desk to staff ratio in the region of 7:10. It is envisaged that this ratio or lower will be applied when estimating desk requirements in a potential move to Colindale, particularly through changes to the way we work through improvements to IT, working & management practices, travel and HR policies. A further office utilisation study will be commissioned shortly to review the current utilisation of the recently reduced floor area to test the appropriate target ratio of desks per staff within the new Colindale offices.

As a result of the Agile Working Study, the Smarter Working Programme approved an overall optimum office footprint of 90,000 sq ft (NIA), with appropriate parking and catering arrangements to be incorporated (additional to 90,000 sq ft).

Moreover, where possible LBB has a strategic desire to regenerate the western side of the borough where a greater number of LBB service users are located. Within the CAAP area, a western Barnet location, there is a potential site – at Grahame Park – for a multi-storey scheme, incorporating offices, community use and public space.

3.3. Investment objectives

The core investment objectives for LBB accommodation are as follows:

- Deliver office accommodation savings over an initial 10 year period to 2026;
- Provide modern, flexible office accommodation of 90,000 sq ft;
- To use the Civic Estate as a regeneration tool;
- To maximise the occupational use of the Civic Estate through smart working;
- To focus the Council’s facilities in a location which is accessible to the majority of users.

3.4. Constraints

There are a number of constraints for LBB to consider in its approach to office accommodation:

- September 2018 is the earliest date for delivery of Colindale office accommodation arising from new build works;
- LBB offices need to remain within the Borough and be accessible to service users;
- Funding for any proposed changes would need to be within the parameters of the LBB Capital programme and existing resource budgets;
- Any new office provision needs to remain attractive and convenient for staff, including access to public transport and appropriate parking provisions.

3.5. Dependencies

The project has the following dependencies:

- The accommodation requirement being signed off and agreed by the Colindale and Smarter Working Programme Board;
- If necessary, negotiations with the owners of NLBP Unit 4 will be required for any possible short-term extension to the lease end date;
- Negotiations with tenants will be required to define tenancy requirements;
- Changes are made to the way we work to allow more flexible and agile working.

3.6. Risks

The strategic risks for LBB to manage and mitigate as it considers its accommodation options are:

- Potential cost and time overruns resulting in new accommodation not being available on time and budgetary pressures;
- New accommodation being less attractive to staff or impeding their working arrangements;
- Resistance to cultural changes as the smarter working and encouraged use of public transport initiatives are instigated;
- Delays in the internal decision making processes results in the accommodation not being available for occupation by September 2018.

Detailed risk analysis, with mitigations is found in Section 8, Management Case.

3.7. Conclusion

This section has outlined the strategic context and case for change for LBB's office accommodation and the investment objectives for any potential option.

In the following section, the Economic Case will set out and appraise the options for meeting these investment objectives.

4. Economic Case

The Strategic Case set out the rationale, context and constraints for office accommodation for The London Borough of Barnet. The Economic Case sets out the Critical Success Factors (CSFs) for the decision, appraising the short-listed options to indicate the preferred option.

4.1. Critical Success Factors

Based on the strategic drivers, business needs and constraints, the following Critical Success Factors (CSFs) have been established for LBB's approach to office accommodation:

- **CSF1:** Delivers required **efficiency** savings and affordable to implement
- **CSF2:** Alignment with Smarter Working Group approach to **desired working arrangements**
- **CSF3:** Alignment with the wider **strategic aims** of LBB
- **CSF4:** **Deliverability** within appropriate timescales and with minimal disruption to service delivery

4.2. Introduction to options

At the SOC stage, we reviewed a long list of options (see Appendix A: Long list of options) and developed a shortlist for appraisal. The shortlist developed at SOC and OBC stage was as follows:

- **Do Nothing:** As a Baseline – continuing with leases in both the NLBP sites and Barnet House
- **Do Minimum:** Exit from NLBP Unit 4 and consolidate into NLBP Unit 2 and Barnet House
- **Do Maximum:** Having consolidated as per the Do Minimum option beforehand, develop new office accommodation at Grahame Park in Colindale to move into in 2017.

Since the OBC was signed off in June 2015, the Council has effectively delivered the OBC Do Minimum option through significantly reducing its commitment in NLBP Unit 4 and decanting to NLBP Unit 2 and Barnet House. The nominal floor area occupied at NLBP Unit 4 is for the sole use of Capita and as such the costs are paid by Capita. As a result, the above OBC Do Nothing option is no longer relevant and the OBC Do Minimum option - updated with refreshed costs, represents the new baseline. For the purposes of this report, the revised baseline will be referred to as Baseline (Post Consolidation) and will represent the current status quo – commencing October 2015 and continuing with leases in both NLBP sites (Unit 2: 70,000 sq ft and Unit 4: 29,000 sq ft) and Barnet House (76,000 sq ft). The OBC Do Maximum will be renamed Option 1.

The FBC considers the following options commencing in October 2015 in further detail to recommend a preferred option:

- **Baseline (Post Consolidation):** Continuing with the status quo accommodation setup. Leases at both NLBP sites and Barnet House
- **Option 1:** Develop new, specialist accommodation at Grahame Park in Collingdale to move into in September 2018. Exit NLBP Unit 4 in September 2018, NLBP Unit 2 in June 2020 and Barnet House in September 2032

4.3. Baseline (Post Consolidation) appraisal

Commencing in October 2015, the Baseline (Post Consolidation) option represents:

- Continuing with the status quo accommodation setup. Leases in both NLBP sites and Barnet House. This can be summarised as:
 - NLBP Unit 2: 70,000 sq ft
 - NLBP Unit 4: 29,000 sq ft
 - Barnet House: 76,000 sq ft

Qualitative appraisal

The Baseline (Post Consolidation) option involves simply maintaining the status quo and therefore does not provide savings but does have lower one-off costs than Option 1. The estate will remain over a number of sites and this option does not contribute to the regeneration aspirations of the Council.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1: Delivers required efficiency savings and affordable to implement	<ul style="list-style-type: none"> • One-off costs are lower than for Option 1 	<ul style="list-style-type: none"> • Will not deliver any additional savings, leaving a significant budget gap • Does not reduce current estates operating costs 	
CSF2: Alignment with Smarter Working Group approach to desired working arrangements		<ul style="list-style-type: none"> • Remains partially within an inefficient estate (several sites) 	
CSF3: Alignment with the wider strategic aims of LBB		<ul style="list-style-type: none"> • Does not meet regeneration plans set out in the Colindale Area Action Plan 	
CSF4: Deliverability within appropriate timescales and with minimal disruption to service delivery	<ul style="list-style-type: none"> • Already delivered 		

Quantitative appraisal

The Baseline (Post Consolidation) option has a NPV of £-123.0m over a 54 year period. This is explained by the fact that no additional savings are delivered from the Baseline (Post Consolidation) option. A detailed breakdown of the costs, income and assumptions made is at

Appendix C: Detailed economic analysis.

4.4. Option 1 appraisal

Commencing in October 2015, Option 1 represents:

- Opportunity to reduce the accommodation footprint to 90,000 sq ft from 175,000 today through relocating office based staff to a new site, Grahame Park in Colindale, in September 2018
- Introduction of smarter, agile working practices for staff
- Exit existing leases upon expiry – NLBP Unit 4 in September 2018, Unit 2 in June 2020 and Barnet House in September 2032

Figure 1: Artist impression of the proposed new offices at Grahame Park



Qualitative appraisal

Option 1 would provide savings against today’s baseline, would increase office space utilisation and allow an end to all NLBP lease arrangements from 2020, Barnet House from 2032 and consolidate all Council operations across the new site.

The Colindale offices development proposal details the erection of a 9 storey office building which would provide approximately 90,000 sq ft in total accommodation, excluding a café at the ground floor with associated access, landscaping and car parking. Provision would also be made for substantial additional car parking off-site at the RAF Museum nearby. As part of the Grahame Park Estate master plan, the proposed office block would form one of a number of mixed use new buildings around the emerging Southern Square key gateway. The development will make provision

for new employment space, enhance the public realm and complement the major development opportunities and longer term change taking place in Colindale. This site would be at the heart of a new community in Barnet, a key differentiator.

Integral to the plans is smarter, agile working. Under the plans, LBB would provide staff and service users with office accommodation that provides a flexible working environment in line with modern working practices. Locality working, or the provision of working spaces for our staff within the communities that need our services and support the most, will ensure that front line staff are close to the people they support and that the new Colindale offices provide sufficient space for our staff. It is envisaged that moving to this approach will place staff in the right locations, creating more dedicated time to delivering frontline services face to face. Additionally, staff would have instant access to the information they need to fulfil their roles effectively and respond to the changing needs and demands.

Critical Success Factor	Benefits	Risks	RAG Rating
CSF1: Delivers required efficiency savings and affordable to implement	<ul style="list-style-type: none"> Delivers savings against Baseline (Post Consolidation) Will deliver improved estate utilisation Allows LBB to end all lease arrangements at NLBP (2020) and Barnet House (2032) 	<ul style="list-style-type: none"> One-off costs are higher than the Baseline (Post Consolidation) 	
CSF2: Alignment with Smarter Working Group approach to desired working arrangements	<ul style="list-style-type: none"> Delivers the planned changes under Smarter Working Many LBB services will be collocated, supporting more integrated working, and a more efficient estate 		
CSF3: Alignment with the wider strategic aims of LBB	<ul style="list-style-type: none"> Meets regeneration plans set out in the Colindale Area Action Plan 		
CSF4: Deliverability within appropriate timescales and with minimal disruption to service delivery	<ul style="list-style-type: none"> Achievable within planned timescales 	<ul style="list-style-type: none"> Requires robust planning and delivery given that a September 2018 move-in date is fast approaching Requires first an accommodation move in 2018 and a second move, in 2020 - creating more disruption to staff, partners and customers than the other option A higher risk option in terms of complexity of delivery Requires full planning permission approval 	

Quantitative appraisal

Option 1 has a Net Present Value of £29.7m over the life of the investment (54 years) compared to the Baseline (Post Consolidation). A detailed breakdown of the costs, income and assumptions made is at

Appendix C: Detailed economic analysis.

Barnet House upside potential

In setting out the benefits of Option 1, a worst case scenario approach has been taken. Any potential future benefits derived from reducing the Barnet House liability have been excluded from the analysis.

4.5. Conclusion

The analysis in this business case shows that Option 1 represents the greatest value for money (see table below). Although it is a higher risk option than Baseline (Post Consolidation), and there will be more disruption, it is the only option that meets all of LBB’s strategic objectives. The figures below show the Net Present Value of each option (discounted at 3.5%).

Table 1: Economic analysis comparing both options

Analysis overs 54 years (Oct 2015 to 2069)	Baseline (Post Consolidation)	Option 1
One-off capital costs	- 7.5 m	- 10.5 m
Estates running costs (net of rental income)	- 259.3 m	- 127.1 m
Net total costs / income of Baseline (Post Consolidation)	- 266.8 m	
Net discounted total costs / income of Baseline (Post Consolidation)	- 123.0 m	
Running cost savings against Baseline (Post Consolidation)		259.3 m
Net total costs / savings against Baseline (Post Consolidation)		121.7 m
Net discounted total costs / savings against Baseline (Post Consolidation)		29.7 m

5. Commercial Case

The Economic Case sets out the preferred option for Barnet's office accommodation. This Commercial Case details the agreed deal with the preferred contractor, including the method of selection used as well as a summary of the services to be delivered.

5.1. Existing arrangements

Option 1 assumes the following lease arrangements:

- Extending the current NLBP 4 (Ground Floor) lease from October 2017 to August 2018
- Exiting the lease upon expiry at NLBP 2 in June 2020
- Exiting the lease upon expiry at Barnet House in September 2032

5.2. Procurement approach

Design and build of the new offices

The OBC was developed and presented to the Assets, Regeneration and Growth Committee (ARG) in June 2015 with a recommendation delegated to the LBB Commercial & Customer Services Director to enter into a Pre-Construction agreement.

Re, in association with the LBB procurement team and in line with EU public procurement regulations and The Public Contracts Regulations 2015 conducted a review of procurement options for the proposed Colindale office development. Following the RIBA (Royal Institute of British Architects) 7 stage work plan, a two stage Design & Build Southern Construction Framework was used to source a supplier. The procurement programme comprised:

- Mini-competition 1 - June 2015 (RIBA Stage 3 design)
- Mini-competition 2 - July 2015 (RIBA Stage 4 design)
- Pre-construction contractor appointment – 10th August 2015

Four Contractors were initially shortlisted. The evaluation of the 2 stage tender followed the evaluation methodology and weighting between technical and commercial criteria used in the evaluation of the 2014 OJEU contract procurement. The individual technical and commercial questions were weighted according to the project specific requirements.

Following assessment by the Client Team, approval was sought to proceed with Galliford Try Construction with a winning overall score of 94%. The Director of Commercial & Customer Services authorized the appointment of Galliford Try Construction under a pre-construction services agreement to develop RIBA Stage 4 Technical Designs through a Delegated Powers Report on 6 August 2015. In using the Southern Construction Framework contract procedure rules have been adhered to. This decision has been taken in accordance with the Council's Constitution and 22 Contract Procurement Rules Appendix 1 Table A.

Following appointment of Galliford Try Construction, the RIBA Stage 4 Design have been developed through ongoing consultation with the Council and their appointed consultants. The Contractor has undertaken a tender exercise and market evaluation to develop both a Tender Sum Analysis and Final Contract Sum.

The Outline Business Case included a build provision of £26.6m. The Final Contract Sum for approval is £29.6m. The main items of variance include the addition of a sprinkler fire protection system, a revised heating and cooling specification and basement construction.

5.3. Planning permission

On 1st October 2015, planning permission was granted in principle by Barnet's Planning Committee for the new Colindale Offices. Through on-going engagement with stakeholders the design of the Colindale Offices scheme was enhanced resulting in updates to both elevation treatments and floor plans, which generated space and operational efficiencies. As a result, updated designs were submitted to the Local Planning Authority for consideration as an amendment to the original planning application. These amendments were approved by the Planning Committee on the 31st March 2016.

A copy of the proposed planning conditions is attached as Appendix I: Planning permission

5.4. Agreed services

Development support services

Through the LBB and Re partnership, Re has already delivered preparation of Stage 3 design and a supporting submissions for Full Planning. Re will provide the following development support services for the Colindale programme, under existing contractual arrangements with LBB:

- Cost consultancy
- Project management
- Development management

Furniture, Fixtures & Equipment

An inventory study has been conducted for the existing furniture at Barnet House and NLBP. It is intended that this inventory will be incorporated into the proposed Colindale development. Upon completion of the indicative floor layouts, a furniture, fixtures and equipment requirements exercise will be undertaken, with procurement planned for early 2017.

Building services and facilities management

Facilities Management of the Civic Estate is the responsibility of the Customer Support Group (CSG) Partnership. Capita is required to deliver building services and facilities management services as per Schedule 1 of the CSG Contract. The duties will revert to the Council on expiry of the Contract.

A copy of the FM Cost Review Report including Life-Cycle Plan is attached as Appendix D: Building services and facilities management which identifies the cost profile for the operational cost of running the building together with the long term sink fund required to cover the building life-cycle costs over the 50 year building life.

5.5. Tenancy agreements

LBB will hold the freehold for the building and may sub-lease to a number of tenants in the building, which are likely to be third sector and other public sector partners. Tenancy Agreements are being

drafted for the Council's external partners and all partners will be required to pay rent and service charge in accordance with their contractual commitments.

5.6. Risk allocation

LBB has undertaken due diligence with regards to the preferred supplier, Galliford Try PLC and Company Watch financial check reports of Galliford Try Construction (UK) Ltd and their parent company Galliford Try PLC have been produced. The health profile for the subsidiary company Galliford Try Construction (UK) Ltd is below the industry average, but above the warning threshold. The financial analysis undertaken on this health check has deemed this as a risk. As such, Re on behalf of the Authority has incorporated a Parent Company Guarantee and bond as part of the main contract.

Commercial implications

The procurement risks of agreeing a Pre-Construction agreement in advance of the Full Business Case have been minimised through utilising the existing Capita / LBB contract alongside the Council's internal procurement team. The commercial implications are minimised through Capita's extensive experience in development management which will ensure that all commercial negotiations will be concluded to the maximum possible benefit of LBB council.

5.7. Note on the Principal Development Agreement to Genesis Housing Association⁷

In 2007 the Council entered into a Principal Development Agreement (PDA) with Choices for Grahame Park (CFGP) a special delivery vehicle created by Genesis Housing Association (GHA) for the construction of approximately 2,900 new homes.

The Council's decision to develop plot 8 for new office facilities required both parties to agree to an amendment to the PDA. A draft document has been prepared which amends the plan so that plot 8 remains in the Council's ownership and confirms that a sum of £2.5m will be transferred to GHA in July 2016 to offset the potential loss of profit generated by the site.

