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| <u>MEETING</u> COMMUNITY LEADERSHIP COMMITTEE |
| <u>DATE AND TIME</u> WEDNESDAY 22ND NOVEMBER, 2017 AT 7.00 PM |
| <u>VENUE</u> HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG |

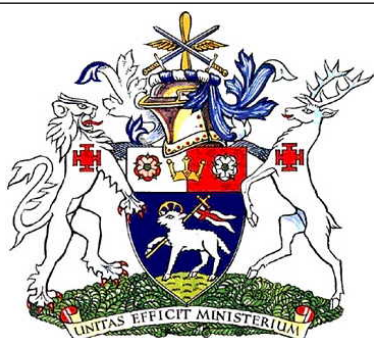
Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

| Item No | Title of Report | Pages |
|---------|--|---------|
| 11. | PROPOSED REMOVAL OF BARNET CRICKET CLUB AS AN ASSET OF COMMUNITY VALUE | 3 - 12 |
| 12. | REVIEW OF THE COMMUNITY PARTICIPATION STRATEGY | 13 - 34 |
| 13. | BUSINESS PAPER | 35 - 46 |

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Community Leadership Committee 22 November 2017

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| Title | Proposed removal of Barnet Cricket Club as an Asset of Community Value |
| Report of | Councillor Longstaff, Chair of the Community Leadership Committee |
| Wards | New Barnet |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | None |
| Officer Contact Details | Stephen Evans, Assistant Chief Executive Sophie Leedham, Strategy Officer, Community Participation and Engagement (sophie.leedham@barnet.gov.uk , 020 8359 7313) |

Summary

The Localism Act 2011 introduced the Community Right to Bid ("CRTB"), a new right for local people to nominate buildings or pieces of land that they believe contribute to the social interests or wellbeing of their local communities to be listed on a register of Assets of Community Value ("ACVs"), managed by the local authority.

In order to decide whether to list an asset as an ACV, the Act provides that the Council must consider whether the nomination has come from a group eligible to make a nomination, as defined in the legislation; and whether the current or recent main use of the nominated asset contributes to the social wellbeing or social interests (defined as 'cultural, recreational or sporting interests') of the local community, and whether it is realistic to think it can continue to do so (whether or not the use remains exactly the same).

As well as adding assets to the list of ACVs if they are nominated and it is deemed that they meet the criteria, Regulation 2 of the Assets of Community Value (England) Regulations 2012 also requires the authority to **remove** assets from the list of ACVs if circumstances change and they no longer consider the land to be of community value.

This report recommends that Barnet Cricket and Hockey Club, Barnet Lane, Underhill, Barnet, EN5 2DN is removed from the borough's register of Assets of Community Value as it no longer furthers the social wellbeing and social interest of the local community as it did when it was nominated in March 2013. This is because evidence has been obtained that there has been no use of the pavilion or the cricket ground since assignment and that the asset no longer delivers the community benefit for which it was registered as an Asset of Community Value.

Recommendations

That the Committee agree that Barnet Cricket and Hockey Club should be de-listed as an Asset of Community Value and removed from the Council's Register, based on the statutory criteria set out in the Localism Act 2011 that requires the authority to remove a property from the list of ACVs if they no longer consider the land to be of community value and on enclosed evidence in support of this.

1. WHY THIS REPORT IS NEEDED

The Community Right to Bid

- 1.1 The Localism Act 2011 ("the Act") introduced a new right for groups of local people to nominate buildings or pieces of land – either publicly or privately owned - which contribute to the 'social wellbeing or social interests' of their local communities to be listed on a register of Assets of Community Value ("ACVs"), which the local authority is required to maintain.
- 1.2 The Act provides that in order to decide whether to list a nominated asset as an ACV, the Council must consider whether the main use of the asset contributes to the social interests or social wellbeing of the local community, and whether it is realistic to think it will continue to do this (whether or not the use remains exactly the same).
- 1.3 The Act defines social interests as 'including cultural, recreational, and sporting interests'. There is no further definition.
- 1.4 The statutory tests which the Council must apply when assessing a nomination are:
 - (i) Its main use furthers the social wellbeing or cultural, recreational or sporting interests of the local community; and it is realistic to think that the main use will continue to further the social wellbeing or cultural, recreational or sporting interests of the local community; or,
 - (ii) Where the main use does not currently have such a community benefit, in the "recent past" it did have and it is realistic to think that it would be able to have such a use in the next 5 years.

(iii) That the nomination is a community nomination made by a community or voluntary organisation or group which qualifies under the Act to make the nomination.

- 1.5 Where either criterion i) or ii), and criterion iii) of the above is met, the Council must list the land or building on its register of Assets of Community Value.
- 1.6 'Recent past' has not been defined, nor is there any case law on this, however, the Department for Communities and Local Government note that the definition is at the discretion of the local authority since recent might be viewed differently in different circumstances.
- 1.7 The Localism Act does not provide local authorities with a process for removing an Asset, if it is considered to no longer further the social interests of the community. As a result, Barnet Council follows the same process for registering an Asset when looking to remove an Asset and presents the evidence to the Community Leadership Committee for consideration.

2. Removal of Barnet Cricket and Hockey Club as an Asset of Community Value

- 2.1 As well as adding assets to the list of ACVs if they are nominated and it is deemed that they meet the criteria outlined in Sections 1.2 and 1.4, Regulation 2 of the Assets of Community Value (England) Regulations 2012 requires the authority to **remove** an asset from the list of ACVs if it no longer considers the site to be land of community value.
- 2.2 In March 2013, a nomination was received from the Barnet FC Supporters' Trust, an eligible nominating body, to list the Barnet Cricket and Hockey Club, Barnet Lane, Underhill, Barnet, EN5 2DN, as an Asset of Community Value. This report recommends that the asset is removed as an Asset of Community Value as there is clear evidence to support that the land no longer provides the community value that it did when nominated in March 2013.
- 2.2 The original nomination described how the land was leased to Barnet Football Club, and housed the Pavilion Bar which was used by Barnet Football Club supporters and a number of the members of the Barnet Football Club Supporters' Trust.
- 2.3 The nomination outlined how the land was used by Barnet Football Club as a hub of social activity for people of all ages. On a match-day the Pavilion Bar was used as a meet up, social venue by hundreds of football fans who attended the games at Underhill, and as such provided a social space for many of members. On non-match days, Barnet FC in the Community ran a series of activities for young people in the local community, including five-a-side football tournaments and soccer schools, which provided a valuable space to children and parents alike, particularly in school holidays.

- 2.4 It was on this basis that the property met the statutory test for being registered as an Asset of Community Value by furthering the social interests of the local community.

