

MEETING

BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE

DATE AND TIME

TUESDAY 11TH MARCH, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE (Quorum 3)

Chairman: Councillor Hugh Rayner
Vice Chairman: Councillor Brian Salinger

Councillors

Maureen Braun	John Hart	Rowan Quigley Turner
Jack Cohen	Kath McGuirk	Barry Rawlings
Brian Gordon	Alison Moore	

Substitute Members

Geoffrey Johnson	Susette Palmer	Brian Schama
John Marshall	Lord Palmer	Alan Schneiderman

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

Andrew Nathan – Head of Governance

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ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 6
2.	Absence of Members	
3.	Declaration of Members' Interests a) Disclosable Pecuniary Interests and Non Pecuniary Interests b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)	
4.	Public Question Time (if any)	
5.	Members' Items (submitted in accordance with Overview and Scrutiny Procedure Rule 9) (if any)	
	Call-in	
6.	Any matters Referred by Members of the Committee relating to key decisions made by: Cabinet 25 th February 2014 Cabinet Resources Committee 25 th February 2014 ;or Any action taken by Cabinet Member(s) and /or Directors/Chief Officers under delegated powers (Executive Functions)	
	Councillor Calls for Action	
7.	Councillor Calls for Action (Submitted in accordance with Overview and Scrutiny Procedure Rule 22) (if any)	
	Business of the Committee	
8.	Local Authority New Build Programme	7 - 12
9.	North London Waste Authority	13 - 28
10.	Crime and Disorder Scrutiny	29 - 102

11.	Parking Policy (Cash Meters) Task and Finish Group	To Follow
12.	20 MPH Zones Task and Finish Group	To Follow
13.	Business Management Overview and Scrutiny Committee Work Programme	103 - 114
14.	Any Other Items the Chairman Decides are Urgent	

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Decisions of the Business Management Overview and Scrutiny Committee

6 January 2014

Members Present:-

AGENDA ITEM 1

Councillor Hugh Rayner (Chairman)
Councillor Brian Salinger (Vice-Chairman)

Councillor Maureen Braun	Councillor Kath McGuirk
Councillor Jack Cohen	Councillor Alison Moore
Councillor Brian Gordon	Councillor Rowan Quigley Turner
Councillor John Hart	Councillor Barry Rawlings

Also in attendance

Councillor Richard Cornelius – Leader of the Council
Councillor David Longstaff – Cabinet Member for Resident Safety and Engagement

Apologies for Absence

Councillor Tom Davey – Cabinet Member for Housing

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that:

1. The minutes of the meeting held on 18 November 2013 be approved
2. Actions and responses to resolutions passed by the Business Management Overview and Scrutiny Committee at its meeting of 18 November be noted as follows:
 - a) Cabinet Resources Committee had decided not to amend the decision following the reference back of the Pavilion Way HA8 decision
 - b) In accordance with the resolution of the Committee, officers have been requested to report the Equalities Policy and Communities Together Action Plan to Council to raise awareness and this is expected to take place on 21 January 2014
 - c) In relation to the Equalities Policy, a briefing on the statistic that “47% of residents feel that the council doesn’t do enough for people like me (analysed by protected characteristics)” has been circulated to the Committee
 - d) In relation to the proposed report on the North London Waste Authority, officers will work with Re on bringing a substantive report to Committee at the 11 March 2014 meeting
 - e) Officers provided a verbal update on the Walksafe N14 petition which had been considered by the Committee on 7 October 2013 as follows: “Meeting

between officers and the Ward Members to finalise the areas of investigation and the design remit took place on 19 December 2013. The design feasibility continues in the New Year after which preliminary design proposals and progress will be reported to ward members thereafter.”

2. ABSENCE OF MEMBERS

None.

3. DECLARATION OF MEMBERS' INTERESTS

Member	Subject	Interest declared
Councillor Hugh Rayner	Agenda Item 9 (Updating of Barnet Housing Strategy)	Non-pecuniary interest by nature of him being a director of a company which lets properties to social housing tenants and, in some, cases recipients of Discretionary Housing Payments
Councillor Kath McGuirk	Agenda Item 9 (Updating of Barnet Housing Strategy)	Non-pecuniary interest by nature of him being a social housing tenant

4. PUBLIC QUESTION TIME

Details are appended of the questions asked of, and the answers given by the Chairman. Verbal responses were given to supplementary questions at the meeting.

At the request of the Committee, Officers undertook to provide Mrs Barbara Jacobsen with details of the number of applications received by the Council for the Empty Properties Programme.

5. MEMBERS' ITEMS

None.

6. CALL-INS

Cabinet Resources Committee, 16 December 2013

The Committee considered a call-in in the name of Councillor Jack Cohen of the following decision of the Cabinet Resources Committee:

Decision Item:	Subject:
9	Report of the Cabinet Member for Resident Safety and Engagement Future CCTV Service

The Committee welcomed the Cabinet Member for Resident Safety and Engagement (Councillor Longstaff), James Mass (Family Community & Well-Being Lead Commissioner) and Kiran Vagarwak (Head of Community Safety) and Superintendent Mark Strugnell for the item.

RESOLVED that, following consideration of the call-in from Councillor Jack Cohen, the decision relating to the future CCTV Service is not referred back to the Cabinet Resources Committee for reconsideration.

7. COUNCILLOR CALLS FOR ACTION

None.

8. INTERIM UPDATE REPORT ON THE GROWTH AND REGENERATION PROGRAMME

The Committee welcomed the Leader of the Council, the Strategic Director for Growth & Environment (Pam Wharfe) and the Head of Regeneration (Tony Westbrook) who were in attendance for the item.

A Member expressed concern that not all of the regeneration schemes detailed in the report appeared to have comprehensive proposals regarding infrastructure investment.

Members raised a particular concern relating to the provision of health facilities in regeneration areas. The Committee noted that schemes often included the provision of space for health facilities to meet new demand. However, as there was no requirement of GPs or other health services to fill these spaces, they often went unfilled. The Head of Regeneration advised the Committee that an Estates Working Group had been established with representation from Barnet Clinical Commissioning Group, NHS England, NHS Property Services and the Council to improve joint working on NHS estates issues.

In relation to the regeneration of town centres, a Member commented that the Council had been reliant on the Mayor of London's Outer London Fund (OLF). The Leader advised the Committee that although the town centre improvements had not been directly funded by Barnet, the OLF was still taxpayers money which had been used to improve the local area.

A Member commented that the proportion of affordable and shared ownership properties in the regeneration areas had declined since the schemes had first been proposed. It was considered that this had a direct impact on the Council's ability to meet the housing needs of residents. The Leader of the Council informed the Committee that economic circumstances had changed since the regeneration schemes had first been approved. As a consequence, developers and the Council had been required to revisit housing proportions on regeneration schemes. He considered it preferable for the regeneration schemes to continue with revised mix of tenures than for the schemes to stall because they were no longer economically viable for developers. Members were informed that 1,000 new homes had been delivered in Barnet last year.

In relation to the Granville Road regeneration scheme, a Member questioned what the outcome of the public consultation meeting held in August 2013 had been. Officers

reported that parking had been a major concern and that proposals were being developed to manage this better in the local area. In addition, the proposed design of the scheme had been amended following feedback from residents; a detailed scheme would be forthcoming in 2014.

Responding to a question, the Leader confirmed that the Council had not yet procured a development partner for the southern side of the Brent Cross Cricklewood Regeneration Scheme. It was noted that on the northern side, meetings with Standard Life and Hammerson continue, to hopefully bring this part of the scheme forward soon.

A Member highlighted that of the 469 housing units delivered on regeneration schemes in 2012/13, none were affordable. The Leader commented that challenging targets relating to affordable housing in future years were expected to be achieved.

The Committee expressed concern regarding the design of some of the regeneration schemes and the potential for there to be a lack of community. It was also noted that the lifetime of the housing on the regeneration schemes was only expected to be around 60 years; the Committee considered that the new homes should have a much longer lifespan. It was pointed out that this is the normal design life for new homes.

RESOLVED that:

- 1. Officers be requested to provide a breakdown of the payments made to development partners for the Council's regeneration schemes and details of any costs recovered from development partners.**
- 2. The Committee are concerned that there will be inadequate health provision on regeneration estates and welcome the work of the Estates Working Group referred to in the preamble above.**
- 3. The Committee are concerned that affordable housing targets for regeneration schemes have not been achieved and the consequential impact on residents in housing need.**

9. HOUSING STRATEGY

The Committee welcomed the Strategic Director for Growth and Environment (Pam Wharfe), the Housing & Environment Lead Commissioner (Declan Hoare) and the Head of Housing Strategy & Performance (Paul Shipway).

Members expressed concern that the Cabinet Member for Housing was not in attendance for the item.

The Committee were informed that a review of the Barnet Housing Strategy (2010 – 2025) was due in 2014. Officers had been preparing the evidence base for the refresh to enable the revised strategy to be approved early in the 2014/15 municipal year. Members were informed that the major changes since the strategy was first adopted in 2010 were:

- the removal of the Housing Revenue Account (HRA) subsidy system and replacement with self-financing (as detailed in paragraph 6.2 of the report);

- challenges in procuring affordable accommodation following the introduction of the housing benefit cap; and
- a decrease in private ownership and an increase in the private rented sector which had impacted on the supply of affordable accommodation.

Members reported that they supported the Housing Strategy giving priority to those with a local connection. Officers highlighted that the current policy gave priority to those that had had a local connection for two years, adding that this could be increased as there was now more local discretion over policy. It was noted that some legal provisions around homelessness remained.

A Member expressed concern at regarding the Council's policy that they can discharge their social housing responsibilities in the private rented sector and the impact that this was having on communities.

The Committee highlighted that the proposed use of HRA headroom had not referred to in the report and questioned what proposal had been developed. Officers reported that the Council were receiving advice from Savilles on potential options.

RESOLVED that the Committee note the plans for developing a new Barnet Housing Strategy.

10. PARKING POLICY TASK AND FINISH GROUP

The Committee considered a report which sought a decision regarding whether the Parking Policy Task and Finish Group review should proceed, taking into account the current projected timetable for the internal Parking Improvement Project which included the development of a borough-wide parking policy.

The Housing & Environment Lead Commissioner (Declan Hoare) outlined the scope and timetable for the internal Parking Improvement Project. When questioned by the Committee, he clarified that payment methods were not currently in scope for the Project.

The Committee commented that the proposed Parking Policy Task and Finish Group review would be focussed on the costs and benefits of reintroducing cash meters in high streets and car parks, not the wider parking policy of the Council.

RESOLVED that the Committee confirm that the Parking Policy Task and Finish Group should proceed with the findings being reported to the next meeting of the Committee on 11 March 2014.

11. TASK AND FINISH GROUPS / SCRUTINY PANELS - RECOMMENDATION TRACKING

The Committee considered a report which provided an update on the implementation of recommendations made by Overview & Scrutiny Task & Finish Groups and Scrutiny Panels accepted by the Executive.

Officers reported that they had received the following submissions from Members who had served on the Supply of Secondary School Places Overview & Scrutiny Panel:

Councillor John Marshall: "I welcome the progress which has been made in the provision of Secondary School [places and in particular the opening of the Archer Academy which will help those living in NW11 and N3. I place great emphasis on the need to increase further the availability of vocational education. I also hope that we can make progress on the re-provision of the Pupil Referral Unit soon."

Councillor Pauline Coakley Webb: "My comment would be disappointment at there being no progress on finding an alternative site for, or refurbishing the Pupil Referral Unit. The progress on provision for vocational provision seems to be directed at Further Education establishments. I am unclear as to whether secondary schools will be on board to also meet the demand?"

RESOLVED that:

- 1. The Committee note the progress made in implementing the recommendations made in implementing recommendations made by Overview & Scrutiny Task & Finish Groups and Scrutiny Panels as set out in the report.**
- 2. The Committee remain concerned at the provision of secondary school places and vocational opportunities and request that the Education Overview & Scrutiny Committee give consideration to this issue at a future meeting.**

12. BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

RESOLVED that:

- 1. the Committee note the Forward Work Programme.**
- 2. Officers be requested to add the following items to the work programme for the 11 March 2014 meeting:**
 - i. North London Waste Authority**
 - ii. Crime and Disorder Scrutiny**
 - iii. Parking Policy Task and Finish Group**
 - iv. 20 mph Zones Task and Finish Group**

13. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 9.50 pm

Meeting	Business Management Overview and Scrutiny Committee
Date	11 March 2014
Subject	Local Authority New-Build Programme
Report of	Housing and Environment Lead Commissioner
Summary of Report	This report provides an update of the progress of the local authority new-build programme approved at the Cabinet Resources Committee on 24 June 2013.

Officer Contributors	Declan Hoare, Lead Commissioner for Housing and Environment Tony Piggott, Head of New-Build , The Barnet Group Ltd Chloe Horner, Housing Strategy and Business Improvement Manager, Regional Enterprise Ltd
Status (public or exempt)	Public
Wards Affected	All
Function of	Business Management Overview and Scrutiny Committee
Enclosures	None
Contact for Further Information:	Chloe Horner, Housing Strategy and Business Improvement Manager, Regional Enterprise Ltd, chloe.horner@barnet.gov.uk . 020 8359 4775

1. RECOMMENDATION

- 1.1 That the Committee consider the update on the Local Authority New-Build Programme as set out in the report and make appropriate comments and/or recommendations to the Cabinet Member for Housing

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee, 24 June 2013 - approved funding and property arrangements for Barnet Homes to build 41 new affordable homes on behalf of the Council.
- 2.2 Cabinet, 25 February 2013 – approved the Council’s Business Plan 2013/14 - 2015/16, which included an overview of the Housing Revenue Account Business Plan (Appendix 7) and the potential need for additional spend of up to £32.5m on the council’s housing stock.
- 2.3 Cabinet approved the existing Housing Strategy on 12 April 2010 (Agenda Item 8). Cabinet approved Barnet’s approach to social housing reforms and how they relate to the existing Housing Strategy on 14 September 2011 (Agenda Item 6). Cabinet also approved the Council’s Regeneration Strategy at this meeting (Agenda item 7).

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The local authority new-build programme will contribute to the Corporate Plan 2013-2016 strategic objective to “**Promote responsible growth, development, and success across the borough**”. In particular, the new affordable homes will help the council to achieve the priority outcome to maintain the right environment for a strong and diverse local economy through the delivery of new affordable homes. The building of 41 new local authority homes will assist the Council in its growth strategy to create more than 3,000 new homes over the next five years.
- 3.2 The programme supports the Council’s Housing Strategy 2010-2025 which includes “Increasing housing supply, including family sized homes” and “Promoting mixed communities and maximising opportunities available for those wishing to own their home” as strategic objectives.
- 3.3 The programme also supports the Council’s Regeneration Strategy strategic objective to “Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock” and “Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal”.

4. RISK MANAGEMENT ISSUES

- 4.1 All sites selected for residential development will need to be evaluated by the Council’s property services and legal teams to ensure that new housing development is possible and any easements or restriction that could affect the

development will be dealt with in an appropriate way. For example, it may be necessary to appropriate the land for planning purposes to facilitate the development.

- 4.2 There is a risk that not all the sites identified will be successful in obtaining planning permission. To mitigate against this, pre-application meetings will be held with named planning officers to provide advice.
- 4.3 Costs will be controlled through regular monitoring by the council to ensure the schemes deliver within the assigned budget.
- 4.4 It is proposed to fund the new-build programme through usable right to buy receipts. Failure to spend these will result in the receipts being returned to the government with interest.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to the Equality Act 2010, the council has a legislative duty to have “due regard” to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act, advancing equality of opportunity between those with a protected characteristic and those without, and promoting good relations between those with protected characteristics and those without. The protected characteristics include age, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The protected characteristics also include marriage and civil partnership with regard to eliminating discrimination.
- 5.2 The new affordable housing units built under this programme will be let in accordance with the council’s housing allocations scheme. The latest scheme was approved in September 2013 and was subject to a full equalities impact assessment to ensure it does not disadvantage any households on the basis of ethnicity, faith, gender, disability or sexual orientation or age. The scheme has also been subject to extensive consultation with residents and housing applicants.

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

- 6.1 The scheme has been capped at a total cost of £7.660m to build 41 affordable homes. This will be funded through usable capital receipts achieved through right to buy sales and supported by HRA surpluses from the balance account. The HRA modelling shows that the HRA can support this level of funding and still retain capacity to deliver on other priorities in the HRA business plan including supported housing and regeneration.
- 6.2 The land at Alexandra Road, N10, used to be a car park for the use of residents from the surrounding housing estate but was no longer required for this purpose and was appropriated for the development of 3 new-build family homes.
- 6.3 The Cabinet Resources Committee report on 24 June 2013 identified a number of other sites for the development of 38 additional homes at a cost of

not more than £7,093m. These sites are indicated in the table below. However, it was also established that if these sites did not progress then Barnet Homes would have the opportunity to submit other sites to replace them on the understanding that the total number of homes to be built and the overall cost did not change.

Site	Planning application submission	Start on site	Practical completion	Outputs in number of homes
Brent Place, EN5	September 2013	January 2014	December 2015	9
Haldane Close, N10	September 2013	January 2014	December 2015	13
Tarling Road, N2	October 2013	March 2014	February 2015	8
Warwick Close, EN4	September 2013	March 2014	February 2015	8
Total units				38

3.1

7. LEGAL ISSUES

7.1 The Council has a power under s122 of the Local Government Act 1972 to appropriate land from one statutory purpose to another where:

- The land is no longer required for the purpose for which it is currently held; and
- The purpose for which the land is to be appropriated is one for which the authority is empowered to acquire land by agreement.

7.2 The procurement of construction works must comply with the Public Contracts Regulations 2006 (as amended) where the works value exceeds the relevant statutory threshold.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

8.1 The Terms of Reference of the Overview and Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.2 Item 8 of the Business Management Overview and Scrutiny Committee Terms of Reference states that its role is:

“To have responsibility for the review of the policy framework and development of policy and strategy not within the remit of other overview and scrutiny committees”.

9. BACKGROUND INFORMATION

9.1 As is the case across most of London, Barnet Council is experiencing a rising cost in housing homeless households in temporary accommodation in its

duties as a housing authority. This cost is being pushed up by market conditions, particularly in the private rented sector and is exacerbated by the cap on the total benefits a household can receive. There is then a gap between what a household can pay and the cost of the temporary accommodation they are housed in and the council is currently meeting that gap. It therefore makes sense for the council to use its ability to build new housing to mitigate that cost (alongside a series of other measures). Sites have been identified on land that is within the curtilage of existing council housing estates that could provide up to 300 new-build homes over the next 10 years. This will assist the council in providing homes needed for Barnet residents.

- 9.2 As part of this a programme to build at least 41 homes on land on existing housing estates commenced in July 2013. The new homes will be owned by Barnet Council and let to households in housing need in accordance with the council's housing allocations scheme and local tenancy strategy. The council will receive all rent charged on the properties in accordance with the council's rent policy. At the same time the council is drawing up a new housing strategy and the precise make-up of the types of homes built and the rents to be charged on these sites should respond to the conclusions of the new strategy.
- 9.3 Barnet Homes, the council's Arms-Length Management Organisation, is managing the construction process. On completion, the homes will be managed by Barnet Homes in accordance with existing management arrangements for the existing council housing stock.
- 9.4 The first site for re-development is at Alexandra Road, N10. This was previously a car park for the benefit of the surrounding housing estate but has not been used as such for a number of years and is no longer required for this purpose. Therefore, two 4-bedroom and one 3-bedroom houses are being constructed on this site. These are on target to be completed on 19 February 2014 and residents have already been allocated these homes with the tenancies due to start on 21 February 2014.
- 9.5 Barnet Homes were tasked with working up further detailed proposals on other sites to develop a further 38 new-build homes on other sites.
- 9.6 Further to the sites identified in the Cabinet Resources Committee report of 24 June 2013, Barnet Homes has reconfigured the remaining programme and will be shortly formally seeking delegated approval for the changes from the Strategic Director for Growth and Environment as was agreed at the committee meeting. The table below shows the reconfigured sites and when the homes will be completed.

Site	Planning Application Submission	Start on Site	Practical Completion (latest)	Output in No. of Homes
Bedford Road NW7	February 2014	Sept 2014	October 2015	4
Brent Place CN5	April 2014	Sept 2014	October 2015	5
Woodcroft Ave NW7	April 2014	Sept 2014	October 2015	2
Tarling Road N2	March 2014	Sept 2014	October 2015	8
Haldene Road N10	March 2014	Sept 2014	November 2015	8
Wade Court N10	April 2014	Sept 2014	November 2015	11
Total				38

9.7 The new homes will be predominately family sized accommodation to meet priority housing need. In addition, a number of fully accessible wheelchair homes will be included to meet the needs of applicants with physical disabilities. All the homes will be completed by November 2015.

