

MEETING

HEALTH & WELLBEING BOARD

DATE AND TIME

THURSDAY 18TH JULY, 2019

AT 9.00 AM

VENUE

GRAHAME PARK 'OLD' LIBRARY, THE CONCOURSE, GRAHAME PARK, NW9 5XL

TO: MEMBERS OF HEALTH & WELLBEING BOARD (Quorum 3)

Chairman: Councillor Caroline Stock (Chairman),
Vice Chairman: Dr Charlotte Benjamin (Vice-Chairman)

Kay Matthews	Fiona Bateman	Dr Clare Stephens
Dr Tamara Djuretic	Councillor Sachin Rajput	Dawn Wakeling
Dr Nikesh Dattani	Councillor Richard Cornelius	Selina Rodrigues
Chris Munday	Caroline Collier	

Substitute Members

Sarah D'Souza	Councillor Rohit Grover	Dr Murtaza Khanbhai
Julie Pal	Councillor David Longstaff	Ben Thomas
Dr Barry Subel		

In line with Article 3 of the Council's Constitution, Residents and Public Participation, public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 10AM on Monday 15 July. Requests must be submitted to Salar Rida at salar.rida@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Services contact: Salar Rida 020 8359 7113, salar.rida@barnet.gov.uk
Media Relations Contact: Gareth Greene 020 8359 7039

ASSURANCE GROUP

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ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	5 - 10
2.	Absence of Members	
3.	Declaration of Members' Interests	
4.	Public Questions and Comments (if Any)	
5.	Report of the Monitoring Officer (if Any)	
6.	Forward Work Programme	11 - 14
7.	Update report on the Inspection of Local Authority Children's Social Care Services	15 - 38
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9.	Barnet Annual Director of Public Health Report 2017: An Update on the Implementation of Recommendations	49 - 58
10.	Joint Health and Wellbeing Strategy 2020-2024 Development	59 - 64
11.	Regeneration Deep Dive Report	65 - 270
12.	Any Items the Chairman decides are urgent	

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Decisions of the Health & Wellbeing Board

28 March 2019

Board Members:-

AGENDA ITEM 1

*Cllr Caroline Stock (Chairman)

*Dr Charlotte Benjamin (Vice-Chairman)

* Kay Matthews
* Dr Tamara Djuretic
* Chris Munday
Dr Nikkesh Dattani

* Caroline Collier
* Fiona Bateman
* Cllr Sachin Rajput
* Cllr Richard Cornelius

* Dawn Wakeling
* Selina Rodrigues
Dr Clare Stephens

* denotes Member Present

1. MINUTES OF THE PREVIOUS MEETING (Agenda Item 1):

The Chairman of the Health and Wellbeing Board, Councillor Caroline Stock welcomed all attendees and thanked the Wellbeing Manager, Mr John Truong for hosting this HWBB meeting at the Meritage Centre.

Councillor Stock welcomed the Dr Charlotte Benjamin as new Vice-Chair of the Board and Chair of the Barnet CCG. The Board noted that appointment of Dr Nikkesh Dattani as CCG Board Member replacing Dr Benjamin's previous post at the HWBB.

It was **RESOLVED** that the previous minutes of the meeting of the Health and Wellbeing Board held on 17th January 2019 be agreed as a correct record.

2. ABSENCE OF MEMBERS (Agenda Item 2):

Apologies for absence were received from Dr Nikkesh Dattani and Dr Clare Stephens.

3. DECLARATION OF MEMBERS' INTERESTS (Agenda Item 3):

None.

4. PUBLIC QUESTIONS AND COMMENTS (IF ANY) (Agenda Item 4):

None were received.

5. REPORT OF THE MONITORING OFFICER (IF ANY) (Agenda Item 5):

None.

6. HWBB ABBREVIATIONS (Agenda Item 6):

The Board noted the standing item on the Agenda which lists the commonly used HWBB abbreviations for information.

7. FORWARD WORK PROGRAMME (Agenda Item 7):

The Chairman noted the standing item on the agenda.

It was **RESOLVED** that the Health and Wellbeing Board noted the items on the Forward Work Programme for 2019.

(a) **UPDATE REPORT ON THE PROGRESS OF BARNET CHILDREN'S SERVICES IMPROVEMENT ACTION PLAN AND OTHER CES COMMITTEE PRIORITIES**

The Chairman introduced the report which was summarised by the Executive Director for Children and Young People, Mr Chris Munday.

Mr Munday provided an update following the sixth Monitoring visit by Ofsted. The Board noted the Monitoring letter which was generally positive and appended to the Agenda. The Board thanked all staff and partners for their work and contributions towards the improvement journey.

The Board was informed that the next visit by Ofsted will likely involve a full Inspection of Local Authority Children's Services (ILACS) in late early Summer 2019, which will be a reinspection of all services.

Councillor Richard Cornelius noted the importance of continued partnership working across the system and between all organisations.

It was **RESOLVED**:

1. That the Board noted the progress of the Barnet Children's Services Improvement Action Plan as set out in paragraphs 1.11 to 1.34.
2. That the Board noted the OFSTED monitoring visit feedback letter.
3. That the Board noted the updated Joint Protocol for homeless young people aged 16 and 17 attached as Appendix 2.
4. That the Board noted the 2019-20 Delivery Plan of the Children and Young People's Plan attached as Appendix 4.

8. UPDATE ON DELIVERY OF THE PREVENT DUTY (Agenda Item 8):

The Chairman introduced the annual update report of the Prevent Duty and welcomed Mr Sam Rosengard, Prevent Coordinator who presented the report to the Board.

Mr Rosengard delivered the presentation on the Prevent Duty. The Board noted that the majority of cases of referral cases relate to mental health issues. Mr Rosengard spoke about the positive partnership working with BEH Mental Health and noted that there are good levels of partnership working and engagement with health partners.

The Board welcomed the presentation and the Chairman welcomed suggestions for delivery of Prevent Duty Presentation to third sector organisations to be submitted to Mr Rosengard.

It was **RESOLVED**:

1. That the Board commented as above and supported the actions identified following the recent publication of the Counter Terrorism Local Profile (CTLP).
2. That the Board agreed to inform the Prevent Coordinator of any third sector organisations that would benefit from an offer of Prevent Training and advice.
3. The Board noted that the NHS England Guidelines 2017 were re-iterated and there was an ask for NHS colleagues to ensure that referrals from Prevent team receive appointment within 7 days for mental health services.

9. HWBB RESPONSE TO HOUSING STRATEGY AND HOMELESSNESS AND ROUGH SLEEPING STRATEGY CONSULTATION (Agenda Item 9):

The Chairman introduced the report and thanked all stakeholders and partners for their responses to the Strategy.

It was **RESOLVED**:

1. That the Health and Wellbeing Board noted the formal consultation Response report on behalf of the Board, co-ordinated and prepared by Public Health Team in consultation with the HWB Board members.
2. That Pan-Barnet training for GPs include Healthwatch.

10. SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP (STP) UPDATE BARNET'S PAEDIATRIC ASTHMA PLAN (Agenda Item 10):

Following introduction of the report, the Chairman invited Mr Sam Rostrom STP Children and Young People's Programme Director to present the report.

Ms Rostrom spoke about the importance of continued partnership working towards tackling asthma in order to improve outcomes for children and young people.

She also noted the importance of understanding local needs in order to develop the strategic approach to continue to improve our Asthma work and inform the plan of Action.

The Director for Public Health, Dr Tamara Djuretic welcomed the report and noted the need to integrate the asthma friendly schools model within healthy schools programme. Dr Charlotte Benjamin, Chair of Barnet CCG spoke about the importance of gaining a wider understanding of underlying health risks and to disseminate practical information and advice to families.

Councillor Cornelius also noted the importance of disseminating information on reducing build-up of damp and practical steps that can be taken to reduce damp within households. He expressed concerns about health risks associated with air pollution and raised the importance of tackling air quality issues.

Ms Rodrigues welcomed the comments and noted that Homestart Barnet teams can be utilised to disseminate information to households and reporting feedback from families to partners.

It was **RESOLVED:**

- 1. That the Health and Wellbeing Board noted the North Central London objectives and approach.**
- 2. That the Board endorsed the proposed Barnet plan to improve the outcomes for paediatric asthma and note that Public Health agreed to oversee delivery of the plan jointly with the CCG.**
- 3. That local asthma workshop includes representatives from Healthwatch and Homestart.**

11. HEALTH AND WELLBEING BOARD DELIVERY PLAN 2019/20 (Agenda Item 11):

Dr Djuretic presented and summarised the key points of the report. She briefed the Board about the progress made in respect of the Priorities.

The Board welcomed the Plan and made the following requests to be included within the Delivery Plan:

- that reference be made towards promoting physical activity including for people with disability and mental health conditions
- to include reference to the Paediatric (autism) Pathways
- promotion and raising further awareness of cancer screening

It was **RESOLVED:**

- 1. That the Health and Wellbeing Board approved the Delivery Plan 2019/20 as set out in Appendix B with an addition of Autism Paediatric pathway and noted the final version of the HWBB Priorities at Appendix A.**

12. MAINTAINING MENTAL HEALTH AND WELLBEING AND BUILDING RESILIENCE (Agenda Item 12):

The Chairman introduced the item noting that adults mental health forms part of the four Priorities within the Health and Wellbeing Strategy. Dr Jeff Lake, Consultant in Public Health joined the meeting upon invitation of the Chairman and presented the report.

Dr Lake briefed the Board about various initiatives occurring across London, including the Thrive and Good Thinking Programmes. He noted the use of digital innovations and the way face-to-face and peer to peer networks are being developed.

The Board welcomed the presentation and noted the importance of strengthening partnership working and use and promotion of CAMHS services.

It was **RESOLVED**:

- 1. That the Board noted the development of a mental health campaign to tackle mental health stigma and promote access to support and proposed further awareness raising via libraries**
- 2. That the Board noted planned action to make Barnet a more dementia friendly community.**
- 3. That the Board noted planned action to coordinate suicide prevention activity in the borough.**
- 4. That Board Members provide advice and support to direct and maximise the impact of this work.**

13. PREVENTION, ENABLEMENT AND SELF-RELIANCE SERVICES IN BARNET (Agenda Item 13):

The Chairman invited three guest speakers, Karen Morrell, Head of Integrated Care, Mental Health Service together with her team and peer support workers who presented and highlighted the key points in the report.

The Chairman thanked the speakers for the informative presentation and noted that supporting people with mental health conditions to live well in the community is one of the priorities for the Board. It was noted that the next report will bring together a number of initiatives developed in partnership across the borough which are well received by local residents.

In response to a query about education and training towards raising awareness of mental health with other services, it was noted that Mental Health Service have hosted two cohorts of Think Ahead Mental Health Social Workers over two years. This exchange has increased a flow of information, theory and skills in the team supporting a whole service change.

Following a comment about strengthening partnership working, it was noted that work has commenced to simplify the referral process, particularly for parents.

It was **RESOLVED** that:

- 1. The Health and Wellbeing Board noted the progress on mental health enablement model in Barnet and to support referrals to enablement services across partnership.**
- 2. Members of the Board are asked to champion mental health enablement model across the borough through their respective organisation.**
- 3. Partners are asked to explore strengthening working relationship between Wellbeing Hub and the Network.**

14. MENTAL HEALTH - THE CRISIS CARE PATHWAY AND DEVELOPMENTS (Agenda Item 14):

The Chairman introduced the report and invited Ms Sarah Perrin, Head of Commissioning, Mental Health and Dementia to join the meeting.

Ms Perrin presented the report and highlighted the key challenges, including financial challenges and increasing demand.

The Board welcomed the presentation and agreed to strengthen partnership working by embedding work together and to ensure that workstreams' of partners are complementing each other. **(Action)**

It was **RESOLVED:**

- 1. That the Board noted the contents of the report and developments occurring to improve the crisis care pathway for Barnet patients.**
- 2. That Board members provide advice and support to maximise the impact of the work being undertaken and discuss how to support strengthening the pathway across the whole system.**

15. CARE CLOSER TO HOME - DEVELOPMENT OF A DEMENTIA FOCUSED CARE HOME INTEGRATED NETWORK (CHIN) (Agenda Item 15):

The Chairman presented the report which focuses on developing integrated services and interventions for dementia in primary and community care. Ms Perrin presented and highlighted the key points in the report.

Ms Rodrigues welcomed suggestions from partners to be sent to her about various ways to improve communication channels to reach all communities.

It was **RESOLVED:**

- 1. The Board noted the contents of the report and developments.**
- 2. That Board members provide advice and support to maximise the impact of the work being undertaken and discuss how to support integrated working.**

16. ANY ITEMS THE CHAIRMAN DECIDES ARE URGENT (Agenda Item 16):

The Chairman, on behalf of the Board, thanked Dr Jeff Lake for all his work and contributions over the past six years noting that this will be his last HWBB meeting at Barnet. She wished him all the best in his new role as Deputy Director of Public Health at Westminster.

The Chairman thanked the Board and speakers for their contributions and closed the meeting.

The meeting finished at 11.55 am

**Health and Wellbeing Board
Work Programme**

2019-2020

Contact: Salar Rida (Governance) salar.rida@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)	Key decision*
18th July 2019				
NOTE				
Forward Work Programme	The Board to note the FWP	Chair and Vice Chair of the Health and Wellbeing Board	Director of Public Health	Non-key
Update on Inspection of Local Authority Children's Services (ILACS)	The Board to note update	Director of Family Services	Members of the Health and Wellbeing Board, Public Health Strategists	Non-key
NCL STP Update: Development of Integrated Care Partnership – draft outcomes and vision	The Board is asked to discuss vision and outcomes.	Chief Operating Officer, CCG and Strategic Director of Adults and Health	Director of Commissioning, CCG and Director of Public Health	Non-key
Annual Public Health Report: Update on recommendations from 2017	The Board to note the report and recommendations.	Director of Public Health	Consultant in Public Health	Non-key
Joint Health and Wellbeing Strategy 2020-24 development process	The Board to agree and comment on the report.	Director of Public Health	Public Health Registrar	Non-Key
DEEP DIVE: Growth and Health and Wellbeing				
Growth Strategy, Local Plan and Health Impact Assessment	The Board is asked to note and discuss how to ensure health and wellbeing is integrated in the growth of our borough	Deputy Chief Executive and Director of Public Health	Director of Growth and Consultant in Public Health	Non-key
Graham Park Neighbourhood Change Evaluation Report	The Board is asked to note the findings of the evaluation report	Colindale Community Trust	Chief Executive Officer	Non-key

*A **key decision is one which**: a key decision is one which will result in the council incurring expenditure or savings of £500,000 or more, or is significant in terms of its effects on communities living or working in an area comprising two or more Wards

Brent Cross Project Plan	The Board is asked to discuss proposals for wellbeing project in Brent Cross regeneration area.	Argent Health and Wellbeing Director	Argent and Portas	Non-key
Primary Care developments update	The Board is asked to note proposals for primary care development in the growth areas across the borough.	Director of Care Closer to Home	Director of Care Closer to Home	
3rd October 2019				
NOTE				
Forward Work Programme	The Board to note the FWP	Chair and Vice Chair of the Health and Wellbeing Board	Director of Public Health	Non-key
Minutes of the Care Closer to Home Programme Board and Joint Commissioning Executive Group	The Board is asked to approve the minutes	Strategic Director for Adults, Communities and Health, Chief Operating Officer, Barnet CCG	Commissioning Lead – Health and Wellbeing	Non-key
Food Secure Action Plan	The Board to note progress	Director of Public Health	Public Health Strategist	TBC
Healthwatch Barnet Annual Update Report	The Board to note the annual report	Head of Barnet Healthwatch	Head of Barnet Healthwatch, Barnet Healthwatch Manager	Non-key
Annual Public Health Report 2018/19	The Board to note the annual report	Director of Public Health	Director of Public Health	
Learning Disabilities update	The Board to note and comment on the report.	Head of Barnet Healthwatch	Head of Barnet Healthwatch	TBC
DEEP DIVE: Physical Activity, Open Spaces, Leisure Centres				
16th January 2019 and 26th March 2019				

NOTE

Suggested future and standing agenda items	
Suggested future items	Standing agenda items
Health and Wellbeing Strategy 2020 - 2024	Minutes of the Health and Wellbeing Board Working Groups (where available): Joint Commissioning Executive Group
Healthy Weight update (to include Food secure action plan update) – October	Forward Work Programme
Annual Public Health Report - October	Improvement Action Plan – Ofsted (same paper as reported to CE&S Committee)
Annual Safeguarding Report for Children and Young People – Independent Chair Report	
Annual Safeguarding report for Adults – Independent Chair Report	
Healthwatch (TBC 2019): <ul style="list-style-type: none"> - Healthwatch Activity Update (TBC 2019) - Barnet Mencap / Healthwatch Update 	

	<p style="text-align: center;">Health & Wellbeing Board</p> <p style="text-align: center;">18 July 2019</p>
<p style="text-align: center;">Title</p>	<p>Update report on the Inspection of Local Authority Children's Social Care Services – May 2019</p>
<p style="text-align: center;">Report of</p>	<p>Chairman of the Committee, Councillor David Longstaff</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix 1: Inspection of children's services summary letter Appendix 2: Inspection of children's social care services report</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Chris Munday Executive Director for Children and Young People Chris.Munday@barnet.gov.uk</p>

Summary

The Health and Wellbeing Board on 14 September 2017 agreed to receive the report on the Ofsted Improvement update at its meetings. This report presents the information that was considered by the Children, Education and Safeguarding Committee on 1 July 2019.

Children's services in Barnet were judged by OFSTED to be inadequate when OFSTED undertook a Single Inspection Framework (SIF) during April and May 2017. The Council fully accepted the findings of the report and worked collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly.

In response to the recommendations and areas for improvement identified by OFSTED, the Barnet Children Services Improvement Action Plan was developed and a final version presented to Committee in November 2017.

Ofsted undertook an Inspection of Local Authority Children's Social Care Services (ILACS) in Barnet between 13 May and 24 May 2019. OFSTED judged Barnet to be good across all inspection domains. This report provides an update on the inspection findings and recommendations.

Recommendations

- 1. To consider and note the inspection findings as set out within Appendix 1 and Appendix 2.**
- 2. To note that the report has been referred by the Children, Education and Safeguarding Committee on 1 July 2019 for consideration by Full Council on 30 July 2019.**

- 1.1 Children's services in Barnet were judged by OFSTED to be inadequate when OFSTED undertook a Single Inspection Framework (SIF) of these services in April and May 2017.
- 1.2 The Council fully accepted the findings of the report and worked collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly.
- 1.3 Under the Inspection of Local Authority Children's Services (ILACS) Framework, local authorities judged as inadequate are subject to ongoing monitoring activity from OFSTED; in Barnet, this included an action planning visit, quarterly monitoring visits, and a full ILACS inspection.
- 1.4 A standard ILACS took place from 13 May to 24 May 2019. Inspectors found the service to be 'good' across the four inspection domains:

- The impact of leaders on social work practice with children and families
- The experiences and progress of children who need help and protection
- The experience and progress of children in care and care leavers
- Overall effectiveness

1.5 OFSTED informed the local authority of the inspection findings and published their report on 1st July 2019. This also means that all Department of Education Directions will also cease from the 1st July 2019. The full inspection report can be found in Appendix 1. A young person's summary is published as Appendix 2.

2. REASONS FOR RECOMMENDATIONS

2.1 Members are asked to consider and note the inspection findings to ensure scrutiny by elected members and ensure the effectiveness of the local authority in protecting and caring for children and young people as a corporate parent.

2.2 Members are asked to refer to report to Full Council.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Not applicable.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The delivery of good services to children and families is a key mechanism through which Barnet Council and its partners will deliver the Family Friendly Barnet vision to be the most family friendly borough in London by 2020.

5.1.2 This supports the following Council's corporate priorities as expressed through the Corporate Plan for 2019-2024 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet;

- Is a pleasant, well maintained borough that we protect and invest in;
- Residents live happy, healthy, independent lives with the most vulnerable protected;
- Has safe and strong communities where people get along well.

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

- 5.2.1 Policy and Resources Committee of June 2017 agreed to invest an additional £5.7m in Family Services, some of which was invested to improve practice to ensure improvements are made which result in better outcomes for children, young people and families. The detailed breakdown of this additional £5.7 million is provided in item 7, CELS agenda 18 September 2017.
- 5.2.2 Medium Term Financial Savings (MTFS) for 2018 - 2020 were reviewed in light of the Family Services improvement journey to consider achievability. The original CES Committee target for 2018/19 – 2019/20 was £8.303m was revised to £4.409m in the 2018/19 Policy & Resource Committee Business Planning Report.

5.3 Social Value

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

5.4 Legal and Constitutional References

- 5.4.1 Local authorities have specific duties in respect of children under various legislation including the Children Act 1989 and Children Act 2004. They have a general duty to safeguard and promote the welfare of children in need in their area and, if this is consistent with the child's safety and welfare, to promote the upbringing of such children by their families by providing services appropriate to the child's needs. They also have a duty to promote the upbringing of such children by their families, by providing services appropriate to the child's needs, provided this is consistent with the child's safety and welfare. They should do this in partnership with parents, in a way that is sensitive to the child's race, religion, culture and language and that, where practicable, takes account of the child's wishes and feelings.
- 5.4.2 Part 8 of the Education and Inspections Act 2006 provides the statutory framework for OFSTED inspections. Section 136 and 137 provide the power for OFSTED to inspect on behalf of the Secretary of State and requires the Chief Inspector to produce a report following such an inspection. OFSTED will have monitoring visits on a regular basis in local authorities found to be inadequate. A new OFSTED framework has been in place from January 2018, however monitoring visits are still undertaken for authorities found to be inadequate. In addition to OFSTED's statutory responsibilities, the Secretary of State has the power to direct local authorities. This power of direction includes the power to impose a commissioner, direct the local authority to work with improvement partners and direct alternative delivery options. Subsequent directions can be given if the services are not found to be adequate.
- 5.4.3 Article 7 of the council's constitution states that the Children, Education and Safeguarding Committee has the responsibility for all matters relating to children, schools and education. In addition to this, the committee has responsibility for overseeing the support for young people in care and enhancing the council's corporate parenting role.

5.5 Risk Management

Children's Services Improvement Action Plan

- 5.5.1 The nature of services provided to children and families by Family Services manage significant levels of risk. An inappropriate response or poor decision-making around a case could lead to a significant children's safeguarding incident resulting in significant harm. Good quality early intervention and social care services reduce the likelihood of children suffering harm and increase the likelihood of children developing into successful adults and achieving and succeeding. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups
- 5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services
- 5.6.3 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, race and ethnicity, faith or belief, sex, gender reassignment, language, maternity / parental status and sexual orientation. Barnet has a diverse population of children and young people. Children and young people from minority ethnic groups account for 52%, compared with 30% in the country. The percentages of children and young people from minority ethnic groups who receive statutory social care services account for 61% of Children in Need cases, 56% of child protection cases and 60% of all Children in Care. The proportion of children and young people with English as an additional language across primary schools is 44% (the national average is 18%). The trends in the ethnic, age and gender identity of Barnet's looked after children compared to the published population statistics for England can be seen in the children looked after (CLA) graph below. The snapshot is the CLA population as at February 2019.

Comparing CLA demographics

CLA figures compared to published population statistics

Ethnicity

	LA Latest snapshot			LA 2017			Eng 2017		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
White	40	53	lower -25%	42	53	lower -20%	75	75	no dif 0%
Mixed	20	11	higher 87%	17	11	higher 61%	9	6	higher 56%
Asian	6	13	lower -56%	12	13	lower -12%	5	11	lower -58%
Black	18	12	higher 56%	18	12	higher 54%	7	6	higher 25%
Other	16	12	higher 38%	x	12		3	2	higher 44%

Age

	LA Latest snapshot			LA 2017			Eng 2017		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Under 1	4	6	lower -26%	4	6	lower -25%	5	6	lower -5%
1 to 4	10	23	lower -57%	7	23	lower -70%	13	23	lower -45%
5 to 9	9	30	lower -69%	11	30	lower -63%	19	29	lower -34%
10 to 15	35	31	higher 13%	37	31	higher 19%	39	32	higher 24%
16-plus	41	9	higher 333%	40	9	higher 324%	23	10	higher 126%

Gender

	LA Latest snapshot			LA 2017			Eng 2017		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Male	62	51	higher 20%	61	51	higher 19%	56	51	higher 10%
Female	38	49	lower -22%	39	49	lower -20%	44	49	lower -10%

5.6.4 Barnet also has an above average rate of unaccompanied asylum-seeking children when compared to statistical neighbours, and the statistical neighbour average. In 2018, Barnet had 66 unaccompanied asylum-seeking children, compared to an average of 34 amongst statistical neighbours. The only statistical neighbour which had more was Hillingdon, a London Borough which is within a 10-mile radius of Heathrow airport.

5.6.5 Unaccompanied young people experience separation and loss from their families, and in addition to this they are also likely to have experienced further trauma, such as abuse an exploitation whilst travelling to the UK. There have been several practice and service developments to ensure the needs of this group are met, many of whom arrive in the UK without being able to speak English. In 2018,

- an education programme was commissioned from Whitefields School to induct unaccompanied young people into the UK and education system;
- an initial health assessment pathway was created that included specific processes for unaccompanied young people, to accommodate the range of checks that need to be undertaken for this group;
- a new unaccompanied asylum-seeking children specialist Personal Advisor role was created in Onwards and Upwards. The worker speaks Pashtu and Albanian – the two most common languages spoken by Barnet's unaccompanied young people – and has experience in dealing with the Home Office and dealing with tasks such as Human Rights Assessments, which has been invaluable in supporting this vulnerable group of young people;
- Practice improvements in life story work resulted in a former unaccompanied young person creating a video work as an outcome of his successful life story

work and foster placement;

- All newly arrived unaccompanied young people are now allocated to a worker in Onwards and Upwards upon arrival to reduce the number of workers and times a young person has to repeat their story.

5.6.6 In Barnet, we have a higher percentage of children in need with a recorded disability compared to the London and England rat. As at 31 March 2018, the rate of disability was as follows:

Local authority	Number of Children in need episodes at 31 March	Number of children in need episodes at 31 March with a disability recorded	Percentage of children in need episodes at 31 March with a disability recorded
England	404,710	49,770	12.3
London	72,810	9,460	13.0
Inner London	31,460	3,900	12.4
Outer London	41,350	5,560	13.4
Barnet	2,107	317	15.0

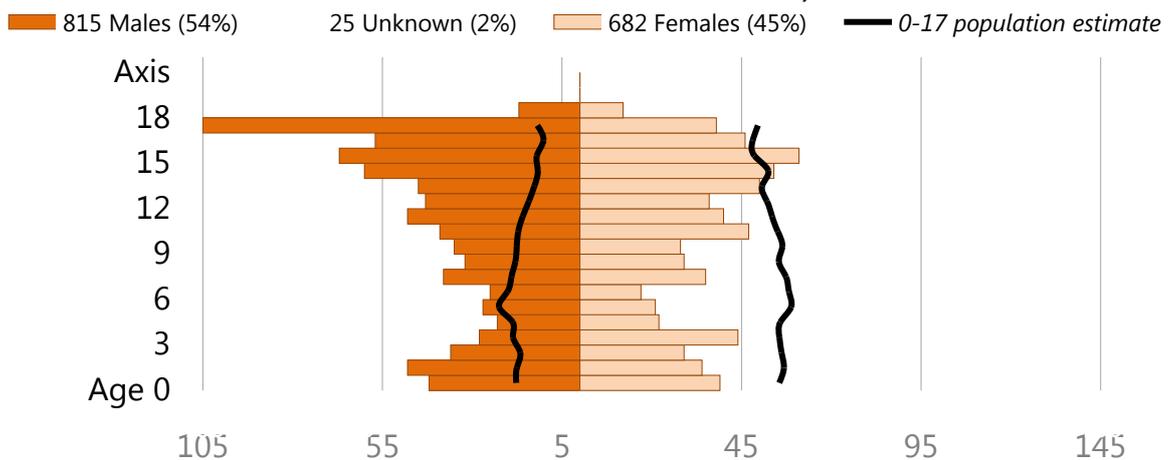
5.6.7 One key service which supports disabled children, young people and families is the 0-25 service. The service was reorganised in September 2017 and consists of a team of social workers, family support workers, direct payment workers and occupational therapists who work with young people as per the Children Act 1989 and Care Act 2014. The service supports a strength based model of practice that aims to build families strengths, resilience and capacity. The service intervenes and supports families earlier and throughout young people's transition to adulthood, building their capacity and resilience.

5.6.8 Since the service's introduction, and the inadequate Ofsted rating, practice has improved across children and adult cases, and there is significantly better partnership working with Adult services, SEND, Health and parents - with the aim to achieve effective co-production. There is a better understanding of safeguarding within the service which means that children with disabilities are better protected.

5.6.9 The focus for 2019 regarding support for disabled children, young people and families pertains to practice development, data and systems and support for families, such as recommissioning the Short Breaks service. These fall under the OFSTED improvement plan themes of 'enhancing practice leadership for children' and 'strengthening planning for children', which will lead to better outcomes for children, young people and families.

5.6.10 As at 20 December 2018, there are more children in need aged 14 to 18 than any other age group, as illustrated in the graph 1 below.

Graph 1: Age/Gender of all Children in Need (1522) (including Child Protection and Looked after Children)



5.6.11 The number and needs of adolescents has resulted in several services being invested in to ensure that emerging and existing issues are supported to prevent them becoming more serious problems; data shows that this age group are more likely to be affected by issues such as exploitation, criminality and poor mental health. As at 30 November 2018, of 27 young people identified as known to the Youth Offending Team and vulnerable (gone missing, those with an open Child Sexual Exploitation or gang flag, and those who have been the subject of a Sexual Exploitation And Missing meeting, within a selected time period) 96% (n=26), were aged 15 to 17, one was 12 years old.

5.6.12 One of the services that has been invested in to engage vulnerable young people in this age group is the REACH Team. This team was set up in April 2017 to provide multi-agency wrap-around support to young people at high risk of criminal or sexual exploitation. Further to this the Trusted Relationships Project will be delivered in 2019 following a successful bid to the Home Office in September 2018; more details about this can be found in 2.10 to 2.19.

5.6.13 A further way in which the service is attempting to meet the specific needs of this age group, is through the provision of mental health support at Onwards and Upwards, which includes 1:1 appointments with trainee psychotherapists from Terapia which is available for care leavers in need of emotional support.

5.6.14 Some areas of social work practice in relation to inequalities and disadvantage still remain inconsistent. Learning from audits and practice week has highlighted attention to diversity and the cultural context in assessments is an area of practice in need of immediate support from management, the Practice Development Workers and targeted training. The Ofsted improvement action plan addresses the additional work which needs to be done to ensure that children’s diversity and identity needs are met; “5b(ii) Strengthen consideration of diversity in assessment so that assessments thoroughly explore and consider family history including the influence of cultural, linguistic and religious beliefs, norms and expectations”, and training is ongoing to ensure this work is embedding.

5.6.15 Additional equalities and diversity information and data in relation to service improvements that have, and continue to be made following the 2017 OFSTED

inspection, are outlined within the Self-Evaluation Framework presented at the November 2018 CES Committee. For example, a new programme of diversity training for social workers has been introduced, which has resulted in improvements in this domain of practice, as evidenced by audit grades.

5.7 Corporate Parenting

5.7.1 In July 2016, the Government published their Care Leavers' strategy *Keep on Caring* which outlined that the "... [the government] will introduce a set of corporate parenting principles that will require *all departments* within a local authority to recognise their role as corporate parents, encouraging them to look at the services and support that they provide through the lens of what a reasonable parent would do to support their own children.'

5.7.2 The corporate parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to looked after children and young people, as follows:

1. to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
2. to encourage those children and young people to express their views, wishes and feelings;
3. to take into account the views, wishes and feelings of those children and young people;
4. to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
5. to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
6. for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and;
7. to prepare those children and young people for adulthood and independent living.

5.7.3 A number of activities have been undertaken as part of the OFSTED improvement journey and to ensure that Barnet has due regard to the Principles and improves on the delivery of corporate parenting to its children in care and care leavers. This includes:

- A Children in Care survey relaunch in December 2018 resulted in a 60.9% increase in responses from children and young people when compared to the previous survey. Corporate Parenting Advisory Panel will use a more in-depth analysis of the results, alongside the results of the other work with young people over the last 12 months to agree what will happen as a result of the messages from the survey.
- Barnet have committed to supporting children and young people to achieve their best in childhood, adolescence and adulthood within the Corporate Parenting Pledge for children in care and care leavers, as approved by full council on 29 January 2016.

- Learning and development for elected members and senior officers has and will continue to be delivered, to ensure that there is a clear understanding of their duties and responsibilities to children and care and care leavers and ways in which the Principles can be embedded and sufficient challenge provided regarding work and decisions of the council. The last training session for members was delivered on 31 May 2018.
- Improved our Mental Health offer for Children in Care and Care Leavers, in partnership with the Barnet Integrated Clinical Service and Terapia.
- To ensure that Barnet has due regard to the Principles and improves on the delivery of corporate parenting to children in care and care leavers in Barnet, the administering of council tax relief was approved at Full Council on 31 July 2018 and backdated to April 2018 when implemented in September 2018. This scheme helps care experienced young people have a more successful transition to independence, through the provision of guaranteed relief in their first two years of independent living.

Young people, key services and senior officers developed the policy, which was amended based on feedback received from the care leavers that responded to the public consultation.

The introduction of the care leavers council tax policy aims to help improve the emotional and physical health of care experienced young people and contribute to the achievement of the best outcomes for this cohort.

- A Care Leaver Participation Coordinator has been recruited to lead on a targeted participation project which seeks to improve the education, employment and training (EET) outcomes of Barnet's Care Leavers. The Coordinator's role includes working with key stakeholders to develop and implement an appropriate and accessible EET Pathway for Barnet Care Leavers, action EET related tasks within the Corporate Parenting Plan and work with staff and care leavers to increase skills and opportunities available to care leavers. This project has been funded by the Council's Chief Executive until March 2021.
- We ensure elected members, senior officers and partners can monitor and challenge the performance of the council and its partner agencies pertaining to consideration of the Principles and outcomes for children in care and care leavers through the appropriate channels. This includes the Children, Education, and Safeguarding Committee (bi-monthly), Corporate Parenting Advisory (quarterly) Panel and Corporate Parenting Officers' Group (monthly).

5.8 Consultation and Engagement

- 5.8.1 Consultation and engagement with children and young people is central to social work practice and service improvement across the Safeguarding Partnership. A service user experience strategy has been developed and was launched on 19th February 2018. The strategy ensures that how we work with children and young people is child centred,

that we know, understand and can capture the lived experience of children and feed lessons learnt into service improvement. We have nominated Voice of the child champions across partner agencies and within Family Services to promote and lead on the Service User Engagement agenda within their respective areas.

- 5.8.2 Our Voice of the Child Strategy Group enables the wider engagement of children and young people in service design and commissioning of provision across the partnership. This includes youth forums such as Barnet Youth Board and Youth Assembly, the SEN forum (to co-design services) and Children in Care Council (to improve the support children in care receive). The team have been working closely with UNICEF UK to deliver the Child Friendly Communities and Cities initiative. This is a global programme that aims to advance children's rights and well-being at the local level. More recently the team have had a change in staff with a newly appointed Voice of the Child Coordinator and Child's Rights Lead. The team are reviewing the current Youth Voice Offer to develop a structured action plan to focus on increasing reach and impact for children and young people in Barnet.

5.9 Insight

- 5.9.1 Insight data will continue to be regularly collected and used in monitoring the progress and impact of Barnet's Children's Services Improvement Action Plan and to shape ongoing improvement activity.

6 BACKGROUND PAPERS

- 6.1 Single Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board report, OFSTED, 7 July 2017

https://reports.OFSTED.gov.uk/sites/default/files/documents/local_authority_reports/barnet/051_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf

- 6.2 Barnet's Corporate Parenting Pledge to Children in Care and Care Leavers (2016)

[https://www.barnet.gov.uk/dam/jcr:c33f12a5-86d9-4215-9c89-a8c82675fba4/Pledge%20for%20Children%20in%20Care%202016%20\(digital\).pdf](https://www.barnet.gov.uk/dam/jcr:c33f12a5-86d9-4215-9c89-a8c82675fba4/Pledge%20for%20Children%20in%20Care%202016%20(digital).pdf)

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1 July 2019

Mr Chris Munday
Executive Director for Children and Young People
London Borough of Barnet

To the children and young people in the London Borough of Barnet

Inspection of children's services

In May 2019, Ofsted inspectors visited your area. They considered the experiences of children and young people when they need help, protection or care given to them by workers at the local authority. They also looked at what leaders in the local authority do, to make these services better.

We have asked the workers at the local authority to share this letter with you. It tells you the main things that inspectors found. There is a more detailed report on our website that you can read if you want to.

What grades did inspectors give the local authority?

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

What did the inspectors find?

- We found that services for children and young people in Barnet have improved a lot since the last inspection in 2017, and all services are now good. Senior managers are working well with the police, health staff and other agencies to keep improving the way that children and their families get the support and help that they need, when they need it.
- Social workers work hard to make sure that children and young people are safe. They visit children regularly and get to know them well. This helps them to decide what type of support will be most helpful. There are plenty of different services available that give good support to children and their families to help them to overcome their difficulties.
- Good support is provided to help to keep children and young people safe when they have been at risk of sexual exploitation or going missing, or if they have been involved with gangs, although plans about how to make things better for children are not always clear. It is important that everybody understands what has to change and what they are expected to do.
- Social workers and managers make the right decisions about which children need protection, and when children are not able to live at home with their families. They find them a good place to live and make sure that children keep in contact with people who are important to them, as long as this is safe. Most children stay with their carers for a long time and have the help that they need to make sure that they are healthy and benefit from their education.
- Children with a plan for adoption are placed without delay and receive plenty of help to settle with their new family. Brothers and sisters are placed together as much as possible.
- Children's views are very important to workers and managers, who make sure that their opinions are taken into account in their plans or when changes are made to services for them.
- Young people leaving care receive a good service. Staff keep in touch with them and provide support to help them to keep healthy and to be happy with where they live, and in education, training or a job. There is good support for those young people who choose to go to college or university, and they have practical and financial support to help them to succeed.

With best wishes

Andy Whippey
Lead Inspector

London Borough of Barnet

Inspection of children's social care services

Inspection dates: 13 May to 24 May 2019

Lead inspector: Andy Whippey
Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

Services for children in Barnet are good, and much improved from the services that were found to be inadequate in 2017. Leaders and managers have made purposeful progress, at pace, to establish a child-focused service that is delivering good outcomes. The executive director and his team, together with strong corporate support, have ensured a focus on continuous improvement. This is underpinned by a clear oversight of practice and comprehensive knowledge of the service.

Strong partnerships have led to an effective and well-integrated early help service. Children who need help and protection now receive help and support that is timely and of good quality. Assessments and plans show careful consideration of the views of children and their families.

Children in care receive a good service from workers who know them well. Carers provide stable homes and are supportive and ambitious for the children in their care. Care leavers are mostly well supported and have access to a good range of suitable accommodation. Staff are tenacious and determined in working with young people to improve outcomes, which they do with care and sensitivity.

What needs to improve

- The incorporation of actions from the vulnerable adolescents at risk panel (VARP) and exploitation strategy meetings into child in need and child protection plans.
- The updating of assessments of need when circumstances change for children in care.
- The incorporation of outcomes from multi-agency risk assessment conferences (MARACs) into child in need and child protection plans.
- The promotion of advocacy support for children in care.

The experiences and progress of children who need help and protection: Good

1. Children and their families benefit from a good early help offer and have access to a broad range of preventive and targeted services. Early help services are integrated into the multi-agency safeguarding hub (MASH), resulting in timely decisions to identify the most appropriate help to meet children's needs. Partnership working across the early help hubs is strong, with a clear focus on considering the needs of children and their families. Parents and carers are very positive about the impact of services on the well-being of them and their children. While the views of children and families are well considered in early help assessments, the analysis of risk is less well articulated in a small number of cases.
2. Partners have a good understanding of thresholds when making referrals. Thresholds are applied consistently for children in need of help and protection. The 'front door' and the MASH provide a timely and effective response to contacts by professionals and members of the public. Contacts in the MASH are responded to quickly, according to the level of need and risk in the presenting information. Consent is routinely sought, or overridden when appropriate, and managers record a clear rationale for their decisions. When concerns for children escalate, multi-agency responses to information requests are managed effectively to ensure that work can be progressed in a timely way. For the majority of cases, partner information is thorough and contributes to the assessment of children's needs.
3. Children receive appropriate support and interventions from the out-of-hours emergency duty team, which is shared with another borough. Communication and handover arrangements with the MASH work well, ensuring an effective response to children and their families.
4. Timely strategy discussions take place when children's needs escalate. Discussions are child-focused, with good consideration of historical factors,

and decision-making is clear and appropriate. Strategy meetings are held routinely when young people are missing or are at risk of exploitation.

5. Staff take effective action to reduce risks to children who are considered to be highly vulnerable and at risk of exploitation, including children missing from home, school or care. Workers are tenacious in trying to engage young people who have been missing, making good use of return home interviews. Social workers understand the complexity of risks to children and this is given good consideration in multi-agency meetings and risk assessments. The monthly VARP enables good consideration of high-risk individual young people, to better understand the risks and protective factors. Disruptive measures to reduce risks of sexual and other forms of exploitation are clearly identified. The use of the sexual exploitation and missing (SEAM) tool helps to identify specific risks and vulnerabilities. However, some young people do not have an integrated plan that sufficiently incorporates all actions from SEAM and VARP in order to provide a comprehensive overview of risk that would enable clear oversight and evaluation of progress.
6. The vast majority of assessments are timely, comprehensive and of good quality. Children's and family's views, often gathered over a number of visits, are well evidenced and inform assessment outcomes. Assessments provide succinct evidence of risks to children and clear analysis. They demonstrate a good balance of understanding and analysis and are focused on parents' capacity to meet the needs of children. Workers make good use of chronologies and family history and show sensitive consideration of culture and ethnicity in their assessments, which results in a good understanding of individual children's needs.
7. Well-established and flexible services provide effective and sustained interventions for children and adults at risk from domestic abuse. Senior managers recognise that there is more to do to ensure that protective actions agreed at MARAC meetings are incorporated into children's plans to ensure a clear and integrated plan to help to protect children.
8. Most child protection and child in need plans are realistic and identify clear desired outcomes, making it easy for parents and children to understand any concerns. Plans are increasingly child focused, although this is not yet consistent across the whole service.
9. Records of core groups and child in need planning meetings are consistently evident on children's files, although not all meetings take place within identified timescales, particularly child in need meetings. Meetings mostly include good-quality and up-to-date information about children and their families and consider progress against plans. Family members are helpfully facilitated to attend, supported by sensitive and proactive use of interpreters when required.

10. Social workers know their children well. They visit children very regularly and see them alone. Increasing use is made of purposeful, individual work to help to understand children's experiences and to inform planning. In a minority of cases, records are not completed in a timely manner, which results in gaps in information on children's records.
11. Disabled children benefit from strong service provision. Workers in the disability service know their children and families well and demonstrate a good understanding of their complex needs. Support and short breaks packages are comprehensive. Transition planning is timely. Plans for children are thorough, progress is monitored, and concerns are escalated appropriately when new or emerging risks are identified.
12. The number of children who are electively home educated has increased over the last two years. Senior managers have taken appropriate steps to identify children not receiving a suitable education, and liaise with partners when additional needs, including safeguarding concerns, are identified. Staff are tenacious in tracking any children missing education and make appropriate checks to establish their whereabouts.
13. Although the number of children and young people known to be at risk of radicalisation is relatively low, a clear process helps to ensure that they are protected.
14. Children living in private fostering arrangements are safeguarded effectively. They are visited regularly and are seen alone. Assessments of need are up to date, and children are given the opportunity to talk about any concerns or worries they may have about living away from their families.
15. Allegations against professionals are dealt with thoroughly and swiftly by the designated officer. Effective and well-established links with partner agencies are in place and allegations are progressed in a sensitive and timely way.
16. Strong partnerships and a clear homelessness protocol between Barnet housing and children's social care help to support 16- and 17-year-old young people in need of help and accommodation. Joint assessments and co-location of housing, early help and MASH workers support family mediation and shared communication about young people's risks and current circumstances that lead to appropriate responses to meet their needs.

The experiences and progress of children in care and care leavers: Good

17. The quality of services for children in care has improved since the inspection in 2017. Social workers and managers are aspirational for the children in their care and demonstrate a determination to improve children's experiences and outcomes.