The Council has entered into a loan agreement with GHA for Grahame Park for £5m to assist with the infrastructure costs of Lanacre Avenue. A variation to the loan agreement has been drafted which will immediately write off £3.5m of the loan repayment.

In November 2015, the Assets, Regeneration and Growth (ARG) Committee agreed a £6m package of measures (i.e. £2.5m and £3.5m) to buy out GHA contractual interests in the site. All legal documentation has been agreed between the Council and GHA with signing conditional on FBC being approval by the Council.

5.8. Personnel implications

The Re joint venture is for a term of ten years which will ensure continuity of approach and personnel throughout the development period enabling the scheme to be completed in a timely manner for occupation by 2017. There are no TUPE requirements in relation to this project.

⁷ Grahame Park Regeneration Update, Assets, Regeneration and Growth Committee, September 2014

5.9. Conclusion and next steps

This Commercial Case has indicated the procurement approach that Barnet has followed for the preferred option. The next step is for the contractor to submit a final tender and for LBB to enter into a final contract agreement.

6. Financial Case

The Economic Case indicated the preferred option for LBB’s office accommodation. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

6.1. Funding requirements

The preferred option identified in the Economic Case requires estimated build costs and capitalisable costs to total £48.3m, which will be amortised over 50 years. This will be funded through borrowing whilst revenue requirements will be contained within existing budgets. This business case assumes a 50 year loan to be repaid upon maturity, with an interest rate of 3.34%. The Council’s ‘Minimum Revenue Provision’⁸ has been calculated, in line with the Council’s policy, over the life of the asset (50 years).

Table 2: Funding requirements

Financial implications £ million	2015/16 – 2068/69 ⁹	Notes
One-off costs	- 10.5 m	Project costs, service charges associated with ending leases, transition costs, equipment costs and cost of risk (see Appendix C: Detailed economic analysis for full detail)
Estates running costs (net of rental income and including capital borrowing)	- £127.1 m	Capital build and borrowing costs, facilities management, rent and rates (see Appendix C: Detailed economic analysis for full detail)

Costs exclude VAT, as LBB recovers VAT. Costs include inflation¹⁰ which is excluded from the Economic Case (with the exception of inflation as part of rental agreements). Note that the costs above are not discounted, versus the Economic Case where figures are discounted at 3.5%, as per HM Treasury guidance.

6.2. Note on capital and one-off costs

The cost estimates in this appraisal are as provided by Re for the new build construction, to Stage 3¹¹ design, and implementation. These include contingency/ optimism bias of 2.5%.

6.3. Cost control in construction¹²

The cost management team will be tasked with producing a monthly cost report and cash flow, the format of which is to be agreed by Re. Cost information produced by LBB, Re and Galliford Try will be incorporated in summary into a report.

This monthly cost report will be used as a monitoring and reporting tool against which actual project costs and forecast expenditure will be compared. It will be included within the Monthly Status Report and tabled for information and discussion at Monthly Meetings with LBB.

⁸ Statute requires the authority to set money aside each year for the repayment of loans originally taken out to finance capital expenditure. This is called the minimum revenue provision (MRP). Under capital accounting arrangements, the council’s services are charged depreciation to reflect the consumption of capital assets used. The depreciation charge is treated as the council’s revenue provision and any variation from the statutory minimum is transferred between the capital adjustment account and the income and expenditure account.

⁹ September 2013 to August 2022, as per the Capita contract

¹⁰ Inflated in line with RICS PUBSEC Tender Price Index of Public Sector Building Non-Housing #903 Updated 16 Sept 2014

¹¹ RIBA Plan of Work 2013 (<http://www.ribaplanofwork.com/About/Concept.aspx>)

¹² <http://www.designingbuildings.co.uk>

Re will be reporting on costs in accordance with the management approach detailed in Section 8 of this business case.

As the scheme progresses through the design phases, the following actions will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded.
- Regularly updating and reissuing the cost plan and variation orders causing any alterations to the brief.
- Adjusting the cash flow plan to reflect alterations in the target cost.
- Developing the cost plan in liaison with the project team as design and construction progress.
- Reviewing contingency and risk allowances at intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost.
- Checking that the agreed change management process is strictly followed at all stages of the project.
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation.
- Ensuring that the project costs are always reported back against the original approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports.
- Plotting actual expenditure against predicted to give an indication of the project's progress.

6.4. Projected income and expenditure account implications

Capital build costs (total of £51.3m, over 50 years) will be funded through borrowing and revenue requirements will be contained within existing budgets.

6.5. Projected balance sheet

The preferred option will include an additional freehold asset on the LBB balance sheet. In accordance with existing accounting policies, it is intended that this building asset will be depreciated over 50 years, and the MRP will be calculated based on these timescales. It is feasible that the asset will be revalued over its life, and could have a material residual value for LBB. The MRP is therefore being calculated on a highly prudent basis.

In so far as new borrowing is required to fund the capital costs of the asset, this will increase the liability on the balance sheet.

6.6. Affordability considerations

Over a 10 year period to 2026, Option 1 will deliver cumulative running cost savings of £3.0m. In terms of cash flow, following the move to Colindale in September 2018 and as NLBP Unit 2 and 4 leases expire, Option 1 begins to provide running cost savings against the Baseline (Post Consolidation) from 2019/20.

Table 3: Option 1 savings comparison to Baseline (Post Consolidation)

Financial implications from 2015/16 to 2025/26	Baseline (Post Consolidation)	Option 1
One-off costs	- 7.5 m	- 10.5 m
Recurrent net costs (including capital borrowing)	- 49.3 m	- 46.4 m
Net recurrent saving against Baseline (Post Consolidation)		3.0 m

The figures above are without any discounting applied, and include Minimum Revenue Provision (MRP) considerations.

6.7. Conclusion

This section has outlined the funding requirements and demonstrated that the scheme contributes to Medium Term Financial Savings when compared against the Baseline (Post Consolidation).

8. Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for Barnet's office accommodation approach. This Management Case provides the outline plans for programme management, governance, risk management and benefits realisation that will be required to ensure successful delivery.

8.1. Consolidation of estate undertaken

As previously mentioned, a consolidation of the estate was successfully delivered in October 2015. In total ~2,200 members of staff and service partners underwent office moves; decanting from NLBP Unit 4 (First and Second Floor) and moving into NLBP Unit 2 and Barnet House. In advance of the move, refurbishment of office space at Barnet House and NLBP Unit 4 took place which maximised the use of existing floor space. A mixture of new and existing furniture was utilised to fit out the buildings. Ultimately, delivering the consolidation programme enabled LBB to return 87,000 sq ft of floor space back to the landlord of NLPB.

A number of initiatives were introduced as part of the consolidation work to enable the reduction in office footprint, these included:

- Implementing a **hot desking ratio of 7:10**, supported by touchdown spaces for short periods of time and fixed desks where needed. Docking stations have been removed from all desks to offer greater flexibility. A further office utilisation study will be commissioned shortly to review the current utilisation of the recently reduced floor area to test the appropriate ratio of desks to staff within the new Colindale offices.
- Significantly **reducing the amount of storage** available in the building through running campaigns to reduce clutter. LBB has procured an offsite storage facility to hold the majority of Council files with the option of a 3 hour emergency retrieval service.
- **Maximising the use of meeting space** by increasing the number of break out spaces, reducing the number of meeting rooms and introducing a booking system for all rooms. This is intended to actively promote using space more efficiently by matching the right space with the right type and size of meeting.
- Ensuring **all staff understand existing policies** that are central to a flexible working environment
- **Encouraging sustainable travel** to work. Following completion of the consolidation programme, the Council entered into a temporary agreement to pay for an additional 108 spaces at NLBP. In total, this equates to a ratio of 1 space to 4 members staff. The current parking setup provides 240 parking spaces at NLBP as well as 298 spaces at Barnet House which includes 55 spaces at Athenaeum Road - an off-site location.

8.2. Colindale and Smarter Working Programme Board

Colindale and Smarter Working Programme Boards were set up in 2014 with strong representation from the Council services delivery units. Following feedback from the Smarter Working Board

members, a Smarter Working vision statement was agreed at the Smarter Working Board on 9th of December 2014.

Colindale and Smarter Working Programme Vision:

- **Accommodation that is the right size**, in the right place and is flexible enough to respond to changing needs;
- **An attractive place to work**, with working culture and practices supporting the delivery of our vision for Barnet;
- **Staff in the right locations** and able to dedicate more time delivering frontline services face to face and to respond to changing needs and demands;
- **Staff with access to the information they need** to fulfil their role effectively via efficient information systems and devices that are secure when required;
- **Effective partnership working**, facilitated by systems and environments, increasingly including co location, data sharing and collaboration

In 2015, overall governance across the Colindale and the Smarter Working Programme was tightened up with the creation of a single Colindale and Smarter Working Programme Board, which reports into the existing monthly Delivery Board, sponsored by the LBB Chief Operating Officer. In turn, the Delivery Board reports monthly to the Strategic Commissioning Board.

The programme structure is shown in the diagram below.

Figure 4: Colindale and Smarter Working Programme Structure

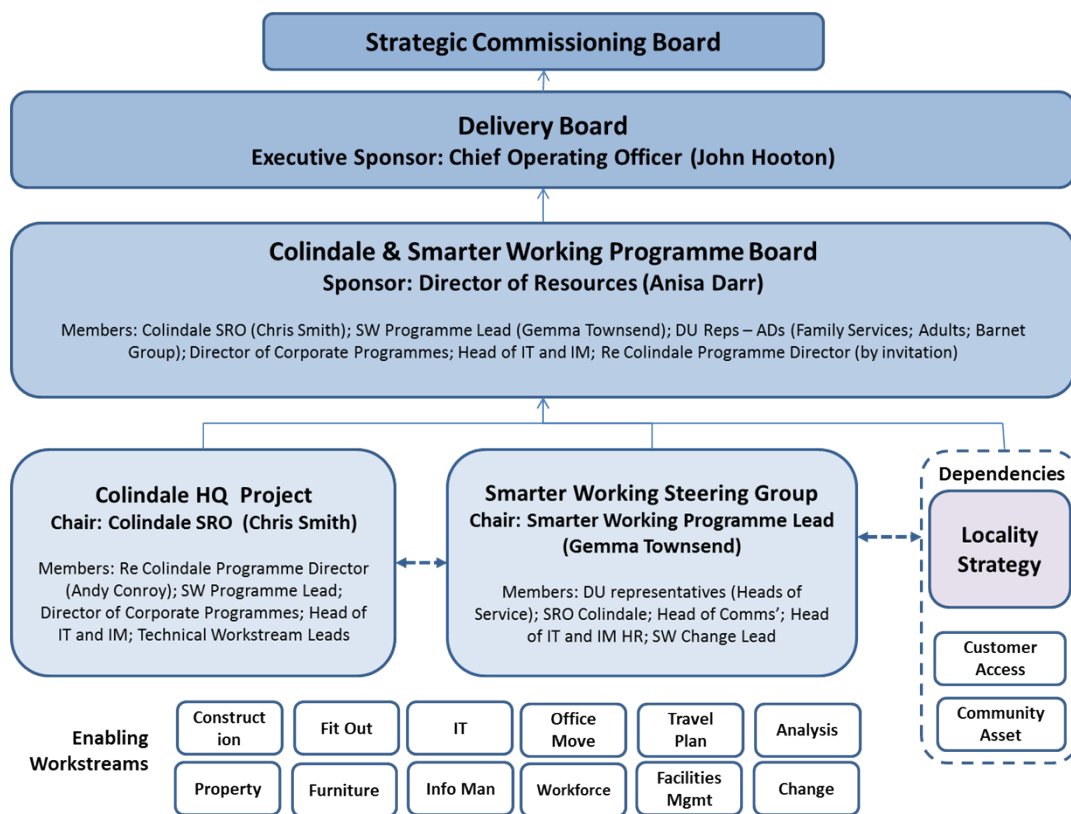


Table 6: Colindale and Smarter Working Programme Board

The membership of the Colindale and Smarter Working Programme Board is detailed below:

Name	Job title	Delivery Unit
Anisa Darr (Chair)	Director of Resources	Commissioning Group
James Mass	Assistant Director for Community and Wellbeing,	Adults and Communities
Troy Henshall	Chief Executive	Barnet Group
Clair Green	Assurance Assistant Director	Assurance
James Wills-Fleming	Director of Corporate Programmes	CSG
Chris Smith	Head of Estates	Commissioning Group
Katie Mayers	Head of Communications	Commissioning Group
Jenny Obee	Head of IT and Information Management	Commissioning Group
Elaine Tuck	Head of Service Commissioning and Business Improvement	Family Services
Gareth Newton-Williams	Programme Officer	CSG

In order to successfully deliver the Council’s vision for the Colindale and Smarter Working Programme, the following Critical Success Factors (CSFs) must be achieved.

Table 7: Colindale and Smarter Working Programme Critical Success Factors

Themes	Critical success factors
Efficiency	<ul style="list-style-type: none"> Delivers savings as outlined in FBC (due to be approved at Assets, Regeneration and Growth Committee in June 2016) Delivers non-financial benefits (as set out in the benefits section further in the document)
Deliverability	<ul style="list-style-type: none"> Delivered in agreed timescales, with minimal disruption to service delivery
Building	<ul style="list-style-type: none"> New building meets specification, time and budget commitments, within agreed tolerances
Ways of working	<ul style="list-style-type: none"> Delivers new ways of working as determined by the Smarter Working Steering Group Delivers key technology and Information Management changes required to enable Smarter Working Delivers effective change programme Supports delivery of non-financial benefits
Future proofing	<ul style="list-style-type: none"> Building designed to be adaptable, changes can be made at a later date to accommodate changes in working arrangements and building use
Locality working	<ul style="list-style-type: none"> Aligned with the Council’s Locality Strategy, new building in Colindale provides core office location Provides sufficient accommodation for staff
Customer Access	<ul style="list-style-type: none"> Aligned with the Council’s Customer Access Strategy, the new building in Colindale provides adequate customer access
Wider policies	<ul style="list-style-type: none"> Alignment with the Council’s corporate and strategic commitments

8.3. Locality Strategy

As a dependency of the Colindale and Smarter Working Programme, the Locality Strategy is defined as a workstream to recommend which services currently housed in Barnet House, NLBP Units 2 and 4 should move to Colindale, and which would be better located closer to the communities they serve.

These buildings used for locality working must:

- Put the Customer at the centre:** be in suitable locations in our communities, within a short distance of the customers we serve.
- Ensure that service requirements are met & staff preferences considered:** be sufficient and suitable for all the Council’s staff as well as our partners where possible, considering the new Colindale offices and additional premises.
- Aligns with Smarter Working:** aligns with agile/flexible working arrangements by providing choice over where we work while we reduce the costs of our estate.

Work has taken place to identify and assess options for locality working in Barnet which is summarised in the Locality Strategy submitted alongside this Full Business Case

8.4. Information Technology and Information Management Strategy

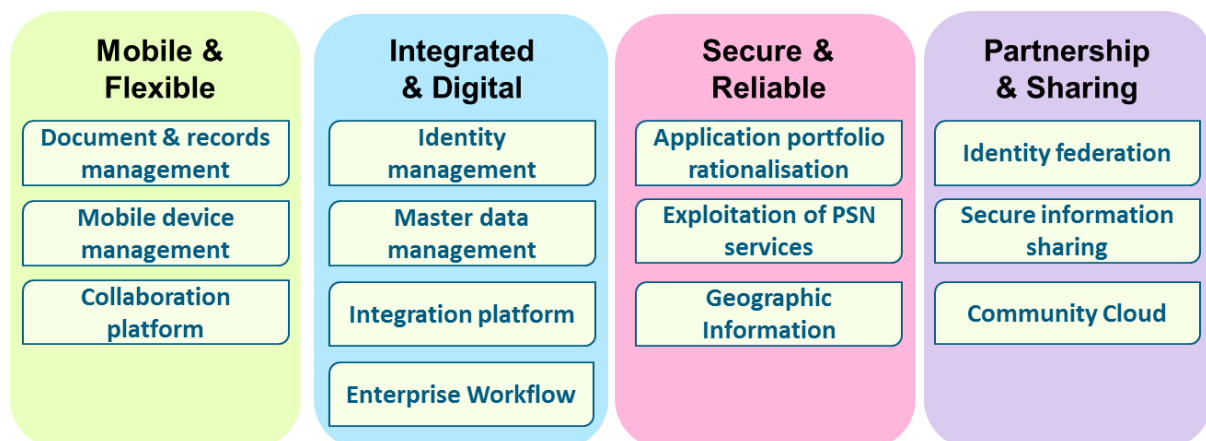
IT and Information Management are related disciplines. Information Management (IM) is concerned with supporting the delivery of information to the organisation to be used for business purposes, and with working with others to ensure this delivery – Information Technology (IT) is one of these partners, providing the technical environment for the provision of information to residents, Members and staff. This technical environment includes where information is stored, and how information is accessed, such as through laptops, tablets and phone devices.

