

**MEETING**

**BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE**

**DATE AND TIME**

**MONDAY 6<sup>TH</sup> JANUARY, 2014**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

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

Chairman: Councillor Hugh Rayner  
Vice Chairman: Councillor Brian Salinger

**Councillors**

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

**Substitute Members**

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

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

**Andrew Nathan – Head of Governance**

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Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

| Item No | Title of Report  | Pages     |
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| 1.      | Minutes of the Previous Meeting  | 1 - 6     |
| 2.      | Absence of Members   |           |
| 3.      | Declaration of Members' Interests<br>a) Disclosable Pecuniary Interests and Non Pecuniary Interests<br>b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)   |           |
| 4.      | Public Question Time (if any)  |           |
| 5.      | Members' Items<br>(submitted in accordance with Overview and Scrutiny Procedure Rule 9) (if any)   |           |
|         | <b>Call-in</b>   |           |
| 6.      | Any matters Referred by Members of the Committee relating to key decisions made by:<br><br>Cabinet Resources Committee 16 December 2013 ;or<br>Any action taken by Cabinet Member(s) and /or Directors/Chief Officers under delegated powers (Executive Functions) |           |
|         | <b>Councillor Calls for Action</b>   |           |
| 7.      | Councillor Calls for Action<br>(Submitted in accordance with Overview and Scrutiny Procedure Rule 22) (if any)   |           |
|         | <b>Business of the Committee</b>   |           |
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| 12. | Business Management Overview and Scrutiny Committee Work Programme | 141 - 154 |
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### **FACILITIES FOR PEOPLE WITH DISABILITIES**

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## Decisions of the Business Management Overview and Scrutiny Committee

18 November 2013

AGENDA ITEM 1

Members Present:-

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

|                          |  |
|--------------------------|--|
| Councillor Maureen Braun | Councillor Alison Moore                                    |
| Councillor Jack Cohen    | Councillor Rowan Quigley Turner                            |
| Councillor Brian Gordon  | Councillor Barry Rawlings                                  |
| Councillor John Hart     | Councillor Alan Schneiderman<br>(In place of Kath McGuirk) |

Also in attendance

Councillor Richard Cornelius - Leader of the Council  
Councillor Daniel Thomas - Deputy Leader of the Council / Cabinet Member for  
Resources and Performance  
Councillor Helena Hart - Cabinet Member for Public Health  
Councillor David Longstaff - Cabinet Member for Safety and Resident Engagement  
Councillor Robert Rams – Cabinet Member for Customer Access and Partnerships

Apologies for Absence

Councillor Kath McGuirk

### 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** that the minutes of the meeting held on 7 October 2013 be approved.

### 2. ABSENCE OF MEMBERS

Apologies for absence had been received from Councillor Kath McGuirk who was substituted for by Councillor Alan Schneiderman.

### 3. DECLARATION OF MEMBERS' INTERESTS

| Member                 | Subject  | Interest declared   |
|------------------------|--|---|
| Councillor Hugh Rayner | Minute Items 6 - 9 (Call-ins – Pavilion Way HA8 Proposed Disposal) | Non-pecuniary interest by nature of his wife being of Chinese descent |

During consideration of the item below, Councillor Quigley Turner entered the meeting at 7.07pm

#### 4. PUBLIC QUESTIONS AND ANSWERS

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

#### 5. MEMBERS' ITEMS

None.

#### 6. CALL-INS

##### **Cabinet Resources Committee, 4 November 2013**

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

| <b>Decision Item:</b> | <b>Subject:</b>   |
|-----------------------|---|
| 6                     | <b>Report of the Deputy Leader of the Council / Cabinet Member for Resources and Performance</b><br>Pavilion Way HA8 Proposed Disposal (Public) |

The Committee received public comments on this item from Andrew Dismore AM, Roger Lyons and Deryll David.

Andrew Dismore AM presented the Chairman with 43 signed slips from residents claiming the benefit of a covenant at Pavilion Way. The Chairman requested that these be passed to the relevant Council officers.

The Committee asked questions of the Deputy Leader of the Council / Cabinet Member for Resources and Performance in respect of the decision.

#### 7. MOTION TO EXCLUDE THE PRESS AND PUBLIC

##### **Cabinet Resources Committee, 4 November 2013**

| <b>Decision Item:</b> | <b>Subject:</b>   |
|-----------------------|---|
| 18                    | <b>Report of the Deputy Leader of the Council / Cabinet Member for Resources and Performance</b><br>Pavilion Way HA8 Proposed Disposal (Exempt) |

The Committee **RESOLVED** to exclude the press and public for the following reason:

That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 5 of part 1 of Schedule 12A of the Act (as amended) as it contains information which a claim to legal professional proceedings could be maintained in legal proceedings.

**RESOLVED that the exempt information set out in Pavilion Way HA8 Proposed Disposal exempt report to the Cabinet Resources Committee on 4 November 2013 be taken into account by the Committee when reaching the decision regarding whether to refer the decision back to the decision maker.**

**8. MOTION TO RE-ADMIT THE PRESS AND PUBLIC**

**RESOLVED that the press and public be readmitted.**

**9. CALL-INS**

| <b>Decision Item:</b> | <b>Subject:</b>   |
|-----------------------|---|
| <b>6</b>              | <b>Report of the Deputy Leader of the Council / Cabinet Member for Resources and Performance</b><br>Pavilion Way HA8 Proposed Disposal (Public) |

Following consideration of the call-in, the Committee decided to refer the decision back to Cabinet Resources Committee for reconsideration.

**RESOLVED that the Cabinet Resources Committee decision dated 4 November 2013 in relation to Pavilion Way HA8 Proposed Disposal be referred back to Cabinet Resources Committee for reconsideration for the following reasons:**

- 1. To request that the Cabinet Resources Committee address the risk of the restrictive covenant restricting progress of the free school scheme on the site.**
- 2. To allow time for a community use only bid to be developed and considered.**

**i) Cabinet Resources Committee, 4 November 2013**

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

| <b>Decision Item:</b> | <b>Subject:</b>   |
|-----------------------|---|
| <b>7</b>              | <b>Report of the Cabinet Member for Customer Access and Partnerships, Cabinet Member for Public Health and Cabinet Member for Environment</b><br>Sport and Physical Activity Review Outline Business Case |

**RESOLVED that the decision is not referred back to the Cabinet Resources Committee.**

**10. COUNCILLOR CALLS FOR ACTION**

None.

**11. INTERIM UPDATE REPORT ON THE GROWTH AND REGENERATION PROGRAMME**

**RESOLVED that the Interim Update Report on the Growth and Regeneration Programme be deferred until the next meeting of the Committee on 6 January 2014.**

**12. DRAFT EQUALITIES POLICY AND 'COMMUNITIES TOGETHER' ACTION PLAN**

The Committee welcomed the Leader of the Council, the Cabinet Member for Safety and Resident Engagement and the Strategic Director for Communities who were in attendance to present the Council's draft Equalities Policy and 'Communities Together' Action Plan.

Members were informed that the Equalities Policy was being refreshed as part of the development of the updated Corporate Plan to enable the development of strategic equalities objectives.

In relation to the Communities Together Action Plan, the Committee were advised that a Communities Together Network had been developed (a sub-group of the Safer Communities Partnership Board) which was aimed at improving the coordinated response of public agencies to local incidents such as the Muswell Hill Mosque arson attack.

The Committee expressed their support for the Equalities Policy and 'Communities Together' Action Plan and requested that the Equalities Policy be reported to Council to raise awareness.

**RESOLVED that:-**

- 1. The Committee endorse the Equalities Policy and 'Communities Together' Action Plan**
- 2. The Committee recommend that final version of the Equalities Policy be reported to full Council to raise awareness.**
- 3. Officers be requested to provide a detailed breakdown of the data supporting the statistic that '47% of residents feel the council doesn't do enough for people like me analysed by protected characteristics'.**



**13. BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

**RESOLVED that:-**

- 1. The Committee note the Forward Work Programme.**
- 2. Officers be requested to develop proposals for scrutiny of the North London Waste Authority**

**14. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT**

At the request of the Committee, Officers reported that a written update on the Walksafe N14 Petition would be circulated to Members via e-mail outside of the meeting.

Members also requested that a written update on the progress of the Task and Finish Groups approved to proceed by the Committee on 7 October 2013 be circulated.

The meeting finished at 10.00 pm

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**Meeting** Business Management Overview & Scrutiny Committee

**Date** 6 January 2014

**Subject** **Interim Update Report on the Growth and Regeneration Programme**

**Report of** Leader of the Council

**Summary of Report** The report seeks to update Committee on the progress being made towards delivering the Borough’s regeneration schemes and skills and enterprise activities, including key achievements and successes in the last twelve months as well as expected activities to end March 2014.

**Officer Contributors** Tony Westbrook, Head of Regeneration  
Susan Curran, Interim Regeneration Programme Manager  
Sandra Perez, Regeneration Programme Management Officer

**Status (public or exempt)** Public

**Wards Affected** Colindale, Burnt Oak, West Hendon, Edgware, Golders Green, Childs Hill

**Function of** Business Management Overview and Scrutiny Committee

**Enclosures** Appendix One – Interim update report on the Growth and Regeneration Programme

**Contact for Further Information:** Tony Westbrook, Head of Regeneration Tel: 020 8359 7381

## **1. RECOMMENDATION**

- 1.1 That Committee consider the attached interim update report (Appendix One – Interim update report on the Growth and Regeneration Programme) and note that the annual report on the Growth and Regeneration Programme will be submitted to Cabinet Resources Committee in February 2014.**

## **2. RELEVANT PREVIOUS DECISIONS**

### **Cricklewood and Brent Cross Regeneration Scheme**

- 2.1 Cabinet, 26 April 2004 (decision item 8) –adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 2.2 Cabinet, 29 March 2005 (decision item 5) – approval of the terms of Cricklewood and Brent Cross Collaboration Agreement.
- 2.3 Cabinet Resources Committee, 18th April 2013 – the Committee noted that the Development Partners intend to submit a planning application to vary the existing planning permission to allow re-phasing in November 2013, and agree that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area.
- 2.4 Business Management Overview and Scrutiny Committee, 2 May 2013, resolution amongst other items, that the Committee receive an annual report on the Brent Cross / Cricklewood Scheme to update the Committee on the progress.

### **Dollis Valley Estate Regeneration Scheme**

- 2.5 Cabinet Resources Committee, 7 November 2011 (Decision 5) – authorised the entering into of a Principal Development Agreement for the regeneration of Dollis Valley, subject to the Deputy Chief Executive being satisfied as to the terms of such agreements and the Assistant Director-Legal, or authorised delegate, being satisfied as to the form of such agreements.
- 2.6 Cabinet Resources Committee, 24<sup>th</sup> September 2013 (Decision 8) – authorised, amongst other items, that a Compulsory Purchase Order (CPO) be made pursuant to the powers contained in Section 226 (1) (a) of the Town and Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 in respect of all non-Council owned property and other proprietary interests in the Dollis Valley Regeneration Area.

### **Colindale and Grahame Park Estate Regeneration Scheme**

- 2.7 Cabinet, 24 July 2006 (Decision item 5) – authorised entering into a Principal Development Agreement for the regeneration of the Grahame Park area.

### **Granville Road Estate Improvement Scheme**

- 2.8 Cabinet Resources Committee, 18 October 2012 (Decision Item 7) – authorised the appointment of Mulalley/One Housing Consortium comprising of Mulalley & Co Limited, CHA Ventures Limited and, as guarantor with CHA Ventures Limited, Sherrygreen Limited (Bidder B) as the Council's preferred development partner to take forward their Option 1 for the Granville Road, NW2, New Housing Development Scheme.

### **Mill Hill East Regeneration Scheme**

- 2.9 Cabinet, 29 November 2010 (Decision item 14) – approved the Council entering into a Limited Liability Partnership and Co-operation Agreement (instead of a landowners agreement) on Mill Hill East subject to a number of conditions.

### **Stonegrove and Spur Road Estates Regeneration Scheme**

- 2.10 Cabinet, 18 June 2007 (Decision Item 6) – approved the final terms of the Principal Development Agreement and legal arrangements for the regeneration of the Stonegrove and Spur Road estates and resolved to make a Compulsory Purchase Order.

### **West Hendon Estate Regeneration Scheme**

- 2.11 Cabinet, 30 August 2005 (Decision Item 5) – authorised the entering into a Principal Development Agreement for the regeneration of the West Hendon area.
- 2.12 Cabinet Resources Committee, 18th April 2013 (Decision item 15) – agreed, amongst other items, the Heads of Terms for the Deed of Variation to the West Hendon Principal Development Agreement.

### **Skills and Enterprise Activities**

- 2.13 Delegated Powers Report, 23 September 2011 (number 1,443) – the Interim Director for Planning, Housing and Regeneration authorised the Council to enter into an agreement with the Greater London Authority which will provide the Council with a grant of up to £416,685 to fund a range of physical improvements and capability building initiatives for local traders, aimed at delivering economic uplift to Chipping Barnet Town Centre.
- 2.14 Delegated Powers Report, 7 November 2011 (number 1,467) - the Interim Director for Planning, Housing and Regeneration authorised for the London Borough of Barnet to enter into a Tripartite Agreement with London Councils and Greater London Enterprise Ltd, relating to all aspects of the two year funding and delivery of an European Social Fund Match Funded Employment Project, towards an extension of the WorkFinder job brokerage pilot. Authorisation also given to release £180,000 of Section 106 and £25,000 of London Borough of Barnet monies, as match funding towards this European Social Fund Employment Project and the two year WorkFinder.
- 2.15 Cabinet, 20 June 2012 (Decision Item 6) - approval of The Barnet Skills, Employment and Enterprise Action Plan; and the NEET Platforms package of support to help young people into employment, including support to local businesses.

- 2.16 Delegated Powers Report, 30 August 2012 (number 1,773) – the Leader of the Council authorised for the Council to enter into an agreement with the Greater London Authority which will provide the Council with a grant of up to £1,074,060 for North Finchley town centre and £1,676,625 for Cricklewood town centre to fund a range of physical improvements to the public realm and its de-cluttering as well as broader initiatives to support the area, aimed at delivering economic uplift. Round two must be delivered by 31<sup>st</sup> March 2014.

### **General**

- 2.17 Cabinet, 14th September 2011 (Decision item 7) – approved the Regeneration Strategy, which provides an overview of current regeneration in the borough and sets out the strategic objectives for the successful future delivery of the regeneration schemes.
- 2.18 Cabinet Resources Committee, 28 February 2012 (Decision Item 17) – agreed the findings of the Regeneration Review and the proposed next steps (as set out in the detailed Action Plan attached as Appendix A to the report).
- 2.19 Cabinet Resources Committee, 17<sup>th</sup> December 2012 (Decision item 11) - endorsed the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.

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

- 3.1 The regeneration of the Council's regeneration estates and skills and enterprise activities contribute to the delivery of the Corporate Plan 2013-2016 outcome 'to maintain the right environment for a strong and diverse local economy'. The four priorities under this outcome are: regenerating priority areas; improving skills and employment opportunities; engaging with businesses; and providing infrastructure to support growth.
- 3.2 The estate regeneration programmes and skills and enterprise activities also support the 'A Sustainable Community Strategy for Barnet 2010–2020' through the following objectives:
1. A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and those in the wider community. The skills and enterprise agenda focuses on equipping residents and businesses with the tools and support to prosper and grow in Barnet.
  2. A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the programmes.
  3. A relentless drive for efficiency - the Council is working with development partners to ensure that the programmes are delivered in the most cost effective way.