Change in circumstances since the decision to list

- 2.5 Since the decision to list the asset was taken in 2013, the circumstances of the building have changed significantly. Barnet Football Club played their last match at Barnet Cricket Club in April 2013 before moving to their current premises at The Hive in Canons Park, Harrow. The supporters club, who used the pavilion, followed the football club to The Hive.
- 2.6 The football ground was sold to the Education Funding Agency in February 2015. The leasehold interest in the adjoining Barnet Cricket and Hockey Club, such as it was, was then assigned to the Education Funding Agency in November 2015.
- 2.7 The Education Funding Agency, confirm that there has been no use of the pavilion or the cricket ground since assignment. A site visit reveals that the clubhouse has been locked and inaccessible to any members of the public. See Appendix 1 for supporting evidence.
- 2.8 The Educational Funding Agency plan to develop the site into a school. This means that the site's primary use will not be for wider community benefit as it will not be accessible to the wider community in school hours. If the community were able to use the grounds outside of school hours, then this will be the site's ancillary, rather than its primary use.
- 2.9 It is reasonable to conclude therefore that the land no longer meets the statutory tests to be registered as an Asset of Community Value, and is not expected to meet the tests over the next five years and should be therefore removed as a registered Asset of Community Value pursuant to the Council's duty mentioned in paragraph 2.1.

3. REASONS FOR RECOMMENDATIONS

- 3.1. Statutory criteria set out in the Assets of Community Value (England) Regulations 2012 requires the authority to remove a property from the list of ACVs if they no longer consider the land to be of community value and enclosed evidence in support of this.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 4.1 The Community Leadership Committee could decide to keep the site listed as an Asset of Community Value. However, based on the clear evidence provided in Appendix 1, there is a risk that this would contravene the requirements of the 2012 Regulations to de-list.

5. POST DECISION IMPLEMENTATION

- 5.1 Barnet Cricket and Hockey Club would be de-listed as an Asset of Community Value and nominating group, lease holder and the owner of the property will be informed, in writing, of the outcome with reasons. The local land charge would be cancelled and the Land Registry restriction would be removed.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

- 6.1.1 The Community Right to Bid process contributes to the 2015-2020 Corporate Plan's objective to develop a new relationship with residents that enables them to be independent and resilient and to take on greater responsibility for their local areas by fulfilling one of the rights granted to local communities under the Localism Act 2011.

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

- 6.2.1 The asset belongs to the Council and there are no financial implications to this decision.

6.3 Social Value

- 6.3.1 There are no social value considerations as this decision does not relate to a service contract.

6.4 Legal and Constitutional References

- 6.4.1 The Localism Act 2011 obligates the Council to list assets nominated by local community groups as Assets of Community Value if these are deemed to pass the statutory tests set out in the Act.
- 6.4.2 Under the Council's Constitution (Article 7, Section 7.5 Responsibility for Functions) the responsibilities of the Community Leadership Committee include:
- Responsibility for civic events, community safety, emergency planning, registration and nationality service, grants to voluntary sector.
 - To receive nominations and determine applications for buildings/ land to be used as an Asset for Community Value (Community Right to Bid).
 - To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year in accordance with the budget timetable and make recommendations on issues relating to

virements, underspends or overspends. 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.

6.5 Risk Management

- 6.5.1 There are no risks associated with the decision to de-list Barnet Cricket and Hockey Club as an ACV.

6.6 Equalities and Diversity

- 6.6.1 No negative differential impact on people with any characteristic protected under the Equality Act 2010 has been identified with regard to this nomination.

- 6.6.2 Under section 149 of the Equality Act 2010, the council and all other organisations exercising public functions must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race, religion or belief; and sex and sexual orientation. The broad purpose of this duty is to integrate considerations of equality into daily business and keep them under review in decision making; the design of policies; and the delivery of services.

6.7 Consultation and Engagement

- 6.7.1 A draft amendment to the Council's Community Right to Bid policy was carried out between 11 February and 24 March 2014. The results of that consultation were set out in a report taken to the Community Leadership Committee on 25 June 2014 and the Council's guidance on the Community Right to Bid amended following agreement of that report.

6.8 Insight

- 6.8.1 No specific insight data has been used to inform the decision required.

7. BACKGROUND PAPERS

- 7.1 Community Right to Bid: Consultation and recent developments (Community Leadership Committee, 25 June 2014)

<http://barnet.moderngov.co.uk/documents/s15687/Community%20Right%20to%20Bid%20Report.pdf>.

- 7.2. Underhill Stadium And Hockey Club, Barnet Lane, Barnet, EN5 2DN (Underhill Ward) (Planning Committee 25 October 2017) <https://barnet.moderngov.co.uk/documents/s42740/Underhill%20Stadium%20And%20Hockey%20Club%20Barnet%20Lane%20Barnet%20EN5%202DN.pdf>

Appendix 1 – Supporting evidence

Hi Justin

I can confirm that there has been no use of the cricket grounds or pavilion since the EFA took control of the site in December 2015.

Kind regards

Jamie

Jamie McFarland

Project Manager, Free Schools

Please note that from 1st October my email address will change to [REDACTED]

Please update your contacts list.

Mobile: [REDACTED]

Switchboard: [REDACTED]

Web: www.education.gov.uk



Education
Funding
Agency



Department for Education are removing '.gsi' from our email addresses

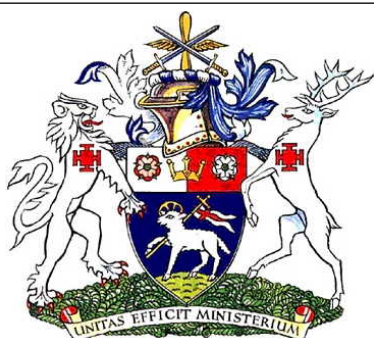
From 1 October, our new email will be 'firstname.lastname@education.gov.uk'

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Community Leadership Committee

22 November 2017

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| Title | Review of the Community Participation Strategy |
| Report of | Councillor Longstaff, Chair of Community Leadership Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | No |
| Officer Contact Details | Kiran Vagarwal – Strategic Lead, Safer Communities kiran.vagarwal@barnet.gov.uk Sophie Leedham – Strategy Officer, Community Participation and Engagement Sophie.leedham@barnet.gov.uk |

Summary

On 25 June 2014 the Community Leadership Committee agreed aims, objectives and proposals for development of the Community Participation Strategy and on 11 March 2015, it agreed a detailed implementation plan.

This vision of the Community Participation Strategy is to:

- Increase the level of community activity across the borough;
- Build stronger partnerships between the community and the Council;
- Coordinate and improve the support the Council gives to communities; and
- Help the Council take more account of community activity and preferences when making decisions about how to deliver against the Borough's priorities.

This is in order to realise the following outcomes:

- Residents and community groups will be more independent and resilient; able to deliver more, and to take on more responsibility for their local areas;
- Services will offer more choice, and be better matched to local need;
- The Council and the community will work together to make sure community capacity is supported and used to its full potential;
- People become more active, involved and engaged in their communities by unlocking the substantial capacity of both the council and local business' workforce and direct it to where it is most needed in the borough.

