

ENTREPRENEURIAL BARNET

THE PUBLIC SECTOR CONTRIBUTION TO BARNET'S ECONOMY, 2015-2020

December 2014

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Overview

1. A thriving economy which taps into the entrepreneurial spirit of local residents is an important element of our aspiration to be a successful, growing suburb of a successful, growing world city. Barnet Council and its partners are committed to supporting the economy to grow and to improving living standards by boosting incomes, opportunities and wellbeing for people in Barnet. This report sets out in more detail what we aim to achieve, and how we will go about doing it. The report focuses principally on the actions to be undertaken by the Council; throughout the Autumn other partners including the Police, NHS, Middlesex University and Barnet and Southgate College, will be developing their proposals to add to the actions set out here ensure that together we deliver maximum benefit for the local economy.
2. The recent recession focused attention on what the wider public and community sectors can do to support local economies and stimulate growth. While the public sector does not in general create wealth directly, it does have a major impact on the local economy. For example the Council maintains the roads that businesses rely on to receive and deliver goods; acts as regulator and as the planning authority; and buys goods and services. The public sector, along with the voluntary and community sectors, is also increasingly reliant on locally generated income for their financial security, meaning that a successful local economy is tied to the longer term success of the public sector as a whole.
3. Barnet has a strong economy, based predominantly on significant numbers of small businesses. Although no particular sector dominates, there are a large number of companies offering business-to-business professional services, and a growing number offering business-to-consumer services such as IT, construction, and marketing. Many of our businesses are owned by residents, and a significant proportion of our residents (around 40%) work locally. Businesses are increasingly being run from home which has implications for infrastructure (particularly digital infrastructure) and the kind of workspace needed.
4. By contrast, Barnet has a much lower than average proportion of large businesses, with the top 50 businesses by employee number accounting for just a fifth of jobs in the Borough. High demand for land to build housing, and a relatively short supply of industrial and commercial land mean that Barnet is likely to remain a small business economy over the medium to longer term. The exception is the development of Brent Cross Cricklewood, which offers a significant opportunity to create a new business hub for Barnet, hosting businesses of different sizes, including larger national and international businesses, and headquarters operations.
5. The principal challenge, therefore, is to maintain Barnet's strength as a base for small businesses, whilst also creating the conditions for sustainable business growth in the future. As such the Council and its partners have set ourselves the goal of ensuring that:

Barnet is the best place in London to be a small business

6. Of course there will always be medium-sized and larger businesses in Barnet too. They play an important role in our economy, and many of the things that are important to smaller businesses are also important to them. Barnet partners are therefore committed to working with the Council's Joint Venture partner, R^e, to deliver a sustained improvement in Barnet's ranking on the Local Futures *Business Location Index* to be within the Top 100 LA areas in the UK out of 325 (Barnet is currently ranked at 125¹), and the top ten per cent when compared to similar boroughs.
7. Much of the public sector activity that impacts our economy takes place at sub-regional or city-wide level. Consequently, fundamental to the development and implementation will be close and routine working between Barnet Council and neighbouring boroughs, the London Mayor and the Greater London Authority, and national government. The recent West London Alliance Jobs, Skills and Growth Programme is an example of this partnership working.
8. There are five key ways in which partners in Barnet impact upon local economies and which are therefore the focus of this report:
 - **Getting the basics right.** Ensuring 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.
 - **Stewardship of place.** The Council is responsible for maintaining much of the built and natural environment in the Borough including many aspects of our town centres, and so has a big influence on whether Barnet is a pleasant place for businesses and their staff to locate, and an efficient place to move around. Our regeneration programme alone will create 3,000 jobs directly, and commercial space for 27,000 more by 2030, as well as providing the space and flexibility for further future growth.
 - **Shaping the labour market.** Although the Council has a less direct role in education than in the past, it retains overall responsibility for ensuring school improvement, and works closely with Barnet and Southgate College and Middlesex University to maintain the high standard of skills among Barnet residents. By developing a labour market with the skills and behaviours that employers are seeking, and with a strong culture of entrepreneurship, the desirability of Barnet as a place to start a business will grow and incomes will rise. A healthy workforce will also be more productive and the Council, through its public health responsibilities, will play a role in promoting this.
 - **Buying goods and services.** The Council manages contracts that are collectively worth more than £1bn. Across the whole of the public sector the figure is much higher, and it is important that local businesses have a fair chance of winning these contracts in a