- 3.3 The regeneration schemes and skills and enterprise activities also comply with strategic objectives in the Council's Housing Strategy 2010-2025 which include:
1. Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents; and
  2. Promoting mixed communities and maximising opportunities available for those wishing to own their home.
  3. Supporting residents into employment.
- 3.4 Furthermore, the regeneration schemes and skills and enterprise activities also comply with the strategic objectives in the Council's Regeneration Strategy (September 2011), including:
1. Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal
  2. Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
  3. Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
  4. Promote economic growth by encouraging new business growth while supporting local businesses and town centres
  5. Help residents to access the right skills to meet employer needs and take advantage of new job opportunities
- 3.5 Finally, the regeneration schemes and skills and enterprise activities are a key component of 'A Growth Strategy for Barnet'. The strategy sets out the Council's commitment to mitigating the impact of continued austerity by creating the environment for growth in the local economy. The regeneration and enterprise activities are key drivers for growth as they bring significant investment in infrastructure, create new jobs and homes, support residents into work, reinvigorate communities, improve living standards and support local town centres.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 Despite the challenging economic climate over the past five years, the Council has continued to progress the physical regeneration schemes.
- 4.2 The viability of each of the physical regeneration projects is substantially dependent on the performance of the housing market over the lifetime of the developments. The recent poor economic climate and the slow recovery in the housing and finance markets added risks on the estate regeneration schemes' ability to progress in the timescales originally envisaged. The risk attached to this is that the Housing Revenue Account may have to maintain properties on the estates for longer than originally envisaged and costs to be recovered will be delayed. Principal Development Agreements are in place on Grahame Park, West Hendon, Stonegrove and Spur Road and Dollis Valley

regeneration estates. Economic sensitivity review mechanisms have been included in the Principal Development Agreements.

- 4.3 In July 2001 the department for transport, local government and the regions issued guidance to local authorities on meeting 'decent homes' standards. The Council was advised that on the basis of the known data the homes on the priority regeneration estates would fail to meet the required standard. In response to the need to address heating, condensation and general structural repairs problems and the modernisation requirements for the homes on these estates, the Council decided to embark on programmes to regenerate these estates to provide well designed, quality and efficient homes. If the estate regeneration schemes do not proceed and complete the Council will be required to bring the remaining properties up to Decent Homes Standard for which there is no current financial provision.
- 4.4 The Council's development partners are currently responsible for a substantial proportion of Council costs in delivering regeneration schemes. The Principal Development Agreements set out the framework for these costs being recovered at later stages of the regeneration projects. These costs include, but are not limited to, the legal costs associated with setting up the Principal Development Agreements, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance payments to secure tenants required to move, Resident Independent Advisors and cost consultancy advice. If the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the Council will not be able to recover the costs already incurred. It is not possible to mitigate against this risk.
- 4.5 The Council also has obligations under the Principal Development Agreements; if the Council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's developer partners. Thus, the Council will need to ensure that it puts in place, appropriate structures and resources to enable its obligations within the Principal Development Agreements to be met.
- 4.6 The Outer London Funded Town Centre projects required the Council to take on a level of financial risk by undertaking a grant agreement and the subsequent delivery of the works included in the project. The Council is obliged to fund the costs of delivering the project objectives in the first instance, prior to being reimbursed by the GLA by the end of 2013/14.

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

- 5.1 Pursuant to the Equality Act 2010 ("the Act"), the Council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protracted characteristics and those without. The 'protected characteristics' are ages, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The 'protected



characteristics' also include marriage and civil partnership, with regard to eliminating discrimination.

- 5.2 The Council is committed to improving the quality of life and wider participation for all the economic, educational, cultural, and social and community life in the Borough. This is achieved by pursuing successful regeneration of the Borough's regeneration areas. This will benefit all sections of society and the Borough's diverse communities who are seeking housing and contribute to addressing the shortage of housing in the Borough across all tenures.
- 5.3 The regeneration schemes, not including Mill Hill East and Colindale, will deliver a mix of approximately 14,000 affordable, intermediate and private sale flats and houses. The developments will also provide new community facilities and commercial units for business to rent or lease. The council will have 100 per cent nomination rights to the new affordable housing on the housing estate regeneration schemes and re-housing offers will be made to all the existing secure tenants on the existing housing estates who live in a property to be demolished. Thus the regeneration schemes will provide new areas of mixed tenure housing that will make these parts of the borough better place to live and contributing to improved community cohesion in areas with highly diverse populations.
- 5.4 The Equalities Impact Assessments for each scheme are being reviewed to ensure a consistent approach is implemented across the Regeneration Programme. This will be agreed and included in the annual report on the Growth and Regeneration Programme will be submitted to Cabinet Resources Committee in February 2014.
- 5.5 The Skills, Employment and Enterprise Action Plan has the main aim of addressing unemployment and deprivation through specific initiatives to support our most vulnerable residents. It also aims to support business and employment growth.
- 5.6 Also included in the Skills, Employment and Enterprise programme is our work on town centres. The Outer London Funded town centre projects support Barnet's aspiration to create the right environment for vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them. The actions aim to deliver economic uplift to the area, the benefits of which can be shared by all those who live, work and use the North Finchley and Cricklewood town centres.

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

### **6.1 Finance**

- 6.1.1 The Council's development partners are currently responsible for a substantial amount of the Council's costs to bring these schemes to fruition. The Principal Development Agreements allow the Council to recover its costs at certain stages of the regeneration projects

- 6.1.2 On each scheme, the Council's costs are budgeted and recorded on a quarterly basis, and are invoiced either quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner.
- 6.1.3 In order to receive the Outer London Funding for Cricklewood and North Finchley, the Council was required to provide an element of match funding. Details of this were set out in the Delegated Powers Report, 30 August 2012 (number 1,773).

## **6.2 Performance and Value for Money**

- 6.2.1 The Council and its development partners have obligations within the respective Principal Development Agreements to maintain a transparent and open book approach to the management and monitoring of each development. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.

## **6.3 Property**

- 6.3.1 The Principal Development Agreements for each of the estate regeneration schemes commit the Council, subject to certain pre-conditions, to the phased disposal of all land and property owned by the Council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State. In general the land will be disposed of at nil value. Where the land/property has been specifically acquired by the Council to enable the regeneration schemes to proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders), then all costs incurred by the Council in these acquisitions will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the Council will generally receive a share of the eventual profits known as overage.

## **6.4 Procurement, Staffing, IT and Sustainability**

- 6.4.1 There are no issues to report around Procurement, Staffing, IT and Sustainability.

## **7. LEGAL ISSUES**

- 7.1 All of the Council's regeneration schemes are regulated and governed by Development Agreements. Each of these Development Agreements are long term, legally binding agreements, under which, all parties, usually made up of the Council, a Private Sector Limited Company and a Registered Provider as well as any Special Purpose Vehicles or subsidiaries of the development partners required for the delivery of the schemes, have obligations and responsibilities which in the event they are not fulfilled could give rise to legal liabilities.
- 7.2 Most of the Development Agreements and ancillary documents have were made pursuant to the now defunct , "well being power" under Section 2 of the

Local Government Act 2000, whilst the more recent ones have been or are being entered into pursuant to the general power of competence provisions of Section 1 of the Localism Act 2011.

- 7.3 The Outer London Funded projects in Cricklewood and North Finchley required the Council to enter into legally binding agreements with the Greater London Authority for the period of the two-year Grant.

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

- 8.1 Council Constitution, Part 3, Responsibility for Functions – Section 3.6 details the functions of the Cabinet Resources Committee which includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

- 8.2 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

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

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

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

## **9. BACKGROUND INFORMATION**

- 9.1 An external review of the Council's Regeneration Service was undertaken in 2011. At its meeting on 28 February 2012, Cabinet Resources Committee agreed the findings of the Regeneration Review and the proposed next steps which included a recommendation for reporting on the regeneration schemes and skills and enterprise activities by way of an annual progress report. The rationale for an annual report was to provide momentum and an opportunity to report success, rather than the minutiae of delivery.

- 9.2 The first annual Regeneration Report was considered by Cabinet Resources Committee on 17<sup>th</sup> December 2012. The Committee endorsed the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.

- 9.3 From 1<sup>st</sup> October 2013, the Council's Regeneration Service was outsourced, as part of the development and regulatory services, to Re, the joint venture between Capita and the Council. The intention is to alter the timing of the Regeneration Annual Report to match the contractual cycle.

- 9.4 The report attached in **Appendix One**, provides an interim update to the Business Management Overview and Scrutiny Committee on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes in the last twelve months as well as expected activities to end March 2014.
- 9.5 A further briefing on the Growth & Regeneration Programme will be presented to Members at the Member Development Forum on 28<sup>th</sup> November 2013.

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

10.1 None

|  |              |
|--|--------------|
| <b>Cleared by Finance (Officer's initials)</b> | <b>AD</b>    |
| <b>Cleared by Legal (Officer's initials)</b>   | <b>MA/AK</b> |



# Growth and Regeneration Programme

## Interim Annual Regeneration Report

2012 – 2013

# Key Facts

Barnet is generally an affluent borough, but this can mask the pockets of deprivation located mostly along the west of the borough. Ensuring the sustainable renewal of these areas and promoting economic growth is the focus of our regeneration. The newly established Re Strategic Partnership will contribute toward this on-going transformation.

**8.7%**  
UNEMPLOYMENT  
RATE

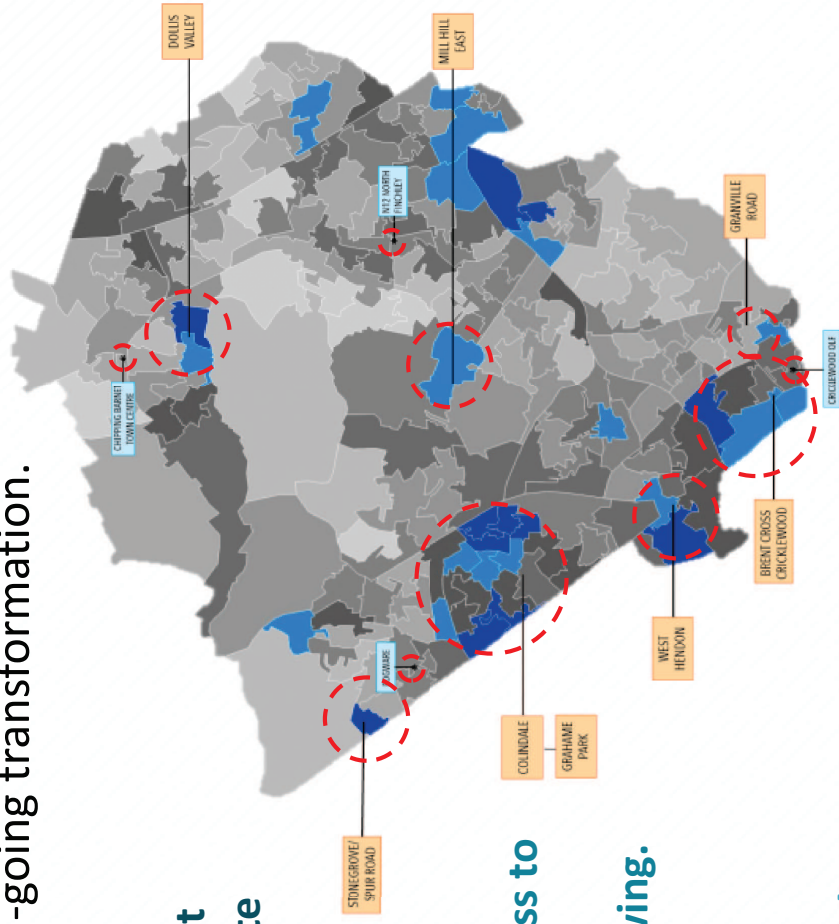
**Barnet has low unemployment rates, but because it is a large borough the absolute numbers affected are relatively high**

**89.9%**  
PROPORTION OF  
MICRO BUSINESSES

**The economy is dominated by microbusinesses, mainly offering business to business services though the number of business to consumer businesses is growing.**

**49.9%**  
ADULTS QUALIFIED  
TO LEVEL 4 OR HIGHER

**The population is highly skilled with a high proportion of professionals**



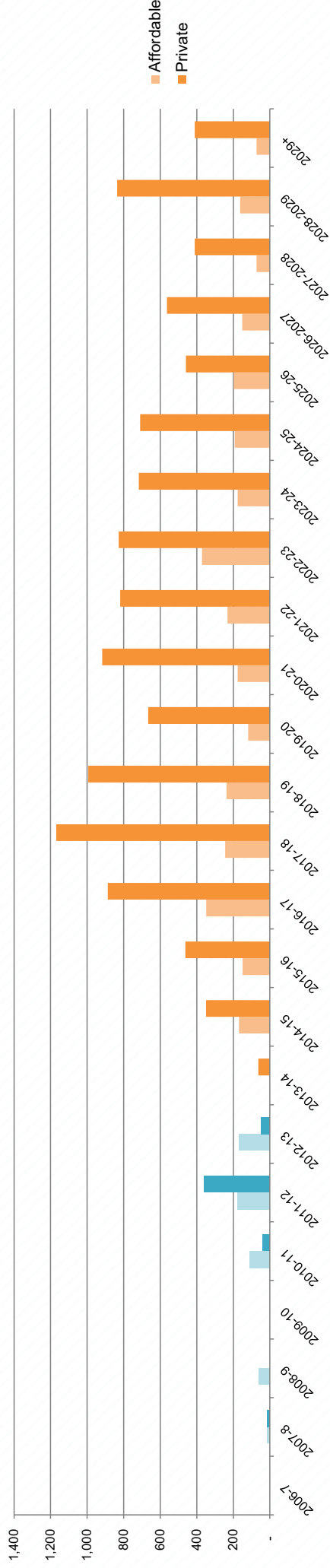
Index of Multiple Deprivation, 2010  
Source: ONS LSOA

# Regeneration Strategy



- ✓ Enhance Barnet as a Successful London Suburb through **delivery of quality new places and neighbourhoods** in the areas of the borough in greatest need of investment and renewal.
- ✓ Deliver **sustainable housing growth and infrastructure**, and improve the condition and sustainability of the existing housing stock.
- ✓ Ensure residents in all areas of the borough can **share in Barnet's success** while taking responsibility for the well-being of their families and their communities.
- ✓ **Promote economic growth** by encouraging new business growth while supporting local businesses and town centres.
- ✓ **Help residents to access the right skills** to meet employer needs and take advantage of new job opportunities.

# Housing & Growth (Regeneration only)



- The 2012/13 housing target for completions was 404 units of housing. By March 2013, the number of completions for the year was 469 units, of which 212 were affordable.