The implementation plan agreed by the Committee consists of six work streams. This is the third progress update to the Community Leadership Committee. This report provides an update of the Council's progress on the implementation of the Community Participation Strategy.

Recommendations

1. That Members note progress made and developments relating to the Community Participation Strategy
2. That Members feedback on options for the next phase of the strategy

1. WHY THIS REPORT IS NEEDED

- 1.1 Barnet's Corporate Plan has a vision to build resilient and cohesive communities, which take on more responsibility for their local area and are involved in the design and delivery of local services.
- 1.2 This is not about the council shifting responsibility. It is about recognising that our diverse communities' and community groups' local knowledge, skills and networks enable them to play an important role in recognising local need and innovating to meet that need, working in partnership with the Council.
- 1.3 Indeed, voluntary, community and faith groups play a critical and valuable role in furthering of Community Leadership Committee priorities for safer communities, strong and active communities and emergency preparedness by:
 - Helping manage demand and relieve pressure on services;
 - Identifying, accessing and engaging hard to reach groups;
 - Providing more varied services;
 - Highlighting emerging issues and helping to plan future service provision according to emergent need.
- 1.4. In recognition of the strategic importance and value of a sustainable, resilient and collaborative civil society and socially responsible, empowered residents, a Community Participation Strategy was introduced in 2015 to support and coordinate community participation and engagement across council business.
- 1.5. At the same time as the introduction of the Community Participation Strategy, a VCS Charter was developed in partnership with the voluntary community sector (VCS) which provided a series of principles as a guide for how we want to work together.

1.6. By the end of 2017, the work programme outlined in the Community Participation Strategy will have been delivered.

1.7. This report provides an overview of the implementation of the Community Participation Strategy to date and suggests areas to focus from 2018 onwards.

2. Evaluation of the Community Participation Strategy

2.1. Overview

The vision of the Community Participation Strategy is outlined in the summary of this report.

The strategy is underpinned by six work streams, outlined below, and a work plan that is intended to support with the delivery of these work streams across the Council:

- 1. Improving our information about local communities**
- 2. Making more use of current community capacity**
- 3. Using our purchasing power**
- 4. Exploring the benefits of working locally**
- 5. Building relationships between the VCS and the Council**
- 6. Using our resources and assets**

An evaluation of the work plan and associated work streams is provided below:

| Work stream 1: Improving our information about local communities | | |
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| Objective: Ensure that the right information is available about the services provided by VCS groups so that people are able to access the support they need, whether they do this directly or are signposted by the Council or another provider. | | |
| Work plan deliverable | Objectives | Evaluation |
| Barnet Community Directory | <p>An online searchable directory of local community services to:</p> <ul style="list-style-type: none"> • Help resident's access up-to-date information about support for their specific needs, improving their access to services and reducing the need for them to contact the Council directly; • Support collaboration and partnership working in the VCS, including smaller and less formal groups and sign post residents to their services; • Inform commissioning decisions based on the services that are available within the voluntary, community and faith sector. | <p>The Barnet Community Directory launched in March 2017. 219 organisations have registered.</p> <p>VCS organisations are now required to sign up to the Directory after receiving a corporate grant or participating in the Council's rent subsidy approach, the Community Benefit Assessment Tool (CBAT). An outreach and engagement plan, led by Groundwork London with support from Re's Section 106 outreach workers, and the Prevention and Wellbeing Team's new Local Area Coordinators, is ongoing.</p> <p>A six month review in September 2017 led to Groundwork London introducing a new quality assurance process to improve the quality of the data. User experience research also informed a series of upgrade requests which have been shared with the designers as part of the Directory's second phase of development.</p> <p>Officers are involved in a wider review of directories being led by Capita.</p> |
| VCS forums (Communities Together Network, Family Services Practitioners Forum, Adult Prevention and Wellbeing Team's VCS Forum, Multi Faith Forum) | <p>An opportunity for the VCS and the wider partnership (council, health, police, education, businesses) to represent the needs of their service users, to:</p> <ul style="list-style-type: none"> • Network with other similar organisations; • Receive information on upcoming funding opportunities, emerging service needs, new data that can be used to support funding applications etc.; • Participate or deliver training and continuing | <p>Community Participation and Engagement Network conducted a mapping exercise of various forums to help officers share information on the different VCS forums and avoid duplication, encouraging officers to sign post VCS contacts to the different forums.</p> <p>The Communities Together Network is the overall strategic forum for a borough-wide network of local partners, voluntary, charity, community and faith organisations and businesses</p> |

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| | <p>professional development;</p> <ul style="list-style-type: none"> • Raise their profile. | <p>who come together to discuss issues that are important to local residents. It works at both a reactive and proactive level.</p> <p>On a reactive level, the CTN coordinates a community response to events that affect community relations.</p> <p>On a proactive level, the CTN meets four times a year for the VCS to share intelligence on emergent needs of the communities that they represent and identify a partnership response. Regular newsletters to the CTN help keep members plugged in to upcoming events, training, workshops and funding opportunities to promote collaborative, partnership working across the borough.</p> |
| Consortia and lead provider arrangements | Facilitate effective partnership approaches to responding at a local level to local need, identifying duplication and gaps in service provision and launching partnership funding bids. | <p>Grahame Park Strategy Group's Theory of Change pilot led by the Colindale Communities Trust and the Wellbeing Hub led by CommUNITY Barnet with Chinese Mental Health are two neighbourhood level service development models that officers will monitor closely to see if approach can be applied elsewhere in the borough to coordinate local offer.</p> <p>West Hendon, Stronegrove and Dollis Valley housing regeneration schemes all have a locally constituted partnership bodies and deliver a local strategy with the voluntary sector which also contribute to coordinating the local offer, promoting partnership working and identifying any gaps in local provision.</p> |
| Community Participation and Engagement Network | Officer-led forum for Council staff who engage with the community, to share information, opportunities and challenges. Includes officer representation from across Council delivery units and commissioning group who work in partnership to further Community Participation Strategy objectives. | Taking place on a bi-monthly basis since March 2017, the network's membership has been growing. It is anticipated that the network will play a greater, coordinating role in the next phase of the Community Participation Strategy. |