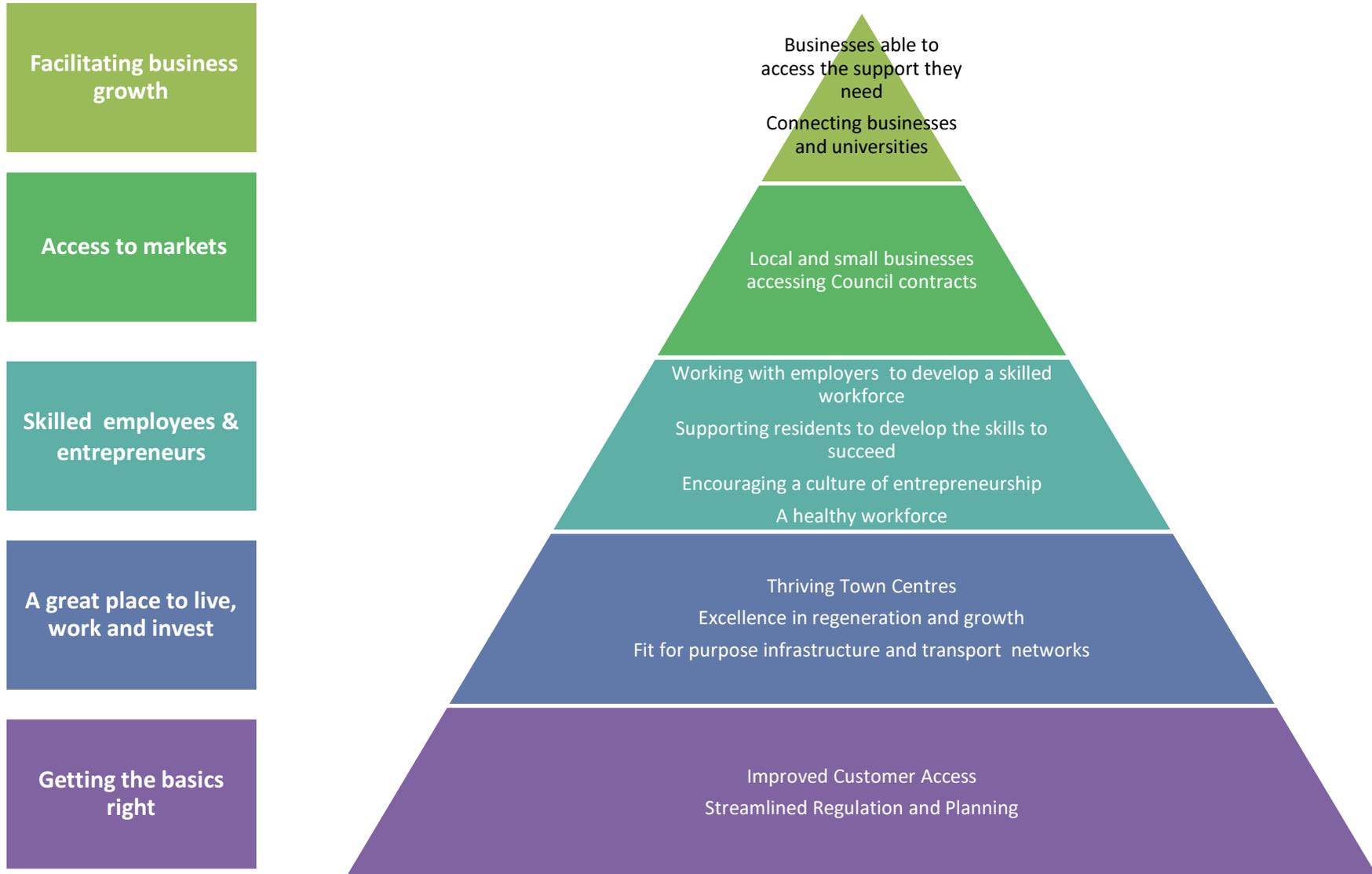
¹ In June 2014

transparent and genuinely competitive environment. In some sectors, such as domiciliary care, the Council is a main player in the market and must clearly signal likely future needs so that providers can respond.

- **Providing or signposting business support services and premises.** Traditional economic development activity focuses on the provision of business support, premises, and networking opportunities. While this is not the Council's primary focus, we do have a role in making sure that businesses know how to access these services and associated information in a transparent way, and that the Council is informed by a strong dialogue with the business community that allows us to respond to the changing economic climate in a way that maintains strong growth. Business creates growth, and we will do what we can to encourage this at every opportunity.
9. If we can get these five areas right, we can give a real boost to local businesses' chance of success. If we do not, we could seriously hinder prospects for growth. This consultation draft sets out how we propose to achieve our goal of making Barnet the best place in London to be a small business, and outlines some of the key actions we will take to meet these objectives.

Our strategic objectives

Our strategic objectives are organised into five themes, as set out in the diagram below.



Context

The Barnet Economy

10. Barnet is the second largest borough in London, with population growth of 16% projected over the next 20 years. It acts as a gateway to the capital by road and by rail, with both the M1 and two major rail lines providing easy access to central London and the rest of the UK. For people living and working in Barnet, Central London is only 30 minutes away by tube, and these journey times are set to fall significantly as the upgrade of the Northern Line is completed in the second part of 2014. Development of major opportunity areas at Brent Cross-Cricklewood and Colindale will create thousands of new jobs and homes, as well as offering opportunities to upgrade key infrastructure.
11. With a population of 364,000 in 2014, and a labour market that is characterised by a high level of skills, high mobility, and flexibility to adapt to changing economic conditions, Barnet is in an excellent position to make a significant contribution to the growing local, London, and national economies. The unemployment rate is currently slightly higher than was the case before the recession, at 5.9% in December 2013 compared with 5.6% in late 2007. While Barnet as a whole has experienced lower unemployment than the London average during that period, this masks differences between different parts of the Borough, with pockets of significant deprivation and worklessness. Ensuring that everyone in Barnet is able to contribute to growth, as well as benefit from it by having the right skills, will be a core area of focus for our future approach to developing the economy.
12. Barnet is varied geographically, with the east of the Borough providing attractive and leafy Edwardian and Victorian suburbs, quality parks and green spaces, and easy access to the green belt and natural beauty of Totteridge. The west of the Borough on the other hand is characterised by high growth, fast change, new investment and development, and a rapidly growing and diverse population as new housing, regeneration and employment opportunities come to fruition.
13. A detailed analysis of the Barnet economy is set out in a report produced for R[£] and the Council by Middlesex University², which demonstrates that Barnet's Business community is characterised by:
 - **Small businesses:** with a particularly high proportion of self-employment. By March 2013³, Barnet had a higher proportion of micro businesses (89.7%) than either Greater London (84.8%) or England (82.9%). On the other hand, the largest 53 employers with more

² <http://www.barnet.gov.uk/developing-barnets-economic-strategy>

than 200 staff represented 21.3% of the total Borough workforce in 2008⁴. Major employers include Middlesex University, McDonald's Head Quarters, Pentland Group, and Brent Cross Shopping Centre.

- **Dynamism:** A high level of entrepreneurialism, demonstrated by an above average number of business start-ups (2,995 in 2012), but also an above average level of business failures 3,175 in 2012⁵. Only 53.1% of Barnet businesses currently survive more than 3 years, compared to 56.2% for Greater London and 59.7% for England. Ensuring that entrepreneurs have access to the support they need to start well, grow and sustain their businesses is an important part of our approach.
- **High skill levels:** Half of residents hold a qualification at NVQ level 4 or above, which is higher than the London or the UK averages. Whilst 39% of the Borough's working graduate residents work locally in Barnet (down slightly from 41% in 2001), 56% work in other London boroughs (principally in Camden, Westminster, the City of London and Southwark).
- **Diverse range of sectors:** Barnet's economy isn't characterised by a single dominant sector. The largest areas of employment focus on business-to-business and business-to-consumer services, retail, health and education, and property and information communications.
- **Areas of high growth:** The biggest growth sectors in Barnet during the past four years have been education (30%), property (25.8%), health (21.6%) and Professional, Scientific & Technical (PST) (20.3%). During the last recorded year, growth has been particularly strong in the property (8.5%), production (8.3%) and education (5.8%) sectors. Barnet's growth in property, education, health, PST and the motor trades sectors has been particularly strong when compared to the A5 corridor and London as a whole.
- **Highly distributed:** Barnet is characterised by a number of town centres. The London Plan identifies one major town centre in Edgware, 14 district town centres, and 15 local and neighbourhood centres.

14. The most recent data suggests that in 2012 there were 65 jobs in Barnet for every 100 residents aged 16-65. Although this ratio is slightly below the England average of 79, when compared to similar suburban boroughs Barnet has a relatively high level of available jobs: Redbridge has a score of 47; Enfield 50; Harrow 57; Brent 57; Croydon 58; and Ealing 64⁶. Hounslow and Hillingdon have much higher scores due to the presence of Heathrow Airport. However, as the population of London grows rapidly so the proportion of those working in outer London is likely to grow. That means for every 100 new working age residents, at least 65 new jobs must be created. Our

³ ONS IDBR Business Activity, Size and Location <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-313744>

⁴ NOMIS Annual Business Inquiry (2008)

⁵ ONS Business Demography 2012 <http://www.ons.gov.uk/ons/datasets-and-tables/index.html?pageSize=50&sortBy=none&sortDirection=none&newquery=business+demography&content-type=Reference+table&content-type=Dataset>

⁶ Source – NOMIS (2014)

current regeneration programme delivers capacity for this jobs growth, but nonetheless maintaining a sufficiently large economic base is likely to need on-going attention.