The Council’s IT and IM Strategies are a key enabler for the Colindale and Smarter Working Programme, implementing flexible, and mobile working technology, processes and procedures.

The IT Strategy 2015-2020 is based on four strategic themes:

- *Mobile and Flexible:* staff are mobile and less dependent on offices while remaining connected with their teams, systems and information.
- *Integrated and Digital:* systems are integrated allowing enabling data to be stored, shared and consumed digitally and securely, to drive reliable, consistent and efficient processes.
- *Secure and Reliable:* a reliable and secure service that leverages existing investment, reduces duplication, and delivers what the business needs.
- *Partnership and Sharing:* platforms are shared and accessible through a variety of channels, enabling collaboration with residents, local businesses, partners and third parties.

In order to deliver the drivers and outcomes there are a number of specific core ICT components that need to be established either through adapting and enhancing existing applications within the LBB landscape or introducing new ones. The core components are:



It is particularly the *Mobile and Flexible* component which is an enabler for Colindale and Smarter Working, as it is in this component that the projects to implement collaboration technology, a “bring your own device” policy and document management will be introduced. The high-level roadmap for this work is as follows:

	Q1 16-17	Q2 16-17	Q3 16-17	Q4 16-17	
Collaboration technology					
Document management business case					
Mobile device management					

The IM Strategy 2016-2020 (currently in draft) supersedes the IM Strategy 2013-2016 and is driven by five framework elements:

- *Assurance and Management*: provision of advice, consultancy and assurance to commissioning, commissioned services, partnerships and delivery units on information management
- *Commissioning Support*: provision of a “value added” service to Commissioning, enabling the provision of good quality information, stored appropriately and accessed when required to support effective decision making
- *Information Architecture*: creation, implementation and enforcement of an information architecture methodology to ensure that a) information is classified in such a way that it is clear where it should be stored; b) information is labelled in such a way that it can be found; and c) information is structured in such a way that it can be effectively search for.
- *Proportionate Risk*: promotion of a proportionate, risk based approach to information security, information management and information rights
- *Transparency and Open Data*: continue to be seen as a leader in local government transparency

It is particularly the *Information Architecture* component which is an enabler for Colindale and Smarter Working, as it is this component which drives the implementation of document management (including the processes, procedures and management practices for the effective support of this technology) and the further reduction of paper (and other physical media) storage within the Council. The high-level roadmap for this work is as follows:

	Q3 16-17	Q4 16-17	Q1 17-18	Q2 17-18	Q3 17-18	Q4 17-18
Document management implementation (including processes & procedures & dealing with legacy info stores)						
Retention and						

disposal implementation						
Off-site archive management & on-going approach						
Digital and paper continuity plan						

8.5. Out of Scope

Technically, the scope of this programme only includes staff currently based at NLBP Unit 2, 4 and Barnet House. There are therefore a number of Council officers out of scope for this programme, these include staff based at depots, libraries, youth centres and schools. As the Locality Strategy progresses it is highly likely that some of the previously mentioned groups may need to be brought into the Colindale and Smarter Working Programme scope - as well as new workstreams to deliver on commitments that come out of the strategy itself. However, any changes to scope will be agreed by the Colindale and Smarter Working Programme Board. These will be managed in a consistent and controlled way, taking account of any impact on programme constraints.

8.6. Constraints

The success of the programme is dependent upon the management of key constraints through the formal programme governance. The perceived constraints for the Colindale and Smarter Working Programme are:

Time – some financial benefits may be unachievable if not delivered within the relevant timescales, for example exiting an existing leases. Work to progress individual strands will support in establishing key time constraints, which will then be reflected in the programme plan.

Cost and resources – the ability to deliver a fully functioning flexible workforce that is ready to adopt Smarter Working ways of working will be highly dependent on costs and resources allocated to many of the key workstreams. In particular technology and information management through the IT Strategy budget and any budget associated with commitments made in the Information Management Strategy 2016-2020, which is currently being developed.

Building capacities – the Colindale Office capacity is limited, to 1,200 staff working onsite. Other sites that may be used following the outcome of the Locality strategy will also be constrained by size and capacity.

Organisational culture and willingness to adapt – the extent to which Smarter Working procedures can be implemented will come down to the buy-in from senior management and an effective change model and communication strategy.

8.7. Dependencies

The Colindale and Smarter Working Programme is dependent upon the management of key processes and services within and outside the control of the Council.

The programme manager will manage programme dependencies and inter-dependencies, escalating concerns as appropriate through the Colindale and Smarter Working Programme Board. Key project dependencies will be monitored on a monthly basis via each project highlight report and any risks or issues that relate to a dependency will be escalated via the project and programme highlight reports. Programme dependencies will be recorded in a programme wide dependency log, programme inter-dependencies will also be monitored via the inter-dependency log and both will be reported in the programme highlight report. Project-specific dependencies and specific programme interdependencies (with RAG ratings indicating status) will be recorded and monitored in the project and programme logs.

8.8. Milestone Plan

The below sets out the initial programme milestones to deliver the Colindale and Smarter Working Programme. At this stage, these milestones are indicative of the planned delivery dates for the range of workstreams. The plan will be iteratively reviewed by the programme board as work progresses.

Figure 2: Colindale and Smarter Working Programme milestones plan

Project	Key Programme Milestones	Planned Date
Programme Governance	DUB agree programme structure	2015 Completed
	Smarter Working Steering Group kick off	2016 Completed
	Colindale Project Board kick off (re-formed under new governance)	2016 Completed
	Colindale and Smarter Working Programme Board kick off	2016 Completed
	Finalise FBC	2016 Completed
	FBC to go to SCB and ACB	June 2016
	FBC to go to ARG for approval	July 2016
Analysis of business requirements	Agile Working Survey and vision setting	2014 Completed
	Building design scoping	2015 Completed
	Review of AIP implementation with staff	July 2016
	Service requirements engagement with DU	Started Jan 2016
	Deliver Locality Strategy	July 2016
	Develop locality plans	Dec 2016
	Implement locality plans	March 2018
Detailed review of user requirements	Dec 2016 – Jul 2018	
Construction	Designs Completed (Stage 3 / part Stage 4)	w/c 26th Feb 2016
	Revised Planning Application	2016 Completed
	LBB-GTC JCT D&B Contract Signed	30th June 2016
	Commence Site Works	29 th July 2016

Project	Key Programme Milestones	Planned Date
	Completion of Site Works (incl Cat A works)	July 2018
Property	Land (Deed of Variations) Signed	27th July 2016
Fit Out	Fit –out (Cat B Works) / IT / Final Commissioning	February – August 2018
Furniture	Furniture requirement defined	Dec 2017
IT	Hardwire/Wi-Fi requirements defined	Feb 16
	IT requirements clearly defined	Aug 2016
	IT phased roll out begins	Jan 2017
Info. management	Information management Strategy 2016-2020 agreed	Sept 2016
Office move	Move dates announced to staff	Jan 2018
	Commence Decant & Move Phase	September 2018
Workforce	HR strand kicked off	2016 Completed
	HR strategy agreed	Dec 2016
	Training programmes/materials begin	Oct 2017
	Smarter Working policies phased roll out to staff	Feb 2018
Travel planning	Travel planning kicked off	2016 Completed
	Travel plans communicated to staff	Jan 2017
FM	FM strand kicked off	July 2016
	FM requirements defined	Dec 2016
	Procurement of new arrangement commences	Jan 2017
Change management	Change and Communications Strategy	2016 Completed
	Staff communication begins	2016 Completed
	Targeted DU change plans agreed with DU	Nov 2016

8.9. Risks and issues

Risks and issues concerning the Colindale Delivery and Smarter Working Programmes are monitored and reported monthly at the Colindale and Smarter Working Programme Board. All risks and issues will be managed in accordance with the Council’s Risk Management Framework and Project Management Methodology and Toolkits.

Risk - assessments will be carried out as early as possible in the life cycle of the Colindale and Smarter Working Programme. The initial exercise will also confirm risk tolerances for escalation, to be agreed by the Colindale and Smarter Working Programme Board. The risk register will be shared as appropriate and signed off by the relevant board. Medium to high risks will be reported monthly at the Colindale and Smarter Working Programme Board and the board will agree any risks that require further escalation.

Issues - will be recorded using the Council’s Project Management Toolkit Issues Log. The Issues Log will be included in programme and project documentation and reported at the relevant board monthly. A detailed breakdown of the risks and issues log is made at Appendix G: Sample Smarter Working and Colindale risk log

8.10. Benefits realisation approach

The key benefits from this business case are as follows:

1. Deliver civic accommodation savings over the next 10 years to 2026
2. Provide modern, flexible office accommodation of 90,000 sq ft
3. To use the Civic Estate as a regeneration tool
4. To maximise the occupational use of the Civic Estate through smart working
5. To focus the Council’s facilities in a location which is accessible to the majority of users

A benefits register will be reviewed monthly and the results reported to the ACB throughout the development period. A recent high level benefits register is shown below.

Table 4: Benefits register

Benefit	Measure	Baseline Performance	Target	Measure Frequency
Realise significant savings in the cost of running the council estate, year on year until 2023.	Projected savings met year on year, until 2023.	Use existing estate running projected costs outlined in the FBC.	Deliver civic accommodation savings over the next 10 years to 2026	Monthly, during lifespan of programme and then quarterly
Better accommodation for staff that supports efficient use of the estate and promotes Smarter Working	Accommodation delivered, which meets design specifications. Desking ratio targets. Accommodation footprint (total size).	Current accommodation across Barnet House, NLBP2 and 4. Barnet House recently undergone necessary modernisation, but many aspects still outdated and non-flexible. Office accommodation across existing sites, provides some flexibility. Many (not all) teams 7:10 ratio after initial introduction of Smarter Working	Provide modern, flexible office accommodation of 90,000 sq ft in Colindale Provide technology solutions within the building to support Smarter Working. Provide a range of workstation set-ups and meeting spaces. Maximum 7:10 desk ratio across the whole estate Reduction in overall footprint	Monthly until programme delivered.

Benefit	Measure	Baseline Performance	Target	Measure Frequency
		practises. An office utilisation study will baseline the current ratios and test the appropriate target ratio for Colindale.		
Staff able to spend more time on front-line services through introduction of Smarter Working practises and locality working	Resident satisfaction surveys. Service specific user satisfaction surveys. Staff satisfaction in staff survey. Caseload data by service. Service specific KPIs.	Use existing: Resident and service user satisfaction surveys. Staff survey. Caseload data. Service specific KPIs.	Users are happier with the service provided. Staff report that their workloads are manageable. More clients are met and cases dealt with.	Quarterly in lead up to changes and beyond. (Some measures are recorded annually)
Staff feel happy working for Barnet Council and partners, positive impact on recruitment and service delivery	Staff satisfaction in staff survey. Number of applications per post advertised, in hard to fill posts Service delivery KPIs	Engagement Index score in staff survey 2015 – 49% Feedback from staff user groups. Exit interview data. Data on hard to recruit groups such as Social Workers	Improvements in the Engagement Index score Increased recruitment and retention of hard to reach staff.	Quarterly in lead up to changes and beyond. (Some measures are recorded annually)
Increase partnership working, resulting in better outcomes for residents and specific users	Number of co-located teams. KPIs where teams are co-located.	Outline of existing partnership and arrangements and co-located teams and enabling factors to support ways to working. Existing KPIs by service area	Increases Partnership working and co-location across all sectors Number of enabling factors introduced to support co-location and partnership working	Quarterly in lead up to changes and beyond.
New site in Colindale supports in the	Building usage measures put in place to measure access to services	No existing baseline	Building is well used by local community both in terms of	Quarterly following opening of new site

Benefit	Measure	Baseline Performance	Target	Measure Frequency
regeneration of the area	and use of building by community		accessing available services and using the building for community based activities	

8.11. Change management and communications approach

Reducing the estate footprint by 49% and moving to Colindale will require a major shift in staff behaviour, supported by new workforce arrangements and supporting IT. It is recognised that the ‘people’ element of the Smarter Working Programme is a key factor in achieving this vision set out above.

The communication plan will be led by the Smarter Working Change Lead, who will work closely with the Council’s corporate communications team, using their established channels. The Change Lead will also work with an established set Change Managers and Change Champions (currently being established) to deliver targeted messaging within Delivery Units. Some resource will focus on external audiences, and will primarily be designed to inform the stakeholders.

All programme communications will be approved by the appointed Change Manager, relevant Project Manager and signed-off by the Programme Lead and/or Programme Sponsor. The programme will use existing processes for sign-off and dissemination, namely the Council’s corporate sign-off protocols and dissemination practises.

Channels for internal communication and engagement:

- written briefings, verbal briefings, 1:1 meetings
- status reports and progress updates e.g. SCB, project, committee
- project meetings
- emails and messages in email signatures
- open days and events management / team meetings
- management and team meetings
- intranet, intranet news, feature page
- First Team newsletter, Smarter Working Newsletter, CSG and Re staff bulletins
- desktop promotion, Atrium plasma screens
- posters, leaflets, displays, banners
- face-to-face (drops in sessions, training, information stall in entrances, staff forums)
- FAQs, surveys, focus groups

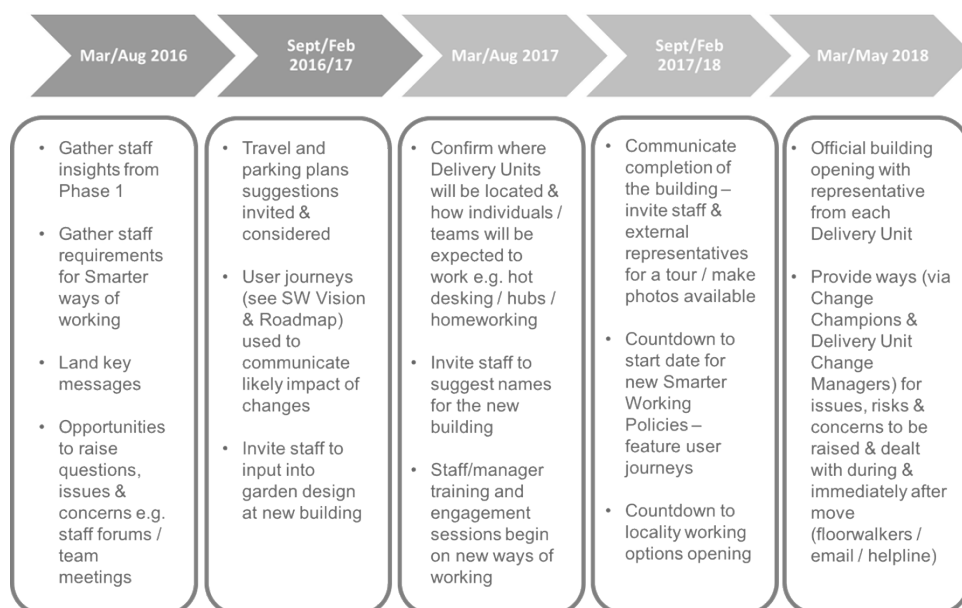
Channels for external communication and engagement:

- Leaflets
- posters, including Barnet owned 6 sheet sites and bus stops sites around the borough

- press - advertising / press releases in local press and newsletters
- internet - including Barnet Online and partner organisation's websites
- Barnet First magazine
- partner organisations newsletters and magazines
- pull up display banners / leaflets
- events / conferences

The below figure summarises the proposed staff engagement plan.

Figure 3: Staff engagement plan



8.12. Post project evaluation approach

The Programme will be governed in accordance with Council's Project Management Toolkit methodology, and using the Capital Programme Gateway method.

Progress will be evaluated at key stages e.g. post full planning permission and pre construction. This will include assurance from the Customer and Support Group subject matter experts and Commissioning Group client teams. We will engage a third party to conduct reviews at set gateways for external challenge. Areas for review include:

- The effectiveness of the project management of the scheme – viewed internally and externally (i.e. was it managed to budget and time)
- The effectiveness of the development partner's project management of the scheme – viewed internally and externally
- Communications and involvement during construction
- The effectiveness of the joint working arrangements across project teams
- Effective resource management and supplier management
- The support provided during this stage from other stakeholder organisations

8.13. Conclusion

This Management Case has proposed the implementation, governance and risk management arrangements that will be in place to enable successful delivery of the preferred way for Barnet's office accommodation.

9. Appendix A: Long list of options considered in the SOC

In accordance with HM Treasury Business Case best practice, at the Strategic Outline Case (SOC) stage, the long list included a wide range of potential options, including those which could be discounted through the appraisal process by considering them against the CSFs listed in Section 4.1. It is therefore an appraisal of the ways in which LBB ‘could’ have approached the office accommodation challenge rather than how they ‘would’. At the conclusion of the long list appraisal, the emerging short list represented the most realistic potential options worthy of full consideration.