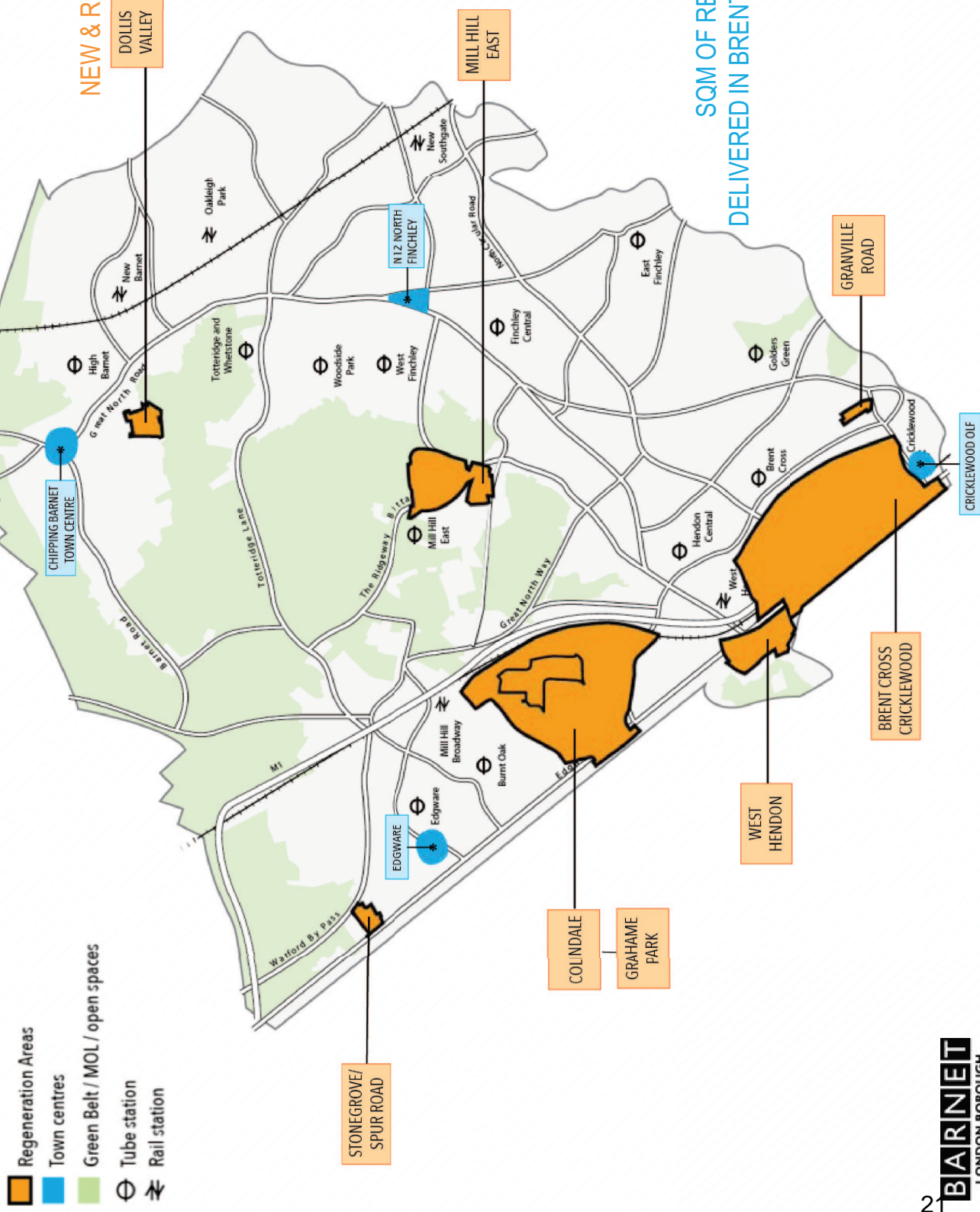
| Regeneration Estates – Housing delivery in 2012/13 |            |           |          |            |                |
|--|------------|-----------|----------|------------|----------------|
|  | Qtr 1      | Qtr 2     | Qtr 3    | Qtr 4      | 2012/13 Totals |
| Private  | 129        | 20        | 0        | 108        | 257            |
| Intermediate                                       | 3          | 3         | 0        | 28         | 34             |
| Rented   | 36         | 5         | 0        | 137        | 178            |
| <b>Total</b>                                       | <b>168</b> | <b>28</b> | <b>0</b> | <b>273</b> | <b>469</b>     |

- The 2013/14 housing target is 39 private housing units and 0 affordable housing units, plus 24 units of housing at Mill Hill East.
- 2014/15 will see a significant increase in housing completions.





# Regeneration Programme



**23,500+**

NEW & REPLACEMENT HOMES IN THE REGENERATION ESTATES, COLINDALE AREA AND MILL HILL EAST

**450**

NEW JOBS IN NEXT 5 YEARS

**10**

SCHOOLS ACROSS PRIMARY, SECONDARY & HIGHER EDUCATION LEVELS

**+91,509**

SQM OF RETAIL & COMMERCIAL SPACE DELIVERED IN BRENT CROSS SHOPPING CENTRE

**c£25m+**

NEW HOMES BONUS

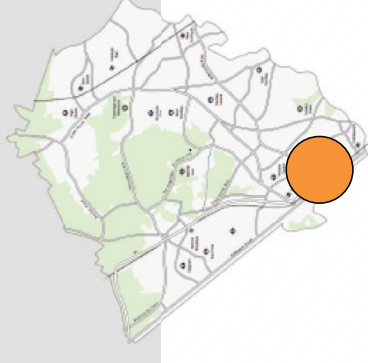
## Programme Highlights

- ✓ **Brent Cross** - section 73 application submitted on 11<sup>th</sup> October
- ✓ **Dollis Valley** – S106 signed and planning consent for phase 1 received (October 2013)
- ✓ **Granville Road** - Revised master plan submitted to the Council on 31<sup>st</sup> July 2013
- ✓ **Stonegrove Spur Road** – Achieved Gold in Q17 Annual Design Award 2013
- ✓ **Stonegrove Spur Road** – Construction work commenced on phase 5 (Academy Lane) and Phase 6B (Kings Mews) has commenced (end Aug/Sept 2013)
- ✓ **West Hendon** – P&E made resolution to grant planning permission - July 2013
- ✓ **Cricklewood OLF** - Delivery of a series successful events as part of the Cricklewood Outer London Fund, including Mobile Town Square and Photography exhibition.
- ✓ **North Finchley OLF** - proposals were approved by the Mayor of London's Design Advisory Group on 25th September.
- ✓ **SEE** - Business Leaders Breakfast on 17th September - 70 people signed up to the event while 50 businesses attended.
- ✓ **SEE** - Business Needs Survey sent out 6<sup>th</sup> September to 2,200 SMEs

# Brent Cross Cricklewood



**Comprehensive regeneration of 250 acres to create a vibrant mixed use and accessible community; a key plank in the Borough's regeneration and growth strategy.**



## DELIVERY PARTNERS

Hammerson UK PLC; Standard Life Investments; Cricklewood Regeneration Limited

## KEY DELIVERABLES – Next 10 years

- Doubling Brent Cross Shopping Centre (91,509 additional sqm of retail and leisure space)
- Creation of a new town centre, spanning the North Circular Road
- 1300 new homes
- New landscaped pedestrian bridge connecting BX and Cricklewood communities
- New bus station and improved link to BX Tube station
- Major highway improvements e.g. M1
- New Claremont School and improved Clitterhouse Playing Fields
- 3,000 construction jobs
- 2,500 - 3,000 permanent jobs

**7,500**

Scheme duration: **20-30 years**

| HOUSING   | EDUCATION  | HIGHWAYS & TRANSPORT   | COMMERCE  | COMMUNITY FACILITIES                                       | HEALTH                    | COMMUNICATIONS, SERVICES AND WASTE                           | PUBLIC REALM & SENSE OF PLACE   |
|---|--|--|---|--|---------------------------|--|---|
| Provision of 7500 new homes over scheme duration (Phase 1, could provide 698 residential units, plus 62 social rent decant units) | New Claremont Primary school<br>Improvements to Clitterhouse Playing fields; Replace Whitefields Secondary and Mapledown Schools | New bus station at BX shopping centre<br>Improved linkages to Brent Cross tube station<br>New Thameslink station | Double Brent Cross shopping centre<br>Up to 27,000 new jobs | New community facilities<br>Re-provision of Claremont Park | New healthcare facilities | New waste handling facility<br>Combined heat and power plant | New town centre<br>New and improved public spaces<br>New landscaped pedestrian bridge |

# Brent Cross Cricklewood

## CURRENT STAGE

- Planning Application to modify the existing planning permission was submitted in October 2013. Will be reported to the Planning and Environment Committee for decision in early 2014. The developers are aiming to start on site in 2017, subject to planning consent.
- Update will be provided to Cabinet Resources Committee on preparations to procure a development partner to deliver the residential elements in the southern part of the regeneration area in Jan 2014
- Approval is likely to be needed to make a Compulsory Purchase Order for the first phase of the scheme before the end of 2014.

## KEY ACHIEVEMENTS (2012-13)

- Submission of a S.73 application to modify the existing planning permission in October 2013.

## KEY OUTPUTS (2012-13)

- Formalised governance and monitoring procedures.
- Report made to Cabinet in April 2013 on scheme progress

## OUTPUTS TO DATE (PROJECT LIFETIME)

- In 2010, an amendment to the Brent Cross head lease has helped to regularise the ground rent received from the shopping centre.
- Outline Planning Consent was granted in October 2010

|         |           |                      |          |                      |        |                                    |                               |
|---------|-----------|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|
| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|---------|-----------|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|

N/A – Project has not yet commenced on site

# Colindale



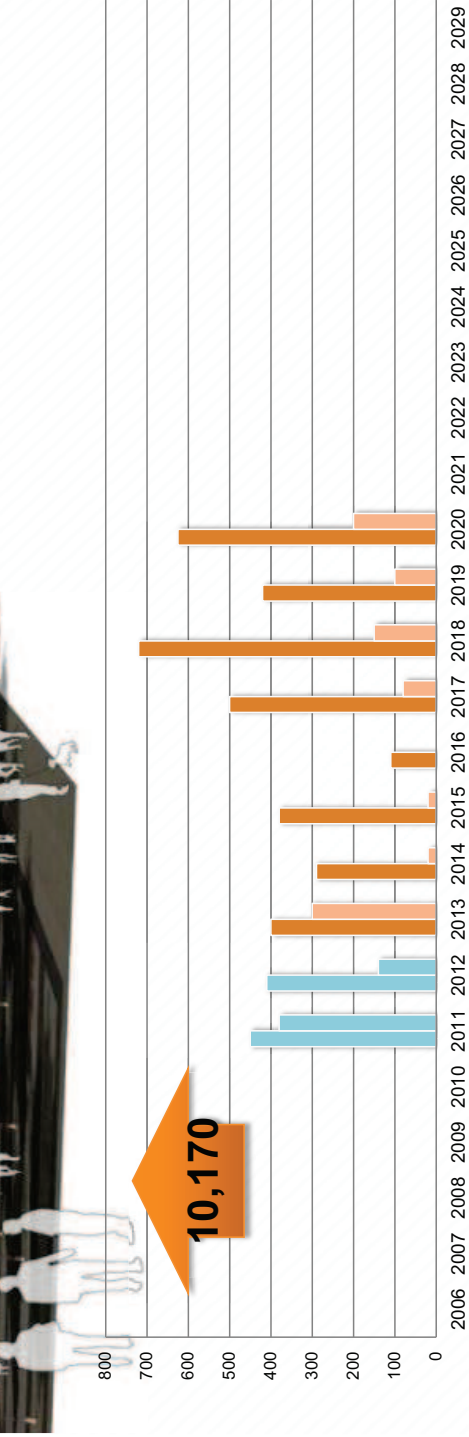
The scheme is tasked with ensuring the delivery of the Colindale AAP, through engagement with various landowners, developers and stakeholders.



## KEY DELIVERABLES

10,170 new homes & 1,200 student units

New schools (primary, secondary, higher & further education)  
Infrastructure & public realm strategy and improvements  
Community & health facilities



## KEY SITES

- Fairview 'Pulse' / 'Rhythm'
- British Library Site
- New Hendon Village
- Beaufort Park
- Middlesex Uni Site
- Peel Centre Site
- Barnet College Site

| HOUSING                               | EDUCATION  | HIGHWAYS & TRANSPORT  | COMMERCE   | COMMUNITY FACILITIES   | HEALTH   | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE   |
|---------------------------------------|--|---|--|--|--|------------------------------------|---|
| 10,170 new homes across various sites | Primary, Secondary, Higher and Further Education Schools | AAP Phase 1 highways package<br>Colindale tube station; Impr. Peel Centre Link Road | New retail, inc. a supermarket, on Grahame Park    | Relocation of library and CIL in Barnet College Building                             | Health centre re-provision at Grahame Park.  | Energy Centre                      | Colindale, Montrose and Silkstream parks<br>Public realm improvements at Colindale Ave and Grahame Park Way |
| 1,200 units at Student Village        | Middlesex University student village                     | New pedestrian/ cycle bridge to the Hospital site                                   | New retail, pub & business centre at Beaufort Park | Community Centre, Children's activity centre, Community meeting rooms and Day centre | A health centre could possibly be provided on the British Library (Fairview) site. |                                    |   |

# Colindale

## CURRENT STAGE

- Significant infrastructure being planned & major housing growth underway (c700 units currently on site)
- The Metropolitan Police have announced Redrow as their preferred developer for the former Peel Centre site

## KEY ACHIEVEMENTS (2012-13)

- CAAP update commissioned
- A5 junctions study commissioned
- Colindale Av. visualisation commissioned

## KEY OUTPUTS (2012-13)

- Peel centre parameters document agreed
- Completion of Open Spaces strategy
- Commencement of signage programme
- Beaufort Park S106 amended

## OUTPUTS TO DATE (PROJECT LIFETIME)

| HOUSING                      | EDUCATION | HIGHWAYS & TRANSPORT                    | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|------------------------------|-----------|---|----------|----------------------|--------|------------------------------------|-------------------------------|
| c700 units currently on site |           | Major infrastructure in planning stages |          |                      |        | Commencement of signage programme  | Open spaces strategy          |

A5 junctions study commissioned

Colindale Av visualisation commissioned

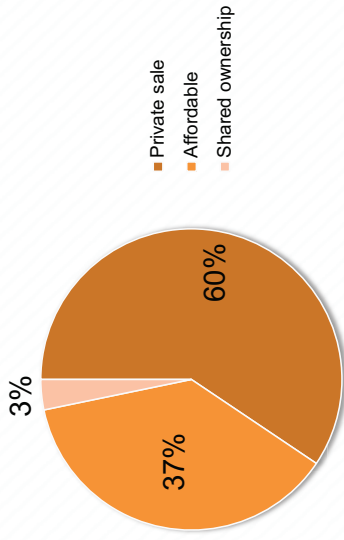
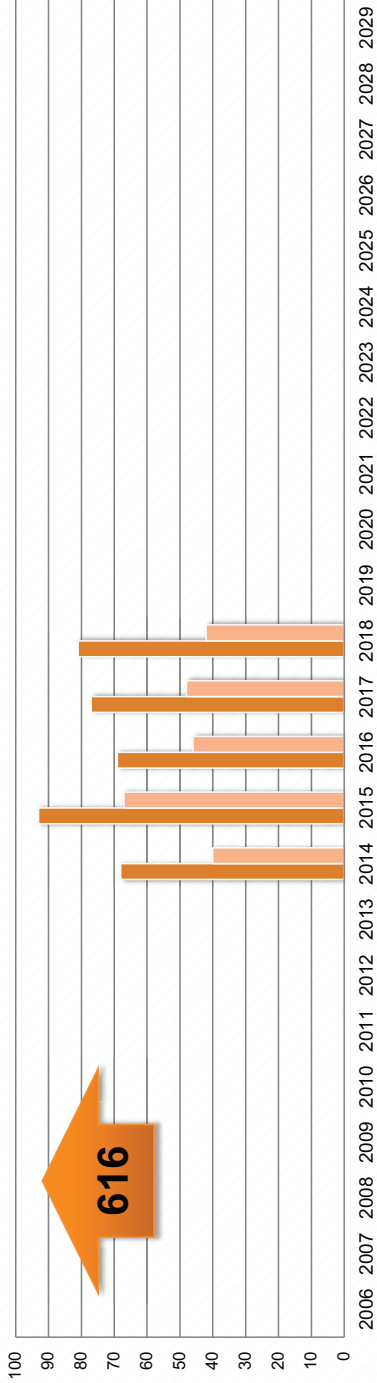
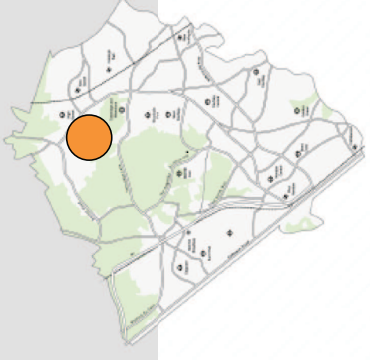
# Dollis Valley



**DELIVERY PARTNERS**  
 Countryside Properties UK; L&Q

## KEY DELIVERABLES

- New suburban area – 50% houses / 50% apartments
- 616 new homes
- Apprenticeships initiatives
- New nursery & community space



| HOUSING   | EDUCATION | HIGHWAYS & TRANSPORT   | COMMERCE  | COMMUNITY FACILITIES                          | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|---|-----------|--|---|---|--------|------------------------------------|-------------------------------|
| 616 new homes   |           |  |   |   |        |                                    |                               |
| At least one parking space for each new home plus visitor parking |           | A new extended bus service for Dollis Valley and the surrounding areas | Providing access to apprenticeships, work tasters, placement days, non-construction training, ESOL classes. | New nursery (25 nursery places for under 5s). |        |                                    |                               |
|   |           |  | 10 apprenticeships over the duration of the scheme.   | New multi-purpose community space.            |        |                                    |                               |