15. Central Government funding for the public sector in Barnet has been massively reduced since 2010 – savings of £72million have already been delivered by the Council alone, with a further £73.5 million needed by 2020. Across the whole public sector in Barnet we need to make £184million savings by 2020 – a reduction of around half of our total budget. Going forward, we will need to ensure that every penny is working hard for people and business here, including by considering the impact of our policies and spending on the local economy, and local businesses, as a whole.

Local, Regional and National Policies

16. As well as being a partnership document, this report has also been designed to support delivery of the Council's wider strategic priorities, which are: to promote responsible growth; support families and individuals that need it; and improve the satisfaction of residents and business with Barnet as a place to live. The approach also supports plans for the longer-term protection, enhancement and growth of the physical infrastructure of the Borough through the Local Plan.
17. Our efforts to create the conditions in which entrepreneurs can thrive also align with a number of other programmes that local partners are engaged with, either individually or in collaboration with our partners. These include:
 - The Job Centre Plus Partnership Agreement, which sets out shared priorities for tackling worklessness, including: Income Support and Employment Support Allowance recipients; those aged 50 or above; people with health or mental health needs; those with disabilities; younger people; and the long-term unemployed.
 - The Council's Regeneration Strategy, and in particular the opportunities arising from growth at Brent Cross Cricklewood and Colindale.
 - Barnet's Health and Wellbeing Strategy.
 - The GLA's Healthy Workplace Charter.
 - The Council's existing Skills, Employment and Enterprise Action Plan.
18. Taken together these initiatives reflect the broad approach we take to encouraging growth, and the importance we place on aligning our activity to pull in a single direction, including focusing on the health, wellbeing and productivity of the workforce, and the relationship between economic growth and the creation of attractive, liveable spaces.

19. Our approach to promoting enterprise supports both the delivery of the London Jobs and Growth Plan, prepared by the London Enterprise Panel, and the findings of the London Finance Commission, which makes the case for London to take greater devolution of financial powers from the national level to London. It also links in to The West London Alliance Jobs Skills and Growth Programme with its three themes of tackling youth and long-term unemployment, business growth, and matching skills in the labour market with the skills needed by employers.
20. By bringing together these various strategies into a single “story” for Barnet, our intention is that it will be easier for businesses and investors to understand the public sector’s contribution to creating a supportive, pro-growth environment that creates real opportunities for business and minimises barriers to economic success.

THEME A: Getting the basics right

21. All businesses in Barnet will have some level of interaction with local public services at some point – whether they are paying business rates, have staff and customers travelling on local roads and pavements, need planning permission to expand, buy parking permits, or have to comply with environmental regulations. It is therefore important to businesses that these services are efficient, effective, easy to use and do not add unnecessary costs to business.
22. Many owners of business in Barnet are also residents, and efforts to make Barnet better for business are inherently intertwined with improving our services to residents. Through our strategic partnership with Capita to deliver corporate services, and our Joint Venture partnership, R⁶, delivering development and regulatory services, Barnet Council is committed to ensuring that our business and resident customers see continuous and practical improvement in our core services, and are able to access those services easily, at a high level of quality, and through channels that are reliable, easy to navigate, and joined up across different service areas. This mirrors the approach that the Council and its partners are already taking to improving the way residents and service users access services through the web and a variety of other channels.

How we will deliver this priority

Code	Strategic Objective	Outcome	Action	Timescale
1.1	<i>Streamlined regulation and planning</i>	The planning system protects the quality of Barnet's built environment and facilitates development and growth in a socially responsible way.	The Local Development Scheme, which is the programme for Local Plan, will be revised in 2015 to reflect Entrepreneurial Barnet, particularly in relation to town centres and regeneration.	2015 onwards
1.2			Continuous assessment of local impacts (particularly in town centres) associated with the relaxation to Planning Regulations relating to office-to-residential conversion	Ongoing

Code	Strategic Objective	Outcome	Action	Timescale
1.3			Clear communications to prospective developers, to encourage high quality investment and development proposals first-time round.	Ongoing
1.4		Businesses are able to choose the level of service that meets their needs.	We will introduce a premium one stop shop for dealing with planning, trading standards, environmental health and building control offering guaranteed turnaround times, a single named contact, an admin service, and general advice.	Rolled out from October 2014
1.5		Regulators are firm but fair, helping willing businesses to improve and taking action against those that don't.	We will improve service standards so that our overall performance on regulatory services is amongst the best nationally.	Ongoing
1.6			We will simplify processes – for example by introducing a more streamlined process for renewal of licences.	April 2015
1.7		Regulatory systems are easy to navigate.	We will make clear information available about how business need to engage with and use the regulatory system, with an emphasis on creating a light touch approach.	December 2015
1.8	<i>Improved customer access</i>	Businesses are able to access information about Council services easily and at first contact wherever possible, and at the times that suit them.	We will introduce a dedicated customer contact centre for businesses.	January 2015
1.9			We will introduce online payment options in key services (e.g. Planning and Building control).	April 2015
MDX01			Middlesex University will develop a clear first point of contact so that local businesses can more easily access the educational and research services available within the University.	TBC

THEME B: A great place to live, work and invest

23. The economic success of an area is associated with its attractiveness as a place to work and invest, but also whether it's a good place to live and to visit. We will focus on enabling businesses and residents to act to ensure that key town centres thrive; regenerating more deprived areas, particularly along the A5 corridor; and delivering high quality infrastructure (including roads) and public realm. This section is divided into two parts: Town Centres; and Growth, Regeneration & Infrastructure.

Town Centres

24. Barnet originally developed from the semi-urban hinterland to the northwest of London in the 19th century. The large number of town centres reflects the rural network of villages and small towns that once existed, giving many areas in Barnet a unique "village" feel that is both attractive and cosmopolitan. However, in common with town centres across the country, Barnet's town centres have faced challenges in recent years due to a combination of tough economic conditions and changing consumer habits. The Council has already supported communities in Chipping Barnet, North Finchley and Cricklewood to develop 'Town Teams' to drive improvements locally, and is working with businesses in Edgware to do the same. We will continue to support local businesses and residents to sustain, and where necessary revitalise, their town centres. This section sets out the range of areas in which the Council can offer support, along with information on the proposed packages of support available to main, district and local town centres.

25. In order to maximise the impact of council activity it is important that resources are effectively targeted to reflect the diverse nature and range of functions of different town centres, as well as their overall size and economic gravity in the local area. Entrepreneurial Barnet introduces a new category of "Main" town centre, to sit alongside the existing network of District and Local centres.

26. Based on recommendations provided by councillors through the the Borough's area committees, existing data about town centre size and function provided by the GLA, and the capacity the council has to support town centres, the following town centres are designated as "Main" in Entrepreneurial Barnet:

- i. *Chipping Barnet area*– Chipping Barnet
- ii. *Hendon area*– Burnt Oak, Edgware
- iii. *Finchley and Golders Green area*– Golders Green, North Finchley

27. In addition, Finchley Church End will be regarded as a Main town centre in relation to the approach to supporting the local evening economy specifically (page 18), reflecting the relatively high proportion of local premises in the area dedicated to serving this function.