The ‘long-list’ of potential options for Barnet’s office accommodation, considered at the SOC stage is:

1. **Do Nothing:**
The status quo option. No change and LBB continue in occupation of both Units 2 and 4 North London Business Park and Barnet House. Break clause is not operated.
2. **Consolidate into Barnet House and NLBP Unit 2:**
Trigger the break clause on Unit 4 North London Business Park to determine occupation from October 2014 and consolidate into Barnet House and Unit 2, NLBP.
3. **Alternative rental accommodation:**
This option provides a number of alternative approaches including either relocating back office staff to a cost effective out of borough location or severing all existing leases and identifying an alternative site.
4. **Consolidate with another local authority / public body:**
Consider amalgamating with another public body along the lines of the ‘Tri-Borough’ arrangement which Westminster Council, the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham have entered into.
5. **Retain Barnet House and build another:**
This option assumes that LBB exit both North London Business Park buildings on or before 2020 and construct a smaller bespoke development for their own occupation whilst retaining Barnet House until 2032.
6. **New office accommodation on the Grahame Park site in Colindale:**
This option assumes that LBB occupy either as leaseholder or freeholder, a new bespoke development on the Grahame Park site in Colindale from 2017 onwards.
7. **Build new office accommodation elsewhere:**
As above, but look for an alternative location other than the Colindale site.
8. **Debt and asset sale:**
This option is based on a model undertaken by a number of other bodies whereby all of the existing civic accommodation alongside other surplus properties would be sold to an institution / fund / investor (e.g. MARS and PEARS group) who would take over the liabilities usually subject to a balancing in payment. This would enable the council to effectively start again in terms of the civic accommodation with a clean sheet.
9. **Consider a full ‘commissioning’ model;**
This option assumes that all of LBB’s office accommodation would be provided through a service contract.
10. **Consolidate into all current LBB surplus accommodation:**

Use surplus accommodation throughout the portfolio to accommodate users which cannot fit readily into the reduced estate.

11. A full ‘hub and spoke’ operation:

Reconsider the current ‘central HQ’ model and move to a full ‘hub and spoke’ operation with a number of smaller offices based around the Borough.

This long list of options is appraised against the CSFs identified above and in the following table;

- **Green** assessment indicates fully meets;
- **Amber** assessment indicates partly meets; and
- **Red** assessment indicates does not meet.

Option	CSF1: Efficiency	CSF2: Desired Working Arrangements	CSF3: Strategic Aims	CSF4: Deliverability
Do Nothing	Will not deliver the required savings, leaving a significant budget gap	Adequate space but would represent a missed opportunity	A neutral impact – no negative consequences but a missed opportunity	No significant change required
Consolidate into Barnet House and NLBP Unit 2	Delivers savings in the period up to 2017 but no further savings from that period onwards	Opportunity to deliver planned changes	A neutral impact – no negative consequences but a missed opportunity	Achievable within planned timescales, but requires efficient planning and delivery given October 2015 break date is looming
Alternative rental accommodation	Potential to deliver savings	Opportunity to deliver planned changes, but potential disruption for staff	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Would require an ‘interim’ solution whilst new accommodation is investigated and procured
‘Out of borough’	Potential to deliver savings	Opportunity to adapt working arrangements, but not in alignment with Smarter Working Group approach and vision	LBB does not a strategic aim of moving staff and operations out of borough for efficiency purposes	Very challenging within required timescales
Consolidate with another local authority	Potential to deliver savings	Opportunity to adapt working arrangements, but not in alignment with Smarter Working Group approach and vision	LBB does not have a strategic aim of moving to a Tri-Borough style of operation	Very challenging within required timescales

Option	CSF1: Efficiency	CSF2: Desired Working Arrangements	CSF3: Strategic Aims	CSF4: Deliverability
Retain Barnet House and build another	Potential to deliver savings. Would require up-front investment from LBB, which would require inclusion in the Capital Programme and retention of two sites would limit efficiency gains	Opportunity to deliver planned changes	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Would require an 'interim' solution whilst new accommodation is developed
New office accommodation on the Grahame Park site in Colindale	Potential to deliver savings. Would require up-front investment from LBB, which would require inclusion in the Capital Programme	Opportunity to deliver planned changes	Meets strategic regeneration aims	Would require an 'interim' solution whilst new accommodation is developed
Build new office accommodation elsewhere	Potential to deliver savings. Would require up-front investment from LBB, which would require inclusion in the Capital Programme	Opportunity to deliver planned changes	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Would require an 'interim' solution whilst new accommodation is developed and the identification of suitable premises may delay timescales further
Debt and asset sale	Potential to deliver savings. Scale and scope very unpredictable without further investigation	Opportunity to deliver planned changes, but potential disruption for staff	LBB does not have a strategic aim to proceed on this basis	Very challenging within required timescales
Operate a full 'commissioning' model	Potential to deliver savings. Scale and scope very unpredictable without further investigation	Opportunity to deliver planned changes, but potential disruption for staff	LBB does not have a strategic aim to proceed on this basis	Very challenging within required timescales
Consolidate into all current surplus accommodation	Unlikely to achieve savings, and would require significant investment into customising existing estate for accommodation. Not assessed as financially feasible	Does not align with the Smarter Working Group plans for accommodation. Less scope for flexible working within a highly geographically diverse workforce.	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Very challenging within required timescales
'Hub and spoke'	Unlikely to achieve savings, and would require significant investment into new premises with an appropriate size / scale and geographical footprint	Does not align with the Smarter Working Group plans for accommodation. Less scope for flexible working within a highly geographically diverse workforce.	Dependent on location and nature of accommodation, could potentially facilitate greater access to LBB services	Very challenging within required timescales

From this long list appraisal, the following conclusions can be drawn:

- Considering new office accommodation on the Grahame Park site in Colindale has a number of advantages. It could deliver savings (pending further investigation in the short list appraisal), meets a primary regeneration objective of LBB and can be designed around optimal working arrangements. It would, however, entail potential disruption for staff and does require an 'interim' solution whilst the site is developed. It is a preferable option to others which involve the building of new accommodation as it is in an ideal location for regeneration (and is easier to make firm cost estimates for the short list appraisal);
- Consolidation into Barnet House and NLBP is a suitable 'Do Minimum' option that should continue to the shortlist. It is preferable to seeking alternative rental accommodation as it is both a potential interim solution that can be delivered relatively quickly and it involves less disruption for staff;
- 'Do nothing' is not a desirable option as it does not deliver the savings required against LBB's budget baseline. It should, however, be retained for the short list appraisal as a comparator option to test others against; and
- A number of long list options are not suitable for further consideration on the shortlist as they are either (or both) not strategically aligned to LBB's directions or are not deemed financially deliverable within the required timescales. This include 'out of borough', sharing with other local authorities or public bodies, a debt and asset sale, a 'commissioning' model for accommodation, using all surplus accommodation or a hub and spoke approach.

10. Appendix B: Site location and access¹³

The proposed development site comprises a vacant 0.4 ha plot situated within Grahame Park in the Colindale Ward of the London Borough of Barnet. It is located along a re-aligned Lanacre Avenue approximately 50 metres to the north of its junction with Grahame Park Way. The site falls within the Grahame Park Masterplan, which was granted planning consent in 2007. The proposed new Council office building (Class B1) will be on land known as Plot 8, Lanacre Avenue and was approved for planning permission in October 2015.



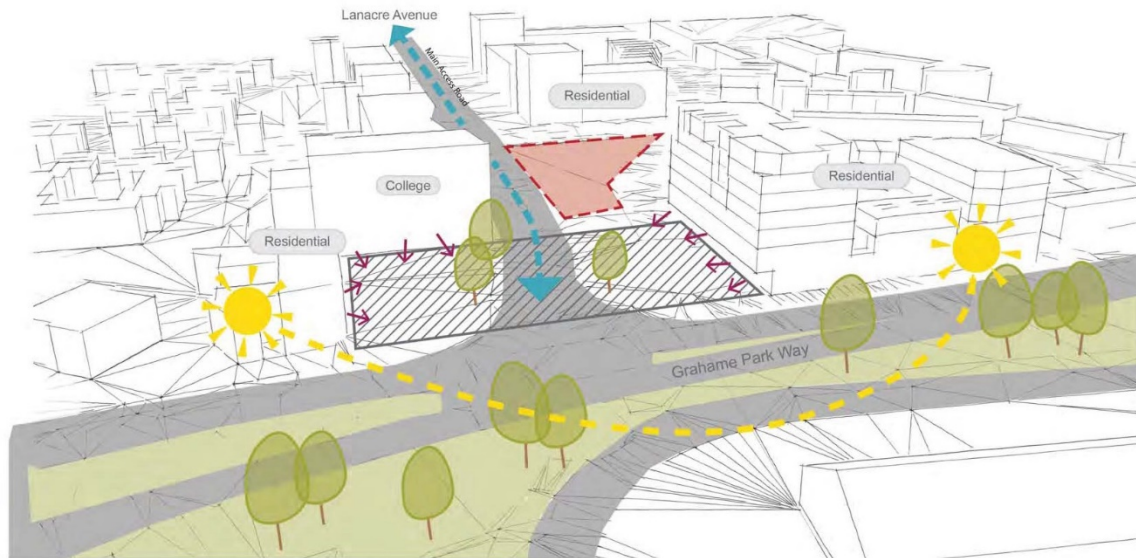
As part of the Grahame Park Estate masterplan the proposed office block would form one of a number of mixed use new buildings around the emerging 'Southern Square' key gateway. It would occupy a tight and prominent site between the new Southern Square adjacent to the new College and large residential/ commercial block with residential uses to the rear. The proposed building would make provision for drop-off areas, on-site parking for 5 disabled spaces, cycle parking and refuse/recycling facilities. Given the space constraints on-site provision would be made for approximately 192 car parking spaces off-site in a location nearby at the RAF Museum further north along Grahame Park Way.

The site sits on Southern Square, Plot A1 of the previously approved Graham Park Masterplan. Plot A1 is located in Phase 1B of the Masterplan development. The site is bounded by Grahame Park Way to the east and south and by Lanacre Avenue to the west. The site extends as far as Hundred Acre to the northwest and Lower Strand to the northeast. The application site for Phase 1B is bounded by residential properties to the west, (including Arran Court and Deal Court), Grahame Park Way to the

¹³ Stage 3 Report, Re

south and east and Little Strand to the north. The site is at the gateway to Grahame Park from the south and is close to Colindale Tube Station.

The proposed development is well located within short walking distance of several large areas of greenspace.



-  Proposed Development Site
-  Public Square
-  Main Access Route
-  Active Frontage

10.1. Access and Transport Network

Colindale will experience a significant increase in resident population and travel demand over the AAP (Area Action Planning) period. The proposals for transport and movement aim to encourage use of sustainable travel modes through the provision of better and safer pedestrian and cycle permeability, connections and facilities; opening up the area for more frequent bus services reaching more destinations, and using travel plans for developments to encourage use of more sustainable modes. The AAP therefore proposes a balanced provision across all modes of transport to ensure that future travel demands can be catered for and that real travel choice is provided within a sustainable transport framework. The proposals establish:

- How new and existing routes within the Colindale area integrate with the existing infrastructure;
- The provision made for all forms of movement, but in particular walking, cycling and public transport;
- How the proposed development can benefit Colindale as a whole, including existing areas, by improving connections such as providing new bus routes and more direct and safe pedestrian and cycle routes to, from and between the Corridors of Change and particularly the new neighbourhood centre;

- How movement will be provided for during each phase of the proposed development.

Existing Public Transport

An off-site car park will be provided on Grahame Park Way to the north of the RAF Museum building and to the south of Avion Crescent that includes the construction of a new access on Grahame Park Way. Once complete the off-site car park will accommodate 192 spaces. This will be allocated to pool cars, car sharers and those whose journey is not able to be made by sustainable transport mode due to accessibility or a carer or have an electric vehicle. The planning application didn't include the provision of the off-site car park and the delivery of this will be secured via planning condition for the proposed office. It is proposed that 5 on site car parking spaces for disabled use are provided for the B1 Office use.

A Cycle Environment Review System (CERS) audit has been undertaken for this development. The findings were generally neutral, with 17 of the 67 items being classified as 'green' (positive overall), 50 items were allocated an 'amber' (average overall). An overall strategy for signage, measures to improve cycle priority and effective width and inclusion of cycle parking will improve the cycle environment. The proposed development will provide secure parking for approximately 85 cycles and 11 short term cycle spaces which exceeds the London Plan 2015 cycle parking requirements.

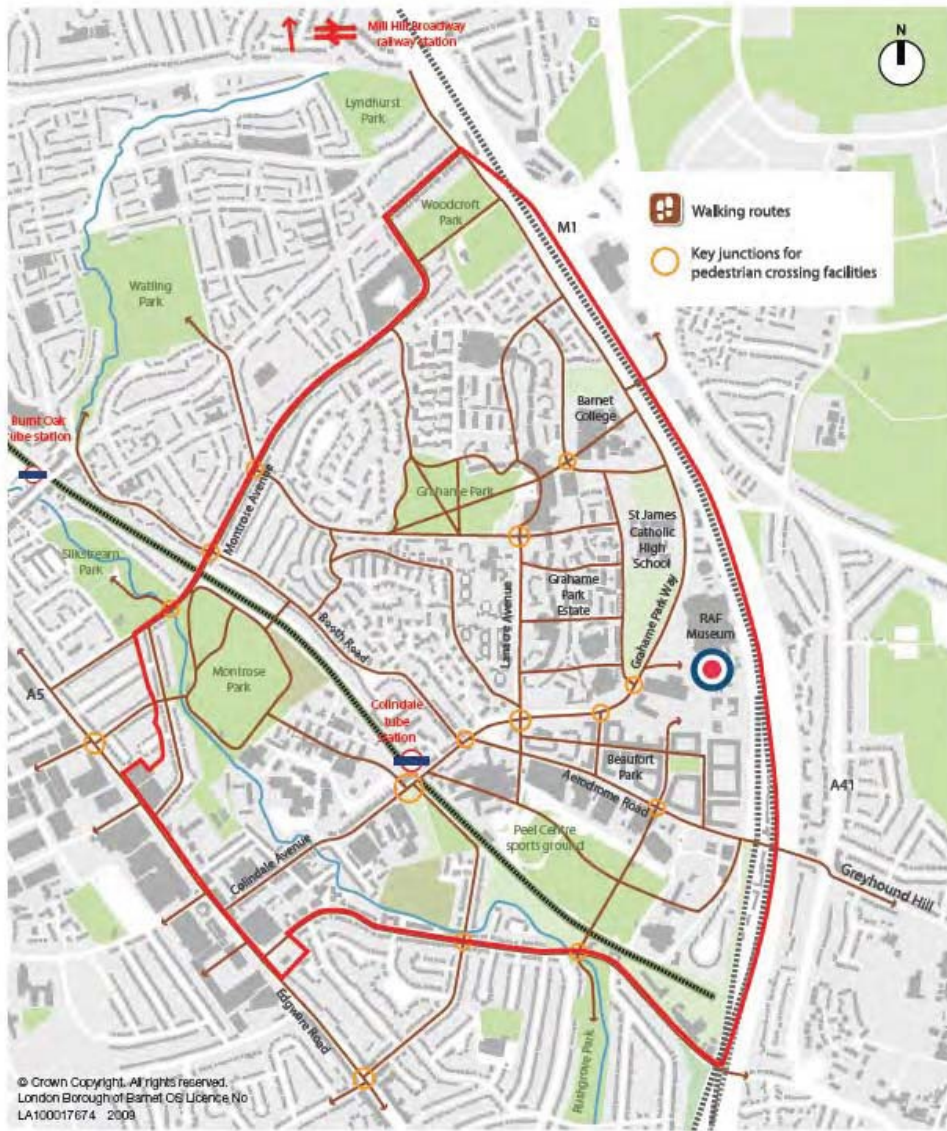
The Public Transport Accessibility Level (PTAL) was downloaded from TfL's PTAL website. Based on this system, the proposed development site has an AI of 13.19 and a rating of 3, 'moderate'. The Public Transport Accessibility Levels (PTAL) is graded from 1 for poor accessibility to 5/6 for excellent accessibility.

The site is served by London Underground and London Bus services. The nearest mainline railway station 2.5km away served by local buses. A summary of the local public transport services follows.

The nearest underground station is Colindale Station, with this located approximately 400 metres from the site. Colindale Station, in Travelcard Zone 4, is serviced by the Northern Line (Edgware Branch) which provides connections to Burnt Oak and Edgware to the north and Brent Cross, Golders Green and then onto Central London to the south. Typical destinations within easy reach to the south include Camden Town (20 minutes), Oxford Street (29 minutes) Trafalgar Square (31 minutes) and the South Bank (34 minutes). The Northern Line also provides direct access to Waterloo and Kings Cross St. Pancras stations which provide connections to both national and international rail networks

The development is served by bus routes 113, 186, 204, 303, 324, and N5 with bus stops located in the close vicinity.