# Dollis Valley

## CURRENT STAGE

- On site: Phase 0 Extension: 39 homes; Phase 1b(i): 143 homes
- Planning application approved by P&E on 17th June 2013
- S106 Agreement signed
- Demolition commencing end-November 2013
- Commence construction works January 2014

## KEY ACHIEVEMENTS (2012-13)

- S106 Agreement signed Oct 2013
- Vacant possession of Phase 1 secured
- CPO approval received from LBB CRC Sept 2013.
- Preparatory site works underway

## KEY OUTPUTS

Outputs from Phase 1 will include:

- 108 units housing
  - 40 units – social
  - 68 units private sale

## OUTPUTS TO DATE (PROJECT LIFETIME)

| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|---------|-----------|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|
|---------|-----------|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|

N/A – Project has recently commenced on site

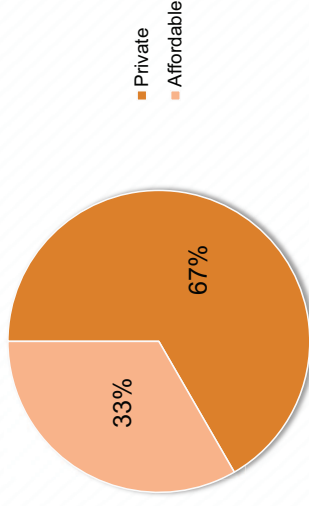
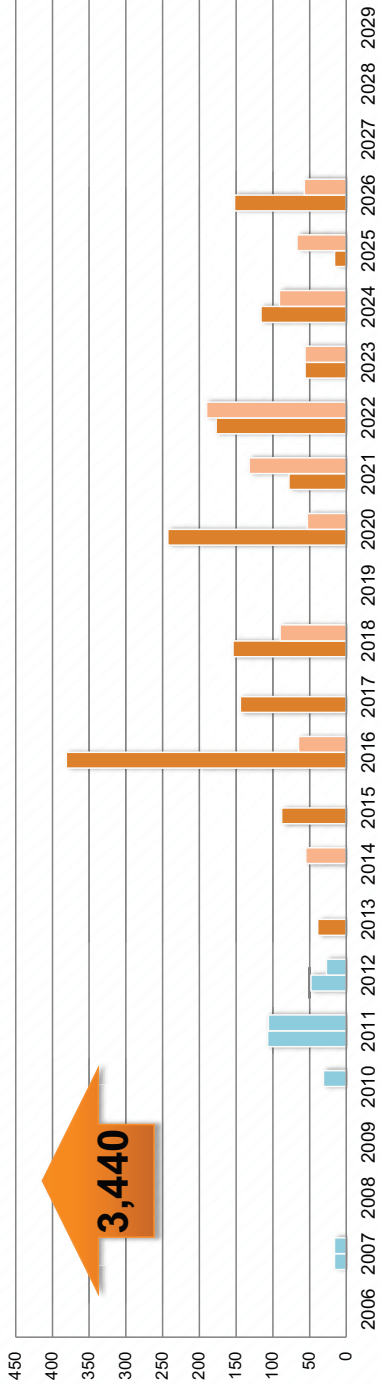
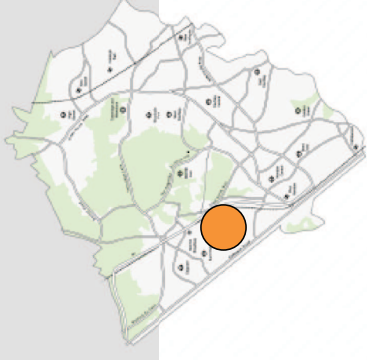


# Grahame Park



**DELIVERY PARTNERS**  
Genesis Housing Group

**KEY DELIVERABLES**  
3,440 new homes  
Barnet college re-location  
Major highways and infrastructure works  
Replacement library & CIL



| Category                           | Year | Key Deliverables  |
|------------------------------------|------|---|
| HOUSING                            | 2008 | 3,440 number of homes, 1000 new affordable, 2000 new private sale |
|                                    | 2012 | Barnet College to be relocated to Plot A8                         |
| HIGHWAYS & TRANSPORT               | 2017 | Major highways infrastructure works required                      |
|                                    | 2020 | Some retail   |
| COMMUNITY FACILITIES               | 2023 | Replacement Library and Community centre                          |
|                                    | 2025 | Replacement Children's Activity Centre (Greentop Centre)          |
| HEALTH                             | 2028 | Health Centre to be re-provided                                   |
|                                    | 2029 | Health Centre to be re-provided                                   |
| COMMUNICATIONS, SERVICES AND WASTE | 2026 | Replacement Library and Community centre                          |
|                                    | 2027 | Replacement Children's Activity Centre (Greentop Centre)          |
| PUBLIC REALM & SENSE OF PLACE      | 2028 | Heybourne Park already delivered in July 2011                     |
|                                    | 2029 | Heybourne Park already delivered in July 2011                     |

# Grahame Park

## CURRENT STAGE

- On site: Phase 0 Extension: 39 homes; Phase 1b(i): 143 homes
- Final negotiations to commence Lanacre Av. shift and site A8 preparation
- Land swap deal on GPW school site about to complete
- Sub –phase B (ii) and (iii) under review

## KEY ACHIEVEMENTS (2012-13)

- Start on site sub phase B(i)
- Start on site phase 0 extension
- Launch of community and economic development strategy

## KEY OUTPUTS (2012-13)

- Phase B(i) completion of early infrastructure
- Planning permission granted for 16 affordable homes on the Chandos Lodge site
- Agreed Heads of Terms with College for College relocation
- Stage B strategy review completed

## OUTPUTS TO DATE (PROJECT LIFETIME)

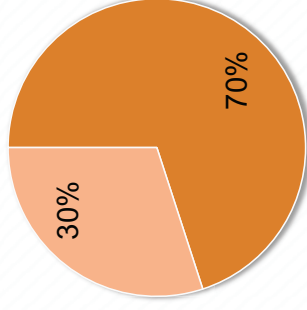
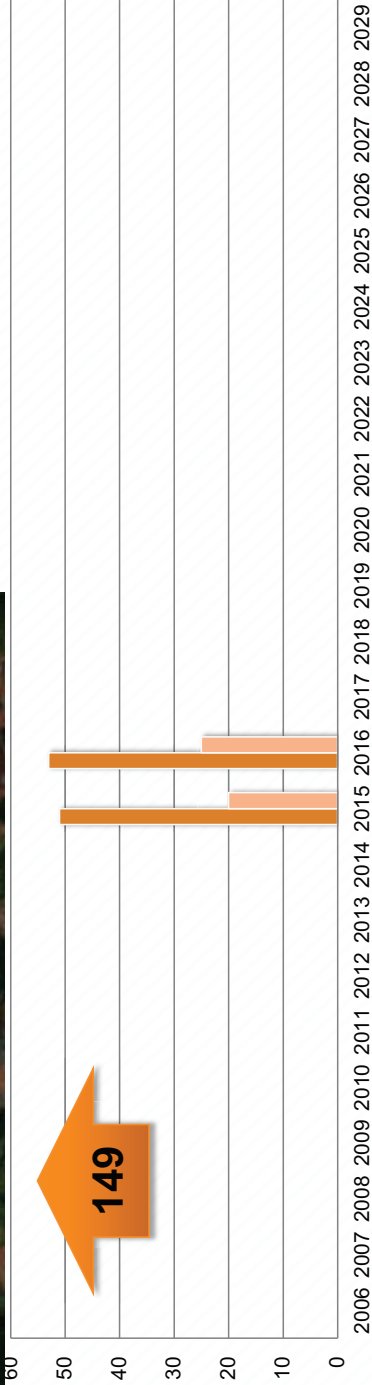
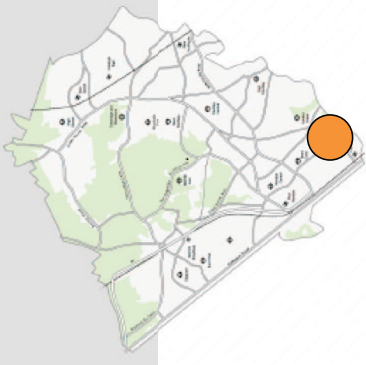
| HOUSING   | EDUCATION | HIGHWAYS & TRANSPORT                          | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|---|-----------|---|----------|----------------------|--------|------------------------------------|-------------------------------|
| 351 homes completed to date, of which x are affordable.<br><i>On site: 39 homes to be completed March 2014; 143 homes to be completed Dec 2013.</i> |           | Phase B(i) completion of early infrastructure |          |                      |        |                                    |                               |

# Granville Road



**DELIVERY PARTNERS**  
Mulalley; One Housing Group

**KEY DELIVERABLES**  
149 new homes  
Provision of construction jobs  
Public realm improvements



| HOUSING  | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE  | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE                                  |
|--|-----------|----------------------|---|----------------------|--------|------------------------------------|--|
| 149 new homes (30% shared ownership)<br>Designated parking for each block. |           |                      | Creation of jobs during the construction (no. to be agreed) |                      |        |                                    | Integration with existing communities<br>Improved public realm |

# Granville Road

## CURRENT STAGE

- On-going consultation with residents;
- Revised Masterplan received July 2013;
- Regeneration Agreement to be signed in November 2013.
- Discussions on submission of planning application on-going

## KEY ACHIEVEMENTS (2012-13)

- Consultation took place with residents living on the estate and in the surrounding area.
- First Granville Road Residents Association meeting took place on 8th August.

## KEY OUTPUTS (2012-13)

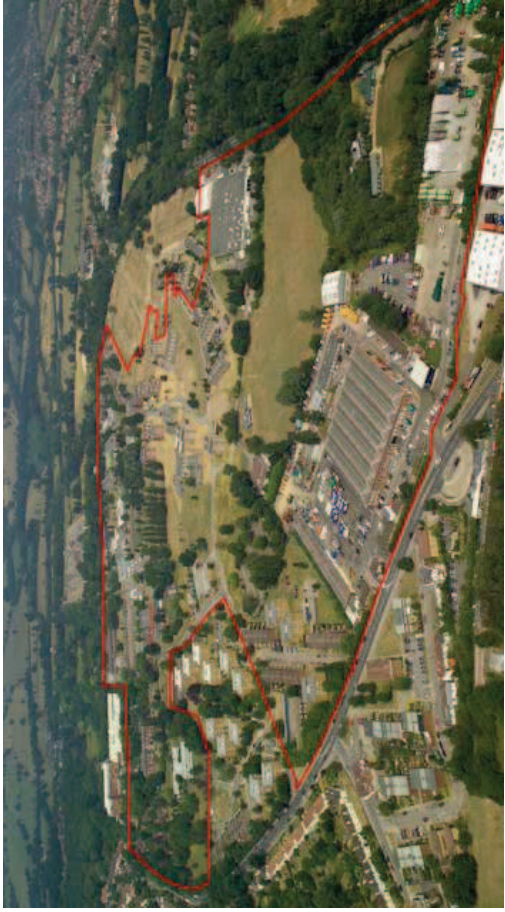
- Selection of Development Partner

## OUTPUTS TO DATE (PROJECT LIFETIME)

| HOUSING | EDUCATION | HIGHWAYS & TRANSPORT | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|---------|-----------|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|
|---------|-----------|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|

N/A – Project has not yet commenced on site

# Mill Hill East



## DELIVERY PARTNERS

Inglis Consortium LLP

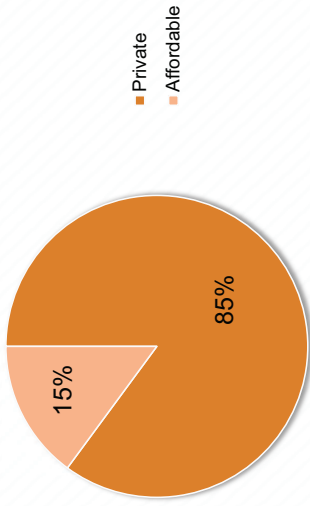
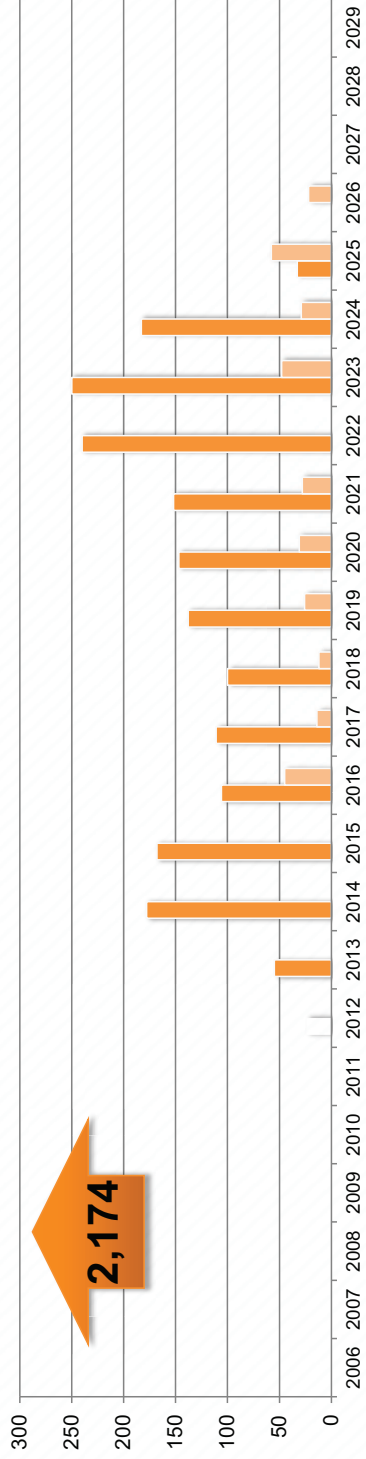
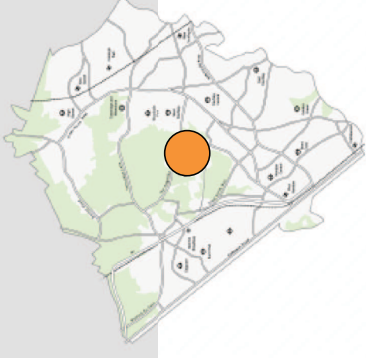
## KEY DELIVERABLES

2,174 new homes

New primary school and health facility

Upgrades to tube station & strategic East West Link route

New employment space, parks and open spaces, inc. a “Panoramic Park”



| HOUSING   | EDUCATION                             | HIGHWAYS & TRANSPORT  | COMMERCE   | COMMUNITY FACILITIES | HEALTH   | COMMUNICATIONS, SERVICES AND WASTE                          | PUBLIC REALM & SENSE OF PLACE   |
|---|---------------------------------------|---|--|----------------------|--|---|---|
| 2,174 new homes (1850 private sale, 324 affordable) | A new three-form entry primary school | Upgrades to Mill Hill East tube station & enhanced bus services | 3,470 sqm employment; 1,100 sqm town centre retail                       |                      | New health facility including a 530sqm GP surgery. | New energy centre of 630sqm Sustainable Urban Drainage      | New parks and open spaces including a “Panoramic Park” providing excellent views across London. |
|   |                                       | East-West strategic link route & Frith Lane junction works      | Conversion of the historic former officers’ mess building to mixed uses. |                      |  | Relocation of the Council’s Depot and Recycling facilities. | A new public piazza opposite the station  |
|   |                                       | Access road for the school                                      | Creation of 500 jobs   |                      |  |   |   |

# Mill Hill East

## CURRENT STAGE

- East-West Link road complete;
- Construction of primary school has commenced as of June 2013;
- Completion of free land sales;
- c£1.9m council sales receipt to date

## KEY ACHIEVEMENTS (2012-13)

- The Inglis Consortium successfully exchanged contracts on Phase 3 to Linden Homes; to date, 3 parcels of land have either been sold or exchanged.
- The Council's P&E committee approved the application for a 3-form entry school
- Officer's mess and gardens have been refurbished with all 10 units sold in the first two days of launch