Four other town centres were identified by the area committees (Cricklewood, East Finchley, and Mill Hill). All play a significant role in the economic and cultural life of the Borough. Given their relatively smaller scale compared with the Main centres proposed above, which are often also in close proximity, it is considered they continue to be supported by the council as District centres through the town centre offer set out in page 18 of the Entrepreneurial Barnet proposals.

Case studies

High Quality Residential development in town centres

As London's population increases, it will be important for the supply of high quality and well-designed family homes that are in good locations and respect the local character, in line with our Local plan, to be encouraged. This includes increasing the number of homes located either in or close to town centre locations, so that the people living in them have access to quality local services and amenities. It's also so there are more residents living close to a local centre, using the businesses there, supporting the local economy and employment, and boosting the sense of vitality and vibrancy in the area.

Examples of the kinds of residential developments that the Council welcomes more of are Gateway House in Finchley Church End and Imperial Square in North Finchley, at the site of the old Police Depot. These developments are both good examples of making good use of what has otherwise been under-utilised space, will result in real and significant new investment in the local economy, and will secure Barnet's longer term objective of being a great place to live and the best place in London to be a small business.

Town Teams

The North Finchley Town Team is an independent group of local residents and business people formed from diverse sectors and backgrounds, working together to make North Finchley a better place to live and work. They are a group of people who have experience in fundraising, marketing, community engagement, culture and retail, and will look at any fund (government or private) which will help to bring the ideas to reality. They are currently in the process of delivering a community hub, also called 10 Grand Arcade, with the aim to enhance and showcase the cultural offer in the Town Centre, provide space, promote and support emerging businesses and community events.

How we will deliver this objective

28. The table below sets out the range of activities that the Council will consider to support town centres. This is followed by a summary of the distinctive offers available to Main, District, and Local Town Centres.

Code	Strategic Objective	Outcome	Action	Timescale
2.1	<i>Thriving town centres that people want to live, work and spend time in.</i>	Diverse, distinctive town centres with a sustainable mix of retail, leisure, business and residential uses.	We will identify "main" "District" and "local" town centres in Barnet, building on analysis of evidence and the recommendations of area committees, with a specific offer for each category that reflects their different economic functions.	December 2015
2.2			We will support town teams in town centres, bringing together local businesses and residents to lead improvements.	Ongoing
2.4			We will promote high quality, higher density, residential development in town centre boundaries to increase footfall and boost their vitality.	Ongoing from December 2014
2.5			We will consider implementing 20mph zones in town centres where where the local community and businesses request them.	From December 2014
2.6			We will make public realm improvements, including more social spaces and benches, subject to funding and the support of local businesses and residents.	Ongoing
2.7			We will reduce the number of vacant high street properties across the Borough to amongst the lowest in London.	Measured annually

2.8			We will review the Council's policy on markets and street trading to help successful markets to grow, and to establish new, appropriate, and high quality street trading opportunities.	December 2014
2.9			We will ensure Council-wide activity in town centres is co-ordinated to maximise positive benefits and to generate maximum new investment and publicity.	Ongoing
2.10			We will review the Council's Strategic Asset Management Plan to ensure that the impact on town centres is considered when deciding on use of council land and assets.	September 2015
2.11			We will undertake an evidence review of the effectiveness of business rates relief schemes, including in town centre locations, so the council can decide whether to implement a scheme in Barnet.	July 2015
2.12			We will undertake a feasibility study on the introduction of Tax Incremental Reinvestment Zones across Town Centres (TCs) or groupings of TCs to incentivise TC growth by ring-fencing an element of business rate growth for re-investment into the town centre.	March 2015
MP01			The Metropolitan Police and council will engage with town teams in the borough so that local business and residents are able to let the Police know about local concerns and so that they can work together to reduce crime and improve the confidence of the local community	Ongoing
MP02			The Metropolitan Police will continue to work with residents to ensure that where there are concerns relating to alcohol and anti-social behaviour in the evening, these are addressed in a coordinated way so that responsible businesses can thrive and grow.	Ongoing

MP02			The Metropolitan Police will listen to the wider views of the community and local businesses so that they can work together to increase perceptions of safety and make a greater contribution to the economic and community life of the area.	Ongoing
2.13		Attractive and well maintained public realm.	We will develop the role of town keepers to support town centre economies and to ensure any issues identified by local businesses, residents and visitors are addressed.	January 2015
2.14		Well-connected town centres.	Improve the accessibility of town centres through prioritising extensive and reliable public transport links and improving facilities for cyclists.	Ongoing
2.15			Through the Council's parking strategy, we will ensure that town centres have an adequate number of convenient, high quality parking places that encourages increased footfall.	Ongoing
2.16			We will introduce free WiFi to the borough's town centres.	February 2015
2.17			We will support town teams to maximise the use of mobile technology and social media, for example through phone-based payment and loyalty schemes.	Ongoing

Tailoring the Town Centre Offer

29. The tailored offer for each type of town centre:

Activity	Main Town Centres	District Town Centres	Local Town Centres
Town Teams	Actively supported where there is local demand and potential for them to be operated independently of the Council. This may involve seed funding.	Where there is local demand will actively receive advice and mentoring from the Council.	Where there is local demand will receive information from the Council and encouraged to network with other town teams.
Funding opportunities⁷	Prioritised unless funding has already been allocated for similar intervention in the last two years.	Yes if there is identified local need or if additional capacity required to accommodate local development.	Yes if there is identified local need and seen as priority over main or district town centres, or if required to accommodate expected local development.
Support to night time economy	Yes – targeted support focusing on main town centres especially via planning and partnership working with the police.	Yes where there is specific local demand or has been identified as an area of more than local importance to the evening economy..	Only if identified as an area of more than local importance to the evening economy.
Residential Development promoted	Yes – Opportunities actively marketed and promoted to developers and investors.	Where there is market demand.	Where there is market demand.
20mph zones	Where there is local demand and funding 20mph zones will be implemented. Promoted by the Council.	Will be considered on a case-by-case basis according to local need and demand.	Will be considered on a case-by-case basis according to local need and demand.
Markets and street trading	Where there is local need will be actively supported by the Council.	Where there is local demand the Council will provide advice, mentoring and information to support locally-led markets.	Where there is local demand the Council will provide information and networking opportunities to support locally-led markets.
Town Keepers	One for each main town centre, with a wider role to understanding the needs of local businesses and residents and feeding these back.	Where there is identified local need and funding is available.	May share a single town keeper
Town centre accessibility	Actively supported, connection to wider infrastructure and transport links promoted and lobbied for.	Supported where there is local demand or identified need.	Where there is local demand or identified need, and seen as a priority over district town centres.
Parking	There should always be available spaces, even during peak usage.	There should always be available spaces, even during peak usage.	85% capacity at peak periods targeted.

