

**AGENDA ITEM: 10**

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	25 November 2010
<b>Subject</b>	<b>Sustainable Community Strategy- pre-decision Scrutiny</b>
Report of Summary	Assistant Chief Executive  The Committee have requested for pre-decision scrutiny the new Sustainable Community Strategy for Barnet. This report provides some background and attaches the proposed Cabinet report so that the Committee may comment.

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Officer Contributors	Andrew Nathan- Policy team, Chief Executive's Service
Status (public or exempt)	Public
Wards Affected	All
Enclosures	Enclosure A: Draft Cabinet Report (numbered pages 1 – 15)
Contact for Further Information:	Andrew Nathan 020 8359 7029

**1. RECOMMENDATIONS**

**1.1 That the Committee note and comment on the draft Sustainable Community Strategy as set out in the attached Cabinet report, and advise Cabinet on 29 November 2010 of any comments.**

**2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

**2.1 As set out in the attached cabinet report.**

**3. RELEVANT PREVIOUS DECISIONS**

3.1 As set out in the attached Cabinet report.

**4. RISK MANAGEMENT ISSUES**

4.1 As set out in the attached Cabinet report

**5. EQUALITIES AND DIVERSITY ISSUES**

5.1 As set out in the attached Cabinet report

**6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

6.1 As set out in the attached Cabinet report

**7. LEGAL ISSUES**

7.1 As set out in the attached Cabinet report

**8. CONSTITUTIONAL POWERS**

8.1 The scope of Scrutiny committees is contained within Part 2, Article 6 of the constitution; the Terms of Reference of the Scrutiny Committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the constitution).

**9. BACKGROUND INFORMATION**

9.1 A Sustainable Community Strategy is a long-term vision for the area, owned by the Council and all its partners. It sets out what is distinctive about a local area and the challenges facing it, and as a result the overall priorities for the

- 9.2 There are no specific requirements for how frequently the Strategy should be updated. However the current 2008-2018 Strategy, agreed in April 2008, has now become dated owing to a number of changes in the external environment, most specifically the recession and reductions in public expenditure. A new Strategy is therefore being developed.
- 9.3 The Strategy is scheduled to be considered by Cabinet on 29 November 2010 and the Budget & Performance Overview and Scrutiny Committee have requested to conduct pre-decision Scrutiny on this item, prior to Cabinet.
- 9.4 The (*draft- depending on timescales*) Cabinet report is attached at Appendix 'A', which includes the current draft Strategy. It provides key contextual information on the Borough and how it is expected to change over the next decade on the basis of available intelligence, before outlining a vision statement for how Barnet should be in 2020; a set of values which are distinctive about Barnet and govern the way public services and communities work together; and a set of priorities which reflect the priorities of partners and resident aspirations, and which collectively will deliver the vision. It has been widely shared with partners and with the Civic Network on 7 October.
- 9.5 The views of the Committee are requested on the content of these sections prior to consideration by Cabinet.
- 9.6 It is envisaged that Cabinet adopt this as a draft Strategy, pending a further period of public consultation during the rest of the 2010/11 Municipal Year.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None.

Legal: MM

CFO: JH



## ENCLOSURE A

**AGENDA ITEM: 4.1** Page nos. 1 – 15

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Meeting	Cabinet
Date	29 November 2010
<b>Subject</b>	<b>Sustainable Community Strategy 2010-2020</b>
Report of	Cabinet Member for Customer Access and Partnerships
Summary	Local authorities, with their partners, are required to develop a Sustainable Community Strategy to promote the well-being of their local areas. This report presents a revised ten year Strategy for Barnet.