| Work stream 2: Making more use of current community capacity | | |
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| Objective: Encourage local people to become more active, involved and engaged in their communities by unlocking the substantial capacity of both the Council and local business' workforce and direct it to where it is most needed in the borough. | | |
| Work Plan Deliverable | Objectives | Evaluation |
| Voluntary Sector Development Partner contract: Empowering local communities - Volunteer brokerage service | Groundwork London's Volunteering Barnet service is commissioned by LBB through the Voluntary Sector Development Partner contract to act as the registered volunteering service for the borough. The objectives of the contract are to empower local people to become more active, involved and engaged, including through volunteering, in order to build their personal skills and capacity and that of the organisations for which they volunteer. Through the volunteer brokerage service the aim is to drive up the proportion of residents who volunteer regularly. | <p>Proportion of residents who say that they volunteer regularly increased from 23% (Spring 2016) to 30% (Spring 2017). This is above the England average of 22%¹.</p> <p>The borough's registered volunteering centre, Volunteering Barnet continue to meet their targets including an increase in number of volunteers by 250 per year and increasing the number of opportunities offered by the service each year.</p> <p>Effective partnership working between Volunteering Barnet and the voluntary, community sector has led to a coordinated volunteering offer in the borough e.g. collaborations with:</p> <ul style="list-style-type: none"> ○ BOOST Burnt Oak and Arts Depot Finchley to deliver frequent volunteer drop ins; ○ Volunteering Matters to deliver regular volunteer socials; ○ Barnet Homes to develop their employee supported volunteering offer of delivering pro bono training to the voluntary sector; ○ JVN to deliver joint training events; ○ Colindale Communities Trust delivering a volunteers fair in Grahame Park attracting 70 attendees; ○ Barnet communications team providing copy for the regular volunteering opportunities section. ○ Volunteer involving organisations in Barnet through their volunteer recruitment fairs and volunteer manager forums, intended to share |
| ¹ Community Life Survey , Department for Culture Media and Sport, 2017 | | |

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| | | <p>best practice on volunteer management.</p> <p>Volunteering Barnet's placement rate is 31% compared to the national average rate for volunteer centres of just 14%².</p> <p>Volunteer surveys are conducted quarterly to obtain feedback from volunteers who have registered with Volunteering Barnet in the previous quarter, and identify any users who would like extra help to find a volunteer placement. 61% of respondents say that they are either Satisfied or Very Satisfied with the service.</p> |
| Voluntary Sector Development Partner contract: Support for and representation of the voluntary community sector | CommUNITY Barnet are commissioned by the Council as part of the Voluntary Sector Development Partner contract to provide organisational support and represent voluntary and community groups, charities and faith groups across the borough. | <p>CommUNITY Barnet deliver training and organisational support to voluntary, community and faith groups in Barnet to build capacity in charity governance, funding opportunities and organisational development.</p> <p>Through the CCG funded Wellbeing Hub, CommUNITY Barnet have been supporting the coordination of a neighbourhood level model that facilitates partnership approaches to respond at a local level to local need.</p> <p>Through the Adults Services funded Healthwatch Barnet contract, CommUNITY Barnet have been gathering patient-led feedback to improve healthcare provision in the borough.</p> |
| Crowdfunding | <p>Crowdfunding aims to empower the community to work in partnership with the Council to make a change. If a Barnet-based resident, community group or social enterprise has a great idea on how to bring people together, breathe new life into a public space, promote health and wellbeing, community cohesion or just make their local area a better place to be, the idea can quickly become a reality, in partnership with the community, through crowdfunding. This is a core part of the Council's goal of building more involved</p> | <p>Since it was launched in July 2017:</p> <ul style="list-style-type: none"> • Crowdfunding has generated £218,973 of pledges from the community, with £14,180 of this being pledged by the council; • 19 community projects have been pitched since the launch and 6 of these projects have already reached their fundraising target, 5 of which did not require any financial contribution from the Council to reach their crowdfunding target; |

² [UK Civil Society Almanac 2016](#) Volunteer Infrastructure NEVO

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| | and resilient communities – recognising that residents, business owners and communities want to be more involved in what happens in their local area. | <ul style="list-style-type: none"> • A partnership with Middlesex University will partner crowdfunding projects with students looking to provide pro bono support including social media, fundraising, project management consultancy; • A members briefing was provided to councillors in September 2017, providing an overview of crowdfunding, as well as corporate grants and CIL funding as part of a wider conversation to help them raise awareness in their communities of funding available to support and facilitate community participation. |
| Employee Supported Volunteering | <p>Council employees are able to take up to two days a year to volunteer in the local community. The policy looks to</p> <ul style="list-style-type: none"> • Unlock the substantial capacity of the Council's workforce for community benefit; allowing us to lead by example; • Promote stronger relationships between the Council and the local community; • Promote the Council's reputation as an employer, enhancing Barnet as a great place to work and helping us to attract and recruit the best employees; • Promote staff's health and wellbeing and opportunities for personal development. | <p>The Employee Supported Volunteering policy was introduced in March 2016. Since then the policy has been promoted though</p> <ul style="list-style-type: none"> • An internal communications campaign during Volunteers' Week (1-7 June 2017); • A new intranet page on staff volunteering; • A Dementia Friends training session. <p>Officers plan to attend team meetings in autumn 2017 to raise awareness of volunteering opportunities open to staff and encourage wider take up. There will be a particular focus on skilled pro bono volunteering to support the VCS and provide professional development opportunities for our staff, taking learning from Barnet Homes's programme of staff-led training to the voluntary community sector.</p> |
| Volunteering Policy | Harnessing volunteer capacity is core to assets based commissioning and place based commissioning and through the volunteer policy and volunteer management toolkit, the Council seeks to create better support for people who currently volunteer in Council services, to make sure people who are willing to give up their time to for public service are supported in return. | A volunteer policy and volunteer management toolkit has been developed, in partnership with the officer-led Community Participation and Engagement Network and Volunteering Barnet. The aims are to provide general principles and guidance on the effective recruitment, management and use of volunteers in supporting public services. The next phase of the strategy can look at cascading the policy among the staff |