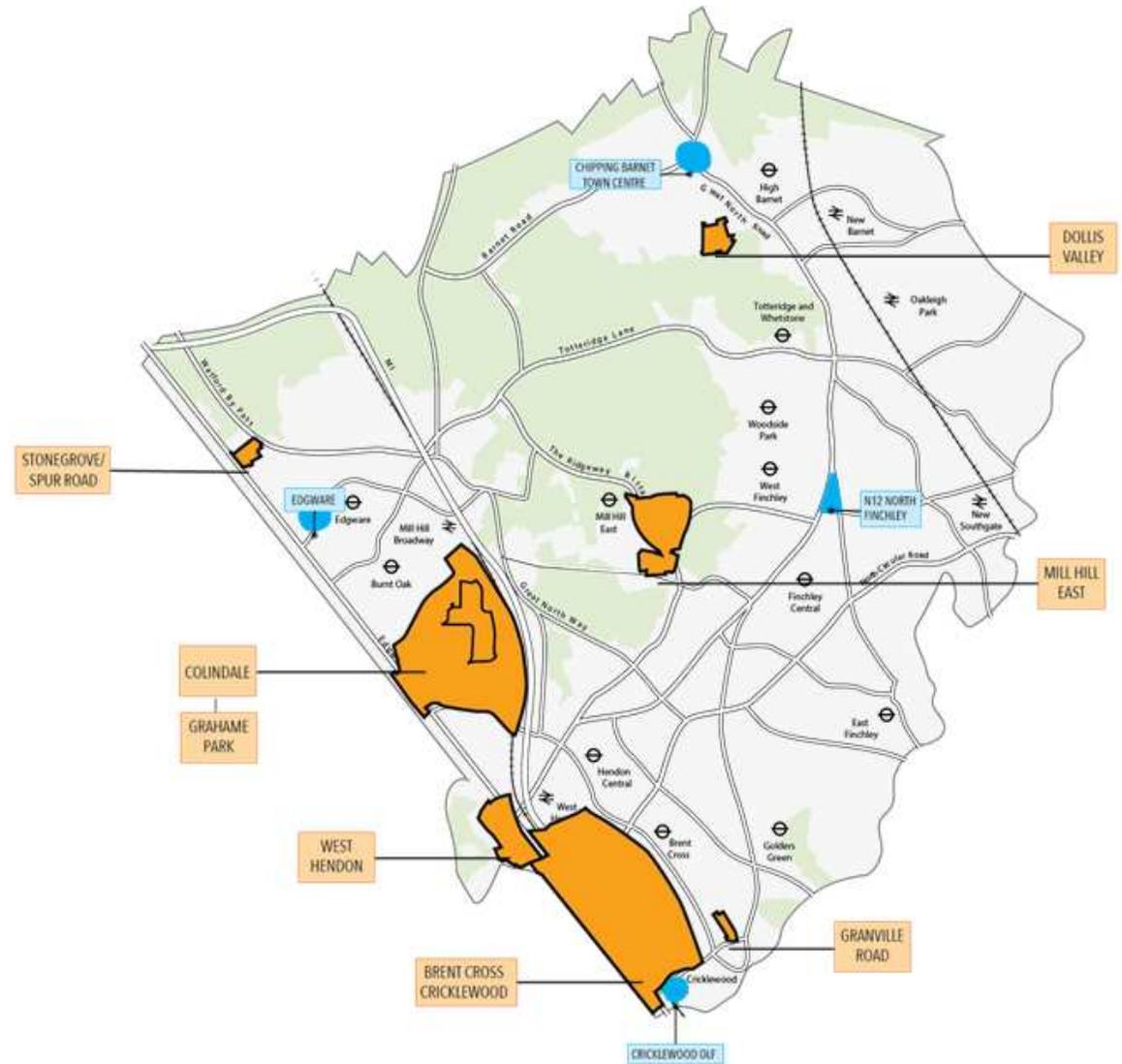
⁷ Funding opportunities includes grant funding, such as that recently secured from the Outer London Fund (OLF), as well as funding received through growth such as New Homes Bonus (NHB), Community Infrastructure Levy (CIL), and “section 106” money (i.e. contributions from developers).

Growth, Regeneration and Infrastructure

30. Plans are in place to deliver more than 25,000 homes and 1.2 million square feet of employment space in Barnet over the next 15 years, focused particularly around Brent Cross, Colindale, and Mill Hill, but with numerous other developments across the borough. This growth will create new opportunities for business looking to start-up, invest and grow, and for local people to find new jobs and develop new skills. The detailed regeneration plan for Barnet is contained in the **Local Plan, Growth Strategy and Regeneration Strategy**, which have been designed to align with and deliver our broader economic objectives and outcomes.

31. Whilst growth will create significant economic opportunities, it must be supported by appropriate and constantly improving infrastructure if it is to be maintained into the longer term. Businesses rely on high quality communications and transport networks, which need to be comprehensive and well maintained. The regeneration programme provides opportunities to upgrade key infrastructure, most notably with improvements to the M1, A406, rail and bus networks through the regeneration of Brent Cross Cricklewood. Our partnership with Re includes commitments to improve the maintenance of the highway network, with greater emphasis on preventative work and improving the quality of works by utilities.

Major regeneration and growth locations in Barnet – August 2014



How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
2.18	<i>Excellence in regeneration and growth.</i>	New developments take account of the needs of business and the wider community.	We will work with the developers of Brent Cross Cricklewood South to ensure it develops as a high-quality new Town Centre for Barnet.	Ongoing
2.19			We will ensure that new developments provide appropriate workspace and home/work space.	Approach agreed by March 2015
2.20			<i>We will attract in a small number of major investments</i> to key developments such as Brent Cross and Colindale (e.g. private sector business, Council offices, MU Campus) to provide employment sites and to stimulate the development of new clusters of economic activity.	By April 2016
MDX02			Middlesex University will investigate their potential role in the development of key development sites (such as Colindale and Brent Cross) through the development of their teaching and learning activities, the provision of student accommodation, and the development of business activities in areas where the University has particular expertise, such as through the development of a 'creative hatchery'.	Autumn 2015

2.21			We will improve partnership working with neighbouring boroughs, particularly West London Alliance Boroughs to ensure the regeneration offer is joined up across borough boundaries.	Ongoing
2.22	<i>Fit for purpose infrastructure and transport networks</i>	Ensure people who live in, work in, or travel in Barnet can get around easily and efficiently.	Creation of a cycling network across the borough, joining town centres, transport hubs, new development sites, and green spaces into a coherent space.	By March 2016
2.23			Development of a new Brent Cross railway station to boost opportunities for growth in this area and make private investment more attractive.	Ongoing
2.24			We will develop an evidence base for improving transport accessibility, including East-to-West.	Approach and intention agreed by June 2015
2.26		Establish 100% coverage of superfast broadband	We will achieve a high level of fast broadband accessibility for commercial suppliers; maximise use of GLA connection voucher scheme	Ongoing from June 2014
MDX03			Middlesex University will participate in evaluating the potential for developing high capacity, advanced digital capacities on their sites to encourage the development of high-tech digital industries.	TBC