10. LIST OF BACKGROUND PAPERS

10.1 Interim Update Report on the Growth and Regeneration Programme:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=119&MID=7689#A15700>

Cleared by Finance (Officer's initials)	JH
Cleared by Legal (Officer's initials)	IDG/AK

Meeting	Business Management Overview and Scrutiny Committee
Date	11 March 2014
Subject	North London Waste Authority
Report of	Cabinet Member for Environment
Summary of Report	Members requested an update on the council's work with the North London Waste Authority. This report provides Members with an update, including finance, procurement and planning issues.

Officer Contributors	Lynn Bishop, Street Scene Director Michael Lai, Acting Waste Strategy Manager
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	N/A
Function of	Committee
Enclosures	None
Contact for Further Information:	Michael Lai, Acting Waste Strategy Manager michael.lai@barnet.gov.uk , 020 8359 7435

1. RECOMMENDATION

- 1.1 The Committee consider the update on the North London Waste Authority as set out in the report and make appropriate comments and/or recommendations to the Cabinet Member for Environment.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 North London Waste Authority - levy arrangements, Cabinet Resources Committee, 24 September 2013, Cabinet agreed that changes could be made to the alternative levy apportionment arrangements previously agreed by all North London Waste Authority constituent boroughs in January 2012. These changes allow for adjustments to the apportionment of levy costs such that Barnet's share of the additional levy costs arising from consignment of its commingled recycling to the NLWA from October 2013 will be brought in line with the payments made by the other constituent boroughs, subject to similar decisions being agreed unanimously by the other boroughs.
- 2.2 North London Waste Authority – Inter Authority Agreement, Cabinet 3 November 2011, Cabinet agreed to the signing of the Inter Authority Agreement (IAA) and to authorise the Interim Director of Environment, Planning and Regeneration, in consultation with the Chief Finance Officer and the Cabinet Member for Environment to agree the final form of the IAA on the basis set out in the report.
- 2.3 North London Waste Authority – Inter Authority Agreement, Cabinet 14 September 2011, Cabinet agreed in principle to the signing of the Inter Authority Agreement, with the exception of Principle four [relating to Household Waste Recycling Centres], and that the Leader should write to the North London Waste Authority indicating such agreement in principle, subject to approval at a future meeting of the Cabinet.
- 2.4 North London Waste Authority procurement – PFI Outline Business Case Submission, Cabinet 23 October 2008, (decision item 5).
- 2.5 The Cabinet Member for Environment and Transport authorised sign-up to the North London Joint Waste Strategy on 29 August 2008, (Delegated Powers decision no. 626).
- 2.6 The Leader and Cabinet Member for Resources, and the Cabinet Member for Environment and Transport authorised sign-up to the Memorandum of Understanding – North London Waste Authority procurement on 31 August 2008, (Delegated Powers decision no. 630).

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The council's Corporate Plan 2013-2016 includes the priority 'To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough'. This incorporates the aim to make it easier for residents to recycle, reducing the amount of waste sent to landfill and cutting costs to the council. This includes the following success measures:
- a) Increase the percentage of household waste sent for reuse, recycling and composting to 40 per cent
 - b) Maintain overall satisfaction levels for the recycling and refuse service (80 per cent).
- 3.2 The North London Waste Authority seeks to achieve both of these strategic objectives as it arranges for the treatment and disposal of waste collected by its constituent boroughs and seeks to realise any economies of scale that this joint working will deliver.

4. RISK MANAGEMENT ISSUES

- 4.1 The seven constituent boroughs (Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest) of the North London Waste Authority (NLWA) will require the provision by the NLWA of waste services and facilities to manage their waste including residual, organic and recyclable waste in a cost effective way that delivers high performance and value for money. In September 2013 NLWA ("the Authority") took the decision not to progress the long term procurement that had been developed up to that point. The Authority and the constituent boroughs will now need to work to agree and implement an alternative strategy, while ensuring that the appropriate arrangements continue to be in place to manage waste in the short to medium terms.
- 4.2 The NLWA is working on an Inter Authority Agreement (IAA) between each of the eight parties. This agreement would govern the future working relationship between all parties. By agreeing to the IAA, the council will be committed to a defined way of working in the longer term and would bear the cost of any variance from this defined way of working. Consequently there would be some reduction in the autonomy that boroughs would have to change their working arrangements. The version of the IAA that was the subject of the November 2011 Cabinet paper is now being substantially redrafted to reflect the change in circumstances since the decision to end the NLWA's previous procurement process. The core of the redrafted IAA will however continue to be an agreement to change the NLWA's levying and charging arrangements to a 'Menu Pricing' system with effect from 2016/17.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Corporate Plan (2013-2016) sets out a commitment that policies, functions and activities should be assessed for their equalities impacts and risks.

5.2 The proposed IAA between the NLWA and the constituent authorities has been considered in terms of any impacts it would have on residents, traders and other service users. The IAA, both in the form considered by Barnet's Cabinet in November 2011 and the form of the proposed redraft, will deal with the legal and financial relationship between the eight constituent authorities but does not specifically define the nature of services that would be provided to residents, traders and other service users. The IAA therefore does not have any direct implications for residents, traders and other service users. However service delivery will continue to be monitored to ensure there are no adverse outcomes on residents, traders and other service users.

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

6.1 Finance

Barnet pays the NLWA for the disposal of its residual waste and the treatment of its organic and recyclable waste through a statutory default levy. For 2014/15 Barnet will pay a base levy of £9.648m, £1.412m for non-household waste, £0.262m for chargeable household waste and a Household Waste Recycling Centre (HWRC) element of £725. This represents an increase of £2.146m over last year. £1.079m of this increase is a result of Barnet's decision to consign its commingled dry recyclable waste to the Authority from October 2013 instead of making its own arrangements for treatment. This necessitated a change to the NLWA levy apportionment mechanism so that Barnet will bear an equitable share of the increased costs that fall to the Authority in 2014/15 for the processing of additional tonnages of recyclable waste. The increase in the levy reflects increased overall costs for the treatment of recyclable waste in the market, which are not within the control of NLWA or the constituent boroughs. The levy increase of £1.079m, however, is expected to be largely offset by an estimated income of £0.322m in 2013/14 and £0.706m in 2014/15 as a consequence of Barnet qualifying for payments that will be made by the NLWA under its Commingled Income Payment Scheme (payment levels have regard to the income that the NLWA receives from its contractors' sale of recyclates obtained from the commingled waste stream).

6.1.1 In September 2013, the NLWA decided not to proceed with the long-term procurement project, but instead to develop an alternative strategy for its longer-term service delivery. For the purpose of setting the 2014/15 budget and levy it was agreed that the NLWA would retain balances of £5m to fund the costs of a new strategic direction. This will include the need for the Authority to renew a number of its current waste services contracts. Any balances not utilised in this way would become available to help finance the 2015/16 levy. Borough Directors of Finance were consulted and supportive of this approach.

6.1.2 In the future, costs for treating and disposing of waste are expected to continue to rise although not at the scale and timeline that would have been associated with the former procurement project. It is envisaged that the Authority will continue to benefit from the existing Energy from Waste (EfW) facility at Edmonton until it is replaced by a new facility, which is expected to

be available by 2025. The NLWA will seek to mitigate future increases by providing cost effective solutions. It is envisaged NLWA and all constituent boroughs will agree the terms of an IAA. This agreement which will need to be unanimous, is expected to contain, as previously intended, a move from the alternative levy apportionment mechanism agreed by constituent boroughs in January 2012 (and amended in January 2014) to a 'Menu Pricing' levy apportionment mechanism effective for and from 2016/17. Menu Pricing would mean that borough payments would be more closely linked with the actual cost of treating different types of waste, and therefore will reward boroughs for their recycling and waste minimisation efforts. Officers will review indicative menu prices when these become available, and will assess the financial impact on the council.

6.2 Procurement

The strategy for the future provision of waste treatment and disposal services to the NLWA constituent boroughs is under development at present. A report on a future residual waste strategy is expected to be presented to an Authority meeting in June or July 2014.

6.3 Performance and Value for Money

Any future provision of services will involve detailed work and scrutiny between the seven constituent boroughs and the NLWA, to ensure that it offers the best practicable and financial outcome.

6.4 Staffing

There are no staffing issues.

6.5 IT

There are no IT issues.

6.6 Property

There are no property issues.

6.7 Sustainability

The national target is for 50% of household waste to be recycled, reused or composted by 2020. This is also the target agreed by the seven constituent boroughs and the NLWA as part of the North London Joint Waste Strategy. It was envisaged that the previous procurement project would enable this target to be reached or exceeded, but this was also dependent on boroughs' performance. The achievement of this target will need to be considered alongside any alternative strategy for future procurement of waste services and facilities.

7. **LEGAL ISSUES**

7.1 The NLWA has the powers and duties of a Waste Disposal Authority (WDA) under the Environmental Protection Act 1990. The NLWA was created by Statutory Instrument, and it is an independent body with a separate existence from that of its constituent boroughs. Such independence is underlined by the provisions of the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006 which made revised provision for the issuance of levies to constituent boroughs, demands for payment and recovery of interest upon late payment. The constituent boroughs are Barnet, Camden, Enfield, Hackney,

Haringey, Islington and Waltham Forest. Constituent boroughs do not have the duties or powers of a WDA.

- 7.2 Constituent boroughs each appoint two Councillors to serve as Members of the NLWA. The Members currently appointed by the London Borough of Barnet are Councillor Dean Cohen and Councillor Daniel Thomas. There are ordinarily five Authority meetings per year, at which Members will make decisions.
- 7.3 The seven constituent boroughs, through unanimous agreement can agree, and indeed have agreed, alternative levy apportionment arrangements under the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006.
- 7.4 The draft Inter Authority Agreement (IAA) considered by Barnet's Cabinet in November 2011 was principally developed by lawyers appointed by NLWA and was negotiated with the Directors of Environment (or equivalent) with some input from lawyers from each of the constituent boroughs. In Barnet additional legal advice was sought from Counsel regarding the IAA, and the contents of the IAA. Counsel advised that: "in general, there is nothing that suggests that the IAA as a whole is unreasonable, it is though a matter of choice for the Council whether it wishes to sign up to it." In order for the North London authorities to change to menu pricing there would need to be a unanimous agreement of the constituent boroughs to do so.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The scope of the Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The terms of reference of the Overview and Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules within Part 4 of the Council's Constitution.
- 8.3 The Business Management Overview and Scrutiny Committee has within its terms of reference responsibility for "the review of the policy framework and development of policy and strategy not within the remit of other overview and scrutiny committees".

9. BACKGROUND INFORMATION

- 9.1 Barnet Council is a Waste Collection Authority and provides waste collection services to all residents including collections of residual waste, food waste, garden waste and "commingled" (mixed) dry recycling. The North London Waste Authority (NLWA) is the statutory Waste Disposal Authority (WDA) for its seven constituent Waste Collection Authorities (WCAs); Barnet, Camden, Enfield, Hackney, Haringey, Islington, and Waltham Forest. The NLWA is responsible for arranging for the treatment and disposal of waste collected by its constituent boroughs, but different powers apply to recyclable and compostable wastes than to residual wastes. Barnet sends residual waste (refuse) for disposal, garden waste for composting, food waste for anaerobic

digestion, and commingled recyclable materials for processing to NLWA. The various waste streams are treated by the NLWA's contractors.

9.1.1 The principal statutory duty for the provision for Household Waste Recycling Centres now rests with NLWA, but Barnet has chosen to continue to provide this service itself, although it still relies on the NLWA for the provision of services for residual waste and some recyclable wastes from Summers Lane.

9.2 Finance

9.2.1 Barnet pays the NLWA for the disposal and treatment of its waste through the alternative levy apportionment arrangements agreed by constituent boroughs (as permitted under the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006).

9.2.2 Any change to the basis for payments from the agreed levy apportionment arrangements requires the unanimous agreement by constituent boroughs. From 2012/13 the constituent boroughs agreed that the household waste element of the levy would continue to be apportioned on a tonnage basis and the other costs element on a council tax basis. Constituent boroughs, however, agreed a new levy element to facilitate the transfer of Household Waste Recycling Centres (HWRCs) from the boroughs to NLWA (other than Barnet and Enfield). The costs and income of the Authority are allocated to one of three levy elements according to the nature of the cost or income. Balances are ring-fenced to the relevant levy element.

9.2.3 For 2014/15 constituent boroughs have agreed two further changes which deal with Barnet's decision to consign its commingled recyclable waste to the NLWA (thus ensuring that Barnet pays an equitable share of the increased treatment costs for these wastes), and the substitution of one HWRC in Haringey with another. The three levy elements are:

- (i) A tonnage element – for the Authority's costs of treating wastes delivered to it by the boroughs, and where the levy is apportioned in proportion to actual borough household waste tonnages delivered or deemed to have been delivered for the year, two years prior to the relevant levy year, i.e. in February 2014 the Authority set the levy for 2014/15, and the NLWA apportioned the tonnage element using the most recent full-year audited data, namely 2012/13.
- (ii) A 'council tax base' element – for the Authority's other costs (including the transport and disposal of residual wastes from HWRCs), the levy is apportioned in proportion to each borough's council tax base for the relevant levy year.
- (iii) An HWRC element – for the Authority's costs of operating seven of the nine HWRCs in its area, where the borough in which each HWRC is located is levied for that HWRC's budgeted cost of service in the relevant levy year, after it has been adjusted for any ring-fenced balances (positive or negative) brought forward from the previous year. This does not include costs for Barnet as the HWRC is managed in-house, but includes a small charge (in respect of the acquisition and provision of the new HWRC at Western Road, Haringey) for Barnet

residents who from 2014/15 are forecast to use the new facility (in place of Hornsey High Street, Haringey).

- 9.2.4 Boroughs also pay charges for Non-Household (trade) waste and household waste for which a charge can be made, in-year, on an on-account basis according to tonnage statistics that they provide to the Authority for budget purposes. The charges are adjusted at the year end to reflect the actual tonnages that were delivered to the Authority.
- 9.2.5 The NLWA budget is reviewed by an all-party Members Finance Working Group, and by the Directors of Finance from the constituent boroughs.
- 9.2.6 The overall levy for 2014/15 which was agreed at the NLWA meeting of 13 February 2014 stands at £46,452m and represents an increase of £4.623m (11.05%) from 2013/14. The 2014/15 budget was prepared on a business as usual basis, i.e. using current contract terms and prices as uplifted for inflation, although part of the increase was a result of the NLWA taking on the responsibility of treating Barnet's commingled dry recyclables. The NLWA owns LondonWaste Ltd, an inward-facing company that operates the Energy from Waste plant and composting facility at the Edmonton EcoPark. LondonWaste Ltd paid a dividend of £7.0m to the Authority in 2013/14. The Authority is estimated to have a surplus of £11.907m at 31 March 2014; £6.907m of this was used to help fund the 2014/15 budget thereby limiting the average levy increase to 11.05% (the actual increase for each borough varies).
- 9.2.7 The NLWA's strategy for the provision of future waste services is being developed at present, and therefore it was necessary for the Authority to ensure that it had sufficient resources to fund the cost of any future decisions and outcomes in the coming year. Therefore in determining the 2014/15 levy it was agreed to not fully utilise revenue balances and instead retain balances of £5m. The retained balances sit outside of the Authority's operational budget and can be called upon by Members, if required, as decisions are made and contracts awarded. Any balances not utilised in this way would become available to help finance the 2015/16 levy. Borough Directors of Finance were consulted and were content with this proposed approach. It is acknowledged that the proposed budget is also some £3m to £4m lower than it would have been had the Authority continued with the previous procurement of waste services in 2014/15.
- 9.2.8 Barnet's share of the 2014/15 levy comprises a base element of £9.648m, charges of £1.412m for non-household waste, and £0.262m for chargeable household waste and a HWRC element of £725. This represents an increase of £2.146m over last year. The table below sets out the NLWA base levy since 2009/10, and Barnet's share of these costs, plus the non-household and chargeable household waste elements.

NLWA Base Levy and charges to London Borough of Barnet

	Total NLWA Base Levy (Excluding HWRCs)	Barnet Element	Non Household Charges to Barnet	Household Chargeable to Barnet (introduced in 2013/14)
	£'000	£'000	£'000	£'000
2009/10	43,647	8,738	1,474	-
2010/11	43,512	8,329	1,384	-
2011/12	43,512	8,286	1,415	-
2012/13	38,600	7,337	1,435	-
2013/14	39,440	7,503	1,233	242
2014/15	44,375	9,648	1,412	262

9.2.9 The table below shows the comparative figures for the 2013/14 and 2014/15 levies for each of the constituent boroughs. It can be seen that Barnet pays the largest share of the costs, as the borough consigning the highest tonnages of waste to the NLWA. Barnet's household waste tonnage figure has increased from 114,837.74 tonnes in 2011/12 to 130,840.68 tonnes in 2012/13. Allowing for the changes of other constituent boroughs, Barnet's share of the total household tonnages delivered to the NLWA in 2012/13 has increased from 18.84% to 21.64%. In 2014/15 Barnet picks up a 22.86% share of the council tax element of the levy.

NLWA levy 2013/14 and 2014/15

	2013/14 Levy			2014/15 Levy			Total Estimated Levy Change (Column 6 minus Column 3)	
	Base Levy Element	HWRC Levy Element	Total Levy	Base Levy Element	HWRC Levy Element	Total Levy		
	(1)	(2)	(3)	(4)	(5)	(6)		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Barnet	7,503	0	7,503	9,648	1	9,649	2,146	28.60
Camden	4,625	352	4,977	4,994	128	5,122	145	2.91
Enfield	5,161	0	5,161	5,180	0	5,180	19	0.37
Hackney	5,109	0	5,109	6,027	0	6,027	918	17.97
Haringey	6,014	438	6,452	6,567	808	7,375	923	14.31
Islington	4,461	579	5,040	5,167	614	5,781	741	14.70
Waltham Forest	6,567	1,020	7,587	6,792	526	7,318	(269)	(3.55)
Total	39,440	2,389	41,829	44,375	2,077	46,452	4,623	11.05

9.2.10 A larger proportion of the increase in levy costs to Barnet between 2013/14 and 2014/15 reflects Barnet's decision to consign its commingled dry recyclable waste to the Authority from October 2013 and a further change to the levy apportionment mechanism which was made so that Barnet bears an equitable share of the increased costs that fall to the Authority in 2014/15. The

NLWA Boroughs (other than Enfield) have indicated that collectively they will need Materials Recovery Facility (MRF) treatment capacity for 118,979 tonnes of material in 2014/15. The overall cost of the dry recyclable MRF services in 2014/15 is estimated to be £6.126m. The cost for processing recyclables is projected to be approximately £51.4 per tonne. Under the new service arrangements, Barnet pays its share of the NLWA's cost of this service provided by Biffa (and Bywaters for other parts of the NLWA area) under contract to NLWA, and Barnet will receive from NLWA a commingled income payment expected to be equivalent to 50% of the value of the separated recyclables that will partially offset these costs. Barnet's Medium Term Financial Strategy involves 'further increases in recycling rates' and this is linked to the increase in tonnages of recyclable materials consigned to NLWA. Prior to the launch of the new in-house waste and recycling service on 14 October 2013, recycling was collected by the contractor May Gurney, who arranged for the sale of the materials to the reprocessing market and provided a 50% income share to the council. The level of this income declined in the latter years of the contract.

9.2.11 The table below shows the commingled recycling income payment expected for 2013/14 and 2014/15 for each participating borough. The income to Barnet is expected to be £322,000 for 2013/14 and £706,000 in 2014/15. This is based on an assumed payment of £25 per tonne of recycling, and if a higher income is received this will be passed on to the constituent boroughs.

Comingled recycling income payment projections for 2013/14 and 2014/15

	2013/14 Commingled recyclable tonnes	2013/14 Commingled recyclable estimated income to borough (£'000)	2014/15 Commingled recyclable tonnes (estimated)	2014/15 Commingled recyclable estimated income to borough (£'000)
Barnet	12,864	322	28,225	706
Camden	17,000	456	19,000	475
Enfield *	0	0	0	0
Hackney	14,553	377	15,195	380
Haringey	20,000	526	20,500	512
Islington	14,273	373	14,559	364
Waltham Forest	19,000	507	21,500	537
TOTAL	97,960	2,561	118,979	2,974

* Enfield does not currently deliver dry recyclable waste to the Authority for treatment.