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| | | group. |
| Barnet Community web page | The Barnet Community webpage seeks to provide a one stop shop of information for residents and businesses that would like to get more involved with their community. The webpage also seeks to sign post voluntary, community and faith groups to support available to them in the Council and across the borough. | The Barnet Community webpage has been launched on the Council website which will be followed by an internal communication plan to raise the profile of the new webpage among the staff group for them to share with their community contacts. |
| Business Responsibility | <p>Business responsibility seeks to support the aims of both the Community Participation Strategy and the Entrepreneurial Barnet strategy by:</p> <ul style="list-style-type: none"> • Unlocking additional community capacity and directing it to where it is most needed in the borough by providing local businesses with information and guidance on how they can use their skills and resources to tackle local challenges; • Ensuring businesses in Barnet can gain the established benefits of Corporate Social Responsibility. | <p>An approach to business responsibility was developed which resulted in the business responsibility page on the Barnet Council website. The approach is about collecting and sharing good examples of business responsibility.</p> <p>The Barnet-based Ethical Business Network was launched in September 2017 providing accreditation for businesses that support their community and adhere to their ethical business standards for fair employment, community engagement and environmental sustainability.</p> |
| Barnet Together Communications Campaign | Launched in March 2017 with an interactive quiz, a borough-wide poster and social media campaign, the Barnet Together campaign sought to celebrate the contribution of Barnet's residents to the borough and to outline in simple, honest and practical terms how residents can do their bit for their communities to help themselves and our borough. | The Spring Residents Perceptions Survey reveals that the percentage of Barnet residents who say that they volunteer regularly has increased to 30% (Spring 2017) from 23% (Spring 2016). The positive RPS findings could have been influenced by the borough's targeted volunteering campaign, which was in field during the same period as the survey. |
| Community Right to Bid | Under the Localism Act, the Community Right to Bid allows eligible bodies to nominate a building or piece of land which they believe provides a service in the community to be listed as an 'asset of community value'. If the Council lists the nominated land, a restriction is placed on the land if the land is registered. If the owner wishes to sell the asset or to | 14 sites have been registered as Assets of Community Value in Barnet since the legislation was introduced. The protections afforded by the legislation have been used to support community asset transfer, whereby Daws Lane was registered as an ACV prior to it being transferred to the NW7 Hub. |

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| | <p>lease it for more than 25 years, then the owner is legally obliged to notify the Council (if the asset is not owned by the Council). The Council will then inform the nominating group which signals an interim moratorium period of six weeks where the nominating group or any other eligible community group may register an interest in bidding for the asset. If during the six weeks a local community group expresses an interest in taking on the asset and continuing its community use, then a full moratorium is triggered and the sale is delayed for a six month period. This is designed to give the community group the opportunity to raise funds to try to purchase the asset at market value.</p> | |
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| Work stream 3: Using our purchasing power | | |
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| Objective: As grant funding sources decline, we need to be able to commission services effectively from the local VCS if the sector is to remain sustainable. Increasing the number of VCS organisations from whom we commission services lets us build capacity and sustainability using money we would already be spending and increasing choice available to residents. | | |
| Deliverable | Objectives | Evaluation |
| VCS Procurement Action Plan | <p>The VCS Procurement action plan sought to</p> <ul style="list-style-type: none"> • Increase awareness of the benefits of commissioning from the local VCS and awareness of procurement opportunities; • Improve bidding practice of VCS organisations as well as council information on VCS expenditure. | <p>In April 2016 the Procurement Board agreed an action plan to support our local voluntary and community sector through the procurement process.</p> <p>Since then, the following actions have been taken by procurement:</p> <ul style="list-style-type: none"> - Tender process training workshops held at Barnet House in partnership with CommUNITY Barnet who identified providers to attend; - Social value factored into weightings of all tenders; - Early supplier engagement carried out before tenders go up on the procurement portal to support with consortium brokerage; - Ethical Business Network looks to make all our providers including VCS, work towards a business responsibility accreditation, putting smaller businesses on a more even footing with large businesses (see page 12 for more information); - Number of registered charities registered as suppliers with the Council registered in Community Leadership Committee annual report – the benchmark figure for 2016/7 is 216, which will be tracked in future Annual Reports. |
| VCS Charter | <p>The VCS Charter is comprised of a series of principles developed by the Council and the VCS to bring the VCS into decision making, service delivery and the commissioning cycle.</p> | <p>Feedback has been received from local VCS groups and Council officers that the Charter is not sufficiently visible or integrated into the way the Council works. The Community Participation and Engagement Network will be tasked with mainstreaming the VCS Charter across Council business and commissioning.</p> |

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| Work stream 4: Exploring the benefits of working locally | | |
| Objective: Obtain a better understanding of the options for, and potential benefits of, neighbourhood-level service delivery & place-based commissioning, bringing together a bespoke package of services to meet the needs of each local community. | | |
| Work Plan Deliverable | Objectives | Evaluation |
| Consortia / lead provider arrangements | Facilitate effective partnership approaches to responding to at a local level, to respond to local need, identifying duplication and gaps in service provision and launching partnership funding bids. | See page 5 |
| Community Assets Strategy: Community Asset Transfer Pilot | <p>The development of community hubs across the borough is a core part of the Council's Community Asset Strategy (CAS). Hubs present opportunities to ensure that the Council's community estate is being used in the most effective way by maximising the time during which assets are being used.</p> <p>The approach supports the aim of the Council's Community Participation Strategy to develop neighbourhood level approaches that empower communities to have a greater role in designing or delivering services, harnessing the expertise of communities to identify the best solutions to local challenges.</p> | <p>In 2014, the Council received a proposal from members of the local community (NW7 Hub) to take possession of a site on Daws Lane for redevelopment to form a new community hub to be managed by members of the community. This pilot Community Asset Transfer led to:</p> <ul style="list-style-type: none"> • Community Ownership and Management of Assets (COMA) support being offered to the NW7 Hub at project inception. This assisted with developing organisational governance and associated issues with taking on the management of a community asset. • The Community Projects Board established to manage Daws Lane alongside a number of other Community Projects. This structure provides links across a portfolio of similar sized schemes and promotes partnership working and information sharing from key areas of the Council including community participation, project/technical assurance and property services. This model has continued to run and was used as an example of best practice for capital portfolio boards as part of the revised Terms of Reference for Assets and Capital Board. |

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| | | <ul style="list-style-type: none"> Lessons learned from the Daws Lane Pilot informed the Council's approach to Community Hubs and the structure of the Community Projects Board which will assist with the monitoring of community projects benefits. |
| Community Assets Strategy: Community Benefit Assessment Tool (CBAT) | <p>The Council developed a new approach to agreeing rent subsidies and leases with VCS organisations.</p> <p>The Community Benefit Assessment Tool process aims to:</p> <ul style="list-style-type: none"> Increase transparency and consistency in how rent subsidies and leases are agreed. Recognise the valuable contribution VCS organisations make to the borough by awarding rent subsidies in line with the community benefit they deliver. Maximise the benefits from use of public assets for Barnet residents. | <p>To date, a total of 20 community groups have been put through CBAT process with a further 50 groups still to be assessed. Heads of Terms have been agreed for 9 of the organisations involved, with leases in the process of being completed.</p> <p>Some of the benefit of the process is that it results in</p> <ul style="list-style-type: none"> - more secure leases for voluntary community groups; - more effective and efficient use of community space with empty space identified by the CBAT coach and shared with other organisations that could use it; - better information on our communities, the work that they do and the community benefit that they deliver; - closer links between community groups and the wider VCS infrastructure in the borough whereby the CBAT coach shares with community groups information on how to get more plugged in with the borough e.g. attending VCS Forums and registering on the Barnet Community Directory. <p>The voluntary sector development partner can provide workshop training and mentorship to assist the community groups through the CBAT process.</p> |
| Town Centre Strategies | <p>Town Centre Frameworks aim to create the right environment for vibrant and viable town centres in Barnet. The individual Town Centre Frameworks:</p> <ul style="list-style-type: none"> Identify opportunities to enhance the public realm. Improve accessibility for all users. | <p>Town Centre Strategies are developed through extensive community consultation. Town Teams operate as a local infrastructure group of residents who volunteer to steward the delivery of the local strategy and provide the Council with a formal method of engaging locally. As an example of effective</p> |