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Officer Contributors	Assistant Chief Executive
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1- draft Sustainable Community Strategy
For decision by	Council
Function of	Council
Reason for urgency / exemption from call-in (if appropriate)	N/A

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Contact for further information: Andrew Nathan, Chief Executive's Service 020 8359 7029

## **1. RECOMMENDATIONS**

- 1.1 That Council be recommended to approve the draft Sustainable Community Strategy 2010-2020.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet- 3 April 2008- decision item 6 and Council 15/4/2008

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Sustainable Community Strategy expresses the long-term vision for the area and provides a high level, overarching framework for the setting of objectives and targets by the council and its local partners, through more specific or shorter-term business plans and strategies. In particular, the Corporate Plan will be framed within the context of the goals in the SCS.
- 3.2 The Sustainable Community Strategy fulfils the Council's requirements under the Local Government Act 2000 (as amended by the 2007 Local Government and Public Involvement in Health Act) to prepare a plan for improving the economic, environmental and social well-being of an area.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 There is a risk that the high level objectives in the Strategy will not be achieved. This will be mitigated through effective business planning on a 'One Barnet' basis to ensure that resources are targeted appropriately and performance is managed to ensure that priority objectives are met.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The Strategy highlights the significance of the growing diversity of the Borough, and one of the values is a Borough is the strength that this diversity provides and the manner in which it is accompanied by social cohesion.
- 5.2 The Strategy is a framework for more specific plans, such as the Corporate plan, which will be closely linked to the Equality Scheme for Barnet.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 The Strategy provides a high level general framework within which decisions on resources will be made.
- 6.2 There are no significant resource implications for the preparation of the Strategy. The published Strategy will be a web-based document and publishing costs will be minimal.

## **7. LEGAL ISSUES**

- 7.1 There is a statutory requirement for the council to publish a Sustainable Community Strategy, as set out in the Local Government Act 2000 (as

amended by the 2007 Local Government and Public Involvement in Health Act)

## **8. CONSTITUTIONAL POWERS**

- 8.1 Constitution Part 3 – Responsibility for Functions – Section 3 – Responsibilities of the Executive – paragraph 8 – the Sustainable Community Strategy is reserved for decision by full Council on the recommendation of Cabinet.

## **9 BACKGROUND INFORMATION**

- 9.1 Barnet's Sustainable Community Strategy is an overarching long-term plan, that sets the overall strategic direction and long-term vision for the area and is a framework for all other partnership strategies. At present it is a statutory requirement to prepare one under the Local Government Act 2000.
- 9.2 The current Strategy, approved by Cabinet and Council in April 2008, covers the period 2008-2018. Although there is no specific timetable by which a strategy has to be revised, now is an opportune time to do so for a number of reasons, principally that it has been rendered dated by subsequent events such as the development of the 'One Barnet' programme, the recession and subsequent public expenditure constraints, and the election of a new Government. It will also provide a strategic framework for future Corporate Plans which are intended to be developed as 'One Barnet' documents.
- 9.3 Although formally a Council responsibility, Local Strategic Partnerships are expected to lead the development of these strategies. Individual meetings took place with all the main partners to get their perspective on the priorities for the Borough and how the Strategy might support their work. These discussions have influenced the draft document.
- 9.4 In addition, the draft document was discussed by a meeting of the Civic Network on 7 October, bringing together A draft of the Strategy, which reflects all these comments, is attached at Appendix 'A'.
- 9.5 The Strategy has been structured as follows:
- ✦ Leader's foreword
  - ✦ Barnet in 2010 and 2020: a section which provides key contextual information on the Borough and how it is expected to change over the next decade on the basis of available intelligence
  - ✦ A vision statement for how Barnet should be in 2020
  - ✦ A set of values which are distinctive about Barnet and govern the way public services and communities work together
  - ✦ A set of priorities which reflect the priorities of partners and residents aspirations, and which collectively will deliver the vision
  - ✦ Information on how the Strategy will be implemented
- 9.6 The Strategy is one of the documents that is required to be agreed by full Council.