9.2.12 Barnet Officers are currently carrying out benchmarking of the costs for treatment/disposal of the various waste streams paid by other local authorities and Waste Disposal Authorities. When figures are available this will enable Barnet to effectively review and consider emerging Menu Pricing costs (please refer to section 9.4.3).

9.2.13 In the future, costs for treating and disposing of waste are expected to continue to rise. The rate of landfill tax is scheduled to rise from £72 to £80 per tonne on 1 April 2014. The government's intention for any further rises is not yet known.

9.3 Procurement of future waste services and facilities

- 9.3.1 At present the NLWA arranges residual waste disposal services through LondonWaste Ltd (LWL) and its contract for the delivery of waste to a landfill site in Buckinghamshire, and its Energy from Waste facility at the Edmonton EcoPark. Organic waste treatment is provided through a contract for LWL's composting facility at the EcoPark, and this is supplemented by arrangements for some organic waste to be treated at other locations where this offers the necessary capacity or improved pricing. Commingled recycling from Barnet is processed through NLWA's contract with two operators of Materials Recovery Facilities (which are Biffa Waste Services at Edmonton, where Barnet's recyclable materials are processed, and Bywaters in Bromley-by-Bow). The NLWA previously proposed to procure future waste management services and facilities, and one of the key drivers for this procurement was that at that time the Edmonton Energy from Waste plant was considered to be coming to the end of its working life. NLWA also arranges all waste electrical and electronic equipment (WEEE) recycling services in north London, including the current free WEEE collection service. Finally, as noted above, the NLWA provides certain services at Barnet's Summers Lane HWRC.
- 9.3.2 The NLWA procurement process was intended to replace the Edmonton Energy from Waste plant and provide modern and cost effective facilities to support higher levels of recycling and composting. This linked with the ambition to achieve a 50% combined reuse, recycling and composting rate for the North London area by 2020, which is the national recycling target and a target within the North London Joint Waste Strategy adopted by all boroughs and the NLWA.
- 9.3.3 An Outline Business Case was submitted to the Department for Environment, Food and Rural Affairs (DEFRA) in 2008 for Private Finance Initiative (PFI) credits, and credits of £258.4m were subsequently awarded by government.
- 9.3.4 The NLWA sought to procure two contracts; (1) a Waste Services Contract for the treatment of all the constituent boroughs' waste including the treatment of waste for disposal and the composting of organic waste, and an outlet for dry recyclables, and (2) a Fuel Use Contract for the use of the fuel produced through the treatment of waste, with potential facilities identified in Kent. It was anticipated that the length of the two contracts would be around 25+ years, with the two contracts to run concurrently.
- 9.3.5 The PFI credits of £258.4m for this project were withdrawn in October 2010, as a result of the Comprehensive Spending Review. Following the loss of this funding NLWA considered a number of alternative options for the way forward. The NLWA meeting of 5 April 2011 concluded that there were no substantive changes to the current procurement that would deliver a cheaper solution, and NLWA Members agreed to take forward the current procurement.
- 9.3.6 The number of bidders was reduced at various stages of the procurement, and in 2012 two bidders remained for each element of the procurement. One bidder (Veolia), who was bidding for both contracts then withdrew from the procurement in December 2012. The bidders remaining were FCC/Skanska

for waste services, and E.On/Wheelabrator for fuel use. The procurement progressed to the stage where draft final tenders had been received.

- 9.3.7 At the NLWA meeting of 26 September 2013, Members took the decision not to progress the procurement. Considerations included the pressure on public finances, changes in the planning environment and changes in the projected lifespan of the existing Edmonton Energy from Waste facility.
- 9.3.8 Energy from Waste is generally considered to be a cheaper form of treatment for residual waste than landfill, but due to previously unfavourable planning conditions the estimated cost of this option included significant planning risks. It is now considered that Energy from Waste is more deliverable than previously, linked to a growing commitment from the London Borough of Enfield and the Mayor of London to the potential for local energy production at Edmonton, based on Enfield's Edmonton Ecopark Planning Brief (SPD) and the Mayor's Planning Framework for the Upper Lea Valley. In addition, further detailed investigation by technical advisers suggested that with some investment, the existing plant could continue to operate until 2025.
- 9.3.9 The NLWA is now working with the constituent boroughs on developing an alternative strategy, based on continuing to use the existing Energy from Waste plant at Edmonton up to 2025, and then replacing it with a new Energy from Waste facility (which would be developed alongside the existing facility) capable of delivering heat to a Decentralised Energy Network (DEN). It is currently proposed that merchant facilities would be procured for other waste streams including recycling and organic waste. Options for funding are being considered.
- 9.3.10 It is considered that by pursuing an alternative strategy, significant savings of up to £900m could be made against the procurement option, even taking into account the costs of mitigating some of the risks that come with the alternative options. The alternative options based on merchant contracts for recycling, organic waste and HWRC operations would be based on shorter contracts than the Energy from Waste facility and could offer more flexibility. The Authority would be able to seek contracts to design, build and/or operate facilities for these waste streams if it felt sufficient capacity or competition was not available in the market, though this would impact on the savings. Pursuing an alternative approach will reduce the need to substantially increase costs to the constituent boroughs in the short to medium term.
- 9.3.11 At the NLWA meeting of 13 February 2014 Members agreed the appointment of planning and technical consultants to inform the emerging alternative strategy to the procurement. The NLWA's current Forward Plan of decisions by Members includes approval of a draft timetable for new residual waste treatment facilities in June or July 2014. A decision on future residual waste contract arrangements and consideration of future procurement options would take place in September 2014.

9.4 Inter Authority Agreement

- 9.4.1 The Leader and Cabinet Member for Resources, and the Cabinet Member for Environment and Transport authorised sign-up to a Memorandum of

Understanding, which was a precursor to an IAA in August 2008. This was required as part of the submission to DEFRA for PFI credits.

- 9.4.2 The NLWA has sought an IAA between the eight authorities. It was intended that the IAA would provide certainty to the bidders to the previous procurement of the close working relationship and commitment between the boroughs, thus reducing the amount of risk bidders' might price into their solutions and helping to achieve value for money. The IAA would be a legally binding agreement which will govern the working relationship between the NLWA and the constituent boroughs in the long term.
- 9.4.3 As part of the IAA, although it will now be different to that previously envisaged (as a result of the cessation of the previous main procurement project), it is proposed that there is a change from the statutory default levy to "Menu Pricing" from 1 April 2016. Under Menu Pricing, borough payments to the NLWA would be more closely aligned with the actual cost of treating different types of waste, and this will reward boroughs more directly for reducing waste and recycling more. A change from the statutory default levy apportionment mechanism to any alternative mechanism (including Menu Pricing) will require a unanimous agreement by the constituent boroughs.
- 9.4.4 On 3 November 2011 Cabinet agreed to the signing of the IAA and to authorise the Interim Director of Environment, Planning and Regeneration, in consultation with the Chief Finance Officer and the Cabinet Member for Environment to agree the final form of the IAA. All boroughs have delegated authority to sign the IAA, subject to minor amendments.
- 9.4.5 Now that the previous procurement is not being pursued, it is likely that there will be a substantial re-draft of the IAA. Officers are in the process of reviewing the form of the IAA with the other boroughs and NLWA. It is however expected that the redrafted IAA will still incorporate the principle that the NLWA's costs are more fairly apportioned than at present. For the IAA to work effectively all of the constituent boroughs need to have agreed it. It is currently understood that the constituent boroughs are generally supportive of work towards agreeing a revised form of IAA.
- 9.4.6 The NLWA agreed a policy in June 2010 related to the provision of Household Waste and Recycling Centres (HWRCs) in the North London area. This policy is based on the distance of residents from the nearest HWRC, and on this basis, there is a case for at least two additional HWRCs in Barnet. Additional HWRCs in Barnet would improve Barnet's recycling rate and therefore may reduce overall costs. The previous draft IAA includes a clause stating that the transfer of HWRCs will include provision to give 'appropriate weighting to the views of the WCA (Waste Collection Authority – such as each of the seven constituent boroughs) in whose area the proposed site or site subject to proposed development is situated'. A WCA cannot have an absolute veto against the development of new HWRCs, as the NLWA has a statutory duty to provide this service. However, any new HWRC will require planning permission from the relevant borough. The costs of any new HWRCs including land would be allocated on the basis of a survey of site visitors to understand which borough they were resident in, and it is likely that the cost of any new HWRC in Barnet would be largely borne by Barnet unless it is close to the border with another NLWA constituent borough.

9.4.7 Any revised IAA document is expected to include the following:

- General principles and structures for partnership working;
- The respective responsibilities of the NLWA, and the constituent boroughs;
- The constituent boroughs' obligations to the NLWA and other constituent boroughs in relation to the provision of information on the waste streams they expect to deliver to the NLWA, in what form and quantities they expect these wastes to be delivered
- Requirements for the provision of information such as pricing information and any service changes, to allow all parties to make informed decisions;
- Commitment to work towards agreed reuse and recycling targets;
- The development of the Household Waste Recycling Centre service, including how any decision about the service will be made and how the cost of any existing and new sites will be allocated;
- The introduction of Menu Pricing from 2016/17;
- The requirement for boroughs to provide binding tonnage projections where necessary and for the apportionment of any liabilities in relation to these projections where reflected in any of the NLWA's future contracts.

9.5 Planning

9.5.1 The North London Waste Plan

The North London Waste Plan (the Plan) is being drawn up jointly by the London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. It is not produced by the NLWA. Its purpose is to set out the policies for determining planning applications for waste facilities and to identify sufficient sites for waste management use in the area to meet the London Plan requirements. The Plan was to be considered through an Examination in Public in June 2012. However, the Planning Inspector concluded that the Plan did not comply with the legal requirements of the "Duty to Co-operate" in that there had not been sufficient constructive, active and ongoing engagement during the preparation of the Plan between the North London Boroughs and the planning authorities to which significant quantities of waste are exported. The Plan itself was not considered during the Examination, and the process was halted on a point of procedure. Work on a revised North London Waste Plan has now begun. However, planning work in relation to future waste management sites will continue as part of the NLWA strategy for future waste services and facilities, and is not dependent on the approval of the North London Waste Plan.

9.5.2 Pinkham Way

The NLWA previously purchased part of the Pinkham Way site from London Borough of Barnet. The other part of the site remains in London Borough of Barnet's ownership. An outline planning application was submitted for both sites by NLWA to the London Borough of Haringey in May 2011 for a Barnet Council depot and NLWA waste management facilities to be operated by the successful bidder to the previous waste services procurement at the Pinkham

Way site. As a result of the procurement developments, it became clear that the Edmonton facility would proceed in advance of the Pinkham Way proposal. In April 2013 NLWA formally withdrew the planning application for a waste facility at Pinkham Way. Following the decision not to pursue the procurement, the Pinkham Way site will remain an asset for the NLWA due to its strategic location and planning designation as an employment site, but there are currently no active plans for its use by NLWA at present.

9.5.3 Future Barnet depot and transfer station

Barnet requires a replacement site for its current depot at Bittacy Hill, Mill Hill from December 2016, when the site must be vacated for future development. A number of options have been and continue to be considered, including the part of the Pinkham Way site owned by the council. Key considerations include the size of site required for operations, and its location within or close to the borough and its proximity to good transport links.

9.5.4 Currently the majority of Barnet's residual waste and a proportion of Camden's and Haringey's waste is delivered to the Hendon Waste Transfer Station which is provided by NLWA, for transportation by rail to a landfill site in Buckinghamshire. The Authority's current arrangements at Hendon are due for renewal in December 2014 and are therefore under review.

10. LIST OF BACKGROUND PAPERS

10.1 None.

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Cleared by Legal (Officer's initials)	PD

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Meeting	Business Management Overview and Scrutiny Committee
Date	11 th March 2014
Subject	Crime and Disorder Scrutiny 2013/14
Report of	Cabinet Member for Resident Safety and Engagement
Summary of Report	<p>This report provides an update as requested by the Business Management Overview and Scrutiny Committee on:</p> <ul style="list-style-type: none"> (i) The new policing model (ii) Enhancements to the Safer Communities Strategy (iii) Delivery against the Safer Communities Strategy 2011-2014 (iv) Update from the Barnet Community Safety Engagement Group (CSEG)

Officer Contributors	Kiran Vagarwal, Head of Community Safety
Status (public or exempt)	Public
Wards Affected	All
Key Decision	None
Reason for urgency / exemption from call-in	N/A
Function of	Business Management Overview & Scrutiny Committee
Enclosures	<p>Appendix 1: Summary of Enhancement Projects</p> <p>Appendix 2: Progress report on delivery of the Safer Communities Strategy 2011-2014</p> <p>Appendix 3: Changes to CSEG</p> <p>Appendix 4: Proposals for the Barnet Safer Neighbourhood Board (SNB)</p> <p>Appendix 5: Draft terms of reference for the SNB</p>
Contact for Further	Kiran.vagarwal@barnet.gov.uk

1. RECOMMENDATION

1.1 That the Committee consider the updates on:

- **New Policing Model;**
- **Enhancements to the Safer Communities Strategy;**
- **Delivery Against the Safer Communities Strategy 2011/12 – 2014/15;**
and
- **Barnet Community Safety Engagement Group**

as set out in the report and make appropriate comments and/or recommendations to the Safer Communities Partnership Board and Cabinet Member for Resident Safety and Engagement

1.2 The Committee note the dissolution of the Barnet Community Safety Engagement Group and introduction of the Safer Neighbourhood Board as set out in section 12 of this report.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Policy & Performance Overview and Scrutiny Committee, 25 January 2010, Decision 7, Crime & Disorder (Overview & Scrutiny) Regulations 2009
- 2.2 Policy & Performance Overview and Scrutiny Committee, 13 April 2010, Decision 6, Police Strategic Assessment
- 2.3 Business Management Overview and Scrutiny Committee, 28 February 2011, Decision Item 9, Crime and Disorder Scrutiny – the Committee received evidence from the responsible Cabinet Member and representatives from the Metropolitan Police. A number of recommendations were made for the Safer Communities Partnership Board to take into account when developing the Safer Communities Strategy for the period 2011/12 to 2014/15
- 2.4 Cabinet, 11 September 2011, Decision Item 5, Safer Communities Strategy
- 2.5 Cabinet Resources Committee, 12 June 2012, Implementation, and Enhancement of the Partnership Safer Communities Strategy
- 2.6 Safer Communities Partnership Board, 16 October 2012, Agenda Item 5 (Safer Communities Strategy: Review of Progress against Objectives)
- 2.7 Business Management Overview & Scrutiny Committee, 20 November 2012, Crime and Disorder Scrutiny – Update on the Implementation of the Safer Communities Strategy 2011/12 to 2014/15
- 2.8 Safer Communities Partnership Board, 24 January 2014, Progress on Delivery of Barnet's Safer Communities Strategy 2011-2014

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Safer Communities Strategy constitutes the three year partnership plan, as required by the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006.
- 3.2 The strategy outlines the joint work delivered by the Council and its partners through the Safer Communities Partnership Board, complying with the statutory requirements for community safety partnerships.
- 3.3 The work of the Safer Communities Partnership Board links across all the priorities set out in Barnet's 2013-14 Corporate Plan, specifically cohesive and safe communities.

4. RISK MANAGEMENT ISSUES

- 4.1 The 2011 report to Cabinet highlighted a risk of not meeting the targets set out in the strategy. This risk has been successfully managed through the rigorous performance management of the Safer Communities Partnership Board.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Each of the priorities in the Safer Communities Strategy will have an equalities dimension in that they may impact on communities in different ways. The performance management of these priorities considers disproportionality of victims or offenders as it relates to equalities and diversity (this includes gender, age, ethnicity, disability and faith, sexual orientation), building on the data contained in the annual strategic crime needs assessment.
- 5.2 The strategy includes priorities which specifically have an equalities dimension such as domestic violence, violence against women and girls and hate crime.

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

- 6.1 The strategy is delivered through existing council resources and funds secured through the Mayor's Office for Policing and Crime (MOPAC) Safer Communities Fund which supports delivery of the priorities set out in the Mayors Police and Crime Plan 2013-2016.

7. LEGAL ISSUES

- 7.1 Section 19 of the Police and Justice Act 2006 requires every local authority to have a crime and disorder committee with the power to review or scrutinise decisions made or other action taken in connection with the discharge by the responsible authorities of their crime and disorder functions. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 complement these provisions and are supported by Home Office guidance.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The terms of reference of the Business Management Overview and Scrutiny Committee includes:

“In relation to crime and disorder:

- (i) to consider all matters, not the responsibility of the Executive, relating to crime, disorder, anti-social behaviour and scrutiny of the Safer Communities Partnership Board in accordance with the provisions of the Police and Justice Act 2006.
- (ii) to make recommendations to Council on the appointment of representatives to serve on the Barnet Community Safety Engagement Group and to receive regular reports as necessary from those representatives to highlight crime and disorder matters of public concern.”

9. BACKGROUND INFORMATION:

9.1 The New Policing Model

- 9.1.1 The Metropolitan Police Service (MPS) has changed the way they operate to ensure they provide the community with a more effective and consistent police service. The changes in Barnet took place in June 2013.
- 9.1.2 The police have met some tough challenges by the Mayor of London – to cut crimes by 20%, cut costs by 20% (approximately £500 million) and improve public confidence by 20%.
- 9.1.3 In order to do this there was a need to fundamentally change the way in which the police operate and, in line with the Metropolitan Police Commissioner's vision for Total Policing, the MPS has established a new approach to local policing called the Local Policing Model (LPM).
- 9.1.4 The LPM has involved a big change in the way boroughs operate and aim to ensure that the police deliver a high quality and consistent service to Londoners.
- 9.1.5 It is designed to move resources to the front line, increase visibility and flexibility and improve quality of service to increase public confidence.
- 9.1.6 The LPM was rolled out in two tranches to ensure the right number of officers and resources are available on each borough in time for their go-live dates.
- 9.1.7 Barnet was part of the first tranche and was rolled out in June 2013.

9.1.8 Neighbourhood policing will be the foundation of the LPM. 2,600 officers from across the MPS will be re-aligned to Safer Neighbourhood Teams, which will reinforce existing ward-based policing.

9.1.9 These extra 2,600 officers will have a stronger focus on enforcement, crime prevention, investigation, the reduction of anti-social behaviour, cutting crime, long-term problem solving and even greater responsiveness to community concerns.

9.1.10 The Neighbourhood Policing Teams are:

- led by an Inspector and dedicated to working in communities.
- continue to respond to local priorities, provide reassurance, and continue to engage with local people.
- enhance coordinated activity across ward boundaries for more effective community problem solving.

9.1.11 Each ward continues to have a named Police Constable and Police Community Support Officer that will not be removed from ward duties; the other officers on the team will work across wards. This means the Neighbourhood Inspector has more officers to use that will not be restricted by ward boundaries. In addition, Emergency Response and Patrol Teams will provide a swift and professional response to calls for help and effective patrol to combat crime.

9.1.12 Borough Tasking Teams will add a flexible resource for tackling crime and disorder problems. The CID (Criminal Investigation Department) will investigate serious crime and a Community Safety Unit will look after the most vulnerable victims.

9.2 Enhancement to the Safer Communities Strategy

9.2.1 The Safer Communities Partnership Board confirmed support for the Outline Business Case to enhance the Safer Communities Strategy in April 2012. Cabinet Resources Committee (CRC) approved the Outline Business Case in June 2012. The enhancement related to four projects:

Project	Funding	Update
Conditional Cautions	Secured funding from MOPAC (Mayor's Office for Policing and Crime)	Delivered by Westminster Drugs project, following the council's procurement process.
Neighbourhood Justice Panels	Secured funding from MOPAC	Delivered by Victim Support following council's procurement process
Community Coaches	CRC approved funding	Delivery starts April 2014 by Homestart through a contract variation
Integrated Offender Management	Secured funding from MOPAC	<ul style="list-style-type: none"> • Cohort expansion methodology produced and presented to the Safer Communities Partnership Board on 24th January 2014 (Agenda and documents available online)

		<ul style="list-style-type: none"> • Additional officer recruited for the IOM Team – January 2014.
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9.2.2 A summary of each of the above projects is provided in **Appendix 1** of this report.

9.3 Delivery against the Safer Communities Strategy 2011-2014

9.3.1 A progress report on the delivery of the Safer Communities Strategy 2011-2014 was presented at the January Safer Communities Partnership Board (SCPB).