## KEY OUTPUTS (2012-13)

- Officer's mess: 10 units of housing.
- East-West Primary Link Road

## OUTPUTS TO DATE (PROJECT LIFETIME)

| HOUSING                      | EDUCATION                               | HIGHWAYS & TRANSPORT            | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|------------------------------|---|---------------------------------|----------|----------------------|--------|------------------------------------|-------------------------------|
| 24 units of housing on site. | Construction of primary school on-going | Completion of Primary link road |          |                      |        |                                    |                               |

# Stonegrove Spur Road



## DELIVERY PARTNERS

Barratts Evolution Limited; Family Mosaic

## KEY DELIVERABLES

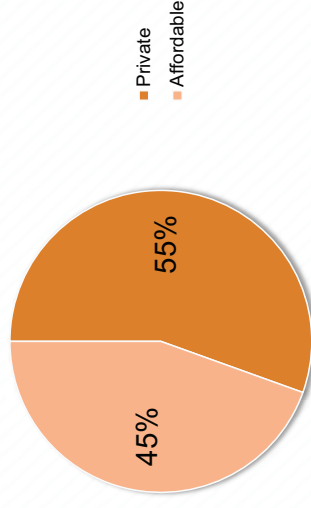
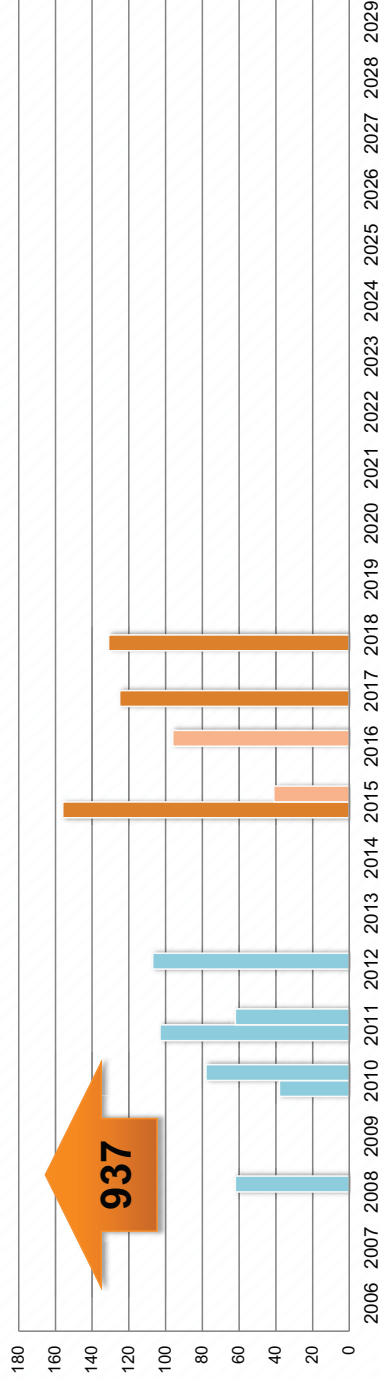
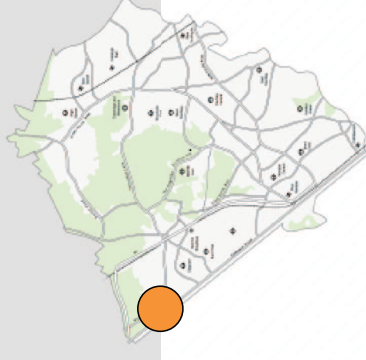
937 new homes

Provision of school & sport facilities (finished – London Academy)

New roads and improvements

Joint Community/church replacement facility

New open spaces



| Category                                 | Details  | Health | Communications, Services and Waste | Public Realm & Sense of Place |
|--|--|--------|------------------------------------|-------------------------------|
| <b>HOUSING</b>                           | 937 new homes (417 affordable, 520 private sale (an additional 62 affordable units were provided in Phase 0 – Penniwell Close) |        |                                    |                               |
| <b>EDUCATION</b>                         | Re-provision of school and sports facilities (London Academy) as part of phase 0 (prior to PDA).                               |        |                                    |                               |
| <b>HIGHWAYS &amp; TRANSPORT</b>          | New roads and improvements to junctions between Spur Road and Green Lanes, Spur Road and Stonegrove                            |        |                                    |                               |
| <b>COMMERCE</b>                          | Skills and job training for residents  |        |                                    |                               |
| <b>COMMUNITY FACILITIES</b>              | Re-provision of a church and ancillary buildings<br>Community hall   |        |                                    |                               |
| <b>HEALTH</b>                            |  |        |                                    |                               |
| <b>PUBLIC REALM &amp; SENSE OF PLACE</b> | Improvement of existing play facilities and open space   |        |                                    |                               |

# Stonegrove Spur Road

## CURRENT STAGE

- Phase 5 (Academy Lane), and Phases 6a/6b (Kings Lane Mews) have started on site and will deliver 198 units of housing.

## KEY ACHIEVEMENTS (2012-13)

- Scheme awarded 'Gold' in Q17 Annual Design Awards 2012
- Shadow SGSR Community Trust Board established
- Development Partner agreed a 'Deed of Variation' which now commits them to completing the entire scheme

## KEY OUTPUTS (2012-13)

- In total 388 new homes (41% of scheme) have now been completed
  - 247 social
  - 139 private sale

## OUTPUTS TO DATE (PROJECT LIFETIME)

| HOUSING   | EDUCATION                                      | HIGHWAYS & TRANSPORT | COMMERCE | COMMUNITY FACILITIES | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE |
|---|--|----------------------|----------|----------------------|--------|------------------------------------|-------------------------------|
| 388 new homes completed of which 247 social and 139 were for private sale | London Academy open and operating successfully |                      |          |                      |        |                                    |                               |



# West Hendon

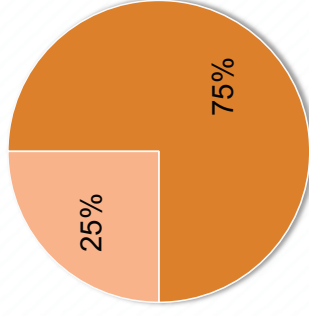
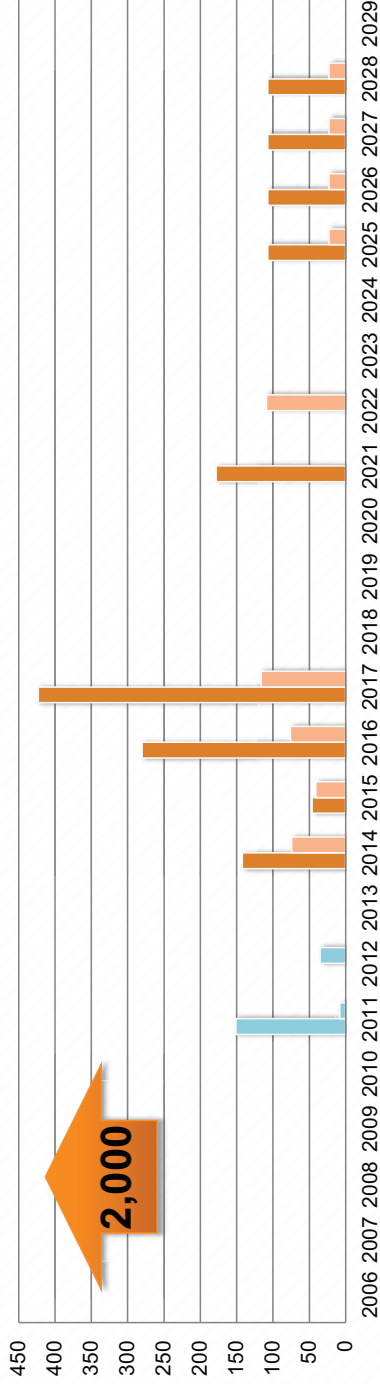
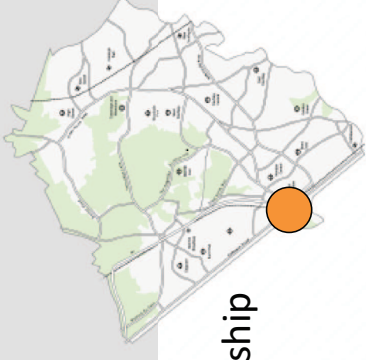


## DELIVERY PARTNERS

Barratt Metropolitan Limited Liability Partnership

## KEY DELIVERABLES

- 2,000 new homes; 1,600 car park spaces
- A new town centre & commercial hub
- 2 new bridges & creation of a vista
- Integration to the Welsh Harp Reservoir
- Two-form community school



| HOUSING                                | EDUCATION                                       | HIGHWAYS & TRANSPORT   | COMMERCE  | COMMUNITY FACILITIES     | HEALTH | COMMUNICATIONS, SERVICES AND WASTE | PUBLIC REALM & SENSE OF PLACE  |
|--|---|--|---|--------------------------|--------|------------------------------------|--|
| Up to 2,000 new homes (25% affordable) | Two-form community school for around 400 pupils | 2 new bridges<br>Improvements along the A5 and Station Road & removal of the gyratory system | A new town centre and commercial hub with new shops and restaurants.<br>1000 full time construction jobs. | Community use facilities |        |                                    | Improvements to York Park<br>Integration to the Welsh Harp Reservoir |
|  |   | Improved transport and pedestrian links  | 126 non-construction full time jobs   |                          |        |                                    |  |

# West Hendon

## CURRENT STAGE

- Pre-commencement conditions being resolved (cf18m S106 agreement)
- Start on site target November 2013

## KEY ACHIEVEMENTS (2012-13)

- Approval of Heads of Terms at Cabinet Resources Committee on the 18th of April 2013
- Approval of planning application at Planning & Environment Committee on 23rd July 2013.
- Planning Application Stage 2 Approval from GLA was obtained on 8th August 2013.

## KEY OUTPUTS (2012-13)

- Delivery of infrastructure and site preparation works currently on-site.

## OUTPUTS TO DATE (PROJECT LIFETIME)

### HOUSING

194 homes (43 affordable) have been completed to date

### HIGHWAYS & TRANSPORT

### COMMERCE

### COMMUNITY FACILITIES

### HEALTH

### COMMUNICATIONS, SERVICES AND WASTE

### PUBLIC REALM & SENSE OF PLACE

# Skills & Enterprise Programme

Ensure the continued success of Barnet through ensuring a healthy competitive business environment built on an entrepreneurial culture with improved access to quality employment opportunities for all residents

## OBJECTIVES

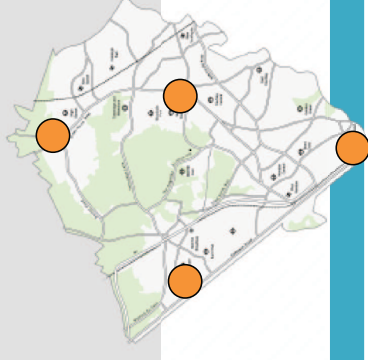
- ✓ Better connections between business and education
- ✓ Better coordination of business support and engagement and an environment in which small businesses can flourish
- ✓ Enhanced support for our town centres to support their prosperity
- ✓ Addressing unemployment in the borough, particularly worklessness and young people who are Not in Employment, Education or Training (NEET)
- ✓ Ensuring that developments at Brent Cross Cricklewood and Colindale contribute to the local economy, and in particular that local people are able to access the jobs created
- ✓ Encouraging economic development by exploring growth and inward investment opportunities



## CURRENT PROGRAMMES

- NEETs Platforms Programme
- Apprenticeship Employer Engagement Project
- Business Engagement & Enterprise activities
- Jobs Brokerage, welfare Reform & worklessness
- Employment and training support through S106 for residents in our development estates
- Town Centres and Outer London Fund

# Town Centres & OLF



|   |   |   |   |
|---|---|---|---|
| <p><b>Chipping Barnet Outer London Fund Project</b></p>       | <ul style="list-style-type: none"> <li>• Improve Chipping Barnet town centre's public realm and trading environment</li> <li>• Focus on re-landscaping of the green space at John the Baptist Church</li> </ul>   | <p>Barnet Council; Greater London Authority; High Barnet Town Team</p>  | <p><b>COMPLETE</b><br/>September 2011 – June 2012</p> |
| <p><b>Cricklewood Outer London Fund Project</b></p>           | <ul style="list-style-type: none"> <li>• Bring a cohesive look and feel to the Town Centre through public realm improvements and business support activities</li> <li>• Delivered in conjunction with the Cricklewood Improvement Programme, a local group made up of local businesses and residents.</li> </ul>  | <p>Barnet Council; Brent Council; Camden Council; Greater London Authority; Cricklewood Improvement Programme</p> | <p>April 2012 – March 2014</p>                        |
| <p><b>North Finchley Outer London Fund Project</b></p>        | <ul style="list-style-type: none"> <li>• Make North Finchley a destination in its own right through public realm improvements and business support activities</li> <li>• Focus on a new Cultural Quarter around arts depot and the Grand Arcade.</li> </ul>   | <p>Barnet Council; Greater London Authority; artsdepot; North Finchley Town Team</p>                              | <p>April 2012 – March 2014</p>                        |
| <p><b>Portas Town Team Partners (Edgware Town Centre)</b></p> | <ul style="list-style-type: none"> <li>• Revamp Edgware's existing Business Forum to become one of more than 300 'Town Team Partners' nationwide which will benefit from funding and a package of support from the Association of Town Centre Management.</li> <li>• The aim of the project is to address the key issues faced by businesses and to revive Edgware Station Road's prosperity and the wellbeing of its diverse communities.</li> </ul> | <p>Barnet Council; Edgware Town Team; Broadwalk Centre; Association for Town Centre Management</p>                | <p>From October 2012</p>                              |

# Town Centres & OLF

## **CURRENT STAGE**

- Public realm works on-going in Cricklewood Town Centre
- Procurement of contractors for public realm works in North Finchley Town Centre

## **KEY ACHIEVEMENTS (2012-13)**

- Mayor's Design Advisory Group (MDAG) have approved proposals for North Finchley and Cricklewood Town Centres
- Delivery of a series successful events as part of the Cricklewood Outer London Fund, including Mobile Town Square, Silk Road Festival and Photography exhibition.
- North Finchley OLF - proposals were approved by the Mayor of London's Design Advisory Group on 25th September.
- Business Leaders Breakfast on 17th September - 70 people signed up to the event while 50 businesses attended.
- Business Needs Survey sent out 6th September to 2,200 SMEs

## **KEY OUTPUTS (2012-13)**

- Chipping Barnet OLF project completed in June 2012

# Key Upcoming Milestones

- ✓ **Dollis Valley** – Start on site (November 2013)
- ✓ **West Hendon** - Approval of S106 Agreement, CPO, Ground 10A & decanting strategies (October 2013)
- ✓ **Regeneration Programme** – Report to Audit Committee on 24th October 2013
- ✓ **SEE** – Business Needs Survey results due (end October 2013)
- ✓ **Granville Road** – Sign Development Agreement (November 2013)
- ✓ **West Hendon** – Start on site Phase 3a (November 2013)
- ✓ **SEE** - Business Expo (1st November)
- ✓ **Regeneration Programme** – Cabinet Members briefing on programme (November 2013)
- ✓ **Grahame Park** – completion of Phase 1b(i) – 143 new homes (December 2013)
- ✓ **Brent Cross** – S73 application determination at Planning & Environment Committee (January 2013)
- ✓ **SEE** – Completion of North Finchley and Cricklewood OLF Projects (March 2013)



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|                          |   |
|--------------------------|---|
| <b>Meeting</b>           | <b>Business Management Overview &amp; Scrutiny Committee</b>  |
| <b>Date</b>              | 6 January 2014  |
| <b>Subject</b>           | <b>Updating of Barnet Housing Strategy</b>  |
| <b>Report of</b>         | <b>Cabinet Member for Housing</b>   |
| <b>Summary of Report</b> | This report provides details on the preparation of a new housing strategy for the borough with a view to implementing a final strategy in September 2014. |

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|  |   |
|--|---|
| <b>Officer Contributors</b>                        | Pam Wharfe, Director for Place<br>Declan Hoare, Lead Commissioner (Housing and Environment)<br>Paul Shipway, Head of Strategy and Performance, Regional Enterprise Ltd          |
| <b>Status (public or exempt)</b>                   | Public  |
| <b>Wards Affected</b>                              | All   |
| <b>Key Decision</b>                                | N/A   |
| <b>Reason for urgency / exemption from call-in</b> | N/A   |
| <b>Function of</b>                                 | Business Management Overview & Scrutiny Committee   |
| <b>Enclosures</b>                                  | Appendix 1- draft evidence base for housing strategy  |
| <b>Contact for Further Information:</b>            | Chloe Horner, Strategy and Business Improvement Manager, Regional Enterprise Ltd,<br><a href="mailto:chloe.horner@barnet.gov.uk">chloe.horner@barnet.gov.uk</a> , 020 8359 4775 |

## **1. RECOMMENDATION**

- 1.1 That the Committee notes and comments on plans for developing a new Housing Strategy.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet approved the existing Housing Strategy on 12 April 2010, Agenda Item 8.
- 2.3 Cabinet approved Barnet's approach to social housing reforms and how they relate to the existing Housing Strategy on 14 September 2011, Agenda Item 6.