18. When children come into care, they receive effective and sensitive intervention. This includes unaccompanied asylum-seeking children, who receive a strong, supportive and quick response to meet their needs.
19. When risks increase and children are no longer able to live safely at home, statutory powers are used appropriately to safeguard and protect them. The pre-proceedings phase of the Public Law Outline is used well, and realistic timescales are set for parents to demonstrate progress. Plans are regularly reviewed to avoid drift. Effective support is in place, which reduces risk for children when parents are engaging well, but decisive action is taken when there is a failure to improve within a child's timescales. Thresholds for care proceedings are applied correctly, assessments and statements are mostly of good quality and plans are clear.
20. In most cases, children's needs for permanence are considered at the earliest opportunity. Whenever possible, children are looked after within their extended families. Assessments of connected persons are timely and comprehensive, identifying how the longer-term needs of children will be met. Support packages are creative and effective. Children who return home from care receive a good level of structured support for as long as they need it, and they only return home when it is appropriate and safe for them to do so.
21. Adoption is routinely considered, including 'foster to adopt' for those children unable to live with their birth or extended families. Recruitment processes for adopters are thorough and the assessment, training and support for adopters are sound. Good quality assessments inform considered decisions about whether brothers or sisters should live together. Carefully considered introductions prepare adopters and children well and ensure a smooth transition for children as they move from foster care to live with their adoptive parents. Most adoptions are completed without unnecessary delay.
22. Assessments for children placed with family members under special guardianship arrangements are timely and comprehensively explore the motivation and ability of carers to meet the needs of children until maturity. Support packages are tailored to the individual needs of carers and children.
23. Social workers know their children well and genuinely care about them. Children are seen regularly, routinely alone and the direct work undertaken with them is clearly taken into account in plans. Children are actively encouraged to take part in their reviews, although the number of children accessing advocacy is low and more needs to be done to promote the service.
24. The majority of children's care plans are clear, focused on the key areas of need for children and include realistic actions and timescales. However, updated assessments of need to inform plans for children with complex needs or when their circumstances have significantly changed are not routinely

undertaken, limiting the effectiveness of the plan. Children's needs for contact with family members and others important to them are well considered. In most cases, oversight of children's progress by independent reviewing officers (IROs) is good and is recorded in children's records. Statutory reviews are held regularly, with increasing use of mid-point reviews. IROs are appropriately challenging and escalate concerns when necessary, which has resulted in better planning for children.

25. Social workers recognise and respond well to children in care who are vulnerable to exploitation. This includes identifying interdependencies of risks from sexual exploitation, missing from care, radicalisation and criminal exploitation. Strategy meetings result in appropriate plans that help to reduce risk and protect children.
26. Children's physical and emotional health needs are well understood and met. Health assessments are up to date and timely and address known health histories. They identify all health needs and are actively followed up to ensure that these needs are met. Strengths and difficulties questionnaires inform assessments of children's emotional health, with additional support available from relevant clinicians and in-house specialists to enable carers to care for children with complex needs and histories.
27. The virtual school provides effective support for the progress and attainment of children in care. The virtual school team has a sound understanding of the progress that children are making. As a result of effective support, many make good progress from their starting points. Personal education plans are mostly of good quality; they are reviewed termly and clearly identify the support that children need. Interventions are tailored to children's needs and support their progress well.
28. Children receive good-quality care from their foster carers. Most in-house foster carers are recruited, assessed and approved within appropriate timescales. Assessments are thorough and demonstrate consideration of the impact of fostering on the whole family. Foster carers benefit from a wide range of support and training opportunities, and carers report being well supported.
29. A small number of children have experienced too many placement moves before a long-term match with suitable carers is made. Increasing use is made of early placement stability meetings when there is a danger of disruption, with specific support given to both carers and children. This is beginning to have a positive impact.
30. Children have access to a range of leisure opportunities, through after-school activities, sport and music, and they are able to have sleepovers with their friends where appropriate. Foster carers exercise their delegated authority effectively in the best interests of children.

31. Very few children and young people have support from an independent visitor. The service has been recommissioned recently, with an increased recruitment target, but this is yet to have an impact.
32. Children in care placed outside of the local authority are well supported and have appropriate access to relevant health and education provision. If children are placed out of borough, this is often in response to a safeguarding or complex need, and active consideration is given to children returning to a local placement when this is consistent with their needs. Appropriate notifications are made to host authorities.
33. Most care leavers receive a positive level of support. The quality of pathway plans is variable and not all pathway plans are reviewed when young people's circumstances significantly change. Better pathway plans were seen using the recently launched 'All about me' format, which contains greater clarity about young people's views and aspirations and a more thorough assessment of their circumstances.
34. Care leavers are in suitable accommodation, and there is good use of staying put arrangements, including for young adults in their twenties. The majority of care leavers are in education, employment or training and there is a good focus on engaging young people in such activities by their personal advisers. Senior managers have been proactive in developing opportunities for care leavers through the creation of a number of apprenticeships. Personal advisers are proactive and genuinely interested in the young people, who value the support that they receive.
35. The multi-agency high-risk case forum for care leavers is well supported by partner agencies and explores creative ways to engage vulnerable young people with multi-agency services. Clear actions are agreed for each young person, with a timescale for review; this helps to ensure that the risks are understood and appropriate plans to support young people are put in place.
36. Care leavers receive copies of their health histories. However, senior managers recognise that there is more work to do in conjunction with young people to ensure that these documents contain all the relevant information for the young people to make informed decisions about their health.

The impact of leaders on social work practice with children and families: Good

37. Leaders and managers have made significant progress in improving the quality of children's services since the previous inspection in 2017. Their determination to strive constantly for improvement and their openness to learning have driven change at pace. This has been supported by the positive

input of the improvement board. Strong and effective leadership at a political level and throughout the council has prioritised support and care for children and young people. This has led to significant and tangible improvements in the quality of social work practice and the services that children and young people experience. Time and energy have been invested in ensuring that political leaders and members understand the importance of children's social care. This deeper understanding has enabled more robust scrutiny and challenge.

38. Senior managers know the quality of frontline practice well, including the strengths and areas requiring further improvement. This knowledge is gained through relevant performance information and enhanced by shadowing workers, observing practice, chairing panels and engaging directly with young people. Sound decisions ensure that children receive the right level of support when they first need it. The local authority's stated ethos and belief that children's needs are best met at the earliest opportunity and, whenever possible, within their wider family, are evidenced by its firm commitment to funding early help provision and a raft of edge of care provision.
39. Senior leaders have developed mature relationships with partner agencies, supported by robust oversight by the Barnet Safeguarding Children Board and its sub groups. A wide range of partners, including the police and the Children and Family Court Advisory and Support Service (Cafcass), all commented positively to inspectors on the level of progress made to further safeguard children.
40. Senior managers have a detailed knowledge of their services and the local community. The challenges in placement sufficiency, based on a clear analysis of need, are well known and reflected in the sufficiency strategy. Managers recognise the necessity for a more diverse range of carers to meet the needs of the profile of children and young people in care in Barnet. While inspectors saw a number of young people who were appropriately placed out of authority to address safeguarding concerns, senior managers recognise the need for more local provision to reduce the number of children placed out of borough or at a distance.
41. Since the previous inspection in 2017, leaders and senior managers have embraced their role as corporate parents and have applied vigour in progressing an action plan to improve the lives of children in care and care leavers. A clear line of accountability and an established infrastructure of meetings and panels demonstrate momentum in improving services and practice to children in care and care leavers. Young people's views are sought and their involvement in shaping services is sensitively facilitated.
42. There is a clear and established system of audits underpinning the quality assurance process. Audit findings are collated into quality assurance reports that highlight strengths and areas for development and next steps. Audits

have rightly had a focus on compliance in the local authority's improvement journey. More recent audits have moved to a fuller consideration of the impact of work on outcomes for children, although the approach is at an early stage and needs to be further embedded. Trends and themes from audits are used effectively to inform the training and development programme. Actions arising from audits are identified, with routine follow up to ensure that they are completed. Social workers are appropriately involved in the completion of audits to help their understanding of what constitutes good practice.

43. Performance management systems capture a wide range of relevant data across the organisation. This data not only provides senior managers with aggregated data across the service but also provides team level data, which enables team and service managers to identify any performance shortfalls emerging in their area of responsibility, and to respond accordingly. The use of performance data is increasingly embedded and accessible. Improved accountability by managers at all levels means that there is analysis and challenge and helps to ensure that issues are tackled as they arise.
44. Staff have manageable caseloads and senior managers have worked hard to ensure that social workers maintain a consistent relationship with children. While supervision of frontline practice is not always consistently recorded in children's records, the majority of work with children receives effective frontline management oversight.
45. Staff are both tenacious and thoughtful in their work, showing a strong commitment to the delivery of good services to children. Inspectors saw examples where workers went the extra mile to ensure that vulnerable children are supported well in whatever circumstances they find themselves. Staff feel supported and report that managers and leaders are easily accessible and approachable. Social workers appreciate the opportunity to continually develop and progress in their careers and are supported to do so. Senior managers recognise the importance of an effective workforce strategy to ensure consistency both of management oversight and the opportunity for children to build meaningful relationships with social workers. The workforce strategy is starting to have an impact on increasing the numbers of permanent workers, which helps to ensure that children have fewer changes of social worker. Workers in their assessed and supported year in employment are allocated cases of increasing complexity, which helps to develop their confidence and competence in relationship-based social work.



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AGENDA ITEM 8

	Health and Wellbeing Board 18 July 2019
Title	An update on NHS Long-term Plan and its implications on local health and social care
Report of	Dawn Wakeling, Strategic Director of Adults and Health and Kay Matthews, Chief Operating Officer, Barnet CCG
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Dr Tamara Djuretic, Director of Public Health Tamara.djuretic@barnet.gov.uk

Summary

The NHS Long Term Plan (LTP) envisages shifts in health and care provision with a greater focus on prevention, a shift of resources to community services and the integration of services around the needs of populations. Structural change is envisaged through the development of “Integrated Care Systems” (ICS). In principle, these changes should support our corporate aim that “our residents live happy, healthy, independent lives with the most vulnerable protected”.

This report updates the Board on how health services are responding to the Long Term Plan in North Central London (NCL), including the “InterGreat” events, how Councils have inputted into developments so far and some of the key considerations.

Recommendations

1. To note and comment on the content of the report

- 1.1 The NHS Long Term Plan (LTP) sets out a new set of requirements for the NHS, which will impact on how services are designed and delivered across the country. The North Central London Sustainability and Transformation Partnership (the STP) has been developing proposals for greater integration of

services through the “InterGreat” meetings across the sub-region and in each borough. This report sets out some of the key requirements within the LTP, how these are being developed within NCL and Barnet and some key implications and considerations for the Board.

- 1.2 There is a history of collaborative working between Barnet Council and local health services, at the strategic level through the North Central London Sustainability and Transformation Plan that has a strong representation from north London Councils, the Health and Wellbeing Board and operationally through a range of integrated services and programmes of work, such as around neighbourhood health and care working, mental health and learning disabilities and estates, Care Closer to Home networks (now Primary Care Networks), social prescribing and diabetes pathway. Some of these have been presented to the HWB Board previously.

2. THE NHS LONG TERM PLAN

- 2.1 NHS England (NHSE) published the LTP for the future of the health system in January 2019. It sets out plans intended to significantly improve health outcomes for the population by moving away from episodic, reactive treatment of disease or individual conditions towards a greater focus on meeting the needs of the whole person and communities, through more preventative, proactive and joined up care and support, keeping people at home wherever possible and desirable.
- 2.2 Some of the main resident benefits envisaged in the LTP, include:
- Increasing healthy life expectancy and embed prevention in the NHS agenda
 - Improving health outcomes in areas such as heart disease, stroke and cancer;
 - Significant targets to improve access and quality of mental health services for adults and children (supported by a commitment to increase the rate of funding for the mental health system at a greater level than the overall increase in funding to the NHS);
 - Helping more people to live independently at home for longer and preventing unnecessary hospital admissions (supported by an increase in primary and community care funding with a ring-fenced pot, and the creation of primary care networks and expanded multi-disciplinary primary and community teams).
 - Changes will be supported by different services working together in more integrated ways to support holistic care and improved experience of care
 - A more detailed briefing on the LTP is available from the Local Government Association¹
- 2.3 To deliver these resident benefits the LTP set out a 5-year funding settlement with an average 3.4% increase pa. This represents an increase from recent years, however, it is important to recognise that the health economy within NCL is one of the most financially strained in the country with a structural deficit of around £150m; the NCL increase in funding in 19/20 equates to around £114m.

¹ See <https://www.local.gov.uk/sites/default/files/documents/20190117%20LGA%20briefing%20-%20NHS%20Long%20Term%20Plan%20FINAL.pdf>

In addition, the LTP did not provide any clarity on funding for social care or public health, which is critical to deliver the resident benefits set out above. This financial context will make it challenging for local systems to make the investments in prevention, primary and community health and care envisaged.

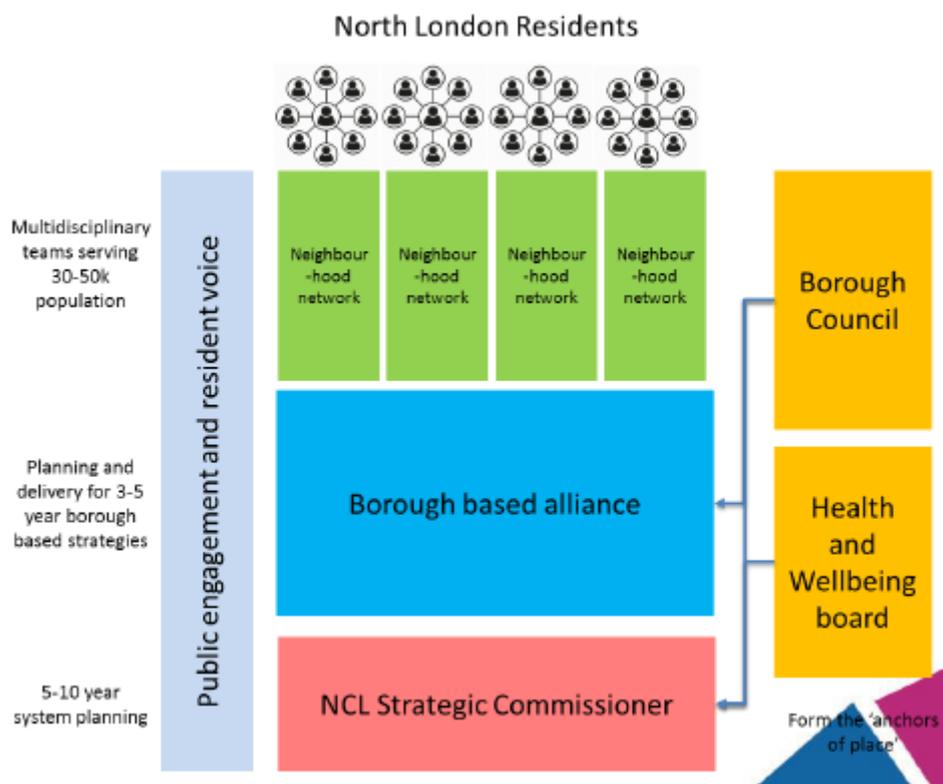
- 2.4 The LTP also set out some significant changes to commissioning through all STPs becoming Integrated Care Systems (ICS) by April 2021. Integrated care systems are defined by NHSE as systems where, “NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.”² In a pure conception they involve an entity, alliance or partnership, which holds the entire budget for population health, which could include, adult and children’s social care; public health; primary and community health services; mental health services and acute care. There are various early examples of new ICS arrangements around the country that are summarised in appendix I.
- 2.5 The expectation is ICS will support increased integration of different services, such as primary and community care and mental and physical health as well as health and social care. The benefits of this are expected to be that with “organisations and frontline professionals working together more closely” that “patients [will see] services work in a more joined up way, [will only have] to tell their story once and [will receive] care better tailored to their individual needs”.³ This will be underpinned by much better data and information available between organisations and services to support targeting of more proactive, preventative support and an increased focus of regulators and the improvement architecture of the NHS on how providers work collaboratively to improve resident outcomes.
- 2.6 Alongside this increased role for providers there is the expectation that health commissioning will become more long term, strategic and that the cost of commissioning will be vastly reduced. The key requirement is that in time there will be one CCG for each STP area, which would mean Barnet CCG merging with the other 4 NCL CCGs. Whilst there is no published timeline we understand that NHSE are expecting local systems to move at pace on this requirement. In addition, each CCG is expected to make 20% management savings in 19/20.
- 2.7 The LTP argues for a greater level of integration between the health and social care systems, and sees ICSs as the key mechanism through which the NHS will work with local authorities at “place level”. However, in lieu of the long awaited green paper for social care there is little clarity of a national vision for social care and the LTP had little detail around how health and care services may integrate, the wider role of local authorities more generally in promoting wellbeing, tackling health inequalities and as a leader of place. There was also a lack of clarity of where democratic accountability may play a part in ICS’.

² <https://www.england.nhs.uk/integratedcare/integrated-care-systems/> accessed 22.05.19.

³ As above

3. DEVELOPMENTS IN NCL

- 3.1 Ahead of the publishing of the Long Term Plan the STP convenor, Helen Pettersen, hosted an NCL workshop around the future of health and care in north London, called “InterGreat”. The purpose of this was to test some proposals around changes to how health and care services could be arranged that broadly respond to the Integrated Care Systems set out in the LTP.
- 3.2 Following the initial event, 5 further workshops were held (1 in each borough) between January and March, which included Members Cllr Stock from Barnet and senior officers from Council Management Team alongside senior colleagues from Barnet health providers and the CCG, VCS and patient representatives and HealthWatch. The event demonstrated shared aspirations to reshape health and care services in Barnet to improve resident outcomes and the various organisations committed to ongoing meetings to further develop the Barnet response to this work.
- 3.3 Following the InterGreat sessions the STP programme team developed a set of draft high level proposals for how health and care services may be arranged, summarised in the diagram below:



- 3.4 This demonstrates some progression from the LTP in clarifying that providers will work together at a borough level to shape services around local residents (rather than an STP level), in recognising that the Council is an anchor of place and in proposing a role for the Health and Wellbeing Board in overseeing plans. There is also a commitment that “the borough is the dominant level for the planning and delivery of health and care services”. More recently, NCL – wide

Design Group has been set-up, chaired by Clinical Leads to develop a model with an intention of developing “shadow arrangements” later this year.

- 3.5 In addition, the STP recently appointed Mike Cooke, former Chief Executive of Camden Council, as the Independent Chair of the STP. This new role has been established to “provide independent leadership of the STP, establish a Partnership Board for North Central London by April 2020, support the implementation of the STP and the development of an Integrated Care System (ICS).”⁴

4. IMPLICATIONS FOR BARNET HEALTH AND WELLBEING BOARD

- 4.1 **Scope of responsibility for the borough based partnership:** ICS proposed design suggests commitment to the borough being the meaningful level for the planning and delivery however details on the level of autonomy this entails and the relationship with the “STP strategic commissioner” is currently being worked out. A key opportunity for the Health and Wellbeing Board is that we will provide the whole system leadership in setting out high level outcomes for our population and be able to influence the development of local primary and community care services to ensure that they respond to the needs of Barnet’s population. At recent local ‘InterGreat’ workshop, we used Joint Strategic Needs Assessment to propose the following outcomes:
- a) **Increasing healthy Life expectancy and improving lifestyle behaviours;**
 - b) **Focus on wider determinants of health such as employment, education and housing and their relationship on health;**
 - c) **Strengthen community resilience and improve self-care;**
 - d) **Improve access to and quality of health and care;**
 - e) **Develop workforce fit for future**
- 4.2 **Enhanced democratic accountability:** New arrangements will have an opportunity to strengthen democratic accountability, which is much more easily achieved within a strong autonomous borough partnership. It is envisaged that local Health and Wellbeing Boards will play an important role in driving local priorities and outcomes in line with population needs.
- 4.3 **Strengthened public accountability:** STP has articulated a strong commitment for co-production and wide engagement. It will be important to ensure that this should be on the borough level building on existing infrastructure and approaches, where this works well. This will ensure that local views are heard and used to inform planning of local health and care services. One of the aims of the LTP is to support communities to take more control over their own health and wellbeing and Barnet Dementia Action Alliance demonstrates an example where there is an extensive engagement with the public, businesses and VCS to develop a collective strength based approach to a major health challenge.

⁴ Job advert from <https://www.jobs.nhs.uk/showvac/1/2/915511158> accessed on 22.05.19.

- 4.4 **Shared commitment to change:** Developing more integrated arrangements will require a significant culture change from all partners to thinking about the total resources for health and care and making bold proposals to deliver more preventative and pro-active services. This will require a high level of trust and an enduring commitment from all key partners to change how services are delivered and to shift the balance of resources.
- 4.5 **Breadth of the partnership:** It is important that any new arrangements, if they are to deliver a meaningful change, consider the whole population and are committed to addressing the wider determinants of health, such as employment, housing, education and community safety. As part of this, it will be crucial that the whole system is involved and partners engaged including police, voluntary and community services, the whole Council and a wide range of small and medium businesses locally.

5. RECOMMENDATIONS

- 5.1 The Board is asked to note and comment on the report.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The local response to the LTP was developed with partners and submitted to the NCL STP. There is a clear appetite across the partnership to explore different arrangements and there are clear opportunities for improved outcomes for our residents from increasing investment in proactive and preventative health and care services and interventions. Continuing to actively engage and shape proposals presents the best opportunity to realise improved outcomes.

7. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 7.1 NHS Long Term Plan gives a mandate for ICS formation to the NHS and, in some parts, public health. Local Authorities are not mandated to work across partnership and could decide not to do so.
- 7.2 This is not recommended as Local Authorities are well placed to articulate the needs of our population, include views of local residents and tackle wider determinants of health; all crucial components for improving health and wellbeing outcomes.

8. POST DECISION IMPLEMENTATION

- 8.1 Regular updates on ICS/ICP formation will be brought to the HWB Board.

9. IMPLICATIONS OF DECISION

9.1 Corporate Priorities and Performance

- 9.1.1 This area of work is clearly aligned to the Barnet 2024 outcome: “our residents live happy, healthy, independent lives with the most vulnerable protected”. The priorities will also support the delivery of the Health and Wellbeing Strategy.

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

9.2.1 Engaging with this process is achieved within our existing resources. The aim of developing a strong borough based partnership would be to invest in more pro-active and preventative interventions and models of care that would support residents to be independent, maintain their health and wellbeing and to ensure efficient use of social care and health resources.

9.3 **Social Value**

9.3.1 Added value will be in strengthening partnership arrangements across the whole system to addresses wider determinants of health, such as employment and housing, to have strong community engagement and good voluntary sector involvement.

9.4 **Legal and Constitutional References**

9.4.1 The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of the Health and Wellbeing Board which includes to work with partners on the Health and Well Being Board to ensure that social care interventions are effectively and seamlessly joined up with public health and healthcare and promote the Health and Wellbeing Strategy and its associated sub strategies.

9.5 **Risk Management**

9.5.1 Risks will be managed in relation to Barnet's corporate approach to risk.

9.6 **Equalities and Diversity**

9.6.1 In developing proposals we will have regard to the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

9.6.2 Progress against the performance measures we use is published on our website at:

www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

9.7 **Corporate Parenting**

9.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

9.8 **Consultation and Engagement**

9.8.1 The Council regularly engages with residents around health and wellbeing

priorities and this is informing our approach to developing proposals. As proposals begin to emerge we will ensure these are shaped by resident engagement.

5.8 Insight

5.8.1 The Council's position is informed by local, sub-regional and regional engagement; our understanding of the health and wellbeing of our communities articulated in the JSNA and our experience of developing effective integrated services with health partners.

10. BACKGROUND PAPERS

N/A

Informative Note I

Some brief examples of areas that are reported as developing new integrated care system type arrangements:

Salford (pop 230,000):

Acute hospital, community health, mental health and social care incorporated within an integrated care organisation. Core primary care not included, but part of wider integrated system. Initially continuation of block and PBA for organisations, with a plan to move to capitated payments over time. Salford Royal NHS Foundation Trust likely to provide acute, community and social services, and sub-contract for others. Currently working with commissioners and Salford Primary Care Together (GP provider body) to develop accountable care organisation model. Plan for a 5 year contract with option to extend for a further 5 years.

Northumberland (322,000):

Very similar scope to Salford, but with a plan to transfer a whole population budget immediately. Led by Northumbria Foundation Trust and planned 10 year contract.

South Somerset (135,000-500,000)

Seeking to set up a joint venture vehicle between the acute Foundation Trust, General Practice and possibly wider partners with responsibility across acute, community, mental health and some primary care (not core primary care). Intending to explore including social care later. Plan to start with south Somerset and expand to county wide over time.

Dudley (318,000)

Scope is to include core and enhanced primary care, community and mental health, some outpatient and urgent care. Social care not included initially. Build around GP neighbourhoods. Seeking a single company to deliver and sub-contract services under a long term contract.

Wakefield (363,000)

Scope of integrated budget is non core primary care; community health, most mental health and some adult social care and public health. No acute services are included, however, the intention is to shift activity from acute to community with a focus on prevention and early intervention. Looking to transfer a whole population budget for 10 years to a new organisation with partners exploring a joint venture.

Cornwall

Cornwall Council is set to take over the functions of Kernow Clinical Commissioning Group as part of the development of an accountable care system. Local Government Chronicle reports that the system, which is set to begin operating in shadow form from April, will see an “integrated, strategic commissioning function” based in the council, which will commission services from one or more “accountable

care partnerships” based around the existing NHS providers. These are Royal Cornwall Hospitals Trust and community and mental health services provider Cornwall Partnership Foundation Trust.

Manchester

Manchester has won new delegated powers as a health system, which has seen each borough developing joint integrated commissioning arrangements in a variety of forms and new provider partnerships, this has included City of Manchester Council and 3 CCGs establishing a new commissioning organisation, and in some areas (such as Oldham, Rochdale, Thameside) the Council CEX becoming the accountable officer of the CCG. The emphasis has been on individual borough level plans being a key building block of the overarching system plan, whilst responding to system wide drivers where required. Integrated commissioning has also enabled a greater focus on wider determinants of health such as employment pathways and integrating wider public sector services with health and care, such as housing and community safety.

AGENDA ITEM 9

	Health and Wellbeing Board 18 July 2019
Title	Barnet Annual Director of Public Health Report 2017: An Update on the Implementation of Recommendations
Report of	Director of Public Health
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix I: The Built Environment and Health, ADPH Report 2017. Progress Report.
Officer Contact Details	Rachel Wells (rachel.wells@barnet.gov.uk) Consultant in Public Health Rachel Hodge (rachel.hodge@barnet.gov.uk) Public Health Strategist

Summary

The Annual Director of Public Health Report 2017 published in March 2018 called for improvements to the Barnet built environment in order to boost long-term health and wellbeing outcomes for residents and workers. Recommendations were made based on the Town and Country Planning Association's (TCPA) six key elements of the built environment: neighbourhood spaces; building design; food; local economy; movement & access; and open space & recreation. To address recommendations, a collaborative approach was taken across multiple council teams.

An update on actions taken since 2017 is outlined in Appendix I. Progress continues to be made across all six elements of the built environment. Council officers have adopted a collaborative approach to the built environment and health, integrating health and wellbeing priorities into wider council workstreams.

Recommendations

1. That the Health and Wellbeing Board considers the implementation of recommendations outlined in the Annual Report of the Director of Public Health 2017: The Built Environment and Health and supports continued work to improve Barnet's built environment.
2. That the Health and Wellbeing Board consider sharing the 2017 Annual Director of Public Health (ADPH) recommendations progress report with other relevant theme committees to increase awareness of the impacts of planning and development on health across the Council.

1. WHY THIS REPORT IS NEEDED

- 1.1 After an assessment of Barnet's built environment and its impact on health and wellbeing was conducted in 2017, it is important to reflect on the implementation of recommendations one year later; exploring our successes and re-evaluating our priorities moving forward.
- 1.2 The 2017 Annual Director of Public Health Report (ADPHR) highlighted established evidence on the health effects of the six elements of the built environment: neighbourhood spaces; open space and recreation; building design; movement and access; local economy; and food. For each element, the ADPHR also summarised the Barnet context, relevant policies (regional, local and neighbourhood) and local action.
- 1.3 Public health specialists and other key partners have worked to ensure local planning creates Healthy Places, helps build healthier lives and communities. As appendix I outlines, positive changes have been made across all six elements of the built environment. In order to create healthier places and get maximum value from council investment, we will continue to work closely with colleagues to achieve the recommendations outlined in the report.

2. REASONS FOR RECOMMENDATIONS

- 2.1 While we continue to work closely across the Council and wider partnership to implement the recommendations outlined in the 2017 ADPHR Annual Director of Public Health Report, it is important that we reflect on the successes of the past 18 months and continue to identify areas where further progress could be made. Working across the whole system, we aim to reach a point where the health impacts of planning and developing the built environment and Healthy Places are considered at the outset; at a policy development, master planning or pre-planning application stage. It is at these key points when health has the greatest ability to influence priorities without accruing additional costs.
- 2.2 By sharing the recommendations from the 2017 ADPH report alongside the progress report with relevant committees we can increase awareness of the relationship between the built environment and health.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to not provide a review of the 2017 ADPHR recommendations. If no update on recommendations is provided, there would be no opportunity to learn from our successes and to reassess priorities within the rapidly changing policy landscape of Barnet and London as a whole.

4. POST-DECISION IMPLEMENTATION

- 4.1 There is already a programme of work which continues to support the implementation of these recommendations. The Public Health team is working alongside colleagues in planning, regeneration, housing, green spaces and transport to take forward a number of key actions.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 In the Corporate Plan 2024 the proposed outcome, “residents live healthy, happy, independent lives with the most vulnerable protected” is identified. Well maintained built and natural environments are a prerequisite for health. Therefore, it is critical that recommendations which target improvements to the built environment for the health of the population are incorporated into policy. Furthermore, by continuing to consider the health implications of planning and development via the recommendations outlined in the 2017 ADPH report, we can help achieve the identified corporate plan priority:

“Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough”.

- 5.1.2 As Appendix I identifies, recommendations outlined in the 2017 Annual Director of Public Health Report are already reflected in the draft Growth Strategy, Housing Strategy, Spaces SPD and the local transport implementation plan. We are currently integrating the recommendations from the 2017 ADPH report into the development of the new infrastructure delivery plan, long term transport strategy and local plan.

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

- 5.2.1 Although some of the recommendations made in the ADPHR have not been achieved due to financial constraints, when integrated into the pre-planning, master planning and policy creation stage, the majority of recommendations have not had additional costs associated.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 requires those who commission public services to think about how they can also secure wider social, economic and environmental benefits. Where relevant, the 2017 ADPHR recommendations have encouraged those commissioning services to consider improve the health and environmental benefits of current and future Barnet Council developments and commissioned services.

5.4 Legal and Constitutional References

5.4.1 The Health and Social Care Act 2012 (s30) added in a new s.73A to the National Health Service Act 2006 requiring the appointment of a Director of Public Health. Under subsection s.73B (5), the Director is required to prepare an annual report on the health of the people in the area of the Local Authority and the Local Authority is required to publish this report.

5.4.1 Article 7 Committees, Forums, Working Groups and Partnerships of the Council's Constitution sets out the terms of reference of the Health and Wellbeing Board which includes:

- To jointly assess the health and social care needs of the population with NHS commissioners, and apply the findings of a Barnet Joint Strategic Needs Assessment (JSNA) to all relevant strategies and policies.
- To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate
- To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing.
- Specific responsibilities for overseeing public health and developing further health and social care integration

5.4.2 The ADPH 2017 recommendations fit within this, seeking to support wider partnerships which positively contribute to population health through the promotion of a healthier built environment. It also assists with the local authority's prevention duty under the Care Act, in that it seeks to promote health and wellbeing which may in turn reduce the need for Care Act services.

5.5 Risk Management

5.5.1 None identified

5.6 Equalities and Diversity

5.6.1 The 2017 ADPHR recommendations are relevant to improving the health outcomes of older people (through 'lifetime neighbourhoods' and improved services accessibility), children (via improved play provision, active transport facilities and Winter Well support) and residents of deprived areas (via targeted regeneration works such as affordable housing, green spaces provision and food growing facilities).

5.6.2 Corporate Parenting

No direct impact on children in care are expected as a result of reviewing the ADPH recommendations.

5.7 Consultation and Engagement

5.7.1 Not applicable. None taken as this report is a call to action.

5.8 Insight

5.8.1 Initial ADPH report recommendations were made using public health intelligence data and the joint strategic needs assessment.

6. BACKGROUND PAPERS

- 6.1 Barnet Council. Annual Director of Public Health Report (2017).
<https://www.barnet.gov.uk/health-and-wellbeing/health-and-wellbeing-key-documents/annual-director-public-health-report>
- 6.2 Barnet Council. Draft Growth Strategy (2019).
<https://barnet.moderngov.co.uk/documents/s52935/Appendix%201%20-%20Growth%20Strategy.pdf>
- 6.3 Barnet Council. Transport Local Implementation Plan (2018).
https://engage.barnet.gov.uk/Transport_Local_Plan
- 6.4 Barnet Council. Green Infrastructure Supplementary Planning Document. (2017).
<https://barnet.moderngov.co.uk/documents/s40453/Appendix%20A.pdf>
- 6.5 Barnet Council. Annual Regeneration Report (2019).
<https://barnet.moderngov.co.uk/documents/s52961/Annual%20Regen%20Report.pdf>
- 6.6 Barnet Council. Parks & Open Spaces Draft Masterplan King George V Playing Fields (2019).
<https://engage.barnet.gov.uk/draft-masterplan-barnet-kinggeorgev-3>
- 6.7 Barnet Council. Parks & Open Spaces Draft Masterplan West Hendon Playing Fields (2019).
<https://engage.barnet.gov.uk/draft-masterplan-west-hendon-3>
- 6.8 Barnet Council. Draft Cycleway Masterplan (2019)
<https://engage.barnet.gov.uk/Cycleway>
- 6.9 Barnet Council. Housing Strategy (2019)
<https://www.barnet.gov.uk/housing/housing-strategy>

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APPENDIX I: THE BUILT ENVIRONMENT AND HEALTH, ADPH REPORT 2017. PROGRESS REPORT

INTRODUCTION

It has been over a year since the ADPH Report 2017 was published at the Health and Wellbeing Board in March 2018. This is a relatively short-term in planning policy and development terms however this time has been critical for integrating the ADPH Report recommendations into the development and renewal of multiple key strategic documents within the council, many of which have not been brought for public consultation yet. This includes the local plan, infrastructure delivery plan and long term transport strategy. Where appropriate, the recommendations made in the ADPH Report 2017 have all been incorporated into these documents. As collaboration between public health and other council officers began early in the policy development process for these documents, the positive health impacts of these strategies have all been maximised, demonstrating that early consideration of health impacts is key.

Although many strategic documents have yet to be published, the ADPH Report recommendations have also been integrated into the following published documents: Barnet's Housing Strategy, draft Growth Strategy, Transport Local Implementation Plan and the Green Infrastructure Supplementary Planning Document.

The integration of the ADPH Report recommendations into wider council workstreams has taken a collaborative approach, with positive relationships between public health officers and RE officers being critical to effective implementation. The mutual benefit between transport, planning and public health priorities is now well established at an officer level, with teams taking ownership of the role their work plays on the health of residents. With many key strategic documents being brought to their respective committees in the coming months, it is useful to share a brief summary of the Healthy Places creation in Barnet with the Health and Wellbeing Board as well as relevant council committees to raise general awareness and further enhance our ability to build for healthier communities.

SUMMARY OF ACTIONS TAKEN TOWARDS ACHIEVING RECOMMENDATIONS

The following table presents a summary of actions taken to achieve the recommendations outset in the 2017 ADPH report.

Recommendation	Progress since 2017
Use Healthy Streets approach to guide development.	<p>Many of the schemes being implemented currently were approved prior to the introduction of the Healthy Streets Approach. However, with all plans being developed currently, a Healthy Streets approach has been taken. This is assisted by the introduction of Transport for London's new travel plan assessment tools for development as well as their revised criteria for Local Transport Implementation plans.</p> <p>One example of Healthy Streets in action in Barnet is the Chipping Barnet High Street Public Realm Improvement which prioritises accessibility and walkable neighbourhoods. This will be achieved through the widening of pavements and large resurfacing projects.</p>
Enhance community empowerment in regeneration projects.	The new development on the Upper and Lower Fosters estate in Hendon has been co-designed with estate residents who have been involved from concept, through all stages of design. The project team have been working extensively with community members for over two years, to learn about their priorities and co-design the masterplan with them. A resident steering group

	has been formed which has met regularly and this has been augmented by open community events. Stages 1 and 2 of the design were completed in 2017/18 and the team submitted a planning application on 1st May which is due for determination in September 2019.
Improve pavement quality	There is an annual carriageway and footway renewal scheme which the Barnet transport team implements.
Implement mixed-use buildings and public spaces.	Public Health is contributing to the development of the new local plan for Barnet. Evidence reviews and a health impact assessment have been conducted on these areas. In the current version, mixed-use buildings has been established as good design practice.
Invest in infrastructure which supports the social model of disability	Public Health is contributing to the development of the new infrastructure delivery plan. This will identify new infrastructure needs in the borough and will inform Community Infrastructure Levy (CIL) contributions from developers in the future. We will ensure the social model of disability is taken into consideration when implementing the new infrastructure delivery plan.
Increase the quantity of play provision	<p>Whilst in general terms the quantity of play provision has not increased, multiple improvement schemes across the borough through S106 and CIL have been implemented:</p> <p>2017-18 – Refurbishment of the playgrounds at Swan Lane Open Space, Watling Park and Brunswick Park</p> <p>2018-19 - Refurbishment of the playground at Deansbrook Road.</p> <p>2019-20 – We are creating a new Fitness Trim Trail around Glebelands Open Space, Building a new larger playground in Victoria Recreation Ground to compliment the Leisure Centre, replacing the two playgrounds in Victoria Park which will be a fractional increase in provision, and we are in the process of delivering complete rebuilds of Montrose and Silkstream Parks which will included new play, sport, skate and fitness equipment (this is an increase in provision).</p> <p>Implementation of draft Growth Strategy will bring opportunities for increasing play provision across the borough.</p>
Address accessibility of parks by active travel	<p>The council is developing a walking and cycling strategic route networks as part of it's Long Term Transport Strategy. In addition, a number of cycle routes through parks will be created by the end of this financial year.</p> <p>Following a financial contribution from Chipping Barnet Area Committee, the Parks team have installed two new Active Trails linked to the Mayors Golden KM. Three more are planned for the Chipping Barnet area alongside exploring funding opportunities to install within other constituency's. In addition, the Sport and Physical Activity (SPA) team coordinate a Health Walks programme, offering seven instructor led walks per week across the borough</p>
Provide online resources to support the use of open spaces and recreation	<p>The Fit & Active Barnet (FAB) Hub was created in 2018, designed to be a one-stop shop for all things physical activity related in the borough. The Hub offers an activity finder, FAB Card registration and physical activity guidance. The Hub is undergoing enhancements, however, since it's launch in July 2018 there have been 21,000 FAB Card registrations.</p> <p>In addition to the FAB Hub, there are plans to launch a new active travel app bespoke to Barnet in Autumn 2019. Developed and funding in partnership with GLL and Middlesex University, the app is designed to gamify walking around the borough.</p>

	Phase 1 is targeting children and young people.
Support age-friendly cities within open spaces	Master plans are being developed and delivered across the borough which aim to provide facilities and opportunities for all ages; Montrose & Silkstream is in delivery, Victoria Park master plan has been adopted and delivery of workstreams has started, Sports Hubs (Cophall, West Hendon & Barnet/King George V) are in the design consultation phase and Rushgrove & Colindale Parks are in early design phase. Within these masterplans there will be new trail resurfacing, improved lighting, new public toilets and additional places to stop and rest.
Adopt active design principles	No key policy documents which have the ability to change planning guidance in the borough, such as the local plan, have been formally published since the 2017 ADPH report. However, public health is working closely with planning policy colleagues to ensure active design principles are integrated into draft documents for both the local plan and infrastructure delivery plan.
Ensure sufficient affordable homes within regeneration areas	There were 11,391 net completions by London Borough of Barnet between 2011-12 and 2017-18, with 2,543 affordable housing units delivered. Across the borough's regeneration areas, provisions have been made ensure that homes are affordable. In the Colindale regeneration area, there are 10,170 units in the delivery pipeline, with 26% (2,670) of these affordable units. Similarly, in Upper and Lower there are 50% affordable units across 200 homes in the delivery pipeline.
Recognise the potential impact of affordability schemes on overcrowding	The council's housing strategy recognises the need to build both affordable and suitable housing types for Barnet's growing population. 43% of existing housing stock is flats or maisonettes, which will grow to exceed 50% before 2030. However, in aiming to be the most "family friendly" borough, Barnet Council will also build sufficient market and affordable family friendly housing of varying sizes. A recently commissioned Strategic Housing Market Assessment (SHMA) completed by Opinion Research Services for the Housing Strategy identified that 76,500 new homes are needed in Barnet by 2041, including 17,600 affordable homes for rent and for sale. Of these, 10,200 affordable homes will be 1-2 bed units, whilst 7,400 affordable homes will be 3+ bed units.
Support families through winter well grants	Due to financial constraints, the winter well scheme is no longer funded. However, through the enforcement of lifetime home standards for new development and improved quality of housing the private rental sector, the need for grants such as this will slowly decline overtime.
Prioritise investment in active and public transport	Significant S106 contributions from developers are made to improve public transport links within the borough. This is also considered in the current development of our Long Term Transport Strategy.
Renew the sustainable modes of transport strategy & complete the local cycling strategy	The council is in the process of developing a Long Term Transport Strategy for Barnet, incorporating detailed plans for Barnet's strategic cycle network.
Use stakeholder feedback when developing the transport strategy	To date, a number of key stakeholders have been involved in the development of the transport strategy. This includes a member working group, officer working group and a number of workshops with external partners. The draft strategy will be

	presented to Environment Committee in the Autumn and following approval by Committee it shall then be taken for public consultation.
Support the uptake of active travel via online resources and communication campaigns	As part of the Local Implementation Plan, we have committed to investing in digital behaviour change interventions and online campaigns to encourage walking, improve air quality and achieve our targets for the Mayor of London's 'vision zero' ambition.
Implement cycle parking in appropriate locations	Cycle parking has been installed at four tube stations in the borough: East Finchley, Finchley Central, Woodside Park, Edgware. The council has also funded the 31 bikehangars, providing a total 186 cycle parking space at across 18 Barnet Homes locations.
Increase accessible childcare	With the upcoming renewal of Barnet Town Centres framework there is capacity to integrate this recommendation into new affordable workspace plans. Currently, increasing accessible childcare is outside the scope of larger planning policy documents which have been undertaken since 2017.
Collect data on food accessibility	The food security needs assessment last year and the local plan evidence review of hot food takeaways mapped the accessibility of healthier and unhealthier food alternatives in the borough.
Integrate healthier catering commitments into pre-planning applications	Public Health completed a policy evidence review on hot food takeaways last year as part of the development of the local plan. Three policy options were considered, and it was found that restrictions of hot food takeaways within 400m of secondary schools, as well as restrictions on oversaturation of hot food takeaways was the most appropriate policy for Barnet to adopt. The council continues to participate in the healthier catering commitment too.
Develop and sustain relationships with third sector organisations promoting food growth.	As part of the development of Barnet's food security action plan, community groups involved with food growing have been engaged and Barnet Council has established a new relationship with the organisation Sustain, an non-profit organisation which support food projects, including urban food growing.

AGENDA ITEM 10

	Health and Wellbeing Board 18th July 2019
Title	Joint Health and Wellbeing Strategy 2020-2024 Development
Report of	Director of Public Health
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix I: Joint Barnet Health and Wellbeing Strategy Development
Officer Contact Details	Dr Tamara Djuretic, Director of Public Health and Prevention Tamara.djuretic@barnet.gov.uk

<h2>Summary</h2>
<p>Producing Joint Health and Wellbeing Strategy (JHWS) is a statutory responsibility for the Health and Wellbeing Board (HWB), as set out in the Health and Social Care Act 2012. The purpose of the JHWS is ‘to improve the health and wellbeing of the local community, reduce health inequalities for all ages’, and describe how population needs identified in the Joint Strategic Needs Assessment (JSNA) are being addressed. The current JHWS expires in March 2020, therefore new strategy to set HWB’s vision for the next 5 years needs to be developed.</p> <p>This report provides the summary of national policy context of the JHWS as well as the overview of the Barnet JHWS 2015-2020. The report also proposes the process for developing new Barnet JHWS 2020-2024.</p>

<h2>Recommendations</h2>
<ol style="list-style-type: none"> 1. That the Health and Wellbeing Board review and agree the JHWS development process, including the delegation of responsibility to sign off the draft JHWS to the Chairman and Vice-Chairman of the Board, prior to the public consultation.
<ol style="list-style-type: none"> 2. That the Health and Wellbeing Board supports JHWS development process.

1. WHY THIS REPORT IS NEEDED

BACKGROUND

- 1.1 Established and hosted by Barnet Council, the Barnet Health and Wellbeing Board (HWB) brings together the NHS, public health, adult social care and children's services, and community representative (local Healthwatch and voluntary sector) to plan how best to meet the needs of their local population.
- 1.2 Producing Joint Health and Wellbeing Strategy (JHWS) is a statutory responsibility for the HWB, as set out in the Health and Social Care Act 2012.
- 1.3 The purpose of the JHWS is 'to improve the health and wellbeing of the local community and reduce inequalities for all ages', and describe how the HWB aims to address needs identified in the Joint Strategic Needs Assessment (JSNA).
- 1.4 The HWB developed its JHWS 2015-2020 and identified the following themes:
 - Preparing for a healthy life (Focus on early years settings and provide parenting support)
 - Wellbeing in the community (Improving mental health for all and support people to gain and maintain employment and promote healthy workplaces)
 - How we live (Reducing obesity and long-term conditions through physical exercise and ensure promotion and uptake of screening and early detection of illness)
 - Care when needed (improving the health of carers and improve health and care integration)
- 1.5 The HWB has overseen its implementation since 2015 and progress has been reviewed annually to ensure the priorities remains relevant for the remainder of the strategy.
- 1.6 The latest priorities were refreshed in light of the new Barnet Corporate Plan: 2024 and NHS Long-term Plan and agreed at HWB, as follows:
 - Integrating health and social care and providing support for those with mental health problems and complex needs
 - Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing
 - Improving services for children and young people and ensuring the needs of children are considered in everything we do
 - Creating a healthy environment
 - Continuing improvements on preventative intervention
- 1.7 The statutory guidance for JHWS highlights the opportunities and importance of addressing communities' voice in the strategy as well as importance of utilising the strategy to reflect evidence of needs in decision makings and commissioning.