## **10. LIST OF BACKGROUND PAPERS**

10.1 'Creating Strong, Safe and Prosperous Communities'- Statutory guidance, Department for Communities and Local Government, July 2008

10.2 Any person wishing to inspect this document should contact Andrew Nathan  
020 8359 7029

Legal:  
CFO: JH



## APPENDIX

### 'One Barnet'- a sustainable community Strategy for Barnet 2010-2020

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## **Foreword**

Barnet is one of the best places in the UK to live and work. People come here because of our green spaces, quality housing, low crime, good education, and thriving business and retail community. We will also be one of the fastest growing areas of London over the coming years.

However we face great challenges to our continued success. Reductions in public spending to tackle the deficit mean that life will be tough for the next few years, for both those who depend on good public services and those who provide them.

It is important that, along this difficult journey, we do not lose sight of the prize of making Barnet an even more special place to be. One of our strengths is the resilience and enterprise of the whole Barnet community and this makes the Borough well placed to continue to thrive.

Achieving this vision requires a new relationship with citizens, to harness this energy and creativity, and ensure the right balance between providing public services, and people doing things for themselves without the state interfering. It also requires all local public services to work together to ensure that every pound of public money is efficiently spent and people receive joined up services that meet their needs.

I look forward to working with you all to ensure that Barnet becomes even better over the next decade.

Lynne Hillan  
Leader of the Council  
Chairman of Barnet's Local Strategic Partnership

## LOOKING AHEAD

# A snapshot of Barnet in 2010

## OUR PLACE

Barnet is a vibrant, diverse and successful London suburb. We are the most populous London borough with 345,800 residents, having recently overtaken Croydon. We are also one of the largest by area. We are bounded by Harrow, Brent, Camden, Enfield and Haringey in London as well as Hertfordshire. The Borough is geographically very mixed. We are one of the greenest suburbs with over 200 parks, 36,000 street trees and 36 percent undeveloped land (Metropolitan Open Land). We have residential suburban communities as well as 20 town centres, including one of South-East England's biggest retail locations at Brent Cross.

Generally, Barnet is affluent, but there are significant variations from area to area, and this overall affluence masks the presence of areas of deprivation. We have six localities (Local Super Output Areas) that are within the top 10 per cent most deprived in the country. Deprivation is mainly concentrated around the A5 corridor that forms the Borough's western boundary.

### Transport

Barnet has excellent connectivity- the North Circular (A 406) runs through the Borough, and the M1 begins in Barnet, with the M25 just outside the Borough boundaries. Both branches of the Northern Line serve Barnet, and there are also two major suburban rail routes that pass through the Borough.

The rate of car ownership is higher than the London average, while use of public transport is 19% lower than the London average.

### Local Economy

Around 60% of Barnet residents commute out of the Borough, many to the City and West End, but although the Borough is a net exporter of jobs, we also support over 110,000 local jobs. Around three quarters of these are filled by people who also live in the Borough.

Retail, public services and business services have a particularly strong presence. There are very high levels of business start ups.

Our residents are well-qualified compared to London and elsewhere, with over 40% of them qualified to NVQ Level 4 or above (ie graduate or equivalent).

## OUR PEOPLE

We have used the Mosaic classification system which provides a more sophisticated way of understanding the local population through analysing their socio-economic characteristics and their lifestyles. There are two significant Mosaic Groups in Barnet – “career professionals living in sought after locations” (Group A) and “educated, young single people living in areas of transient populations” (Group E). Each group represents about 28% of households in Barnet.<sup>1</sup>

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<sup>1</sup> Experian, Mosaic Public Sector 2010

## **Ethnic and Faith Diversity**

In common with much of London, Barnet is one of the most diverse areas in the country in terms of ethnicity and faith. As an example over 170 first languages and dialects are spoken in schools across the borough, yet at the same time we are proud that our communities are cohesive and people get on well with each other.

Over a third of our population were born outside the United Kingdom. The borough's largest minority group is people describing themselves as Indian which is 10% of the population. Barnet has the largest Chinese community in England. Barnet is also the second most religiously diverse Borough in the country and home to the largest Jewish community in the country. In the last census 15% of people described their faith as Jewish.