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| | <p>•Support the provision of a wide range of shops and services to meet the needs of diverse local populations.</p> <p>All Town Centre Frameworks are subject to community engagement in order to identify the different requirements of each individual centre and the different needs and preferences of those who use them.</p> | <p>mobilisation of community resources through a Town Team, the Chipping Barnet Town Team launched a successful crowdfunding campaign in 2017, securing £30,000 from the Mayor of London, £5000 from Barnet Council, £5000 from Barnet and Southgate College, £11,000 from the Spires shopping centre and over 90 pledges from the local community to bring their Teenage Market to the area to help revitalise their town centre.</p> |
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| Work stream 5: Building relationships between the VCS & Council | | |
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| Objective: Retain a strong relationship between the Council and the VCS, to promote trust and understanding, enable us to identify shared priorities and respond quickly to concerns and issues. VCS organisations are a valuable source of insight about the needs of the groups they represent and can potentially act as strong advocates for the Council, promoting a better relationship with residents and communities | | |
| Deliverable | Objectives | Evaluation |
| Voluntary Sector Development Partner contract: Support and representation of the voluntary community sector | CommUNITY Barnet are commissioned by the Council as part of the Voluntary Sector Development Partner contract to represent voluntary and community groups, charities and faith groups across the borough. | CommUNITY Barnet have maintained a presence at the borough's main forums, meetings and boards in its VCS representation role. |
| VCS forums (Communities Together Network, Family Services Practitioners Forum, Adult Prevention and Wellbeing Team's VCS Forum, Multi Faith Forum) | An opportunity for the VCS and the wider partnership (Council, health, police, education, businesses) to: <ul style="list-style-type: none"> • Network with other similar organisations; • Receive information on upcoming funding opportunities, emerging service needs, new data that can be used to support funding applications etc. • Participate or deliver training and continuing professional development • Raise their profile. | See page 5. |
| VCS Charter | The VCS Charter is comprised of a series of principles developed by the Council and the VCS to bring the VCS into decision making, service delivery and the commissioning cycle. | See page 14. |

| Work stream 6: Use our resources & assets to support communities | | |
|--|---|--|
| Objective: Coordinate grants and funding to make them easier for communities to access, and use them to shape VCS capacity in areas of need. Make sure the Council's community assets are used to their full potential to support community activity. Deliver a VCS 'portal' giving a single point of access to these and other resources which the Council makes available to voluntary and community groups. | | |
| Deliverable | Objectives | Evaluation |
| Community Assets Strategy: Community Asset Transfer | <p>The development of community hubs across the borough is a core part of the Council's Community Asset Strategy (CAS). Hubs present opportunities to ensure that the Council's community estate is being used in the most effective way by maximising the time during which assets are being used.</p> <p>The approach supports the aim of the Council's Community Participation Strategy to develop neighbourhood level approaches that empower communities to have a greater role in designing or delivering services, harnessing the expertise of communities to identify the best solutions to local challenges.</p> | See page 16. |
| Community Assets Strategy: Community Benefit Assessment Tool | <p>Under the Community Asset Strategy, London Borough of Barnet developed a new approach to agreeing rent subsidies and leases with VCS organisations.</p> <p>The Community Benefit Assessment Tool process aimed to:</p> <ul style="list-style-type: none"> • Increase transparency and consistency in how rent subsidies and leases are agreed. • Recognise the valuable contribution VCS organisations make to the borough by awarding rent subsidies in line with the community benefit they deliver. • Maximise the benefits from use of public assets for Barnet residents. | See page 17. |
| Corporate grants, Crowdfunding, CIL Funding | Coordinate grants and funding to make them easier for communities to access. | Barnet Community webpage on the Barnet Council website aims to signpost community groups to the funding that is available to them through these streams. |
| Employee Supported Volunteering | <p>Council employees are able to take up to 2 days a year to volunteer in the local community. The policy looks to</p> <ul style="list-style-type: none"> • Unlock the substantial capacity of the council's workforce for community benefit; | See page 10. |

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| | <p>allowing us to lead by example;</p> <ul style="list-style-type: none"> • Promote stronger relationships between the council and the local community; • Promote the council's reputation as an employer, enhancing Barnet as a great place to work and helping us to attract and recruit the best employees; • Promote staff health wellbeing and opportunities for personal development. | |
| Barnet Community web page | Barnet Community webpage on the Barnet Council website seeks to provide a one stop shop of information for residents and businesses that would like to get more involved with their community and sign post voluntary, community and faith groups to support available to them in the borough. | See page 11. |
| Voluntary Sector Development Partner contract: Support and representation of the voluntary community sector | CommUNITY Barnet are commissioned by the Council as part of the Voluntary Sector Development Partner contract to support and represent voluntary and community groups, charities and faith groups across the borough. | See page 9. |

Developing the next phase of the strategy

Since it was introduced in 2015, the Community Participation Strategy has delivered a series of tools and projects to support and facilitate effective community participation and engagement across the Council. In the next phase of the Community Participation Strategy, Officers can look to mainstream and coordinate the strategy's six work streams across Council business, through the officer-led Community Participation and Engagement Network. Some areas that officers can look to develop include:

- **A relaunch VCS Charter** which requires a higher profile across the Council and borough and to be held to a standard. Implementation and mainstreaming of the Charter can be coordinated within the Community Participation and Engagement Network.
- **Community outreach to build membership to the Barnet Community Directory.**
- **Taking a strategic, joined up approach to volunteering in public services.**
- **Ongoing community engagement** to build the Council's relationship with the VCS providing the sector with consistent access to decision making, decision makers, networking and training.
- **Procurement of a rescoped Voluntary Sector Development Partner contract** that is shaped in partnership with the local voluntary, community and faith sector, in order to provide targeted support to this key strategic partner.

REASONS FOR RECOMMENDATIONS

- 2.1 To update Members of the Community Leadership Committee on the progress of the Community Participation Strategy.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This Community Participation Strategy contributes to the Corporate Plan's objective to support engaged, cohesive and safe communities by improving engagement, increasing independence and resilience, and strengthening community networks.

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

5.2.1 There are no financial implications.

5.3 Social Value

5.3.1 This report provides an update on a service which has already been commissioned where the benefits were outlined in the business case and previous committee reports.

5.4 Legal and Constitutional References

5.4.1 Council Constitution Article 7, Section 7.5 Responsibility for Functions states the Committee is responsible for civic events. Community safety, emergency planning, registration and nationality service, grants to voluntary sector.