1.8 Proposed process for JHWS development is presented in Appendix I.

2. REASONS FOR RECOMMENDATIONS

2.1 Developing Joint Health and Wellbeing Strategy is a statutory responsibility of the Health and Wellbeing Board. The current JHWS expires in March 2020, therefore new strategy to set Barnet HWB's vision for the next 5 years is needed.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable

4. POST DECISION IMPLEMENTATION

4.1 Following the agreement and feedback of HWBB, the process of development including engagements with stakeholders and communities will be undertaken.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The purpose of the Joint Health and Wellbeing Strategy is to improve the health and wellbeing of the local community and reduce inequalities for all ages. Priorities articulated in the Strategy will link to the current Corporate Plan, in particular outcome to achieve happy, healthy independent lives with the most vulnerable protected.

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

5.2.1 In recognition of the financial situation, process of JHWS development will need to be affordable and funded within PH Grant existing budget and staffing.

5.3 Social Value

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

5.4 Legal and Constitutional References

5.4.1 Developing JHWS is a statutory responsibility of the Health and Wellbeing Board, as set out in Health and Social Care Act 2012

5.4.2 Article 7 Committees, Forums, Working Groups and Partnerships of the Council's Constitution sets out the terms of reference of the Health and Wellbeing Board which includes:

- To jointly assess the health and social care needs of the population with NHS commissioners, and apply the findings of a Barnet joint strategic needs

assessment (JSNA) to all relevant strategies and policies.

- To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate
- To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing.
- Specific responsibilities for overseeing public health and developing further health and social care integration

5.5 Risk Management

5.5.1 None identified

5.6 Equalities and Diversity

5.6.1 A whole systems approach to prevention and health and care integration focus on health inequalities which persist amongst groups with protected characteristics. By consulting and engaging with appropriate communities and stakeholders, it is expected that a whole systems approach to prevention will prevent unintended harms against marginalised groups and promote health equity.

5.7 Consultation and Engagement

5.7.1 Consultation and engagement activities planned will contribute to the development of a specific action plan underpinning agreed priorities.

5.8 Insight

5.8.1 Not applicable.

5.9 Corporate Parenting

5.9.1 Whilst there is no direct impact on the council's corporate parenting role as a result of the Health and Wellbeing Strategy development, the objectives set out in the strategy do provide opportunities to support the council's role as corporate parent through the health and wellbeing improvement interventions for children and young people residing in the borough.

6. BACKGROUND PAPERS

6.1 Barnet's Health and Wellbeing Strategy

<https://services-for-schools-uat.barnet.gov.uk/citizen-home/public-health/Joint-Health-and-Wellbeing-Strategy-2015-2020.html>

6.2 Barnet's Joint Strategic Needs Assessment

<https://barnet.gov.uk/jsna-home>

Appendix I: Joint Health and Wellbeing Strategy Development

Purpose

The purpose of this briefing is to provide policy context of the Joint Health and wellbeing Strategy (JHWS) and overview of Barnet JHWS. It also describes proposed steps for developing Barnet JHWS 2020.

Background (national policy context)

Established and hosted by Barnet Council, the Barnet Health and Wellbeing Board (HWB) bring together the NHS, public health, adult social care and children's services, and community representative (local Healthwatch) to plan how best to meet the needs of their local population.

Producing Joint Health and Wellbeing Strategy (JHWS) is a statutory responsibility for the HWB, as set out in the Health and Social Care Act 2012.

The purpose of the JHWS is 'to improve the health and wellbeing of the local community and reduce inequalities for all ages'¹, and describes how the HWB aims to address needs identified in the Joint Strategic Needs Assessment (JSNA).

Current JHWS for Barnet expires in March 2020, therefore we need to start a process to review and update the existing strategy.

Joint Health and Wellbeing Strategy 2015-2020

Current JHWS was published in 2015, which had two overarching aims and four objectives:

Aims:

1. Keeping well
2. Promoting Independence

Objectives:

- Improving outcomes for babies, young children and their families
- Creating circumstances that enable people to have greater life opportunities
- Encouraging healthier lifestyles
- Providing care and support to facilitate good outcomes and improve user experience

Progress of this strategy has been assessed annually at Health and Wellbeing Board meeting and priorities were updated accordingly. The latest priorities agreed at HWB are:

- Integrating health and social care and providing support for those with mental health problems and complex needs
- Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing
- Improving services for children and young people and ensuring the needs of children are considered in everything we do
- Creating a healthy environment
- Continuing improvements on preventative intervention

¹ Statutory Guidance on Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategies (2013) Department of Health.

Proposed process

The statutory guidance for JHWS highlights the opportunities and importance of addressing communities' voice in the strategy as well as importance of utilising the strategy to reflect evidence of needs in decision makings and commissioning.

Estimated time	Activity
July 2019	Agreement of the overall process of JHWS update at HWB meeting – this will ensure transparency, as well as raising awareness amongst the board member about this piece of work.
July 2019	Engagement with key stakeholders – including commissioners, voluntary organisations and Healthwatch
September 2019	Engagement with community – utilise existing platform as much as possible, workshop / focus group style engagement events to capture views of the community
October 2019	Workshop / engagement event with HWB members to finalise aims and key priorities of the JHWS
October / November 2019	Finalising draft JHWS
November / December 2019	Draft JHWS to be signed off by HWB? Sign-off of draft JHWS required but no HWB meeting scheduled during this period. Recommendation: Delegated sign off (Chair and Vice Chair)
November – Jan 2020	Consultation Minimum 6 weeks consultation is recommended. Consultation needs to be completed by the first half of January at the latest to ensure enough time to address comments and finalise the JHWS for March 2020 sign off and publication.
January / February 2019	Addressing comments received through consultation Final document must be ready at least 2 weeks before the board meeting.
March 2019	Final sign off at HWB meeting and publication – HWB date TBC

AGENDA ITEM 11

	<h2>Health and Wellbeing Board</h2> <h3>18 July 2019</h3>
Title	Regeneration Deep Dive
Report of	Deputy Chief Executive
Wards	All
Status	Public
Urgent	No
Key	None
Enclosures	Appendix A – Presentation Growth in Barnet Appendix B – Draft Growth Strategy Appendix C – Draft Growth Strategy Health Impact Assessment Appendix D – Grahame Park Neighbourhood Change presentation Appendix E – Brent Cross South – Project Play Appendix F – Primary Care Plan
Officer Contact Details	Susan Curran, Commissioning Lead Regeneration, susan.curran@barnet.gov.uk Rachel Wells, Consultant in Public Health, Rachel.wells@barnet.gov.uk

Summary

This report provides a deep dive into growth and regeneration agenda in Barnet and its benefits to health and wellbeing of Barnet residents. The council has also launched a consultation on the new draft Growth Strategy that encompasses all wider determinants of health. Health and Wellbeing Board is therefore asked to note and formally respond to the strategy consultation.

Recommendations

1. That the Board note progress on delivering health and wellbeing outcomes across the growth and regeneration programme.

2. That the Health and Wellbeing Board note the draft Growth Strategy and respond to the consultations formally.

1. WHY THIS REPORT IS NEEDED

- 1.1 The evidence on the positive impact of healthy placemaking on people and how we can create places that deliver healthier lives, prevent avoidable diseases and contribute to the overall economic wellbeing is clear. Furthermore, evidence also suggests a great benefit of community engagement and co-production models in creating healthy places. In Barnet, we have been working in partnership internally and externally to ensure our communities are supported to thrive and enjoy creation of healthy places.
- 1.2 This report provides an update on how Health and Wellbeing outcomes are being incorporated across the growth and regeneration programme. It also provides a briefing to Health and Wellbeing Board on the new Local Plan which is currently being prepared and the new draft Growth Strategy which is out for consultation. It also provides case study examples of community engagement in Grahame Park and how health and wellbeing benefits are being designed into the scheme at Brent Cross South.

Growth Strategy

- 1.3 The council has developed a new draft Growth Strategy which responds to a range of economic, social and environmental trends anticipated by 2030, including changes in how people work, how and where companies choose to locate, the skills needed for a changing job market, the continuing shift in how people choose to shop and therefore use our high streets, the growing and ageing population and growing environmental concerns. The Growth Strategy focuses on the council's role in driving forward growth, focusing on the areas that require intervention and ensuring growth will bring the greatest possible benefits to existing as well as new residents.

Growth Strategy – draft Health Impact Assessment

- 1.4 A draft Health Impact Assessment (HIA) has been conducted on the strategy to consider how it will meet the health and wellbeing priorities for the council. This assessment has mapped existing health indicators for each area and provided a review of academic literature and previous HIAs on regeneration to explore potential impacts of the strategy through the prism of the Health and Wellbeing Board priorities.
- 1.5 The draft Growth Strategy describes a variety of place-based interventions that are likely to have wide-ranging economic, social and physical impacts across the borough. The importance of the environmental context in shaping wellbeing and contributing to societal health inequalities is recognised. The activities listed within the Growth Strategy therefore have the potential to significantly influence the health of Barnet's population.

- 1.6 The draft HIA indicates the Growth Strategy will over time benefit the West of the borough; through enhanced connectivity, new active travel choices, local employment and training opportunities, improved housing quality, and better social and economic opportunities within new mixed-use neighbourhoods. There will be a negative health impact in the short to medium term relating to disruption to travel networks and noise and air pollution from construction activities. In addition, the social impact from decanting existing residents may have some longer-term impacts for particular individuals or families.
- 1.7 The greatest concern is where long-term programmes of construction activity intersect with disadvantaged and vulnerable populations. Here, effective scheme design and decanting strategies will be critical, in addition to general mitigation efforts including ‘considerate construction’ practices, construction management plans, community consultations, and timely infrastructure improvements. With the appropriate mitigation in place, over time the net positive health impact could be realised.
- 1.8 In the centre of the borough, lower density suburban forms of development have reduced concerns about negative health impacts during construction phases, whilst the aspirations for a new regional park and improved sports hubs are beneficial not just locally but for a large proportion of residents across the borough if accessibility and connectivity limitations can be addressed.
- 1.9 In the east of the borough, beyond temporary negative impacts of construction activities, the enhancement of town centres and the focus on delivering healthy streets will not only ensure more sustainable forms of development that positively promote more active travel behaviour and healthier lifestyle choices, but should have a more generally positive impact on the health of the population as a whole in this area.
- 1.10 As part of the consultation process, the draft HIA will also be considered and the final version of the HIA will be reported to Assets, Regeneration and Growth Committee alongside the finalised strategy in November 2019.

Local Plan

- 1.11 Barnet is also currently engaged in a refresh of its Local Plan, incorporating revisions to address identified need for housing alongside addressing challenges around transport, sustainability and wellbeing. The borough will need to respond to current challenges as it did to the challenges presented by the previous Local Plan. Where the Local Plan sets the spatial framework for all development in the borough, the Growth Strategy sets out how and where the council will direct its attention in relation to development and regeneration.

Annual Regeneration Report

- 1.12 The Growth and Regeneration Programme Annual Report which was submitted to Assets, Regeneration and Growth Committee on 13th June, provides an update on the progress being made towards delivering the borough’s Growth and Regeneration Programme. This includes updates on delivery in Colindale, Brent Cross Cricklewood and Mill Hill East as well as progress on the key estate

regeneration schemes at West Hendon, Grahame Park, Dollis Valley, Stonegrove and Spur Road, infill schemes at Granville Road, Upper and Lower Fosters and several The Barnet Group-led Development Pipeline schemes. The report also sets out key scheme achievements and progress since the last report to ARG Committee in March 2018 and provides an update on business, employment, skills and training initiatives taking place alongside the above regeneration schemes.

- 1.13 The report also describes the completion of the estate regeneration project at Stonegrove and Spur Road in Edgware. The completion of the final homes in May 2018 marked the conclusion of a 13-year regeneration programme, including ten years of construction. Before construction, which began in 2008, the estate was comprised of approximately 600 homes built in the 1960s and 70s. These ranged from four storey maisonette blocks to 11 storey tower blocks.
- 1.14 The scheme has replaced the ageing tower blocks and reconnected the 12ha site with the surrounding area. Nearly 1000 homes of mixed tenure have been created, surrounded by high quality public open spaces and communal gardens with improved living conditions and reduced rent for the residents. As well as this, the regeneration has improved other aspects of the local community including infrastructure, educational and community facilities for the people of Edgware to benefit from. The scheme has received architectural awards for excellent neighbourhood design including for purpose-built community facility – One Stonegrove – which incorporates St Peter’s Church, community centre, nursery and café and is run and managed by the Stonegrove Community Trust.

Grahame Park Neighbourhood Change

- 1.15 The Grahame Park Neighbourhood Change evaluation report sets out the findings of an independent evaluation of the changes achieved in Grahame Park since Neighbourhood Change was introduced. The evaluation measures change and learning between September 2017 and December 2018.
- 1.16 Neighbourhood Change is based on what is described as a ‘realist Theory of Change’ framework (ToC). Such ToCs are used to evaluate complex social-change programmes by identifying what works well, for whom and how this can be shared and built on. The ToC focuses on where the community wants to be and works backwards to understand how they will get there. It shows the outcomes for, and long-term impact on, the community and the mechanisms likely to drive these changes. It demonstrates causal links between underlying assumptions and outcomes. It offers a clear view of the links between outcomes and the long-term impact and vision. Lastly, the ToC approach pays specific attention to how receptive the situation is to change.
- 1.17 Local partner organisations and residents were engaged in the development of a ToC. This programme has since become known as Neighbourhood Change. The purpose was to coordinate and communicate the delivery of neighbourhood work in Grahame Park, assess its impact and ensure an

integrated approach to planning, delivery and evaluation of projects and services. Neighbourhood Change aimed to:

- Make community and economic development more effective.
- Facilitate partnership working and ensure there is evidence of its impact.
- Demonstrate targeting of resources to where they are most needed.
- Attract further investment to the neighbourhood.

Full report can be found here <https://communityregen.net/wp-content/uploads/2019/04/GrahameParkNeighbourhoodChangeEvaluationReportSummaryFinal.pdf>.

Brent Cross Project Play

- 1.18 Brent Cross South (BXS) will offer the best of London's long established neighbourhoods with all the attraction, complexity and character that we value so highly. This will be combined with the benefits of new, high quality public realm, infra-structure and buildings. At the broadest level, BXS aims to deliver positive outcomes for people through a sense of belonging and opportunities to participate in an active, healthy community.
- 1.19 In addition to the primary development uses envisaged in the Section 73 Permission (residential, commercial, retail and community facilities), BXS will seek to attract a broad range of partners that will help to change current perceptions of the area and raise the profile of BXS as a place to live, work and visit. A central component of the new neighbourhood will be the promotion of healthy and active lifestyles through sport and active play. There is currently only limited opportunity in the local area to be active or to participate in play and sport, despite an abundance of natural assets. Clitterhouse Playing Fields is one of the largest green spaces in North London, comprising 44 acres of grass fields. It's use and sporting offerings are currently limited by a lack of facilities, poor drainage and uneven levels.
- 1.20 The playing fields present an opportunity to develop a holistic 'active environment' at BXS, with sport and play facilities both externally on the fields themselves, and internally in adjacent buildings. Sport, play, health and wellbeing touch on so many aspects of a good place and a good society. It will undoubtedly impact the quality and nature of the built environment and the public spaces that we all want to enjoy, but more importantly it will also enhance the lives of the people who take up the opportunity to participate. 'Project Play' is intended to deliver first class sports and play facilities, but also to define a broader aspiration for the whole BXS development as a place where good physical and mental health is a priority.
- 1.21 Work is now underway to evolve 'Project Play' and to define how it will manifest itself at BXS. This involves consideration of facilities, partners,

funding and the economic sustainability of its operation that will be necessary to underpin its success.

Primary Care Development

1.22 The estates overview provides a high-level update on the current estates workstreams and challenges'

2. REASONS FOR RECOMMENDATIONS

2.1 The report provides an update to Health and Wellbeing Board in relation to how health and well-being is being incorporated across the regeneration programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 No other options have been considered as this report provides an update.

4. POST DECISION IMPLEMENTATION

4.1 A consultation exercise on the draft Growth Strategy will run until September 2019. The Board is therefore encouraged to submit their feedback to the Consultation.

4.2 Assets, Regeneration and Growth Committee will be asked to consider and approve a final version of the strategy and the health impact assessment. It is proposed that a delivery plan will also be presented in November 2019 that will account for feedback from the consultation exercise.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Growth Strategy and the regeneration programme contribute to all three outcomes of Barnet 2024, but in particular, will directly deliver against the outcome 'A pleasant, well maintained borough that we protect and invest in'. It will also work to capitalise on the opportunities that growth and development can bring to the borough.

5.1.2 The Growth Strategy is designed to shape the council's future role in delivering spatial change and planning for future growth by bringing together regeneration, employment and enterprise ambitions within a single revised and updated document.

5.1.3 While aligning with Barnet 2024, the Growth Strategy brings together:

- Work on a new Local Plan (2021-2036), to set out the policies that will manage growth and change within the borough, identifying Growth Areas and the development sites that will enable delivery of sustainable growth.
- Delivery of the new Housing Strategy 2019-2024, supporting the council to

meet the objective to deliver more homes that people can afford to buy and rent.

- Preparation of the forthcoming Long-Term Transport Strategy, to ensure planning for future housing and transport needs is delivered in a joined-up way.

5.1.4 In addition, the Strategy will also support the delivery of outcomes from other adopted council strategies, including: the Health and Wellbeing Strategy, the Parks and Open Spaces Strategy, the Fit and Active Barnet Framework, the Arts and Culture Strategy, and the Children and Young People's Plan. It will support Barnet's ambitions to become London's most family friendly borough and to improve healthy life expectancy through the creation of healthier and more resilient neighbourhoods.

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

5.2.1 The issues of funding and implementation of any potential interventions proposed by the Growth Strategy, will be considered as part of the Delivery Plan which will accompany the final version of the Strategy. The Delivery Plan will examine a range of external funding opportunities and will consider impact, longevity and value for money.

5.2.2 As set out in the Strategy, the income generated from development can fund infrastructure improvements including, but not limited to roads, schools, community facilities and parks as well as council services.

5.2.3 The Public Contracts Regulations 2015 and the council's Contract Procedure Rules are adhered to in delivering council-led growth and regeneration schemes.

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process to support any council led growth or regeneration project, consideration will be given as to how contracts can best secure additional benefits for the area or stakeholders.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so the aim is that through regeneration schemes, targeted help is provided for those that need it, and a range of partnership services are commissioned to help residents into work. The council wants everyone in Barnet to have access to a good job and good housing, or a better job and better housing, so that the borough remains a place where people want to live and work. In this way, the purpose of the regeneration programme is to provide Social Value for residents.

5.4 **Legal and Constitutional References**

- 5.4.1 Under the Council's Constitution, Article 7, the terms of reference of the Health and Wellbeing Board includes responsibility to:
- To provide collective leadership and enable shared decision making, ownership and accountability
 - To promote partnership and, as appropriate, integration, across all necessary areas, including joined-up commissioning plans and joined-up approach to securing external funding across the NHS, social care, voluntary and community sector and public health
 - To explore partnership work across North Central London where appropriate.
 - Specific responsibilities for: Overseeing public health and promoting prevention agenda across the partnership and Developing further health and social care integration.

5.4.2 The Council's Constitution Article 7.5 Responsibility for Functions, states that the Assets, Regeneration and Growth Committee is responsible for the regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement.

5.5 Risk Management

5.6.1 As set out in the report to ARG on 27 November 2017 and 14 June 2018, the existing Regeneration Strategy was approved by Cabinet in 2011 and sets out the existing regeneration programme that is now underway. Without a new strategy in place there will be a lack of agreed strategic direction for the council's role in growth and regeneration.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the Public Sector Equalities Duty that requires Public Bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups
- The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services. The nine protected characteristics are:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
 - Marriage and Civil Partnership

- 5.6.2 The Corporate Plan 2015 – 2020 sets a strategic equalities objective that citizens will be treated equally, with understanding and respect, and will have equal access to quality services that provide value to the tax payer.
- 5.6.3 Changes to policies and services are therefore analysed to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.
- 5.6.4 Equalities Impact Assessment are developed for individual schemes as they are progressed.

Growth Strategy draft Equalities Impact Assessment

- 5.6.5 A draft equalities impact assessment has been produced for the draft Growth Strategy that has identified that in relation to most protected characteristics there is minimal impact or a net positive impact because of the strategy, in the long term. However, for characteristics such as disability and race where they are disproportionately represented within existing social housing located within regeneration estates, there may be short term impacts from construction.
- 5.6.6 In general, the approach taken in the strategy has deliberately sought to account for demographic shifts. This change has the most significant effect on the strategy, with an increase in the 65+ age group proportionately more greatly affecting the centre and east of the borough. The objectives and priorities set out within the strategy have therefore sought to ensure suitable housing including extra care provision is made available for older people, alongside improvements to transport accessibility, an enhanced leisure offer including the range of services within town centres and quality of open spaces.
- 5.6.7 In addition to the protected characteristics identified under the Equalities Act, the Council also seeks to track the impacts of its policies and strategies upon five groups, namely:
- Unemployed people and young people not in employment, education or training
 - People with specific disabilities (including people with mental health problems)
 - Lone parents
 - Families and people with low incomes
 - Carers (including young and parent carers)
- 5.6.8 The entrepreneurial borough theme, with its objectives around employment and training support, has specifically sought to address the needs of many of these groups of people and to maximise the impact on Barnet's population; the council should therefore ensure that potential benefits of growth are particularly targeted towards these communities of people with higher levels of need. Again, the prevalence of these characteristics is higher in areas with greater levels of deprivation. Parts of the west of the borough, particularly around Burnt Oak, together with specific areas around Underhill and in Finchley near the A406 therefore are priority locations for growth to be used to unlock new social

and economic opportunities.

5.6.9 As with the recognition that improvements to the broader environmental context benefits older and younger people; these five groups also should experience a net beneficial impact from improved accessibility and connectivity of transport, healthier streets and high streets, alongside significant enhancements to social infrastructure and open spaces; particularly if the delivery plan prioritises the location of planned enhancements.

5.6.10 This draft equalities impact assessment will be reviewed and updated following public consultation. The updated equalities impact assessment for the Growth Strategy will then be reported to Assets, Regeneration and Growth Committee in November 2019 alongside the revised strategy and consultation report.

5.7 Corporate Parenting

5.7.1 Whilst there is no direct impact on the council's corporate parenting role as a result of the Growth Strategy, the objectives set out in the strategy do provide opportunities to support the council's role as corporate parent through the employment, skills and training programmes that are delivered in relation to the strategy.

5.8 Consultation and Engagement

5.8.1 Consultation and engagement are a fundamental part of the Growth and Regeneration programme activities. Each regeneration scheme has its own stakeholder engagement plan as part of Project Initiation Documents (PIDs).

5.8.2 Initial consultation on the Growth Strategy has been undertaken with some of the council's stakeholders, including the Children and Young Person's Partnership Board and the Youth Board. Feedback from the Local Plan vision sessions in 2017 has also informed the strategy.

5.8.3 A wider public consultation on the Growth Strategy will take place until September 2019. This will include an online survey and inviting comments from residents, partner organisations and other stakeholders.

5.9 Insight

5.9.1 The Growth Strategy has been informed by an evidence base that will be made available during the consultation process on the strategy.

6 BACKGROUND PAPERS

6.1 Assets, Regeneration and Growth Committee, 13 June 2019, Annual Regeneration Report 2018-19,

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9928&Ver=4>

6.2 Assets, Regeneration and Growth Committee, 13 June 2019, Growth Strategy,

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9928&Ver=4>

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GROWTH IN BARNET – A PRESENTATION TO HEALTH & WELL-BEING BOARD



PROTECTING AND ENHANCING THE BOROUGH FOR GENERATIONS TO COME

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LONDON BOROUGH

Contents

- Growth Strategy
- Local Plan
- Annual Regeneration Report – Health and well-being outcomes delivered to date





GROWTH STRATEGY



PROTECTING AND ENHANCING THE BOROUGH FOR GENERATIONS TO COME



Introduction



The Growth Strategy sets out the programme to offer improved local opportunities, create great places, encourage more active lifestyles and increase the health and well-being of Barnet's residents.

We want to provide the range of homes, jobs, open spaces, schools and other facilities that people need to live happy and healthy lives.



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Key Principles



The Growth Strategy seeks to respond to the following three guiding principles:

- 1) Providing **placemaking leadership** across the borough and focussing on the places most in need of investment.
- 2) Increasing housing supply to meet the needs of our **growing population** and delivering homes people can afford.
- 3) Capitalising on growth and development to **maximise the benefits** to local residents and help the council meet its savings targets.



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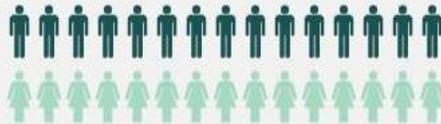
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Strategic Context



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A Growing Borough



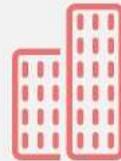
The most populous London borough with a 2018 population of **396,600**. Projections anticipate a rise to **406,600** in 2020, **429,400** by 2025 and **449,000** by 2030



- By 2036 the borough will see a:
- 4% increase in the number of young people aged 0-19 to 103,000
 - 10% increase in working population aged 20-64 to 261,000
 - 37% increase in older 65+ demographic to 87,600



By 2030, around **45,000** more houses are required. However, there is an affordability challenge as the average house price is **15 x** the median income



43% of existing housing stock is flats or maisonettes, which will exceed 50% before 2030. This proportion is growing as **90%** of new housing stock is flats



Corporate Plan targets 50% recycling of all waste - this is currently around 33%, with the lowest rates in blocks of flats



Life expectancy of 83 in the borough, exceeding the national average. There is a 10% variation between Garden Suburb and Burnt Oak Wards

Objectives:

- Increase the supply of housing.
- Deliver more homes that people can afford.
- Support our growing older population.
- Deliver homes on public sector land.



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A Connected Borough



55% of all journeys by foot, bicycle and public transport (2013)



Regular transport service exists towards Central London, which must be matched by orbital travel within the borough



However, by 2041, TfL targets require this needs to reach 72% or above



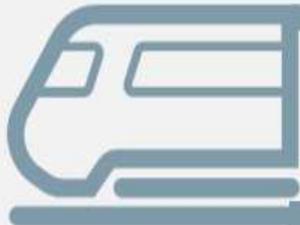
All seven key town centres across Barnet have 4+ PTAL ratings



78% of the roads in Barnet above the European legal limit for air pollution (2013)



Improved levels of superfast broadband coverage, above the government average at 96% (2018)



There are 43,000 underground trips taken daily from tube stations in Barnet (2011). By comparison, Mill Hill Broadway mainline rail station had almost two million passengers across 2016/17.

Objectives:

- New and enhanced public transport connections.
- Delivering healthy streets.
- Delivering a cleaner, greener and more pleasant borough.
- State-of-the-art digital infrastructure.



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An Entrepreneurial Borough



	<p>23,000 businesses employing 132,000 people</p>		<p>The 5th best GCSE results in the country - over half the population has degree level qualifications or above</p>		
	<p>flexible workforce - 22% of the workforce is self-employed, while a further 13% or 22,000 residents are home working</p>		<p>Nearly 20,000 students at Middlesex University's Hendon Campus</p>		
	<p>94% of businesses are micro businesses, employing fewer than 9 people</p>		<p>2% NEET rate in the borough in 2015, lower than the Outer London average of 3.1%</p>		
	<p>630,000 sqm of employment space in the borough, concentrated around town centres</p>		<table border="0"> <tr> <td data-bbox="730 1034 837 1214"> <p>High enterprise birth rate (11 per 1,000 residents)</p> </td> <td data-bbox="869 1034 976 1214"> <p>High enterprise death rate (12 per 1,000 residents)</p> </td> </tr> </table>	<p>High enterprise birth rate (11 per 1,000 residents)</p>	<p>High enterprise death rate (12 per 1,000 residents)</p>
<p>High enterprise birth rate (11 per 1,000 residents)</p>	<p>High enterprise death rate (12 per 1,000 residents)</p>				
	<p>Direct loss of 43,500 sqm of office space to residential conversion from 2013-17. Total approved changes exceed 100,000 sqm</p>				

Objectives:

- Ensure the council 'gets the basics right'.
- Identify and support growth sectors across the borough.
- Create job opportunities and skills development for local people.
- Support the local economy.



Thriving Town Centres



30 town centres
- the most of any London borough



Challenging retail picture nationally and retail vacancy rates of 12%



The **greatest** volume of retail floorspace in outer London



44% of residents are concerned about rubbish and litter



353,360 sqm of independent retailer floorspace (2017)



Barnet has very limited studio space provision, compared to neighbouring boroughs



270 licensed cafes and restaurants in 2017 - 30% increase since 2001



The evening economy has grown by 8% since 2012, and Whetstone is a recognised example

Objectives:

- Support diversification and strengthened identity of town centres.
- More joined-up service delivery for healthier high streets.
- Deliver high quality workspace.
- Build on existing strengths to create a thriving night time economy.



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A Great Borough to Live in and Visit



<p>38%</p>	<p>of the borough is designated green belt, metropolitan open land or parks</p>	<p>5.4%</p>	<p>of the borough is public open space, covering 465 hectares and 199 parks and open spaces sites</p>
	<p>There are 70,000 inactive people in Barnet - 23% of the population in (2018).</p>		<p>21% of 4-5 year olds, 34.4% of 10-11 year olds and 55.7% of adults are recorded as overweight or obese (2017/18)</p>
	<p>In 2015, arts and culture in London brought £3.4 billion to the UK's GDP.</p>	<p>Top visitor attractions by annual visitors (2018)</p>	
	<p>Only two schools in Barnet did not achieve 'good' or 'outstanding' in latest Ofsted reports.</p>		<p>15 million - Brent Cross Shopping Centre</p>
			<p>343,000 - RAF Museum</p>
			<p>210,000 - Allianz Park (Saracens)</p>

Objectives:

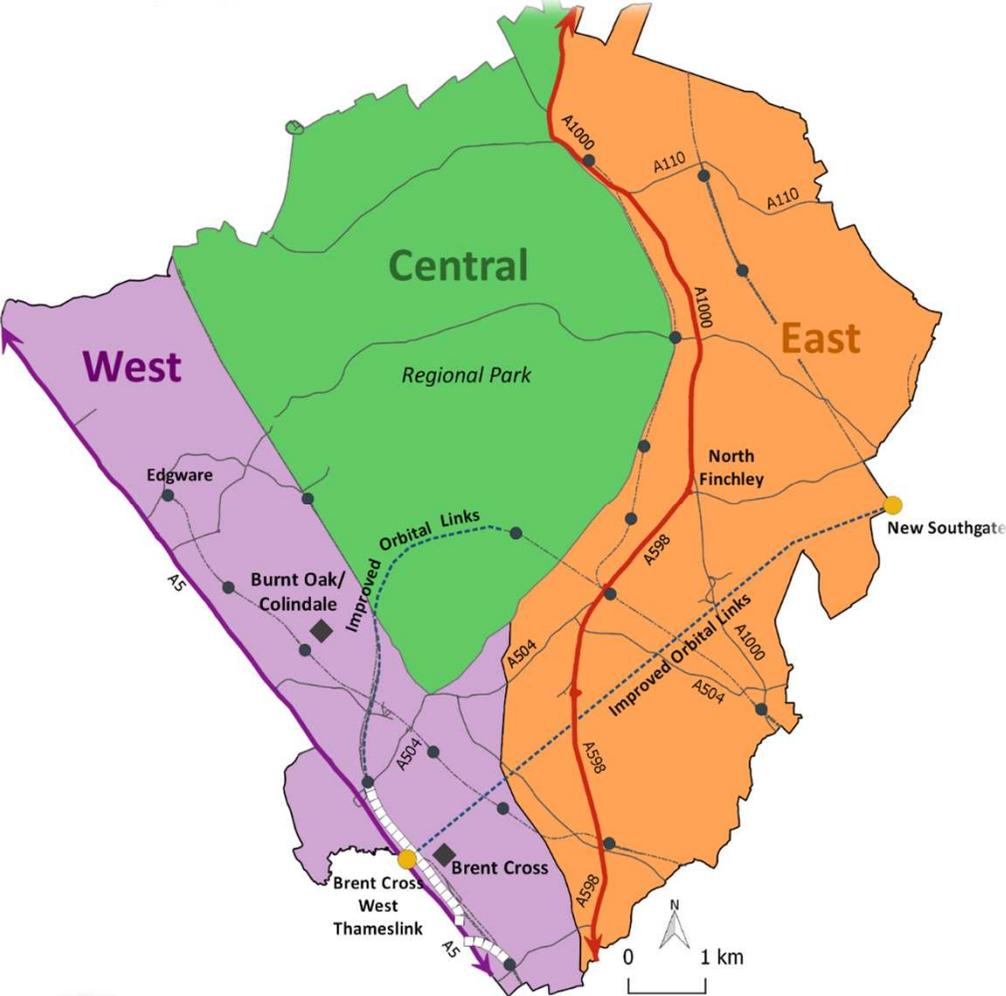
- Delivering social infrastructure to support growth.
- Getting the best out of the borough's green assets.
- Growing the visitor economy.
- Providing a broader canvas for creative industries.
- Brent Cross as a destination.



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Spatial Approach to Growth



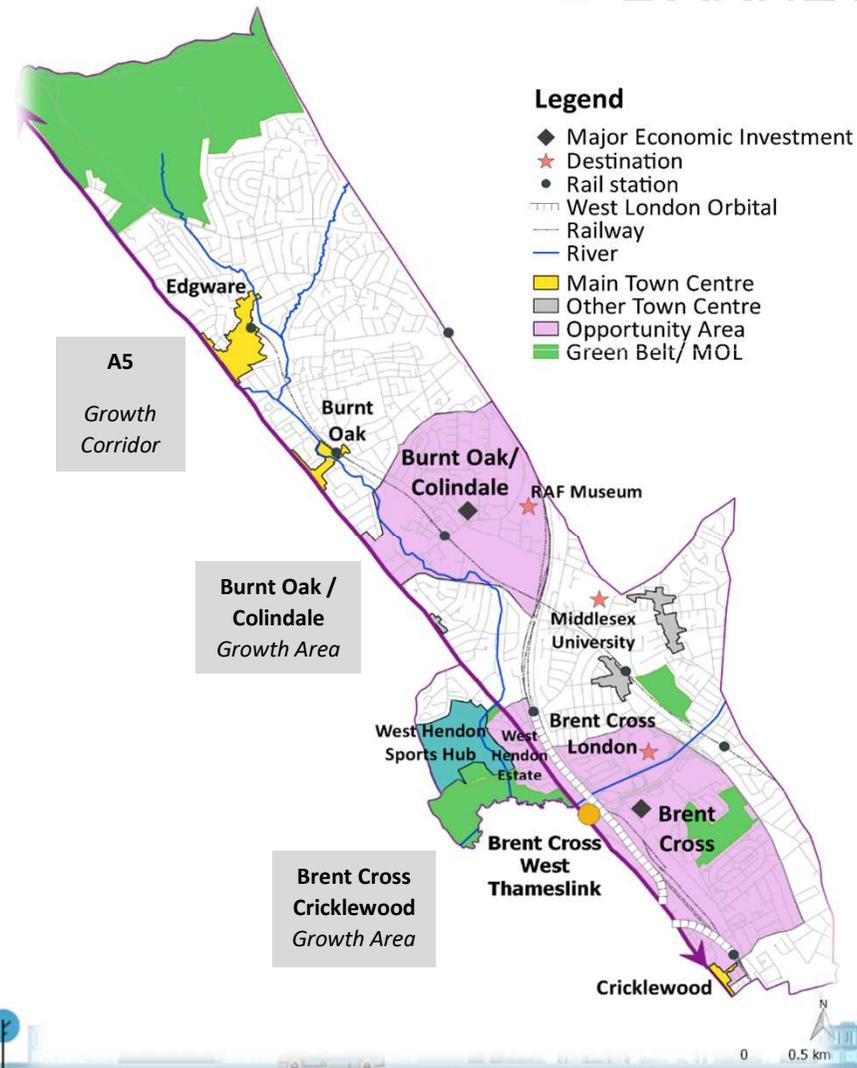
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West of the Borough



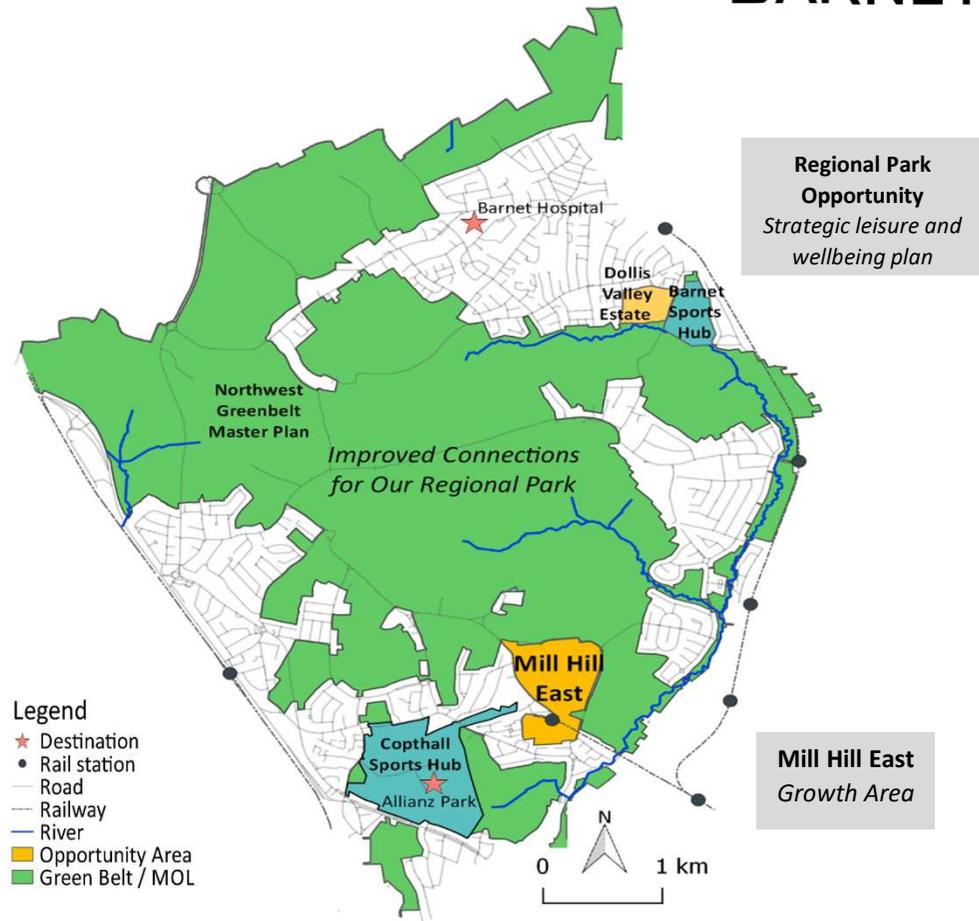
- Provides the majority of Barnet’s growth opportunities; representing nearly $\frac{2}{3}$ of planned housing delivery.
- Characterised by an increasingly urban feel that will be supported by an improved public transport offer.
- A5 road corridor provides a key connection linking growth areas: Edgware, Burnt Oak/Colindale, West Hendon, Brent Cross and Cricklewood.
- Home to many key destinations: Brent Cross Shopping Centre, Middlesex University, and the RAF Museum.



Centre of the Borough



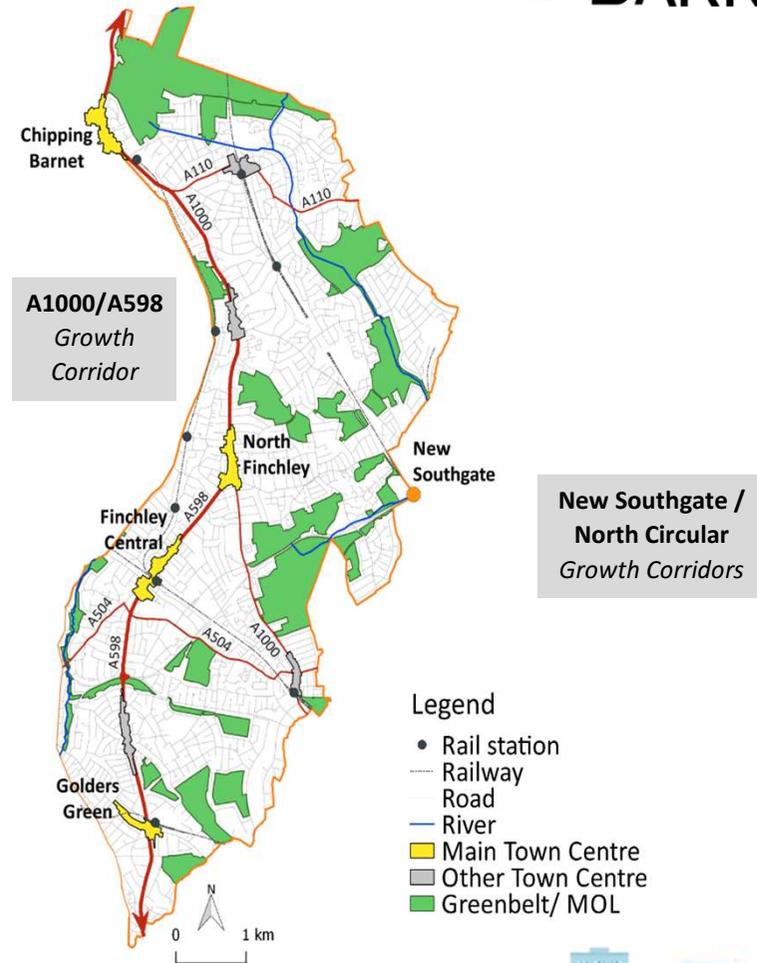
- Very low proportion of growth, but provides strategic leisure and wellbeing function.
- Characterised by protected green space that forms a key part of Barnet’s suburban identity.
- Limited transport connectivity, with growth focused in the more accessible area of Mill Hill East.
- Home to wellbeing destinations like Copthall Sports Hub and Barnet Hospital, in the long-term the area provides an opportunity to become a regional park.



East of the Borough



- Focused growth in areas of good transport accessibility will deliver a little over $\frac{1}{3}$ of homes across the east of the borough.
- Characterised by a network of historic and major thoroughfares connecting local town centres and parks.
- The A1000 / A598 road corridor provides a key connection linking town centres with greater potential for new homes. New Southgate also provides an opportunity for transport-led housing growth.
- Local town centre destinations are home to larger offices, café/restaurant culture, independent shops, and include a number of local arts and cultural destinations.



Equalities & Health Impact



- For most protected characteristics there is minimal impact or a net positive impact because of the strategy, in the long term.
- Strategy seeks to address the increasing over 65s population and its distribution.
- Protected characteristics of disability and race are disproportionately represented within social housing and therefore will be disproportionately affected in some areas.
- There are short term impacts from construction including dust and noise, as well as potential disruption to transport and travel. Mitigation can be used to address this. Impact greatest in 'west' areas where redevelopment extends over long periods.
- Most negative impact is potential for loss of social bonds through decanting. Most significant positive impact during construction phases comes from employment and training support and so the council should ensure the potential for benefit is targeted towards the communities who are most impacted and have the highest levels of need.



Next Steps



- **July – September 2019**
Public Consultation on the Draft Growth Strategy.
- **November 2019**
Revised Growth Strategy returns to *ARG Committee* following public feedback for approval, including a draft implementation plan.