9.3.2 The SCPB receives quarterly updates on performance which are also available via the council's committee papers website:
<http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=457>

9.4 Update from the Barnet Community Safety Engagement Group

9.4.1 Community Engagement Groups have now been replaced by Safer Neighbourhood Boards (SNB's) following a commitment in the Mayor of London's 2012 election manifesto.

9.4.2 The Boards will replace existing Community and Police Engagement Groups (CPEGs). CPEGs were established as a result of the Scarman Report which identified a collapse in relationship between the police and local communities as contributing to the 1982 Brixton Riots

9.4.3 The attached briefing (**Appendix 2**) sets out the proposed changes and was presented to the Safer Communities Partnership Board at their meeting on 25th October 2013.

9.4.4 Following some positive partnership working by members of the SCPB and with assistance from MOPAC and CommUNITY Barnet, the transition from the Community Safety Engagement Group to the new Safer Neighbourhoods Board has taken place.

9.4.5 At the last SCPB held in January 2014 a proposal of the Neighbourhood Board and terms of reference was presented. These documents are attached at **Appendix 3** and **Appendix 4**.

13. LIST OF BACKGROUND PAPERS

13.1 London Assembly, Police, and Crime Committee – Safer Neighbourhood Boards 2013: <http://www.london.gov.uk/sites/default/files/13-08-02-SNB%20REPORT-%20Police%20and%20Crime%20Committee%20-%20FINAL%20.pdf>

13.2 MOPAC – Safer Neighbourhood Boards – Guidance: <https://www.london.gov.uk/sites/default/files/Safer%20Neighbourhood%20Boards%20Guidance.pdf>

- 13.3 Safer Communities Partnership Strategy 2011-2014:
https://www.barnet.gov.uk/downloads/download/116/safer_communities_partnership_strategy_2011-2014
- 13.4 Business Management Overview & Scrutiny Committee, 20 November 2012, Crime and Disorder Scrutiny – Update on the Implementation of the Safer Communities Strategy 2011/12 to 2014/15:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=119&MID=6578#A12287>
- 13.5 Safer Communities Partnership Board, 24 January 2014, Progress on Delivery of Barnet’s Safer Communities Strategy 2011-2014:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=457&MId=7566>

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Appendix 1

Adults & Communities		
Report Name:	Update on Enhancement Projects: Community Coaches, Alcohol Conditional Cautions and Restorative Justice updates.	
Meeting:	Safer Communities Implementation Group. 27 February 2014	
Report Author:	Jamil Mughal , Community Safety Team	
Responsible Officer:	Kiran Vagarwal, Head of Community Safety	
Outcome Required:	<u>Information Only</u> <u>Feedback/comments required</u>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Agenda Item No:	7	

1.	Paper / Item Summary <i>(please provide a short summary of the paper)</i>
	To provide an update to the Safer Communities Partnership Implementation Group on the progress of the Enhancement Projects: Community Coaches, Alcohol Conditional Cautions, and Neighbourhood Restorative Justice Panels.
2.	Decision(s) Required
	Note progress and comment on progress
3.	Feedback / Comments Required
	As above.
4.	Business Plan <i>(does this paper support the business plan? If so, how? Please describe below).</i>
	These projects support the Safer Communities Strategy and enhance the approach to offender management and the use of restorative justice solutions.

1.0 Introduction

Barnet Safer Communities Partnership has developed a new commissioning model based on closer alignment of partner resources to implement interventions to prevent offending and re-offending, diverting individuals away from the criminal justice system at the earliest appropriate stage. Two projects are funded through MOPAC (The Mayor's Office for Policing and Crime) and one project is funded through the council.

The projects are:

- Community Coaches (a volunteer led life-coaching service for people identified as being at risk of becoming involved in ASB or offending) – funded through the council
- Alcohol/ ASB awareness conditional cautions (a recognised police disposal for certain crimes) – funded through MOPAC
- Restorative Justice Panels (volunteer led restorative justice interventions) – funded through MOPAC

2.0 Background

MOPAC expects the Governing bodies responsible for community safety and criminal justice in London to focus on reducing crime and boosting confidence, by working together in the interests of Londoners, particularly those who are vulnerable and those who are victims. Against the backdrop of public sector cuts, this has to be done by driving out inefficiencies and getting the best value for money possible from the limited resources available.

Alcohol Conditional Cautions

Objective

To target the root causes of offending behavior driven by alcohol and therefore reducing the risk of further offending through rehabilitative alcohol awareness courses. The scheme will target people who are arrested for alcohol related offences in Barnet who could be prosecuted in court if alternatives are not available.

Westminster Drugs Project have been awarded the contract to supply and administer the rehabilitative alcohol awareness courses. The courses will be delivered in partnership with Barnet council and the Police over a two year period commencing 11th February 2014.

The target is to deliver and administer one rehabilitative alcohol awareness course every month for twelve months. It is anticipated each course will accommodate up to 16 offenders. The expectation is that each offender will self-fund the course at fee of £44.00 and complete within 12 weeks of the offence being committed

Supplier

Westminster Drugs project are a charity specialising in helping those affected by drug and alcohol use. A long established company over 23 years have extensive experience of working with people in a wide range of circumstances. WDP started off as a little community centre in Westminster they have expanded and now run 22 centres across London and the south-east of England.

Targets

- A minimum of 400 Police offender referrals to WDP per year
- A minimum of 200 offenders to attend the course per year
- A minimum of 90% of offenders to successfully complete the course
- Numbers of repeat offender's over a 6 month and 10 month period below 10%

Progress

The course design and staff training has been completed. A final draft of the contract is expected to be completed by Friday 28th. The first course is on track to be delivered at the end of March 2014.

Restorative Justice Panels

Objective

Restorative Justice Panels are individual restorative justice interventions led by trained volunteer facilitators which bring together 'victims and offenders' or 'parties in dispute' to discuss the impact of low level crime or antisocial behaviour and agree the best resolution, including reparation. The panels will create an alternative vehicle to mainline judicial options, enabling low level crimes to be resolved to the satisfaction of the victim without 'criminalising' the offender.

Victim Support have been awarded the contract to manage the "justice panels" in partnership with Barnet council and Police. The contract life is 3 years commencing February 2013 subject to MOPAC funding. The aim is to recruit and train a minimum of 20 volunteer's taking into account gender and diversity to cater for individual requirements, in addition between 100-200 Justice Panels to be held per year.

Supplier

Victim Support is an independent charity for victims and witnesses of crime in England and Wales. They were set up over 38 years ago and have grown to become the oldest and largest victims' organisation in the world. Every year, they contact over 1.5 million people after a crime to offer their assistance.

Targets

- To recruit and train a minimum of 20 volunteers
- A minimum of 100-200 panels to be held following referral from Police per annum
- A minimum of 100 successful outcome agreements being upheld.
- Number of repeat offences in the 6 and 12 months following panel agreements to remain below 10%
- Number of victims completing a satisfaction survey 100%
- Number of victims satisfied above 85%

Progress

Recruitment and training underway, the supplier is working with police to finalize a documented referral process.

Community Coaches

Objective

Community Coaches is a life-coaching pilot scheme for Safer Communities which will use structured interventions led by community volunteers to prevent people becoming involved in crime and antisocial behaviour, where a risk has been identified.

The project will be expected to build on the learning and experience of the existing community coach's model developed for vulnerable families and adults – but is being commissioned as a separate pilot and will have key differences in terms of the specific target group.

The target group are :

- Individuals who may have come to the attention of the Police or Council and patterns of behaviour have been identified which indicate that the individual may become involved in crime or antisocial behaviour e.g. regular truants/ suspensions from school.
- People who have been involved in low level crime or antisocial behaviour, who have admitted guilt and already voluntarily participated in a restorative justice intervention or completed a conditional caution.

This will be a twelve month pilot delivered by Home-Start.

- Home-start Barnet will recruit qualified coordinators and approximately 20-25 volunteers to prepare for and facilitate 3 to 5 brief interventions each. The aim is to accommodate 60-80 interventions per year. As a guide it is expected that each individual would receive 15 – 25 hours of support over 8 to 12 weeks.

Supplier

Home Start Barnet has been in operation since October 1997. They have grown as an organisation from one member of staff supporting 10 families with 17 volunteers to 14 staff supporting 277 families and 557 children with 99 trained volunteers by the end of March 2009.

Targets

- To recruit and train 20-25 volunteer's
- Number of coaches delivering coaching 80 existing and 30 additional resource taking into account diversity and gender requirements
- To hold 60- 80 interventions per year

London Borough of Barnet

Safer Communities Partnership

'Working together for a safer Barnet'

Crime and Community Safety in Barnet

A snapshot of the delivery and performance of the
Safer Communities Partnership Board

January 2014 Version 1.0

Barnet Community Safety Team

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Foreword

The Barnet Safer Community Partnership has been inspirational, continually moving forward on many fronts, collaborating and forging new ideas and ways of working.

The Partnership brings together the Metropolitan Police, Barnet Council, London Fire Brigade, Probation Service, Middlesex University Criminology Department, Magistrates Court, Crown Prosecution Service, National Health Service, Job Centre Plus, Victim Support and the voluntary and community sector.

It is the willingness and enthusiasm of all the partners to get involved and work with one another that is proving highly effective. Networking between the partners has led to a better understanding of everyone's needs and the possibility of synergies.

We believe through working together we can all contribute to making Barnet a better and safer place to live and work.

Councillor David Longstaff
Chair, Safer Communities Partnership Board
Cabinet Member for Safety and Resident Engagement

Barnet's population

Barnet is a vibrant and culturally rich borough of London, home to a growing and diverse population. With a 2011 population of 356,400 Barnet is the second most populous borough in London and the fourth largest in area at 86.7sq. Barnet comprises 20 town centres, green belt areas, metropolitan areas and a significant proportion of densely populated suburban areas.

Barnet's transport infrastructure means that the borough is highly connected with other parts of London and the UK: with the second most kilometres of arterial roads; the M1 link to the North; the North Circular Road connecting to the East and West of London; two branches of the Northern Line and a national and international bus terminus (Golders Green). Brent Cross, one of London's few self-contained regional shopping centres, continues to be a major attraction for people to come into Barnet.

The 2011 Census confirmed Barnet to be a large and growing community (Barnet's population has increased by 41,800, +11.5% since 2001) and an important contributor to the demography of London.

The census shows that there is an approaching spike in the elderly population (the full effects of which are yet to impact the borough) and confirmed the reality on the ground with regards above-projected increases of children and young people (an additional 1,650 0-19 year olds and 1,300 more 20-24 year olds compared to previous estimates), resulting in pressure for school places and other services.

The data also shows an increase in the adult population compared to previous projections, with particular increases in the 25-34 year old group. 51.5% of the Barnet population are female – higher than the London proportion, rising to 67.5% among over 85s. Conversely, among the under 20s, males predominate, at 51.4%.

Performance summary

Overall crime reduction performance is strong, we have seen:

- Long term reductions across almost all of the MOPAC crime types.
- Some of the largest year to date reduction in residential burglary and robbery in London.
- Barnet Police achieving the second highest detection rate for residential burglary in the MPS at over 20%.
- Reductions in most types of violent crime.¹
- Barnet Probation; Integrated Offender Management Team (IOM) and Youth Offending Service are performing strongly relative to peers.

MOPAC7 Long term performance

Since the 2011/12 baseline Barnet has achieved an overall **14.4% reduction** in the MOPAC7 crimes². This reduction equates to **2192 fewer offences** per year and outperforms the overall London reduction by 2.9 percentage points.

This reduction has resulted from achieving reductions in six out of the seven MOPAC7 crime types over the last two years.

Theft from person is the one MOPAC7 crime type to go up; the increase in Barnet exceeds the London average 10% increase by 1.6% points. Of the reductions, of particular note are:

- 33.5% reduction in robbery (exceeding the London reduction by 10.7 percentage points) equating to over 400 fewer victims of robbery per year in Barnet
- 13% reduction in burglary (exceeding the London reduction by 4.1 percentage points) equating to over 635 fewer households and businesses becoming victims of burglary every year in Barnet

Table 1: Rolling 12 months vs. 2011/12 baseline

<i>Crime type</i>	<i>FY 2011/12</i>	<i>Current Rolling 12 months</i>	<i>% change</i>
MOPAC 7	15,261	13,069	-14.4%
Burglary	4,912	4,274	-13.0%
Criminal Damage	2,361	1,881	-20.3%
Robbery	1,199	797	-33.5%
Vehicle	3,602	3,049	-15.4%
Vehicle	956	773	-19.1%
Theft from Person	692	772	11.6%
Violence with Injury	1,539	1,523	-1.0%

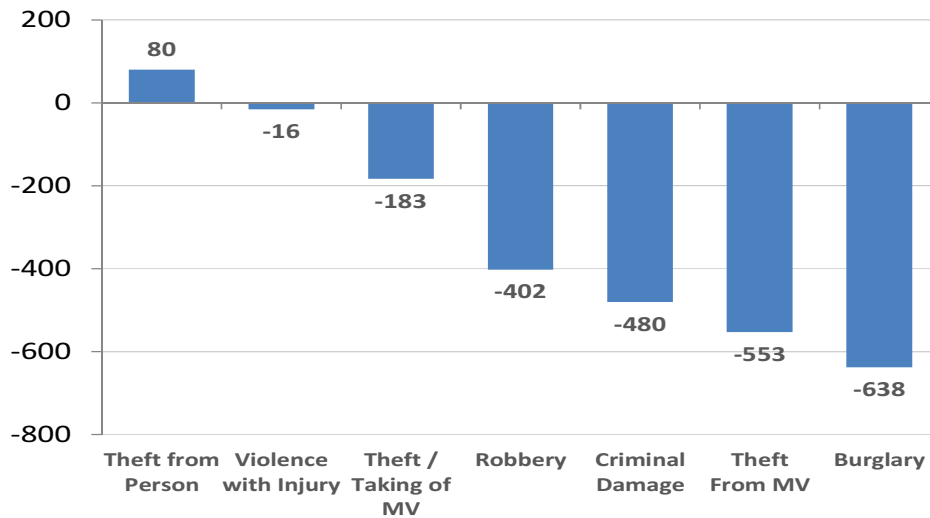
¹ FYTD April to 29 Dec 2013 Non-DV VWI, Knife crime, Gun Crime and Serious Youth Violence all down vs. one year ago.

² Rolling 12 months up to 31 Dec 2013

Table 2: Fewer victims of crime in Barnet

Fewer victims of crime in Barnet

Volume change in the MOPAC7 crime types in Barnet, most recent rolling 12 months (to Dec 2013) vs. 2011/12 baseline



Recent performance

Over the last six and 12 months Barnet has built on the long term reductions: compared to one year ago **overall total crime is down 9.5%** in the last 12 months³. MOPAC7 crimes are down 6.7% in the same period; and there have been further reductions for burglary, robbery, criminal damage, and theft from motor vehicle. Theft of motor vehicle, Theft from person, and Violence with injury is up in the last 12 months (note the increase in Violence with injury is due to an increase in reported domestic violence offences).

Over the Financial year to date (Apr 2013 to 5th Jan 2014) Barnet has the largest volume reduction (equates to a 19% drop) in residential burglary.

³ Rolling 12 months to 31 Dec 2013 vs. same period last year

Integrated Offender Management (IOM)

The Barnet IOM programme was implemented on June 6th 2012 as a **co-located**, multi-agency team comprising of Police; Probation; Local Authority; Jobcentre+; and Housing resettlement, Mental Health, Substance Misuse specialists. The team puts in place bespoke interventions for the offenders - individually tailored to maximise the chance of **breaking the cycle of offending**. These combine support, prevention and enforcement interventions as necessary.

Reflecting the local community concern about residential burglary, there is a strong **burglary focus** to the cohort of offenders on the IOM scheme (which includes a combination of Statutory and Non-Statutory offenders). The IOM team draw on information from various partners to build a clear picture that allows **intelligence based** decision making. All the information sharing is underpinned by Information Sharing Agreements that are regularly reviewed.

Barnet IOM performance is positive

Clients in the IOM cohort (initial cohort size 97, current size 72) offend less after joining IOM - 36% reduction in monthly conviction rate

Positive impact on Probation performance

Reduced IOM cohort offending is translating into improved headline Probation performance. Overall Barnet Probation re-offending rate has fallen from around 8% prior to having IOM to around 6%.

Positive impact on borough crime levels

Reduced IOM cohort offending is translating into less crime and fewer people becoming victims of crime in Barnet. Our best current estimation is that around 60 of the 336 reductions in Barnet's residential burglary between Apr – Sep 30 were due to reduced criminal activity of the IOM cohort – approximately 18%.

Expanding the IOM cohort

In the last two years⁴ the top 2.9% of repeat Barnet arrested offenders accounted for over 1100 arrests⁵, the actual number of crimes perpetrated is likely to be far greater. If an expanded IOM is able to deliver the same size reductions in offending as has already been demonstrated by the existing cohort, this would lead to a significant reduction in crime and hence number of people becoming victims of crime in Barnet.

⁴ To October 2013

⁵ Based on number of separate allegations arrested for

Impact of expanding the IOM cohort – Barnet projections

If the current top 170 repeat offenders not on IOM were included in an expanded IOM cohort and achieved the same size reduction in offending as the existing IOM cohort: it is estimated that this would contribute to a reduction of 884 total offences per year equating to reductions of:

- 3.8% in Barnet’s headline crime rate
- 3.1% for the residential burglary rate
- 5.4% for the Robbery rate.

The partnership will be seeking support from MOPAC and partners to fund and recruit an IOM coordinator to take forward expansion of the IOM project in Barnet. We will be applying vigorous results analysis to the approach.

IOM performance

Current status

Total cases Jun 12 – Aug 13

c130

Current caseload

72

Impact of IOM programme /

Evidence IOM outcomes for Barnet

Average reduction in offenders monthly conviction rate after entering IOM programme:

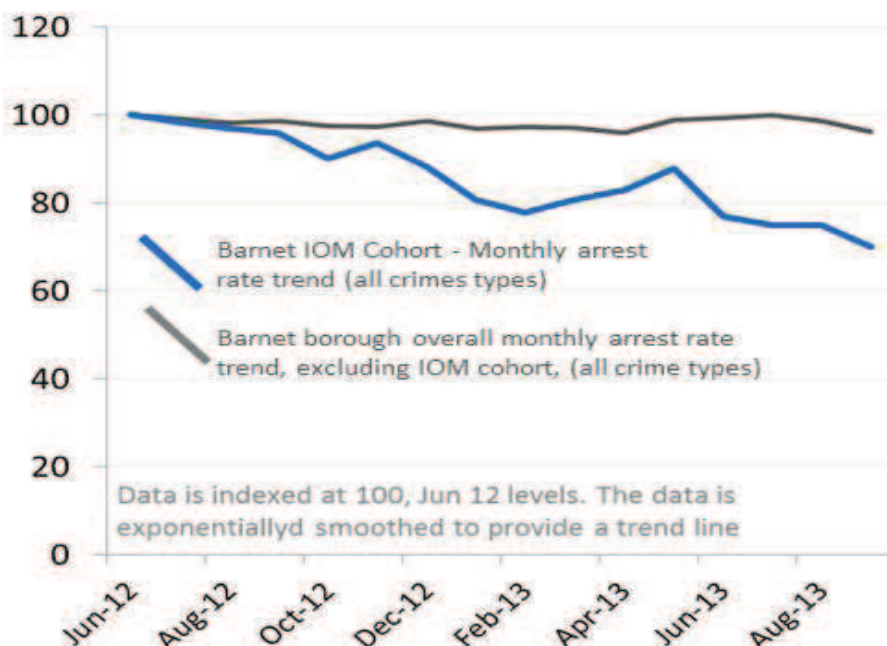
36%

IOM cohort reduction in monthly convictions rate after joining IOM programme, 12 months pre IOM compared to 6 months after start of IOM

Table 3: Arrest rate trends of IOM cohort vs Non IOM

Reducing criminal activity

Barnet’s IOM cohort’s arrest rate trend vs. Non IOM



Residential burglary

We have seen some of the largest year to date reduction in residential burglary and robbery in London, however, burglary still remains a key priority for the partnership as it continues to deliver interventions to sustain this reduction.