THEME C: Skilled employees and entrepreneurs

32. Having a workforce with the right skills, flexibility, attitudes and behaviours is an essential ingredient for economic growth. Yet there are some sectors of the economy where businesses find it difficult to recruit and which may therefore be a constraint on growth - in 2013 the Barnet Business Survey showed us that 43% of local businesses have problems recruiting people with the relevant skills locally. Businesses also report a mismatch between the kinds of skills people in Barnet have and the kinds of skills that they are, and will increasingly be, looking for. There are many influences on the availability of skills in the labour market, and it would be wrong to imply that the Council and its partners can ensure a match between supply and demand. We can, however, take steps to ensure that education and skills provision locally meets the needs of employers; and that those who live or study locally have opportunities to develop the skills the market demands from employees and entrepreneurs.
33. Although Barnet has a generally highly skilled workforce and relatively low unemployment rate, many people remain economically inactive and not benefiting from new employment opportunities. Low pay levels in some occupations mean that many working people are finding it increasingly difficult to progress into higher paid work and are caught in a low wage, low skills cycle.
34. The Council, schools, Barnet and Southgate College, Middlesex University, JCP, and work programme providers will work with the wider business community to use the available levers to support individuals in developing the skills needed to sustain growth. We will listen to businesses so to enable them to find the right people locally with fewer barriers to successful recruitment. We want to use the influence that we have to encourage all residents to have a stake in future growth and to benefit from it directly in the years ahead.
35. Businesses depend on their workforce for success, and benefit if the overall health of the workforce is improved. This section also addresses the public sector's role in supporting employers and workers to deliver healthier workplaces, as well as helping find new pathways to work for those whose health might otherwise make it difficult to enter or re-enter the labour market.

Case study

Platforms programme

The Platforms programme is aimed at 16-24 year olds, and supports Barnet young people not in education, employment and training, to find employment. The programme engages with local SMEs to understand the kind of skills local businesses need. Platforms provides a range of opportunities, including matching young people with businesses looking for apprentices and interns, allowing them to build up their skills and experience in a practical way. The main Platform programme has engaged with 290 young people, with 160 actively participating.

How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
3.1	<i>Working with employers to develop a skilled workforce.</i>	Employers are well informed and well placed to offer apprenticeship and training opportunities to develop the next generation of the workforce.	We will work in partnership with Job Centre Plus, Barnet and Southgate College and other organisations to raise awareness of apprenticeships and other training opportunities available to local employers.	Ongoing from December 2014
3.2		Residents of all ages are able to access the employment and training opportunities being created through Council regeneration and development programmes and other contracts.	We will work with development partners to maximise local apprenticeship and training opportunities through regeneration and development schemes.	Ongoing from March 2015
3.3			We will adopt and implement a Supplementary Planning Document to ensure skills and enterprise promotion are incorporated into new developments, for example through local labour agreements.	November 2014
3.4			We will introduce a jobs brokerage service for some of our key regeneration schemes and other major developments.	From March 2015
3.6			We will work with the construction sector skills council to reflect best practice in our local construction employment models in support of future job growth.	July 2015

3.8			We will implement the <i>London Procurement Pledge</i> when placing contracts helping to enable youth employment within the Borough through apprenticeships, graduate placements, and positive engagement with those furthest from the labour market.	October 2014
3.9		Employers are confident of the local labour market supply. Their needs are known and skills gaps identified to inform job matching, further and higher education provision, and careers advice to schools.	We will establish strong local labour market information through the Council's insight function and the development of the Barnet Observatory.	February 2015
KA01			We will explore the possibility of establishing a programme to support the transition to retirement in a way that enables older residents to both live a full and active life and also make an ongoing contribution to the success of the Borough.	February 2015
MDX04			Middlesex University will work closely with employers to ensure that course provision and research activity is appropriate to developing a local highly skilled workforce with the skills necessary for the development of the local economy.	Ongoing
3.13			We will promote the delivery of employability skills through education providers as part of the preparation for employment.	Ongoing
3.14	<i>Supporting residents to develop the skills they need to succeed.</i>	Young people well qualified and jobs ready to pursue their chosen career pathway.	We will promote opportunities for schools and employers to work together to develop young people's skills and understanding of career pathways through schemes such as "let's Talk Shop".	November 2014

3.15			We will work with providers to develop and deliver a strong offer of vocational and technical pathways for young people in Barnet.	Summer 2015
BSC01			Barnet and Southgate College will ensure that courses for both young people in full-time education and adult learners are responsive to the needs of the local economy and focus around developing skills relating to areas of highest current and future growth, so that the workforce is equipped for the jobs of today and tomorrow.	September 2015
BSC02			Barnet and Southgate College will work with Job Centre Plus to develop appropriate Sector based Work Academies so that the pathway for unemployed people is targeted and focused on local authority growth areas.	TBC
3.16			We will define an employability offer for care leavers to ensure that all care leavers are equipped for work.	Ongoing
3.17			The Council and its partners will explore options to provide apprenticeships and work placements for people of all ages.	Ongoing
MDX05			Middlesex University will work closely with their students to provide high quality career development support and to ensure that they have the necessary employability skills.	Ongoing
3.18			We will identify and support vulnerable people and those at risk of being not in education, employment or training (NEET) to ensure they make a successful transition to employment and/or training.	Ongoing

BSC03			Barnet and Southgate College will develop courses and learning experiences aimed at young people and adults looking to pursue careers in the care and health sectors, reflecting the high future growth potential for these sectors of the Barnet economy..	TBC
3.19			We will promote information and labour market intelligence sharing between schools, post-16 providers, local employers and other organisations, building on existing schools communications mechanisms.	April 2015
3.20		Local provision in schools and colleges reflects the needs of local employers as well as the wider regional and national economy.	We will support providers in the delivery of Careers Information, Education, Advice and Guidance that aligns with the most current labour market trends and market demand.	April 2015
3.22		Workless residents supported into sustainable employment.	We will work with the Benefits Cap Task Force to deliver our response to the welfare reforms.	ongoing
3.23			We will work with providers and the European Structural and Investment Fund (ESIF) contract holders to provide a well-coordinated re engagement offer for 16-18 year olds .	TBC
3.24		Those on low pay supported to progress.	We will develop a skills escalator model through the West London Alliance to deliver in-work support for improving skills and job progression.	TBC
3.26			We will explore how to tap into the expertise of older/retired residents with business experience in providing business mentoring to local SMEs(e.g. through the business hub CIC).	August 2015