## **OUR PUBLIC SERVICES**

### **Education**

Barnet's schools enjoy an excellent reputation, with nearly 80% rated good or outstanding for overall effectiveness, and our educational attainment levels are high.

### **Health**

Barnet residents on average also live healthier and longer lives than the national average, although we do experience significant health inequalities relating to socio-economic and other factors. In some areas, life expectancy is below the national average.

Coronary heart disease, cancer and respiratory problems are the three biggest causes of premature death in Barnet.

The most common causes of acute ill health in the borough are coronary heart disease, chronic obstructive pulmonary disease, stroke, diabetes and cancer.

### **Environment**

Our recycling rates are above average. However Barnet has one of the largest carbon footprints per head of population in London.

### **Housing**

70% of Barnet households are owner-occupied, much higher than the London average, and over half of these are mortgage-free.

However the average price of a house in early 2010 was £435,000- higher than the London average, and meaning many residents cannot afford a home of their own.

- House prices remain well beyond the reach of many residents – the average house price is £435,400 (Feb 10) compared to a London average of £375,900.<sup>2</sup>
- 39% of Barnet's dwellings are flats – the fourth highest proportion in outer London.<sup>3</sup>

### **Crime**

Crime is relatively low, with the ninth lowest crime rate in London. Crime figures have fallen by 13% since 2000 although concerns remain with issues such as burglary.

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<sup>2</sup> *Hometrack* Housing Intelligence System

<sup>3</sup> Census 2001

## **Civic Activism**

Barnet has a very altruistic community, heavily involved in doing things for others. Just over a quarter of Barnet residents volunteer once a month, compared to just a fifth of the wider London population.<sup>4</sup> There are over 800 active local voluntary and community organisations in the Borough.

## **A snapshot of Barnet in 2020**

Barnet in 2020 will look very different from the Barnet we know today. Many future trends cannot be predicted- but this is what we know and think about how the Borough might change:

### **Population Growth and Change**

#### **Growth in Barnet**

By 2020, Barnet's population is likely to exceed 378,000 and its economy will grow by 11%, making it the fastest growing suburban borough in London. The additional burden on the local infrastructure such as roads, schools and healthcare over the next twenty years will be immense.

We have ambitious plans to regenerate the Borough's major social housing estates, working in partnership with local residents, and creating new homes and more mixed communities. In addition imaginative major regeneration schemes will provide homes for the increasing local population.

The developments are all phased and are spread over 10-25 years, with some work already under way.

Our Local Development Framework provides for an additional 28,000 homes.

The prolonged flow of **in-migration, principally** from other parts of the country but also from overseas will continue over the coming decade.

This in-migration will be offset by a steady flow of residents **migrating away** from the borough to other parts of the country – a flow that has been diminished in recent years due to the poor housing market but is expected to recover from the middle of the decade as property prices pick up again.

**Population will also rise through natural change** due to a rising birth rate and steadily improving life expectancy.

Change will not be uniform across the borough. The population in the **west** is forecast to grow most significantly, with an additional 32,000 residents between 2010 and 2020 (an increase of 27%). This growth is likely to be driven by regeneration and new housing and the most significant growth will be in Colindale and Golders Green. By comparison, the population in the rest of the Borough is not likely to change significantly.

The changes are not limited to simple growth – they will transform the age and ethnic profile of the borough too:

#### **Change in age profiles**

- Most significant real growth in **45-59** year old group

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<sup>4</sup> 26.1% compared to 20.8%, NI 6, Place Survey 2008/9; CommUNITY Barnet data

- Significant proportional growth in **65-69** year old group
- Proportionally high growth in **75+** age group, especially **90+**
- Significant actual growth in **0-15** year olds (especially **5-9** year olds).<sup>5</sup>
- Decline in some groups- eg student/young adult population who leave for university or work elsewhere in UK