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DELIVERING FOR BARNET

HEALTH & WELLBEING – NEW LOCAL PLAN



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New Local Plan (1)



- High growth for Local Plan period (2021-2036)
- target range **47-62k** housing units
- Policy mix of housing sizes and tenures to support diverse and cohesive neighbourhoods
- Support good access to community facilities – primary healthcare, schools, etc.
- Ensure access to green and open spaces



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New Local Plan (2)



- Local Plan policy **Improving health and well being**
- Supports healthier neighbourhoods + lifestyles
- Addressing health inequalities
- Invest in play and leisure - new public parks, transform existing parks and open spaces



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New Local Plan Timeline



- Local Plan at draft/ Reg 18 stage
- To P&R Committee autumn 2019
- Public consultation late 2019
- Next stage (Reg 19) mid-2020
- Examination late 2020; adoption 2021



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DELIVERING FOR BARNET ANNUAL REGENERATION REPORT AND HEALTH HIGHLIGHTS AND OPPORTUNITIES



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Health, Wellbeing and Community – Buildings and ‘Visible’ provision (1)



Six new community centres

- Hope Corner (Dollis Valley), **(ongoing and completed)**
- OneStonegrove (Stonegrove), **(ongoing and completed)**
- New community hub (West Hendon), **(ongoing and completed)**
- ‘Unitas’ Youth Zone (Colindale), **(ongoing and completed)**
- two new centres at Brent Cross Cricklewood (South)
- Five new primary schools, one new secondary school plus two re- provided secondary schools **(ongoing and completed)**



Health, Wellbeing and Community - Buildings and 'Visible' provision (2)



- One replacement Library and College ie. Barnet & Southgate College (Grahame Park) **(completed)**
- Four new and replacement nursery facilities **(ongoing and completed)**
- 19 new and improved parks across the borough **(ongoing and completed)**
- All new homes built to modern standards **(ongoing and completed)**
- Mixed developments with balance of household sizes, tenures, and types (flats, houses, extra care) **(ongoing and completed)**
- Variety of housing types to address full range of income levels and housing needs **(ongoing and completed)**
- New road, pedestrian & cycling networks



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Health, Wellbeing and Community – services and ‘invisible’ provision (1) (ongoing and completed)



- Skills and training opportunities, for example, ‘Workfinder’ and ‘Outreach Support’ programmes established within Grahame Park, Stonegrove Spur Road, West Hendon and Dollis Valley
- New apprenticeship opportunities
- Supporting small businesses, for example, through ‘Affordable Workspace’ initiative
- Health and other services operating from new and existing community centres



Health, Wellbeing and Community – services and ‘invisible’ provision (2)



The Outreach Service has successfully supported and initiated (**ongoing and completed**):

- Local ‘job clubs’ in Dollis Valley, West Hendon Estate, Stonegrove Spur Road and Grahame Park
 - A Dollis Valley Education and Learning Hub, developed in partnership with Countryside, Barnet
- & Southgate College and Hope Corner to support employability and adult learning
 - ESOL activities in the West Hendon Estate
 - A range of enterprise programmes in Grahame Park.



Conclusion – Regeneration and Growth:



- provide the opportunity to add value to health provision
- increase the need for additional services and infrastructure
- will seek to improve collaborative working with health partners to identify and measure health impacts
- Will explore opportunities for negotiating health financial and non-financial provision via S106



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Barnet Growth Strategy 2019 – 2030



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Foreword

Delivering for Barnet is a programme of growth and regeneration taking place across the borough between 2019 and 2030. We want to make Barnet a place that enables people to live happy, healthy lives by offering them the range of homes, parks, schools and other facilities that they need, while also protecting and enhancing the borough for generations to come.

As part of this programme, we are building more new homes than any other borough in Outer London and helping to create thriving communities. We are working closely with developers and communities to make sure growth and development are managed responsibly and seek to ensure that in areas that are changing, the benefits to residents are realised.

People choose to live in Barnet for its extensive green spaces and access to leading educational facilities. We want people to continue seeing Barnet this way, alongside a growing recognition of our quality health and leisure facilities. We are working to improve everyone's access to community and social infrastructure, and to ensure that necessary transport infrastructure is in place. Investments in these areas will be vital to ensure a good quality of life for our residents.

Barnet is an entrepreneurial borough, and significant growth in town centres will boost footfall and enable us to further support local business and encourage residents to shop locally. In addition, we seek to encourage larger businesses to move into and remain within the borough. We want to ensure that our residents can take advantage of all the benefits that growth and regeneration can bring. Therefore, more will be done to support access to skills and training, and we will also help our residents to compete for the growing number of job opportunities that will become available.

The Growth Strategy will help to make the borough a great place to live, the best place to be a small business in London, and a great place to visit. Opportunities from growth and development will be maximised, to ensure that all residents and their communities can benefit.

Councillor Daniel Thomas

Leader of the Council

Executive summary

The Growth Strategy responds to expected economic, social and environmental trends to 2030, including a significantly growing and aging local population, changes in the employment market and how we work, how we use our high streets, as well as environmental concerns. It recognises that more people will be working flexibly, and many will live in town centres with easier access to transport, shops, services, and leisure facilities. The Strategy seeks to offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet’s residents. It supports other Council strategies including the corporate plan ‘Barnet 2024’ and delivery of the Housing Strategy, whilst also aligning with forthcoming work to revise our Local Plan and prepare a Transport Strategy for the borough. The guiding principles that have emerged are:

1. The role for the council to **lead changes to local places** across the borough; including focusing resources on support for the places most in need of investment.
2. The need to **increase housing supply** and deliver associated infrastructure for our growing population; including ensuring delivery of homes that people can afford.
3. The importance of capitalising on development, so the **benefits from growth are maximised for residents**; whilst also helping the council to meet savings targets.

Future growth, to meet targets set for the borough of up to 45,000 homes by 2030, will need a wider focus beyond existing Opportunity Areas and housing estates. This strategy therefore takes a more borough-wide approach to growth that maximises the potential of existing opportunity areas and acknowledges emerging opportunities around the diversification and intensification of town centres. It sets the council’s priorities for regeneration and development, whilst clarifying its role in relation to business, employment and skills activities.

The aim of this strategy is to make Barnet a great place to live, work, do business and visit. Chapter 2 sets out how this will be achieved through five themes and their key objectives:

A growing borough

<i>Increase the supply of housing</i>	with the delivery of most new homes to be in areas with better transport connections such as our town centres.
<i>Deliver more homes that people can afford</i>	Including direct delivery of new affordable homes on Council land and through our planning system.
<i>Support our growing older population</i>	Engage with the market and support it to meet the needs of older people, including direct delivery of new specialist housing to enable people to live independently.
<i>Deliver homes on public sector land</i>	by working with our public sector partners.

A connected borough

<i>New and enhanced public transport connections</i>	improving orbital connectivity and interchange between rail lines, reducing congestion and improving transport accessibility.
<i>Delivering healthy streets</i>	responding to demographic and cultural changes to enhance travel choices, promote active travel and improve safety.
<i>Delivering a cleaner, greener and more pleasant borough</i>	reduce congestion and improve air quality, by encouraging the use of more sustainable forms of transport and supporting the transition to electric vehicles and other technologies as they emerge.
<i>State-of-the-art digital infrastructure</i>	Work with public and private sector partners to incorporate this into regeneration schemes, council assets and where local employers need it, such as across our town centres.

An entrepreneurial borough

<i>Ensure the council ‘gets the basics right’</i>	so that business-focused services are delivered in a streamlined way that supports businesses.
<i>Identify and support growth sectors across the borough</i>	provide targeted support for existing and new business in partnership with Higher and Further Education institutions. Work with our inward investment partners to attract new business and investment to complement the borough’s existing economic strengths.
<i>Create job opportunities and skills development for local people</i>	with partners identify and support those furthest from employment to find work or move closer to employment. Leverage growth and development to create job opportunities and skills development for local people, particularly people from marginalised communities and young people not in education, employment or training.
<i>Support the local economy</i>	promote local supply chain opportunities through development and across public sector partners

A borough of thriving town centres

<i>Support the strengthened identity and diversification of town centres</i>	Engage with and support businesses and property owners to deliver an improved mix of town centre uses, including homes, workspace, leisure and community facilities. Work with Town Teams to promote and celebrate the characteristics of the borough’s town centres.
<i>Joined-up service delivery for healthier high streets</i>	Ensuring we provide more coordinated services, across the council, to address issues such as planning enforcement, anti-social behaviour, licensing, street cleansing, waste collection and parking; ensuring we plan our high streets around health and wellbeing.

<i>Deliver high quality workspace</i>	Leverage council assets and development sites to support delivery of high quality workspace that targets strategically important sectors for the borough – both new and existing businesses.
<i>Build on existing strengths to create a thriving evening economy</i>	Maximise the creative potential from growing the leisure offer and evening economy to enhance the range and quality of local food and drink, heritage, culture and arts on offer.

A great borough to live in and visit

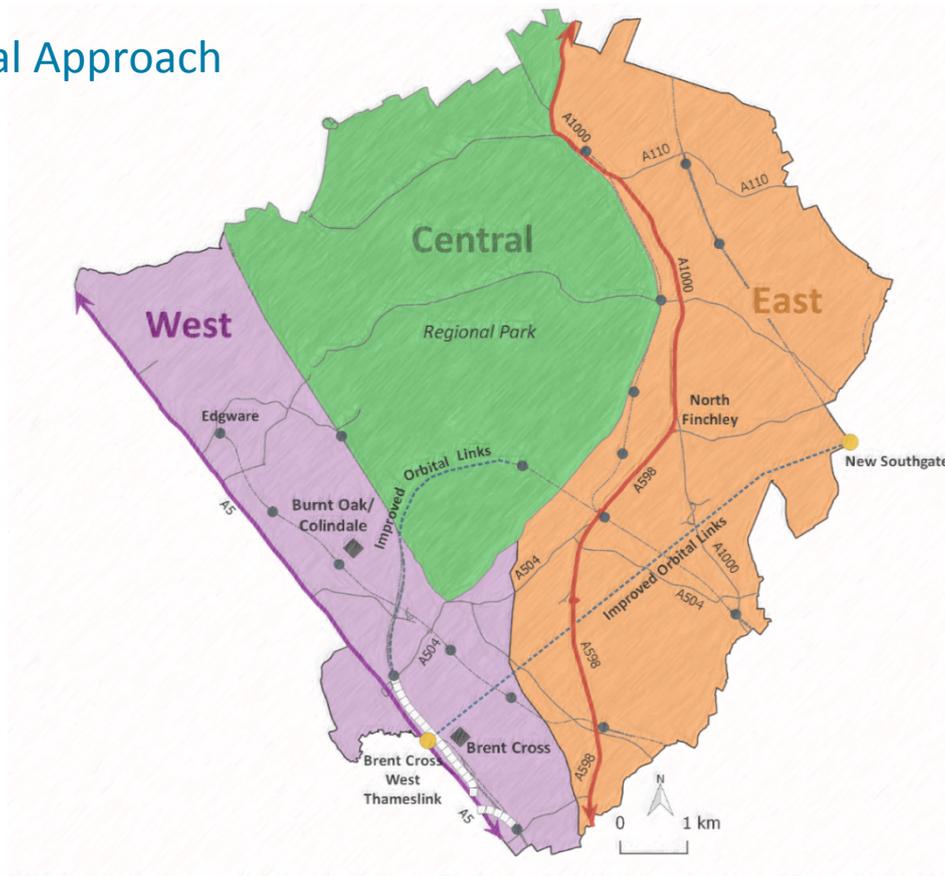
<i>Social infrastructure to support growth</i>	Ensuring that schools and leisure, health and community facilities are delivered to support areas of growth and regeneration.
<i>Getting the best out of the borough's green assets</i>	Improving the quality of parks and open spaces and addressing deficiencies to support new homes and ways of living; to maximise the opportunity for improving health and wellbeing.
<i>Growing the visitor economy</i>	Encourage, support and promote Barnet's leisure and hospitality sector to deliver a great experience for visitors as well as residents.
<i>A broader canvas for creative industries</i>	Closer engagement with creative and arts sectors, alongside support for new local leisure and cultural destinations.
<i>Brent Cross as a destination</i>	unlocking the potential of the area as a broader cultural and leisure destination of national significance.

To deliver these objectives, the Council recognises it must work in partnership with local communities and respond to growth in a way that will support resilient communities; by enabling representation, facilitating dialogue, and reaching out to the borough's communities to secure resident involvement. Chapter 3 sets out how the people of all ages who live and work in Barnet will be fully engaged throughout the regeneration process including through collaborative processes, as they hold the local knowledge that can improve the vision and design of projects.

At a boroughwide scale, we have identified the critical importance of specific strategic transport investments to unlock growth. The spatial approach map overleaf highlights two proposed new rail lines (Crossrail 2 and West London Orbital), two potential strategic orbital connections addressing poor rail interconnections, and two strategic radial road corridors that require a comprehensive 'healthy streets' approach. The timing and delivery of these and further improvements will be critical to unlocking the scale of growth that is envisioned by both government and the Mayor of London.

To ensure the objectives are delivered in an appropriate and acceptable way, we have developed a character-led spatial approach that splits the borough into three areas: west, centre and east. Key diagrams and priority interventions for each individual area are set out in Chapter 4. A delivery plan setting out more detailed projects will be published alongside the final report; for now the priorities for each area have been set out in this strategy to help frame proposals the delivery plan will include.

Spatial Approach



West

This area is characterised by an increasingly urban feel that will be supported by improved public transport. It will provide the majority of Barnet’s growth opportunities; representing nearly 2/3 of planned housing delivery. The A5 road corridor, in particular, is a key connection linking the growth areas of Edgware, Burnt Oak/Colindale, West Hendon, Brent Cross and Cricklewood. The place-making role will be critical, including provision of necessary infrastructure to support growth. The area is also home to many key destinations including Brent Cross Shopping Centre, Middlesex University, and the RAF Museum; growth plans will support further investment of these destinations and more broadly encourage investment in leisure provision across this part of the borough.

Centre

This area is characterised by protected green space that forms a key part of Barnet’s suburban identity. A very low proportion of housing growth will be delivered here, except around the Mill Hill East growth area. The area provides a strategic leisure and wellbeing function, and is home to wellbeing destinations like Cophall Sports Hub and Barnet Hospital, but the limited transport connectivity needs to be addressed to improve access. In the long-term the area provides an opportunity to become a regional park.

East

This area is characterised by a network of historic and major thoroughfares connecting local town centres and parks. Growth will be focused in areas of good transport accessibility to deliver a little over 1/3 of homes, with the A1000 / A598 road corridor providing a key connection linking main town centres with the potential for homes. The A406 corridor also presents an opportunity for transport-led regeneration. More broadly growth-related activities will seek to enhance local town centres as destinations that are home to offices, café/restaurant culture, independent shops, and that celebrate local arts and culture alongside providing leisure destinations.

Introduction

By 2030 London’s population will have reached 10 million and Barnet, London’s largest borough, will have grown to become home to 450,000 people. More of the population will work flexibly, including from home, and more people will live in or near town centres where they can benefit from easy access to shops, services, and leisure facilities. We want Barnet to accommodate growth and shifts in working patterns, whilst continuing to offer top-class education, great open spaces and a good quality of life.

This Growth Strategy responds to a range of economic, social and environmental trends anticipated by 2030, including changes in how we work, how and where companies choose to locate, the skills needed for a changing job market, the continuing shift in how we choose to use our high streets, our growing and ageing population, and growing environmental concerns.

The Growth Strategy sets a direction for change to offer greater local opportunities, create better places, encourage more active lifestyles and increase the health and well-being of Barnet’s residents; whilst recognising that growth must be delivered through a sustainable approach to development. This strategy sets out a role for the council that responds to current and emerging challenges, as well as laying down a plan for how the council can best focus its resources to help deliver these ambitions.

Insert image

***Edgware Green:** Regeneration of Stonegrove and Spur Road set a quality standard for mixed-tenure housing; including winning design awards for its purpose-built community facility ‘One Stonegrove’*

Where we've come from

Working with our partners, the council has been successful in ensuring regeneration and development has continued across the borough despite the economic challenges of recent decades. We have focused on bringing forward specific areas for growth, such as Colindale and Mill Hill East, alongside placing a strong emphasis on estate regeneration to deliver renewal on our largest housing estates. Regeneration has subsequently progressed at Dollis Valley, Grahame Park and West Hendon, with over 2,000 new homes delivered, alongside improved community facilities and better quality open spaces; notably, May 2018 marked the completion of Stonegrove Spur Road, delivering 999 homes.

The council has consistently worked hard to deliver against its high housing targets, for example 2,360¹ new homes were delivered in Barnet in 2017/18, exceeding our London Plan housing target. This is greater than any other London Borough and equates to 7.4% or one in 13 of London new homes being delivered in Barnet.

Every year the council publishes its Annual Regeneration Report that sets out progress on delivery of regeneration, business, employment and skills activities within the borough. The 2017 Residents Perception Survey indicated that 51% of residents feel the council is doing well 'investing and regenerating the borough' and that most residents (62%) think the council is 'making the local area a better place to live'.

However, our approach to regeneration is constantly evolving to reflect lessons learned, including:

- (i) The importance of meaningfully involving communities during the lifetime of projects
- (ii) The importance of active partnerships to facilitate timely scheme delivery, and strong council leadership to address areas with more fragmented land ownerships
- (iii) Recognising that areas with complex land ownership patterns, such as town centres, can benefit from the council actively steering the identification of opportunities to ensure regeneration gets underway, including the use of available powers where required.

The Growth Strategy recognises that future growth will need to take a wider focus beyond the borough's current Opportunity Areas and the regeneration of large estates. The next decade will therefore see a more borough-wide approach as our existing regeneration schemes continue to deliver, but we also broaden our approach to take advantage of emerging development opportunities including in relation to the diversification and intensification of Barnet's town centres.

¹ Greater London Authority London Development Database

Strategic Context

To accommodate our growing population, there needs to be an increase in the supply of housing and improvements to associated infrastructure, such as public transport. The Growth Strategy focuses on the council's role in driving this growth, on those areas requiring intervention alongside ensuring that growth will bring the greatest possible benefits to existing as well as new residents. We aim to collaborate with our residents and businesses to ensure that through new development our existing spaces are also made more socially and economically inclusive and environmentally sustainable.

Growth is important in part because public sector income generated from development can help to enhance infrastructure. But to substantially increase the delivery of new homes and create a significant number of new jobs over the lifetime of this strategy, will require additional areas for growth to be identified. New growth will therefore need to focus on town centres and areas where transport improvements are planned. Work has already commenced on a new railway station at Brent Cross West that will facilitate significant housing growth and commercial development. Plans for a West London Orbital line and Crossrail 2 could further unlock further housing opportunities, and the council will seek to explore other opportunities with key partners such as TfL.

Barnet 2024, the council's Corporate Plan, is focused on three outcomes:

- A pleasant, well maintained borough that we protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well.

The Growth Strategy supports delivery of all three outcomes, whilst working to capitalise on the opportunities that growth and development can bring to the borough. It is designed to shape the council's future role in delivering spatial change and planning future growth by bringing together regeneration, employment and enterprise ambitions within a single revised and updated strategy.

As shown in figure 1 overleaf, while aligning with Barnet 2024, the Growth Strategy brings together:

- a) Work on a revised Local Plan (2021-2036), to set out the policies that will manage growth and change within the borough, including identifying designated Growth Areas as well as sites for development that will enable delivery of sustainable growth².
- b) Delivery of the Housing Strategy 2019 – 2024, to support the council to meet the objective of delivering more homes that people can afford to buy and rent.
- c) Preparatory work on the forthcoming Long-Term Transport Strategy, to ensure planning for future housing and transport needs is delivered in a joined-up way.

² The Local Plan is a statutory document that is due to be adopted in 2021-22 and will guide all forms of future development. The role of the Growth Strategy is to set out where the council will focus its interventions to support delivery of development and regeneration.

In addition, the Strategy will also support the delivery of outcomes from other adopted council strategies, including: the Health and Wellbeing Strategy, the Parks and Open Spaces Strategy, the Fit and Active Barnet Framework, the Playing Pitch Strategy, the Homelessness and Rough Sleeping Strategy, Arts and Culture Strategy and the Children and Young People’s Plan. It will support Barnet’s ambitions to become London’s most family friendly borough and to improve healthy life expectancy through the creation of healthier and more resilient neighbourhoods.

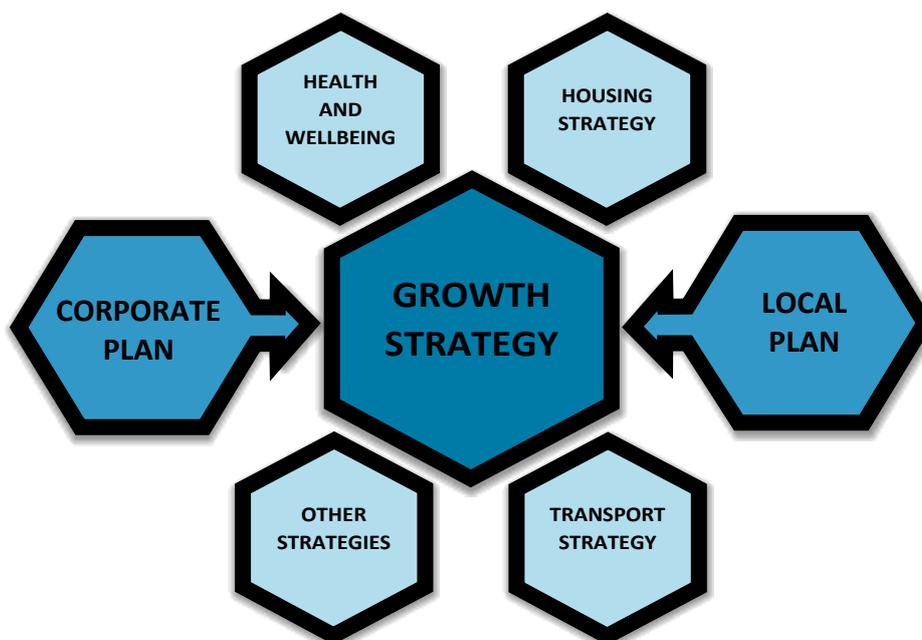


Figure 1 - Relationship of the Growth Strategy to other council strategies

The Growth Strategy seeks to respond to the following three guiding principles:

1. The role for the council to **lead changes to local places** across the borough; including focusing resources on support for the places most in need of investment.
2. The need to **increase housing supply** and deliver associated infrastructure for our growing population; including ensuring delivery of homes that people can afford.
3. The importance of capitalising on development, so the **benefits from growth are maximised for residents**; whilst also helping the council to meet savings targets.

Our approach to growth in Barnet

Key Themes

With the key challenges in mind, and recognising the role of this strategy to align with and bring together the ways that growth, development and the built environment should interface with a range of other council strategies the over-arching ambition of the Growth Strategy is to make Barnet a great place to live, work, do business and visit. In doing so, the Growth Strategy prioritises five cross-cutting themes:

- A growing borough
- A connected borough
- An entrepreneurial borough
- A borough of thriving town centres, and
- A great borough to live in and visit.

This strategy sets out priorities for the programme of regeneration, development and business, employment and skills activity within the council between 2019 and 2030. The final adoption version of the Growth Strategy will be accompanied by a Delivery Plan that will set out key projects to show how the council will direct its future investment. It will also consider the approach to securing funding and any opportunities to form strategic partnerships to improve delivery.

A growing borough



The most populous London borough with a 2018 population of **396,600**. Projections anticipate a rise to **406,600** in 2020, **429,400** by 2025 and **449,000** by 2030

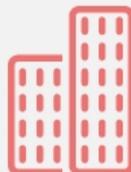


By 2036 the borough will see a:

- 4% increase in the number of young people aged 0-19 to 103,000
- 10% increase in working population aged 20-64 to 261,000
- 37% increase in older 65+ demographic to 87,600



By 2030, around **45,000** more houses are required. However, there is an affordability challenge as the average house price is **15 x** the median income



43% of existing housing stock is flats or maisonettes, which will exceed 50% before 2030. This proportion is growing as **90%** of new housing stock is flats



Corporate Plan targets 50% recycling of all waste - this is currently around 33%, with the lowest rates in blocks of flats



Life expectancy of 83 in the borough, exceeding the national average. There is a 10% variation between Garden Suburb and Burnt Oak Wards

Our objectives for delivering a growing borough are:

- **Increase the supply of housing** – with the delivery of most new homes to be in areas with better transport connections such as our town centres.
- **Deliver more homes that people can afford** – Including direct delivery of new affordable homes on council land and through our planning system.
- **Support our growing older population** – Engage with the market and support it to meet the needs of older people, including directly delivering new specialist housing that will enable people to live as independently as possible.
- **Deliver homes on public sector land** – by working with our public-sector partners.

Increasing Housing Supply

Since 2011, over 10,000 new homes have been built in Barnet, including 2,657 classified as affordable for rent or for sale. The current London Plan target envisages delivery of 23,490 homes over 10 years to 2026. However, high demand for housing means that additional capacity for new homes will need to be identified and delivered in the borough sooner. The exact target number of homes needs to be agreed, as the Mayor of London and Central Government have published different targets for Barnet. But we know it will be at least 50% greater annually and could be as much as 45,000 homes by 2030.

Large-scale development is already underway in Barnet’s main growth areas of Brent Cross, Colindale and Mill Hill. Development is also taking place in the priority estate regeneration areas of Dollis Valley, West Hendon and Grahame Park; with additional homes planned at Granville Road (Childs Hill) and Upper and Lower Fosters (Hendon). These projects seek to address issues of housing supply, but also differences in life opportunities between areas. Maximising the potential of these existing planned growth areas will be a priority for the council in meeting its housing targets and growth expectations.

Insert Image

Hendon Waterside: Regeneration of West Hendon Estate is progressing rapidly

To increase the housing supply to meet the needs of a growing population and to deliver more homes that people can afford, we have also explored the potential for new growth opportunities in areas with good public transport connections; with the focus on town centres and major road corridors, such as around Edgware and North Finchley. Further opportunities also exist where the potential transport investments of Crossrail 2 and the West London Orbital are planned.

The borough’s forthcoming Long-Term Transport Strategy presents a mechanism for ensuring further potential opportunities for housing delivery are sustainably delivered. The council intends to identify more sites for housing of all tenures, including, where appropriate, more homes across existing town centres, intensification of housing estates, developing housing on or above car parks, adding extra floors to medium rise blocks and exploring opportunities for build to rent housing. As the pace of growth increases we also want to ensure that we future proof the quality of the new housing created.

The availability of affordable housing is also a priority for residents and was the second highest concern, after ‘crime’, in the 2017 Residents Perception Survey. The impact of homelessness is broad and far reaching. Despite an increase in the number of successful homelessness prevention cases, and the reduction in homelessness acceptances over the past five years, the number of households in temporary accommodation is reducing, but remains high, at 2,546 households at the end of 2018/19.

Insert image

Burgundy Court: Part of the Council’s own affordable housing delivery programme

To tackle homelessness and reduce the use of temporary accommodation the council will need to increase the supply of all forms of private and affordable housing available across the borough. To help address this the council has been working with The Barnet Group to build an additional 500 units of affordable housing by 2024 and through making better use of council assets to build more affordable housing in Barnet. This remains a key priority of the Growth Strategy. We will also continue to work collaboratively with public and private sector developments to provide support for mixed-tenure private developments, and encourage development by our housing association partners, such as Notting Hill Genesis at Grahame Park.

As more people lead longer and healthier lives, it will be important that new housing developments are attractive to all generations, including older people who wish to live independently in the community for as long as possible. Most new homes in the borough are required to meet Part M of the 2015 Building Regulations which sets out requirements for ensuring that new homes are accessible and adaptable, meaning that many of them will be suitable for people as they grow older in a borough that is well connected with good transport and easily accessible amenities. But in addition, the council helps to ensure suitable specialist housing for older people is available, including a recently completed

Insert image

***Ansell
Court:***

*Part of the
Council's
extra-care
housing
programme*

a new extra care housing scheme at Ansell Court, alongside plans for two more similar schemes.

It is critical to ensure that growth and development is managed properly and consistently. Through a revised Local Plan, we will ensure that growth is planned in a sustainable way and that it will help the council ensure its services can manage the changing scale and demographics of the population. We will update our Infrastructure Plan to provide for the funding and delivery of investments in schools, utility capacity, etc. that will be required to support housing growth.

A connected borough



55% of all journeys by foot, bicycle and public transport (2013)



Regular transport service exists towards Central London, which must be matched by orbital travel within the borough



However, by 2041, TfL targets require this needs to reach 72% or above



All seven key town centres across Barnet have 4+ PTAL ratings



78% of the roads in Barnet above the European legal limit for air pollution (2013)



Improved levels of superfast broadband coverage, above the government average at 96% (2018)



There are 43,000 underground trips taken daily from tube stations in Barnet (2011). By comparison, Mill Hill Broadway mainline rail station had almost two million passengers across 2016/17.

Our objectives for delivering a connected borough are:

- **New and enhanced public transport connections** – improving orbital connectivity and interchange between rail lines, reducing congestion and improving transport accessibility.
- **Delivering healthy streets** – responding to demographic and cultural changes to enhance travel choices, promote active travel and improve safety.
- **Delivering a cleaner, greener and more pleasant borough** – reduce congestion and improve air quality by encouraging the use of more sustainable forms of transport and supporting the transition to autonomous vehicles, electric vehicles and other technologies as they emerge.
- **State-of-the-art digital infrastructure** – By working with public and private sector partners to incorporate this into regeneration schemes, council assets and where local employers need it, such as across our town centres.

Keeping Barnet Moving

London's transport networks are already congested and overcrowded; future growth will not be possible without substantial increases in capacity.³ Delivery of successful growth is therefore dependent on having the right transport and digital infrastructure in place. Barnet is a populous, large and diverse borough that is known for its good connections to Central London and the key road routes heading northwards that begin in the borough. Key local challenges around connectivity and a current high level of dependence on private vehicles need to be addressed. In addition, existing development has shown the variation between different parts of the borough and set a path for a new spatially-minded transport strategy to recognise this.

The council will ensure its Long-Term Transport Strategy considers the type and priority locations for transport improvements necessary to improve access; particularly where growth can or is being delivered, alongside areas and corridors with low levels of existing public transport provision. This strategy will seek to address both the expectations of the Mayor of London as set out in his transport strategy, whilst recognising the specific local context and character of Barnet.

Insert image

Brent Cross West: The new Thameslink Line station is now under construction

At a regional scale, the delivery of Crossrail 2 to New Southgate and the West London Orbital to Brent Cross and potentially Hendon and Cricklewood, remain key opportunities for unlocking growth and reducing congestion. Yet the housing and transport challenges for the borough, given the scale of expected growth, are more significant than these projects alone. Barnet has begun by building a new Thameslink station at Brent Cross, and has been working with TfL to expand capacity at Colindale Underground Station alongside improvements to accessibility and interchanges more broadly; but further projects and opportunities for change will need to be identified.

Improved public transport needs to be considered in specific areas of the borough where residents are car based due to a perceived or potential lack of alternative options, including orbital rail connections. Areas of low existing PTAL scores such as around Colindale and The Hyde will also need to be addressed to ensure improved transport choice. However, the use of PTALs alone is recognised to provide only a limited guide to transport accessibility, as the overall score often does not reflect the quality of connections offered by the existing transport network. In some locations additional transport improvements may still be required even with existing mid-range PTAL scores.

This growth strategy builds on our current Local Implementation Plan (LIP) that acknowledges how growth should be planned around walking, cycling, and public transport use whenever possible. The current LIP objectives will need to be defined into new longer-term priorities for the borough through the council's emerging Long Term Transport Strategy. Achieving a healthier and more sustainable pattern of growth in Barnet is a shared goal, however we need to further explore how to reduce the dominance of the car through an increasing emphasis on trips being made by public transport, walking, or cycling. This will help meet the needs of an aging population by recognising changing patterns of personal choice and capability when seeking to access different forms of transport.

³ National Infrastructure Commission 2018, "Transport and housing for thriving city regions" National Infrastructure Assessment <https://www.nic.org.uk/assessment/national-infrastructure-assessment/transport-and-housing-for-thriving-city-regions/>



Going forward, the vision for healthy streets set out in figure 2 will be applied throughout the borough, including to growth areas and main thoroughfares to improve travel choices, promote active travel, and improve safety. We hope to encourage people to walk for shorter journeys by creating a more pleasant environment for walking and improving connections. Improving access to key destinations like town centres and leisure facilities, as well as to local services such as schools and healthcare facilities, will be a critical part of ensuring that growth is delivered in a way that is beneficial to everyone. By encouraging the use of more sustainable modes of transport alongside supporting the transition to connected and autonomous vehicles, electric vehicles and other technologies, as they emerge, we hope to reduce congestion in the longer term, improve air quality and make the borough cleaner and greener. We also need to ensure that through the design process consideration is given to how spaces, including roads and public realm will be used in the future.

Digital Infrastructure

Successful growth is also reliant on access to high quality digital infrastructure to ensure Barnet’s homes and workspaces keep pace with the changing economy. The council will secure timely roll-out of ultra-fast broadband to support the growing number of people working from home, businesses across the borough and visitors to Barnet. The council recognises the importance of links between

investment in communications infrastructure, digital inclusion, economic growth and improvements in transport networks, and therefore will seek to capitalise on the early roll out of 5G in Barnet.

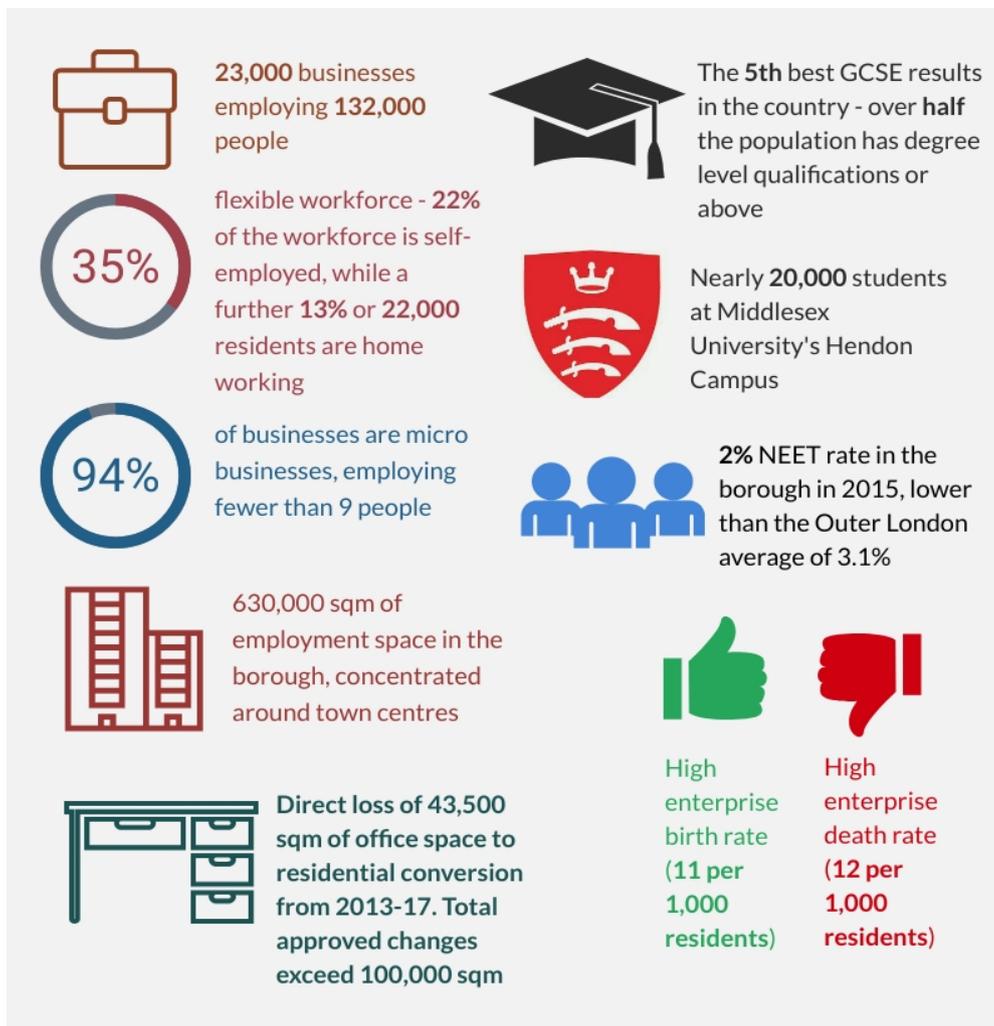
The council will seek to make best use of technologies to improve the quality, accessibility, and effectiveness of services and management of its assets within the borough. One example of this is the expectation that new technology will particularly come forward to improve transport; initially through further applications and tools for influencing transport behaviour and enhancing choice.

Insert image

***Laying the foundations for
a smarter future:***

*Modern transport,
upgraded utilities and
services and 5G technology*

An entrepreneurial borough



Our objectives for delivering an entrepreneurial borough are:

- **Ensure the council 'gets the basics right'** – so that business-focused services are delivered in a streamlined way that supports businesses.
- **Identify and support growth sectors across the borough** - provide targeted support for existing and new businesses in partnership with Higher and Further Education institutions. Work with our inward investment partners to attract new business and investment to complement the borough's existing economic strengths.
- **Create job opportunities and skills development for local people** – with partners identify and support those furthest from employment to find work or move closer to employment. Leverage growth and development to create job opportunities and skills development for local people, particularly people from marginalised communities and young people not in education, employment or training.
- **Support the local economy** - promote local supply chain opportunities through development and across public sector partners

Growing the local economy and supporting businesses

Barnet has more businesses than any outer London borough, 94% of which are ‘micro’, employing nine employees or less. Micro businesses are therefore the foundation of our economy, employing over 130,000 people. We will support them to thrive - making Barnet the best place to be a small business in London. This means helping to address a range of challenges faced by business: from access to talent, to demand for flexible workspace that suits 21st century working practices and accommodates a vibrant start-up economy, to the lack of grow-on space for successful businesses that want to remain in or expand within the borough.

Insert image

Pop-up business school – This event for budding entrepreneurs was held at Brent Cross

We want to ensure a coordinated approach to the delivery of business support services so that when businesses need to engage with the council – whether to pay business rates, apply for a licence, or report a problem – the process is as efficient, transparent and painless as possible, and does not create any unnecessary constraints or costs on running a successful business. In addition, Barnet will also welcome over 400,000 sqm of commercial workspace across our town centres, in particular at Brent Cross, where grow-on space for small, local businesses will be provided in addition to sufficient office space to attract larger employers and higher-skilled local jobs for residents.

Barnet’s employment sectors

The Professional and Financial services sector has experienced the largest growth of any sector in Barnet and accounts for the largest share of employment. This strategically important sector is a source of high-skilled jobs with many businesses located across our town centres. We will support this sector to continue to grow and to maintain a source of high-skilled jobs in our town centres.

Care and Health, and Education are large sectors for employment but account for a relatively small proportion of businesses compared to other industries in Barnet. Large employers Middlesex University, Barnet & Southgate College and Public Health England, dominate these sectors. Barnet will continue to support these sectors to thrive as they provide high skilled jobs and local services for the area. We are actively working with Middlesex University to consolidate its campus in Hendon while providing the facilities and student accommodation required.

Barnet's Retail and Hospitality, Leisure and Recreation sectors together account for 21% of the borough's employment. The 3,050 Barnet based businesses operating in these sectors provide a range of services, helping to make our town centres vibrant places that people want to live and visit. We will support the growth of these businesses to provide services that suit new consumer preferences and the borough's changing demographics. The hotel sector has also grown 13% over the past five years compared with 9% across London. Increased visitor numbers coupled with residents' spending power provide a market ripe for greater exploitation. By enhancing the provision of arts, culture, leisure and recreation facilities in our town centres we want to diversify the offer in town centres, generating more footfall and growing the sector.

Summary details of Barnet's employment specialisms are shown in figure 3.

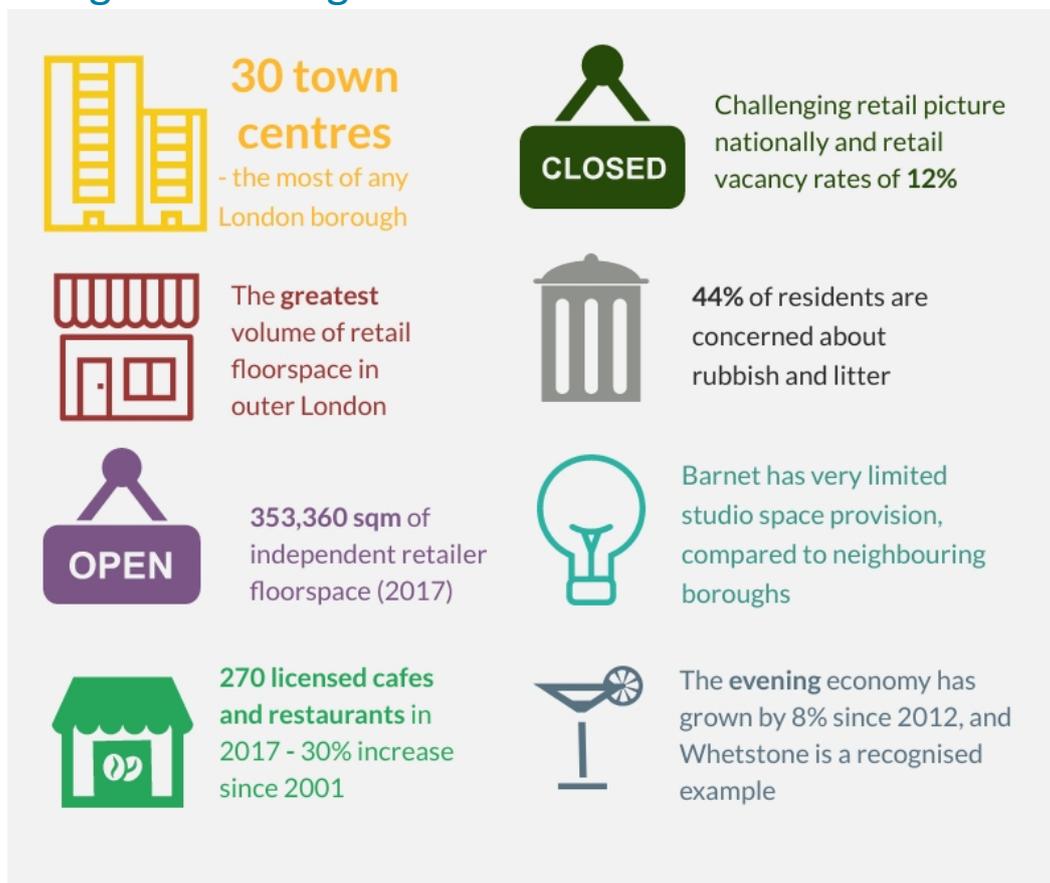
Sector	Number of Businesses	Relative concentration of the sector	Number of jobs	% of total borough employment
Professional and Financial	6,600	1.4x more concentrated than London average	22,000	17%
Care and Health	1,100	1.3x more concentrated than London average	18,500	14%
Education	500	1.3x more concentrated than London average	17,000	13%
Retail	1,900	equally concentrated as London average	16,150	12%
Hospitality, Leisure and Recreation	1,150	0.2x less concentrated than London average	11,590	9%
Business Support Services	2,000	0.1x less concentrated than London average	11,200	8%
Construction	2,950	1.3x more concentrated than London average	7,650	6%
Creative	3,500	0.2x less concentrated than London average	7,550	6%

Figure 3 – Table showing key employment sector data for the London Borough of Barnet

Skills and training

Having a workforce with the right skills, flexibility, attitudes and behaviours is an essential ingredient for economic growth. We will work in partnership with schools, Barnet and Southgate College, Middlesex University, Job Centre Plus, alongside work programme providers and the wider business community, to ensure that education and skills provision locally meets the needs of employers. We will ensure that those who live or study locally have opportunities to develop the skills that the market demands from employees and entrepreneurs – today and into the future. We will identify and support vulnerable people, including those at risk of being 'not in education, employment or training' (NEET), to ensure they make a successful transition towards employment. We will also work with development partners to maximise apprenticeship and training opportunities through regeneration and development schemes as this is recognised to provide a key positive benefit from regeneration and development activities for the communities most likely to be affected by the process.

A borough of thriving town centres



Our objectives for delivering a borough of thriving town centres are:

- **Support the strengthened identity and diversification of town centres** – Engage with and support businesses and property owners to deliver an improved mix of town centre uses, including homes, workspace, leisure and community facilities. Work with Town Teams to promote and celebrate the characteristics of the borough’s town centres.
- **Joined-up service delivery for healthier high streets** - Ensuring we provide more coordinated services across the council, to address issues such as planning enforcement, anti-social behaviour, licensing, street cleansing, waste collection and parking; ensuring we plan our high streets around health and wellbeing.
- **Deliver high quality workspace** - Leverage council assets and development sites to support delivery of high quality workspace that targets strategically important sectors for the borough – both new and existing businesses.
- **Build on existing strengths to create a thriving evening economy** – Maximise the creative potential from growing the leisure offer and evening economy to enhance the range and quality of local food and drink, heritage, culture and arts on offer.

Diversification and enhancement of town centre identity

Barnet has 30 high streets and town centres. With changes in shopping habits and the wider economy many of our high streets are struggling with vacant shops. There is a need to diversify the role of town centres so that they become recognised social and community hubs as well as economic centres, supported by new housing development as set out under ‘A growing borough’.

Better curation of the high street ‘offer’ will be required as part of a more sustainable mix of uses. Town centres should become home to not only shops, but businesses, GP surgeries, leisure facilities and community services. In appropriate locations, this should include a healthy evening economy. The evening economy in Barnet has grown in recent years but at slower rate than in similar boroughs. The council will therefore work with local partners to better define and build upon our town centre identities and their distinctive qualities; we hope to use this understanding to better promote their value.

Building on a pilot scheme undertaken in Burnt Oak, we would like to establish new working methods across the council to ensure that we get the basics right in town centres. This includes making sure that they support improved health and well-being, promote active travel, and improve safety, whilst also taking a more visible and coordinated approach to addressing issues such as planning enforcement, anti-social behaviour, licensing, street cleansing, waste collection and parking.