The recent reductions in burglary have been due to a combination of successful local interventions including:

- A number of spectacular tactical successes **dismantling criminal networks**.
- Barnet police achieving and sustaining a **high sanction detection rate** for burglary⁶.
- Increasingly **effective offender management**, spearheading by Barnet's IOM programme.
- Increased **targeting, arrests and convictions** of handlers of stolen goods.
- A **partnership wide crime prevention** winter burglary campaign - A relentless campaign promoting awareness of the risk of burglary; informing the community about the partnership action and providing knowledge, advice and assistance so that Barnet residents can reduce their risk of being burgled.
- **Increasing use of ANPR**- Cross border burglary is a big part of burglary on Barnet – the increased use of ANPR on the borough has led to arrests and generated a deterrent to cross border burglars.
- **Twenty new ANPR camera's in 2014/15** -The Local Authority will also be funding twenty new ANPR cameras as part of their CCTV upgrade, further strengthening the local police capacity to catch and convict those who offend in Barnet.

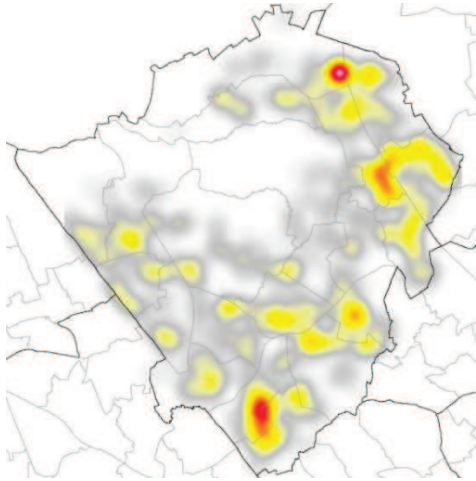
Despite the positive performance Barnet still remains a borough with a high rate of residential burglary per 1,000 population and it remains a community concern. Therefore the Partnership has taken advantage of the current momentum and will be putting in place plans that will contribute towards a long term sustainable reduction in residential burglary in Barnet.

Burglary will continue to be a partnership priority and be delivered through our multi-agency burglary partnership group chaired by Dr Simon Harding from the Department of Criminology, Middlesex University.

⁶ 2nd highest sanction detection rate out of 32 boroughs – Financial year to date (Apr 2013 to 5th Jan 2014)

Map 1: Residential Burglary hotspot

Last three months to 31 Dec 2013-‘Nano-beat’ patrols that targeting the street locations most at risk of repeat burglary offences have been of the factors contributing to the reductions



Creating long term success building on this year’s burglary reductions

Short term:

- Ensure there is no lessening of the focus on residential burglary within the partnership during the transition from borough based police Intelligence units to cluster based intelligence units and
- Take maximum advantage of the benefits a cluster intelligence picture will have for tackling cross border burglary in Barnet

Long term:

- Create and prioritise strategic plans that will reduce Barnet’s long term susceptibility to burglary, these should address three critical areas:
 - i. Reducing repeat offending among Barnet’s local burglars.
 - ii. Early intervention towards young people at risk of becoming involved in burglars.
 - iii. Making Barnet less attractive to cross-border burglars.

Community confidence and engagement

Overall community confidence in the police and local authority in Barnet is strong and most indicators show this improving over the last year. Confidence in policing is above the London average, as is confidence that the police understand community concerns and can be relied upon to be there when you need them. Community cohesion remains strong.

Overall satisfaction

According to the Residents Perception Survey (RPS) and Public Attitude Survey (PAS) most residents are:

- a) very or fairly satisfied that Barnet police and council are dealing with crime and ASB in their area (70% RPS)
- b) believe that the police are doing either an excellent or good job in their area (72% PAS)

Both these measures show improvement over the last 12 months

The 72% result in the PAS survey is better than the London average by 5%

Crime is a top concern

- Crime remains the (joint⁷) top concern for residents with 30% saying it is one of their top three concerns in the 2013 RPS
- This level of concern is 1% down from one year ago and 6% less than the London average

Increasing satisfaction

There is increasing satisfaction with the majority Barnet's services including policing: In the 2013 Residents Perception Survey the proportion of residents who rated policing as 'excellent' or 'good' was up 4% from the previous year and 4% above London average⁸

Cohesion remains high in Barnet

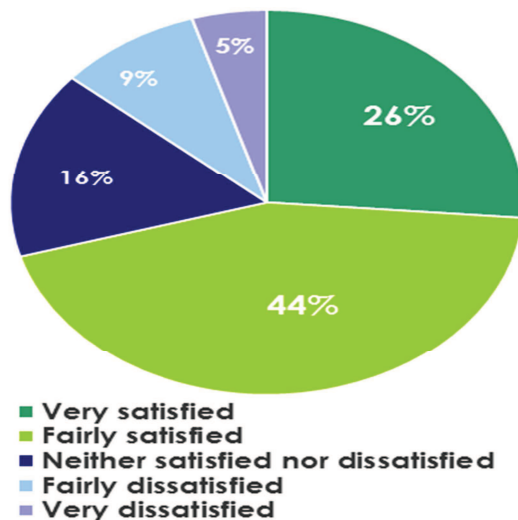
84% of residents agree that 'people from different backgrounds get on well together in Barnet' - up 1% from the previous year and in line with the long term level

Also the proportion of residents that 'disagree' that 'people from different backgrounds get on well together in Barnet' has been on a continuous downward trend since 2008/9, now standing at 7% down from 17% in 2008/09.

⁷ Joint top concern along with road conditions

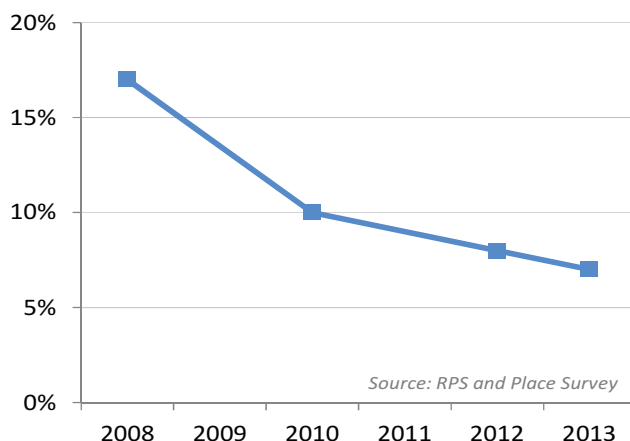
⁸ Note: users of the service rated it even higher (63% excellent or good)

How satisfied are you that Barnet Police and Barnet Council are dealing with antisocial behaviour and crime in your local area?



Improving community cohesion

Proportion of residents who 'disagree' that people from different backgrounds get on well together in Barnet.



However, there are a number of areas in relation to confidence and engagement that the Partnership will improve over the next 12 months:

- i. Keeping the community informed about how we are responding to crime and ASB - the Barnet Crime and Community Safety Survey 2011 showed this was the aspect the community rated the Safer Communities Partnership least strongly on – this is backed up by the findings of the latest PAS surveys which indicate the community would like more information about policing in the borough.
- ii. Improve community confidence that Partnership listens and acts on concerns re crime and ASB

Improved Performance Management

Barnet has an evidence-based approach to community safety. The Safer Communities Partnership Board (SCPB) monitors long-term trends, short-term exceptions, and compares Barnet's crime rates and performance to peers (including London, National and Most Similar Group areas).

Scan-Analyse-Respond-Assess

Scanning

The Safer Communities Partnership Board Performance Report has been re-designed for improved clarity, accuracy, and consistency.

The report has a core content focused around MOPAC7 and the partnership's strategic priorities; keeps to a consistent format so the Board can compare easily across reports; and provides a clearer picture of long and short-term performance.

Analysis

In-depth analysis is conducted for strategic level problems identified through scanning in order to understand the underlying causes well enough to identify appropriate interventions to reduce or remove the problem.

The Safer Communities Partnership subgroups own the problem and use this analysis to help identify appropriate strategies and partnership resources to tackle the problem.

Response (examples)

- Winter burglary peak identified >> [response](#)>> Winter burglary prevention campaign featuring prevention advice and equipment (e.g. timer switches) based on specific type of burglary that increases during that period.
- Cross-border burglary identified as significant issue >> [response](#)>> Increase in ANPR operations and strategy to increase ANPR coverage on the borough.
- Identified that rate of crime impacting on young people is higher in a particular area than rest of borough >> [response](#)>> Targeted and Effective Interventions Proposal for increase in youth outreach and positive activities in the area.

Assessment

The final part of the SARA process is assessing the impact of the interventions, identifying what has or has not worked and how to improve the effectiveness of the interventions. An example is the evaluation of the Integrated Offender Management programme. The evaluation enabled an estimation of what the impact would be of expanding the IOM cohort and identified this is a viable crime reduction strategy for Barnet.

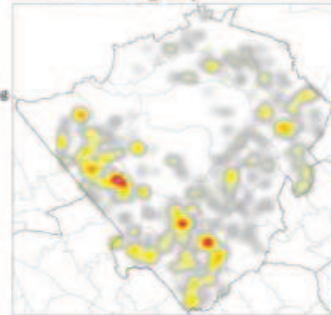
SCPB Performance Report (extracts)

Residential Burglary		Latest Quarter		Rolling 12 months performance			Peer comparison (to Aug 31st)		Monthly exceptions (unusually high or low volume)		
RAG	Positive / Negative factors	Volume (Jul - Sep)	Change vs. previous year	Volume (to Sep 30th)	Change vs. previous year (to Sep 30th)	Change vs. 11/12 baseline (to Aug 31st)	Similar group rank	London rank	Aug-13	Jul-13	Jun-13
●	<ul style="list-style-type: none"> Reduction vs. 2011 baseline Reduction rolling 12 months Recent exceptions: Low volume (Jun) Last quarter decrease 	599	-19%	3102	-7.7%	-9.3%	12/15	23/32	●	●	▼

Monthly volume - Trend



Where is burglary



Commentary

Overall: Since the very high levels between Nov 2012 – Jan 2013 the rate in Barnet has been on a sharp downward trend, falling at a much sharper rate than London and the group of similar areas

Recent trends:
 •Main problem area recently is Hendon Nb. NW4 Hendon is currently a hotspot for various offences (including Burglary Res, Non res plus other acquisitive crimes)

About to enter seasonal winter peak:
 •Between Nov to Feb the level of burglary can be double that of the summer weeks
 •There is usually a jump in offences when the clocks go back

Overview dashboard

		Recent Quarter		Recent 12 months performance			Peer comparison (to Aug 31st)		Monthly exceptions (unusually high or low volume)		
RAG	Positive / Negative factors	Volume (Jul - Sep)	Change vs. previous yr	Volume	Change vs. previous yr	Change vs. 11/12 baseline	Similar group rank	London rank	Aug-13	Jul-13	Jun-13
Burglary ●	<ul style="list-style-type: none"> Reduction vs. 2011 baseline Last 12M reduction Recent exceptions: Low volume Jun and May Last quarter decrease 	906	-14%	4474	-5.8%	-8.9%			●	●	▼
Residential Burglary ●	<ul style="list-style-type: none"> Reduction vs. 2011 baseline Reduction rolling 12 months Recent exceptions: Low volume (Jun) Last quarter decrease 	599	-19%	3102	-7.7%	-9.3%	12/15	23/32	●	●	▼
Non - Residential burglary ●	<ul style="list-style-type: none"> Reduction vs. 2011 baseline Reduction rolling 12 months Last quarter decrease Current reduction is smaller than target 	283	-10%	1372	-1.2%	-4.9%	8/15	19/32	●	●	●
Robbery ●	<ul style="list-style-type: none"> Reduction vs. 2011 baseline Reduction rolling 12 months Recent exceptions: Aug 	171	-38%	891	-21.8%	-25.7%	7/15	9/32	▼	●	●
Violent crime ●	<ul style="list-style-type: none"> Reduction vs. 2011 baseline Lowest rate of all London boroughs and similar areas Increase rolling 12 months Last quarter increase 	366	6%	1477	1.9%	-4.0%	1/15	1/32	●	●	●

Delivery 2013/14

Increased commissioning and partnership with the voluntary sector

Barnet Safer Communities Partnership has developed a new commissioning model and increased partnership working with the voluntary sector to respond to crime and ASB. By more closely aligning partner resources around a preventative agenda, the partnership aims to reduce offending and re-offending and the associated impact on public services. Commissioned services include:

Community Coaches service

Community coaches is a life coaching service developed in Barnet using locally trained volunteers to work with disadvantaged individuals and families. The project formed part of the Borough's commitment to using early intervention and prevention as a means of supporting families and individuals at risk of developing multiple complex needs that may require high cost public service interventions. A local prototype demonstrated a 46% reduction by clients in engagement with wider public services, and a 52% reduction in risk to others. Based on the success of the project, we have now commissioned and extension of this service where individuals will be referred on the basis of their risk of criminal behaviour. Home Start will deliver this service on behalf of the partnership.

Neighbourhood Justice Panel scheme

MOPAC have provided funding to deliver Neighbourhood Justice Panels NJP. NJP's are individual restorative justice interventions led by trained volunteer facilitators which bring together 'victims and offenders' or 'parties in dispute' to discuss the impact of low level crime or anti- social behaviour and agree the best resolution, including reparation. Victim support have been commissioned to deliver this service.

Conditional Cautions scheme

Conditional cautions are an out-of-court disposal to provide an effective, swift and speedy resolution in appropriate cases. The proposal is to increase use of conditional cautions to reduce alcohol related crime and anti-social behaviour. This project is funded by MOPAC and will be delivered by Westminster Drugs Project.

Burglary prevention delivered in 2013/14

Winter Burglary Awareness campaign

25,000 leaflets and 3000 timer switches/window alarms have been distributed in burglary hotspot areas. Additionally over 30,000 residents have received the leaflet via Neighbourhood Watch Schemes Watch.

Crime Prevention Open Days

Includes an open day held at Colindale Police Station and Hendon Library in October/November 2013 targeting an audience of over 200, who were surveyed and provided with burglary prevention advice.

Safer Homes Scheme

A scheme funded by MOPAC where vulnerable households within burglary hotspot areas are offered a free safety audit of their property. Repeat burglary victims, vulnerable adults have been specifically targeted. A range of security improvements are suggested and installed.

Home Fire Safety Checks

We are working in partnership with the London Fire Brigade and have identified over 8000 adults with varying disabilities. The London Fire Brigade have already carried out over 2435 free home fire safety visits to Barnet residents in 2013-14 many of which were vulnerable adults.

Hate crime

To increase hate crime reporting we have established over 20 third party reporting sites and a further 13 safer spots where victims of crime can attend in a safe environment. Community Safety has also worked closely with Mencap and Your Choice in relation to the under reporting of hate crime, and safeguarding, scheduling a number of hate crime awareness seminars during 2012 and 2013. Mencap received an award from the Metropolitan police for their partnership work in this area.

Domestic Violence

- **New webpage** - for DV and MARAC, which outlines referral pathways for different agencies and council departments.
- **Community engagement** - We have promoted our domestic violence services to all residents through features included in Barnet First magazine and community engagement events delivered during Safe Guarding month.
- **Commissioning services** - Solace Women's Aid are commissioned to deliver DV Services. Other services commissioned include refuges, an independent DV Advocacy and Support Service, Independent DV Advocate for the Specialist Domestic Violence Court, a perpetrator service delivered by Domestic Violence Intervention Programme and the West London Rape Crisis Service.

Reducing Anti-social behaviour

Dispersal zone

The continued reduction in ASB has coincided with Barnet implementing dual enforcement tactics with a Designated Public Place Order which targets street based ASB and a Tri-borough dispersal zone. Police stats indicate a 33% reduction in total crime in the dispersal zone during the six-month period that the zone was active.

Unauthorised encampments

As a result of new legislation we have put in place a partnership protocol to manage the unauthorised encampments and unlawful occupations. This has been particularly useful, as recently the borough has seen an increase in unlawful encampments. The work put into writing, consulting and agreeing the protocol has been worthwhile. As we have seen when partners have recently been confronted with a problem they are able, through a clear understanding of roles and responsibilities, to respond quickly, effectively and appropriately - whether this has been on public, private or parks / open spaces. This has resulted in minimal damage, cost, and disruption to the community.

Contact officers:

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Safer Communities Strategy

2011 – 2014



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Foreword

Barnet is an excellent place to live and work. The quality of life Barnet offers includes a safe, pleasant environment without fear of crime.

Our Borough has some of the highest levels of community cohesion in the country, whilst at the same time experiencing considerable and ever growing diversity. Overall the level of crime in the borough is low. Our residents, however, are always mindful of crime and consistently place burglary and Anti-Social Behaviour at the top of their list of concerns. We can achieve reductions in crime through working more closely with each other and with the community to address the causes of crime and respond collectively to the consequences of criminal activity.

Barnet Safer Communities Partnership brings together the Metropolitan Police, Barnet Council, London Fire Brigade, Probation Service, Magistrates Court, Crown Prosecution Service, National Health Service and the voluntary and community sector.

Barnet faces the challenge of improving public services in the face of demographic pressures and substantially less money. All the partners have collectively identified the priorities in this strategy. We will deliver them through the sharing of information and intelligence. Increasingly we are sharing public sector assets; working and training together to understand common problems.

Our services must be geared towards a seamless customer experience. By sharing services and processes residents need only report a problem once; and can have confidence that all agencies will work together and provide a single solution. The Family Intervention Project and Integrated Offender Management are examples of such work and we will be looking to partners to contribute resources to this work.

We need to support residents in changing behaviours that impact on crime in areas such as drug and alcohol abuse or domestic violence.

We will encourage residents to help themselves by protecting their personal safety, property and taking responsibility for their own behaviour. We will support them to do this and get involved with their community, for example through our local Police Safer Neighbourhood teams, joining neighbourhood watches, looking out for vulnerable people or making a pledge on the Council's pledge bank site.

The Safer Communities Partnership Board, after an assessment of the evidence of patterns of crime, and feedback from the community, has decided to focus on the priorities set out in this document. We believe through working together we can all contribute to making Barnet a better and safer place to live and work.

Councillor David Longstaff

Cabinet Member, Safety and Resident Engagement and
Chairman, Safer Communities Partnership Board

On behalf of Partnership Board Members:

Neil Basu

Chief Superintendent, Barnet Borough Police Commander, Metropolitan Police

Tom George

Barnet Borough Fire Commander, London Fire Brigade

David Riddle

Vice-Chairman, NHS Barnet

Ruth Mulandi

Chief Executive, Community Barnet

Chris Boothman

Metropolitan Police Authority Link Member

Malcolm Cohen

Barnet Magistrates Court

Douglas Charlton

Assistant Chief Officer, London Probation Trust

Philip Fernandez

Borough Crown Prosecutor, Crown Prosecution Service

What do our residents think of crime and community safety in barnet?¹

Reducing crime and making Barnet safer has long been a major concern of our residents.

29 per cent list crime as one of their top three concerns, second only to the condition of roads and pavements. In the crime survey*, from a list of priorities for crime reduction, reducing anti-social behaviour and disorder was the issue most cited. When asked about local anti-social behaviour problems, the most commonly cited was rubbish and litter lying around.

The residents feel Barnet is a safe place. 95 per cent felt very or fairly safe in their local area during the day and 76 per cent likewise after dark, with 19 per cent feeling very or fairly unsafe. 89 per cent agreed that residents from different backgrounds got on well together.

74 per cent of residents were satisfied that the Police and Council were dealing with Anti-Social Behaviour and crime in their local area and 11 per cent not. While a good result our challenge is to continue improve the level of satisfaction.

The crime survey* also asked residents how worried they were about being victims of specific crimes. They were most concerned about being a victim of domestic burglary, with 70 per cent very or fairly worried. In general, those from BME communities and social housing tenants held the largest fear about being victims of crime.

¹ All of this information is taken from the Residents Perception Survey commissioned by Barnet Council and published in May 2011, except data marked *, which is taken from the Barnet Crime Survey (March 2011)

Strategic context and challenges

It is important to note that Barnet is a safe Borough. Total crime has fallen by 22 per cent since 2000/2001. Many crimes, such as vehicle crime and serious violence, have shown sharp falls recently.

Barnet is the ninth safest Borough in London, with 0.07 crimes per head of population. Domestic burglary, the crime that residents are most concerned about, has risen in the last couple of years.

We face important strategic challenges in the medium-term to reduce all crime, specifically the declining level of resources available and changes to the make-up of the Borough.

Resourcing

The 2010/11 – 2014/15 Comprehensive Spending Review is resulting in substantial funding reductions for all partners. The Home Office and the Ministry of Justice are to lose 23 per cent of their budget over this period and the Department for Communities and Local Government 27 per cent.