### ***Change in ethnicity profiles***

- ✦ Population growing increasingly **diverse**, especially in the under 19 age group; the attitudes, ethnicity and culture of Barnet are now more reflective of London than previously
- ✦ By 2020, 37.1% of the local population will be **non-White** (compared to 33.2% in 2010)
- ✦ Barnet's fastest growing **ethnicity** is 'Other' – a group that includes Middle Eastern and Central Asian states. Barnet is already home to a growing community from Iran and Afghanistan.<sup>6</sup>

### **Economic Forecasts**

Regeneration will create additional jobs in the construction sector, predominantly during the first five years of development

Barnet's local workforce is not necessarily skilled in sectors that are expected to grow strongly after the recession or local growth sectors according to GLA economic forecasts (such as engineering).<sup>7</sup>

The latest GLA economic forecasts predict a 5.9% decline in public sector employment across London over the next five years. In real terms, this means 13,000 fewer jobs in the public sector by 2015

### **Social Trends**

Based on what we know at the moment about social trends, we would expect-

- ❖ An increasing emphasis on the 'Big Society' where communities, whether as individuals or through organised groups, do things for themselves rather than rely on state support
- ❖ Development of web based technologies in all their forms- this will be the primary form of customer interaction and result in ever increasing social networking, and more instant feedback. There will be greater use of instant communication through such tools as hand held devices.
- ❖ A continuation of the trend of rising consumer expectations that public services will match the choice and convenience and ease of access that private companies provide
- ❖ A further breakdown in deference to public institutions as informed individuals make use of greater transparency of information and data

<sup>5</sup> ONS sub-national population projections (2008-based, published May 2010)

<sup>6</sup> GLA Ethnic Projections, 2008 round; 'Other' group forecast to increase by 5,500 (24%) 2010-15.

<sup>7</sup> ONS Annual Business Inquiry employee analysis, 2008

- ❖ Decline in 'conventional' democratic engagement such as voting or attending meetings - but greater 'virtual' participation in political and social discourse
- ❖ Retirement age will increase and people will be working for longer
- ❖ In general household sizes will fall in some communities but not in all., The pattern of household sizes may change across the Borough.
- ❖ Age related illnesses will increase in frequency in line with an ageing population

### ***What are Barnet residents' priorities?***

The Place Survey, which took place in 2008/2009, is the most up to date information on what residents see as important to making somewhere a good place to live, and what they think needs improving most in their local area.

In Barnet, following issues are most frequently mentioned as being **important for improving quality of life**: the level of crime (63%), clean streets (47%), health services (47%) and public transport (43%). Barnet residents are most likely to say that the level of traffic congestion (44%), and road and pavement repairs (40%), **most need improving** in the local area.

## OUR VISION FOR BARNET IN 2020

Its 2020. Barnet is known as a successful London suburb. It has successfully ridden difficult times to emerge as resilient as ever. The public service is smaller than before but the organisations within it, through effective partnerships, work together to deliver good services and there is a healthy relationship between them, and residents who do things for themselves.

Established and new residents value living here for the Borough's excellent schools, strong retail offer, clean streets, low levels of crime and fear of crime, easy access to green open spaces and access to good quality healthcare.

Barnet is an economically and socially successful place. With high levels of educational qualifications and access to good transport networks, residents continue to have access locally, in other parts of London and beyond to jobs in a wide variety of different industries.

Barnet's success is founded on its residents, in particular through a strong civic society, including its diverse faith communities, founded on an ethos of self-help for those that can, and support through a wide range of volunteering activities for others. Different communities get on well together with each other.



# Our core values

**The value which epitomises Barnet and which is the foundation stone for all our other values is:**

## **Strong Civic Society**

Barnet is a strong civic society in which people do things for themselves rather than solely wait for the state to provide services. Levels of voluntary activity are extremely high, and people take pride in their communities and have high levels of identity with them, for example getting involved through their faith or through their local neighbourhood.