The proposed development is situated almost mid-way between two mainline railway stations, Mill Hill Broadway to the north, which is approximately 2.5kms away and Hendon, approximately 2.9kms away. Both Stations provide direction connections to London St. Pancras every 15 minutes. Services in a northerly direction connect to Luton, Bedford and beyond. Both stations can be accessed via the local bus network using bus 186 for Mill Hill Broadway and, buses 204 and 183 for Hendon with services providing connections to those wishing to travel by train.



11. Appendix C: Detailed economic analysis

11.1. Appraisal methodology and notes

Both option appraisals assume the following:

- Costs exclude VAT;
- All one-off costs for estate consolidation are assumed to be incurred in 2015/16 and one-off costs for Colindale are assumed to be incurred in 2017/18, with ongoing Smarter and Agile Working project costs in 2016/17;
- The options considered have been appraised over 54 years (2015/16 – 2068/69) with costs / savings discounted over those periods at 3.5%;
- Contingency for build risk is included at 2.5% within capital build estimates provided by Re;
- All values are stated at current prices.
- Current income levels remain constant after the Colindale move

11.2. Estate consolidation review

As previously mentioned, a consolidation of the estate has already been delivered - after June 2015 and consequently the most up-to-date costs and benefits associated with the consolidation were not captured in the OBC report. In order to retrospectively review the costs and benefits of delivering the consolidation programme the Baseline (Post Consolidation) is compared against Baseline (Pre Consolidation). This is summarised below.

- **Baseline (Pre Consolidation):** Commencing September 2013, leases at both NLBP sites and Barnet House totalling 262,000 sq ft
 - NLBP Unit 2: 178,000 sq ft
 - NLBP Unit 4: 43,000 sq ft
 - Barnet House: 41,000 sq ft
- **Baseline (Post Consolidation):** Commencing October 2015, continuing with today's status quo setup. Leases at both NLBP sites and Barnet House totalling 175,000 sq ft
 - NLBP Unit 2: 70,000 sq ft
 - NLBP Unit 4: 29,000 sq ft
 - Barnet House: 76,000 sq ft

Qualitative appraisal

Through implementing the Baseline (Post Consolidation) option in October 2015, the Council has reduced its accommodation footprint by 33%, delivered savings towards the MTFs, increased utilisation, made initial steps towards Smarter Working and supported integrated working through the collocating of services. However, the estate still remains split over a number of sites and this programme of work did not contribute to the Council's regeneration plans.

Quantitative appraisal

In delivering the Baseline (Post Consolidation), £7.3m has been spent to date in delivery costs, in addition to £8.9m future one-off refurbishment and dilapidation costs. This option represents an £85.1m NPV saving against the Baseline (Pre Consolidation) over the next 54 years.

Analysis over 54 years (Sep 2013 to 2067)	Baseline (Pre Consolidation)	Baseline (Post Consolidation)
One-off capital costs	- 16.2 m	- 7.5 m
Estates running costs (net of rental income)	- 450.5 m	- 259.3 m
Net total costs / savings of Baseline (Pre Consolidation)	- 466.7 m	
Net discounted total costs / savings of Baseline (Pre Consolidation)	- 219.0 m	
Running costs savings against Baseline (Pre Consolidation)		450.5 m
Net total costs / savings against Baseline (Pre Consolidation)		183.7 m
Net discounted total costs / savings against Baseline (Pre Consolidation)		85.1 m

11.3. Baseline (Post Consolidation) appraisal

Total one-off costs are as follows:

- Barnet House:
 - Required refurbishment: £5.5m
 - End of lease dilapidation: £1.2m
- NLBP Unit 2:
 - Required refurbishment: £0.0m
 - End of lease dilapidation: £0.5m
- NLBP Unit 4:
 - Required refurbishment: £0.0m
 - End of lease dilapidation: £0.2m

10 year annual recurrent costs are as follows:

Option:	Baseline Post Consolidation										
	Year Year end	2015/16 Mar-16	2016/17 Mar-17	2017/18 Mar-18	2018/19 Mar-19	2019/20 Mar-20	2020/21 Mar-21	2021/22 Mar-22	2022/23 Mar-23	2023/24 Mar-24	2024/25 Mar-25
Length of analysis (years):	54										
Barnet House - from Oct-15 (Post Consolidation)											
Rent	- 372,500	- 745,000	- 745,000	- 745,000	- 745,000	- 745,000	- 745,000	- 745,000	- 745,000	- 745,000	- 745,000
Service charge	-	-	-	-	-	-	-	-	-	-	-
Business rates	- 178,210	- 356,420	- 356,420	- 356,420	- 356,420	- 356,420	- 356,420	- 356,420	- 356,420	- 356,420	- 356,420
FM running costs	- 279,806	- 559,612	- 559,612	- 559,612	- 559,612	- 559,612	- 559,612	- 559,612	- 559,612	- 559,612	- 559,612
Additional FM costs due to increased occupancy	- 144,217	- 288,435	- 288,435	- 288,435	- 288,435	- 288,435	- 288,435	- 288,435	- 288,435	- 288,435	- 288,435
NLBP 2 - from Oct 2015 (Post Consolidation)											
Rent	- 359,140	- 718,279	- 924,600	- 1,308,420	- 1,308,420	- 1,308,420	- 1,308,420	- 1,308,420	- 1,308,420	- 1,308,420	- 1,308,420
Service charge	- 127,536	- 255,071	- 334,814	- 414,558	- 414,558	- 414,558	- 414,558	- 414,558	- 414,558	- 414,558	- 414,558
Business rates	- 141,815	- 283,630	- 346,129	- 408,628	- 408,628	- 408,628	- 408,628	- 408,628	- 408,628	- 408,628	- 408,628
FM running costs	- 255,691	- 511,381	- 671,255	- 831,129	- 831,129	- 831,129	- 831,129	- 831,129	- 831,129	- 831,129	- 831,129
NLBP car parking	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000	- 63,000
NLBP 4 - from Oct-15 (Post Consolidation)											
Rent	- 342,500	- 685,000	- 685,000	- 685,000	- 685,000	- 685,000	- 685,000	- 685,000	- 685,000	- 685,000	- 685,000
Service charge	- 91,122	- 182,244	- 182,244	- 182,244	- 182,244	- 182,244	- 182,244	- 182,244	- 182,244	- 182,244	- 182,244
Business rates	- 82,468	- 164,937	- 164,937	- 164,937	- 164,937	- 164,937	- 164,937	- 164,937	- 164,937	- 164,937	- 164,937
FM running costs	- 98,931	- 197,862	- 197,862	- 197,862	- 197,862	- 197,862	- 197,862	- 197,862	- 197,862	- 197,862	- 197,862
Post Consolidation income											
Barnet Council (including any sub-lease or licence arrangements with 3rd party)	10,200	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400
Customer & Support Group	-	-	-	-	-	-	-	-	-	-	-
Re	252,564	505,128	505,128	505,128	505,128	505,128	505,128	505,128	505,128	505,128	505,128
Barnet Homes - Rent	115,475	230,950	230,950	230,950	230,950	230,950	230,950	230,950	230,950	230,950	230,950
Barnet Homes - Service Charge	167,509	335,018	335,018	335,018	335,018	335,018	335,018	335,018	335,018	335,018	335,018
CCG	91,390	182,780	182,780	182,780	182,780	182,780	182,780	182,780	182,780	182,780	182,780
Total Buildings Related Running Costs	-	259,269,306	- 1,899,798	- 3,736,595	- 4,245,032	- 4,930,968	- 4,930,968	- 4,930,968	- 4,930,968	- 4,930,968	- 4,930,968

11.4. Option 1

Total one-off costs are as follows:

Total: £10.5m

- Barnet House:
 - Required refurbishment: £5.5m
- Colindale Fit-Out costs:
 - Cat B Fit-Out costs: £3.0m
 - Cat B Fit-Out feeds: £0.3m
- Colindale Equipment costs:
 - IT equipment: £0.9m
 - AV equipment: £0.3m
 - Additional furniture: £0.2m
- Transition costs:
 - Move management: £0.2m
 - Decant & move: £0.1m

10 year annual recurrent costs are as follows:

Option:	Option 1												
	Length of analysis (years):	Year end	Start: Oct-15			Colindale Jul-18							
			2015/16 Mar-16	2016/17 Mar-17	2017/18 Mar-18	2018/19 Mar-19	2019/20 Mar-20	2020/21 Mar-21	2021/22 Mar-22	2022/23 Mar-23	2023/24 Mar-24	2024/25 Mar-25	
	54	1	2	3	4	5	6	7	8	9	10		
NLBP 2 - from Oct 2015 (Option 1)													
Rent		- 359,140	- 718,279	- 924,600	- 1,308,420	- 436,140	-	-	-	-	-		
Service charge		- 127,536	- 255,071	- 334,814	- 414,558	- 138,186	-	-	-	-	-		
Business rates		- 141,815	- 283,630	- 346,129	- 408,628	- 136,209	-	-	-	-	-		
FM running costs		- 255,691	- 511,381	- 671,255	- 831,129	- 277,043	-	-	-	-	-		
NLBP car parking		- 63,000	- 63,000	- 63,000	- 47,250	-	-	-	-	-	-		
NLBP 4 - from Oct-15 (Option 1)													
Rent		- 91,122	- 182,244	- 182,244	- 379,209	-	-	-	-	-	-		
Service charge		- 82,468	- 164,937	- 164,937	- 335,838	-	-	-	-	-	-		
Business rates		- 98,931	- 197,862	- 197,862	- 411,708	-	-	-	-	-	-		
FM running costs		-	-	-	-	-	-	-	-	-	-		
Colindale (Option 1)													
Capital build cost + interest		-	- 338,081	- 843,644	- 2,008,319	- 2,008,319	- 2,122,337	- 2,110,554	- 2,083,300	- 2,056,046	- 2,028,792		
Lifecycle costs		-	-	-	-	- 37,500	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000		
Business rates		-	-	-	-	- 423,619	- 564,825	- 564,825	- 564,825	- 564,825	- 564,825		
FM running costs		-	-	-	-	- 493,500	- 658,000	- 658,000	- 658,000	- 658,000	- 658,000		
Car Parking		-	-	-	-	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000		
Option 1 income													
Barnet Council (including any sub-lease or licence arrangements with 3rd party Customer & Support Group)		10,200	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400	20,400		
Re		252,564	505,128	505,128	505,128	505,128	505,128	505,128	505,128	505,128	505,128		
Barnet Homes - Rent		115,475	230,950	230,950	230,950	230,950	230,950	230,950	230,950	230,950	230,950		
Barnet Homes - Service Charge		167,509	335,018	335,018	335,018	335,018	335,018	335,018	335,018	335,018	335,018		
CCG		91,390	182,780	182,780	182,780	182,780	182,780	182,780	182,780	182,780	182,780		
Total Buildings Related Running Costs		-	127,122,819	- 1,557,298	- 3,389,676	- 4,403,676	- 6,820,251	- 4,809,708	- 4,254,354	- 4,242,571	- 4,215,317	- 4,188,063	- 4,160,809

12. Appendix D: Building services and facilities management

Capita is required to deliver building services and facilities management services as per Schedule 1 of the CSG Contract¹⁴.

Building services:

- Planned Preventative Maintenance;
- Undertake Statutory Testing and Inspection;
- Provide emergency/reactive repairs maintenance;
- Building Surveying Services;
- Energy and Utilities;
- Help desk;
- Cemeteries and war memorials;
- Traded Services; and
- Provide building adaptations and temporary accommodation units.

Facilities management:

- Compliance documentation;
- Security services – vetting;
- Security services – static;
- CCTV;
- Control of access;
- Porterage and courier service;
- Goods in;
- Fire Management;
- Equipment & systems;
- Statutory testing and inspection;
- Reactive repairs and maintenance;
- Waste Management;
- Recyclable waste;
- Cleaning;
- Office space;
- Office moves;
- Corporate room bookings;
- Reception;
- Energy & Utilities;
- Car parking;
- Liaison with landlords;
- Managing tenants;
- Mayoral & civic events;
- Signage;

¹⁴ <https://www.barnet.gov.uk/citizen-home/council-and-democracy/one-barnet-transformation-programme/customer-and-support-group-csg/customer-and-support-group-csg-formerly-nscso-contract/schedule-1---output-specifications.html>

- Mobile phones;
- Archiving;
- Clocks;
- Vending machines; and
- Unmanned operations sites.

13. Appendix E: Stage 4 design

13.1. Building design

The proposals for the site have been developed by the client and design team to promote a cohesive sense of place and reinforce local identity. The proposals for the site have been developed in relation to the Graham Park Masterplan and national, regional and local planning policies and more specific sustainability and accessibility guidance including:

- Colindale Area Action Plan
- Barnet's Local Plan (Core Strategy) Development Plan Document, September 2012
- Barnet's Local Plan (Development Management Policies), Development Plan Document, September 2012
- 'One Barnet' Sustainable Community Strategy 2010-20a
- National Planning Policy Framework
- The London Plan 2011 - Sustainable Design and Construction (Supplementary Guidance) 2014

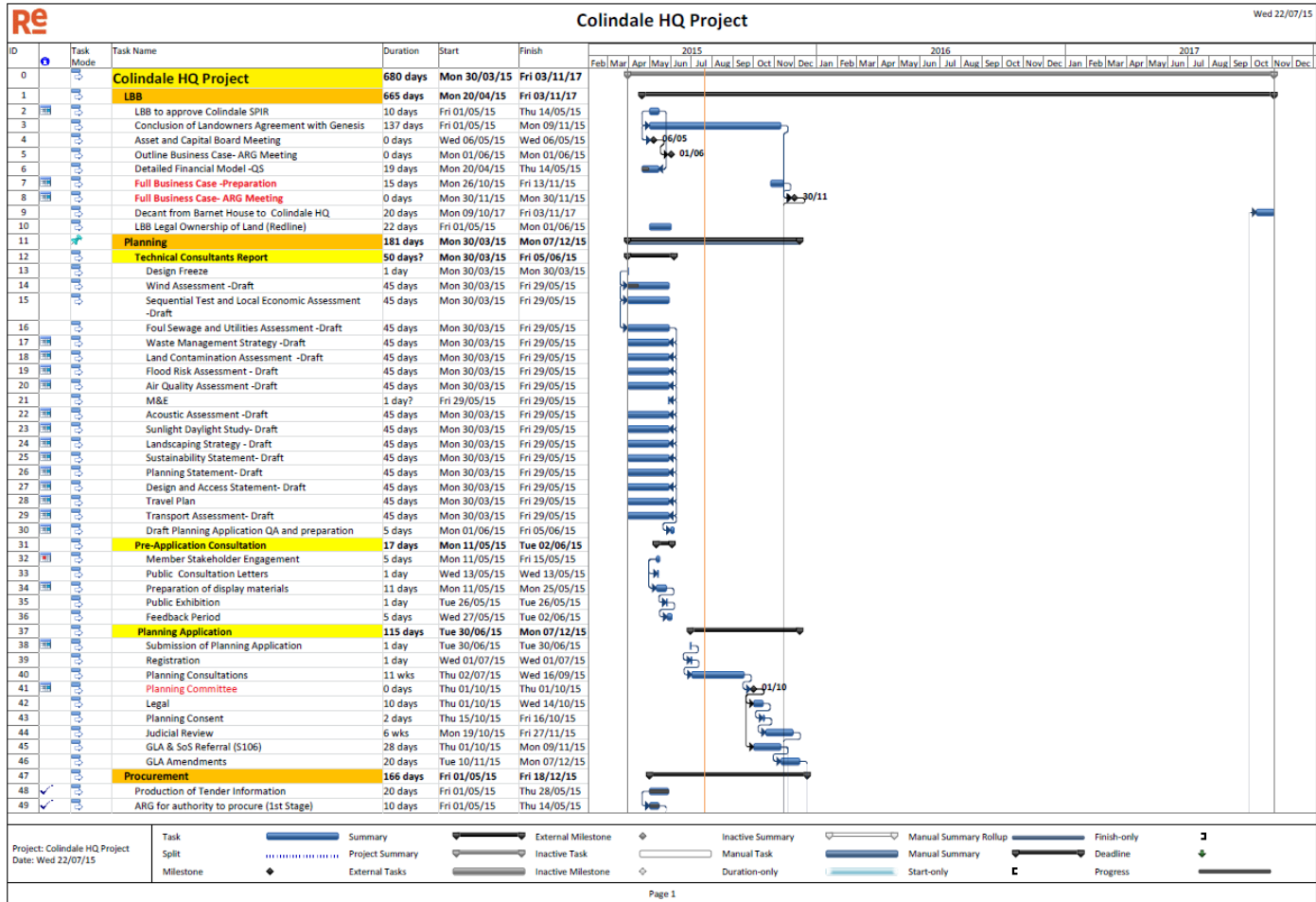
13.2. Environmental impact

The building fabric and building services, has been developed to comply with the requirements of Part 'L2A' 2013 of the Building Regulations and the GLA – London Plan 2015. The approach of the development is to embed sustainability into the heart of the design from the outset and it also takes into account the relevant LBB policies and strategies.