This presents a number of challenges: for example the Metropolitan Police have instituted a review of Territorial Policing to protect their operational capability. This involves reviewing the entire policing model, including the response to 999 calls, the role of Safer Neighbourhood Teams and the way they investigate crime to ensure they can continue to deliver both an effective service and better value for money for the taxpayer.

At the same time, spending reductions in the Ministry of Justice have potential implications for the probation service in managing criminals, which could face further pressure from a reduction in available prison places and a need to manage these offenders in the community.

Population Change

The Borough's population will increase. Barnet is expected to attract an additional 33,200 residents over the next ten years – a 9 per cent increase on the 2010 population. Much of this is accounted for by large scale regeneration activity, particularly in the west of the Borough with the redevelopment of social housing estates and major new developments at Brent Cross/Cricklewood and Colindale. The current population in Colindale and Golders Green wards is expected to double over the next decade.

Growth will bring new communities. The challenge will be to ensure that the supporting infrastructure is in place, including community safety. The arrival of new communities, allied to the Borough's ever increasing faith and ethnic diversity, makes it important to ensure that community relations are good and community tensions minimised to maintain the Borough's cohesion.

The number of young residents will increase, which potentially brings challenges as they are the comparatively largest group of both victims and offenders. The peak victim age is between 13 and 18, where the risk of a young person being a victim of crime is over twice that of people in their 30s. The peak age for offenders is between 16 and 22, but many of these repeat offenders are drawn into low level crime and anti-social behaviour from an early age.

The number of elderly residents will also increase, most notably those over 85. Fear of crime increases with age. That fear is often much greater than the probability, but feeling safe is as important as actually being safe. We have to recognise this age group's vulnerability to that fear and to specific types of crime such as rogue traders and burglars, who use deception to enter into a property.

Social and economic trends

The recent increase in worklessness and financial hardship is expected to continue, and historically there has been a correlation with this and increased crime levels, particularly theft. Youth unemployment is a particular current problem nationally. The economic climate with further anticipated student and industrial unrest may increase the demands on community safety partners policing events, marches and demonstrations. These demands could coincide in 2012 with the Queen's Diamond Jubilee and Olympics. These are significant challenges we are all committed to overcoming.

Our strategic objective and how we achieve it

Barnet Safer Communities Partnership is responsible for delivering the strategic objective in Barnet’s Sustainable Community Strategy of Strong Safe Communities for Everyone and the specific aim to Reduce crime and Anti-Social Behaviour: and ensure residents feel safe.

This will be measured through:

- reduction of total crime per 1000 population
- reduction in perceptions of Anti-Social Behaviour in communities
- improvement in how safe residents feel².

Our aim is to address all crimes, while focusing the greatest resources on those that cause the most harm or risk to individuals or communities, which can be solved. In doing so, we fulfil our safeguarding responsibilities to protect vulnerable people and prevent them from harm.

Safeguarding

The council has a statutory duty to promote safeguarding, ensuring that risks of harm to both children and vulnerable adults are minimised. The Cabinet member for Safety and Resident Engagement will promote the safeguarding of adults and children.

The Safer Communities Board recognise safeguarding as a priority and support it through their work on domestic violence, drug and alcohol misuse, hate crime, distraction burglary and encouraging the community to look out for and report crime. The Board receives a standing report from both Adults and Children’s Safeguarding Boards.

² Met Police Public Attitude Survey – ‘how safe do you feel – in own home; walking alone during day; walking alone after dark’

Taking into account our latest strategic assessment of Crime and Disorder, we will focus our efforts on achieving reductions in the following ways:

Priority areas:

1. Property crime (theft) with special focus on burglary
2. Anti-Social Behaviour
3. Violent Crime with special focus on Domestic Violence

We will focus on tackling these through:

4. Improving offender management (especially repeat offenders and prolific priority offenders) through an integrated offender management programme which brings different agencies together to tackle the offender and avoid re-offending
5. Broader, cost-effective early intervention to prevent crime happening in the first place or to change behaviour and divert potential offenders
6. Focusing our joint resources on the places where the most harmful offending takes place
7. Concentrating on supporting those who suffer repeat victimisation through crime or ASB

And we recognise the need to:

8. Reduce the fear of crime through building public confidence and reassurance

Each of these elements are analysed in more detail, highlighting why they are priorities, what we will do to tackle the issues and how results will be identified and measured.

This strategy addresses the four principal factors in analysing every crime as follows:

1. Victims: Through working with the community and supporting victims to reduce the risk of repeated offences
2. Offenders: Through integrated offender management and broader, cost-effective family intervention
3. Location: Through focusing on the places where offences take place
4. Time: Through making sure our staff are on duty and available when the public most need them

A mixture of intelligence, prevention and enforcement tools will be used, based on the strategic assessment of crime and disorder patterns in Barnet and its suggested actions or control measures.

Engaging the community

Engaging the community in helping to make Barnet a safer place is a theme which runs through all our priorities.

The community has an important part to play in delivering these priorities. As part of our new relationship with citizens, we need the community to work with us. This can be on an individual basis from simply making their property safe to checking on vulnerable families and neighbours, ensuring all crime, particularly hate crime, is reported and simply acting as a responsible law abiding citizen. We also need residents to engage in their communities, such as joining or forming neighbourhood watch or other resident groups and participating in their local Safer Neighbourhood panels. Whichever way our residents choose to engage, we commit to providing practical advice and support.

We will listen to residents through our Safer Neighbourhood team networks, Borough Watch, the Barnet Community Safety Engagement Group and voluntary, community and faith networks, among others. We will capture this information to influence the development of future strategies and tactics. We will use Barnet Online and Barnet First to be transparent about what we are achieving and what we have done in response to your needs.

Priority 1

Property crime with special focus on burglary

Lead agency – Metropolitan Police

Why a priority?

Property crime, for example crimes committed to gain possessions or money, is the most common and visible form of crime that will affect most of our residents. Only a small percentage of residents will be victims, but experience of these crimes will therefore influence their views on community safety.

In the recent crime survey, domestic burglary was the crime that residents were most worried about falling victim to.

For the past few years the level of burglary has increased, going against the general downward crime trend. Our otherwise safe Borough has a higher volume of burglary offences than any borough in London and is now the fifth highest in London for burglaries per household (based on 2010/11 data). 8 out of the 21 wards in Barnet are in the top 20 wards in the whole of London for volume of domestic burglary. In 2010/11 Childs Hill ward had more burglary offences than any other in London and 25 per cent more offences than the next highest. In 2009/10 burglary rose by 17 per cent, and in 2010/11 it increased by a further 10 per cent. Burglary is now the single biggest contributor to the total volume of offences in Barnet. Reversing this trend will be our top priority.

What will we do to achieve this?

- develop a strategy which incorporates the following operations and tactics
- disrupt organised criminal networks
- targeted crime prevention campaigns
- intelligence led approach to targeting burglary hotspots both covertly and by visible presence
- individual tailored Crime prevention advice to victims and surrounding householders
- ensuring repeated offenders are brought to justice
- co-ordinating the range of powers available to agencies such as Fire and Environmental health to best solve the problem.

How will we know if we are succeeding?

Target	Baseline 2010/11
Reduction in total crime	27705 (74.922 Per 1000 population)
Reduction in total serious property crime	8192 (23.877 Per 1000 population)
Reduction in residential burglary	3362 (24.841 Per 1000 population)

Priority 2

Anti-Social Behaviour

Lead agency – London Borough of Barnet

Why a priority?

Anti-Social Behaviour (ASB) has a corrosive effect on residents' daily lives. It involves incidents, including minor crimes, that affect their quality of life but may not be seen as high risk or high harm when taken individually. Collectively, there is a real effect on their overall fear of crime and more broadly their satisfaction with the quality of their life and the local area. If not checked, it can lead to a spiral of decline in the vitality of an area.

In the 2011 Crime Survey, reducing ASB and Disorder was seen by residents as the top priority of all the possible crime priorities.

A proactive and visible approach to tackling all the aspects of ASB, ranging from graffiti, litter and vandalism to street drinking, rowdy behaviour, and disruptive neighbours. It is therefore an essential cornerstone of how we gain public confidence and reclaim the streets, public transport and open spaces as safe places for all members of the community to use.

ASB can also have a particularly harmful effect on community cohesion if particular groups are targeted. For example it is important to raise awareness of abuse against people with disabilities, including learning disabilities, and particular ethnic or religious groups, in order to be able to identify and tackle it.

What will we do to achieve this?

- take a proactive approach to issues such as graffiti, fly-tipping and fly-posting through the Council's Priority Intervention Team
- ensure through council services that the Borough is kept clean and attractive as a deterrent to ASB
- ensure through activities such as CCTV and licensing that street drinking and other rowdy behaviour is tackled effectively
- ensure incidents are effectively recorded, information is shared and data reviewed leading to an agreed set of measures with clear outcomes for residents
- improve governance arrangements for bringing agencies together to co-ordinate a strategic approach to ASB
- correctly task Police Safer Neighbourhood teams to work in effective partnership to ensure that every report of ASB is followed up by the Police or the relevant agency, that problems are resolved and that the person reporting is personally kept informed of the outcome
- identify repeat victims of ASB at the earliest possible opportunity and intervene using a multi-agency problem-solving approach
- Fire Brigade contribution through arson reduction liaison, youth engagement activities and reduction of hoax calls in the Borough

- Police and Fire both working with LBB Planning to ‘design out’ opportunities for arson and Anti-Social Behaviour when planning new developments and regeneration.

How will we know if we are succeeding?

Target	Baseline 2010/11
Reduction in per cent reporting the extent they are very/fairly worried about ASB in this area	24%
Reduction in per cent reporting the different strands of ASB Survey as a big problem – Metropolitan Police Survey ³	
Teenagers hanging around on the streets	21%
Rubbish or litter lying around	21%
Vandalism, graffiti and other deliberate damage	19%
People being drunk or rowdy in a public place	9%
Noisy neighbours or loud parties	10%
Perceptions of local drug use or dealing	13%
Abandoned or burnt out cars	5%
Gangs	9%

³ These are – noisy neighbours and loud parties; teenagers hanging around; rubbish or litter lying around; vandalism, graffiti and deliberate damage to property or vehicles; people using or dealing drugs; people drunk or rowdy in public places; abandoned or burnt out cars.

Priority 3

Violent crime with specific focus on domestic violence

Lead agency – Metropolitan Police

Why a priority?

Fortunately levels of violent crime are lower in Barnet than many other Boroughs, but the severity of these crimes makes it essential that they are tackled robustly.

Domestic violence (DV) is a high priority. As the most populous borough in London, with a large number of children and young people, the potential impact of domestic violence on our communities is huge. We estimate at least a quarter of reported violent crimes are related to domestic violence (for example threatening behaviour, violence or abuse against adults who are or have been in intimate relationships or family members, old and young). We know this crime is vastly underreported and exists in a myriad of relationships. While primarily perpetrated by men on women, those in same sex relationships are also victims.

We need to encourage residents to report domestic violence incidents to the police and/or to other agencies who can support victims and survivors. Our new campaign 'Taking the First Step' will start to address this.

Barnet's Domestic Violence Strategy Board ensures all agencies respond to and tackle domestic violence in a joined up way. It is co-chaired by the Director of Children's Service and the Police Borough Commander and reports directly to the Safer Communities Partnership Board.

The Strategic Assessment highlights the importance of focusing on repeat offending

as a control strategy for reducing crime. This is particularly relevant to domestic violence offences.

What will we do to achieve this?

- increase awareness of DV among agencies and residents through media activity
- implement the North London Rape Crisis Centre Service
- develop and implement effective perpetrator services
- ensure safe and effective interventions at the earliest opportunity so survivors can continue with their lives
- safeguard the needs of young people and vulnerable adults whose lives are affected by DV
- deliver an effective criminal justice system to punish, deter and reduce repeat DV victimisation
- ensure integration with the Family Intervention project 'family focus'
- promote the use of the Multi Agency Risk Assessment Conference (MARAC).

In addition we will continue to:

- ensure effective inter agency co-ordination against all forms of violence
- be robust in tackling problem licensed premises and in the prosecution of alcohol related violence

- tackle violent offenders through disrupting gangs and arresting individuals causing harm.

How will we know if we are succeeding?

Target	Baseline 2010/11
Total violence against the person crime rates per 1000 population	12.935 (4438 people)
Increase DV:	
(a) offences	(a) 10.29
(b) incidents reported per 1000 population	(b) 3.55 (3529 people) (1218 people)
Reduction in per cent of repeat incidents of DV	21%

Priority 4

Improving integrated offender management

Lead agency – Probation

Why a priority?

The Strategic Assessment highlights how a number of older prolific offenders are trapped in a repeat cycle of offending which can go on for years and is often driven by their need to feed Class A drug habits. They have a particularly significant impact on burglary levels but this pattern is relevant to all our priorities including anti-social behaviour and domestic violence.

The principles of Integrated Offender Management are that all agencies involved in criminal justice, drug and alcohol and family intervention work together in a single coherent structure for case management of repeat offenders. A number of programmes, including the Drug Intervention Programme, Priority and Prolific Offenders scheme, and Multi Agency Public Protection Arrangements are managed through this multi-agency approach to reduce duplication of work in tackling offenders and close gaps in service provision or enforcement that can cause harm and risk to individuals or communities.

In doing so all elements of offender management are co-ordinated: preventing and deterring offending, catching and convicting offenders, and rehabilitating them and resettling them in the community.

This system of working is already well established in the Youth Offending service, which brings a multi disciplinary approach to working with young offenders to manage their circumstances and reduce the opportunities for

re-offending, including diverting first time entrants from the criminal justice system instead of criminalising them.

What will we do to achieve this?

- establish an effective IoM structure for Barnet
- improve and better integrate Drug and Alcohol Services
- implement the Supported Compliance scheme to improve multi-agency working to ensure offenders comply with the terms of their community order or license
- improve the sharing of data and information across agencies where it can lead to the prevention or detection of crime or safeguard children and vulnerable groups
- tackle youth offenders in an integrated way through the Youth Offending Service.

How will we know if we are succeeding?

Target	Baseline 2010/11
Reduction in repeat youth offending	0.80 re-offences per 100 young people after 12 months
Reduction in repeat offending (probation) offences	Cohort size = 2999 Actual rate of re-offending = 7.80%
incidents reported per 1000 population	Predicted rate of re-offending = 7.72% Difference from baseline (2007/08) = 1.12%
Increase in offenders successfully completing the Drug Intervention programme (DIP) in care planned way (agreed exit either abstinent or occasional user (not opiates/crack)	18%
Increase in offenders classed as problematic users (heroin/other opiates/crack) who are successfully engaging in 'effective DIP treatment'	83%

Priority 5

Broader cost effective early intervention

Lead agency – London Borough of Barnet Children’s Service

Why a priority?

Many people who cause harm to themselves, others or society, can be predicted to do so from an early age owing to the chaotic lifestyles surrounding them and their families. Factors affecting their development include drug misuse, poor attendance and attainment at school, a family history of offending, mental health issues, worklessness, or family breakdown.

Many offenders are drawn into relatively low level crime and anti-social behaviour from an early age. If their offending is not checked there is a risk they progress into being more serious offenders who are part of organised criminal networks. The Strategic Assessment has highlighted the current danger presented by the activities of established gangs, emerging gangs and youth peer groups involved in robbery and violence.

By working together to intensively support families at risk of these factors from an early stage, we can reduce the costs that the public sector incur in dealing with the consequences of offending and other social ills, and resolve problems that lead to offending in later life.

Programmes such as Family Focus, our Family Intervention programme which is the subject of Barnet’s first Community Budget, pool the resources of all public services who can address families complex needs by working closer together – reducing both harm and the long term cost to the taxpayer.

What will we do to achieve this?

- pool data and resources to deliver expanded Family Focus programme, with referrals collectively identified by partners
- share information under legal safeguards to prevent and detect crime or safeguard children, which highlight those individuals, families or groups causing most harm to communities across the public service
- work with the people identified and known to be at risk of offending to resolve the issues at the earliest opportunity
- develop a model so that by 2012/13 we can measure and track the costs of crime and ASB to the criminal justice system. Measure re-offending rates for young people and adults against cohort that receive early intervention.

How will we know if we are succeeding?

Target	Baseline 2010/11
Number of families covered by expanded Family Focus programme	9

Priority 6

Focus on the places where offences take place

Lead agency – Metropolitan Police and London Borough of Barnet

Why a priority?

We take an intelligence led approach to putting police and partnership resources into the areas where the most offences take place. This is based on crime mapping tools which draw on the information and intelligence residents give us when they report crime.

This allows us to focus on tackling the areas causing most harm to the fabric of Barnet's communities with a variety of interventions including target hardening and security measures to protect property and the environment, increasing visible police patrolling and covert police operations, and working with licensed premises to tackle alcohol-related disorder, particularly at night.

The Strategic Assessment highlights concerns in specific areas of the Borough such as burglary in Childs Hill and Golders Green; robbery in North Finchley; and gang related violence in Grahame Park. However it also identifies emerging hotspots and resources will be diverted to areas where problems arise.

What will we do to achieve this?

- share partnership information on areas/wards most affected by crime to identify priority areas for intervention
- to tackle crime in those areas through multi-agency intelligence, prevention, enforcement and community engagement
- design out crime and anti-social behaviour in particular in the Borough's regeneration schemes
- intelligent use of the Borough's CCTV schemes to deter and prevent crime and investigate criminal activity
- ensure our Town Centres are safe and attractive to use and that Council's powers over issues such as street drinking and disorder from licensed premises are fully used
- Priority Intervention Team to tackle enviro-crime in identified hotspots.

How will we know if we are succeeding?

This approach will result in improved performance on priority 1 (reduction in total crime) and priority 7 (reduced repeat victimisation rates).

Priority 7

Tackle repeat victimisation

Lead agency – Metropolitan Police and Criminal Justice Agencies

Why is this a priority?

The Strategic Assessment highlights that many residents are repeat victims of the same crime, particularly some of the most high harm offences such as domestic violence. There is much we can do to ensure that the circumstances that enabled the crime to take place are addressed to minimise the opportunity of a repeat, and we need to support victims to ensure that available remedies are seen through and that they can have confidence in community safety agencies and in the criminal justice system.

What will we do to achieve this?

- more integrated and consistent support to victims of Anti-Social Behaviour and tracking their cases
- Crime prevention advice to prevent repeat property crimes
- commissioning effective DV support services including funding a DV perpetrators programme
- better management of offenders to stop them re-offending
- bringing offences to justice swiftly and ensuring victims are supported through the process
- counselling and support.

How will we know if we are succeeding?

Target	Baseline 2010/11
Reduce repeat victimisation – domestic burglary	5.25%
Reduce repeat victimisation – ASB	To be established 2011/12
Reduce repeat victimisation for those domestic violence cases managed by a Multi Agency Risk Assessment Conference (MARAC)	8%

Priority 8

Building Reassurance and Confidence

Lead agency –

Metropolitan Police and London Borough of Barnet

Why a priority?

The relationship between fear of crime and crime is complex and the former can be present even in low crime areas. Sometimes a fear is well founded on actual crime statistics, at other times it may be influenced by the quality of our surroundings or media perceptions of crime.

Our communications activity will seek to reassure and present the facts in a rational way that does not unduly raise perceptions of crime and emphasises that the chances of being a victim of crime are low.

We aim to increase public confidence that partners are working together to tackle the things in the public realm that make residents feel unsafe, such as street lighting and Anti-Social Behaviour.

Our general approach will be to reassure residents, but there are specific times when we might need to ensure they are not complacent about real threats that exist, and to encourage them to take precautions. For example, in a recent crime prevention awareness campaign for burglary it was apparent that many residents were unaware of the scale of the problem.

We are proud of Barnet's community cohesion and will make it a priority to retain the confidence of the Borough's diverse faith and ethnic communities, that their safety is being taken seriously and good community relations are maintained.

What will we do to achieve this?

- publish a communications strategy that informs residents of Barnet's partnership approach to community safety issues
- inform residents when we have done what they ask ('you said, we did' type campaigns)
- use Police Safer Neighbourhood teams to provide visible reassurance engagement and better public access to the Police
- develop a programme for all agencies who visit the public to help them understand how to spot vulnerable people and premises and give sound security advice
- tie in Neighbourhood Watch and Community Action (CAP) panels with the Barnet Community Safety Engagement Group to ensure the widest possible access to police and council to discuss community safety
- encourage Neighbourhood Watch champions to patrol the streets with Police Community Support Officers
- improve the public realm of the Borough as a clean and green place in which residents feel secure
- work in partnership to make our Town centres safe and attractive
- encourage a 'Big Society' approach to enviro-crime and quality of life, for example through adopt a street and resident nominated 'street champions'

- use Home Fire Safety Visits to identify areas where vulnerable people would benefit from additional support and refer that information to the appropriate agency with their consent
- promote successful examples of crimes detected and offenders prosecuted as a result of CCTV
- nurture and improve police and partner key individual networks in all our diverse communities to promote wider access to the Partnership.