A number of other values that make Barnet distinctive flow from this:

### **1 Strength in Diversity**

Barnet is one of the most diverse areas in the country in terms of the variety of faith and ethnic backgrounds, yet this is accompanied by strong community cohesion in which communities get on well with each other. It is also a very diverse Borough geographically.

### **2 Sharing opportunities for success**

People come to Barnet to provide a better life for themselves and their families. Good public services such as education and housing- create opportunities for people to better themselves and improve the quality of their lives, and our public services are designed to help people make that happen.

### **3 Choice and Responsibility**

Living in a suburb such as Barnet provides the benefit of greater space and privacy, which gives our residents greater choices about how they spend their lives and who they interact with. However that is accompanied by a sense of responsibility towards the wider community, and they also voluntarily contribute to supporting the area and making it a better and cleaner, greener place.

### **4 Protecting what we value**

We cherish the things that people most value about Barnet- the Green Belt and open spaces, the good schools, the quality suburban neighbourhoods- and are aware of the need to protect them from indiscriminate change.

### **5 Embracing change where we need to**

Yet at the same time Barnet is growing and changing, and has a built in capacity for innovation and reinvention. This ability to look forward gives us the strength to adapt to and shape opportunities for change.

## **Supporting Objective**

### **One Barnet Partnership working**

To achieve all of these, our public services work together as 'One Barnet '. We recognise these goals cannot be achieved alone and work together to draw out efficiencies, provide seamless customer services; and develop a shared insight into needs and priorities, driving commissioning of services and making difficult choices about where to prioritise them.

## **OUR PRIORITIES**

The following will be the priority objectives for the Council and our partners over the next ten years. They reflect what our residents and organisations we work with have told us are the most important issues for them, and they are the most relevant priorities to achieving the vision.

We will need to make hard choices and it will not be possible to prioritise everything.

### **A Successful London Suburb**

Delivering sustainable housing growth

Keep Barnet Moving

People have the right skills to access employment opportunities

Environmentally Responsible

Supporting Enterprise (including Town Centres)

A clean and green suburb

### **Strong Safe Communities for everyone**

Reduce crime and residents feel safe

Strong and cohesive communities

### **Investing in Children Young people and their Families**

Safety of children and young people

Narrow gap through targeting support at young people at risk of not fulfilling their potential

Prevent ill health and unhealthy lifestyles

### **Healthy and Independent Living**

Better health for all our communities

Encouraging people to live healthily

Better access to local health services

Promote choice and maximise independence of those needing greatest support

## Implementing the Strategy

We recognise that a step change is needed to meet the challenge of reaching the ambitious goals in this Strategy against a backdrop over the next few years of a shrinking public purse, rising consumer expectations, demographic pressures, and emergence from recession.

Therefore all the public services in Barnet are signed up to an ambitious transformation programme, 'One Barnet', to anticipate the challenges ahead and make public services more responsive, effective and efficient, and deliver increased customer satisfaction with fewer resources.

The three principles that underpin this programme are-

- **A new relationship with citizens** which is based around their need and their experience of public services rather than the processes of individual agencies. We plan to enable residents to help one another to access the information and support they need, provide residents with personalised services and support them to change damaging behaviours such as smoking or drug use. This will help deliver the Government's Big Society concept.
- **A one public sector approach** working together in a more linked up way with our public sector partners across the borough to deliver better services. This will help us to deliver any Government initiatives related to place-based budgeting.
- **A relentless drive for efficiency:** delivering more choice for better value. This will assist us in contributing our share to public spending cuts without reducing the quality of essential services.

From 2011/12, we will be developing a '**One Barnet Corporate Plan**'. This will replace the Council's own Corporate plan and demonstrate the key shorter-term priorities we will be working on to ensure we are moving in the right direction to deliver on the vision set out in this document. This will include the projects in the 'One Barnet' programme and other key initiatives.

We are committed to transparency and information on how we are performing against the plan will be regularly published online to ensure residents have the information at their fingertips to engage with us and ensure we deliver on our priorities.