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

- 3.1 The Housing Strategy supports the Corporate Plan 2013 to 2016 priority "To maintain the right environment for a strong and diverse local economy" and the strategic objective under this priority is to sustain Barnet by "promoting growth, development and success across the borough. This will be done through the delivery of seven major regeneration schemes across the borough, which will create more than 3,000 new homes over the next 5 years. It will ensure that the borough is best placed to address the housing needs and aspirations of all residents, for example through reducing the length of time households spend in emergency accommodation.
- 3.2 The spatial expression of the Housing Strategy is provided by the Local Plan which sets out our approach to securing affordable housing and growth whilst ensuring that we get the right homes in the right places for sustainable vibrant mixed communities
- 3.3 The Housing Strategy will have to be in "general conformity" with the London Housing Strategy. A draft revised London Housing Strategy is currently subject to a public consultation until 28 February 2014. The council will have the opportunity to inform the final iteration of the London strategy at the same time as developing the Barnet strategy.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 The existing strategy was last updated fully in 2010 and since then there has been a change in government and a number of key housing reforms. There is a risk that it does not take account of changes that have occurred and additional evidence that has emerged since then and therefore could not be fit for purpose and underpin other strategic housing decisions.
- 4.2 There is a risk that the existing strategy will not be in general conformity with the London Mayor's Housing strategy, which could lead to loss of support from the Mayor in respect of delivering the capital's housing objectives. This could lead to potential difficulties in obtaining funding for the boroughs housing plans.



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

- 5.1 Pursuant to the Equality Act 2010 (“the Act”), the council has a legislative duty To have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protracted characteristics and those without. The ‘protected characteristics’ are ages, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.
- 5.2 A full equalities impacts assessment will be produced as part of the development of the new strategy and will be reported to Committee.

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

- 6.1 There are no direct resources implications in terms of the development of the housing strategy as this will be contained within existing budgets.
- 6.2 A national Housing Revenue Account (HRA) subsidy system ended in April 2012 and was replaced with self-financing. The move to self-financing in the HRA was achieved by the council making a payment of £103m to the Treasury; the payment of negative subsidy being replaced with the cost of servicing this additional debt. The HRA settlement also included the calculation of a notional debt figure that was higher than the actual HRA debt held by Barnet, which generated the capacity for additional borrowing headroom of £39m. The council has developed an investment model to make decisions about how to spend the headroom and the housing strategy will be a key document to shape and support these decisions.
- 6.3 The introduction of the overall benefit cap (as part of the Government’s reform of welfare) from August 2013 means that some households will not be able to afford the rents charged in Barnet and other parts of London for temporary accommodation and private rented sector homes even where these fall within local housing allowance levels. The housing strategy will have to take account of these issues in providing a fair approach in terms of procuring quality accommodation in affordable locations.

## **7. LEGAL ISSUES**

- 7.1 The council, as a local housing authority, is required by section 87 of the Local Government Act 2003 to have a strategy in respect of such matters relating to housing. A requirement to consider the housing needs of gypsies and travellers was added in 2004.
- 7.2 The Greater London Authority Act 2002, section 28, requires borough housing (and related) strategies to be in general conformity to the London Housing Strategy.

7.3 The new housing strategy will incorporate the council's statutory Homelessness Strategy.

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

8.1 Council Constitution, Part 3, Responsibility for Functions – Section 3.6 details the functions of the Cabinet Resources Committee.

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

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

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

## **9. BACKGROUND INFORMATION**

### **Existing housing strategy**

9.1 The council's existing housing strategy was agreed by Cabinet in April 2010 with the following key housing objectives:

- Increasing housing supply to improve the range of housing choices and opportunities available to residents
- Improving the condition and sustainability of the existing housing stock
- Promoting mixed communities
- Maximising opportunities available for those wishing to own their home
- Providing housing related support options that maximise the independence of residents
- Providing excellent value services that exceed residents' expectations.

9.2 The strategy was reviewed in September 2011 in response to changes in national housing policy, including housing revenue account self-financing, welfare reform, flexible tenancies and housing allocations reform. The council has taken a proactive approach on many of these issues. For example, in July 2012 the council introduced flexible 2 and 5 year tenancies for new council tenants as permitted under the Localism Act 2011.

9.3 The council has also implemented major reforms to housing allocations to ensure that a limited supply of housing is used to assist households in the highest housing need who are contributing to the community by working, volunteering, training, foster caring or as former service personnel.

### **Changes in the housing sector**

9.4 There have been further significant changes in the housing sector since this time and it is now necessary to review the entire housing strategy. Key issues that a new housing strategy will need to take account of include:

- Investment decisions in the housing revenue account in terms of delivering new housing growth, supporting regeneration and achieving general fund savings
- The increasing difficulty in procuring affordable accommodation in the borough and the need to access a supply of homes in more affordable areas
- Changes in the housing market including the increasing role of the private rented sector and a reduction in homeownership
- The latest census information including data on population growth and diversity and the impact of this on the future housing needs of the borough
- Progress with improving the thermal efficiency of homes.

### **Evidence base for new housing strategy**

9.5 A key step in developing a new housing strategy is to develop an evidence base of key data that gives a picture of the housing market in Barnet set within the context of the local economy and demographic. Work has already commenced on preparing this evidence base and a draft is attached at appendix 1. Key points emerging from this include:

- The population has increased by 55,000 since 2001 and has become more diverse with increasing numbers of older people and children. Further growth of 46,000 is expected by 2022
- The borough is relatively prosperous with a high percentage of self-employed residents; in common with the rest of the country median incomes fell in 2012
- Private renting has increased significantly since 2001, largely at the expense of owner occupation which has decreased
- House prices have recovered since 2008, but sales volumes remain low
- Private rented sector rents have risen faster than elsewhere and are now the highest in Outer London
- The supply of private rented homes available to working people on lower incomes has reduced significantly
- Homeless applications have increased along with acceptances and admissions to temporary accommodation
- 2289 households could have their housing benefit reduced as a consequence of welfare reforms
- Barnet experienced the largest increase in Local Housing Allowance claims between 2011 and 2012 compared to other London boroughs
- Barnet has a higher number of vacant dwellings compared to other London boroughs
- Barnet has a higher capacity for new homes <sup>1</sup>than other north London boroughs.

9.6 An evidence base review group has been established to review the evidence base and assist the development of the wider strategy. The group consists of senior officers of the council, Barnet Homes, registered housing providers as well as a board member of Barnet Homes. The evidence base review group has met twice already, including a site visit to Beaufort Park to focus on regeneration and a session dedicated to reviewing the data in appendix 1. Further meetings are planned for January 2014.

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<sup>1</sup> 26,000 new homes by 2025/6

9.7 Following on from the review group a final draft housing strategy will be developed to be considered by the Greater London Authority for comments on general conformity. The draft strategy will then be subject to a wide public consultation to include focus groups and an online survey before being submitted to Committee for final approval and implementation in autumn 2014.

### **Draft timetable**

9.8 A summary of the timetable is shown below.

| <b>Date</b>            | <b>Activity</b>   |
|------------------------|---|
| January 2014           | Evidence base review group to include visit to Kings Cross and Pocket Homes development |
| February 2014          | Production of first draft housing strategy  |
| March 2014             | Evidence base review group review of draft housing strategy                             |
| April 2014             | Consultation with Greater London Authority  |
| May 2014               | Equalities impact assessment  |
| July to September 2014 | Public consultation with residents and other stakeholders                               |
| Autumn 2014            | Committee approval  |

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

10.1 None

|  |           |
|--|-----------|
| <b>Cleared by Finance (Officer's initials)</b> | <b>JH</b> |
| <b>Cleared by Legal (Officer's initials)</b>   | <b>BH</b> |

Putting the Community First

# Housing Strategy Evidence Base

Autumn 2013



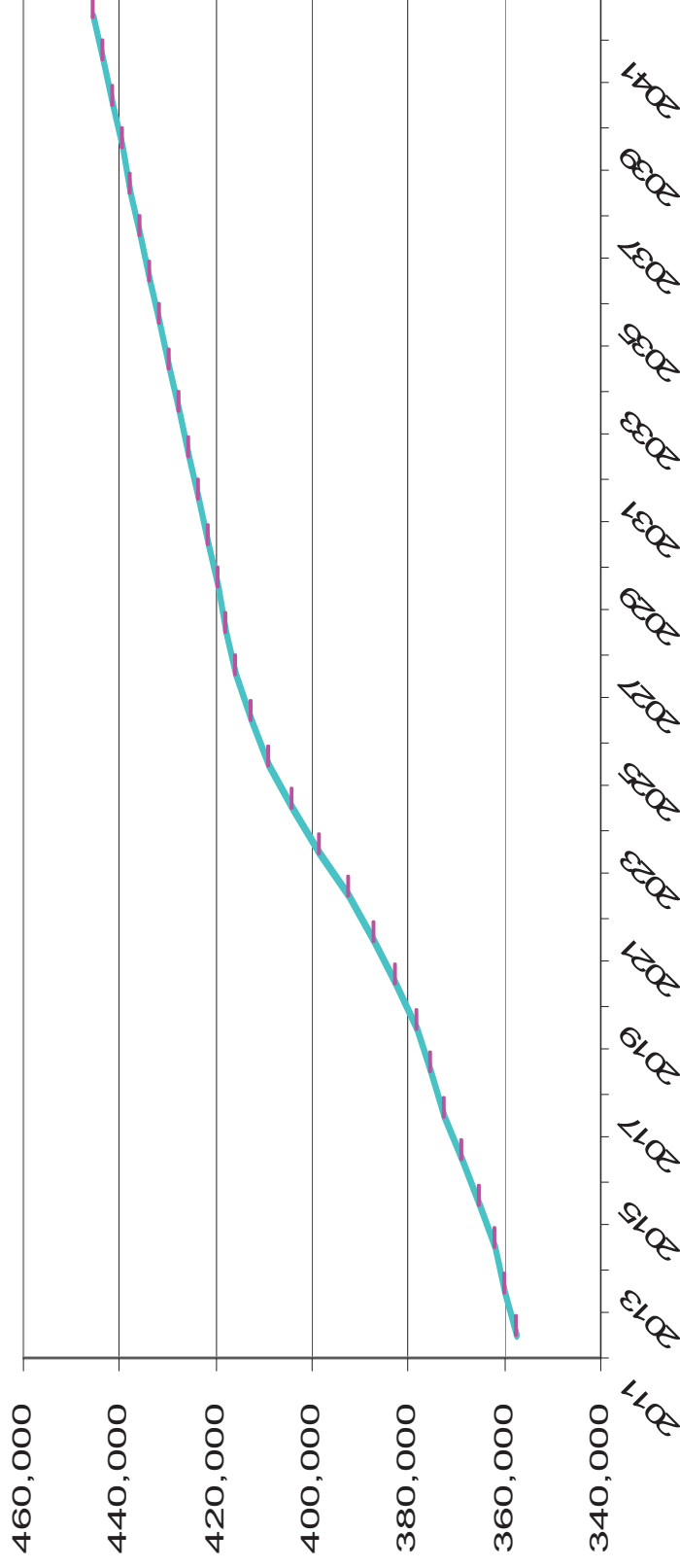
# Content

| Section                        | Slide |
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| 3. The Housing Market          | 16    |
| 4. Welfare Reforms             | 25    |
| 5. Homelessness                | 30    |
| 6. Older People                | 35    |
| 7. Stock Condition/Empty Homes | 44    |
| 8. Housing Supply and Demand   | 51    |

# 1. Population



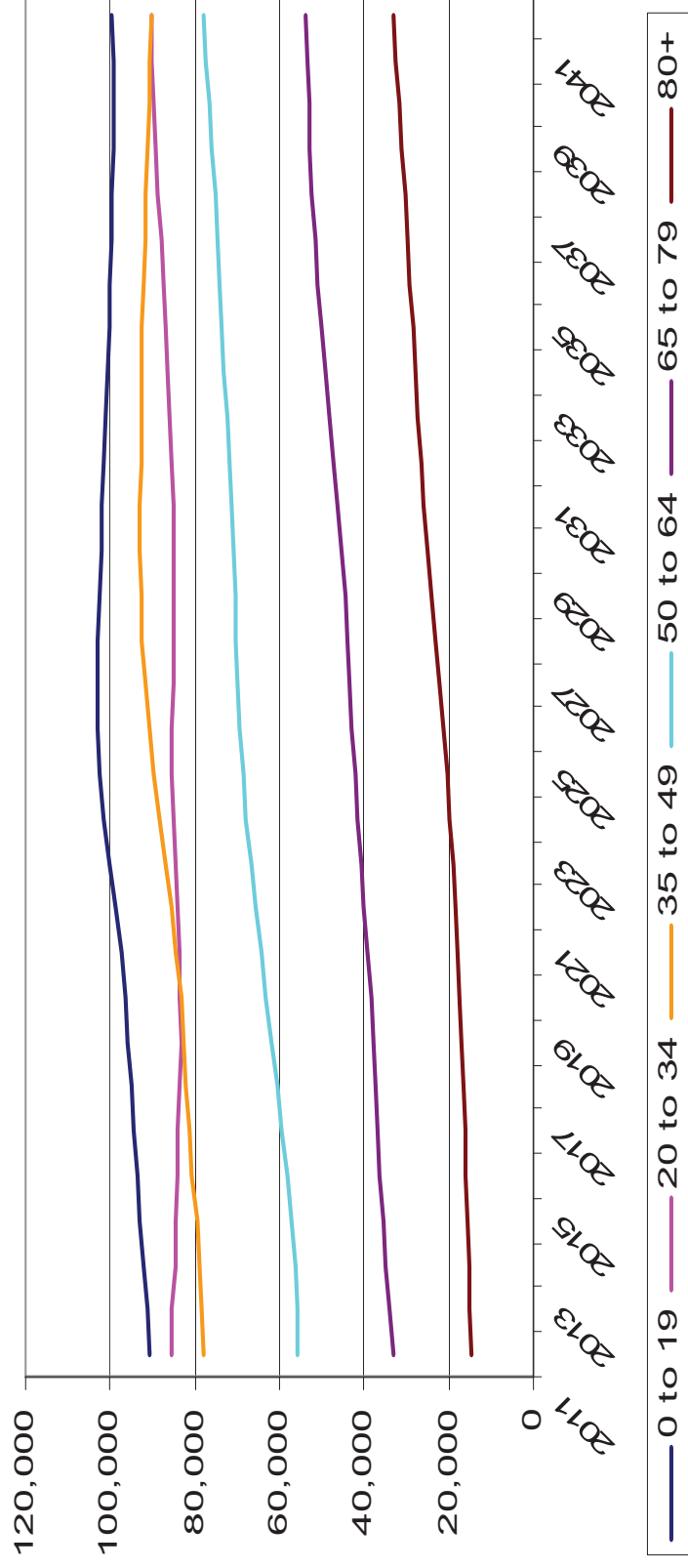
# Barnet's Population is growing



- In 2013 Barnet's population stands at 362,060
- By 2041 the borough's population is projected to increase to 445,422.
- This is an increase the size of the current population of St. Albans.