How will we know if we are succeeding?⁴

Target	Baseline 2010/11
Increased confidence (measure – police and council dealing with ASB and crime issues that matter in the area)	31%
Increased feeling of safety; how safe do you feel walking alone in this area during the day? (Very/fairly safe)	99%
Increased feeling of safety; to what extent are you worried about crime in this area (very/fairly worried)	88%
Increased feeling of safety; to what extent are you worried about crime in this area (very/fairly worried)	25%

⁴ These figures are all measured from the Met Police Public Attitudes Survey

Target setting and refreshing the strategy

The targets chosen are considered most relevant to the strategic priorities. Each of them is already being collected by one or more of the agencies in the Partnership, which avoids duplication.

The targets will be regularly monitored and reported to the Safer Communities Board to assess progress.

Although this is a three year strategy, the targets will be reviewed annually; taking on board the latest intelligence and recommendations as shown in the Strategic Assessment of Crime and Disorder. The results will be published so the public can hold the Safer Communities Partnership to account.

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Appendix 3

Paper/Item Title	Establishment of Barnet Safer Neighbourhood Boards
Meeting Date	25 October 2013
Meeting	Barnet Safer Communities Partnership Board (BSCPb)
Report Author	Kiran Vagarwal, Head of Community Safety
Desired Outcome	<u>Decision Required on preferred proposal</u>

1. Paper Summary

- 1.1 This briefing has been produced to provide further clarity on the Mayor's Office for Policing and Crime (MOPAC) proposal to establish Safer Neighbourhood Boards (SNBs) in each borough by April 2014.
- 1.2 The Boards will replace existing Community and Police Engagement Groups (CEGs). CEGs were established as a result of the Scarman Report which identified a collapse in relationship between the police and local communities as contributing to the 1982 Brixton Riots. CEGs are being replaced by SNBs to fulfil a commitment from Mayor Boris Johnson's 2012 election manifesto.
- 1.3 In 2007/08 following a review of the current CEGs across London, service level agreements were introduced outlining the activities each CEG was expected to undertake annually and specific requirements around the diversity of the CEG membership. In January 2012, MOPAC took control of the CEG network and has continued to fund it under similar terms. This indicates that MOPAC currently have direct governance of the CEG and potentially of the new SNBs.
- 1.4 In August 2013, the Police and Crime Committee report *Safer Neighbourhood Boards* (attached) calls for MOPAC to provide clearer guidance for people looking to set up SNBs specifically:
- What Safer Neighbourhood Boards will be expected to do and how they are expected to do it
 - How MOPAC will monitor each board's performance of its duties
 - Who is expected to sit on the boards and how will they be representative of their communities
 - How the establishment and administration of the boards will be funded
- 1.5 The Committee also wants the Deputy Mayor for Policing and Crime, Stephen Greenhalgh, to publish each agreement for the establishment of a board and his reasons for granting approval for each proposal.

- 1.6 The role of community safety partnerships and indeed the council in establishing the SNBs is unclear. However, the SNBs will report directly to MOPAC who will also be the agency that will consider and agree final proposals.
- 1.7 In order to ensure the proposed Safer Neighbourhood Board meets the needs of Barnet, MOPAC have been asked to facilitate a workshop with community groups and present the Barnet proposal to members of BSCB.

2. Recommendations

- 2.1 The contents of this briefing and attached report are noted.
- 2.2 The position of the Council and BSCPB in relation to the process of establishing the SNBs is clearly communicated to stakeholders.
- 2.3 Members of BSCB are presented with the final Barnet proposal by MOPAC.
- 2.4 Members of BSCB comment and confirm support of the Barnet Safer Neighbourhood Board proposal.

3. Background

- 3.1 The Police and Crime Committee examine the work of MOPAC and review the Police and Crime Plan for London. The Committee also investigates anything that it considers to be of importance to policing and crime reduction in Greater London and make recommendations for improvement. It recently explored the plans put forward by the Mayor to launch SNBs in each borough under three broad headings:
- **SNB's functions** – whether MOPAC has given sufficient information and guidance on the range of functions SNB's will be expected to deliver
 - **Governance of SNB's** – the form Boards are likely to take and who should sit on them
 - **Resourcing SNB's** – whether MOPAC is providing sufficient financial and staff resources to ensure boards are properly established and able to carry out their duties.
- 3.2 The committee has made five recommendations with a view to improve the process for all stakeholders and to ensure that SNBs are fit for purpose when they are launched next year. These are listed in the final committee report produced in August 2013 (attached).
- 3.3 The report highlights weaknesses which could impact on the successful implementation of SNBs as follows:
- Poor planning
 - Confused communication

- Inadequate funding
- With less than a year to go, MOPAC unable to clarify what role it expects the boards to play locally, who should sit on them and how MOPAC will ensure their effectiveness

3.4 It also lists fundamental questions that MOPAC need to address to ensure that the network which replaces the current CPEGs (Barnet's CSEG) is fit for purpose.

3.5 Overall it recommends that the Mayor must demonstrate that he understands the value of community engagement by providing clearer and more detailed guidance to partners and ensure the SNBs are funded adequately.

4. Conclusion of the Police and Crime Committee

4.1 The conclusion of the committee was as follows:

- (i) *The present MOPAC proposal for SNBs does not yet represent a comprehensible plan for how the community engagement in London can be developed and improved. This lack of clarity on basic issues is feeding confusion among partners and stakeholders and reducing the likelihood of a successful launch of the network in April 2014.*
- (ii) *MOPAC should help alleviate any confusion among borough stakeholders by being clearer about the type of organisational structures it expects in the SNB proposals. It should also be clearer about the process for how SNBs are being established.*
- (iii) *MOPAC has not provided any evidence that financial resources it will provide SNBs will be sufficient, either to launch the network properly or to fund the initial work each will need to carry out. It is incumbent on MOPAC to make the case that funding levels are based on a realistic assessment of how the Boards will operate, and the type of support needed to recruit, train and support a volunteer base.*
- (iv) *MOPAC must take responsibility for ensuring that SNBs at a minimum will be an improvement on the status quo come April 2014. It was the Mayor's decision to end the current community engagement structure. It is therefore incumbent on him and MOPAC to ensure that what replaces it is fit for purpose and sustainable in each borough in London.*

5. Establishing the SNBs

5.1 ***Independent Advisory Groups (IAG's) merging to form the new SNBs:***

The Mayor previously said the introduction of the SNBs would reduce duplication of community engagement and crime prevention activities within boroughs, his manifesto and MOPAC follow up letter said that the merging of borough IAGs and CPEGs would be the main way of reducing this complexity. However, the Committee subsequently learned that the IAGs will remain separate. The committee felt this has casted a doubt on a central rationale for the introduction of the SNBs.

5.2 ***Membership:***

MOPAC does not intend to specify who should be on the SNBs. The committee has asked MOPAC to avoid a situation where the Boards simply mirror existing borough based organisations such as Crime Reduction Partnerships.

5.3 ***Strategic relationships:***

- The report suggests that MOPAC explain its strategic relationship with the SNBs to show how the boards can maintain their day to day independence.
- The Deputy Mayor told the committee his relationship is that of a funder, however the committee felt that the expected functions of the SNB implies a more active role. For example a key purpose of the SNB's is to act as a link between MOPAC and boroughs, this can include taking on some tasks on behalf of the Mayor.
- The Deputy Mayor will approve each Board's proposal, including membership details.
- To improve transparency and accountability of the process, the committee has suggested MOPAC publish local agreements it reaches on each SNB. Publishing the agreed proposals for each borough will enable local people to hold MOPAC, the Mayor and the SNB themselves to account.
- The Deputy Mayor has said there will be no consultation on the design of the boards.

6. ***Functions of the SNB's***

6.1 There are ten proposed functions of the SNB listed on page 22 of the attached report, highlighting the key issues for each one. These should be noted as some of them have some direct impact on the priorities of Barnet Safer Communities Partnership Board, specifically:

- Establishing local policing priorities
- Monitoring crime performance and community confidence

Establishing Barnet's first Safer Neighbourhood Board

Introduction

This paper sets out Barnet's proposal to the Mayor's Office for Policing and Crime (MOPAC) to establish the new Barnet Safer Neighbourhood Board (Board) as set out by the Mayor of London in his election manifesto 'Fighting Crime in London' in 2012. This document draws on the strengths of the proposals presented by CommUNITY Barnet and Barnet Community Safety Engagement Group to a MOPAC facilitated workshop held in Barnet on 21 October 2013.

The Mayor has made a commitment to setting up a Safer Neighbourhood Board in every borough by 2014.

Delivering our proposal

This proposal has been drawn together following the MOPAC facilitated workshop held in Barnet on 21 October 2013 and chaired by Barnet Council's Cabinet Member for Resident Safety and Engagement. The MOPAC representative asked participants to nominate themselves or their organisations to attend a meeting to agree on how best to establish Barnet's Safer Neighbourhood Board. It was agreed at this meeting that a steering group would be set up and chaired by CommUNITY Barnet which would combine the CSEG and CommUNITY Barnet proposals into a single document and to set into motion the process to begin the establishment Barnet's Safer Neighbourhood Board.

Further information about CommUNITY Barnet and Barnet Community Safety Engagement Group can be found in Appendix 1.

Guiding principles:

Our approach to establishing this new Board will be guided by the following principles:

- the Board should be democratically appointed, recruited fairly and be firmly embedded in the Barnet community
- the recruitment process for the membership to the Board will be done locally and transparently to ensure that membership reflects both Barnet's diverse communities and the ring-fenced positions set out in the Mayor's manifesto
- the recruitment process for the Board will be overseen by CommUNITY Barnet due to our role as an executive member of the Barnet Safer Communities Partnership and the Barnet Partnership Board
- that decisions and priorities of the Board will be set by those communities most affected by them
- to set in place governance arrangements which would ensure that Barnet's Safer Neighbourhood Board could be administered locally and free from political influence

Recruiting to the Board

CommUNITY Barnet proposes to use the same successful volunteer recruitment campaign that it used to recruit volunteers for Healthwatch. This would be done as follows:

- Set up an independent recruitment panel with representatives from Barnet CSEG and FORAB¹. The panel will be chaired by Barnet Council's Head of Community Safety

¹ FORAB – Federation of Residents Associations in Barnet

- Develop a role profile for the community representatives on the Board
- Advertise these roles through CommUNITY Barnet’s extensive engagement tools including the website, e-newsletters, newflash, member updates, children and young people’s e-bulletin, Healthwatch Barnet’s membership distribution, social media outlets, Barnet Boroughwatch network and through the local press
- Invite individuals to contact CommUNITY Barnet to advise them of their interest and to complete a simple template setting out their experience, their interest in the role and their time commitment
- CommUNITY Barnet will invite these individuals to attend a briefing session with the Borough Commander and Barnet Council’s Cabinet Member for Resident Engagement and Safety
- Subject to public interest it may be necessary to implement a more rigorous selection process such as interviewing prospective candidates – this will be explored after the closing date
- Successful candidates will be notified by CommUNITY Barnet
- CommUNITY Barnet will be responsible for developing an appropriate induction process in consultation with the Borough Commander and the Cabinet Member for Resident Safety and Engagement

Appendix 2 summarises our proposed timeline.

Composition of the Board

We believe Barnet’s Safer Neighbourhood Board should act as the operational arm of the Safer Communities Partnership whilst being firmly embedded in the community. To ensure continuity of corporate memory from Barnet CSEG we actively encourage CSEG members to apply for one of the positions set out below through the recruitment process: We propose the Board should be composed as follows:

Community Representatives:

We are keen that Barnet’s first SNB should clearly reflect our diverse communities. We recognise it would be impractical to have standalone representatives from each of the protected groups as defined by the Equality Act 2010, but we also recognise that in a city like London people have a number of identities by which they describe themselves. There will be a maximum number of 5 places set aside for community representative.

Voice of the Victim/Managing Complaints

In his manifesto the Mayor proposes not only to monitor complaints but also to hear complaints made by victims. The focus of the Board would be on ensuring that victims’ complaints were monitored; identifying common themes and concerns and raising these with the Borough Commander and his or her Senior Leadership Team. We propose that a place be preserved for the representative on the Safer Neighbourhood Board from a victim support service.

Independent Custody Visitors:

Independent Custody Visiting (ICV) is a statutory responsibility for MOPAC and there are national standards and guidelines that need to be followed. Barnet has a vibrant ICV programme with a number of trained volunteers visiting custody suites in the Borough. ICV visits must always be carried out in pairs and each custody suite should be visited once a week. This would make it impractical for Safer Neighbourhoods Board members as envisaged by the manifesto commitment to undertake these visits.

We propose that there would be a position reserved for the Chair of the ICV Panel on the Safer Neighbourhood Board. This will need to be reviewed should the Metropolitan Police Service introduce custody suites covering more than one Borough.

Independent Advisory Group:

Independent Advisory Groups (IAG) were introduced by the police across the London area in response to the Macpherson Report on the murder of Stephen Lawrence. IAG members are individuals from various communities to whom the Borough Commander can turn to for advice on specific policing operations. Whilst belonging to communities they do not act as community representatives and the Borough Commander understands the extent of this group. Locally the IAG is administered by Barnet Police.

We propose that there would be a position reserved for the Chair of the IAG (or their delegate) on the Safer Neighbourhood Board.

Youth Participation:

Youth participation is a growing area in Barnet. CommUNITY Barnet has recently engaged a Youth Engagement Office who will work closely with the local authority's 'Voice of the Child worker.' Together these two roles support Barnet's Youth Board. In addition, CommUNITY Barnet coordinates and facilitates the Children and Young People's Network.

We propose that a place be reserved on the Safer Neighbourhoods Board for at least one youth representative nominated by the Children and Young People's Network.

Barnet Residents:

Barnet is a large borough with one of the most successful neighbourhood watch schemes in the country. At present there are over 700 neighbourhood watches staffed by active volunteers with an excess of 30,000 members.

Barnet proposes that a position be reserved on the board for the Chair of Barnet BoroughWatch.

Ward Panels:

It is proposed that the Borough Commander will propose representatives from the Ward Cluster Panels.

Chair of the Safer Neighbourhood Board

We propose that the Chair of the Board be recruited from within the Board members. The process for the election of the Chair will be overseen by Barnet Council's Cabinet Member for Resident Safety and Engagement to ensure that the elections are held fairly and without prejudice.

Role of the Board**Monitoring Performance and Measuring Confidence**

A key function of the Safer Neighbourhood Board is to monitor the performance of both the police and the Barnet Safer Communities Partnership. Using publicly available data and any information provided by MOPAC, we propose that the Safer Neighbourhood Board should produce crime reports for its public meetings focusing on the priority crimes set out in Barnet's Community Safety Strategy. The Board's Administrator needs to be a member of the Partnership's performance management group and the Chair will be an executive member of the Community Safety Partnership Board.

Communications

Managing public reassurance and communications needs to be driven by the Safer Neighbourhood Board as public concern about crime remains disproportionately high compared to the actual levels of crime. At present there are no established mechanisms for cascading messages of reassurance. For example during the 2011 riots it was the close working relationship between the local authority, police and voluntary,

community and faith organisations coming together in haste and using their independent networks. This methodology was repeated during the recent incident involving the fire on the Somali Bravanese Welfare Association community centre.

The Safer Neighbourhood Board needs to develop a comprehensive communications strategy setting out how messages can be sent to individuals groups and businesses using both electronic, verbal and postal mailing. There are a number of social media outlets which can be accessed and CommUNITY Barnet proposes that as keen advocates in the use of social media, particularly for real-time communications the Board sets up its own social media outlets. The use of social media has the added benefit of sharing information way beyond our usual cohort.

All the minutes of the Boards meetings will be posted on the Community Safety Partnership page of Barnet Council for public information.

Public Meetings

We recognise that in recent years there has been a tendency Met-wide to move away from the old-style police/community consultation style public meetings. However, the power of face-to-face engagement with key decision makers cannot be ignored. In Barnet, events organised either by the Police, Barnet BoroughWatch or the local Community Safety Engagement Group have been well supported illustrating the appetite of local people to engage in this way. However, to make these events to be of strategic value we suggest that these public meetings need to be aligned to both the local and strategic community safety priorities of the borough and informed by the Strategic Assessment.

Public meetings need to be seen as a partnership between the community, police and the local authority. More importantly, it is important for Barnet Safer Neighbourhood Board to be able to challenge both the Borough Commander and the Cabinet Member for Resident Safety and Engagement on performance in a public forum.

The Safer Neighbourhood Board will be holding at least 2 public meetings per year together with a series of engagement events across the borough. These will be held after consulting with key stakeholders to make sure that we coordinate our efforts and reduce the risk of 'engagement fatigue' of interested and passionate residents.

Stop and Search

Stop and Search in Barnet has not been the enormous cause of friction between the police and young people as it has been in some other boroughs. However, in the recent past – most notably whilst the Prevent Strategy was being actively implemented meant that some communities felt targeted by police attention. The lack of 'community style summits' meant it was difficult for these communities to raise their concerns in a constructive and systematic way.

Local accountability of Stop and Search is very important. We would like to propose that the new Safer Neighbourhood Board once established should explore models of engagement which will help to increase trust and allay fears through a Local Stop and Search Group. Barnet currently does not have its own Stop and Search Group.

Conclusion

We are of the opinion that the new Safer Neighbourhood Board has to start from scratch. We believe there are no bodies, groups or organisations in Barnet who could simply be 'dragged and dropped' into the Mayor's framework at the present time. CommUNITY Barnet is skilled at setting up and establishing new

organisations. Barnet CSEG was well placed with local communities to offer insight and understanding on matters relating to community safety and community re-assurance. It has since wound up on 15 January 2014 but has played an instrumental part in developing this proposal. By combining the expertise, contacts and skills of both organisations we believe we have the expertise, skills and infrastructure in place to make this happen and ensure that Barnet has a high calibre, well-functioning Safer Neighbourhood Board by 1 April 2014.

Context

In his election manifesto *'Fighting Crime in London'* the Mayor of London, Boris Johnson proposed to reform borough-based community engagement with the introduction of Safer Neighbourhoods Boards. He said this would be accomplished by merging existing borough community engagement groups with the Metropolitan Police Service's Independent Advisory Group (IAG) structure.

The Safer Neighbourhoods Board would be expected to establish policing priorities for each neighbourhood. Safer Neighbourhoods Boards would also have other new duties that would include:

- hearing complaints from victims of crime,
- undertaking the role of "independent Custody Visitors", and
- ensuring that all boroughs have panels of residents as sounding boards for the newly expanded Safer Neighbourhood Teams

Who are we?

CommUNITY Barnet is a medium sized charity limited by guarantee. As Barnet's local infrastructure organisation (LIO) for the past 40 years we understand the changing nature of the local communities living, working and studying in our borough and how they want to actively contribute to Barnet continuing to be a successful, safe and enterprising borough.

Our primary role is to support and empower the local voluntary and community sector so they can most effectively respond to the needs of their users. To achieve this we encourage and facilitate voluntary action, empower organisations and groups to make a difference to their community and broker relationships between the sector and other commissioners and providers.

In addition we work with public authorities to enable them to understand the unique value of the voluntary, community and social enterprise sector. We believe CommUNITY Barnet is uniquely placed to act as a natural conduit in facilitating an effective two-way relationship between public sector and the voluntary/community sector.

Over the past two years we have been hosting the highly successful Barnet BoroughWatch and the administration for Barnet Community Safety Engagement Group.

Barnet Community Safety Engagement Group (CSEG) is funded by the Mayor's office for policing and Crime (MOPAC) and is a forum for liaison between the community and the police. The CSEG has the direct involvement of Barnet Police, the local authority and other agencies. Membership consists of over 50 local voluntary and community organisations.

Agreeing our approach

Approximately one dozen people expressed an interest and attended a meeting at CommUNITY Barnet's offices on 4 November 2014. Other members of the steering group include CSEG and the Federation of Barnet Residents' Associations. This paper sets out the Barnet approach.

As organisations committed to being inspirational leaders we want to use our involvement in Barnet's Community Safety Partnership to oversee and recruit members of Barnet's diverse communities to serve on the new Board. We acknowledge that the Mayor of London has a democratic mandate to introduce

Safer Neighbourhoods Boards. CommUNITY Barnet is an executive member of the Board and CSEG currently holds observer status.