5.5 Risk Management

5.5.1 The council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

6.6.1. The general duty on public bodies is set out in section 149 of the Equality Act 2010. A public authority must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7 Consultation and Engagement

6. BACKGROUND PAPERS

Volunteering in public services: promoting health and wellbeing, Health and Wellbeing Board, 14 September 2017
<http://barnet.moderngov.co.uk/documents/s42142/HWBB%20Volunteering%20and%20Health%20and%20Wellbeing.pdf>

Communities Together Network Annual Report 2016/17, Community Leadership Committee, 6 September 2017
<http://barnet.moderngov.co.uk/documents/s41912/Appendix%20One%20Communities%20Together%20Network%20Annual%20Report%20201617.pdf>

Charter for Barnet with the Voluntary Community Sector
<https://barnet.moderngov.co.uk/documents/s24800/Appendix%20B%20-%20Covenant.pdf>

Community Participation Strategy: Update, 23 November 2016
<https://barnet.moderngov.co.uk/documents/s36121/Community%20Participation%20Strategy%20Update.pdf>

Community Participation Implementation Plan, Community Leadership Committee, 11 March 2015
<http://barnet.moderngov.co.uk/documents/s21886/Community%20participation%20-%20CLC%20report%20-%20March%202015%20-%20FINAL.pdf>

Developing a Community Participation Strategy for Barnet, Community Leadership Committee, 25 June 2014
<http://barnet.moderngov.co.uk/documents/s15686/Community%20Participation%20Strategy.pdf>

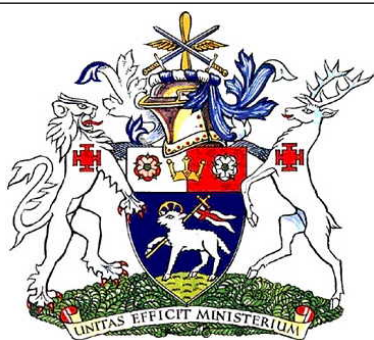
Community Participation Strategy - Area Committee Budgets And Wider Community Funding, Community Leadership Committee, 11 September 2014
<http://barnet.moderngov.co.uk/documents/s17459/Community%20Participation%20Strategy%20-%20Area%20Committee%20Budget%20Arrangements%20and%20Wider%20Community%20Funding.pdf>

Community Asset Strategy, Assets, Regeneration And Growth Committee, 15 December 2014
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>

Community Asset Implementation Plan, Assets, Regeneration And Growth Committee, 7 September 2015
6.7 Entrepreneurial Barnet, Assets, Regeneration And Growth Committee, 15 December 2015
<http://barnet.moderngov.co.uk/documents/s25558/Community%20Asset%20Implementation%20Plan.pdf>

Entrepreneurial Barnet, Assets, Regeneration and Growth Committee, 15 December 2015
<http://barnet.moderngov.co.uk/documents/s19842/Entrepreneurial%20Barnet%20Report%20-%20Publish.pdf>

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Community Leadership Committee

22 November 2017

| | |
|--------------------------------|---|
| Title | Business Planning: 2018/19 – 2019/20 |
| Report of | Councillor David Longstaff - Chairman of the Committee Leadership Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix A – Community Leadership Committee Revenue Savings |
| Officer Contact Details | Kiran Vagarwal – Strategic Lead – Safer Communities kiran.vagarwal@barnet.gov.uk |

Summary

On 10 November 2014, Community Leadership Committee approved a five-year Commissioning Plan and indicative proposals, reviewed on 11 March 2015. The Commissioning Plan and Savings Programme set out the strategic priorities, commissioning intentions and indicative budget proposals of the Community Leadership Committee up to 2019/20. A Business Planning report was considered by Policy and Resources Committee on the 27 June 2017, outlining the council's updated Medium Term Financial Strategy (MTFS) to 2020. The paper sets out the previously agreed savings requirements across Theme Committees for the period 2018-20. Policy and Resources Committee asked Theme Committees to confirm delivery of savings against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remains the same but Policy and Resources Committee have asked that if any proposals are now either unachievable or will not deliver on their original estimate, they must be supplemented by bringing forward new proposals to meet the gap. The budget projections through to 2020 are indicative figures. The budget will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of council budget setting, and therefore could be subject to change. The savings target for Community Leadership Committee for 2019/20 is £243,000

Recommendation

- 1. That Community Leadership Committee agrees the savings proposal as set out in Appendix A for recommendation to the Policy and Resources Committee.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The past six years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the council sought to meet this challenge through savings to the 'back office' to protect our front-line services. During this time of significant challenge, the council has seen levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with a range of local services. The latest Residents' Perception Survey (Spring 2017) indicates that 82 per cent of residents are satisfied with Barnet as a place to live and 73 per cent feel that the council is doing a good job.
- 1.2 In March 2017, the council set a Medium Term Financial Strategy (MTFS) covering the period 2017 – 2020. The MTFS for this period identified a total budget gap of £53.9 million with savings identified from theme committees to meet this gap. To put this in context, the net annual expenditure requirement, before government grant and council tax, is £291 million. The business planning process works on an annual cycle to confirm the council's budget each year. The council typically re-assesses the assumptions underpinning the MTFS once a year through a report to Policy and Resources Committee (P&R) during the summer, ahead of the draft budget for the year ahead being presented in the autumn. The final budget is presented to P&R and Full Council for agreement in the spring. Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remains the same and any proposals that are not either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.
- 1.3 This report recognises that the current MTFS runs until 2020 and beyond that there is still a great deal of uncertainty around the local government funding, any Local Government finance system will no doubt place increasing emphasis on the council being more self-sufficient. This will be compounded by the increasing complexity of cases in demand led services, changes in demographics and increases in the cost of services. The current MTFS also relies on one-off funding from reserves to balance the budget until 2020; which will need to be met from more sustainable funding – for example, through increases to the Council Tax base due to the regeneration in the west of the borough.

- 1.4 However, in spite of these challenges, there are significant opportunities for Barnet. Barnet has adopted a long-term view of finance and over the past six years has been able to rise to the significant challenge of reduced funding from central government coupled with an increase in demographic pressures, saving over £112 million between 2011 and 2016 without negatively impacting frontline services. With demand on local services continuing to increase and many local authorities having to generate more income locally, the next few years will present further financial challenges, alongside the savings of £53.9m to be achieved by 2020. However, this is also an opportunity for Barnet to do things differently, and better.
- 1.5 Barnet's five strategic priorities that are set out in the council's Corporate Plan are; delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, facilitating independence and building community capacity. The priority of delivering quality services is new and was introduced last year. The council has ambitious plans for the next financial year and this priority is around ensuring that despite the challenges faced, the quality of the local services is not compromised. This means getting the basics right and focussing on the services that matter most to our residents, such as keeping our neighbourhoods clean and safe and ensuring our roads and pavements are well looked after. We will also provide additional support to our most vulnerable residents to ensure that all of our residents are able to stay happy, healthy and independent, and enjoy a good quality of life.
- 1.6 The council actively mainstreams equalities into its business planning process and all savings proposals are in line with our Strategic Equalities Objective that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer.