Insert image

Joined up service delivery pilot - Burnt Oak

Following continuous reports of anti-social behaviour, the council worked with the local community, Metropolitan Police, several charities and support agencies (including the Westminster Drugs Project and Burnt Oak Community Kitchen) to improve public safety and increase town centre footfall. The BOOST programme supported people to develop employment skills, many people are now employed by the local business community. In addition, repairs to damaged fencing on Watling Avenue, gating-off of dangerous stairwells, the introduction of CCTV, and work with Community Payback to clean-up the area, have all helped to reduce crime.

Employment in Town Centres

The Growth Strategy reflects the changing nature of work and seeks to increase the amount and variety of flexible and appropriate workspace and maker spaces made available for small businesses within town centres. To encourage entrepreneurship in the borough we want to ensure there are many accessible entry points to enterprise and employment and opportunities across education levels, to individuals of all ages, and to support diverse tenure options for traders. To facilitate this, the council will actively encourage greater variety in the typology of workspace provision in developments across Barnet's town centres including use class B1 and will seek to concentrate a mix of commercial, community and other activity within town centres.

Insert image

Brent Cross Metropolitan Town Centre

The comprehensive regeneration of Brent Cross will deliver a new Metropolitan Town Centre providing a range of uses, including new homes, commercial space, an expanded retail offer, destination leisure and entertainment, cultural and arts facilities, restaurants, hotels as well as open space. A new commercial quarter will be delivered around the new Brent Cross West train station with 400,000m² of office development providing over 19,000 jobs; offering the potential for significant inward investment into the borough, whilst also supporting the creation of new employment spaces for smaller and start-up businesses.

A great borough to live in and visit

	<p>of the borough is designated green belt, metropolitan open land or parks</p>		<p>of the borough is public open space, covering 465 hectares and 199 parks and open spaces sites</p>
	<p>There are 70,000 inactive people in Barnet - 23% of the population in (2018).</p>		<p>21% of 4-5 year olds, 34.4% of 10-11 year olds and 55.7% of adults are recorded as overweight or obese (2017/18)</p>
	<p>In 2015, arts and culture in London brought £3.4 billion to the UK's GDP.</p>	<p>Top visitor attractions by annual visitors (2018)</p>	
	<p>Only two schools in Barnet did not achieve 'good' or 'outstanding' in latest Ofsted reports.</p>		<p>15 million - Brent Cross Shopping Centre</p>
			<p>343,000 - RAF Museum</p>
			<p>210,000 - Allianz Park (Saracens)</p>

Our objectives for delivering a great place to live in and visit are:

- **Delivering social infrastructure to support growth** - Ensuring that schools and leisure, health and community facilities are delivered to support areas of growth and regeneration.
- **Getting the best out of the borough's green assets** – Improving the quality of parks and open spaces and addressing deficiencies to support new homes and ways of living; to maximise the opportunity for improving health and wellbeing.
- **Growing the visitor economy** – Encouraging, supporting and promoting Barnet's leisure and hospitality sector to deliver a great experience for visitors as well as residents.
- **Providing a broader canvas for creative industries** – Closer engagement with creative sectors, alongside support for new local leisure and cultural destinations.
- **Brent Cross as a destination** - unlocking the potential of the area as a broader cultural and leisure destination of national significance.

A great borough to live in

Barnet is a family-friendly borough where children, young people and adults all have the chance to enrich their lives. The borough already benefits from numerous parks and open spaces; high-quality schools, health and community facilities; and a diverse arts and culture offer. To ensure that Barnet can accommodate future growth while remaining a great place to live, the council will deliver the schools, leisure, health and community facilities that are needed to support new and existing populations, whilst exploring opportunities to combine such facilities where it would contribute to an ability to improve health and wellbeing or other outcomes for residents.

Insert image

UNITAS - Youth facility in Burnt Oak / Colindale

In partnership with Onside, a national charity providing youth services, the Council has helped to fund the delivery of a new multipurpose youth facility on the edge of Silk Stream Valley Park to provide affordable access for children and young people to a wide range of sports and activities.

The council recognises the benefits of physical activity and the contribution it makes to improving our physical and mental health. There is a need to address low levels of physical inactivity and sustain existing participation whilst mitigating for an increasing proportion of flatted development which should support health and wellbeing in the borough over the long term. The council is therefore seeking to improve the quality of open spaces and local leisure facilities. This includes transformational investments in our leisure facilities such as the completion of two new leisure centres at Barnet Copthall and within Victoria Recreation Ground, New Barnet.

Our parks in Colindale and Brent Cross will also benefit from investment with an improvement programme taking place in Silkstream/Montrose Playing Fields, Colindale and Rushgrove Parks in addition to Claremont Open Space. This forms part of a strategic approach to improve and enhance a future offer which includes developing masterplans for sport, recreation and engagement. A key element of delivering priorities and addressing demand will focus on the Councils Playing Pitch Strategy and Indoor Sport and Recreation Study which identifies key growth locations as areas of focus. More broadly the council is seeking to ensure its parks and other public spaces are accessible and better connected. Collectively through an enhanced offer in town centres and parks, with available and meanwhile spaces utilised for more temporary pop-up events, places will become more animated and provide a better 'sense of place'.

Insert image

Delivering our Parks and Open Spaces Strategy - Silk Stream Valley Park

Through our Parks and Open Spaces Strategy, Barnet committed to becoming one of the greenest boroughs in London; work is progressing to deliver on the aspirations of this strategy. Current regeneration progress includes ongoing work to deliver a £7m transformation of the new Silk Stream Valley Park in Burnt Oak / Colindale. Growth and development is a key source of funding for the Council to be able to invest in upgrading parks.

The council recognises that there is a need to address low levels of physical activity and mitigate for an increasing proportion of flatted development to support health and wellbeing in the borough over the long term. The council is therefore seeking to improve the quality of open spaces and local leisure facilities, including transformational investments to parks in Colindale and Brent Cross, alongside the delivery of three hubs for formal and informal sports. More broadly the council is seeking to ensure its parks and other public spaces are accessible and better connected. Collectively through an enhanced offer in town centres and parks, with available and meanwhile spaces utilised for more temporary pop-up events, places will become more animated and provide a better ‘sense of place’.

A great borough to visit

As a visitor destination Barnet has many existing regionally recognised strengths including London’s only Registered Battlefield, parts of Hampstead Heath and the Garden Suburb, the RAF Museum London, and Saracen’s RFC. It is also home to a range of more local arts and cultural assets including Arts depot, the Phoenix Cinema and Barnet Museum. Barnet has not made the most of its visitor assets and we will seek to address this through the Growth Strategy. We aim to increase the capture of leisure expenditure within the borough both from residents and visitors by generating further opportunities for economic development.

Insert image

Barnet Medieval Festival: *annual event in Chipping Barnet (courtesy of Matthew D Crosby Photographics)*

The council will seek to ensure the potential from growth is maximised and that Barnet becomes an even better-known place to visit. It will firstly work with partners to provide an enhanced offer around existing regional and local destinations. Brent Cross especially, as a new metropolitan town centre, will become cultural and leisure destination of national significance; we will work with our partners to curate a unique, inclusive, and family-friendly offer.

Secondly, around the rest of the borough, opportunities to build on Barnet’s existing character and improve the quality of our open spaces will see delivery of new local and regional leisure and recreation destinations. Barnet’s Green Belt will contribute to the creation of a regional park that celebrates a greener, healthier and wilder Barnet. In conjunction with these leisure and recreational investments, the Council will seek to support the associated hospitality industry services such as accommodation and food offerings that will help ensure a great experience for visitors.

Consultation and engagement

In the 2018 action plan for its Community Participation Strategy - Barnet Together, the council committed to working in partnership with the voluntary, community and faith sector (VCFS) to build resilient communities. One of the ways it can do this is by enabling representation and community voice; facilitating a dialogue with residents, ensuring the council's engagement reaches all the borough's communities and securing involvement from residents in the decisions that affect them.

Residents and local businesses are key partners in any regeneration scheme. We want to make sure that the people who live and work in Barnet are fully engaged throughout the lifetime of our schemes. Local people hold unique local knowledge that can help improve the vision and design of projects, whilst a sense of local pride and ownership can also be generated when local people are fully involved.

The council will develop engagement management plans for each project, to:

- Ensure a regular, local presence is onsite throughout the delivery of developments allowing community members to drop in and obtain updates.
- Ensure that engagement activities are designed to be inclusive and allow all voices to be heard, especially those groups who tend to be under-represented.
- Work with the Voice of the Child team, to ensure we design and implement our engagement strategies appropriately so that we reach children, young people and families.
- Support Partnership Boards (typically chaired by a local resident) that not only feed into the development process, but maintain oversight of important issues such as the delivery of employment and skills benefits throughout a regeneration programme.
- Engage with Town Teams and use them as a foundation for ongoing town centre engagement.
- Use collaborative design process where appropriate to help build greater social capital, offering opportunities for local people to develop new skills and foster local relationships.

Insert image

**Community co-design
consultation event:**

Upper and Lower Fosters
Estate Regeneration

Spatial approach

The way the themes and objectives are delivered will differ across the borough according to the nature of each area, which we call our ‘spatial approach’. The Growth Strategy has been developed to ensure that the delivery of regeneration and development responds to and fits with its local context. We have developed a character-led spatial approach that splits the borough into three areas: west of the borough, a central area at the heart of the borough, and the east of the borough. This chapter sets out the key diagrams and priority interventions for the borough and each individual area. The forthcoming delivery plan will set out more detail of the projects relating to the identified priorities.

At a boroughwide scale, we have identified the critical infrastructure investments required to support growth within the borough. Our spatial approach map overleaf highlights the specific strategic transport investments required to unlock growth; including proposed new rail lines (Crossrail 2 and West London Orbital), potential strategic orbital connections, alongside a number of strategic road corridors requiring a ‘healthy streets’ approach or measures by partner organisations (TfL and the Highways Agency) to tackle air quality issues. The timing and delivery of these and further transport improvements will be critical to unlocking the scale of growth that is envisioned by both government and the Mayor of London, and to explore opportunities and objectives outlined within the five themes, including the potential to develop a regional park.

Our boroughwide infrastructure priorities for delivering growth are:

- *Improved rail services to address capacity issues* - including capacity improvements on the northern line, proposed new rail lines to unlock growth (including West London Orbital and Crossrail 2), alongside accessibility improvements at individual stations.
- *New strategic orbital public transport connections* – at least two routes need considering for new fast public transport connections between key nodes to address (i) poor transport access to Cophall, and (ii) poor interconnection between radial rail lines.
- *New strategic corridors that meet ‘healthy streets’ standards* – initially focused on the two strategic radial road corridors (A1000/A598 and A5), to provide safer and healthier connections for all transport modes through the borough and between our town centres.
- *Seek solutions to address the worst air quality hotspots / corridors* – Work with partners to identify ways to tackle air quality issues along the worst offending road corridors.
- *Visitor destinations* – we will begin with a study to explore the potential for leisure and cultural destinations, and the role required of the council to facilitate them.
- *Regional park* – we will begin with a study to explore the potential for designating a regional park within the borough and the steps required to work towards that aim.

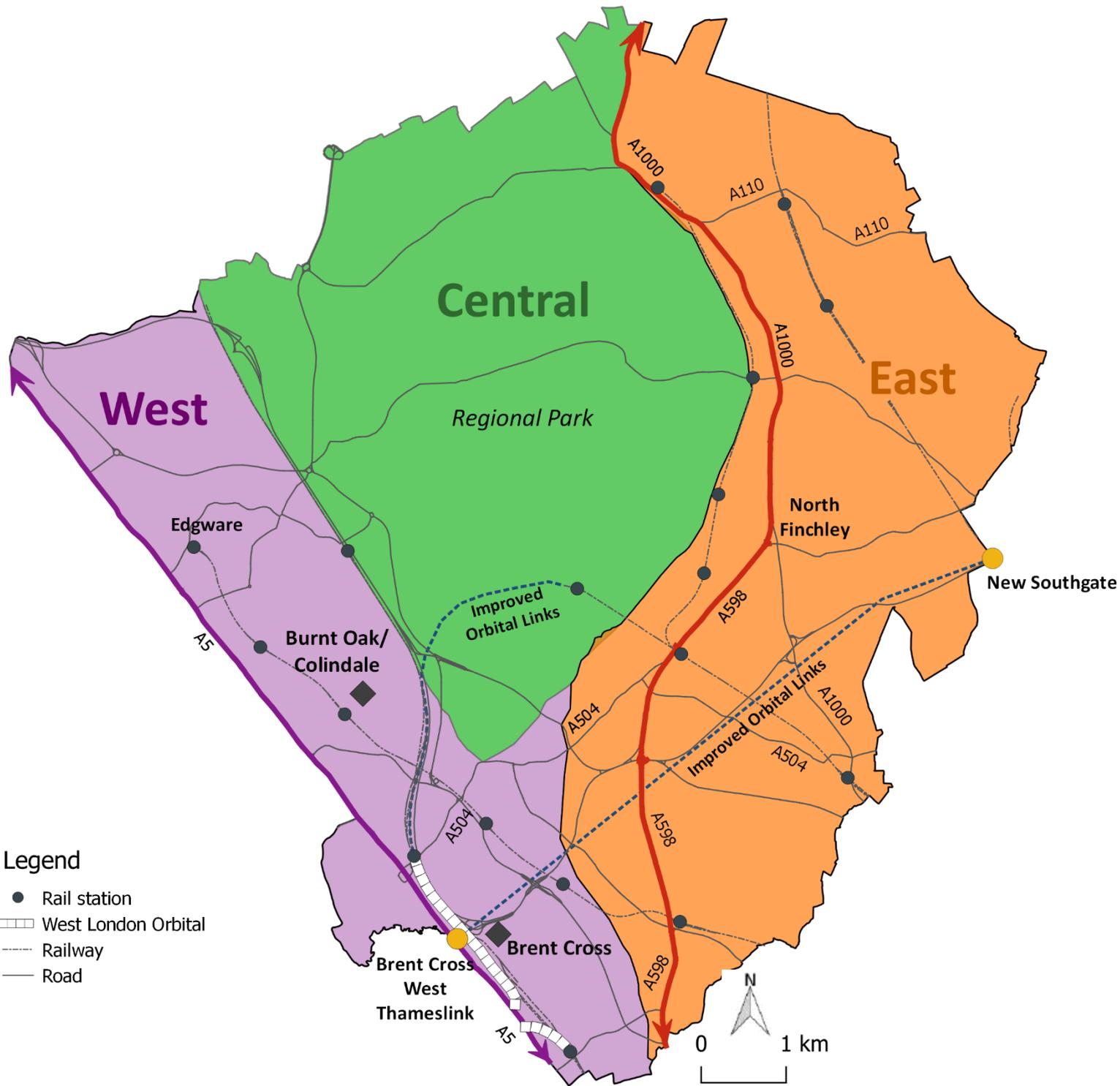
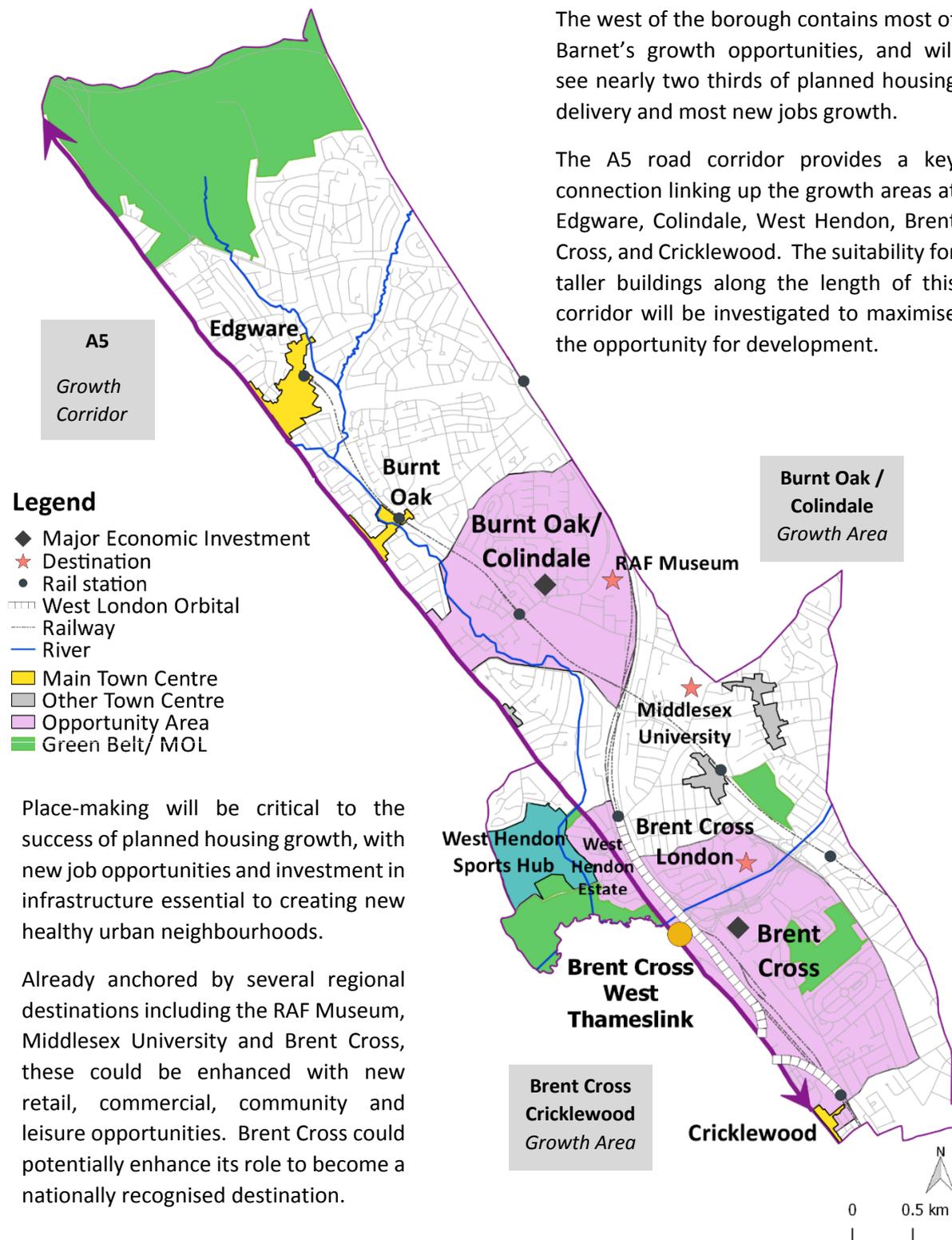


Figure 4 – Spatial Approach

West of the borough



The west of the borough contains most of Barnet’s growth opportunities, and will see nearly two thirds of planned housing delivery and most new jobs growth.

The A5 road corridor provides a key connection linking up the growth areas at Edgware, Colindale, West Hendon, Brent Cross, and Cricklewood. The suitability for taller buildings along the length of this corridor will be investigated to maximise the opportunity for development.

Place-making will be critical to the success of planned housing growth, with new job opportunities and investment in infrastructure essential to creating new healthy urban neighbourhoods.

Already anchored by several regional destinations including the RAF Museum, Middlesex University and Brent Cross, these could be enhanced with new retail, commercial, community and leisure opportunities. Brent Cross could potentially enhance its role to become a nationally recognised destination.

Strengths, weaknesses, opportunities and threats

<p>Strengths</p> <ul style="list-style-type: none"> • Delivery of New Homes - To date 5,321 new homes have been delivered in West Hendon and at Colindale. Further growth is planned at Brent Cross and Colindale • Good radial connections — Northern Line and Thameslink connecting Barnet to central London • Visitor Economy - Brent Cross London, Middlesex University and the RAF Museum draw visitors into the borough • Retail Growth - Retail strength at Brent Cross London and growth in retail floorspace in Cricklewood town centre • Employment Space - Strong concentration of employment space and concentration of storage and distribution spaces next to the M1. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Arts and Culture - Currently limited role for creative industries in the West including a poor arts and culture offering • Orbital Transport - Limited orbital routes to the rest of the borough and neighbours. Also, areas of growth with very low PTALs • Deprivation - Some of the highest levels of deprivation are in the West of the Borough including Childs Hill, West Hendon, Colindale and Burnt Oak: average income tends to be lower and the Joint Strategic Needs Assessment highlights health inequalities • Place-making along the A5 -Challenges arise in securing joined-up placemaking efforts in relation to development along the A5 as it is the boundary between several London Boroughs.
<p>Opportunities</p> <ul style="list-style-type: none"> • Growth- Potential for growth and mixed-use development along A5 and A41 corridors that create places for living, employment, leisure and social interaction. • Night-time economy - Night tube provides opportunity for enhanced night time economy • Town Centre intensification —Further potential for intensification in Edgware and Cricklewood • Workspace - The west of the borough offers a suitable location for new affordable workspace and spaces for creative industries • Healthy Travel — New pedestrian and cycling route along Silk Stream, West London Orbital rail could collectively help address traffic congestion and air quality issues • The Welsh Harp SSSI - offers a unique opportunity for leisure, health and well-being 	<p>Threats</p> <ul style="list-style-type: none"> • Public transport — the scale of growth and availability of public transport options may affect capacity on the Northern Line • Employment space — Residential development without mixed uses risks further loss of employment sites. Existing low and decreasing employment level in Cricklewood • Change in the retail sector—Uncertainty in the retail market has delayed the ability to progress Brent Cross North.

The west of the borough will see significant development investment through to 2030 providing a more comprehensive opportunity for change. Some of the highest levels of deprivation in the borough are found in the west, but it benefits from being well-connected by road, tube and rail and this connectivity is set to improve with the Brent Cross West station, and improved opportunities for walking and cycling. The West London Orbital railway will further enhance this.

To date 5,321 new homes have been delivered in West Hendon and Colindale and further new housing, jobs growth and animation along the A5 and A41 will transform the area into a sustainable and dynamic urban area for living, employment, leisure and social interaction. This development is building on existing strengths, including Brent Cross Shopping Centre, the Welsh Harp SSSI, the RAF museum and Middlesex University to deliver new and improved leisure and retail destinations alongside strategic economic hubs that will provide significant local employment opportunities.

A5 Growth Corridor (Northern Section):

The A5 Corridor links all the growth areas across the west of the borough, presenting a key initial corridor of change that should be the focus of a healthier approach to placemaking and streetscape. In the longer term, the barriers and inaccessibility of the A1 and A41 road corridors also need to be addressed, in partnership with TfL, to unlock further growth opportunities.

Transformation of **Edgware** town centre will see the opportunity to plan for over 5,000 new homes, alongside local business growth, and a re-balancing of uses such as a growing role as a local leisure destination. The economic boost will build on the strength as one of Barnet's best-connected areas; strengthening place-identity through public realm investments, transforming the heart of the shopping area with mixed uses, and ensuring infrastructure is delivered to support the new housing.

Insert image

Edgware: *We will deliver regeneration across the town centre to revitalise the high street*

The **Burnt Oak and Colindale Opportunity Area** will be extended to increase delivery to at least 12,500 homes, including further regeneration at estates alongside newly identified sites. The **Colindale** area will continue to make the largest overall contribution to housing delivery in the borough. Plans will include a way forward for the regeneration of **Grahame Park**, Barnet's largest housing estate.

This scale of growth is to be supported by new schools, health and community facilities. In terms of physical infrastructure, enhancements to the capacity and accessibility of transport connections, alongside place-making investments to the streetscape, will deliver a liveable urban neighbourhood. Transformative investments in high-quality open spaces will see underused parks beginning to provide a joined-up high quality green link along the entire length of the Silk Stream corridor to West Hendon.

Colindale will benefit from the economic boost of becoming the local hub for public sector jobs. It is also home to the RAF museum. The potential to enhance the area's role as a visitor destination should be further explored. Support for existing and new businesses locally, as well as activity to improve employability, will further animate the area. Work sustaining the vitality of **Burnt Oak** will be also be important, including to unlock the potential for over 1,000 homes near the town centre.

Insert image

Colindale Growth Area:
*New homes at
 Grahame Park and the
 new Barnet Council HQ*

Emerging opportunities near **The Hyde** industrial estate point to an expansion of the **West Hendon** regeneration area to create a new urban quarter with over 3,000 homes. The area will benefit from investment in the West London Orbital Line, alongside bus connections and streetscape improvements that will animate West Hendon Broadway. Improved community facilities, schools and opening-up the Silk Stream river corridor will further community life and bring a greener and more pleasant character connecting to a transformed West Hendon playing fields.

Recognising its strategically central location, regeneration opportunities in Hendon around the key destination of **Middlesex University** alongside **Brent Street** town centre will balance conservation of local character with place-making investments delivered on the back of 1,000 new homes and student bed spaces that will enhance this area. They will provide a key link between the A5 growth areas to the other development areas in the east and centre of the borough.

A5 Growth Corridor (Southern Section) and Brent Cross Metropolitan Centre:

The Brent Cross Cricklewood opportunity area is designated in the London Plan, and will expand to take in emerging opportunities. Growth is unlocked by delivery of a new mainline Thameslink Station, which involves significant reconfiguration of the rail lines. The new Brent Cross West station will be delivered by 2022 using £416.5m of grant funding from central government. The new station will offer a connection to Kings Cross, and to Old Oak Common and Heathrow via the West London Orbital when commissioned.

Insert image

Brent Cross Growth Area: *Indicative CGI showing potential development*

Additional planned enhancements to bus services through a new bus station and bridge links will further catalyse growth. Placemaking investments will improve the streetscape for new cycling and walking networks. Overall this area will become one of the best-connected locations in outer London, unlocking the potential opportunity of this new metropolitan town centre for new homes and jobs, as well as an enhanced role for visitors as a premier destination in north west London.

The overall scheme, which will deliver more than 7,500 new homes, takes in various areas where regeneration is led by a key partner:

The centre of the new metropolitan town centre will be **Brent Cross South** that will secure more than 6,700 new homes and up to 19,000 jobs over a 15-20-year period. The scheme focuses on a new town centre which will be delivered alongside new schools, as well as new leisure and community facilities that will support the recognition of the area as a family friendly destination for play and leisure.

Transformation and expansion of the existing shopping centre in **Brent Cross North** will see it fully integrated into the new metropolitan town centre providing a visitor destination that delivers at least 8,000 jobs, alongside place-making activities such as major improvements to the river corridor and re-integration of the shopping centre into the local area.

Extension of the opportunity area around **Brent Cross West**, linked to the opening of the new station and the future West London Orbital connection, will facilitate the delivery of further homes and jobs through a gateway development that will unlock growth in the London Borough of Brent's emerging Staples Corner Growth Area; joint master planning is needed to unlock the potential of this area.

The town centre in **Cricklewood** already has a distinct inner London character. The new West London Orbital Line's ability to unlock the full potential of emerging sites, could see 2,000 homes delivered near to this upgraded station. Working with the neighbouring boroughs of Camden and Brent, the council will ensure that the delivery of homes is accompanied by significant joined-up placemaking improvements to enhance the A5 Edgware Road and Cricklewood Lane streetscapes alongside delivery of new and improved town centre public open spaces.

Our priorities for delivering growth in the west of the borough are:

All

- *A5 Corridor transport study* – required improvements to transport infrastructure and relationship to unlocking growth opportunities.
- Support delivery of *West London Orbital railway*
- *A5 Corridor heights study* – review of building heights and design.
- *Visitor destinations study* – to explore the potential for leisure and cultural destinations, and the role required of the council to facilitate them.

North

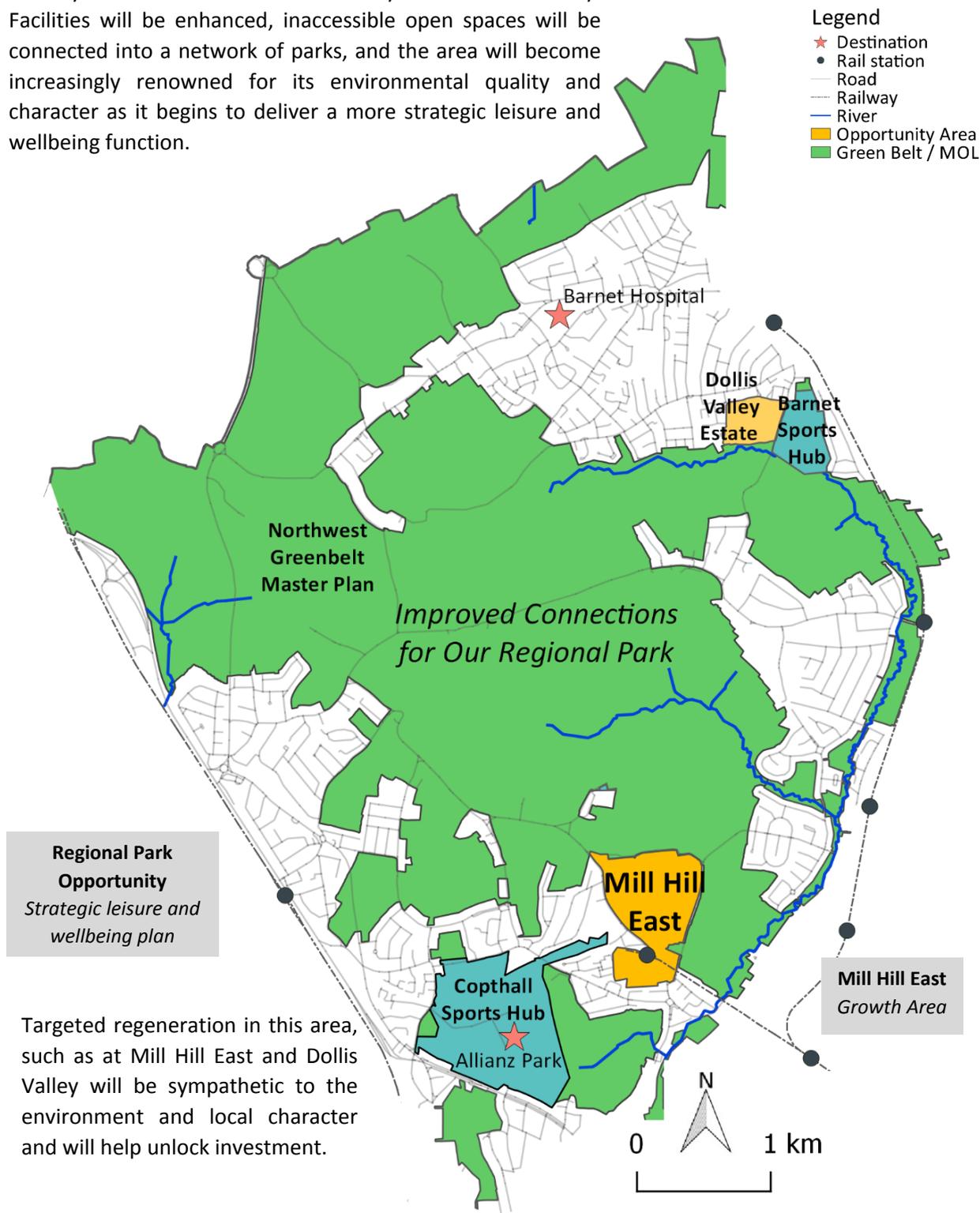
- Work with LB Harrow to develop comprehensive spatial and economic plans for town centre diversification and intensification at *Edgware*.
- Work with neighbouring boroughs to ensure the vitality of *Burnt Oak* and deliver site opportunities.
- Continue coordination of development across *Colindale* including working with Notting Hill Genesis to deliver estate regeneration at Grahame Park alongside the GLA and TfL for a comprehensive approach at Colindale underground station. Deliver key infrastructure improvements to the public realm and open spaces.
- Continue regeneration activities at Upper and Lower Fosters and explore housing opportunities at Belle Vue Estate and in Brent Street to complement this work.
- Support emerging housing opportunities around *The Hyde* industrial estate through expansion of the *West Hendon* regeneration area to create a new urban quarter.

South

- Deliver comprehensive regeneration at *Brent Cross* including:
 - Delivery of the new Brent Cross West Thameslink Station
 - Commencement of construction work at Brent Cross South
 - Work with Hammerson and Aberdeen Standard Investments to bring forward Brent Cross North
 - Work with LB Brent to plan development at Brent Cross West.
- Delivery of infill housing at Granville Road
- Prepare for town centre intensification at Cricklewood and update the town centre strategy to maximise the opportunity for leisure facilities and affordable workspace (including spaces for arts and culture), public realm improvements, enhancements to the evening economy, and improve appearance / environment of centre.

Centre of the borough

The central area, the heart of the borough, will become a recognised regional destination for leisure and the enjoyment of the outdoors; as well as an environment that is family friendly and where residents can stay active and healthy. Facilities will be enhanced, inaccessible open spaces will be connected into a network of parks, and the area will become increasingly renowned for its environmental quality and character as it begins to deliver a more strategic leisure and wellbeing function.



Targeted regeneration in this area, such as at Mill Hill East and Dollis Valley will be sympathetic to the environment and local character and will help unlock investment.

The centre of the borough is characterised by a significant number of public open spaces and areas of metropolitan significance for biodiversity alongside ancient woodland. It is also home to many local and regional sports clubs, together with Saracens RFC. Accessibility and connectivity are however the greatest challenges with limited public transport infrastructure and open spaces that are not accessible to all. We want to build on these strengths and mitigate the weaknesses to enable Barnet’s green heart to become a recognised regional destination for leisure and the enjoyment of the outdoors, providing an anchor for jobs in health, leisure and wellbeing sectors; as well as providing an environment that is family friendly and where residents can stay active and healthy.

Strengths, weaknesses, opportunities and threats

<p>Strengths</p> <ul style="list-style-type: none"> • Sports and Healthy Living - There are a significant number of local and regional sports clubs, including Saracens RFC • Accessible Open Spaces -Significant public open spaces including along the Dollis Brook and around Mill Hill • Protected Green Spaces - Areas of metropolitan significance for biodiversity and ancient woodland • Conservation - Conservation areas that celebrate historic character and architecture. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Accessibility - Accessibility is the greatest challenge, limited public transport infrastructure, also most open spaces do not provide for wheeled mobility • Road Network - Road network capacity is limiting movement and safe cycling routes • Telecommunications Coverage - Gaps in telecommunications coverage in areas of open space • Collaboration - Coordination between sports organisations and a willingness to share facilities / resources is limited.
<p>Opportunities</p> <ul style="list-style-type: none"> • New Housing - Relocation of institutions is continuing to provide opportunities for new housing development around Mill Hill East as well as new community and SME spaces • Regional Park - The potential for a regional park within the borough is discussed in the Mayor's Green Grid Special Planning Guidance • Citizen Engagement - Engaged local community groups are proactively championing projects in Mill Hill • Sport Investment - Interest in contributing towards new and improved facilities from sport governing bodies 	<p>Threats</p> <ul style="list-style-type: none"> • Small and Medium sized enterprise - Several concentrated areas of employment floorspace around Mill Hill. These provide valued space for SMEs but are at risk from pressure for residential development.

A regional park at the centre of our borough

At the heart of the borough is a large area of green belt and metropolitan open land that provides an extensive network of farms, parks and open spaces, footpaths and bridleways that act as an escape from urban living within London and form a key part of Barnet's suburban identity. Together these significant areas of land could be improved to deliver better health and wellbeing outcomes for Barnet and North London. The centre of the borough will deliver a low proportion of growth.

Insert image

***Regional Park Opportunity:** Barnet's green heart presents a long-term opportunity to promote the leisure and recreation, as well as health and wellbeing agenda.*

To maximise the potential of this part of the borough will require two key changes, the first is improved transport including orbital and radial connections that will be critical to enhancing the overall accessibility across and to the area. Active travel improvements, particularly to improve public transport, walking and cycling linkages with existing destinations such as **Barnet Hospital** and the **Middlesex University** will be a critical starting point; investment in wider walking and cycling networks will open new leisure routes and unlock the wider potential of the whole area.

The second will be to secure major investment in leisure and wellbeing oriented destinations such as **Copthall Sports Hub** and **Barnet Sports Hub** that will see significantly improved formal and informal sports facilities alongside key regional investments such as the new £23m West Stand for Allianz Park stadium that will provide facilities for Middlesex University Sports Institute. Delivery of Barnet Sports Hub has been partially unlocked through our partnership to build 631 new homes at **Dollis Valley Regeneration Estate** that will also see new local educational and community facilities delivered.

Insert image

Copthall Leisure Centre: CGI of our £30m investment in Barnet as a regional sports hub.

Privately maintained public open spaces are providing new green links as part of the **Mill Hill East** Growth Area; progress with schemes to date includes homes, roads, parks and a school. Emerging new sites will ensure that 2,500 homes are delivered by 2030 in a way that will respect the suburban character whilst also improving access into green belt. Regeneration has further seen local redundant employment spaces improved and new opportunities for SMEs being proposed.

Insert image

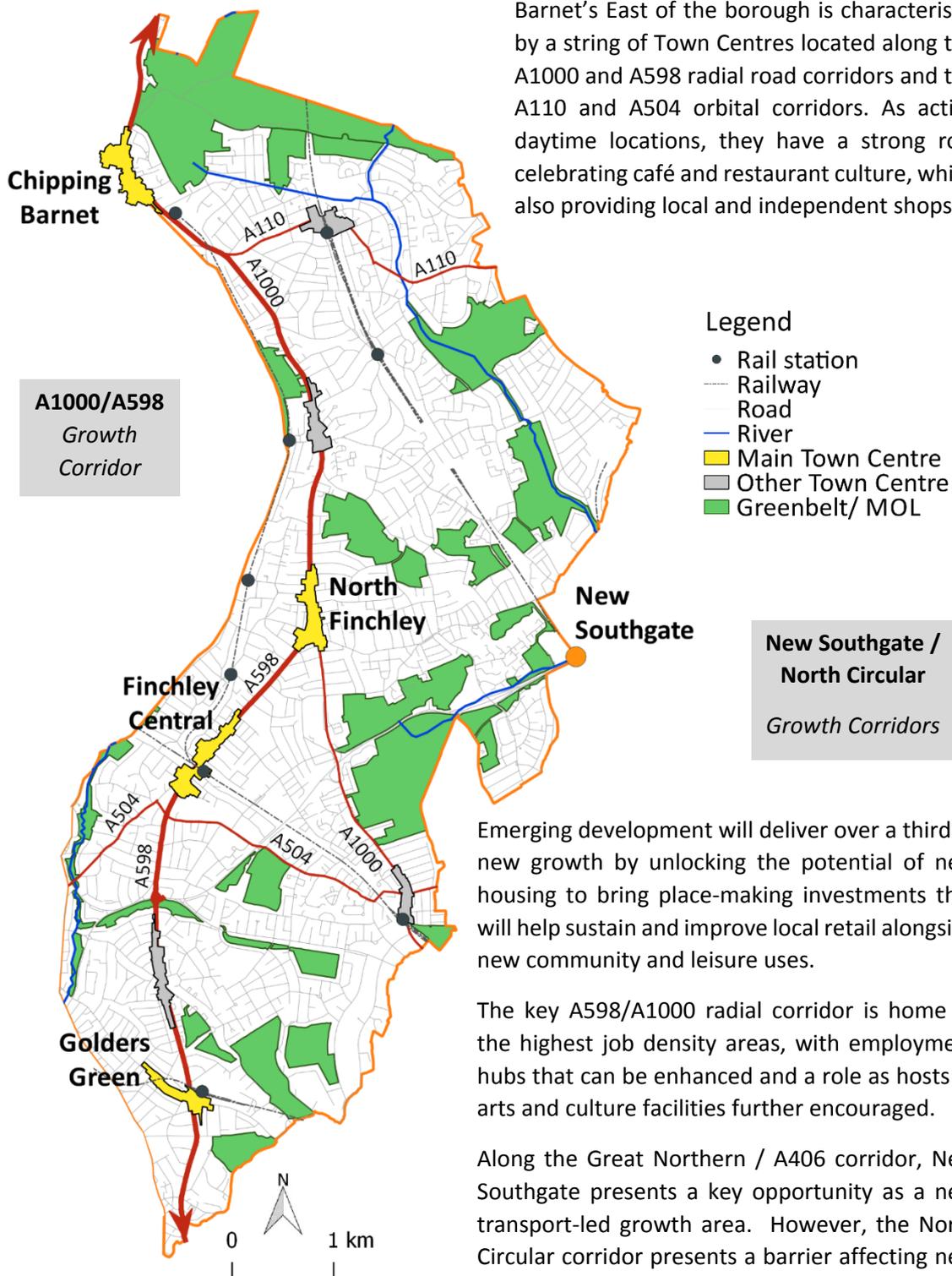
Mill Hill East development includes four new public open spaces and Millbrook Park School

The Dollis Valley river corridor arcs across the top and eastern edge of the area, ending at the Welsh Harp. The semi-rural protected open spaces of the **Upper Dollis Brook** offer an opportunity for improved open spaces, enhanced biodiversity and a new approach to management as a destination conservation area. Further eastwards, the extensive public open spaces are divided by trunk roads (A1 and M1), these present both challenges and opportunities that should be fully explored through a **North West Green Belt** masterplanning process.

Our priorities for delivering growth in the centre of the borough are:

- Consideration of the steps and actions required over the timeframe of this strategy to explore the opportunity for a *regional park* (see also *boroughwide priorities*).
- Continuation of the *Dollis Valley* regeneration scheme alongside an improved local health and wellbeing offer through delivery of a new sports hub at Barnet Playing Fields.
- Continued suburban housing delivery around *Mill Hill East* with appropriate expansions to accommodate newly emerging sites that will be designed to respect local character.
- Step free access and improved transport interchanges to be provided at the key east-west gateways: *Mill Hill East station* and *Mill Hill Broadway station*.
- Investment in *orbital transport* to provide a reliable and fast east-west connection across the borough, alongside wider bus route improvements to significantly improve connectivity across the area and to key destinations such as *Cophall Sports Hub*.
- New and improved cycle paths, walking routes and bridleways to grow a vastly improved network of *green leisure links* across and around the centre of the borough.
- A *North West Green Belt masterplan* to consider options and opportunities for a destination leisure use in the A1 north-western gateway into the borough's greenspaces.
- A partnership to provide a conservation-minded leisure destination in the *Upper Dollis Brook* that improves access to open spaces and connectivity across the borough.

East of the borough



Barnet’s East of the borough is characterised by a string of Town Centres located along the A1000 and A598 radial road corridors and the A110 and A504 orbital corridors. As active daytime locations, they have a strong role celebrating café and restaurant culture, whilst also providing local and independent shops.

Emerging development will deliver over a third of new growth by unlocking the potential of new housing to bring place-making investments that will help sustain and improve local retail alongside new community and leisure uses.

The key A598/A1000 radial corridor is home to the highest job density areas, with employment hubs that can be enhanced and a role as hosts to arts and culture facilities further encouraged.

Along the Great Northern / A406 corridor, New Southgate presents a key opportunity as a new transport-led growth area. However, the North Circular corridor presents a barrier affecting new and existing communities that needs addressing.

The town centres in the east of the borough provide the base for a range of cultural activities, a varied

food and drink offer and concentrations of office space. The long linear high streets have in some diluted the town centre offer, making the fringes less attractive. Building on the town centre strategies that are already in place to support identity, improve public realm and guide development in North Finchley, Finchley Central and Golders Green, and the investments the council is already making in Chipping Barnet and Finchley Central through the town centres capital programme, we want to work in partnership to enable successful town centres and high quality suburban neighbourhoods.

Strengths, weaknesses, opportunities and threats

<p>Strengths</p> <ul style="list-style-type: none"> • Employment - North Finchley and Finchley Central have high levels of employment within the town centre and perform well when compared with other similar sizes centres across London. • Local Offer - Town Centre strategies are in place to support identity, improve public realm and guide development in North Finchley, Finchley Central and Golders Green. • Town Centre Investment -Council is investing in the East through its Town Centres capital programme in Chipping Barnet and Finchley Central. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Air Quality - Air quality along key road corridors is poor and opportunities to improve this are being explored. • Town Centre - A number of the town centres in the east of the borough have long, linear high streets. In many cases, such as North Finchley, this dilutes the town centre and makes the fringes less attractive.
<p>Opportunities</p> <ul style="list-style-type: none"> • New Southgate - Identification of growth opportunity at New Southgate with the delivery of transport improvements such as Crossrail 2 and the potential for decking over the North Circular Road. • North Finchley - Plans for curation of the town centre and an increase in housing in North Finchley are underway. • Office Space - There are concentrations of office spaces in the town centres in the east of the borough and more opportunities for the night time economy to offer a range of options for workers after office hours. 	<p>Threats</p> <ul style="list-style-type: none"> • Employment floorspace- Some town centres have seen declines in employment floorspace over the past five years such as Finchley Central • Retail Sector - The retail sector faces many challenges, from increasing costs to the increase in internet shopping • Traditional Town Centres- Some traditional larger town centres, such as Chipping Barnet, have seen a decline in employment • Cultural Offer - There is a strong range of cultural activities, cafes and restaurants in this area. However, there is a loss of spend to central London locations and an opportunity to encourage local spend.

We will explore the options for delivery of housing in town centres in ways that are sensitive to their heritage and character whilst also helping to unlock investment to address the economic challenges they face. By improving the public realm and local environment, as well as investing in social and economic development, we'll help to support the rich and diverse cultures, and unique identities that they already reflect and celebrate. We seek to enable the businesses and landowners to invest in the future of their high streets. We recognise there are many cultural assets in this part of the borough and therefore there is an opportunity to enhance the current cultural offer by fostering new spaces and places where artistic and creative communities can come together.