3.27	<i>Encouraging a culture of entrepreneurship.</i>	Residents are aware of self-employment as an option, and know how to find the help they need to start a successful business.	We will run an 'Innovation Barnet' competition in conjunction with Middlesex University to help promote business innovation and entrepreneurship in Barnet.	October 2015
MDX06			Middlesex University to actively promote awareness of business start-up and self-employment as career paths for their students and provide advice and support for advancing graduate entrepreneurial activity.	TBC
3.30			We will provide information and signposting to older people who want to establish their own business.	September 2015
BSC04			Barnet and Southgate will facilitate the growth and expansion of entrepreneurial activity across the Borough, providing a source of advice to prospective and new entrepreneurs.	Ongoing form January 2015
3.28	<i>A healthier workforce.</i>	Stronger economy and improved mental health through supporting those with mental health needs to remain in/back to work.	The Public Health team will support 5 of the larger local employers with the London Healthy Workplace Charter.	March 2015
3.29			We will build on the experience of the "Future Path" initiative to support those with mental health problems back to work, to improve the identification and treatment of mental health in employment services and to support those in employment who have concerns about mental health.	October 2014
MDX07			Middlesex University to develop course provision and research activity to promote the development of a healthier workforce and to support the social inclusion for those with mental health needs.	TBC

BSC05			Barnet and Southgate College will utilise its Centre of Excellence for Learners with Learning Difficulties and Disabilities to continue to offer and further develop specialist mental health services to Barnet residents.	Ongoing
BSC06			Working with its partners Barnet and Southgate College will develop new leadership programmes to meet the growing demands for raising employer awareness and meaningful action within the workplace relating to workforce health.	TBC

THEME D: Improving Access to Markets

36. Whilst it is the private sector that will generate the lion's share of growth in Barnet in the years ahead, the Council, along with our wider public sector partners, is a major buyer of services through our procurement and commissioning functions, and that the public sector supply chain is a significant contributor to the Barnet and national economies. Barnet manages over 1000 contracts worth a total of £1.1bn, including 10 contracts worth more than £17m. Around 20% of the Council's contracts by value are with locally-based suppliers.
37. There are some sectors of the economy, particularly the care sector, where the Council is a dominant player in the market, and plays a real role generating private sector growth, jobs, and driving incomes. The Council will ensure that local businesses and suppliers can access our supply chain in a straightforward, transparent way, and will give clear signals to the market about our commissioning intentions and processes, supporting local businesses and employment, and stimulating local economic growth.

Case Study: working with suppliers

In 2013 Barnet identified it had a requirement for the provision of maintenance and installation services. The value of the contract meant that a quotation exercise was required. Five suppliers were identified from a pan-London supplier database who had capability to provide the service and supply required, all suppliers being small niche providers. These five suppliers were invited to quote using the authority's e-portal system. Use of the portal highlighted areas of development for the portal to support supplier's use.

Barnet as a result has a contract in place with a local supplier, based within London Borough of Barnet, that covers the provision of metalworks and maintenance of existing metalwork structures. This supports both the local economy and wellbeing of the local community. As the main user of these services is Greenspaces which is available for all in the community to use.

How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
4.1	<i>Local and small businesses can access Council contracts.</i>	<i>Local businesses supported to compete effectively for contracts.</i>	The Council and its partners will develop business mentoring, training courses and forums on winning and sustaining contracts with the council to small and medium sized enterprises.	September 2014
4.2			We will increase the number of local businesses and voluntary sector organisations trading within the London Borough of Barnet.	October 2014
4.3			We will develop and facilitate Local Business Development Boards of local suppliers to increase the visibility of opportunities and encourage local business to work together to respond to them.	September 2014
4.4			The Council will actively encourage organisations within the Borough, including voluntary and community groups as well as businesses and residents, to provide services to the council and to each other. This is known as the "Ecosystem" approach.	October 2014
			We will support local businesses to access the council supply chain, particularly in relation to low value (less than £10,000) items of work.	Proposal by April 2015
4.5			We will increase the % of local businesses that are satisfied with the way the Council and its delivery partners support them in bidding for future work.	September/October 2014
4.6			We will develop an accreditation programme entitled "Doing business with the London Borough of Barnet" for providers within the Council's supply chain.	September/October 2014

MDX08			Middlesex University will develop its procurement activities to support local businesses and social enterprises.	July 2015
4.7		<i>Small businesses collaborating to access contracts.</i>	We will match up Council tenders to local companies, Small to Medium Enterprises and voluntary sector organisations in order to maximise their opportunity of winning business and encourage local businesses to participate in tendering for contracts with the Council.	October 2014
4.8		<i>Local business know what the Council will be tendering for in future and have time to develop expertise and partnerships.</i>	Council procurement web portal to be established with forward pipeline of activity clearly set out and that is easy to navigate.	October 2014
4.9			The Council and its delivery partners will provide expertise in market development and management to establish the ability of the local supply chain to meet future Authority requirements and understand any gaps in the local supply.	October 2014

THEME E: Facilitating business growth

38. If we are to meet our aim of ensuring that *Barnet is the best place in London to be a small business*, it is essential that businesses have access to the information and support they need to succeed and grow. We recognise, though, that private enterprise often works best when government steps out of the way; and that advice and guidance are best given by those with hands-on experience of the realities of starting up, running and expanding a business. This is the spirit in which our approach to creating the environment for economic success has been developed.

39. The Council will therefore consider the potential for pump-priming the creation of a social enterprise to deliver business support, including advice, mentoring and networking, working with existing business networking organisations. We recognise that business knows best what it would find useful, and would particularly welcome views on the scope of a potential social enterprise, and the most effective way to ensure that it offers good value for public money. The table below sets out some of the potential functions of a new organisation for consideration. If a social enterprise is not the most effective, or cost-effective, approach we would welcome alternative suggestions. Some of the actions set out below do not have timescales as they are dependent on the outcome of a decision regarding the potential social enterprise.

How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
5.1	<i>Businesses able to access the support they need.</i>	Businesses engaging with each other, the Council, and the wider community.	We will develop an approach to small business support, possibly through the creation of a business support social enterprise, which will provide a central point of contact for business engagement , mentoring, advice and networking.	Firm proposals for consideration by December 2014; implementation depending on scope

5.3			We will provide a portal to access wider business support services and resources, significantly improving current levels of provision of business information, support and guidance. This portal will consist of a digital 'hub' that provides information and signposting to maximise the use of existing business support services.	March 2016
5.4			We will develop business-to-business mentoring, drawing on the skills of Barnet's many highly skilled retired businesspeople.	Approach agreed by October 2015
5.5			We will develop an approach to corporate social responsibility (CSR) by the Council and its supply chain, reflecting our strong belief that economic growth can benefit communities and the cultural life of the borough, and that all groups in the community should have equal opportunities to gain from growth.	March 2016
5.8			We will facilitate the provision of appropriate and affordable workspace for small and micro businesses, making use of available public sector assets, and located areas. These would have different models of operation to reflect local needs and opportunities, for example easy-in/out office space, meeting room facilities etc.	March 2016
5.9			We will use the planning system to ensure new mixed use developments have the right mix of affordable, accessible and flexible workspace, including opportunities to work and run a business from home. Flexible approach given to those who want to work from home.	Planning system reviews and actions agreed by November 2015