# Population will grow across most age ranges



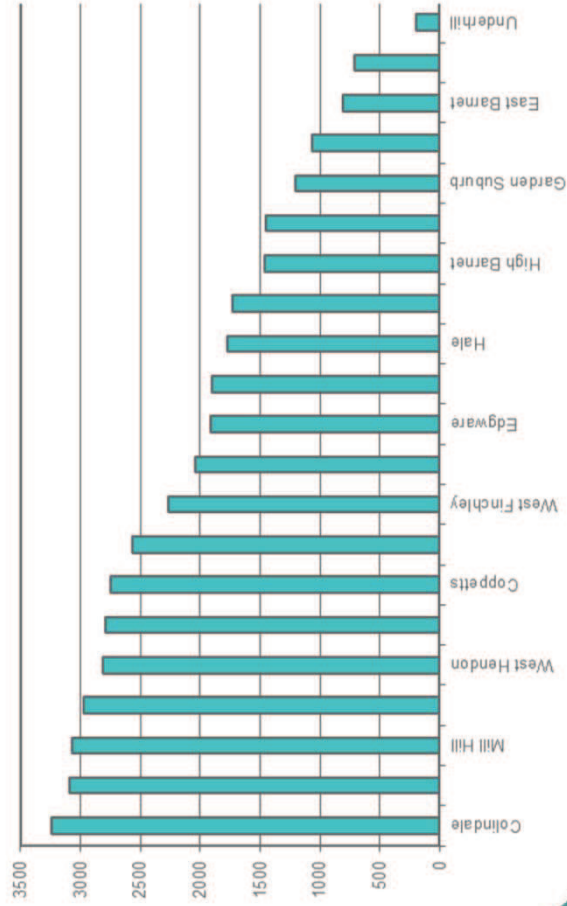
- The population is projected to become older and the over 70 population is projected to nearly double by 2041, from 34,000 to 67,400.
- The school-age population (5 to 18 year-old) is projected to grow by 12,000 people by 2026, from 61,000 to 73,000 (an increase of nearly 20%).

# Population Growth highest in West of Borough

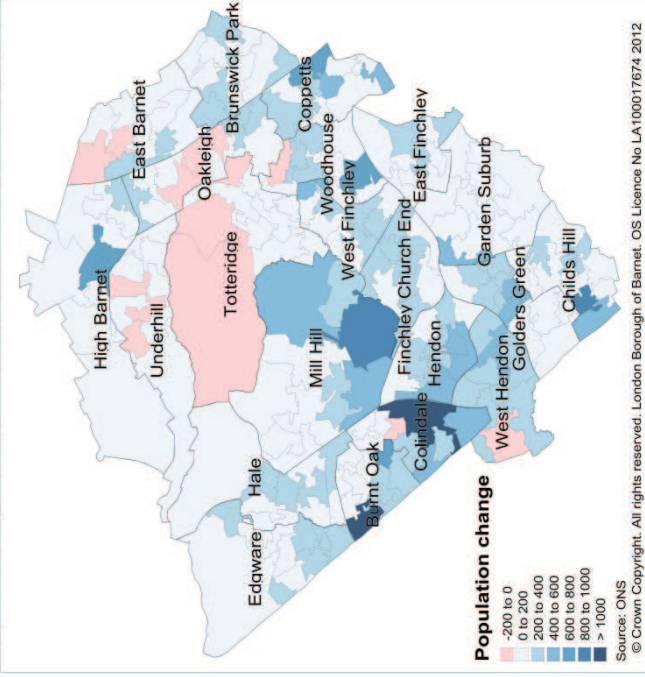
| Top 5 wards by population 2001 |        |
|--------------------------------|--------|
| Childs Hill                    | 17,261 |
| Golders Green                  | 16,248 |
| Underhill                      | 15,721 |
| Hale                           | 15,663 |
| Woodhouse                      | 15,533 |

| Top 5 wards by population 2011 |        |
|--------------------------------|--------|
| Childs Hill                    | 20,049 |
| Golders Green                  | 18,818 |
| Hendon                         | 18,472 |
| Mill Hill                      | 18,451 |
| Burnt Oak                      | 18,257 |

Change from 2001 to 2011



Population change between the 2001 and 2011 censuses, by LSOA



# Ward populations by 2041

•The highest population growths will be in **Colindale** and **Golders Green** where there will be housing growth through regeneration.

•**Mill Hill** and **West Hendon** are also projected to see relatively large increases in population.

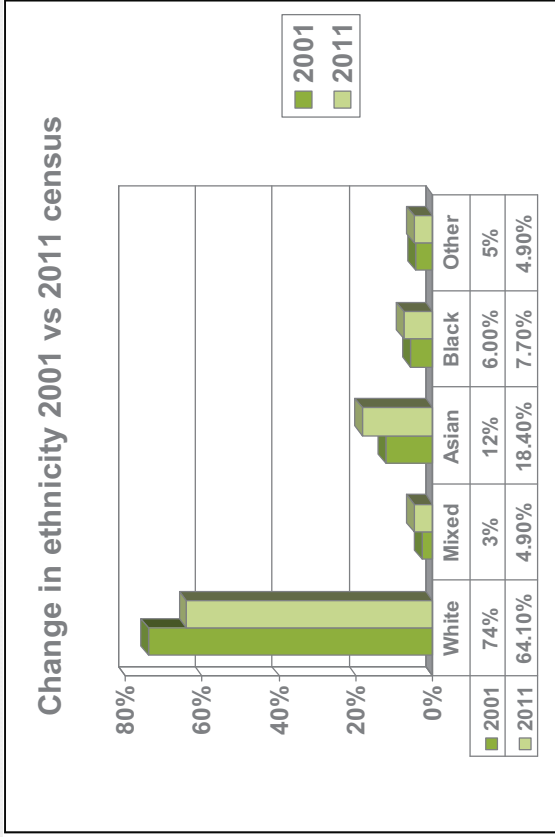
| Ward                | 2011           | 2021           | 2031           | 2041           | % increase |
|---------------------|----------------|----------------|----------------|----------------|------------|
| Colindale           | 17,147         | 29,197         | 37,550         | 39,176         | 128%       |
| Golders Green       | 18,872         | 25,369         | 35,652         | 37,285         | 98%        |
| Mill Hill           | 18,517         | 24,051         | 25,056         | 26,186         | 41%        |
| West Hendon         | 17,448         | 20,502         | 22,889         | 23,940         | 37%        |
| Edgware             | 16,781         | 18,274         | 19,503         | 20,480         | 22%        |
| Childs Hill         | 20,105         | 21,422         | 22,986         | 24,127         | 20%        |
| Finchley Church End | 15,774         | 16,745         | 17,253         | 18,080         | 15%        |
| Totteridge          | 15,212         | 15,952         | 16,695         | 17,495         | 15%        |
| West Finchley       | 16,588         | 17,157         | 18,071         | 18,971         | 14%        |
| Brunswick Park      | 16,449         | 16,857         | 17,775         | 18,634         | 13%        |
| East Barnet         | 16,191         | 16,550         | 17,124         | 17,895         | 11%        |
| Hendon              | 18,518         | 19,157         | 19,592         | 20,544         | 11%        |
| Woodhouse           | 17,633         | 18,246         | 18,727         | 19,578         | 11%        |
| High Barnet         | 15,360         | 15,761         | 16,176         | 16,960         | 10%        |
| Oakleigh            | 15,866         | 15,953         | 16,710         | 17,511         | 10%        |
| Garden Suburb       | 15,985         | 16,054         | 16,562         | 17,422         | 9%         |
| Burnt Oak           | 18,273         | 18,274         | 18,981         | 19,748         | 8%         |
| East Finchley       | 16,044         | 16,238         | 16,645         | 17,404         | 8%         |
| Underhill           | 15,974         | 16,123         | 16,490         | 17,207         | 8%         |
| Hale                | 17,495         | 17,315         | 17,772         | 18,629         | 6%         |
| Coppetts            | 17,305         | 17,080         | 17,363         | 18,148         | 5%         |
| <b>All</b>          | <b>357,537</b> | <b>392,277</b> | <b>425,572</b> | <b>445,420</b> | <b>25%</b> |

Source: 2013 GLA population projections

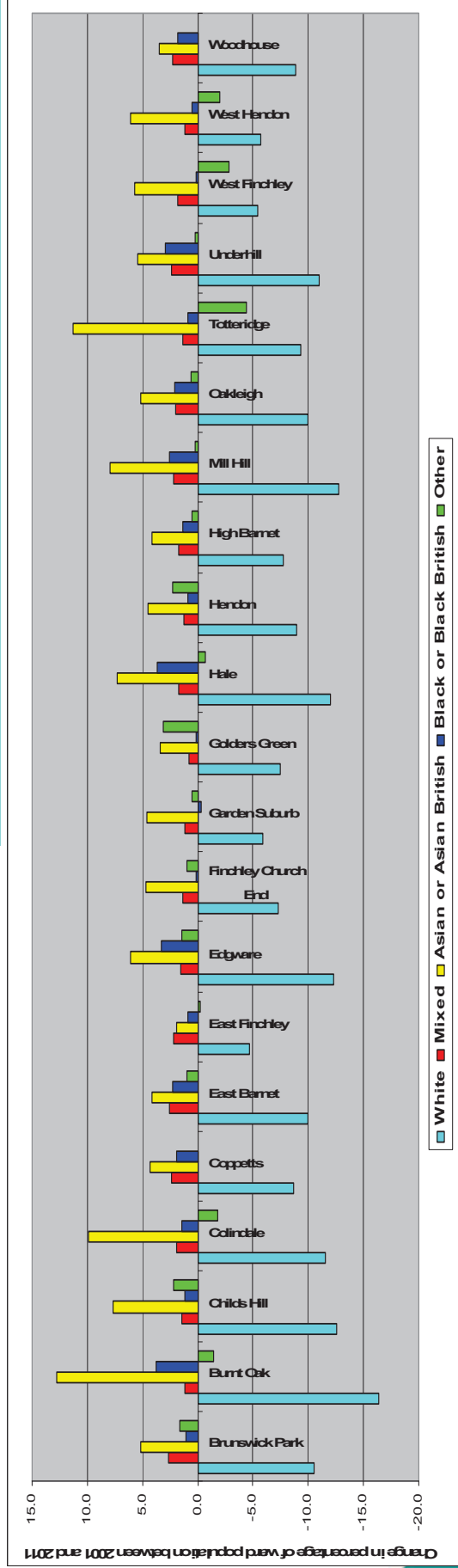
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[www.barnet.gov.uk](http://www.barnet.gov.uk)

# Barnet has become more diverse



- Barnet is getting more diverse, driven by both more births among BAME communities and an increase of migrants.
- The January school census 2011 recorded that 143 different languages apart from English were spoken by pupils in Barnet schools.
- Ethnic groups as percentage of population increasing across all wards
- White groups as percentage of population falling across all wards.



Source: Census Data

Security marking

www.barnet.gov.uk

## Higher concentration of BAME ethnic groups in social housing

| Tenure  | Total          | White        | Mixed ethnic group | Asian        | Black        | Other       |
|---|----------------|--------------|--------------------|--------------|--------------|-------------|
| Owned outright                                    | 82,008         | 74.5%        | 2.5%               | 18.1%        | 2.2%         | 2.7%        |
| Owned with a mortgage or loan or shared ownership | 124,058        | 66.5%        | 4.6%               | 20.1%        | 5.0%         | 3.7%        |
| <b>All owned</b>                                  | <b>206,066</b> | <b>69.7%</b> | <b>3.8%</b>        | <b>19.3%</b> | <b>3.9%</b>  | <b>3.3%</b> |
| Rented from Barnet Homes                          | 28,752         | 53.4%        | 7.7%               | 12.6%        | 19.8%        | 6.5%        |
| Other Social Rented                               | 18,508         | 49.9%        | 8.5%               | 13.5%        | 22.2%        | 5.9%        |
| <b>All Social Rented</b>                          | <b>47,260</b>  | <b>52.0%</b> | <b>8.0%</b>        | <b>12.9%</b> | <b>20.7%</b> | <b>6.3%</b> |
| <b>Private Rented</b>                             | <b>99,271</b>  | <b>57.8%</b> | <b>5.6%</b>        | <b>19.8%</b> | <b>9.4%</b>  | <b>7.5%</b> |
| <b>All categories</b>                             | <b>352,597</b> | <b>64.0%</b> | <b>4.8%</b>        | <b>18.6%</b> | <b>7.7%</b>  | <b>4.9%</b> |

A disproportionately high number of people living in socially rented housing are from BAME ethnicities and in particular Black ethnicities; more than 20% of people identifying themselves as black live in socially rented housing, while only 4% of black people are owner-occupiers.

# The way people live is changing too

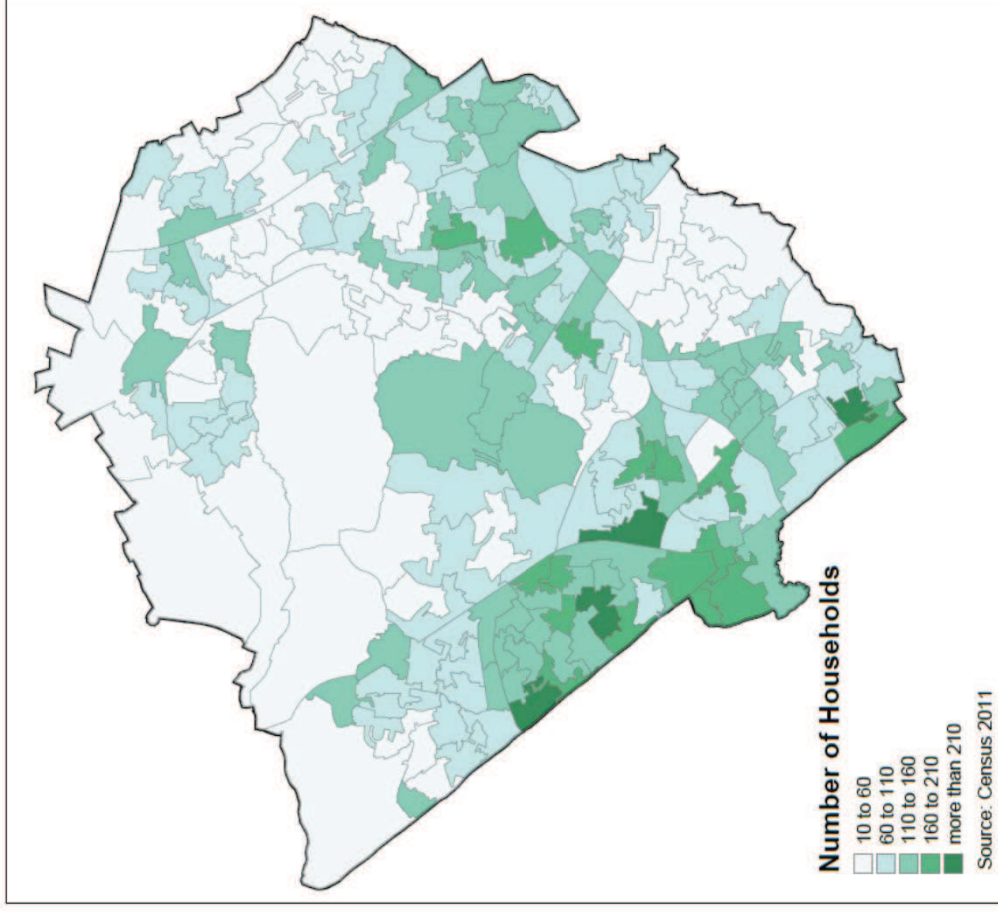
Number of households with more than 1.5 people per bedroom

There are **135,900** households in Barnet with an average of 2.6 people per household (*and falling*)

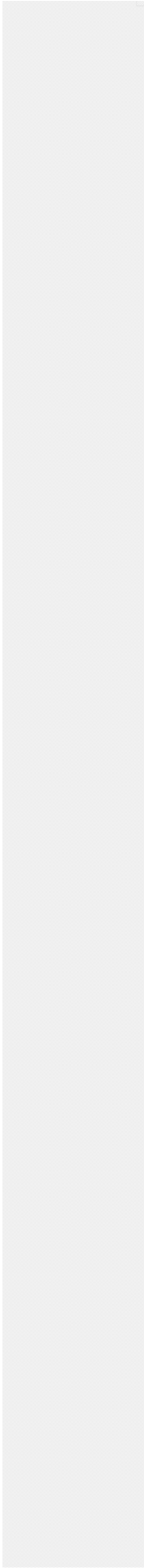
One in three households resides in a *flat* making these the most common type of dwelling

Movement towards smaller, single person households; **81,000** individuals living alone.