A1000 / A598 Growth Corridor

There are three key clusters of town centres along this growth corridor that together present substantial regeneration opportunities for the borough to deliver growth and support local needs. They have the potential, over time, to deliver substantial new housing opportunities in a way that will support local retail in a challenging market, whilst enhancing the provision of workspace for SMEs, alongside providing an opportunity to build on the existing strong arts and cultural presence to deliver an enhanced local leisure and community facilities offering.

Connecting with **Chipping Barnet** town centre, the A1000 links to the **A110 major thoroughfare** and **New Barnet** town centre that collectively should benefit from a potential for supportive housing-led investments that will inject investment and activity into these high streets. Investment should be targeted and recognise demographic shifts, whilst helping to grow demand for local services and sustain the local offer. Existing diverse local retail and leisure offers currently include some retail alongside a wide range of community and leisure-oriented institutions. Both areas have a strong history of affordable workspaces that generate town centre footfall that should be sustained.

The economic core and greatest areas of opportunity along the **A598 / A1000 growth corridor** forms a sort of 'Finchley Triangle' of town centres that are connected by major thoroughfares; namely **North Finchley, Finchley Central** and **East Finchley** town centres, with **Whetstone** in close proximity. The strength of these areas lies in their diversity of uses, including strong existing food and drink sectors and strong cultural institutions such as Artsdepot. In addition, they provide the highest concentration of private sector jobs in the borough, acting as a hub for the financial and professional services sector, as well as being home to two of the largest employers (McDonalds and Pentland).

This area presents a strategic opportunity for mixed use development including the largest proportion of homes planned across the east of the borough. They will need to come forward alongside new and replacement workspaces, enhanced leisure and community facilities, and public realm investments. Curation of the high streets will be a key tool for change, alongside support for selective investments that tap into the creative potential of each area, including for new music, arts and culture assets.

Insert image

Town Centre Regeneration: Indicative CGI concept image only

North Finchley has the potential to be upgraded to a ‘Major Town Centre’, but needs there are a number of challenge that need to be tackled, including the length of the high street and diversification of the offer provided, the fragmented state of ownership preventing comprehensive investment and renewal, and poor quality public realm and traffic dominance that creates an unwelcoming environment. It exemplifies the challenges across this area. The council and its partners are already preparing a new and ambitious programme of revitalisation, for which a partnership approach – working closely with developers, businesses and residents – could become a blueprint for other town centres to improve visitor experience, drive growth and ensure future sustainability.

The corridors between these town centres are also provide key locations for leisure and employment that either could be built upon as local destinations or relocated to more accessible town centre locations. Delivering a healthy streets approach to improve the local streetscape along these corridors and in the town centres, will help support the rich and diverse cultural offering, unique place identities and enable local communities to invest in their futures.

Further southwards, **Temple Fortune** and **Golders Green** town centres provide town centres that include strong conservation protections and therefore offer less opportunity for housing-led investments. However, development opportunities near these areas including Golders Green and Finchley Roads should be encouraged to help support improvement of and investment in Golders Green town centre to help deliver the improvements identified within the adopted strategy.

The Great Northern and A406 Corridors

On the border of Barnet, Enfield and Haringey the London Plan envisages a new urban quarter at New Southgate with around 2,300 homes in Barnet to be unlocked through connectivity improvements and place-making. If more significant and comprehensive developments are to come forward in this area then delivery of transport and place-making improvements will be required, alongside comprehensive planning for the opportunity area in partnership with neighbours and TfL.

In the meanwhile, the council will seek to bring forward appropriate development opportunities for underused sites through a planned approach using masterplans or planning briefs, for example at North London Business Park and Pinkham Way. More broadly sites across the area will only secure sustainable growth with the delivery of Crossrail 2 and/or other transport investments, alongside improvements to address the barrier effect of the North Circular Road. This corridor presents a key long-term opportunity for improvements in orbital transport connectivity that could also support new growth opportunities, if noise and air quality issues can also be addressed.

Insert image

North Circular Road at New Southgate:

Transport investments that improve connectivity and remove barriers will be critical to maximising the potential of growth near New Southgate, with issues of air quality and noise needing to be addressed where areas adjacent to the North Circular Road are unlocked.

Our priorities for delivering growth in the east of the borough are:

- Plan and prepare for the development potential of town centres and thoroughfares to bring forward growth that supports mixed uses and strengthens the character and potential of existing town centres and their associated corridors:
 - Explore the potential for town centre diversification and housing delivery at *Chipping Barnet* that builds on the heritage and character of the area.
 - Continue delivery of the Victoria Quarter masterplan and other mixed use and housing sites in *New Barnet* alongside place-making interventions.
 - Progress work in *North Finchley* to: deliver mixed use development, curate the high street, address challenges, improve the evening and cultural offer.
 - Prepare a framework to shape development taking place in *Whetstone*.
 - Support delivery of proposals from the *Finchley Central* town centre strategy.
 - Support delivery of proposals from the *Golders Green* town centre strategy
 - Work with TfL to shape developments at *High Barnet* and *Finchley Central*.
- Deliver *healthy streets improvements* to A1000, A598, A110, A504 corridors.
- Explore opportunities for infill housing delivery at *The Grange* and *Coppies Grove* estates.
- Prepare a masterplan for redevelopment and enhancement of *Great North Leisure Park* and surrounding areas, to consider the future potential for sports and leisure facilities, as well as opportunities for improved integration of sites including *Glebelands Open Space*.
- Work with TfL to plan for transport related growth, including preparation of planning frameworks for the *Great Northern rail* and *A406* corridors, as appropriate. For example, current plans for sites near *New Southgate* such as *Pinkham Way*.

How success will be measured

Monitoring the impacts of growth will be key to ensuring that the extensive benefits to residents, businesses and communities from effective planned growth that are envisaged in this strategy are being delivered in practice. This will be particularly important as it is recognised in the health impact assessment that some interim impacts from regeneration activities, such as the noise and dust of construction, can have a negative impact on the communities living in proximity to sites.

The indicative indicators shown below set out some initial proposals for quantitative measures that could be used to monitor the delivery of regeneration and growth within the borough. Such tools will be used alongside more targeted qualitative assessments that will focus on scheme or area based impact assessments or project closure reports. The final set of quantitative tools and details of the approach to qualitative assessments will be defined within the final adopted strategy.

At this consultation stage, we welcome input from stakeholders on areas of concern and interest relating to the impacts of growth and regeneration; together with clarification of any available sources of data that we could use to monitor the impacts of growth.

Indicative Quantitative Indicators

A growing borough

Benefits	How we will measure success
More homes for local people	Number of new homes created
	Affordability vs Income ratio – not increase above 15X
More affordable homes	Number of new affordable homes delivered
Health and well-being	Health deprivation scores

A connected borough

Benefit	How we will measure success
NO2 reduced to an annual average of (TBC)	Reduction in NO2 concentration
Digital connectivity for businesses and homes	Ultrafast broadband rollout coverage (%)
New transport infrastructure delivered	Opening of Brent cross West Opening of WLO Opening of new Colindale tube
Increased used of sustainable / active travel	No of trips by bicycle/ walking/ public transport KM of streets delivered to Healthy Streets standard?

An entrepreneurial borough

Benefits	How we will measure success
Increased demand for local supply chains	Value of contracts between contractors and local supply chains
New jobs and apprenticeships for local people	No of apprenticeships created and local employment No of construction jobs
Reduction in unemployment	
Reduction in youth unemployment	
Improved business survival rate	Number of Barnet businesses surviving for more than 2 years is 5%pts more than comparable boroughs

A borough of thriving town centres

Benefits	How we will measure success
Successful town centres with a mix of uses	Improved mix of uses (retail/leisure/community/residential/employment).
	Increased resident/ business satisfaction
	Reduction in crime/ antisocial behaviour
	Reduction in the amount of vacant properties
	Increased footfall across at least half of our town centres
Increased local spending	£ spent Percentage of residents who say they shop regularly on their local high street

A great borough to live in and to visit

Benefit	How we will measure success
Enriched lives for residents	Number of community/ cultural events
	Percentage of residents who are satisfied with their local area as a place to live
	Visitor numbers to key attractions
Improved quality and attractiveness of green spaces and public realm Use of open spaces by local residents to improve physical activity and wellbeing	Sqm of improved public space Total investment that has been directed into leisure and greenspaces
	Measure of quality of open space – survey of users
Improved health and well-being	Number of residents accessing leisure facilities
	Total number of active residents as defined by Chief Medical Officer (CMO guidelines)

	No of young people / children / families engaged
	Social value contribution (SVC) of sport, health and community outcomes in Barnet. SVC currently identifies value of £9.7m (this is calculated by Greenwich Leisure Limited using an independently developed model).



DELIVERING FOR BARNET

DRAFT HEALTH IMPACT ASSESSMENT FOR BARNET GROWTH STRATEGY

MATT LINES AND RACHEL WELLS, PUBLIC HEALTH TEAM, MAY 2019



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Growth and Health and Wellbeing relationship



- The Barnet Growth Strategy describes a variety of place-based interventions likely to have wide-ranging economic, social and physical impacts across the borough.
- The built and natural environments are key determinants of health and wellbeing. Researchers have consistently shown that majority of our health outcomes are explained by factors other than healthcare.
- The importance of the socio-economic environment in shaping peoples' wellbeing, and in contributing to societal health inequalities are well realised, as such the activities listed within this strategy have the potential to vastly influence the future health of Barnet's population.



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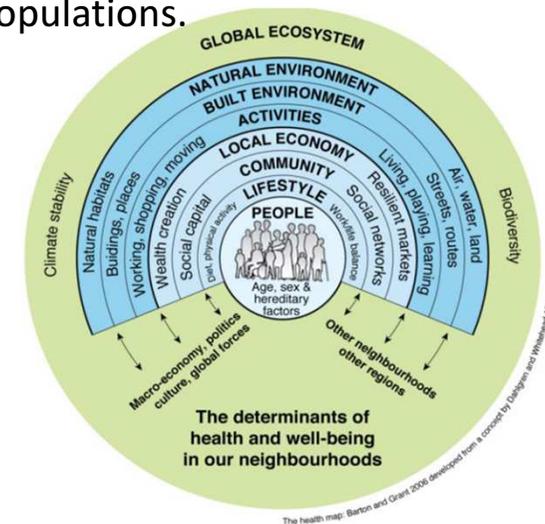
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The importance of Health Impact Assessment (HIA)



- Health Impact Assessment assesses the potential impacts (positive and negative) of a proposed plan, programme or policy on population health and wellbeing and the distribution of these within the population.
- The approach is considered a good practice for policy development as the influences living environment have on population health and wellbeing are increasingly recognised.
- The HIA produces a set of recommendations that aim to maximise the positive health impact while minimising negative health impacts of the proposed policy and address inequalities in health.

- The Health Map below describes the importance, and aims to aid understanding of the relationships between both built and natural environments with health, highlighting the role of planners in influencing the health and wellbeing of populations.



HIA methodology



To assess the potential health impact of the Barnet Growth Strategy, a range of existing evidence and resources were reviewed.

- Previous HIAs were considered
 - Regeneration schemes
 - Town centre developments
 - Local plans
- Academic literature
 - Regeneration & health
 - High-density residential units & health
- Toolkits for best practice
 - London Healthy Development Unit
 - Urban Land Institute



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Emerging positive impacts of growth on health and wellbeing



- Evidence supports the following as being **most positive** for health:
 - Employment & training opportunities arising from growth
 - Housing improvements
 - Improvements in public transport & connectivity
- Active design principles can offer a multitude of benefits through improving air quality and encouraging exercise:
 - Creating welcoming streetscapes that prioritise pedestrians & cyclists
 - Providing mixed-use neighbourhoods
 - Markets in town centres can provide healthy food options and a low-barrier entry into employment
 - Expansion of green space & creating green roofs/walls



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Emerging negative impacts of growth on health and wellbeing



- Short-term negative health impacts arising from development:
 - Injuries, disturbance, noise & air pollution arising from construction
 - Disruption to transport networks
 - Insufficient community engagement can lead to anxiety & feelings of powerlessness for residents
 - These impacts affect those with pre-existing physical and mental conditions, people on low incomes or with mobility issues disproportionately
 - Limited access to healthcare facilities within recommended 15-20 minutes distance
- The most harmful long-term consequences may arise from the process of temporary displacement, through disrupting social networks present in the community and access to established infrastructure, all important factors for health and wellbeing.
- Creating an area more attractive to certain segments of the population can lead to reducing diversity and a loss of social capital.
- High-density residential units often have limited safe play-spaces, this is detrimental for child security and development.



Summary of key outcomes-West Region



- West is development heavy, impact on health and wellbeing in the development stages likely to be significant for particular areas. Some areas densely populated already so a compromise in terms of social networks and community is inevitable.
- Rehousing people in areas where lives established likely to be difficult during and following completion.
- Ability to maintain active lifestyles during regeneration and growth – potential impact on communities being able to maintain this during periods of construction. Outcomes can be extended to include specific reference to good food environments.
- Burnt Oak and Colindale are the youngest wards providing the greatest opportunities for training/employment. Commitments to apprenticeships are evident and further details need to be specified in delivery plans.
- During implementation residents in the immediate vicinity of construction are likely to experience disturbance, noise, pollution and increased traffic.



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Summary of key outcomes- Centre Region



- A low proportion of growth, which is mainly focused in Mill Hill East.
- There is a long term vision of a regional park, which could impact positively on health and wellbeing.
- Development of a sports hub offers local residents more opportunities for physical activity.
- Aspirations for this area are to develop a green centre for the borough and impacts are likely to be positive overall.
- Assessments found that during change impacts may be neutral with no significant negative elements as far as the strategy identifies at present.
- PTAL poor in majority of the region, the extension of bus route 384 is a positive step but connectivity is still poor.



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Summary of key outcomes-East Region



- Likely to be less transformational with less significant development and change.
- Less areas of deprivation in comparison to west of the borough. The strategy does not explicitly target areas of deprivation between Coppetts and East Finchley and Woodhouse. TFL input required to improve connectivity as road-links fall under their jurisdiction.
- Aims for new spaces for cultural and seasonal events, development of Town Centre streetscapes and to support connections between parks and town centres.



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Impact on HWB priorities



- **Integrating health and social care and providing support for those with mental health problems and complex needs**
 - Likely to have short-term harms to this population through disruption and longer-term issues may result from displacement, particularly in the west of the borough. Lasting improvements in connectivity is expected to improve access to services.
- **Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing**
 - A focus on healthy streets, improving connectivity and providing mixed-use neighbourhoods is likely to benefit a large proportion of Barnet residents across the borough.
- **Improving services for children and young people and ensuring the needs of children are considered in everything we do**
 - Improved access to green spaces would be positive for children in Barnet, but there was not enough information in the strategy to make a firm impact assessment
- **Creating a healthy environment**
 - Construction works particularly in the west of the borough will be detrimental to the environment. Beyond this, housing improvements and the aspirations for improved greenspace, active transport opportunities and healthy streets are beneficial for the population across Barnet.
- **Continuing improvements on preventative interventions**
 - The Growth Strategy did not appear to be directly relevant to this priority area.



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Mitigation actions for reducing potential health and wellbeing harms



- Considerate construction practices will be key to minimise disruption and harm in areas of heavy development such as the west of the borough (e.g. ensuring air pollution is minimised);
- Community consultation could be undertaken in these areas to reduce resident concerns about developments;
- Formulation of a thorough temporary displacement strategy to include disruption mitigation actions for those affected across the borough;
- Provision of shared amenities across all mixed-tenure housing, whenever possible, can promote community cohesion;
- Consultation with local commissioning teams and healthcare providers to ensure the expected population growth across the borough, and in the west particularly, is met with adequate health and other infrastructure plans;
- New high-density developments across the borough to include playscapes for children that are open, attractive & safe.



HIA draft recommendations to maximise health benefits



- Recruitment schemes/apprenticeships targeting the local area before wider advertising would bring more economic opportunity to Barnet residents. This could be achieved via Targeting Training and Recruitment clauses;
- It would be positive if new housing developments meet the New London Plan Housing Quality & Standards to protect health <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/draft-new-london-plan/chapter-3-design/policy-d4-housing-quality-and-standards>
- Appropriate number of new homes could be designed in a dementia friendly style to reflect the older demographics in areas such as High Barnet & Underhill;
- Firm commitments to be specified in the final strategy to a green centre of the borough which will promote physical activity;
- Consultation with TFL to improve connectivity in areas of the east of the borough;
- Following active design principles when redeveloping town centres across the borough, integrating a healthy streets approach;
- Building further HIAs and other assessment into delivery of the strategy;
- Utilising local government regulatory powers to ensure town centres promote healthy choices and avoid over proliferation of outlets such as fast-food takeaways and gambling establishments that can be negative for health.



GROWTH STRATEGY HIA

REGION MAPS

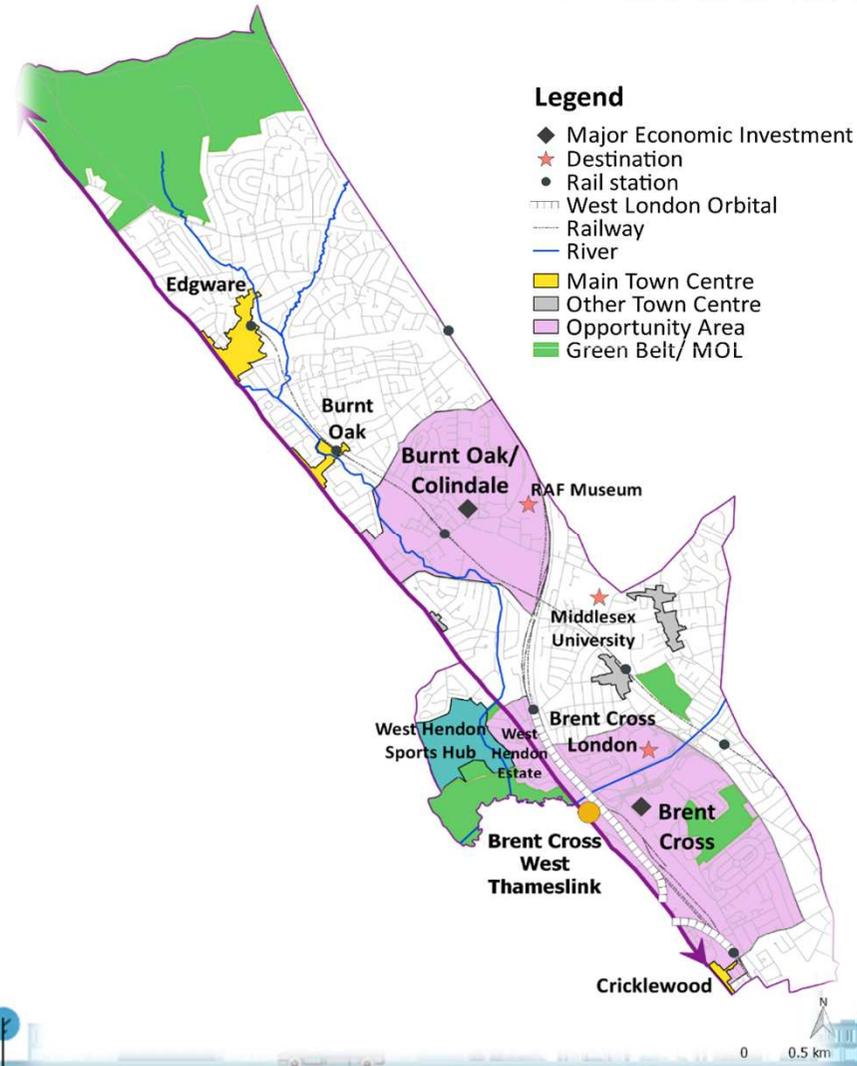


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West of the Borough



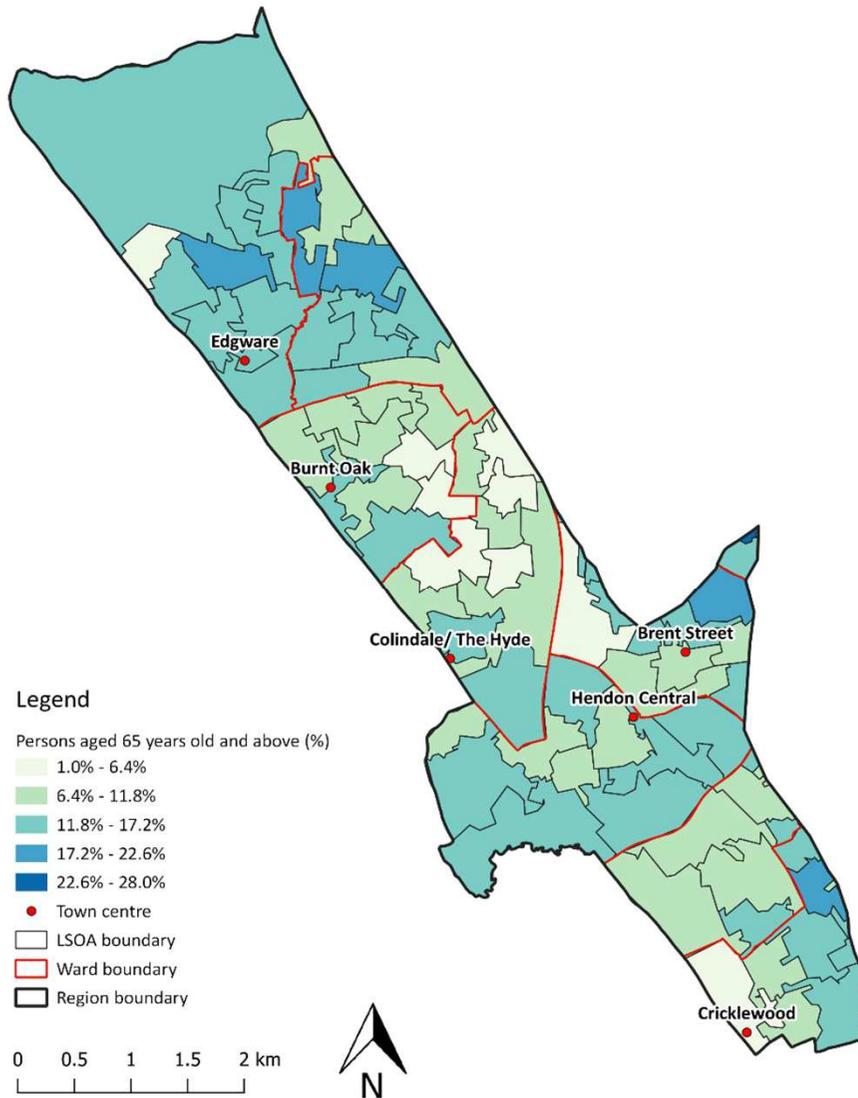
- Provides the majority of Barnet's growth opportunities; representing nearly $\frac{2}{3}$ of planned housing delivery.
- Characterised by an increasingly urban feel that will be supported by an improved public transport offer.
- A5 road corridor provides a key connection linking growth areas: Edgware, Burnt Oak/Colindale, West Hendon, Brent Cross and Cricklewood.
- Home to many key destinations: Brent Cross Shopping Centre, Middlesex University, and the RAF Museum.



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Population



Source: Office for National Statistics (Census 2011 - Age Structure)

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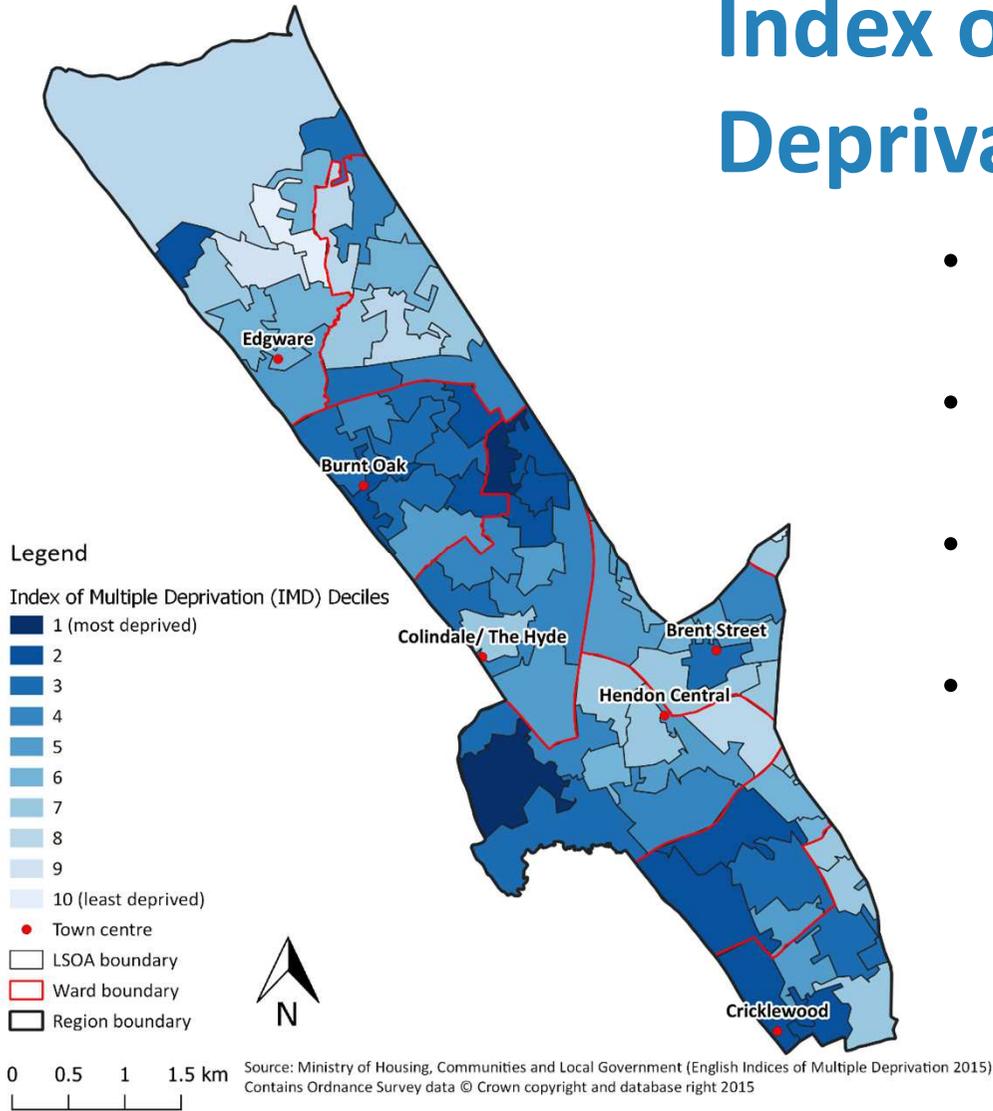
- The most people aged 65 and above were in Edgware, Hale, Hendon and Child's Hill.
- The least people were in parts of Colindale and Burnt Oak wards.
- 2019 projections for 65+ showed more people in Hendon and Edgware and the least in Colindale and Burnt Oak^[1].
- Projections for people aged 80+ had the most people living in Hendon and Child's Hill wards^[1].
- Peoples whose activities were greatly limited by disability or long term condition (all ages) were highest in parts of Burnt Oak, Childs Hill and Golders Green^[2].



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Index of Multiple Deprivation



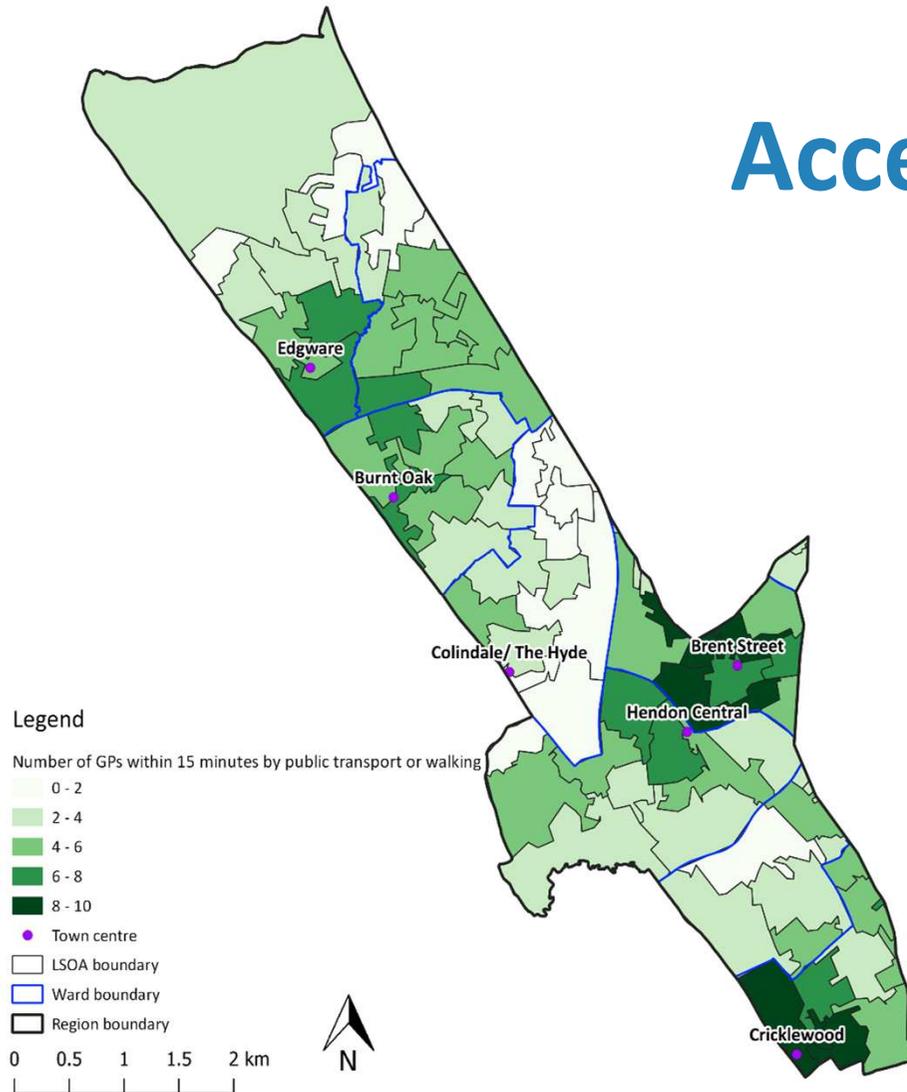
- The most deprived areas were in parts of Colindale and West Hendon wards.
- The least deprived area in the region was in parts of Edgware.
- Overall the West region was more deprived than the other two regions.
- The most deprived areas in the borough were in the West region.



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Access to GPs



Source: Department for Transport (Journey Time Statistics, 2015)

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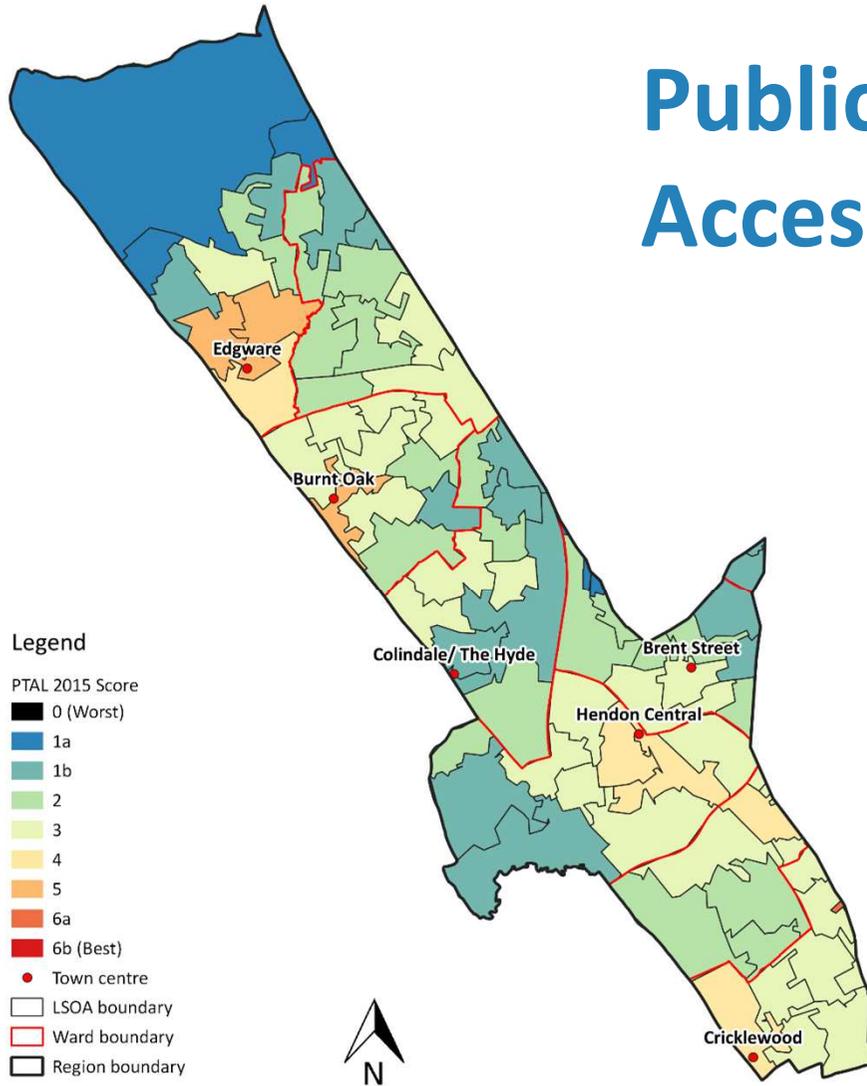
- The most practices within 15 minutes are around Brent Street, Hendon Central and Cricklewood town centres.
- The lowest amount of practices were in Colindale ward.
- People in Colindale had the least number of accessible primary care services



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Public Transport Accessibility Levels



- Golders Green was the best connected area in the region by TFL's Public Transport Accessibility Level (PTAL).
- Edgware and Burnt Oak town centres had a high PTAL score for the region.
- Most of the region had a score between 1b and 3. This shows that the areas are not well connected by public transport compared to areas with a higher PTAL score.



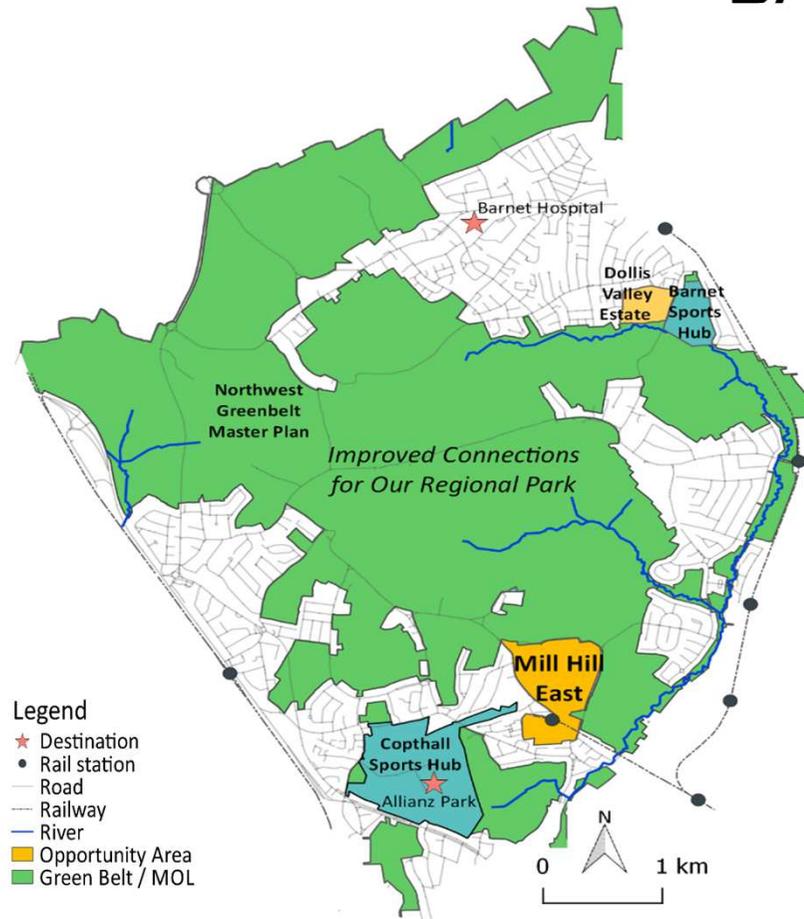
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Centre of the Borough



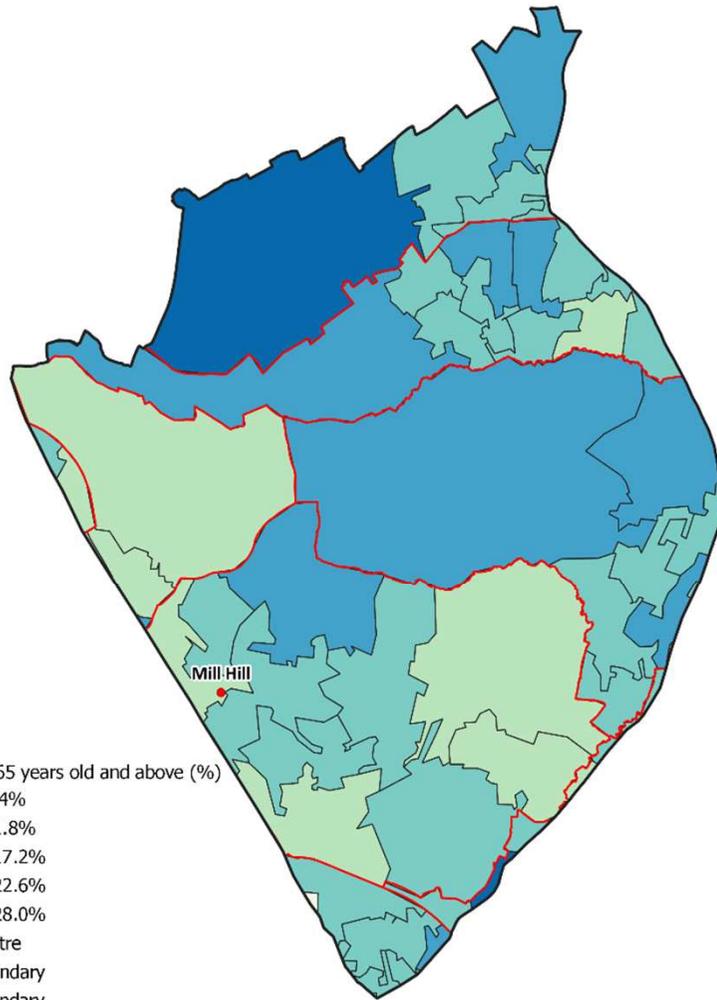
- Very low proportion of growth, but provides strategic leisure and wellbeing function.
- Characterised by protected green space that forms a key part of Barnet's suburban identity.
- Limited transport connectivity, with growth focused in the more accessible area of Mill Hill East.
- Home to wellbeing destinations like Copthall Sports Hub and Barnet Hospital, in the long-term the area provides an opportunity to become a regional park.



PROTECTING AND ENHANCING THE BOROUGH FOR GENERATIONS TO COME

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LONDON BOROUGH

Population



Legend

Persons aged 65 years old and above (%)

- 1.0% - 6.4%
- 6.4% - 11.8%
- 11.8% - 17.2%
- 17.2% - 22.6%
- 22.6% - 28.0%

- Town centre
- LSOA boundary
- Ward boundary
- Region boundary



Source: Office for National Statistics (Census 2011 - age structure)

Contains National Statistics data and Ordnance Survey data © Crown copyright and database right 2015

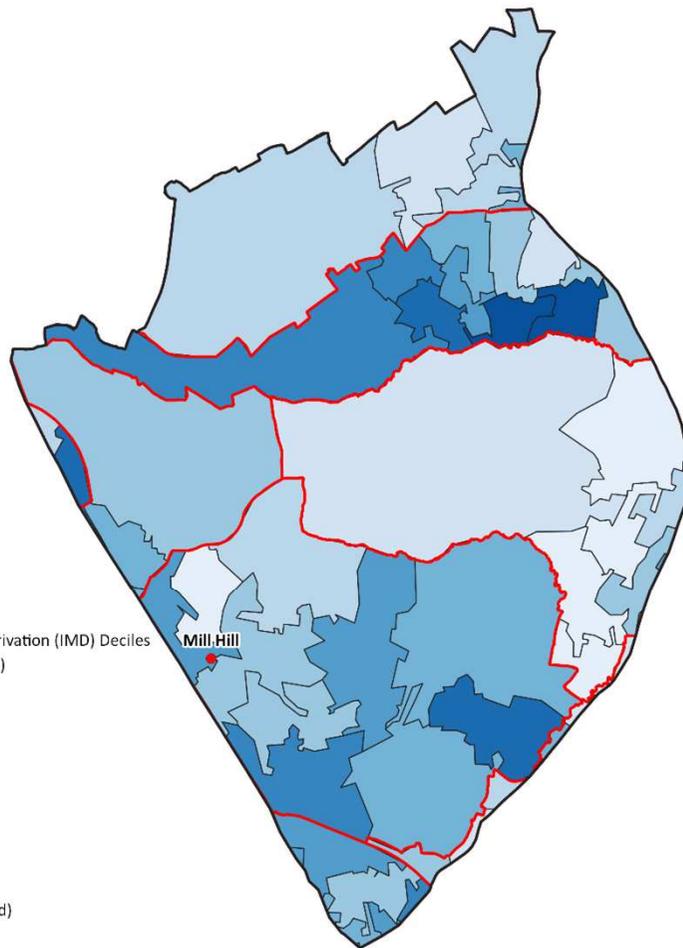
- High Barnet ward had the most people aged 65 and above.
- The Centre of the Borough had more people aged >65 than other regions.
- 2019 projections showed a fall in the number of people aged >65 in this region. The majority were estimated to live in Underhill and High Barnet wards [1].
- Projections (2019) for people aged 80+ had the most people living in Totteridge ward [1].
- Peoples whose activities were limited a lot by disability or long term condition were highest in parts Underhill and Totteridge wards [2].



PROTECTING AND ENHANCING THE BOROUGH FOR GENERATIONS TO COME



Index of Multiple Deprivation



Legend

Index of Multiple Deprivation (IMD) Deciles

- 1 (most deprived)
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 (least deprived)
- Town centre
- LSOA boundary
- Ward boundary
- Region boundary

0 0.5 1 1.5 2 km



Source: Ministry of Housing, Communities and Local Government (English Indices of Multiple Deprivation 2015)

Contains National Statistics data and Ordnance Survey data © Crown copyright and database right 2015

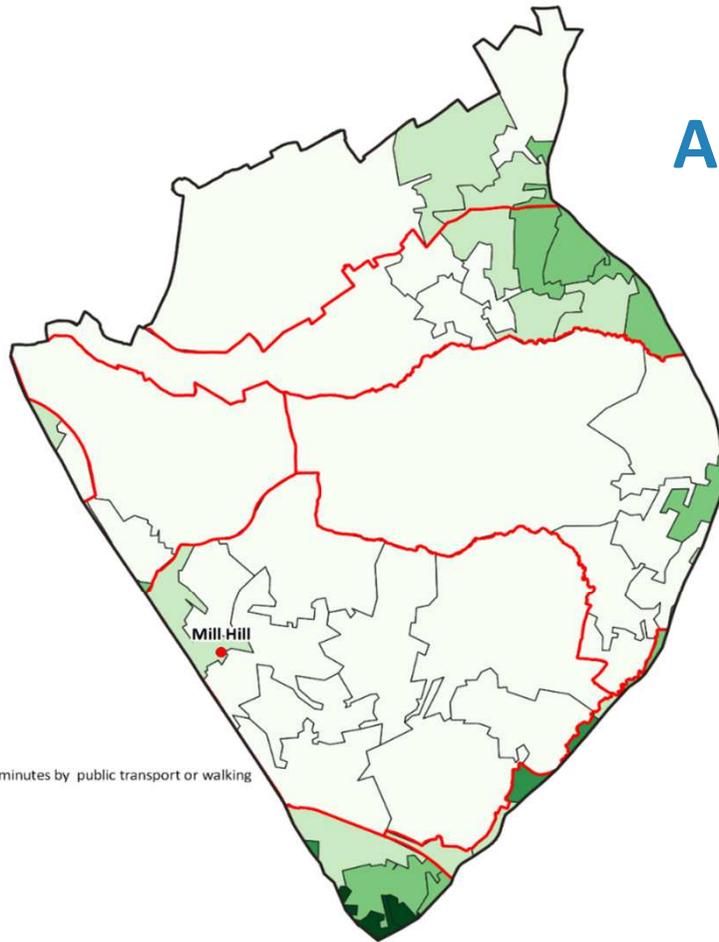
- The most deprived areas in the region were in parts of Underhill ward.
- The least deprived area in the region were in parts of Totteridge ward.
- Underhill and Mill Hill wards had more areas of deprivation than other wards in the region.
- The least deprived areas in the borough were in the Central and East regions.