5.11			We will introduce consultancy services for Trading Standards, Licensing and Environmental Health, and training opportunities for food handling and hygiene.	Term of partnership
5.12			Targeted support towards businesses with ambition and high growth potential in order to ensure the Borough has a vibrant small business community within the key future economic growth sectors (finance and professional; digital; creative, hospitality and leisure; care sector, green industries). This relates to the so-called 'vital 6%' of high-growth private sector firms, responsible for a disproportionate share of net job creation and in driving innovation. The presence of these firms will also act to attract in other associated business investment.	Approach developed by July 2015 and if agreed implementation in early 2016
MDX09			Middlesex University Business School will develop a programme of long term, tailored business support for ambitious local businesses to maximise their growth potential.	TBC
MDX10			Middlesex University will provide support for design businesses through Red Loop.	TBC
MDX11			Middlesex University will achieve Small Business Charter Award by 2016*.	September 2016
MDX12			Middlesex University will support the development of spin-off graduate and staff enterprise.	TBC

5.13	<i>Connecting businesses and universities.</i>	Close working relationship between business and higher education creating value and jobs.	Working across West London Alliance, we will develop Knowledge Transfer Partnerships that bring together the expertise of universities with the skills of entrepreneurs to boost growth opportunities, as envisaged by the West London Alliance Jobs, Skills and Growth programme.	Approach agreed by August 2015
BSC07			Barnet and Southgate College will work with local partners to provide business incubator working space for high potential local businesses.	TBC
BSC08			Barnet and Southgate College will also work with a range of universities to ensure that a suite of HE level courses are delivered and available to local residents to meet the higher level demands within the changing local labour market.	Ongoing
BSC09			Barnet and Southgate college will provide a range of high quality courses aimed at developing and supporting small businesses in the Borough, and will work to ensure that high potential, high-growth businesses are referred towards these courses, as well as other sources of information and networking such as the Federation of Small Businesses to facilitate their development.	TBC

Corporate Social Responsibility

40. While each business will want to make its own decision about whether and how to invest in the local community, the Council is sometimes asked by local businesses and community groups how they can make the biggest difference. We will make it easy for those businesses in Barnet that want to “give something back” to do so. The Council will work with CommUNITY Barnet and other groups to ensure that businesses have the information they need to target any community-focused activity to best effect.

Ensuring that everyone has the opportunity to gain from growth

41. A principle embedded across the *Entrepreneurial Barnet* proposals is that all people in Barnet, no matter what their background or circumstances, should have equality of opportunity to succeed and gain from the growth of the economy here and nationally.

42. An initial Equalities Impact Assessment (EIA) has been completed for the proposals with the final assessment being that the strategy will have a minimal positive impact. This assessment was made following a process of research and evidence gathering to identify any groups in the community who may gain. The key findings of the EIA are summarised below:

- **Age:** Barnet has a growing and ageing population, and a report commissioned from Middlesex University by Barnet Council suggests that there is an increasing proportion of this age group seeking work. The strategy acknowledges this and explicitly targets all age groups ensuring that the older population has equal access to opportunities associated with growth.
- **Disability (including mental health):** The Labour Force Survey (Quarter 2, 2012) notes that there is a 30.1% gap in employment rates between disabled and non-disabled people. The strategy focuses on supporting them into training and employment. It also aims to improve the identification and treatment of mental health in employment services and provide targeted support through the “Future Path” initiative. Middlesex University will also develop research and course provision to support social inclusion for those with mental health issues. Furthermore, the Job Centre Plus Partnership Agreement aims to tackle worklessness with those with mental health needs. Finally, Barnet and Southgate College will develop its specialist mental health services for residents of the Borough through its Centre of Excellence for Learners with Learning Difficulties and Disabilities.
- **Pregnancy and Maternity:** The strategy will provide more opportunities for women with families as it aims to increase opportunities for self-employment, flexible working, and working from home.
- **Ethnicity:** The proposals recognise that some BAME groups have higher unemployment rates than others (ONS market status by ethnic group, 2013). Additional focus will be undertaken to engage with
- these groups.

- **Religion or belief:** statistics have shown that the Muslim population are more likely to be unemployed than other religions (ONS report on religion, 2013). Focus will be put on ensuring the Muslim population understand how they can access employment opportunities.
- **Gender/Sex:** The Annual Population Survey Employment Indicators (ONS, 2013) notes that the employment rate is lower for women than men. This strategy is inclusive of all and aims to minimise barriers to economic success and create more employment opportunities.
- **Carers:** Just over 9% of the Barnet population provide unpaid care. The strategy will increase opportunities for flexible working and also aims to provide extra support to families and residents that need it.
- **Lone Parents:** The strategy recognises that lone parents are less likely to benefit from economic growth, and that these parents are particularly disadvantaged due to the high cost of childcare provision. The strategy will place extra emphasis on reaching this group.
- **Young people and NEETs:** Barnet is performing well with respect to NEETs, with the fourth lowest number in England. Effort will be made to ensure that young people are able to get a sustainable job.
- There was no specific evidence or local data identified that the **sexual orientation** and **gender reassignment** equality strands will be specifically affected by the proposals.

Listening to and working with residents, businesses and partners

43. We understand the need to listen carefully to what others have to say, and to learn from elsewhere about how to develop a successful approach to enabling economic success. We welcome views from local businesses, residents, and our delivery partners on how the public sector can best facilitate success in developing enterprise, employment and growth in the borough.
44. The proposals were consulted on between 10th September until the 20th of November 2014. Overall, there was a positive response to the five key themes set out on page six through both the online consultation and through at the Barnet Business event held on 23 October 2014 that was attended by 61 locally-based businesses.
45. Several themes have emerged from the consultation, specifically; that the Council needs to **communicate** more clearly with local business and ensure that **information** is readily available where it would help businesses. Systems need to be **simpler**, more **efficient**, and **user-friendly**, and there should be increased opportunity for small businesses to procure **work from the Council**. There was support for **less red tape** for small businesses. The need for an approach to parking that supports local businesses was identified in a number of responses.

46. In addition to the online consultation, a number of issues were identified at the Barnet Business Expo event on 31 October 2014. Local businesses identified:

- Affordable work premises for small and growing businesses were seen as important factors for encouraging local growth.
- The provision of an easy to access and effective system that enables small businesses to access council procurement and supply chains, especially where their value is less than £10,000.
- The importance of working with the Federation of Small Businesses and other networks to share knowledge and build connectinos. Also a wish in some responses to have a local business 'champion'.
- More readily available information was desired about how to work with the Council to access business opportunities. There is also concern that if too much focus is placed on regeneration, then small businesses in established town centres will be overlooked, so continued support from the Council is necessary.

Measuring success

47. The report sets out an approach which aims to maximise the positive impact of the public sector on the local economy, and ensure that Barnet's businesses and entrepreneurs have the space and support they need to thrive. The objectives and actions will be measured and reported on an annual basis, by combining key economic indicators (for example 3-year business survival rate, the number of new apprenticeships, and the unemployment rate), with progress updates from senior officers responsible for delivering the key programmes and projects set out here (for example helping small local businesses access council contracts, or approaches to developing town centre growth). Entrepreneurial Barnet will be updated in five years, or sooner if circumstances require.