The development will seek to consider all aspects of sustainable development, including social and economic impacts. The development will minimise impacts on the environment through a range of measures such as:

- energy efficient design
- low water consuming sanitary ware
- provision of recyclable waste storage
- minimised waste during construction
- protection of site ecology and enhanced habitats
- Improved access to public transport
- provision of trickle charge points for electric vehicles
- sustainable surface water attenuation
- the use of low embodied impact materials

14. Appendix F: Colindale programme plan



15. Appendix G: Sample Smarter Working and Colindale risk log

Ref	Risk Type	Risk Description	Date Raised	Action	Current Status	Cost Impact	Closure Date	Closing Authority
Re-021	Project management	Site constraints affect storage, parking, site accommodation and welfare facilities	May 2015	Main contractor (MC) may need to seek additional off site facilities for their use. An option would be for the MC to enter into an early agreement directly with the RAF to use the proposed car park for LBB. The RAF have agreed that their site can be used as a holding area, however, they are asking excessive licence fees from the MC.	Open	TBC		

16. Appendix H: Benefits realisation templates

Benefit	Measure	Baseline performance	Target	Measure Frequency	Owner
Better accommodation for staff that supports efficient use of the estate and promotes Smarter Working	Accommodation delivered, which meets design specifications.	Current accommodation across Barnet House, NLBP2 and 4.	Provide modern, flexible office accommodation of 90,000 sq ft in Colindale	Monthly until programme delivered.	Chris Smith
	Desking ratio targets.	Barnet House recently undergone necessary modernisation, but many aspects still outdated and non-flexible.	Provide technology solutions within the building to support Smarter Working.		
	Accommodation footprint (total size).		Provide a range of workstation set-ups and meeting spaces.		
	Staff survey results.		Maximum 7:10 desk ratio across the whole estate		
	Fewer reports of problems to FM.		Reduction in overall footprint.		
	Feedback from staff on how engaged they felt in the design of the building.	Office accommodation across existing sites, provides some flexibility.	Exposure to daylight in meeting spaces.		
		Many (not all) teams 7:10 ratio after initial introduction of Smarter Working practises. An office utilisation study will baseline the actual current	Climate control.		
			Better quality provision of toilet and wash facilities.		
			More reliable building.		
			Places to eat and socialise.		

Benefit	Measure	Baseline performance	Target	Measure Frequency	Owner
		ratios and test the target ratio for Colindale.	Welcoming environment. Outsides spaces used regularly by staff.		
Staff able to spend more time on front-line services through introduction of Smarter Working practises and locality working	Resident satisfaction surveys. Service specific user satisfaction surveys. Staff satisfaction in staff survey. Caseload data by service. Service specific KPIs.	Use existing: Resident and service user satisfaction surveys. Staff survey. Caseload data. Service specific KPIs.	Users are happier with the service provided. Staff report that their workloads are manageable. In some specific services more clients are met and cases dealt with. Enhanced quality of work.	Quarterly in lead up to changes and beyond. (Some measures are recorded annually)	Jamie Masraff
Staff feel happy working for Barnet Council and partners, positive impact on recruitment and service delivery	Staff satisfaction in staff survey. Number of applications per post advertised, in hard to fill posts. Service delivery KPIs. Increased proportion of staff recruited from	Engagement Index score in staff survey 2015 – 49% Feedback from staff user groups. Exit interview data. Data on hard to recruit groups such as Social	Improvements in the Engagement Index score Increased recruitment and retention of hard to reach staff. Enhanced skill base in the area (e.g. residents working for the council).	Quarterly in lead up to changes and beyond. (Some measures are recorded annually)	Liz Hammond

Benefit	Measure	Baseline performance	Target	Measure Frequency	Owner
	within the borough.	Workers			
Increased partnership working, resulting in better outcomes for residents and specific users	Number of co-located teams. KPIs where teams are co-located.	Outline of existing partnership and arrangements and co-located teams and enabling factors to support ways to working. Existing KPIs by service area.	Increases Partnership working and co-location across all sectors. Number of enabling factors introduced to support co-location and partnership working.	Quarterly in lead up to changes and beyond.	Anisa Darr

17. Appendix I: Planning permission

Development Management & Building Control Service
Barnet House, 1255 High Road, Whetstone, N20 0EJ
Contact Number: 0208 359 4729

Melanie Pullen

Application Number: **15/04039/FUL**

Regional Enterprise Ltd (RE)

Registered Date: 30 June 2015

Building 4

North London Business Park

Oakleigh Road North

London

N11 1NP

TOWN AND COUNTRY PLANNING ACT 1990

GRANT OF PLANNING PERMISSION

TAKE NOTICE that the Barnet London Borough Council, in exercise of its powers as Local Planning Authority under the above Act, hereby:

GRANTS PLANNING PERMISSION for:

Construction of a new council office building between 4 and 9 storeys in height providing 11,146 sqm of floorspace comprising 10,646 sqm of (B1) office space and 170sqm of (A3) cafe and ancillary space on ground floor and basement. Provision of landscaping and public realm improvements, car and cycle parking and refuse and recycling stores. Amended Plans showing alterations to design of proposed council office building.

At: Plot 8, Lanacre Avenue, Colindale, NW9

as referred to in your application and shown on the accompanying plan(s):

Subject to the following condition(s):

- 1 This development must be begun within three years from the date of this permission

Reason: To comply with Section 51 of the Planning and Compulsory Purchase Act 2004.

- 2 The development hereby permitted shall be carried out in accordance with the following approved plans:

ALL DRAWING NUMBERS BELOW FROM 910 000 TO 083 001 ARE PREFIXED
BY: CO_079166 OPT90K_SQFT WIP 21 - SHEET

910 000 - LOCATION PLAN;
910 001 - EXISTING SITE PLAN
910 002 - PROPOSED SITE PLAN;
061 001 - GROUND FLOOR - LOW LEVEL GENERAL ARRANGEMENT
061 002 - FIRST FLOOR GENERAL ARRANGEMENT
061 003 - SECOND FLOOR GENERAL ARRANGEMENT
061 004 - THIRD FLOOR GENERAL ARRANGEMENT
061 005 - FOURTH FLOOR GENERAL ARRANGEMENT
061 006 - FIFTH FLOOR GENERAL ARRANGEMENT;
061 007 - SIXTH FLOOR GENERAL ARRANGEMENT
061 008 - SEVENTH FLOOR GENERAL ARRANGEMENT
061 009 - EIGHTH FLOOR GENERAL ARRANGEMENT
061 010 - ROOF PLAN GENERAL ARRANGEMENT
061 011 - ROOF PLAN PVS GENERAL ARRANGEMENT
062 003 - SOUTH ELEVATION
062 004 - NORTH ELEVATION
062 005 - EAST ELEVATION
062 006 - WEST ELEVATION
083 001 - NETT LETTABLE AREAS

CO-CP-ZZ-ZZZ-DVF-AR-060-001_BUILDING 3D VIEWS
CO-CP-ZZ-ZZZ-DEL-AR-062-001_ELEVATIONS A AND B
CO-CP-ZZ-ZZZ-DEL-AR-062-002_SITE ELEVATIONS C AND D
CO-CP-ZZ-ZZZ-DSC-AR-063-001_SITE SECTION 1
CO-CP-ZZ-ZZZ-DEL-AR-063-002_SITE SECTIONS 2 AND 3
CO-CP-ZZ-ZZZ-DEL-AR-062-125_ELEVATION AND SECTION

COMPLETED APPLICATION FORM AND CERTIFICATE
LOCATION PLAN
PLANNING STATEMENT
STATEMENT OF COMMUNITY INVOLVEMENT
DESIGN AND ACCESS STATEMENT (INCLUDING LANDSCAPING STRATEGY)
HIGHWAY DESIGN & ACCESS STATEMENT
ECOLOGICAL ASSESSMENT
SEQUENTIAL TEST & LOCAL ECONOMIC IMPACT ANALYSIS
DRAINAGE STRATEGY
TRANSPORT ASSESSMENT
PERS ASSESSMENT
CERS ASSESSMENT
TRAVEL PLAN
DAYLIGHT ASSESSMENT REPORT
DAYLIGHT STUDY
GEO-TECHNICAL DESKTOP STUDY
ACOUSTIC SURVEY
AIR QUALITY ASSESSMENT
CONTAMINATED LAND DESKTOP STUDY
ENERGY AND SUSTAINABILITY STATEMENT
BREEAM PRELIMINARY ASSESSMENT
WASTE STRATEGY
FLOOD RISK ASSESSMENT

UTILITIES REPORT
STRUCTURAL ENGINEERING REPORT
FIRE STRATEGY - STAGE 3 RIBA
PRE-CONSTRUCTION INFORMATION
TRANSPORT ASSESSMENT PART 1
TRANSPORT ASSESSMENT PART 2
TRANSPORT ASSESSMENT PART 3

Reason: For the avoidance of doubt and in the interests of proper planning and so as to ensure that the development is carried out fully in accordance with the plans as assessed in accordance with Policies CS NPPF and CS1 of the Local Plan Core Strategy (adopted September 2012) and Policy DM01 of the Development Management Policies DPD (adopted September 2012).

- 3 a) No development other than works up to ground level shall take place until details of the materials to be used for the external surfaces of the building(s) and hard surfaced areas hereby approved have been submitted to and approved in writing by the Local Planning Authority.
- b) The development shall thereafter be implemented in accordance with the materials as approved under this condition.

Reason: To safeguard the character and visual amenities of the site and wider area and to ensure that the building is constructed in accordance with Policies CS NPPF and CS1 of the Local Plan Core Strategy (adopted September 2012), Policy DM01 of the Development Management Policies DPD (adopted September 2012) and Policies 1.1, 7.4, 7.5 and 7.6 of the London Plan 2011.

- 4 a) No development shall take place until details of the levels of the building(s), road(s) and footpath(s) in relation to the adjoining land and highway(s) and any other changes proposed in the levels of the site have been submitted to and approved in writing by the Local Planning Authority.
- b) The development shall thereafter be implemented in accordance with the details as approved under this condition and retained as such thereafter.

Reason: To ensure that the development is carried out at suitable levels in relation to the highway and adjoining land having regard to drainage, gradient of access, the safety and amenities of users of the site, the amenities of the area and the health of any trees or vegetation in accordance with policies CS NPPF, CS1, CS5 and CS7 of the Local Plan Core Strategy (adopted September 2012), Policies DM01, DM04 and DM17 of the Development Management Policies DPD (adopted September 2012), and Policies 7.4, 7.5, 7.6 and 7.21 of the London Plan 2011.

- 5 a) No development other than works up to ground level shall take place until a scheme indicating the provision to be made for disabled people to gain access to the development has been submitted to and approved in writing by the Local Planning Authority.
- b) The scheme approved under this condition shall be implemented in its entirety before the first occupation of the development or commencement of the use and retained as such thereafter.

Reason: To ensure adequate access levels within the development in accordance with Policy DM03 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and Policy 7.2 of the London Plan 2011.

- 6 The five disabled parking spaces shown on the drawings hereby approved shall be provided prior to the first occupation of the building. The disabled parking bays shall be appropriately line-marked and thereafter kept available for the parking of vehicles at all times. The development shall be carried out strictly in accordance with the details so approved and shall be maintained as such thereafter.

Reason: In the interest of securing the provision of an appropriate number and standard of disabled parking spaces

- 7 The development shall be designed and implemented in accordance with the principles of Inclusive Design. To achieve this:
 - a) At least one accessible WC measuring at least 1500x2200mm and fitted with outward opening doors shall be provided at ground and all upper floors;
 - b) The lifts shall be provided as shown on the plans hereby approved and installed and operational prior to the first occupation of the building;
 - c) A manoeuvring space of at least 1500x1500mm shall be provided in front of all lift entrances;
 - d) Level thresholds shall be provided to all external terraces.

The development shall be carried out strictly in accordance with the details so approved, shall be maintained as such thereafter and no change there from shall take place without the prior written consent of the Local Planning Authority.

Reason: In order to facilitate and promote inclusive and sustainable communities

- 8 A landscaping scheme for the development, including each of the proposed terraces, shall be submitted to, and approved in writing by the Local Planning Authority, and completed prior to occupation or such other date for implementation as agreed in the approval.

The landscaping scheme shall include the following details:

- a) an updated Access Statement detailing routes through the landscape and the facilities it provides;
- b) a biodiversity statement detailing how the landscaping scheme maximises biodiversity (including the provision of bats and bird nest boxes);
- c) proposed trees and associated planters: their location, species and size;
- d) soft plantings: including grass and turf areas, shrub and herbaceous areas;
- e) enclosures: including types, dimensions and treatments of walls, fences, screen walls, barriers, rails and hedges;
- f) hard landscaping: including ground surfaces, kerbs, edges, ridge and flexible pavings, unit paving, furniture, steps and if applicable synthetic surfaces;
- g) any other landscaping feature(s) forming part of the scheme.

All landscaping in accordance with the approved scheme shall be completed/planted during the first planting season following practical completion of the development hereby approved. The landscaping and tree planting shall have a two year maintenance/watering provision following planting and any existing tree shown to be retained or trees or shrubs to be planted as part of the approved landscaping scheme which are removed, die, become severely damaged or diseased within five years of completion of the development shall be replaced with the same species or an approved alternative to the satisfaction of the Local Planning Authority within the next planting season. The development shall be carried out strictly in accordance with the details so approved and shall be maintained as such thereafter

Reason: To ensure a satisfactory appearance to the development in accordance with Policies CS5 and CS7 of the Local Plan Core Strategy DPD (adopted September 2012), Policy DM01 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and 7.21 of the London Plan 201

- 9 a) No development other than works up to ground level, unless another date is agreed in writing, until details of the proposed green roof have been submitted to and approved in writing by the Local Planning Authority. The structural design of the building shall take account of the load requirements of the green roof elements.
- b) The green roof shall be implemented in accordance with the details approved this condition prior to the commencement of the use or first occupation of the development and retained as such thereafter. Should part of the approved green roof be removed, die, become severely damaged or diseased within five years of the completion of development, it shall be replaced in accordance with the details approved by this condition.

Reason: To ensure that the proposed development does not prejudice the enjoyment of the occupiers of their homes in accordance with Policies DM04 of the Development Management Policies DPD (adopted September 2012) and 7.15 of the London Plan 2011

- 10 a) Occupation of the building shall not take place until a scheme of hard and soft landscaping to the front forecourt area, including details of existing trees to be retained and size, species, planting heights, densities and positions of any soft landscaping, has been submitted to and agreed in writing by the Local Planning Authority, and completed in accordance with that approval..
- b) The proposed planting of the trees on public highway must be subject to detailed site investigation. Prior to commencement of the development hereby approved, the species, size and siting of the proposed trees on public highway including the removal of the existing trees, shall be clearly shown on a drawing to be submitted to and agreed in writing by the Local Planning Authority.
- c) All work comprised in the approved scheme of landscaping shall be carried out before the end of the first planting and seeding season following occupation of any part of the buildings or completion of the development, whichever is sooner, or commencement of the use.

d) Any existing tree shown to be retained or trees or shrubs to be planted as part of the approved landscaping scheme which are removed, die, become severely damaged or diseased within five years of the completion of development shall be replaced with trees or shrubs of appropriate size and species in the next planting season.

Reason: To ensure a satisfactory appearance to the development in accordance with Policies CS5 and CS7 of the Local Plan Core Strategy DPD (adopted September 2012), Policy DM01 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and 7.21 of the London Plan 2011.

11 a) No site works (including any temporary enabling works, site clearance and demolition) or development shall be commenced. The building shall not be occupied until details of a Landscape Management Plan for all landscaped areas for a minimum period of 25 years have been submitted to and approved in writing by the Local Planning Authority.

b) The Landscape Management Plan shall include details of long term design objectives, management responsibilities, maintenance schedules and replacement planting provisions for existing retained trees and any new soft landscaping to be planted as part of the approved landscaping scheme.

c) The approved Landscape Management Plan shall be implemented in full in accordance with details approved under this condition.

Reason: To ensure a satisfactory appearance to the development in accordance with Policy DM01 of the Development Management Policies DPD (adopted September 2012), Policies CS5 and CS7 of the Local Plan Core Strategy (adopted September 2012) and Policy 7.21 of the London Plan 2011.

12 No development shall proceed above ground level unless and until a detailed implementation, maintenance and management plan of the approved sustainable drainage scheme has been submitted to and approved in writing by the Local Planning Authority.

Those details shall include:

- I. a timetable for its implementation, and
- II. a management and maintenance plan for the lifetime of the development which shall include the arrangements to secure the operation of the sustainable drainage scheme throughout its lifetime.