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Access to GPs

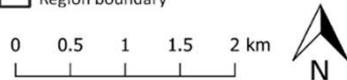


Legend

Number of GPs within 15 minutes by public transport or walking

- 0 - 2
- 2 - 4
- 4 - 5
- 5 - 7
- 7 - 9

- Town centre
- LSOA boundary
- Ward boundary
- Region boundary



Source: Department for Transport (Journey Time Statistics 2015)

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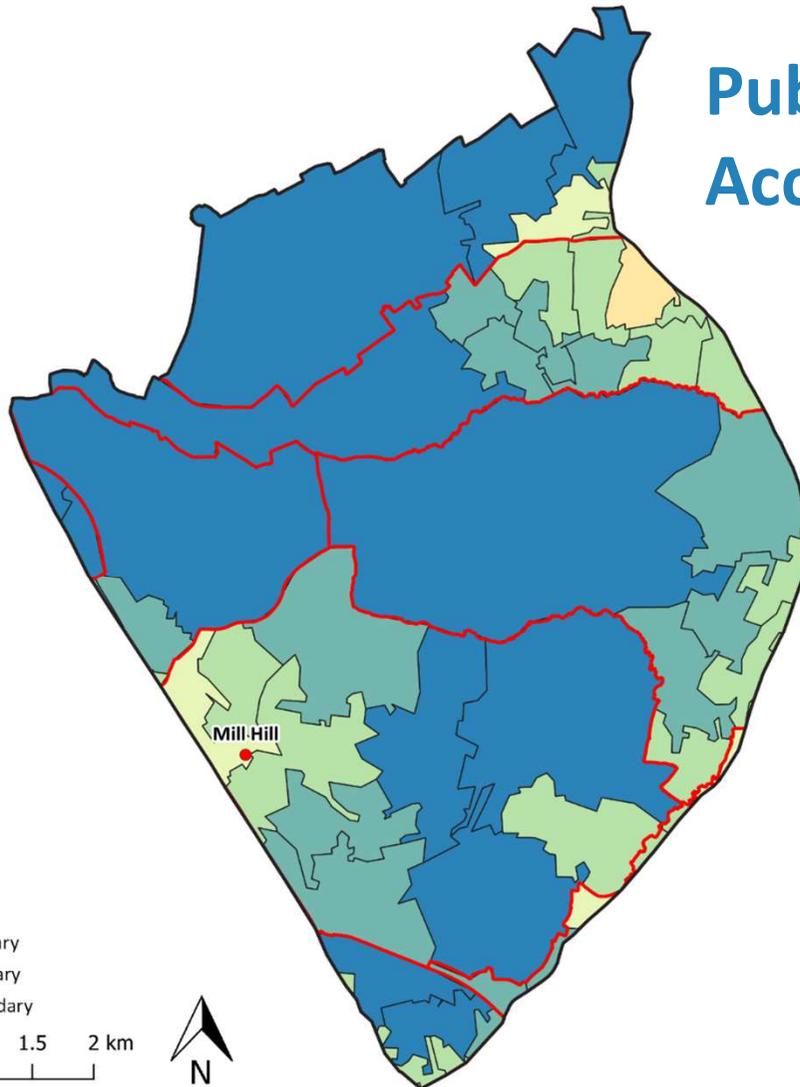
- The region had a low number of GPs within 15 minutes by walking or public transport.
- The highest number was in parts of Hendon and Finchley Church End wards.
- This region had the lowest number of GPs that meet this criteria compared to the East and West.



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Public Transport Accessibility Levels



Legend

PTAL 2015 Score

0 (Worst)

1a

1b

2

3

4

5

6a

6b (Best)

• Town centre

□ LSOA boundary

□ Ward boundary

□ Region boundary

0 0.5 1 1.5 2 km



Source: Transport for London (Public Transport Accessibility Levels 2015)

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- Transport connectivity was lowest in this region.
- The majority of the Central area had a score of 1b. This means poor transport accessibility.
- The areas around Mill Hill town centre have a score of between 2 and 3.



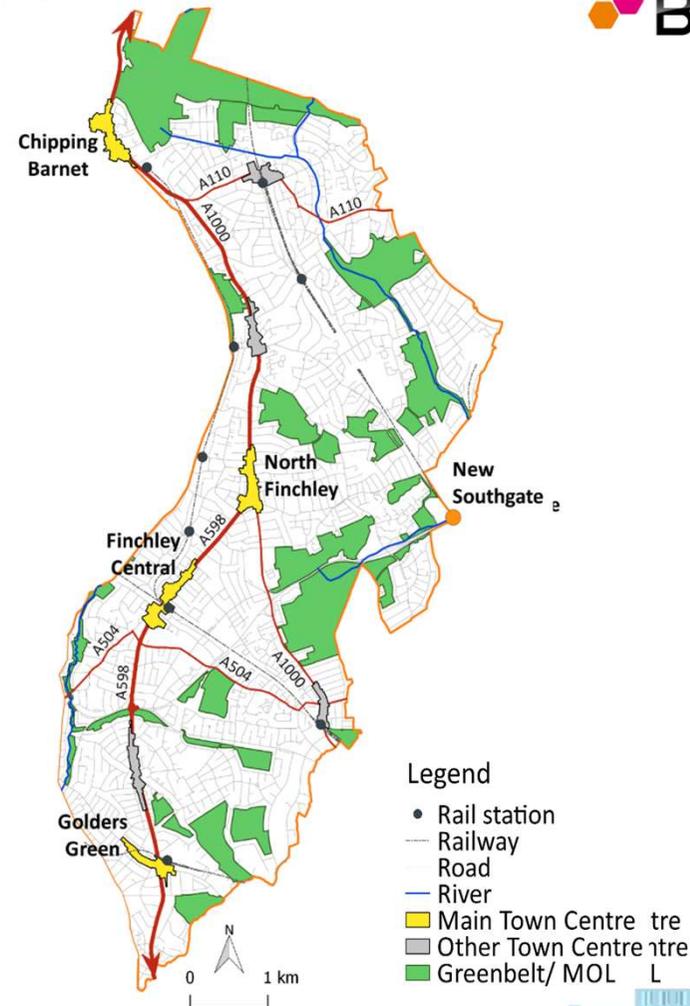
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East of the Borough



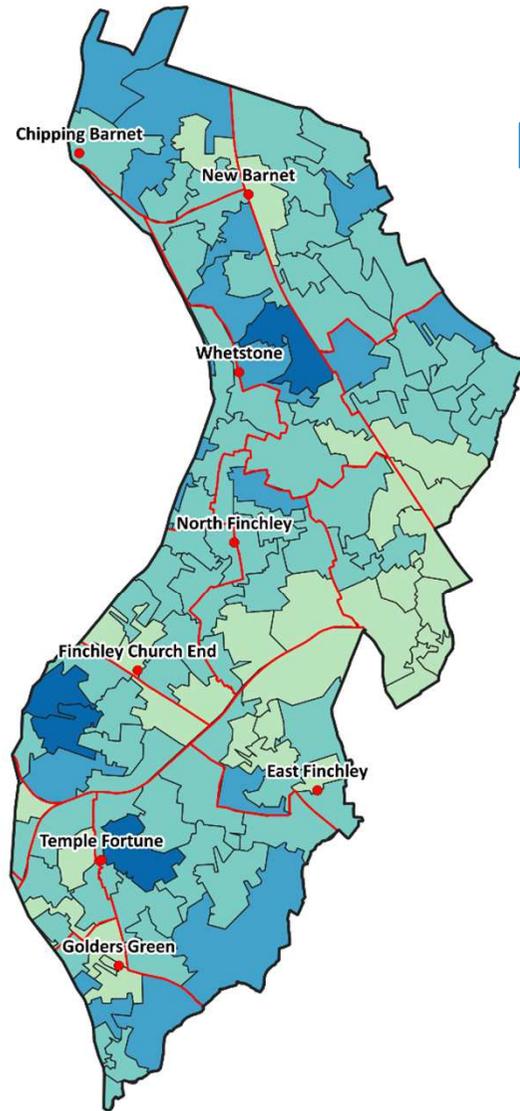
- Focused growth in areas of good transport accessibility will a little over $\frac{1}{3}$ of homes delivered across the east of the borough.
- Characterised by a network of historic and major thoroughfares connecting local town centres and parks.
- The A1000 / A598 road corridor provides a key connection linking town centres with greater potential for new homes. New Southgate also provides an opportunity for transport-led housing growth.
- Local town centre destinations are home to larger offices, café/restaurant culture, independent shops, and include a number of local arts and cultural destinations.



PROTECTING AND ENHANCING THE BOROUGH FOR GENERATIONS TO COME

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LONDON BOROUGH

Population



Legend

Persons aged 65 years old and above (%)

1.0% - 6.4%

6.4% - 11.8%

11.8% - 17.2%

17.2% - 22.6%

22.6% - 28.0%

• Town centre

□ LSOA boundary

□ Ward boundary

□ Region boundary

0 0.5 1 1.5 2 km



Source: Office for National Statistics (Census 2011 - age structure)

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- The largest number of people aged 65+ is in parts of Oakleigh, Finchley Church End and Garden Suburb ward.
- 2019 population projections show that the most people aged 65+ lived in Oakleigh, Garden Suburb, Finchley Church End and High Barnet wards [1].
- Projections for people aged 80+ had the most people living in Totteridge, Oakleigh, Finchley Church End and Garden Suburb wards [1].
- Peoples whose activities were limited a lot by disability or long term condition were highest in parts of Brunswick Park and Golders Green wards [2].



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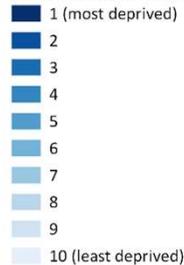
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Index of Multiple Deprivation

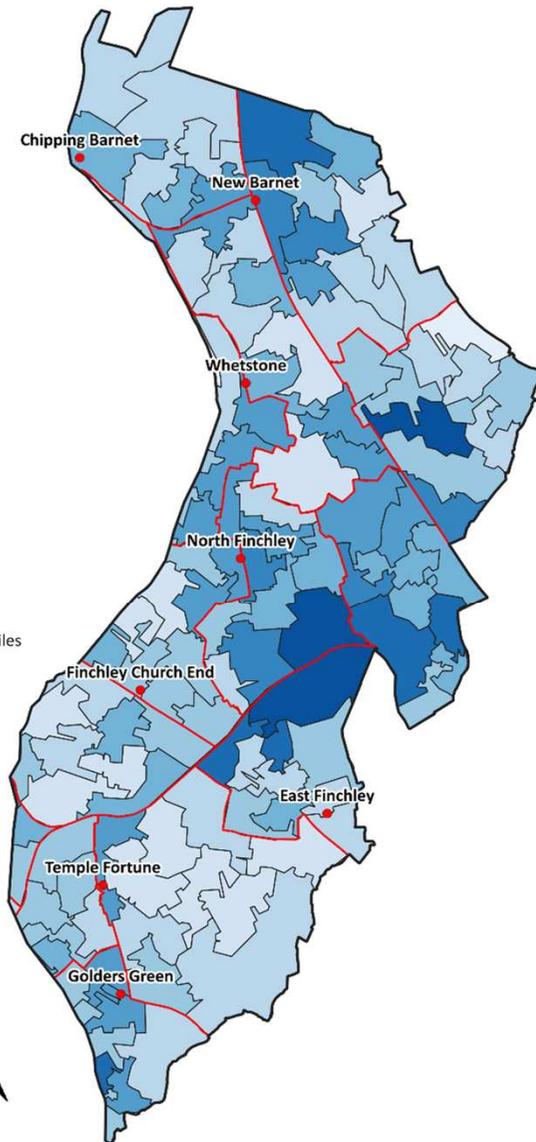
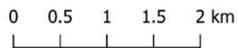


Legend

Index of Multiple Deprivation (IMD) Deciles



- Town centre
- LSOA boundary
- Ward boundary
- Region boundary



Source: Ministry of Housing, Communities and Local Government (English Indices of Multiple Deprivation 2015)

Contains National Statistics data and Ordnance Survey data © Crown copyright and database right 2015

- The most deprived areas in the region were in Brunswick Park, Woodhouse and East Finchley wards. These areas are characterised by social housing and mixed tenancy properties.
- The least deprived areas in the region were in Garden Suburb ward.
- The most deprived areas were in the central part of the region.
- The least deprived areas in the borough were in the Central and East regions



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Access to GPs

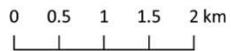
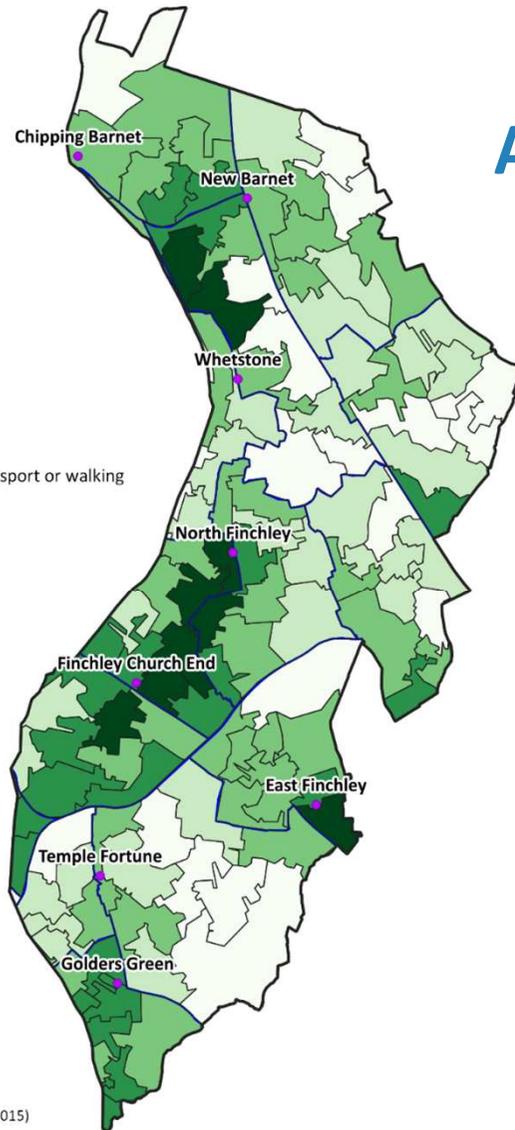


Legend

Number of GPs within 15 minutes by public transport or walking

- 1 - 2
- 2 - 4
- 4 - 5
- 5 - 7
- 7 - 8

- Town centre
- LSOA boundary
- Ward boundary
- Region boundary



Source: Department for Transport (Journey Time Statistics 2015)

Contains National Statistics data and Ordnance Survey data © Crown copyright and database right 2015

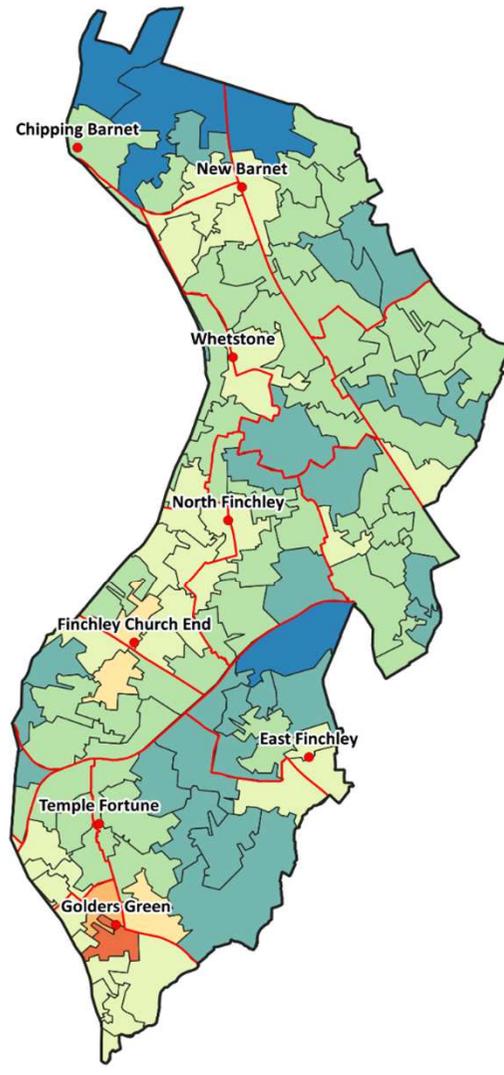
- The highest number of GPs within 15 minutes were in areas around Finchley Church End, North Finchley and East Finchley town centres.
- GP services tend to cluster in public transport corridors.
- Garden Suburb ward had the lowest number of GPs that were accessible within 15 minutes by walking or public transport.



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Public Transport Accessibility Levels



Source: Transport for London (Public Transport Accessibility Levels 2015)

Contains National Statistics data and Ordnance Survey data © Crown copyright and database right 2015

- Golders Green had the highest PTAL score in the region and borough at 6a.
- Finchley Church End had a high score of 4.
- Most of the areas in this region had a PTAL score of 2.
- The town centres of Chipping Barnet, New Barnet, Whetstone and East Finchley and North Finchley had a PTAL score of 2.



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GROWTH STRATEGY HIA APPENDICES



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Structure and process of the HIA



- Mapping current indicators and wider determinants of health across the regions.
- Reviewing current evidence of the impacts of regeneration upon health.
- An internal workshop was then held to score the Growth strategy against the HWBB priorities, looking at impacts across five aspects of built and natural environment.



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Barnet Joint Health and Wellbeing Strategy 2015-2020



- **Two aims of the Barnet Joint Health and Wellbeing Strategy 2015-2020 are:**
 - Keeping Well – focusing on prevention and creating opportunities to develop healthy and flourishing communities.
 - Promoting Independence – as communities and the public services as equal partners, residents are supported to be independent for as long as possible.
- **Five priorities are identified that have been identified within the Barnet 2024 Corporate Plan**
 - Integrating health and social care and providing support for those with mental health problems and complex needs
 - Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing
 - Improving services for children and young people and ensuring the needs of children are considered in everything we do
 - Creating a healthy environment
 - Continuing improvements on preventative interventions



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Five aspects of built and natural environment



- Public Health England’s *Spatial Planning for Health* describes five aspects of built and natural environment that can be influenced by local planning and regeneration to improve population health and wellbeing.
 - Neighbourhood design
 - Housing
 - Healthier food environment
 - Natural & sustainable environment
 - Transport
- These aspects can be designed and shaped, through local planning, in order to promote health and wellbeing.



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Assessing Health Impact



- Scoring criteria used in the assessment is presented below:

++	Likely to benefit a large proportion of Barnet population. The effects are likely to be direct and permanent and the magnitude will be major.
+	Positive health impact affecting a small proportion of the Barnet population. The effects can be direct or indirect, temporary or reversible.
0	Neutral
-	Negative health impact affecting a small proportion of the Barnet population. The effects can be direct or indirect, temporary or reversible.
--	Negative health impact affecting a large proportion of the Barnet population. The effects are likely to be direct and permanent and the magnitude will be major.
?	Not sufficient information to make a robust assessment of impact
NA	Not applicable for the assessment criteria



Summary of assessment

Regeneration Area focus	Integrating health and social care and providing support for those with mental health problems and complex needs	Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	Improving services for children and young people and ensuring the needs of children are considered in everything we do	Creating a healthy environment	Continuing improvements on preventative interventions	Overall health impact (including assessment on PHE evidence)	Comments
West of the borough	- (during implementation) + (outcomes aspired to)	- (during implementation) ++ (outcomes aspired to)	? Not sufficient information to make a robust assessment of impact	--(during implementation) + (outcomes aspired to)	NA	-- (during implementation) ++ (outcomes aspired to)	<p>PHE evidence identified five key areas spatial planning can influence population health (neighbourhood design, housing, healthier food environment, natural and sustainable environment and transport). These are considered for each of the five areas and comments are provided for each of the five aspects.</p> <p>Housing – Housing improvements are beneficial, but process of decant is negative for vulnerable populations’ health.</p> <p>Transport – short term disruption to networks from development, focus on healthy streets and expected increase in PTAL score are positive.</p> <p>Natural & sustainable environment – Initial issues arising from construction will be detrimental to the environment. Long term improvements in transport connectivity may improve access to existing greenspaces for some of the population.</p> <p>Neighbourhood design - Aspirations for a healthy streets approach and mixed use neighbourhoods are positive for health.</p> <p>Healthier food environment - The strategy references using more local government powers in shaping town centres, if applied with a focus on food options this could be very beneficial for the local population.</p> <p>Other – the extensive development work offers employment and training opportunities positive for health, however there is the potential much of these opportunities may not go to local residents.</p> <p>.....</p>

LM2
LM3
LM4
LM5

Slide 34

- LM2** Employment is important to mention for the east, but not sure quite how it fits into any of these criteria?
Lines, Matthew, 23/05/19
- LM3** As is community anxieties around development
Lines, Matthew, 23/05/19
- LM4** why did we give this a ++ for healthy environment again?
Lines, Matthew, 23/05/19
- LM5** what to put about sports centre in the middle of the borough?
Lines, Matthew, 23/05/19

Summary of assessment

Regeneration Area focus	Integrating health and social care and providing support for those with mental health problems and complex needs	Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	Improving services for children and young people and ensuring the needs of children are considered in everything we do	Creating a healthy environment	Continuing improvements on preventative interventions	Overall health impact (including assessment on PHE evidence)	Comments
Centre of the borough	? Not sufficient information to make a robust assessment of impact	+	? Not sufficient information to make a robust assessment of impact	++	NA	++	<p>Natural & sustainable environment – aspirations to enhance biodiversity, access to open spaces and develop a new park promote health.</p> <p>Neighbourhood design – the planned sports hub offers extra opportunities for physical activity for residents.</p> <p>Transport – extension of bus route positive, but the area remains poorly connected.</p>
East of the borough	? Not sufficient information to make a robust assessment of impact	- (during implementation) ++ (outcomes aspired to)	? Not sufficient information to make a robust assessment of impact	- (during implementation) ++ (outcomes aspired to)	NA	- (during implementation) ++ (outcomes aspired to)	<p>Neighbourhood design – A focus on a healthy streets approach, development of arts/leisure opportunities and mixed use neighbourhoods offer the potential for wide health gains.</p> <p>Healthier food environment - The strategy references using more local government powers in shaping town centres, if applied with a focus on food options this could be very beneficial for the local population.</p> <p>Transport – issues remain in improving TFL infrastructure for some transport links in the east of the area.</p>

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Grahame Park Neighbourhood Change Evaluation Report



Who are CCT

CCT's vision:

*“Develop sustainable services and projects that improve the economic and social well-being of people in Colindale”
focused through the Neighbourhood Theory of Change Programme*

Our Aims:

- *Ensure the **provision and management** of effective community centres and facilities.*
- *Identify local needs in order to **influence** community services.*
- *Ensure partners join up to prevent duplication and maximise the benefit of **working together** for the benefit of the community.*
- *Further the economic well-being of residents by supporting the **improvement** of skills, learning and routes to employment.*
- *Ensure and encourage **clear and accessible** information and communication within the community and between agencies.*

Neighbourhood Change Approach

Neighbourhood Change aimed to:

- Make community and economic development more effective.
- Facilitate partnership working & ensure evidence of impact.
- Demonstrate targeting of resources to where most needed.
- Attract further investment.

VISION:

An engaged, strong, innovative and prosperous community where different people connect, feel safe, share a sense of ownership and are proud of where they live, work and play

The Story So Far

Initial Phase (Feb to July 2017)

- 2 workshops to co-produce the theory of change with stakeholders & community groups

Implementation (Sept 2017 to March 2018)

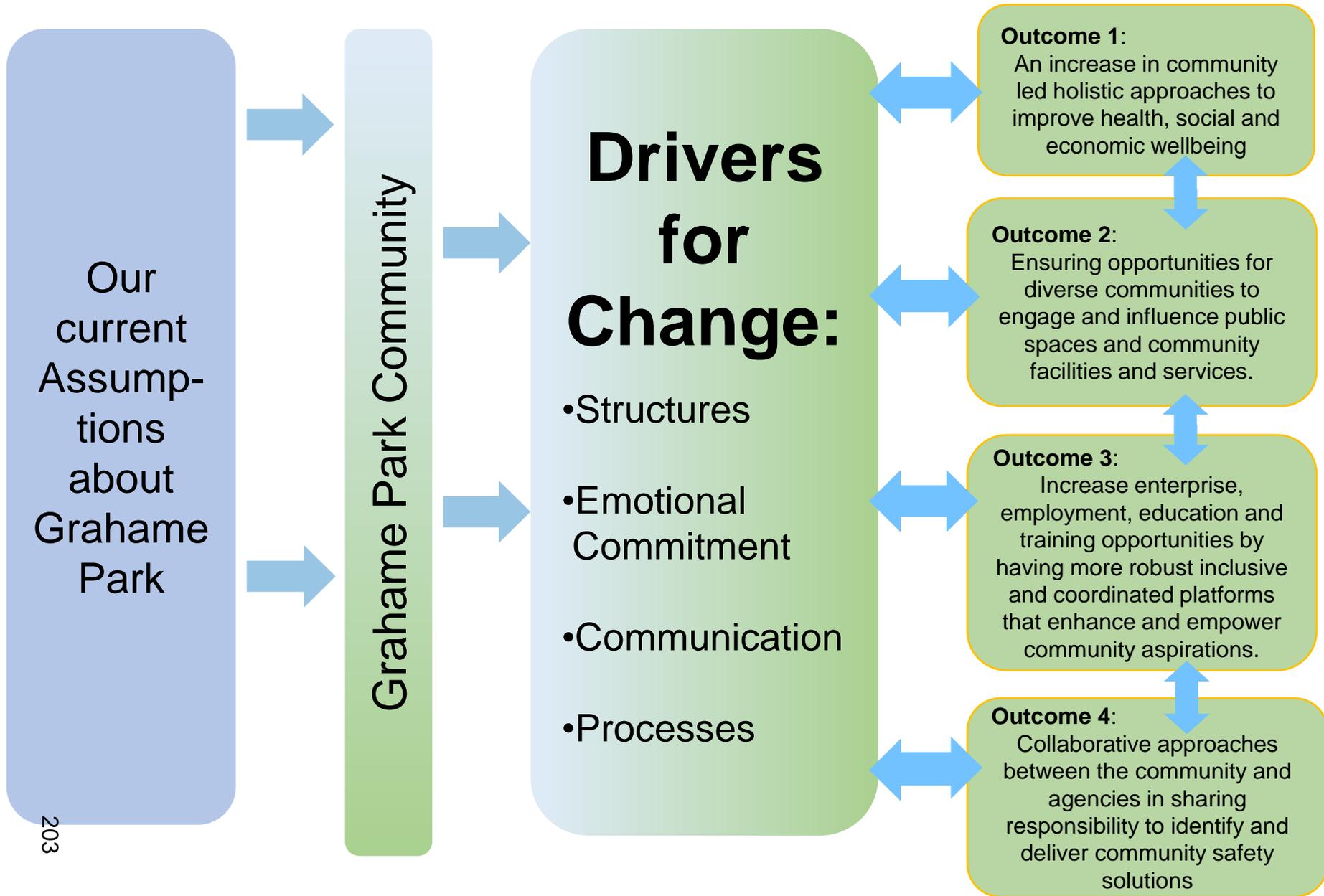
- Working group - local stakeholders to guide the pilot project of introducing ToC
- Call for groups to join the pilot project. 13 groups sign up and receive:
 - Workshops on how to implement the theory of change and to update on progress
 - One to one support
- Launch event to spread the word and gain further interest
- Lots of hard work from pilot groups in a short space of time

Evaluation (May 2018 to March 2019)

- Evaluation phase to see the difference that has been made

Values:

Community ownership – Empowerment- Cohesion - Information & Communication - Equality Engagement



Vision: An engaged, strong, innovative and prosperous community where different people connect, feel safe, share a sense of ownership and are proud of where they live, work and play

Assumptions

Family pressure means it is hard to function well and meet necessities e.g. financial exclusion
Youth and gang violence is a key concern in the area
Grahame Park community will change substantially with 10,000 new homes
There are still a number of residents who don't know what is available for them and their family in the area
Grahame Park is a diverse neighbourhood
There is need for a stronger resident voice
There is a growing uncertainty for the high number of non-secure residents who will have to leave the area
Cuts to public spending will continue to impact on families and community organizations
Helping to build connections between people will strengthen the community
There will be less community activity space in Grahame Park
People in Grahame Park need places to meet and come together
The new Health & Community centre will mean that organizations will need to increasingly coordinate and integrate what they do.
Parking is an issue for residents
Community cohesion will increasingly be an issue in Grahame Park

Grahame Park Community

Drivers for Change:

- Structures**
 - Training, employment, social enterprise and business support – skills/opportunities
 - Link to local, borough and regional networks and engage in partnerships- With residents and future residents
 - Deliver a range of projects that build sustainable legacy
 - Grow, support and sustain a local voluntary and community sector
 - Ensure community managed community facilities are a focal point for new and existing communities
 - Engage with statutory/private sector partners in a strategic way
 - CSR corporate sponsorship
 - Strategically influencing strategy and private Sector partners in the area
 - Consortium (needs growth)
 - More support at statutory and private sector
- Emotional Commitment**
 - Understanding community needs and priorities
 - Activities to support people and help them develop skills and build confidence
 - Community genuinely influencing decisions in the local area
 - Increased involvement of residents participating in community and economic development activity-Developer to include resident's views
 - Increased sense of pride and neighbourliness, with new residents feeling part of the community.
 - Engage with non-secure residents more effectively
 - Common values and interests
 - Harnessed sense of anger and frustration to drive change
- Communication**
 - Ensure people are aware of opportunities and how to access them
 - Ensure a central hub for information
 - Draw on skills and experience of residents as a voice
 - Share and disseminate information – welcoming and sharing information with new service providers to embed them quickly
 - Leaflets, brochure, one hub, IT provision, resident voice word of mouth, Grahame Park Strategy group
 - Develop network opportunities
 - Social media – Facebook page / twitter and other platforms
 - Grahame Park App for community facilities
 - Flexible timings
 - Relationship building
 - Honouring Commitment
- Processes**
 - Community development and engagement
 - Increased community engagement and involvement
 - Community researchers facilitating resident voice
 - Sharing knowledge and targeting expertise, experience and skills.
 - Local volunteering with clear pathways
 - Influence policies, programmes and initiatives -
 - Challenging existing barriers which prevent residents access
 - Build evidence base of residents needs
 - Maximise funding and extend sources
 - Stakeholders and community partnerships
 - Community ownership
 - Increase partnership working
 - Build consensus
 - Mutual support
 - Pooling resources to add value
 - Sharing facilities to maximise use

Outcome 1:

An increase in community led holistic approaches to improve health, social and economic wellbeing

Outcome 2:

Ensuring opportunities for diverse communities to engage and influence public spaces and community facilities and services.

Outcome 3:

Increase enterprise, employment, education and training opportunities by having more robust inclusive and coordinated platforms that enhance and empower community aspirations.

Outcome 4:

Collaborative approaches between the community and agencies in sharing responsibility to identify and deliver community safety solutions

Values:

Community ownership – Empowerment- Cohesion - Information & Communication - Equality

Emerging Themes: what is working & what can be improved?

- Partner engagement is strong
 - workshops, Consortium members, pilot groups
- Strategic & proactive working by organisations
 - Clear framework that helps focus work & ensure collaboration
 - Partners more able to align their organisational priorities to the neighbourhood
 - Greater impact & time saved by investing in this approach
- Working in partnership through Neighbourhood Change
 - Identified needs & gaps
 - Created a platform for organisations to come together
 - Informed partners of community needs
 - Increased trust between Consortium Members

Emerging Themes: what is working

- Partner engagement is strong
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 - Informed partners of community needs
 - Increased trust between Consortium Members

Involvement of residents & delivery by stakeholders

Involvement of the residents in co-producing activities is a key driver for change and volunteering to sustain



Biggest changes to activities include increased health and well-being programmes & activities for young people.



Most reported activities focused on health and well-being.



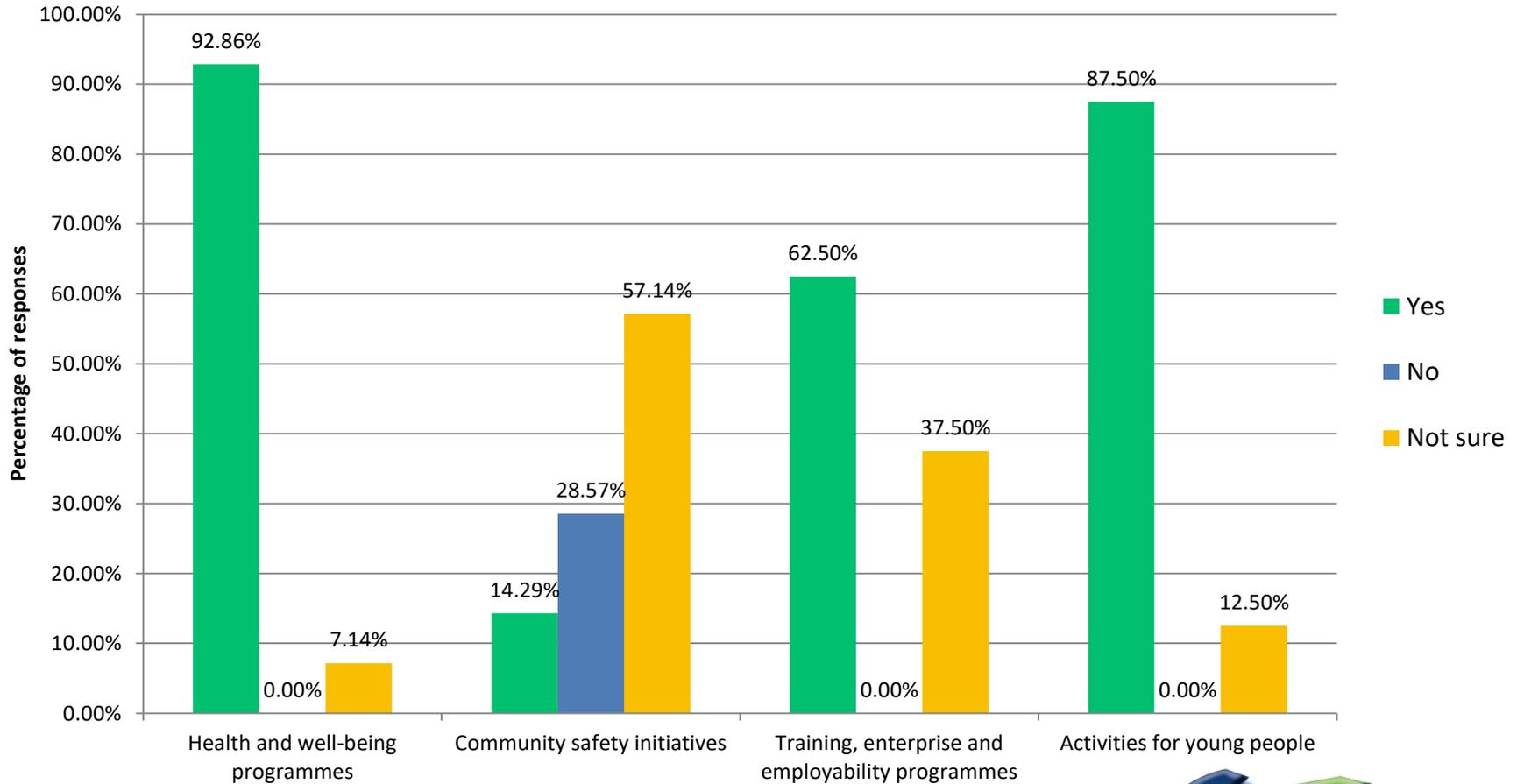
Outcomes for residents include feeling happier, growing in confidence, making positive life-changes, making friends, going to more classes or activities, and getting more involved in the community.

Health and well-being outcomes included:

- Improved physical health
- Improved mental health
- Decreased isolation
- Better social & cultural integration
- Increased mental well-being.

Health & Well-being

Have you seen a change in Grahame Park in these areas over the past 18 months?



Accessibility of Community Facilities & Engagement with Local Provision



1/3 residents surveyed who had used community spaces felt they were easier to use.



Community spaces offered events that were mainly organised activities.



70% stakeholders who responded to the survey thought residents were either much more or a little more engaged with community spaces and facilities.

Increased number of activities for young people with better communication about existing provision

- Activities & services for young people has been a key area of change in Grahame Park and surrounding
- Universal Youth Offer is a good example of partnerships
- Clear community support for more young people's activities
- Still room grow and develop activities, especially mental health and counselling support

Enterprise, Employment, Education and Training Opportunities for Residents

‘The One Stop Shop has increased its offer to residents to help them gain skills and become more employable. Some of this has been done through working with Shared Enterprise.’

(Stakeholder)

- Residents wanted to see more opportunities to train, and to be more employable.
- Outcomes include growing in confidence, feeling happier, making friends getting more involved in the community.

Residents better informed about what is going on



1/2 residents surveyed said they felt more up to date than before.



Residents received newsletters, got information from One Stop Shop, community activities & activities calendar



Newsletters best way to keep residents informed

Community Safety

- Key activity - resident and stakeholder feedback hadn't seen a change.
- Fewer activities addressing community safety
- Increased police presence & CCTV cameras were mentioned as answers to community safety concerns.
- Open access blocks contributes to residents not feeling safe.
- Residents feel repairs not being carried out due to concerns they would just get broken again.

Working in Partnership

'The key changes which have come through the ToC [Neighbourhood Change] are partnership working, building shared good practice, joint fundraising or project development, and more organisations engaged in meetings and sharing info and spreading the work on Grahame Park.'

(Stakeholder)

- Stakeholders emphasised working in partnership is one of the most significant outcomes of Neighbourhood Change.
- Partnerships helped to achieve more collaboration - supports local growth and development - makes the delivery of services easier & provides more to residents.



Request to support this Change

- Need to increase engagement of some statutory partners; CCG, Police, Barnet Homes, 0-19
- Not assuming the area will be regenerated resolving socio-economic deprivation – 8 years plus to go still
- Develop and support neighbourhood work around community safety
- Build on and strengthen the health and well-being work;
- Embed integrated care partnership
- Support hidden mental health & support needs, especially for young people

Bringing to life the individual impact achieved so far...

“These local groups have been a life line to me while my husband was ill and especially since he died two years ago. Everyone is very friendly and supportive and I try to go to something every day.” Female over 65

“Although a small activity [walking group] with a group, it does make a difference. We get to talk to each other, share thoughts and a laugh. This enables insight into the life of the community. I would love this to continue.” Female 46-55

“I’d go every day if it was on, I like the mixed groups. A men’s group and cooking group would be good for more men to get involved.” Male Over 65

“My level of confidence has become better, I feel more confident talking to people. My overall health has become better. I have met a lot of people and I can ask them for help when I need it. I was telling D [CCT H&W Volunteer] about my problem and he told me I could meet him at OSS. I met another walker who had the same condition and it was good to talk to her about it.” [Joined AGE UK gentle exercise group further to engagement]. Female 46-55

“Mixing with people is so important to our age, walking together and chatting together. It helps to reduce social isolation for us.” Female over 65

“I am very impressed by the organisation of the groups. Pleased that everyone seems to get along. Distraction from the daily grind. Feel lucky to have the groups. Great chance to settle into the community. Always leave a group feeling happier. Really enjoy talking to and getting to know fellow users. Overall a reliable and friendly service that helps me.” Male 36-45

Evidence: CCT's Health & Wellbeing Programme over a period of 3-24 mths

Participants informed us of their responses **BEFORE** they took part in any activities, and changes in their responses of a period of up to two years **AFTER** they took part in activities.

General Health compared to people of similar age

22.2% felt their health was very poor or poor - improved with only 6.7% in this banding after engagement.

Were you suffering from depression or anxiety?

33.3% stated they were suffering from depression or anxiety. This reduced to 11.1% after engagement; many have become engaged in additional programmes to continue their journey. Overall change 66.7% decrease in depression or anxiety.

Were you losing confidence in yourself?

Saw an improvement of 33.3%. 17 people who showed this change, only 2 felt they were still losing confidence in themselves. We are working with them to ensure they are supported. Overall change 80% feeling confident.

Did you have a problem with drugs or alcohol? Did you smoke cigarettes?

Two people, drugs, of which one person had changed. Five people, smoked, of which one person has stopped.

I feel that what happens to me is out of my control?

75% positive change;

I felt lonely and isolated

26.67% before engagement felt lonely and isolated. After engagement 0%

Your levels of physical activity

8.9% had no physical activity and we saw a 100% change in their behaviour.

26.7% had less than 30 minutes a week changed to only 2.2% - 91.7% change overall.

The significant change is 28.9% at the beginning had more than 60 minutes a week of physical activity which changed to 73.3% after engagement, showing a 153.6% positive change.

Bringing to life the individual impact achieved so far...