In addition, CommUNITY Barnet is responsible for overseeing and delivering the Healthwatch Barnet consortium through 9 charity partners and 36 volunteers and will bring this experience as evidence of its successful track record to this proposal.

With whom do we engage?

CommUNITY Barnet has always attempted to be a model of good practice in matters relating to community engagement across all communities. As a membership organisation (with at least 600 organisations) we focus on building relationships and partnerships across protected groups including children and young people, frail elderly and disabled people from across care groups. We have recently established a new Refugee and new migrants forum. Our delivery of Healthwatch Barnet has helped us to build links with local lesbian, gay, bisexual and transgender people resident in the borough.

Barnet BoroughWatch has been hosted by Community Barnet for the past two years and through their 30,000 participants we have access to local citizens actively committed to ensure Barnet remains a safe and successful borough.

Across these different engagement mechanisms and partnerships CommUNITY Barnet estimates that it can reach at a minimum 50,000 of Barnet's residents. We believe this credential alone gives us the confidence to suggest that we would be well-placed to recruit a diverse and representative group of people to the Barnet Safer Neighbourhood Board.

Establishing Barnet's first Safer Neighbourhood Board - proposed timeline

Date	Activity	Comments	Responsibility
October 2013	MOPAC Workshop	Workshop developed and designed by MOPAC	MOPAC representative
	Barnet Safer Communities Partnership Board	Presentation of SNB Proposal for consideration	
November 2013	Agreement of Safer Neighbourhood Board Appointments Panel	Update on MOPAC meeting to be sent to Borough Commander, Barnet Council , CSEG and Community Barnet	SNB Steering Group/CSEG (administration)
	Establishment of Barnet SNB Steering Group	Draw up Terms of Reference	
December 2013	Recruitment of community representatives	Draw up role profile/application template for community representatives	Subject to advice from Safer Communities Board
		Advertise through CommUNITY Barnet's extensive networks	
		Send a press release to the local press	
		Invite candidates to inform CommUNITY Barnet of their interest	
January 2014	Recruitment of community representatives	Meet with Barnet BoroughWatch and CYPNet to agree representation	Subject to advice from Safer Communities Board
		Advise candidates to complete application form	
		Appointments panel approved by Barnet Community Safety Partnership Board	
January 2014	Recruitment of community representatives	Proposal to establish Barnet's first Safer neighbourhood Board to be presented Barnet Community Safety Partnership Board	Subject to advice from Safer Communities Board
		Barnet CSEG formally wound up (15 January 2014)	
		MOPAC duly advised	
	Recruitment of statutory appointments	Invitations and meetings to be set up with all statutory representatives as set out in MOPAC guidance	SNB Steering Group/CSEG (administration)

Date	Activity	Comments	Responsibility
February 2014	Informal meeting of all the board members	First informal meeting of the board to discuss governance issues/arrangements/operating budget	CB administration
	Appointment of Administrator	The CSEG Administrator has agreed to support the SNB until it recruits its own administrator.	CommUNITY Barnet/ MOPAC
	Inaugural meeting of the Barnet's shadow Safer Neighbourhood Board	First meeting of shadow Board to be chaired by LBB Cabinet Member for Resident Safety and Engagement to agree governance arrangements e.g. bank account, recruitment of Chair, constitution etc	SNB Steering Group/CB (administration)
	Appointment of SNB Chair	Election of Chair overseen by LBB Cabinet Member for Resident Safety and Engagement	LBB
	Liaise with MOPAC about funding arrangements	Identify projects for which funding could be secured from the new funding pot to commence in April 2014 including operating costs/start-up costs eg website and publicity	Shadow SNB
March 2014	Formal launch of Barnet Safer Neighbourhood Board	Launch event Local press Publish membership list of SNB Publish engagement and communications strategies Publish engagement diary	Shadow SNB
April 2014	Barnet Safer Neighbourhood Board formally operates	Chair takes up executive membership on Safer Communities Partnership Board	Barnet Safer Neighbourhood Board

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Barnet Safer Neighbourhood Board

Terms of Reference

In his election manifesto '*Fighting Crime in London*' the Mayor of London, Boris Johnson proposed to reform borough-based community engagement by establishing a Safer Neighbourhood Board in every borough giving local Londoners and victims a greater voice.

Barnet's Safer Neighbourhood Board will be expected to advise the Borough Commander to establish local policing and crime priorities which align to the Mayor's Office for Policing and Crime (MOPAC) priorities; monitor police performance and confidence and fulfil a range of specific functions.

The Board will be made up of a range of individuals representing Barnet's diverse communities alongside the statutory positions defined in the MOPAC Guidance¹.

Barnet's Safer Neighbourhood Board (SNB) will be the primary borough-level mechanism for local engagement which will aim to:

- Ensure communities are more closely involved in problem solving and crime prevention
- Have a broad remit to reflect MOPAC's broader responsibilities whilst at the same time respecting local people's knowledge and expertise of the locality
- Have a greater reach with frequent refreshes of ideas and views
- Achieve greater coherence between different engagement mechanisms to improve public scrutiny of police performance and crime reduction
- Deliver value for money by targeting funds on issues of local concern which prevent crime

Functions of Barnet Safer Neighbourhood Board

Table 1 below sets out the functions of Barnet Safer Neighbourhood along with the data sets we will need to support delivery

Code of Conduct

A code has been drawn up to set standards of conduct for the members of Barnet Safer Neighbourhood Board to establish and sustain the highest reputation in the community and be effective, open and accountable.

This is available as a separate document.

¹ Safer Neighbourhood Boards Guidance (2013) MOPAC

Function	Role of the Board - Explanation	Data set required
Establish policing priorities in the borough	Our board will sit at the apex of MOPAC's defined engagement structure and supported by the local police	Data sets to be used include (but not exclusively): <ul style="list-style-type: none"> • Strategic Assessment • Public stakeholder surveys
Monitor crime performance and community confidence	Align crime performance monitor against the MOPAC 7 neighbourhood crimes. These are: Violence with injury <ul style="list-style-type: none"> • Robbery • Burglary • Theft of a motor vehicle • Theft from a motor vehicle • Theft from the person • Vandalism (criminal damage) 	Police supplied data will be aligned to the MOPAC 7 neighbourhood crimes and confidence targets. The Board can request a wider supply of data if required. Community confidence will be measured through the British Crime Survey and the Public Attitude Survey
Monitor complaints against borough officers	Information to be included will include trends, types of complaints. Responses will be sought from the borough commander	Data provided centrally from MOPAC. Data may also be collated through local reporting. FOI requests submitted to the Metropolitan Police Service
Hear and monitor complaints from victims of crime	Victim complaints seen as an important indicator of the quality of service delivered to members of the public. Aim of SNB is to improve victim access to the complaints system and treatment within the local justice process. A victim representative will be a member of the Board.	Data sets to be monitored include: <ol style="list-style-type: none"> 1. monitoring data which identifies frequency and types of complaints received, discharge processes and the time to reach resolution; 2. promoting and publicising access to the system
Provide assurance that a system of independent custody is being delivered	MOPAC needs to exert its statutory responsibility for providing assurance of this system. Barnet SNB will reserve a position for a member of the local Independent Visiting Custody (IVC) Panel to the Board,	The IVC will bring regular reports to the Board for consideration and noting. These will detail: <ol style="list-style-type: none"> 1. Summary of custody visits undertaken during a reporting period 2. Any matters arising
Play a significant role in designing Barnet's Community	Develop a community payback programme in Barnet which will be delivered by SERCO – MOPAC's approved provider	Local intelligence gathering scheme needs to be designed which can support the board in its decision making.

Payback programme		SERCO will be required to present centrally collated statistics and information on work placements undertaken
Ascertaining all wards have a ward panel of residents	Responsibility of the Metropolitan Police Service to identify and nominate representatives from the ward cluster panels	Data to be collated will include: 1. Summary of meetings held (including number and frequency) 2. Numbers in attendance 3. Principle matters discussed
Support the Independent Advisory Group (IAG)	IAG's provide a valuable role in providing expert advice to the Metropolitan Police Service.	IAG chair to regularly update the Board of any matters arising
Supporting Barnet Boroughwatch	Barnet Boroughwatch will have a reserved position on the Board	Barnet Boroughwatch will link to the ward panels and expand the number of watches in the borough.
Bidding for activity projects from the Crime Prevention Fund	Barnet's Safer Neighbourhood Board required to bid from the MOPAC fund to pay for its activities.	

(Table 1)

Membership of Barnet's Safer Neighbourhood Board

Community Representatives:

There will be a maximum of 9 community representatives reflecting the number of protected groups defined in the Equality Act 2010.

A role profile for the community representatives is set out in Annex 1.

Voice of the Victim/Managing Complaints

The Mayor proposes not only to monitor complaints but also to hear complaints made by victims. This could be very difficult: complaints can be an incredibly complex area, people making complaints might be criminals claiming the police have used their powers unlawfully; there are times when there could be ambiguity between victims and perpetrators. Complaints can be a legal minefield and this proposal may well require changes in legislation to enable this to happen.

Victim Support will have a reserved position on Barnet's Safer Neighbourhood Board.

Independent Custody Visitors:

Independent Custody Visiting (ICV) is a statutory responsibility for MOPAC and there are national standards and guidelines that need to be followed. Barnet has a vibrant ICV programme with many trained volunteers visiting custody suites in the Borough. ICV visits must always be carried out in pairs and each custody suite should be visited once a week. This would make it impractical for Safer Neighbourhoods Board members as envisaged by the manifesto commitment to undertake these visits.

A position reserved for the Chair of the ICV Panel on Barnet's Safer Neighbourhood Board. This will need to be reviewed should the Metropolitan Police Service introduce custody suites covering more than one Borough.

Independent Advisory Group:

Independent Advisory Groups (IAG) were introduced by the police across the London area in response to the Macpherson Report on the murder of Stephen Lawrence. IAG Members are individuals from various communities to whom the Borough Commander can turn to for advice on specific policing operations. Whilst belonging to communities they do not act as community representatives and the Borough Commander understands the extent of this group. Locally the IAG is administered by Barnet Police.

A position is reserved for the Chair of the local IAG on Barnet's Safer Neighbourhood Board.

Youth Participation:

Youth participation is a growing area in Barnet. At least one place will be reserved on Barnet's Safer Neighbourhood Board for a youth representative.

Barnet Children and Young People's Network will be invited to nominate representatives for selection.

Barnet Residents:

Barnet is a large borough with one of the most successful neighbourhood watch schemes in the country. At present there are over 700 neighbourhood watches staffed by active volunteers with an excess of 30,000 members. A position will be reserved on the board for the Chair of Barnet BoroughWatch.

Safer Neighbourhood Panels/Ward Panels:

Safer Neighbourhood Panels (SNPs) have not made the significant contribution to community safety in the borough as anticipated. However, the Community Action Panels (CAP) have enjoyed greater success. These have played a more prominent role in Barnet.

It is proposed that following advice from the Borough Commander a combination of the SNPs/CAPs representation needs to be reflected on the board.

Elected Member

The Safer Neighbourhood Board will invite the Leader of Barnet Council to nominate their portfolio lead for Community Safety and/or resident engagement to be a member of the Board.

Chair of the Board

This position will be elected from within the Board members. The process for the election of the Chair will be overseen by Barnet Council's Head of Community Safety to ensure that the elections are held fairly and without prejudice.

Procedure

Frequency of Meetings

The Board will meet quarterly at a time, date and venue of mutual convenience to the Board.

Administration

Administration will be provided by the Barnet Safer Neighbourhood Board paid Administrator who will be located in CommUNITY Barnet – Barnet's Local Infrastructure Organisation to ensure continuity of support. Funding for this post will be from MOPAC's Crime Prevention Fund.

Hosting of Administrator

CommUNITY Barnet is experienced at managing hosting arrangements with other organisations. Over the past 3 years it has been responsible for hosting the Community Safety Engagement Group Administrator, Barnet Boroughwatch's Administrator and the Community Organisers employed by Locality as part of the Cabinet Office Community Organisers Pathfinder programme.

Circulation of Papers

The Administrator will be responsible for setting the agenda with the Chair of Barnet's Safer Neighbourhood Board.

The Administrator will be responsible for collating papers and data sources from partner agencies.

All papers will be published on Barnet's Safer Communities Partnership Board website 5 working days before the meeting.

Tenure

The Mayor of London requires that there will be a three year maximum tenure for board members. However, to avoid all Board members ending their term at the same time it is proposed that initial appointments will be made as follows:

Position	Tenure
Chair	3 years
Community Representatives	3 years
Youth representative	2 years
Barnet Boroughwatch	2 years
Voice of the Victim	2 years
Ward Panel Member	2 years
IVC	2 years
IAG	2 years
Elected councillor	1 year
Former CSEG member	1 year

Meeting	Business Management Overview and Scrutiny Committee
Date	11 March 2014
Subject	Business Management Overview & Scrutiny Committee Forward Work Programme 2013/14
Report of	Scrutiny Office
Summary	This report outlines the Committee’s work programme for 2013/14

Officer Contributors	Andrew Charlwood, Overview and Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Key Decision	No
Enclosures	Appendix A – Business Management Overview and Scrutiny Committee Work Programme 2013/14
Reason for urgency / exemption from call-in	N/A
Contact for Further Information:	Andrew Charlwood, Overview and Scrutiny Manager, 020 8359 2014 andrew.charlwood@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee consider and comment on the items included in the 2013/14 work programme of the Business Management Overview & Scrutiny Committee (Appendix A).**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1. The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the council's priorities.
- 3.2. The three priority outcomes set out in the 2013 – 2016 Corporate Plan are;
- Promote responsible growth, development and success across the borough;
 - Support families and individuals that need it – promoting independence, learning and well-being; and
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

4. RISK MANAGEMENT ISSUES

- 4.1 None.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role in relation to diversity and inclusiveness; and
 - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

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

- 6.1 None in the context of this report.

7. LEGAL ISSUES

- 7.1 None in the context of this report.

8 CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

- 9.1 The Business Management Overview and Scrutiny Committee's Work Programme 2013/14 indicates items of business previously considered by the Committee and forthcoming items.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.
- 9.4 The 23 April 2014 meeting will be the final meeting of this Committee before the implementation of the new Committee System form of governance. Any unallocated items will be referred over to the new committees work programmes were appropriate.

10. LIST OF BACKGROUND PAPERS

- 10.1 None.

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**London Borough of Barnet
Business Management Overview
and Scrutiny Committee
May 2013 – May 2014**

Contact: Andrew Charlwood, 020 8359 2014, andrew.charlwood@barnet.gov.uk

Subject	Decision requested	Cabinet Member	Author
3 July 2013			
Call-ins	<p>The Committee considered the following call-ins of decisions taken at Cabinet / Cabinet Resources Committee on 24 June 2013:</p> <ul style="list-style-type: none"> - Development and Regulatory Services; - Housing Allocations Scheme Review; and - Sale of the Former Hendon Football Club Site 	Leader of the Council / Deputy Leader of the Council / Cabinet Member for Resources and Performance / Cabinet Member for Environment	N/A
Task and Finish Groups Recommendation Tracking – Early Intervention and Prevention Update	The Committee received an update on the methodology used by Delivery Units to RAG rate the progress made in implementing recommendations made by task and finish groups (with specific reference to the Early Intervention TFG reported to committee on 2 May 2013)	N/A	Family Services / Scrutiny Office
Members' Item – Scrutiny Review of Your Choice Barnet	The Committee considered a Members' Item in the name of Councillor Barry Rawlings and agreed to establish a task and finish group review of Your Choice Barnet	Cabinet Member for Adults	Scrutiny Office

Subject	Decision requested	Cabinet Member	Author
16 September 2013			
Housing Allocations Scheme Review and Introduction of a Placements Policy	In accordance with the request made at the 4 July 2013 meeting, the Committee will scrutinise the consultation findings, Housing Allocations Scheme Review and Placements Policy in advanced of Cabinet taking a decision on 24 September 2013.	Cabinet Member for Housing	Scrutiny Office / Director for Place
7 October 2013			
Petition WalkSafeN14	Committee to receive a petition which has received in excess of 2,000 signatures submitted by the WalkSafe N14 group	Cabinet Member for Environment	Scrutiny Office
Saracens Event Day Controlled Parking Zone Update	Committee to receive an update of the review of the Saracens Cophall CPZ scheme conducted at the end of the current season.	N/A	Development and Regulatory Services
Members' Item – Parking Policy (Councillor Alan Schneiderman)	Committee to consider a request from Councillor Alan Schneiderman to convene a task and finish group to consider parking issues in the borough.	Cabinet Member for Environment	Scrutiny Office
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	On-going monitoring of implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals. <ul style="list-style-type: none"> • Carbon Footprint TFG • Health and Social Care Integration TFG 	N/A	Scrutiny Office

Subject	Decision requested	Cabinet Member	Author
Task and Finish Group Updates	Committee to receive an update on the currently convened Task and Finish Groups	N/A	Scrutiny Office
18 November 2013			
Call-in – Pavilion Way HA8 Proposed Disposal	To consider a call-in from Councillor Alison Moore in relation to decision taken by Cabinet Resources Committee to dispose of Pavilion Way HA8	Leader of the Council	Director for Place / Enterprise and Regeneration Lead Commissioner / Re
Regeneration Annual Report	Committee to receive the Regeneration Annual Report to include Brent Cross / Cricklewood	Leader of the Council	Director for Place / Enterprise and Regeneration Lead Commissioner / Re
Draft Equalities Policy and ‘Communities Together’ Action Plan	Committee to consider the Draft Equalities Policy and ‘Communities Together’ Action Plan	TBC	Commissioning Group

Subject	Decision requested	Cabinet Member	Author
6 January 2014			
Interim Update Report on the Growth and Regeneration Programme	Update on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes in the last twelve months as well as expected activities to end March 2014	Leader of the Council	Enterprise and Regeneration Lead Commissioner / Head of Regeneration (Re)
Housing Strategy	Committee to receive a report on the process for developing a Housing Strategy for Barnet	Cabinet Member for Housing	Housing and Environment Lead Commissioner / The Barnet Group (Barnet Homes)
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	<p>On-going monitoring of implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.</p> <ul style="list-style-type: none"> • Secondary School Places OSP • Early Intervention and Prevention Services (Children's Services) TFG • Contract Monitoring and Community Benefit TFG 	N/A	Scrutiny Office
Parking Policy Task and Finish Group	To consider the approach to the Parking Policy Task and Finish Group agreed in October 2013	N/A	Scrutiny Office

Subject	Decision requested	Cabinet Member	Author
11 March 2014			
Housing Development	Committee to receive an update on the progress of housing schemes agreed by Cabinet Resources Committee in June 2013.	Cabinet Member for Housing	Director for Place / Housing and Environment Lead Commissioner / The Barnet Group (Barnet Homes)
North London Waste Authority	Committee to receive an update on the work of the North London Waste Authority	Cabinet Member for Environment	Director for Place
Crime and Disorder Scrutiny	<p>Committee to determine arrangements for crime and disorder scrutiny 2013/14 to include:</p> <ul style="list-style-type: none"> - New Policing Model; - Enhancements to Safer Communities Strategy; - Delivery against the Safer Communities Strategy 2011 – 2014; and - Update from the Barnet Community Safety Engagement Group 	Cabinet Member for Resident Safety and Engagement	Community and Well Being Assistant Director / Head of Community Safety
Parking Policy (Cash Meters) Task and Finish Group	Committee to consider the final report of the Parking Policy (Cash Meters) Task and Finish Group for onward referral to Cabinet	N/A	Scrutiny Office
20 MPH Zones Task and Finish Group	Committee to consider the final report of the 20 MPH Zones Task and Finish Group for onward referral to Cabinet	N/A	Scrutiny Office

Subject	Decision requested	Cabinet Member	Author
23 April 2014			
Overview and Scrutiny Annual Report	Members are requested to consider the Overview and Scrutiny Annual Report 2013/14 for reporting to Annual Council.	N/A	Scrutiny Office
Items to be allocated			
Skills, Enterprise and Employment Action Plan	Committee to receive updates on: <ul style="list-style-type: none"> • progress made in delivering of the Skills, Employment and Enterprise Action Plan 2012 – 2015; and • details of the Council’s approach to developing an Enterprise Strategy 	Leader of the Council	Assistant Director Commissioning Strategy Director for Place / Enterprise and Regeneration Lead Commissioner

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