No building hereby approved shall be occupied unless and until the approved sustainable drainage scheme for the site has been installed /completed strictly in accordance with the approved details.

The scheme shall thereafter be managed and maintained in accordance with the approved details.

Reason: To ensure that sustainable management of water and minimise the potential for surface level flooding.

- 13 a) No development or site works shall take place on site until a 'Demolition & Construction Method Statement' has been submitted to and approved in writing by, the Local Planning Authority.

The Statement shall provide for: access to the site; the parking of vehicles for site operatives and visitors; hours of construction, including deliveries, loading and unloading of plant and materials; the storage of plant and materials used in the construction of the development; the erection of any means of temporary enclosure or security hoarding and measures to prevent mud and debris being carried on to the public highway and ways to minimise pollution.

b) The development shall thereafter be implemented in accordance with the measures detailed within the statement.

Reason: In the interests of highway safety and good air quality in accordance with Policies DM04 and DM17 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and Policy 5.21 of the London Plan (2011).

- 14 No construction work resulting from the planning permission shall be carried out on the premises at any time on Sundays, Bank or Public Holidays, before 8.00 am or after 1.00 pm on Saturdays, or before 8.00 am or after 6.00pm pm on other days.

Reason: To ensure that the proposed development does not prejudice the amenities of occupiers of adjoining residential properties in accordance with policy DM04 of the Development Management Policies DPD (adopted September 2012).

- 15 Provisions shall be made within the site to ensure that all vehicles associated with the construction of the development hereby approved are properly washed and cleaned to prevent the passage of mud and dirt onto the adjoining highway.

Reason: To ensure that the development does not cause danger and inconvenience to users of the adjoining pavement and highway.

- 16 a) Notwithstanding the details submitted with the application and otherwise hereby approved, the building shall not be occupied until no development other than demolition works shall take place until details of (i) A Refuse and Recycling Collection Strategy, which includes details of the collection arrangements and whether or not refuse and recycling collections would be carried out by the Council or an alternative service provider, (ii) Details of the enclosures, screened facilities and internal areas of the proposed building to be used for the storage of recycling containers, wheeled refuse bins and any other refuse storage containers where applicable, and (iii) Plans showing satisfactory points of collection for refuse and recycling, have been submitted to and approved in writing by the Local Planning Authority.

b) The development shall be implemented and the refuse and recycling facilities provided in full accordance with the information approved under this condition before the development is first occupied and the development shall be managed in accordance with the information approved under this condition in perpetuity once occupation of the site has commenced.

Reason: To ensure a satisfactory appearance for the development and satisfactory accessibility; and to protect the amenities of the area in accordance with Policy CS14 of the Local Plan Core Strategy (adopted September 2012), Policy DM01 of the Development Management Policies DPD (adopted September 2012) and the Sustainable Design and Construction SPD (adopted April 2013).

- 17 a) No development shall take place above ground level details of all extraction and ventilation equipment to be installed as part of the development have been submitted to and approved in writing by the Local Planning Authority. The report shall include all calculations and baseline data, and be set out so that the Local Planning Authority can fully audit the report and critically analyse the content and recommendations.

b) The development shall be implemented in accordance with details approved under this condition before first occupation or the use is commenced and retained as such thereafter.

- 18 a) No development shall take place above ground level until a report has been carried out by a competent acoustic consultant that assesses the likely noise impacts from the development of the ventilation/extraction plant, and mitigation measures for the development to reduce these noise impacts to acceptable levels, and has been submitted to and approved in writing by the Local Planning Authority.

The report shall include all calculations and baseline data, and be set out so that the Local Planning Authority can fully audit the report and critically analyse the content and recommendations.

b) The measures approved under this condition shall be implemented in their entirety prior to the commencement of the use/first occupation of the development and retained as such thereafter.

Reason: To ensure that the proposed development does not prejudice the amenities of occupiers of neighbouring properties in accordance with Policy DM04 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and Policy 7.15 of the London Plan 2011.

- 19 A scheme of proposed air pollution mitigation measures shall be submitted to and approved in writing by the Local Planning Authority and the approved mitigation scheme shall be implemented in its entirety in accordance with details approved under this condition before any of the development is first occupied or the use commences and retained as such thereafter.

Reason: To ensure that the amenities of occupiers are protected from the poor air quality in the vicinity in accordance with Policy DM04 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and Policy 5.3 of the London Plan 2011.

- 20 a) The non-residential development is required to meet the BREEAM VERY GOOD level.

b) Before the development is first occupied the developer shall submit certification of the selected generic environmental standard.

Reason: To ensure that the development is sustainable and complies with Strategic and Local Policies in accordance with Policy DM02 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and Policies 5.2 and 5.3 of the London Plan (2011).

21 a) Before the development hereby permitted is first occupied or the use first commences, parking spaces, cycle parking and turning spaces as shown on Drawing 061 001 ; shall be provided and marked out within the site.

b) The parking spaces shall be used only in accordance with the scheme approved as part of this condition and not be used for any purpose other than the parking and turning of vehicles in connection with the approved development.

Reason: To ensure that parking and associated works are provided in accordance with the council's standards in the interests of pedestrian and highway safety and the free flow of traffic in accordance with Policy DM17 of the Development Management Policies DPD (adopted September 2012) and Policies 6.1, 6.2 and 6.3 of the London Plan 2011.

22 Notwithstanding the provisions of any development order made under Section 59 of the Town and Country Planning Act 1990 (or any Order revoking and re-enacting that Order) no installation of any structures or apparatus for purposes relating to telecommunications shall be installed on any part the roof of the building(s) hereby approved, including any structures or development otherwise permitted under Part 24 and Part 25 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 1995 (as amended) or any equivalent Order revoking and re-enacting that Order.

Reason: To ensure that the development does not impact adversely on the townscape and character of the area and to ensure the Local Planning Authority can control the development in the area so that it accords with Policies DM01 and DM18 of the Development Management Policies DPD (adopted September 2012).

23 No development shall take place unless and until a Construction Logistics Plan (CLP) has been submitted to and approved in writing by the Local Planning Authority. The approved CLP shall be adhered to throughout the construction period. The CLP shall provide details of:

1. the parking of vehicles of site operatives and visitors
2. loading and unloading of plant and materials
3. storage of plant and materials used in constructing the development
4. the erection and maintenance of security hoarding including decorative displays and facilities for public viewing, where appropriate
5. wheel washing facilities
6. measures to control the emission of dust and dirt during construction
7. a scheme for recycling/disposing of waste resulting from demolition and construction works

The report shall assess the impacts during the construction phases of the development on surrounding roads, nearby residential amenity and other occupiers together with means of mitigating any identified impacts. The

development shall be carried out strictly in accordance with the details so approved and no change therefrom shall take place without the prior written consent of the Local Planning Authority.

Reason: In order to secure highway safety and free flow of traffic on adjoining roads, local residential amenity and mitigate the impacts of the development.

- 24 A delivery and service management plan shall be submitted to and approved in writing by the Local Planning Authority prior to the first occupation of the development. The plan shall include details of all servicing and delivery requirements of the site, including waste and recycling collection and details of how safe access to and from the disabled parking bay shall be provided and managed. The development shall be carried out strictly in accordance with the details so approved and no change therefrom shall take place without the prior written consent of the Local Planning Authority.

Reason: In order to secure highway safety and free flow of traffic on adjoining roads, local residential amenity and mitigate the impacts of the development.

- 25 The development authorised by this permission shall not begin until the local planning authority has approved in writing the proposed arrangements, including the obtaining of planning permission for the proposed use; for the provision of staff car parking which will be:

- (i) within the the RAF Museum car park , Grahame Park Way, Colindale
- (ii) available to the Council and any subsequent occupier for the purposes of staff car parking;
- (iii) available for the life of the building;

The occupation of the development shall not begin until those works have been completed in accordance with the local planning authority's approval and have been certified in writing as complete by or on behalf of the local planning authority.

Reason: To ensure that adequate and satisfactory provision is made for the parking of vehicles in the interests of pedestrian and highway safety and the free flow of traffic in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 26 Before the development hereby permitted commences a Car Parking Management Plan shall be submitted to and agreed in writing by the Local Planning Authority. The Car Park Management Plan should ensure that parking provision will be managed and allocations enforced to ensure that there is no detrimental impact on public highway due to any overspill parking and that there are no adverse impacts on parking in the area. The Car Park Management Plan should also ensure that adequate disabled parking levels are provided and that travel/parking demands are managed via a Travel Plan.

Reason: To ensure that adequate and satisfactory provision is made for the parking of vehicles in the interests of pedestrian and highway safety and the free flow of traffic in accordance with London Borough of Barnet's Local Plan Policy CS9 of

Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 27 Before the development hereby permitted is occupied, pedestrian enhancements must be submitted to and approved by the Local Planning Authority on routes from the proposed development to both the Colindale LU Station and the proposed off-site car parking at the RAF museum to encourage more people to use public transport links.

Reason: To ensure that adequate and satisfactory provision is made for pedestrian connectivity in the interests of pedestrian and highway safety in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 28 Before the development hereby permitted is occupied a Full Travel Plan shall be submitted to and approved in writing by the Local Planning Authority. The Full Travel Plan shall meet the criteria in the 2013 Transport for London Travel Plan guidance and be ATTrBuTE and TRICS/SAM compliant. The life span of the Travel Plan shall be for at least 5 years with the Travel Plan to be submitted at least 3 months prior to occupation and then within 6 months containing all survey data and then in years 1,3, and 5. A Travel Plan Champion should be in place for the life of the Travel Plan.

Reason: To encourage the use of sustainable forms of transport to the site in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 29 Before the development hereby permitted is occupied a full Delivery and Servicing Plan (DSP) shall be submitted to and agreed by the Local Planning Authority.

Reason: In the interest of highway safety in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 30 Before the development hereby permitted is occupied full details of the electric vehicle charging points to be installed in the development shall be submitted to the Local Planning Authority and approved in writing. These details shall include for the provision of 20% active and 10% passive parking spaces with electric vehicle charging facilities. The development shall be implemented in full accordance with the approved details prior to first occupation and maintained thereafter.

Reason: To ensure that the development makes adequate provision for electric vehicle charging points to encourage the use of electric vehicles in accordance with policy 6.13 of the London Plan.

- 31 A Construction Management Plan must be submitted to and approved by the Local Planning Authority. This document shall include all relevant details including hours of delivery and routes. This document following approval must be complied with unless previously agreed in writing by the Local Planning Authority.

Reason: In the interest of highway safety in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 32 Before the development hereby permitted commences details of the refuse collection arrangements shall be submitted to and agreed by the Local Planning Authority.

Reason: In the interest of highway safety in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

- 33 Prior to the commencement of the development hereby approved, details of any public or private land fronting the development used by public for access will require to be stopped up under Section 247 of the Town and Country Planning Act to facilitate the development and shall be submitted to and agreed with the Local Planning Authority.

Reason: To ensure that adequate public access is provided throughout the development.

- 34 The development shall not proceed above ground level until the local planning authority has approved in writing details of the revisions to the external appearance and ground floor layout which adequately reflect the illustrative drawings (reference) which were submitted to the Council on the 14 September 2015.

The occupation of the development shall not begin until those works have been completed in accordance with the local planning authority's approval and have been certified in writing as complete by or on behalf of the local planning authority.

Reason: To safeguard the character and visual amenities of the site and wider area and to ensure that the building is constructed in accordance with Policies CS NPPF and CS1 of the Local Plan Core Strategy (adopted September 2012), Policy DM01 of the Development Management Policies DPD (adopted September 2012) and Policies 1.1, 7.4, 7.5 and 7.6 of the London Plan 2011.

- 35 The development authorised by this planning permission shall not begin until the Local Planning Authority has approved in writing a scheme for the arrangements to secure the following:

The delivery of Public realm improvements;

The delivery of improvements to bus services serving the site;

A mechanism to ensure that traffic generated by the development is within the capacity of the parking and other provisions to serve the development and avoids any adverse impacts on the local highway network;

And the development may not be occupied otherwise than in accordance with the approved scheme.

Reason: To ensure the proper functioning of the development in relation to highways and transport considerations

36 Part 1

Before development commences other than for investigative work:

A desktop study (Preliminary Risk Assessment) shall be carried out which shall include the identification of previous uses, potential contaminants that might be expected, given those uses, and other relevant information. Using this information, a diagrammatical representation (Conceptual Model) for the site of all potential contaminant sources, pathways and receptors shall be produced. The desktop study (Preliminary Risk Assessment) and Conceptual Model shall be submitted to the Local Planning Authority. If the desktop study and Conceptual Model indicate no risk of harm, development shall not commence until approved in writing by the Local Planning Authority.

If the desktop study and Conceptual Model indicate any risk of harm, a site investigation shall be designed for the site using information obtained from the desktop study and Conceptual Model. This shall be submitted to, and approved in writing by, the Local Planning Authority prior to that investigation being carried out on site. The investigation must be comprehensive enough to enable:

- a risk assessment to be undertaken,
 - refinement of the Conceptual Model, and
 - the development of a Method Statement detailing the remediation requirements.
- The risk assessment and refined Conceptual Model shall be submitted, along with the site investigation report, to the Local Planning Authority.

If the risk assessment and refined Conceptual Model indicate any risk of harm, a Method Statement detailing the remediation requirements, using the information obtained from the site investigation, and also detailing any post remedial monitoring shall be submitted to, and approved in writing by, the Local Planning Authority prior to that remediation being carried out on site.

Part 2

Where remediation of contamination on the site is required completion of the remediation detailed in the method statement shall be carried out and a report that provides verification that the required works have been carried out, shall be submitted to, and approved in writing by the Local Planning Authority before the development is occupied.

Reason: To ensure the development can be implemented and occupied with adequate regard for environmental and public safety in accordance with Policy CS NPPF of the Local Plan Core Strategy DPD (adopted September 2012), DM04 of the Development Management Policies DPD (adopted September 2012), the Sustainable Design and Construction SPD (adopted April 2013) and 5.21 of the London Plan 2011.

- 37 The development authorised by this permission shall not begin until the local planning authority has approved in writing the proposed arrangements, including the

obtaining of planning permission for the proposed use; for the provision of additional staff car parking which will be:

- (i) In addition to the permanent car parking proposed under Condition 25 at the RAF Museum car park , Grahame Park Way, Colindale.
 - (ii) Shall provide for a minimum of 100 car parking spaces.
 - (iii) Be located within a reasonable walking distance from the proposed offices at Lanacre Avenue, in a location to be agreed in writing by the Local Planning Authority
 - (iv) available to the Council and any subsequent occupier for the purposes of staff car parking;
 - (v) available for a time period of at least five years;
 - (vi) any reductions in the quantity of car parking identified as appropriate in any annual review shall be agreed in writing by the Local Planning Authority.
- The occupation of the development shall not begin until those works have been completed in accordance with the local planning authority's approval and have been certified in writing as complete by or on behalf of the local planning authority.

Reason: To ensure that adequate and satisfactory provision is made for the parking of vehicles in the interests of pedestrian and highway safety and the free flow of traffic in accordance with London Borough of Barnet's Local Plan Policy CS9 of Core Strategy (Adopted) September 2012 and Policy DM17 of Development Management Policies (Adopted) September 2012.

INFORMATIVE(S):

- 1 In accordance with paragraphs 186 and 187 of the NPPF, the Local Planning Authority (LPA) takes a positive and proactive approach to development proposals, focused on solutions. The LPA has produced planning policies and written guidance to assist applicants when submitting applications. These are all available on the Council's website. A pre-application advice service is also offered and the Applicant engaged with this prior to the submissions of this application. The LPA has negotiated with the applicant/agent where necessary during the application process to ensure that the proposed development is in accordance with the Development Plan.
- 2 The Community Infrastructure Levy (CIL) applies to all 'chargeable development'. This is defined as development of one or more additional units, and / or an increase to existing floor space of more than 100 sq m. Details of how the calculations work are provided in guidance documents on the Planning Portal at www.planningportal.gov.uk/cil.

The Mayor of London adopted a CIL charge on 1st April 2012 setting a rate of £35 per sq m on all forms of development in Barnet except for education and health developments which are exempt from this charge.

The London Borough of Barnet adopted a CIL charge on 1st May 2013 setting a rate of £135 per sq m on residential and retail development in its area of authority. All other uses and ancillary car parking are exempt from this charge.

Please note that Indexation will be added in line with Regulation 40 of Community Infrastructure Levy.

Liability for CIL will be recorded to the register of Local Land Charges as a legal charge upon your site payable should you commence development. Receipts of the Mayoral CIL charge are collected by the London Borough of Barnet on behalf of the Mayor of London; receipts are passed across to Transport for London to support Crossrail, London's highest infrastructure priority.

You will be sent a 'Liability Notice' that provides full details of the charge and to whom it has been apportioned for payment. If you wish to identify named parties other than the applicant for this permission as the liable party for paying this levy, please submit to the Council an 'Assumption of Liability' notice, which is also available from the Planning Portal website.