Warwick Edinburgh Mental-Wellbeing model and HACT social value

Health & Wellbeing

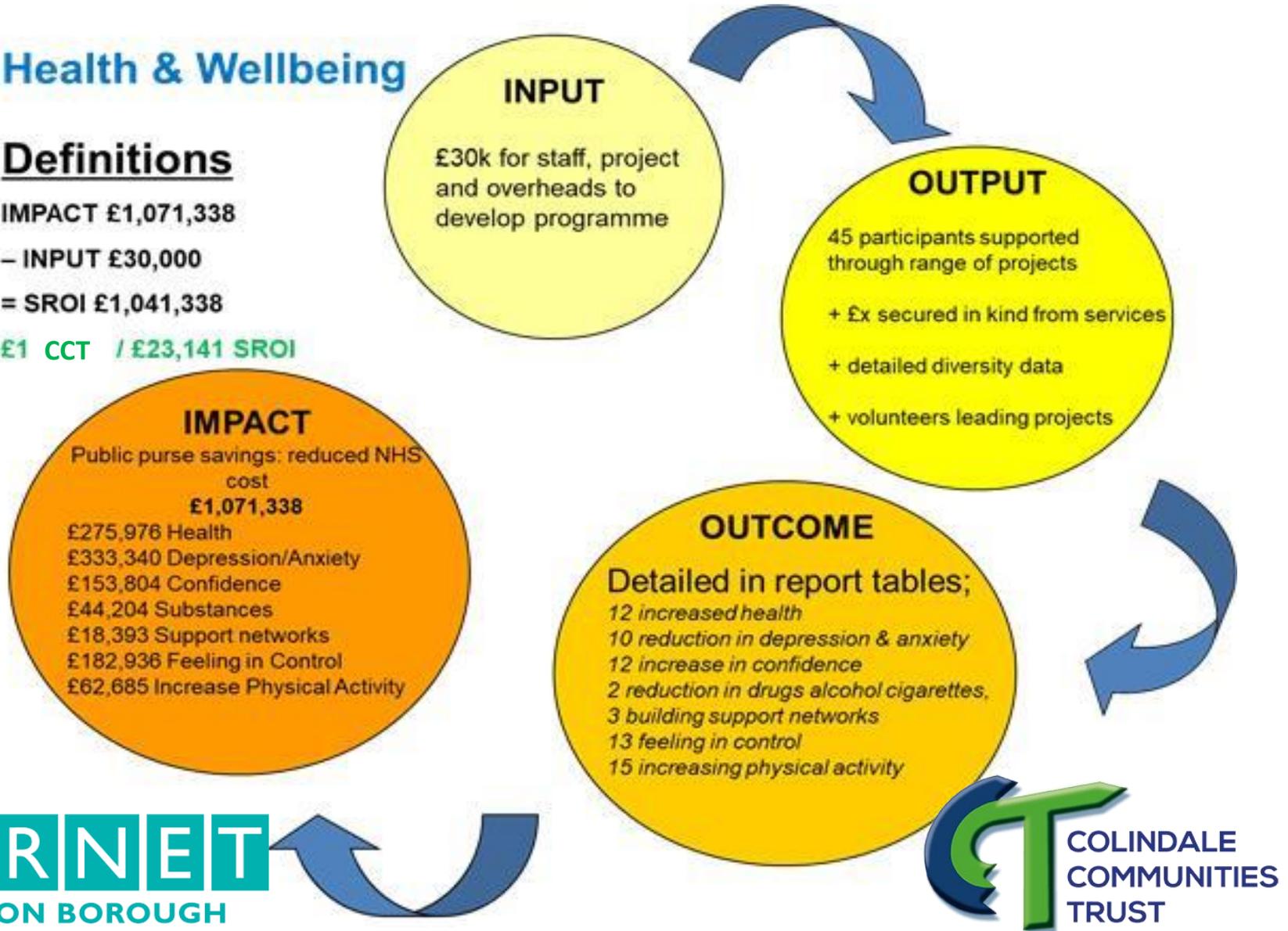
Definitions

IMPACT £1,071,338

– INPUT £30,000

= SROI £1,041,338

£1 CCT / £23,141 SROI



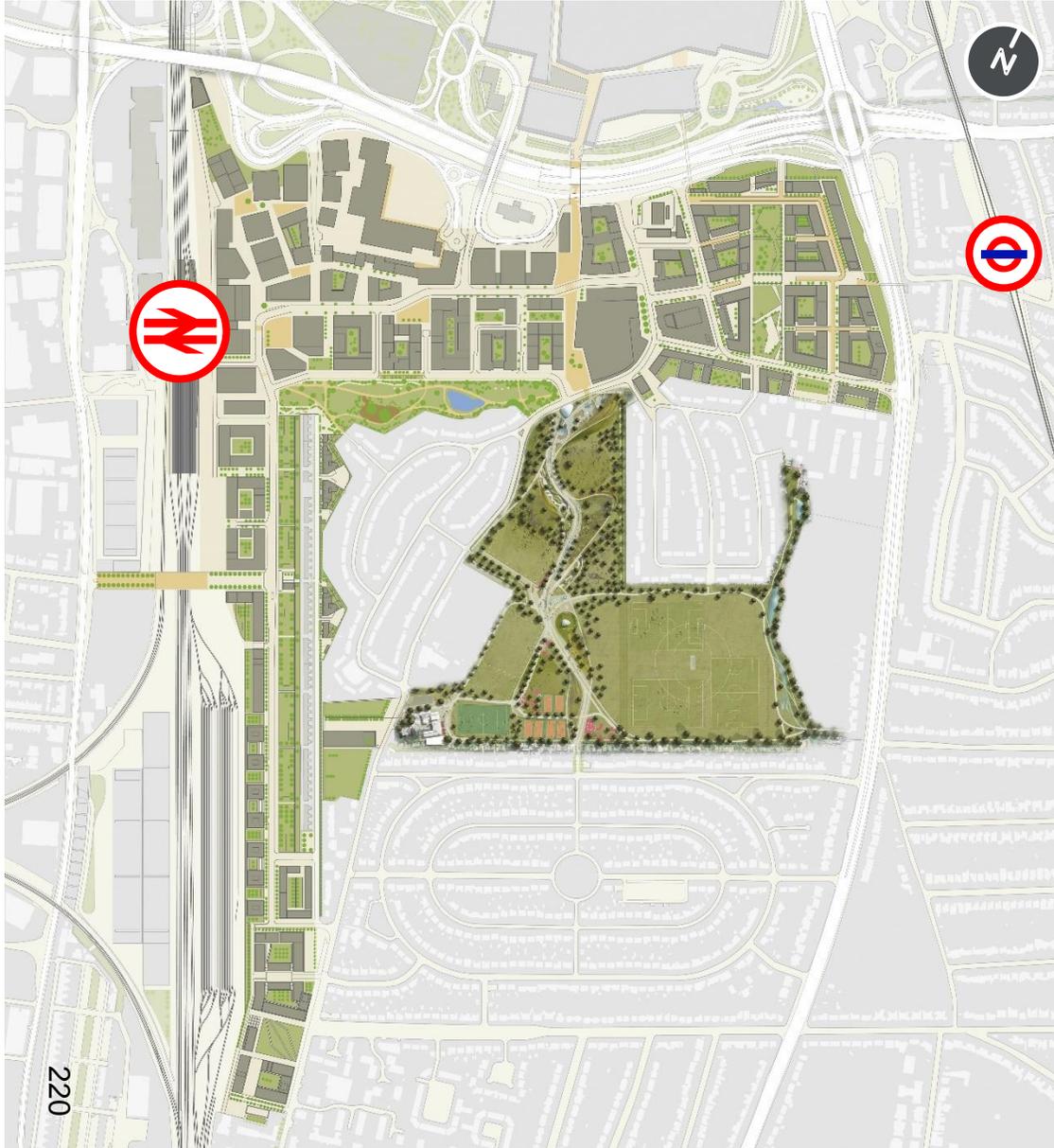
BRENT CROSS SOUTH

A major regeneration project by
Argent Related in partnership with Barnet Council



BRENT CROSS SOUTH

A New Mixed-Use Community for London



- 180 acres including 50 acres of playing fields
- 10+ million sq ft mixed use development
- Outline planning permission granted and first residential buildings approved
- 3+ million sq ft offices
- Over 25,000 new jobs created
- 6,700 homes
- Up to 500,000 sq ft retail, leisure and sports facilities
- 3 new and improved schools plus community spaces
- 8 public squares, 7 new and improved parks
- **Construction will start in 2020**

VISION AND AMBITION



City-Making Principles

1. Clearly Brent Cross

Designed and built for people

2. Belonging

Everyone is welcome

3. Deeply rooted

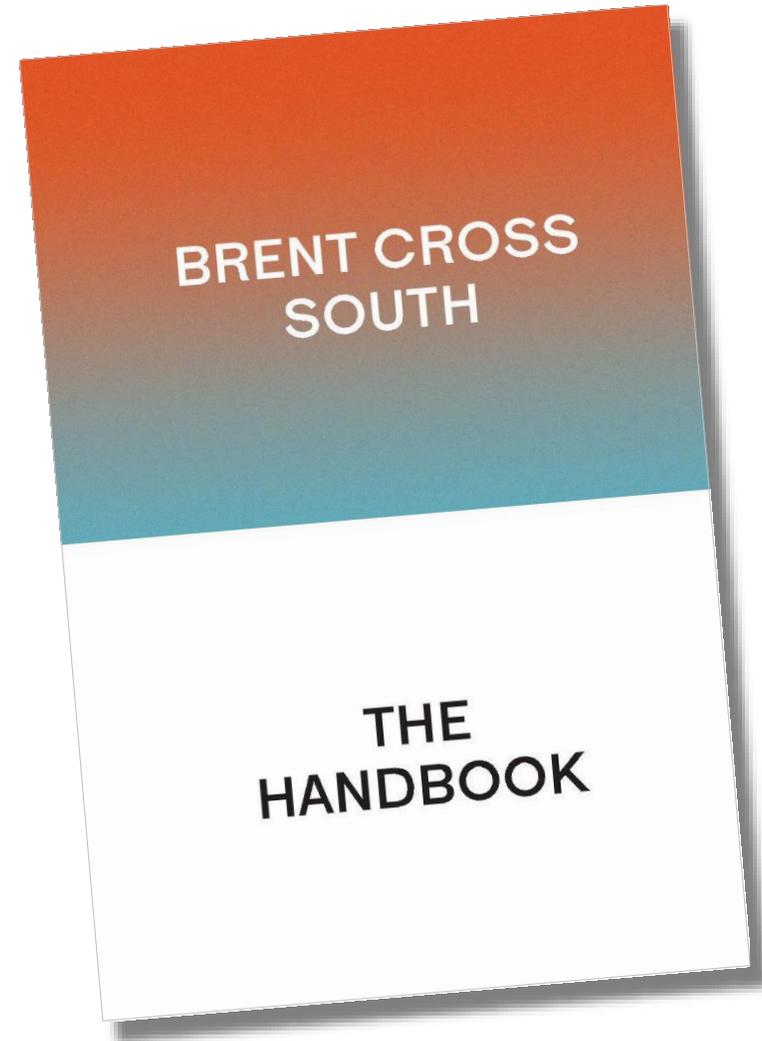
Part of something bigger than itself

4. Ever evolving

There is no 'end product'

5. From the ground up

The right infrastructure in early





SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 SUSTAINABLE DEVELOPMENT GOALS



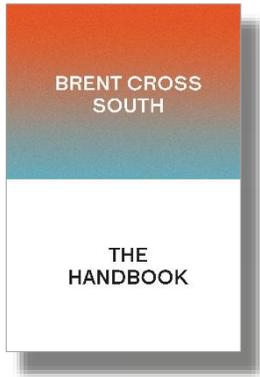
SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



- **Good Health & Well-being**
- **Sustainable Cities and Communities**
- **Decent Work & Economic Growth**
- **Industry Innovation & Infrastructure**
- **Climate Action**

Creating a Healthy Sustainable Place



Principles

- 1. Clearly Brent Cross**
Designed and built for people
- 2. Belonging**
Everyone is welcome
- 3. Deeply rooted**
Part of something bigger than itself
- 4. Ever evolving**
There is no 'end product'
- 5. From the ground up**
The right infrastructure in early

Ambitions

- Essentially green
- Distinctive ground floors
- Intuitive routes
- A welcoming space for everyone
- Truly mixed-use
- Being Active
- Making connections
- Meaningful benefits
- Ensuring success
- Make the market
- Room to grow
- Engage and inspire
- Making the essential exceptional
- Anticipating changing needs
- Building for the long term

Strategies

- Masterplan & public realm
- Health and well being
- Movement & transport
- Environmental sustainability
- Diversity and inclusion
- Community engagement
- Project Play
- Education
- Arts, culture and leisure
- Employment
- Information & feedback
- Economic
- Commercial viability
- Estate management
- Infrastructure & energy
- Digital vision

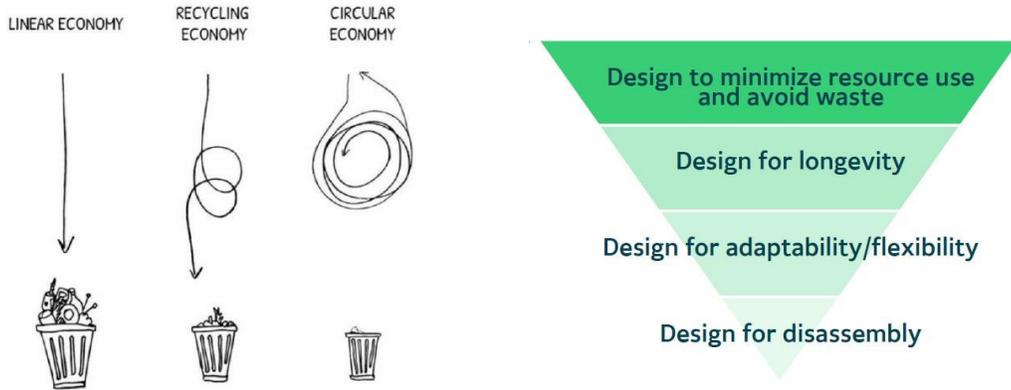
Outcomes

- Good health & well-being**
- Sustainable cities and communities**
- Decent work & economic growth**
- Industry innovation & infrastructure**
- Climate Action**



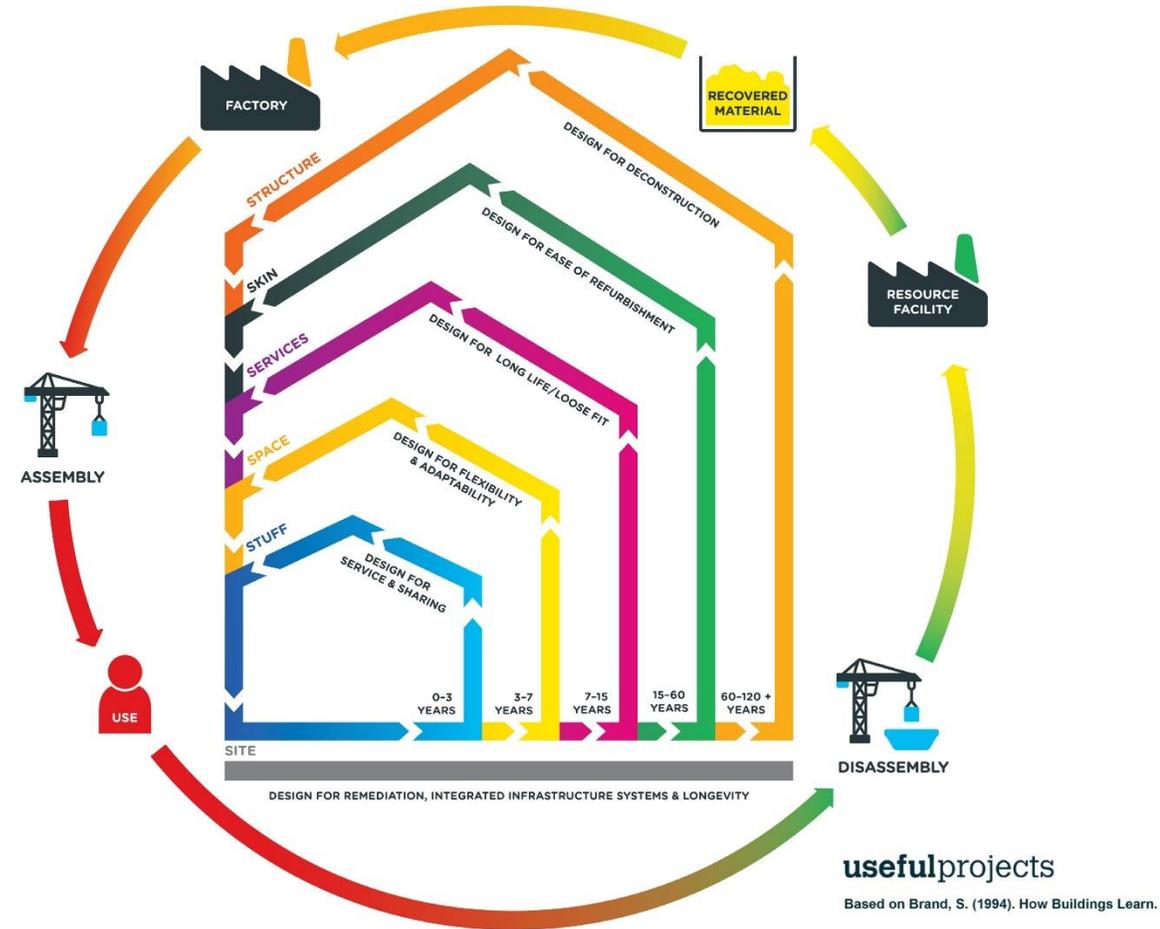
**UN
Sustainable
Development
Goals**

The Circular Economy – Helping Develop GLA Policy



Drivers for circular economy

- Construction industry emits 40% of UK carbon
- 50% of all UK material use is for construction
- 60% of total UK waste is from construction
- Waste accounts for 6% lost value from industry turnover
- Construction material prices are increasing 5% annually
- Cement is responsible for 8% of global CO₂ emissions



Focus on Embedded Carbon

65% of carbon use in UK buildings is embedded



AMBITION

Our vision is to deliver a healthy, child-friendly and sustainable new community for Barnet

A place that will offer the best of Barnet's long established neighbourhoods with all the attraction, complexity, character and chance of delight and surprise that they bring



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Context

In our ITN (bid) we made a commitment to incorporate health and wellbeing as a key part of what we deliver at BXS. This theme is also embedded within the S73 requirements;

- *Like for like replacement of Hendon Leisure Centre*; as part of Project Play we intend to deliver a much larger indoor sports, health and community facility provision
- *Clitterhouse Playing Fields to be improved with significant sport and play facilities*; we intend to provide significant, inclusive and diverse sport and play provision as well as being a great park for walking, socialising and relaxing
- *Area Wide Walking and Cycling Strategy*; we are undertaking an exercise to improve and expand the existing strategy to put walking and cycling at the heart of BXS and greatly enhance connectivity with the wider area
- *Replacement of Claremont, Whitefield and Mapledown Schools and additional primary school (if required)*; Relationship with schools to be a central feature of Project Play

MI Motorway



North Circular



TRANSFORMING COMMUNITIES & CREATING OPPORTUNITY THROUGH **SPORT & ACTIVE PLAY**

Brent Cross South will be *the* place in London to participate in sport and active play.

An unrivalled multi-sport destination that will transform lives, unite people and build communities.



BRENT CROSS SOUTH

A group of diverse people, including a woman with a beard and a man in a grey hoodie, are holding hands in a circle. The scene is outdoors, and the lighting is bright, suggesting a sunny day. The text "Everyone is Welcome" is overlaid in a white box with a black border.

Everyone is Welcome

A woman with braided hair, wearing a green and blue headband and sunglasses, is smiling broadly while hugging a man from behind. They are both wearing white hoodies. The man is wearing a watch and colorful bracelets. They are sitting on a blue mat outdoors. In the background, there is a red and white banner and some equipment.

Mental Health is
as important as Physical Health



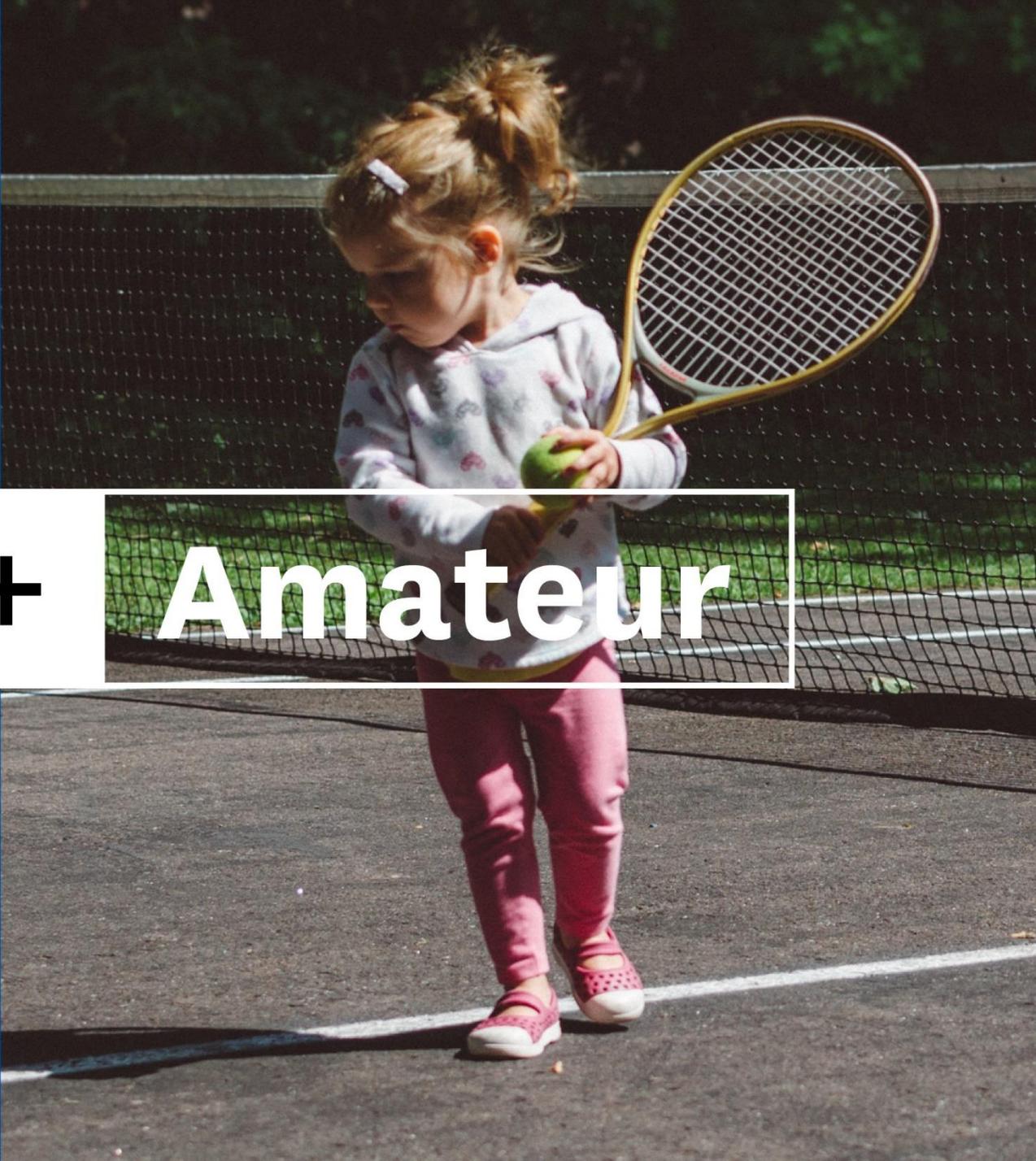
Traditional + Challenge



Man + Woman



Age 5 + Age 75



Athlete + Amateur



Solo + Team

National + Local





Able + Disabled



Cheer on

+

Be on





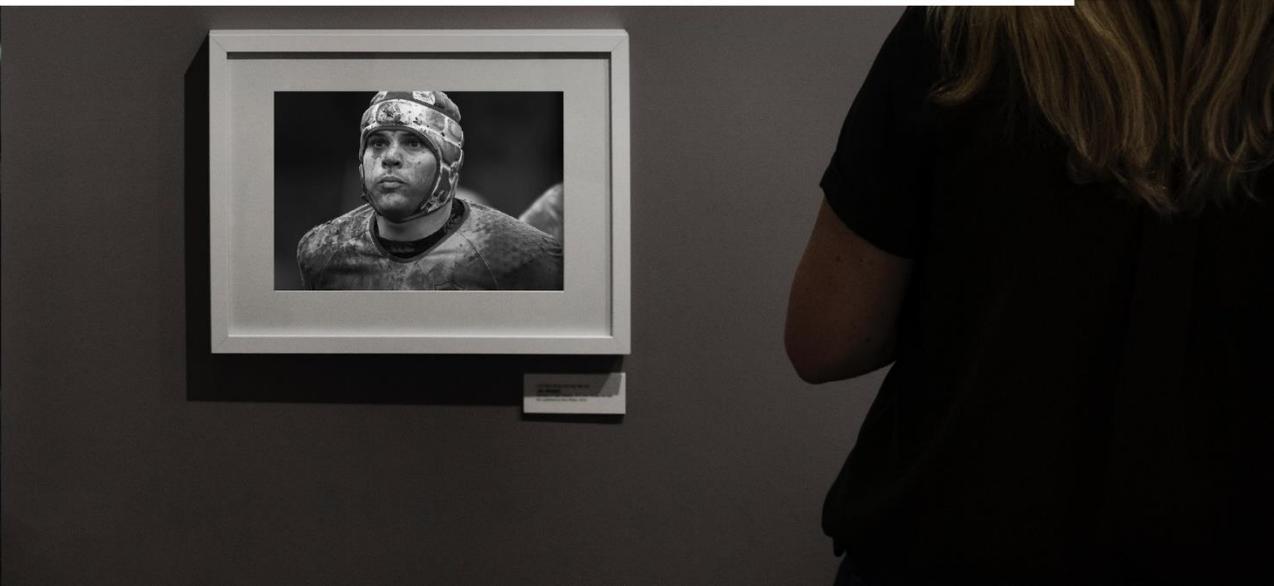
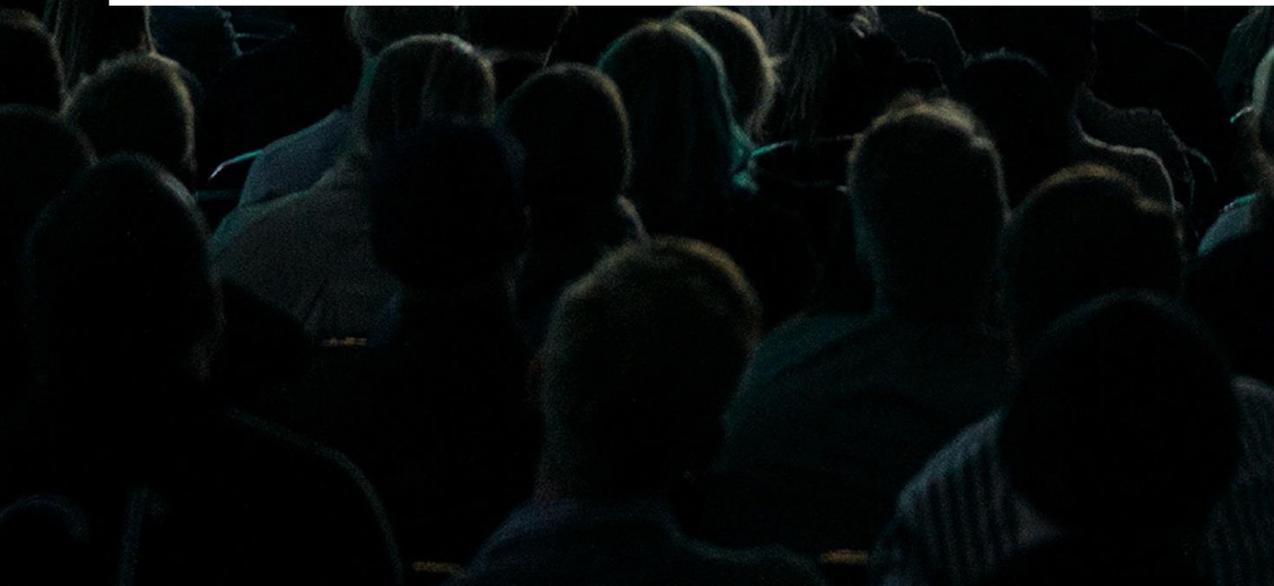
Sport + Social

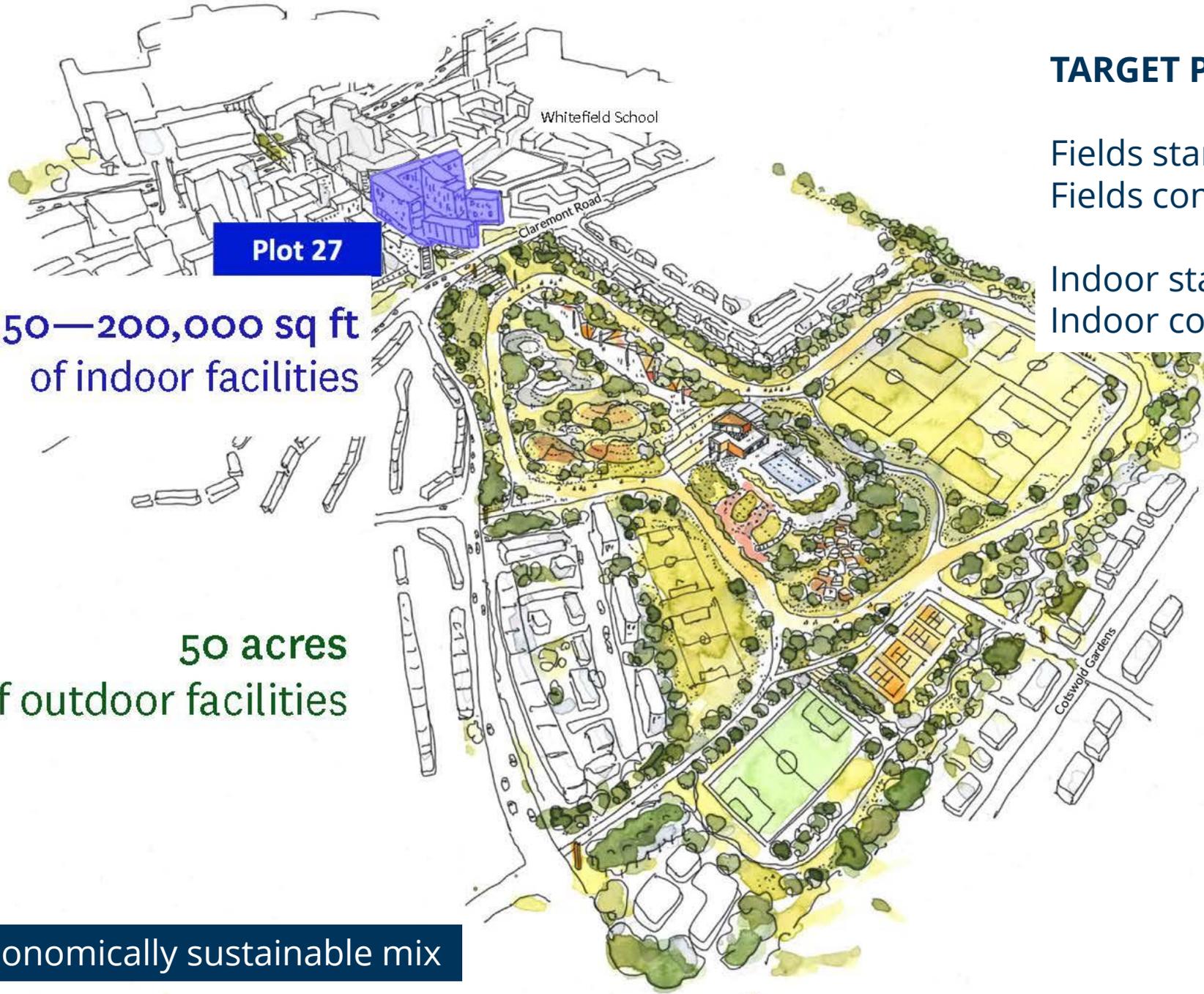


Learn + Play



Conference + Exhibition





Plot 27

**150—200,000 sq ft
of indoor facilities**

**50 acres
of outdoor facilities**

TARGET PROGRAMME

Fields start - mid 2020
Fields complete - end 2023

Indoor start - end 2023
Indoor complete - end 2025

Creating an economically sustainable mix



Home of communities programme



New indoor urban cricket centre.
They can fund this facility.



Providing advice on sustainable mix of uses and users.



Can help funding through Football Foundation and want to run women's football programme.



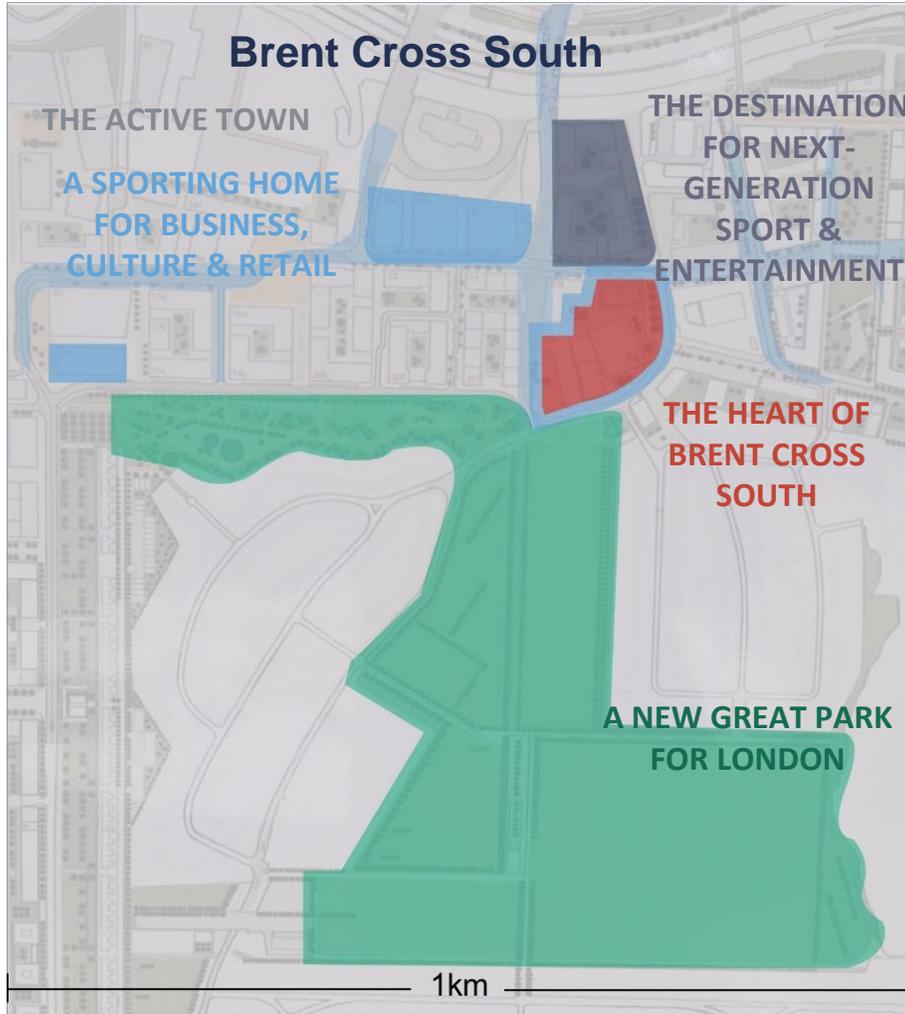
Outdoor cycling track and BMX free-style.
Can access legacy fund up to £10m.



Working with Argent Related to define a sustainable business plan and operating model for Sport and Active Play at Brent Cross South

David Portas and Jennie Price

We have taken a holistic approach and considered the concept brief of Project Play across 5 areas within Brent Cross South



Plot 27 - The heart of Brent Cross South; a defining feature of the place

- An indoor c.15,000 square metre plot

Playing fields - A new, great park for London

- A 50+ acre open space

Plot 28 - The destination for Next-Generation Sport and Entertainment

- An indoor ca. 9,000 square metre plot

Other plots - A sporting home for business, culture and retail

- Other office, retail and leisure plots within Brent Cross South

Across Brent Cross South - The active town

- The whole Brent Cross South site, a living and evolving facility for sport and activity

Plot 27 and Clitterhouse Playing Fields will be at the heart of the vision for Project Play

Project Play will consist of world class indoor and outdoor facilities throughout the site



Clitterhouse Playing Fields and Claremont Park

A new, great park for London



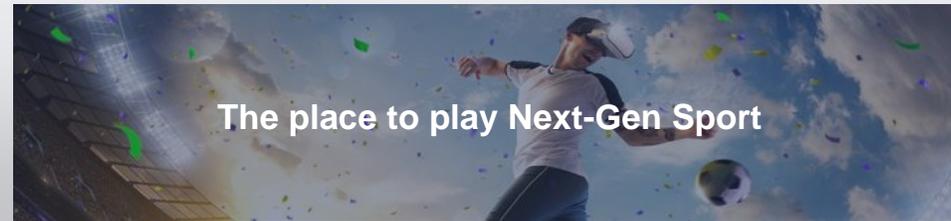
Plot 27

The heart of Brent Cross South



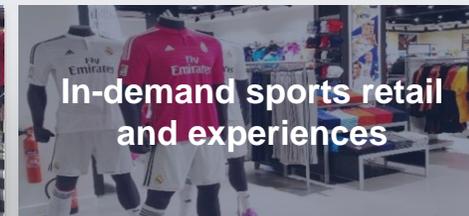
Plot 28

The destination for Next-Generation Sport and Entertainment



Other Plots

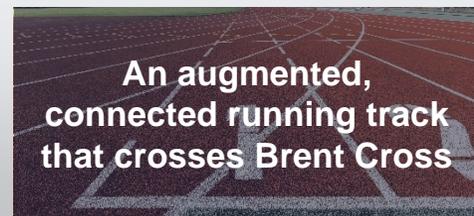
A sporting home for business, culture and retail



Across Brent Cross South

251

The active town



SPORT & ACTIVE PLAY HEALTH & WELL-BEING

These words will come to define more than just the sport and play facilities themselves. They must become the very essence of the place and the reason that people will want to work at, live in and visit **Brent Cross South.**



BRENT CROSS SOUTH



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Barnet

Clinical Commissioning Group

Barnet CCG – Estates Overview



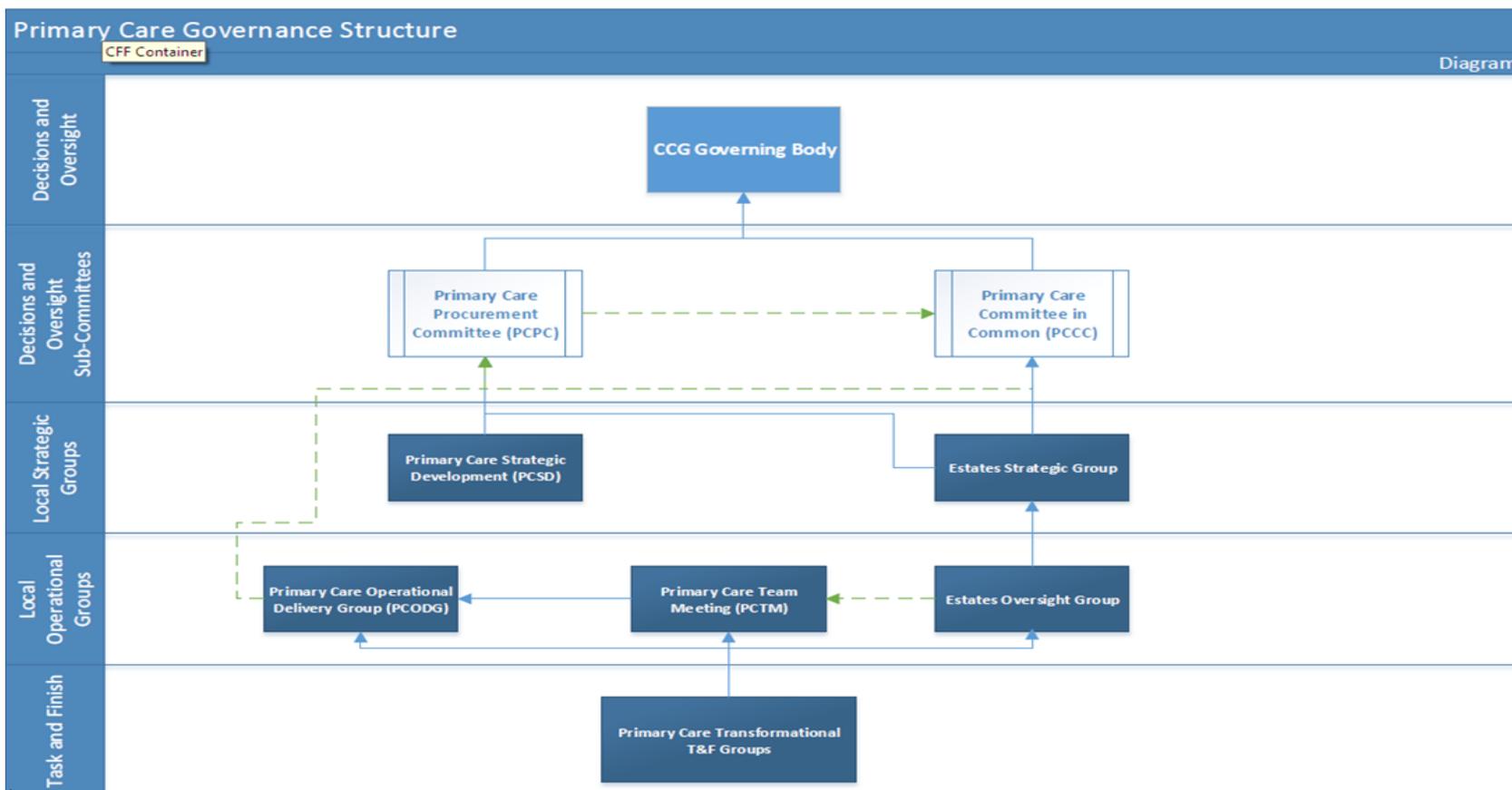


Who works on Estates for Primary Care

- **Colette Wood** – Estates SRO
- **Carol Kumar** – Asst Director of Primary Care Transformation
- **Kelly Poole** – Asst Director of Primary Care Transformation
- **Ian Sabini** – Estates Lead (x 3 days a week)
- **Mike Flaxman** – Strategic Support (As required)
- **Alan Gavurin** – Project Manager, Finchley Memorial Hospital Transformation Project
- **Hani Mohamed** – Estates Project Support Officer



Estates Governance Structure





Estates Work-streams

Key Estate Work-streams

Colindale Regeneration Schemes – Grahame Park & Central Colindale

Brent Cross Regeneration Scheme

Finchley Memorial Hospital (FMH)

Vale Drive

Estates/Property Database

Strategic Estates Plan - Update

NCL Locality Planning

Urgent Care Centre



Key Estate Challenge – Housing/Population Growth

With growth.....comes opportunities.

- Estates is an enabler to introduce new models of care.
- Alternative funding routes:
 - Section 106 & CIL contributions.
- New health facilities.
- Rationalisation of the current estate and co-locations.
- LBB are about to commence work on the new Local Plan and the Infrastructure Delivery Plan (IDP).
- The Local Plan will inform the CCC where the population growth areas will be. It is the CCG's estates team's vision that the new CCG Estates Plan will be align with the new Local Plan i.e. a 15-year plan.



Section 106 Opportunities

- The CCG's ability to obtain s106 funding has been a real standard success in 2018/19.
- The CCG secured circa. £800K in 2018/19 for a number of high priority schemes across Barnet, ranging from:
 - Feasibility Studies
 - Improvement works (buildings works)
 - Equipment
- S106 is a 'live' funding source and the CCG will continue to maximise this vital funding stream.
- Due to the scale of the capital ask in Barnet and scale of s106 funds, a strict Governance process is being established.

What is Section 106?

Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. S106 agreements are often referred to as 'developer contributions' along with highway contributions and the Community Infrastructure Levy



Colindale Regeneration Scheme

Overview:

The London Borough of Barnet has the largest housing growth across North Central London (NCL).

Central Colindale and Grahame Park are two of the largest regeneration schemes in Barnet and London. The two schemes are within 0.5 miles of each other, in areas of high deprivation.

Barnet CCG and Barnet council are working in collaboration in the planning and delivery of a integrated health & social care facility.

Key Points:

- Predicted population growth – circa. 23,000 people
- Scheme Completion Planned for 2023
- A new primary care and community facility to meet the increasing population.
- Estimated gross capital cost of £6.5m - £8m
- Scheme to be funded through various s106 obligations and ETTF funding



Funding Streams:

- Redrow's s106 obligation (shell & Core) – Monetary value: Approx. £2.5m
- General Colindale s106 contributions – Approx. £2.1m
- Notting Hill Genesis s106 contributions – Approx. £2.8m



Colindale Regeneration Scheme

Background:

The Grahame Park scheme has encountered a delay, caused by the planning application (plots 10,11 and 12) being refused by the Mayor for London in January 2018, on the grounds of the levels of affordable housing.

The delay and uncertainty caused by the Grahame Park Planning Application has allowed the CCG re-think it's approach and vision for the Colindale health facility.

The Central Colindale developer, Redrow Homes commenced on site in February 2016 and 390 units are now occupied. The Reserved Matters Application (RMA) for blocks A,B,C & D was submitted in July 2018 and approved at the Barnet Council's Planning Committee on the 5th November 2018.





Colindale Regeneration Scheme

Potential services going into the facility:

* GP (10K + list size) * Children's Development Services (CDC) * Children's Centre * Community Services * Out of Hospital Services

The need:

- An area of high deprivation
- Colindale has the highest child obesity rates in Barnet
- A significant population growth
- Non-fit for purpose estate in the area
- The current capacity cannot meet the demand

The benefits:

- Increases access to primary care services
- Delivers consolidation of clinical services
- Meets the demand of the predicted population growth
- Provides the clinical services that meet the health needs of the current and future population
- Health and social care working collaboration
- Delivers site rationalisation and disposals
- A financially viable scheme – combining s106 agreements and NHS / local authority collocating





Brent Cross Regeneration Scheme

Overview

- The Brent Cross Cricklewood scheme will see the comprehensive regeneration of 151 hectares to create a sustainable new town centre.
- Three Delivery Projects:
 - Brent Cross North - Development of the shopping centre.
 - New Thameslink station.
 - Brent Cross South - 7,500 New Homes (to be built by 2030)
- Brent Cross South is a Joint Venture Partnership between Barnet Council and Argent (The developer).
- The CCG are working with Barnet Council and Argent to maximise the S106 contribution.

Key points

- Scheme Completion 2026-28
- A new primary care facility to meet the increasing population.
- Estimated gross capital cost - TBC
- Scheme to be funded through S106
- Developer obligation to deliver up to 4,450m² of shell & Core space.





Finchley Memorial Hospital (FMH)

Ongoing proposal to relocate Ravenscroft Medical Centre to FMH:

- Full patient and stakeholder consultation on the proposal launched on 1 Feb 2019 and ran until 25 April 2019. Consultation now closed.
- 26 April 2019 – June 2019 – Factual report of findings from the consultation will be collated by independent reviewer.
- Date TBC - Governance paper for Primary Care Committee in Common (PCCC) will be produced on the recommendations, including assurances and mitigations in response to the consultation and addressing any risks identified should the project move ahead.
- The CCG will continue to link in with North Central London Primary Care Commissioning (PCCC) and Contracting team (formerly NHSE) on the finding and recommendations of this proposal.
- Onward work plan will be required dependant on PCCC decision on recommendations.
- The CCG will continue to ensure they are following other statutory duties such as Equalities and Quality Impact assessments and will advertise these as required.



One Public Estate (OPE) – Phase 8 bid

Barnet CCG's first ever OPE bid/scheme!

- Initial discussions have taken place between the CCG and LBB's OPE team regarding the development of a joint OPE Phase 8 bid.
- Discussions are at an early stage, but it is envisaged that the bid will be a feasibility study of the Osidge Library site and Totteridge area, looking at the consolidation of health, community and social sites.
- The key outs of the study will be establishing the viability of developing a new health and community hub and delivering additional housing.



Next steps – Working in collaboration with the STP

There are five core estate workstreams: **Out of Hospital, Optimisation, Disposal, Investment, Business Cases.**

3 year Programme:

- The current Locality Planning programme (*a Two Stage programme from April to September 2019*) is the first stage of a proposed 3 year programme and will inform the remainder of the 3 year plan.
- Development of a Framework for the STP, to ensure consistency and a clear service-led estates programme for funding opportunities.
- This will be delivered through at borough level through a comprehensive Locality Planning exercise.

Locality Planning – a Two Stage programme from April to September 2019

Stage 1 – Data collection and Asset Mapping (Apr-Jul 19):

- Data collection
- Population Data
- Stakeholder engagement
- Asset Mapping
- Primary Care
- Acute and Mental Health Trust
- Community Trusts
- LA – Health Care assets
- NHS property companies

Stage 2 – Locality Planning - 3 months (July to September 2019):

- Scope potential opportunities and develop long list.
- Developing Priority Projects for each CCG/LA. Common brief has been agreed and signed off by both LA and CCG leads.
- High level Delivery Plan developed.
- Borough based delivery plans being delivered and will be available to attendees once complete.



HWB Board/Partners – Support

Support required from the HWB Board/Partners:

- To be local champions and support the CCG's with their aspiration and vision to transform the health infrastructure and service to meet the expanding Barnet population.
- Ensure health and local authority partners are bought into the systems key health priorities and objectives.



Any questions