2. REASONS FOR RECOMMENDATION

- 2.1 This report sets out the Committee's indicative proposals confirmed by the council's Policy and Resources Committee on 27 June 2017 and which accords with the priorities of the Community Leadership Committee.

Community Leadership Committee Revenue Savings Programme

- 2.2 In November 2014, the Community Leadership Committee approved a five-year commissioning plan and, again in March 2015, indicative proposals for achieving savings by 2019/20. The commissioning plan and savings programme set out the strategic priorities, commissioning intentions, and indicative savings proposals up to 2019/20.
- 2.3 The Committee's estimated annual budget for 2018/19 is £2.2 million; this is the difference between £1.5million of revenue from chargeable services, such as registering births, deaths and marriages, and £3.7 million of planned expenditure.

- 2.4 It is proposed that the Committee will save £243,000 in 2019/20 from reduced expenditure on CCTV once the capital contribution towards the investment has been repaid.
- 2.5 Over the period 2017-2020 it is envisaged that the savings proposed will be fully delivered however.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is not to approve the savings programme. This, however, is not considered to be good practice and may expose the council to the risk of not achieving the savings targets.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Community Leadership Committee approves the recommendation made by this report, then these revenue savings proposals will be delivered as part of the council's medium-term financial strategy.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015 – 2020 is based on the core principles of fairness, responsibility, and opportunity to make sure Barnet is a place:

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

- 5.1.2 The council's priorities include:

- Maintaining the green and pleasant nature of the borough by reducing the amount of litter and detritus to the lowest level in London
- Using encouragement, behaviour change, and – where necessary – enforcement to prevent littering in the borough; including chewing gum and dog fouling
- Delivering high quality services whilst reducing unit costs to the lowest amongst Barnet's statistical neighbours.

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

Finance and Value for Money

- 5.2.1 The review of the revenue savings programme ensures both value for money and that the medium-term financial strategy targets are met.

Procurement

- 5.2.2 Individual projects will be procured as needed, in line with the council's standing orders.

Staffing

- 5.2.3 Any impact of individual projects on staff will be assessed as those projects are initiated.

Property

- 5.2.4 There are no property implications at this time.

IT

- 5.2.5 There are no IT implications at this time.

Sustainability

- 5.2.6 There are no sustainability implications at this time.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

- 5.4.1 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.

- 5.4.2 The Community Leadership Committee is approving these proposals. These proposals will then be referred to Council so that Council can approve the

budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.

5.4.3 The Council's Constitution Article 7 paragraph 7.5, Responsibility for Functions sets out the terms of reference of the Community Leadership Committee. This includes:

- To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. 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 & Resources Committee.
- To determine fees and charges for services which are the responsibility of the committee

5.5 Risk Management

5.5.1 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the council's internal officer Strategic Commissioning Board and to Performance and Contract Management Committee and is reflected, as appropriate, throughout the annual business planning process.

5.5.2 Risks associated with each individual saving proposal will be outlined within the individual committee report as each proposal is brought forward for the committee to consider.

5.6 Equalities and Diversity

5.6.1 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 emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.

5.6.2 The Public Sector Equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Tackle prejudice

(b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

5.6.3 As individual proposals are brought forward for consideration by the Community Leadership Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all other proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals.

- 5.6.4 Where there are changes, it is inevitable that there is likely to be an impact on individuals in different ways. However, at each stage of the process, the council will conduct a full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible. Those affected by any changes resulting from any of the proposals will be fully engaged.
- 5.6.5 The revenue savings sheet shown at Table 1 above currently indicates current assessments which have been completed. As the full impact of these changes is understood, each initiative will undertake to work with those affected and consider options available to them to help mitigate any adverse impact. Where necessary proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.
- 5.6.6 All human resources implications will be managed in accordance with the council's Managing Organisational Change policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

5.7 Consultation and Engagement

- 5.7.1 As a matter of public law, the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:
- Where there is a statutory requirement in the relevant legislative framework
 - Where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy
 - Exceptionally, where the matter is so important that there is a legitimate expectation of consultation
 - Where consultation is required to complete an equalities impact assessment.
- 5.7.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage
 - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response
 - There is adequate time given to the consultees to consider the proposals
 - There is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision

- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

5.7.3 In terms of service specific consultations, the council has a duty to consult with residents and service users on various situations; including where proposals to significantly vary, reduce, or withdraw services. Consultation is also needed in other circumstances; for example, to identify the impact of proposals or to assist with complying with the council's equality duties.

5.8 Insight

5.8.1 There are no insight implications at this time.

6. BACKGROUND PAPERS

Policy and Resources Committee
Tuesday 27 June, 2017 - Decision Item 15 Business Planning 2017-20

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8736&Ver=4>

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Community Leadership

| Line ref | Opportunity Area | Corporate Plan Priority: Fairness, Responsibility or Opportunity | Description of saving | Consultation (How are we consulting on this proposal) | Impact Assessment | | | Budget | | | | | | | | | Total savings (All years) | Variance Analysis |
|---|------------------|--|--|---|----------------------------|---------------------------------|--|-----------------|---------|-----|---------|-----|---------|-----|--|--|---------------------------|-------------------|
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | Impact on Service Delivery | Impact on Customer Satisfaction | Equalities Impact | 2016/17 £000 | 2017/18 | | 2018/19 | | 2019/20 | | | | | |
| | | | | | | | | £000 | £000 | FTE | £000 | FTE | £000 | FTE | | | | |
| Efficiency | | | | | | | | | | | | | | | | | | |
| Total | | | | | | | | | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| Growth and Income | | | | | | | | | | | | | | | | | | |
| Total | | | | | | | | | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| Reducing demand, promoting independence | | | | | | | | | | | | | | | | | | |
| Total | | | | | | | | | 0 | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 |
| Service redesign | | | | | | | | | | | | | | | | | | |
| S1 | CCTV | Opportunity | Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off | Consultation will be required in 2018/19 when the income position is clear. | High if service ceases. | High - service is valued. | There is a potential equalities impact and this will be kept under review as proposals develop | 817 | | | | | (243) | | | | (243) | 29.74% |
| Total | | | | | | | | | 0 | 0 | 0 | 0 | (243) | 0 | | | (243) | 0 |
| Overall Savings | | | | | | | | | 0 | 0 | 0 | 0 | (243) | 0 | | | (243) | 0 |

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