The CIL becomes payable upon commencement of development. You are required to submit a 'Notice of Commencement' to the Council's CIL Team prior to commencing on site, and failure to provide such information at the due date will incur both surcharges and penalty interest. There are various other charges and surcharges that may apply if you fail to meet other statutory requirements relating to CIL, such requirements will all be set out in the Liability Notice you will receive. You may wish to seek professional planning advice to ensure that you comply fully with the requirements of CIL Regulations.

If you have a specific question or matter you need to discuss with the CIL team, or you fail to receive a 'Liability Notice' from the Council within 1 month of this grant of planning permission, please email us at: cil@barnet.gov.uk.

Relief or Exemption from CIL:

If social housing or charitable relief applies to your development or your development falls within one of the following categories then this may reduce the final amount you are required to pay; such relief must be applied for prior to commencement of development using the 'Claiming Exemption or Relief' form available from the Planning Portal website: www.planningportal.gov.uk/cil.

You can apply for relief or exemption under the following categories:

1. Charity: If you are a charity, intend to use the development for social housing or feel that there are exception circumstances affecting your development, you may be eligible for a reduction (partial or entire) in this CIL Liability. Please see the documentation published by the Department for Communities and Local Government at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6314/19021101.pdf
2. Residential Annexes or Extensions: You can apply for exemption or relief to the collecting authority in accordance with Regulation 42(B) of Community Infrastructure Levy Regulations (2010), as amended before commencement of the chargeable development.

3. Self Build: Application can be made to the collecting authority provided you comply with the regulation as detailed in the legislation.gov.uk

Please visit

<http://www.planningportal.gov.uk/planning/applications/howtoapply/whattosubmit/cil> for further details on exemption and relief.

Date of Decision: 5 April 2016

Signed:



Joe Henry

Assistant Director - Development Management & Building Control

NOTE(S):

1. Your attention is drawn to the attached Schedule which sets out the rights of an applicant who is aggrieved by a decision of the Local Planning Authority.
2. This Notice relates solely to a planning decision and does not purport to convey any approval or consent which may be required under the Building Regulations or any other statutory purpose.

For more information about making a Building Regulations application, please contact the Barnet Council Building Control team by email (building.control@barnet.gov.uk), telephone (0208 359 4500), or see our website at www.barnet.gov.uk/building-control

3. For information on Construction Site Guidelines for Householders and Developers, please visit <https://www.barnet.gov.uk/citizen-home/environmental-health/pollution/construction-information.html>
4. For details relating to Street naming and numbering, please visit <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/building-control/street-naming-and-numbering.html>

APPEAL GUIDANCE:

Should you (an applicant or agent) feel aggrieved by the decision of the Council to either refuse permission or to grant permission subject to conditions, you can appeal to the Secretary of State for the Department of Communities and Local Government – Sections 78 and 195 of the Town and Country Planning Act 1990 / Sections 20 and 21 of the Planning (Listed Buildings and Conservation Areas) Act 1990. Any such appeal must be made within the relevant timescale for the application types noted below, beginning with the date of the decision notice (unless an extended period has been agreed in writing with the Council):

- Six months: Full (excluding householder and minor commercial applications), listed building (including Certificate of Lawfulness in relation to a listed building), Section 73 'variation/removal', Section 73 'minor material amendment', extension of time and prior approval applications.
- 12 weeks: Householder planning, householder prior approval and minor commercial applications.
- 8 weeks: Advertisement consent applications
- No timescale: Certificate of lawful development (existing/proposed) applications.

Where an enforcement notice has been issued, the appeal period may be significantly reduced, subject to the following criteria:

- Where the development proposed by your application is the same or substantially the same as development that is the subject of an enforcement notice served within the last two years you must appeal within 28 days of the date of the application decision
- Where an enforcement notice is served on or after the decision date on your application relating to the same or substantially the same land and development as in your application and if you want to appeal against the Council's decision you are advised to appeal against the Enforcement Notice and to do so before the Effective date stated on the Enforcement Notice.

Appeals must be made using the prescribed form(s) of The Planning Inspectorate (PINS) obtained from www.planning-inspectorate.gov.uk or by contacting 03034445000. A copy of any appeal should be sent both to PINS and the Council.

The Secretary of State can allow a longer period for giving notice of an appeal, but will not normally be prepared to use this power unless there are exceptional special circumstances. The Secretary of State can refuse to consider an appeal if the Council could not have granted planning permission for the proposed development or could not have granted without the conditions it imposed, having regard to the statutory requirements and provision of the Development Order and to any direction given under the Order. In practice it is uncommon for the Secretary of State to refuse to consider appeals solely because the Council based its decision on a direction given by the Secretary of State.

PURCHASE NOTICES:

If either the Local Planning Authority or the First Secretary of State refuses permission to develop land or grants it subject to conditions, the owner may claim that he/she can neither put the land to a reasonably beneficial use in its existing state nor can he/she render that land capable of a reasonable beneficial use by carrying out of any development which has been or would be permitted. In these circumstances, the owner may serve a Purchase Notice on the District Council in whose area the land is situated. This notice will require the Council to purchase his interest in the land in accordance with the provisions of Part VI of the Town and Country Planning Act 1990.

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	<p>COUNCIL</p> <p>26 July 2016</p>
<p>Title</p>	<p>Report of Head of Governance</p>
<p>Report of</p>	<p>Head of Governance</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A – Changes to the Calendar of Meetings 2016/17 Appendix B – Outside Body Appointment Appendix C – Officer Appointments to the London Borough of Barnet Brent Cross Holdings Ltd. Board of the General Partner</p>
<p>Officer Contact Details</p>	<p>Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk</p>

Summary

This item presents various constitutional and administrative matters for Council's agreement. Full details are as set out in the appended reports.

Recommendations

1. That Council note the changes to the Calendar of Meetings 2016/17 as attached in Appendix A.
2. That Council make appointments to the vacancies as attached in Appendix B.
3. That Council approve the officer appointments to the London Borough of Barnet Brent Cross Holdings Ltd. Board of the General Partner, as detailed at Appendix C.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Head of Governance report seeks Council's approval for various matters of business relating to the Council's statutory and constitutional functions.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As set out in the attached appendices.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Council decisions will be minuted and implemented through the Head of Governance.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As set out in attached Appendices.

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

- 5.2.1 Any specific implications are set out in the attached Appendices.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Full Council Procedure Rules – requires that Council “Agree the Council Calendar of meetings including for ordinary meetings of the Council”.

- 5.3.2 Council Constitution, Responsibility for Functions, Functions of Full Council – details that full council has responsibility for “Appointing representatives to outside bodies (including school governing bodies) where an urgent decision is required before the next scheduled General Functions Committee, unless that appointment has been delegated by the Council.

- 5.3.3 Full Council's terms of reference include “Appointing representatives to outside bodies (including school governing bodies) where an urgent decision is required before the next scheduled General Functions Committee”.

5.4 Risk Management

- 5.4.1 As set out in attached Appendices.

5.5 Equalities and Diversity

5.5.1 As set out in attached appendices.

5.6 Consultation and Engagement

5.6.1 None specifically arising from this report.

6. BACKGROUND PAPERS

6.1 Full Council, 1st March 2016 – Report of the Assets Regeneration and Growth Committee - Brent Cross Cricklewood:

<https://barnet.moderngov.co.uk/documents/s29974/Report%20to%20Council%20Report%20-%20Report%20of%20Assets%20Regeneration%20and%20Growth%20Committee%20-%20Brent%20Cross%20Cricklew.pdf>

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CHANGES TO THE CALENDAR OF MEETINGS**2016/17 Municipal Year**

Committee	Date of Meeting	New date of Meeting
Community Leadership Sub -Committee	N/A	30 th June 2016
Planning Committee	N/A	14 th July
Local Pension Board	28 th July 2016	27 th July 2016
Children, Education, Libraries and Safeguarding Committee	1 st March 2017	21 st February 2017

RECOMMEND – that Council note the changes to the calendar of meetings contained in the table above.

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List of Vacancies on Outside Bodies – 26 July 2016
Council is asked to make appointments to fill the vacancies shown shaded grey.

Outside Body	Current Representative	Status	Nominations		
			Labour	Conservative	Liberal Democrat
Arts Depot Trust Ltd	Councillor Lisa Rutter 08.12.15 to 07.12.18	Current			
	Councillor David Longstaff 21.05.13 to 20.05.16	Expired			
	Councillor Anthony Finn 21.05.13 to 20.05.16	Expired			

Arts Depot Trust Ltd - Special Conditions:

- a) No more than three directors to be appointed by the council.
- b) Directors appointed by the council in accordance with the Articles shall be appointed by notice to the trust for a period of **three years** subject to the power of the council at any time to remove and replace a director so appointed for the remainder of the period. In any event, one of the directors shall be reappointed or replaced by the council in each year. Where no director has served for a term of three years, then the council shall reconsider the appointment of the director who has been longest appointed as a director but as between directors who were appointed on the same day then (unless the directors affected agree otherwise between themselves) the appointment to be reconsidered shall be determined by lot.
- c) An individual with a genuine vested interest in arts and culture.

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On 30th November 2015, the Assets, Regenerations and Growth Committee considered a Brent Cross Cricklewood Project Update. The report provided an update on progress on the Brent Cross Cricklewood Project and sought agreement for: amendments to the legal agreements with the Brent Cross North Partners; the establishment of governance arrangements and recommended corporate structures for the Brent Cross South Joint Venture company; and provided an update on progress with land assembly and the development of plans for an additional Thameslink Station at Brent Cross South: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4>

Council on 1st March 2016 agreed the terms of reference and composition for the Shadow Shareholder Board for the Brent South Joint Venture and approved Member appointments to the Board: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8343&Ver=4>

Whilst the Member appointments were agreed by Council, officer appointments are required to be confirmed by Council in accordance with its responsibility for: “Appointing representatives to outside bodies (including school governing bodies) where an urgent decision is required before the next scheduled General Functions Committee, unless that appointment has been delegated by the Council.”

RECOMMEND – that Council approve the following appointments to the London Borough of Barnet Brent Cross Holdings Ltd. Board of the General Partner:

- **Commissioning Director, Growth and Development**
- **Director of Resources**
- **Director of Place (Re)**

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Council: 26 July 2016

Opposition Motion in the name of Cllr Barry Rawlings

AGENDA ITEM 15.1

Condemnation of Hate Crime

We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country.

We, the elected councillors of LB Barnet, condemn racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable.

We call on Barnet council to continue to work to ensure local bodies and programmes have the support and resources needed to fight and prevent racism and xenophobia.

We reassure all people living in Barnet, whatever their background, that they are valued members of our community.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end of the meeting I ask that it be voted upon at the Council meeting.

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Council: 26 July 2016

Administration Motion in the name of Cllr Brian Gordon

AGENDA ITEM 15.2

Roles of Politicians at Residents' Forums

Council believes that the Residents' Forum provides an excellent democratic apparatus for members of the public within Barnet to raise local issues according to their choice and engage with Officers regarding those issues.

Council wishes to reinforce the concept that Residents' Forums should be user-friendly and not dominated by politicians, who already have sufficient and direct access to higher echelons of local government.

Council therefore calls for the Constitution, Ethics and Probity Committee to look at modifying the constitution to provide that elected politicians – be they councillors, assembly members or MPs – should not be permitted to submit questions or table motions for discussion at Residents' Forums, although they may still be called upon during such meetings to comment on issues, entirely at the discretion of the Chair.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end of the meeting I ask that it be voted upon at the Council meeting.

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Council: 26 July 2016

Opposition Motion in the name of Cllr Arjun Mitra

AGENDA ITEM 15.3

Impact of Brexit on the council's pension fund

Council notes the turmoil in the financial markets following the EU Referendum result.

Council asks the Pension Committee to consider the impact of this turmoil in the markets, and of 'Brexit' in general, on the council's pension fund at its next meeting in order to protect members of the pension fund.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end I request that it be referred to the appropriate Council Committee for consideration.

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Council: 26 July 2016

Opposition Motion in the name of Cllr Ross Houston

AGENDA ITEM 15.4

Parliamentary debate on Brexit - getting the best outcome for Barnet

Council notes the 'Brexit' outcome of the EU Referendum.

Council also notes that the majority of residents in Barnet - 62 per cent - voted to 'Remain' in the EU.

Council respects the overall decision of the country, but notes the uncertainty this has caused, and the affect it has already had on the pound and the economy.

Council believes that, while a complete picture of the impact on Barnet is not yet clear, the Council should be doing all it can to ensure the best possible outcome for the Borough, including identifying risks and opportunities, and preparing for them.

Council believes that putting a plan together in this way helps to protect Barnet and its residents - and this is the Council's responsibility.

Council also believes it is the responsibility of Parliament to protect its people, and therefore the invoking of Article 50 of the Lisbon Treaty cannot just be left to the PM and her Cabinet.

Council notes the Early Day Motion 269 - sponsored by Green MP Caroline Lucas and signed by MPs cross-party - that calls for the outcome of the EU Referendum to be subject to proper parliamentary scrutiny, and that the Government should not submit its declaration to the European Council invoking Article 50 unless and until the full proposals it intends to submit to the Commission to activate the process of withdrawal from the EU are debated in full and voted on by Parliament.

Council calls on Barnet's 3 MPs to support this EDM, and also asks the Policy & Resources Committee to properly consider the probable impact of Brexit on Barnet so that this can be communicated to Barnet's MPs in order that they can raise these issues in this parliamentary debate and fight for the best outcome for the Borough.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end of the meeting I ask that it be voted upon at the Council meeting.

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Council: 26 July 2016

Opposition Motion in the name of Cllr Ross Houston

AGENDA ITEM 15.5

Key worker housing strategy and affordable housing

Council notes the findings of the report "The Business Case for Affordable Housing" published by Peabody on 14 July and produced in partnership with the CBI with the research carried out by the Centre for Economic and Business Research:

- That London's social housing residents make a contribution that is five times greater than the housing benefit bill for social housing tenants in London in the same year.
- That Londoners living in social housing contributed at least £15bn to the capital's economy in 2015 alone.
- That over a third work in the emergency services (ambulance, police, fire service).
- That over 30 per cent work in lower paid jobs which are essential to the effective running of the capital - these include carers, security staff, cleaners, postal workers, kitchen assistants, and bar staff and waiters/waitresses.
- That businesses of all sizes and sectors have made it clear that both housing cost and availability is negatively impacting on their ability to recruit and retain staff.
- That the narrow definition of key workers fails to appreciate the essential role to the economy of many people working on lower incomes.
- That, post-Brexit, ensuring London remains globally competitive is even more important, and that means making sure the people who keep our city running have an affordable home.

Council notes the failure of the Conservative administration in Barnet to deliver enough affordable homes for people who need them, with only 18% affordable housing delivered in 2015/16 against a target of 40%.

Council also notes the removal of at least 800 social homes from Barnet's council estates through 'regeneration' that has resulted in more and more people being forced to move out of the borough. This has been formalised by a recent policy to acquire cheap housing outside the borough to move people to.

Council believes these failures could be damaging Barnet's local economy and businesses, and are making it harder for the Council to recruit and retain quality key workers - like social workers.

Council asks the Housing Committee to look into these issues and consider developing a key worker housing strategy for Barnet as part of a strategy to build more affordable homes in the borough.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end I request that it be referred to the appropriate Council Committee for consideration.

Council: 26 July 2016

Administration Motion in the name of Cllr Gabriel Rozenberg

AGENDA ITEM 15.6

Welcoming the new May Government

Council congratulates The Rt Hon Theresa May MP on becoming Prime Minister, and welcomes her pledge to lead a One Nation Government for the good of all the citizens of the United Kingdom.

Council welcomes the Prime Minister's statement, delivered in front of 10 Downing Street on the day she took office, that her Government will be driven not by the interests of the privileged few, but by the needs of ordinary, working-class families. She promised: "We will do everything we can to give you more control over your lives."

Council notes the new Prime Minister's lifelong devotion to public service. Mrs May has served with distinction as Home Secretary for six years; has been an MP for 19 years; and began her political career as a councillor in Wimbledon, in the London Borough of Merton — like Barnet, an outer London borough.

Council is therefore confident that her government will pay close attention to the needs of residents of outer London.

For Barnet, a top priority is the Government's ongoing review of the needs assessment formula which underpins central funding of local government. For example, Barnet receives less than half the funding per person that Camden does.

Council urges the new Government to usher in a new financial settlement for London that properly reflects the capital's changing landscape of need. Council calls on the Leader to write to the new Chancellor of the Exchequer, the new Secretary of State for Communities and Local Government, and the Mayor of London, to make this positive case for Barnet's residents.

Under Full Council Procedure Rule 23.5: if my item is not dealt with by the end of the meeting I ask that it be voted upon at the Council meeting.

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