Lone parent households expected to increase by **82%**



Source: Census 2011

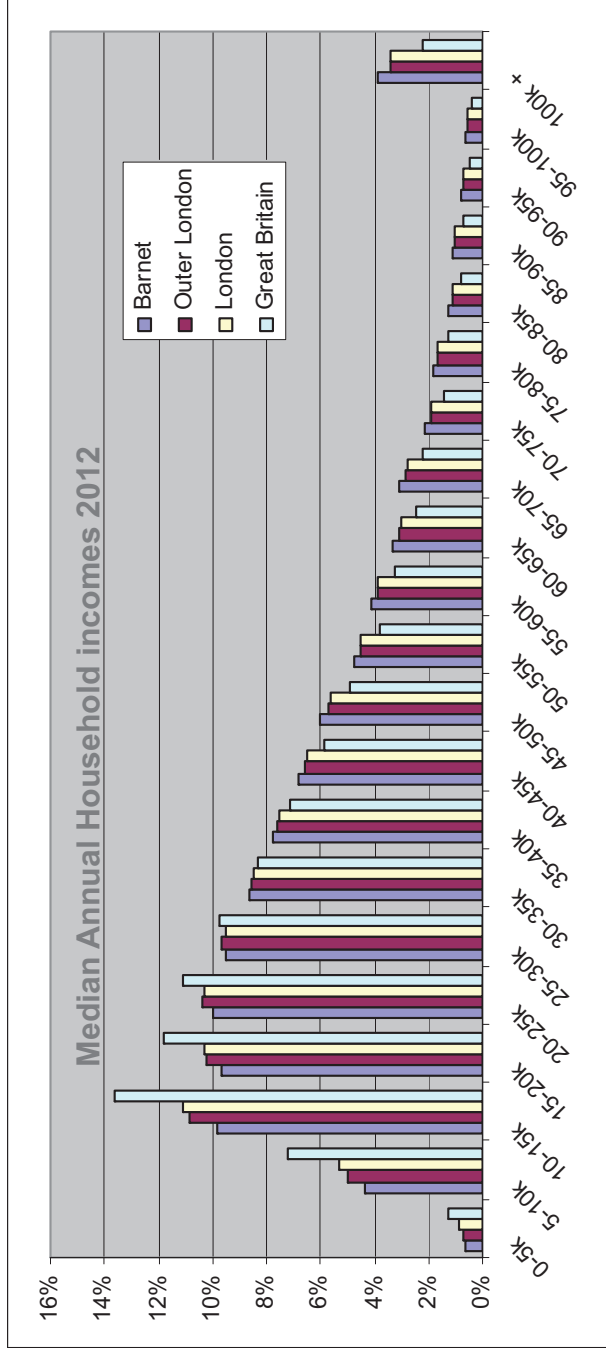


## 2. The Economy



dreamwork.com

# A prosperous borough...



**Barnet has a higher proportion of higher incomes than the rest of the country**

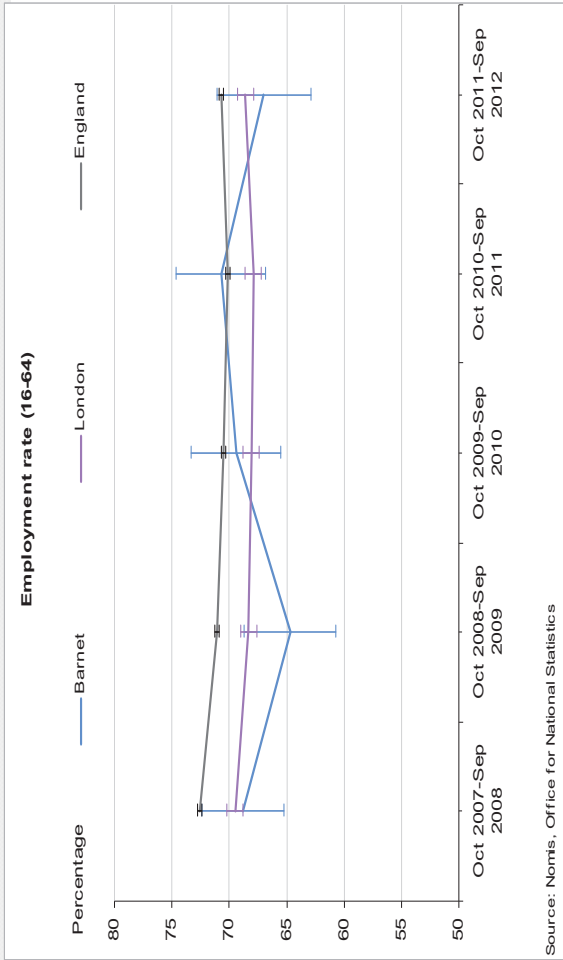
**Median income in Barnet is also higher than in the rest of London and nationally, but fell in 2012**

### Change in median incomes 2007 - 2012

|                      | 2007    | 2008    | 2009    | 2010    | 2011    | 2012    | % change 2007-2012 |
|----------------------|---------|---------|---------|---------|---------|---------|--------------------|
| <b>Barnet</b>        | £30,779 | £31,454 | £31,554 | £32,129 | £36,215 | £33,579 | 9.1%               |
| <b>Inner London</b>  | £31,564 | £31,852 | £30,766 | £31,379 | £32,588 | £31,056 | - 1.61%            |
| <b>Outer London</b>  | £29,734 | £29,665 | £29,797 | £30,507 | £34,036 | £31,839 | 7.08%              |
| <b>London</b>        | £30,456 | £30,509 | £30,168 | £30,168 | £33,441 | £31,522 | 3.5%               |
| <b>Great Britain</b> | £26,100 | £25,486 | £26,518 | £26,518 | £28,445 | £27,580 | 5.67%              |

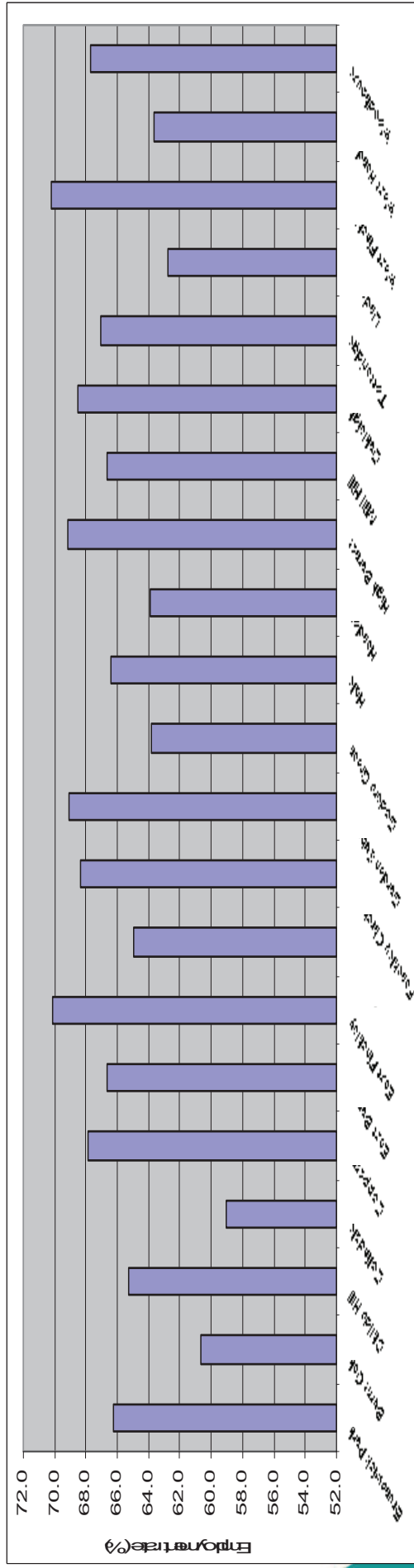


# Employment



- Employment rates have recovered from a dip in 2008
- Employment rates dipped below London average (latest data release)

Big disparity b/w employment rates of wards – e.g. East Finchley (70%); Colindale (59%)

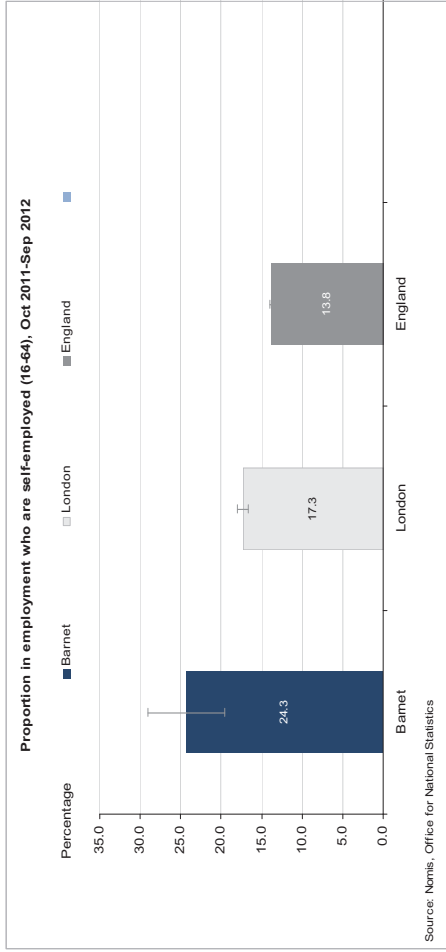


Source:ONS July 2013

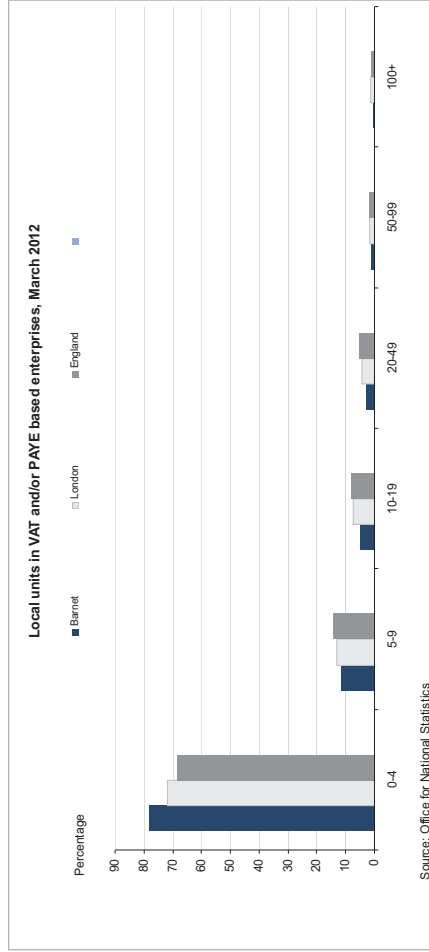
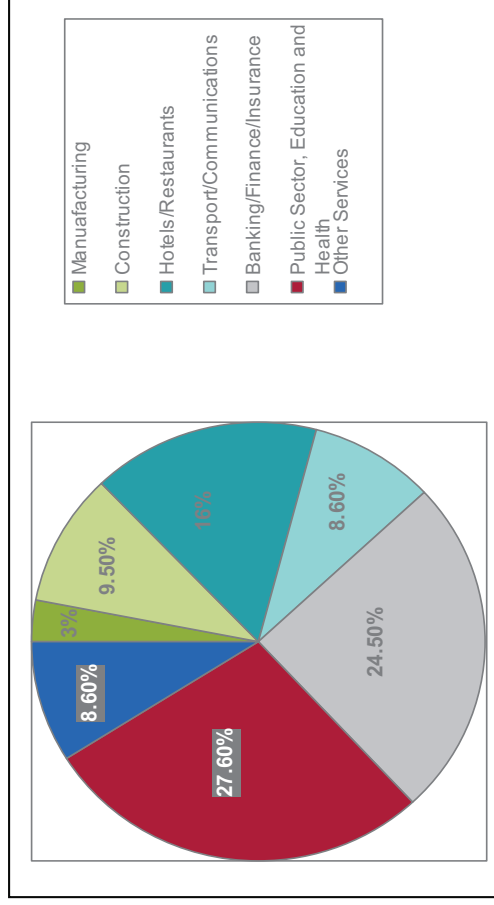
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# Employment

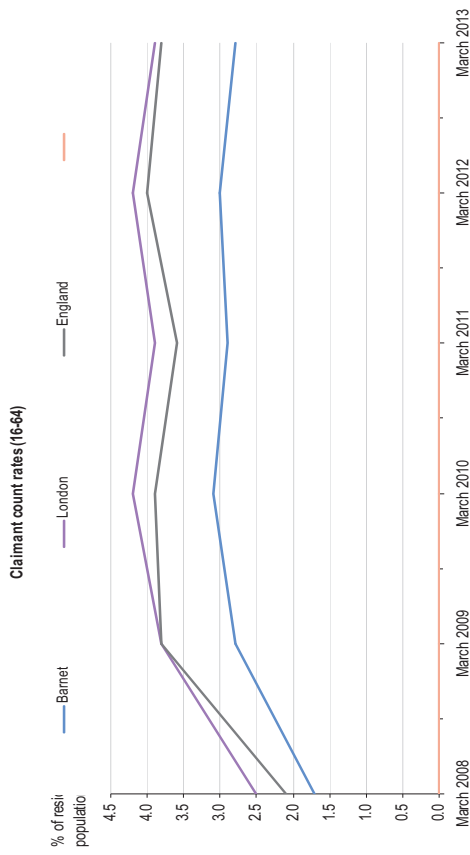


Second highest rate of self employment in London & small companies as employer

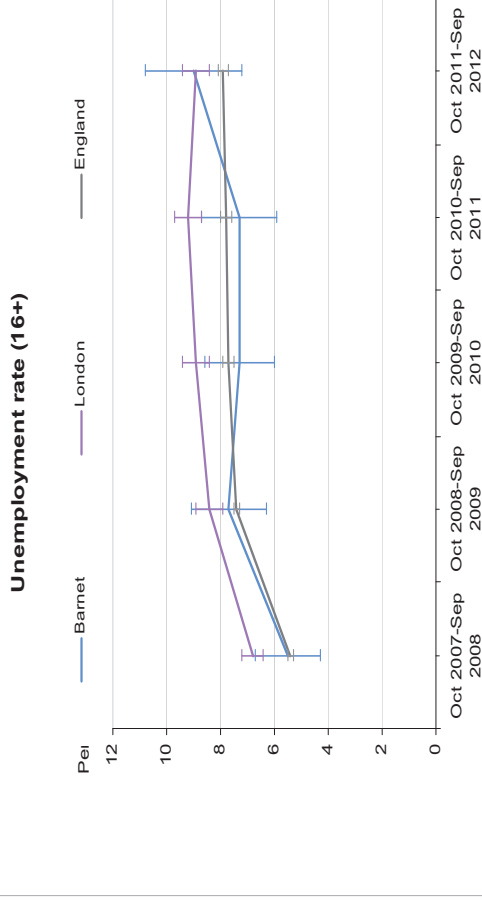


A high % of the working age population employed in finance and the public sector (inc. Education & Health)

# Unemployment



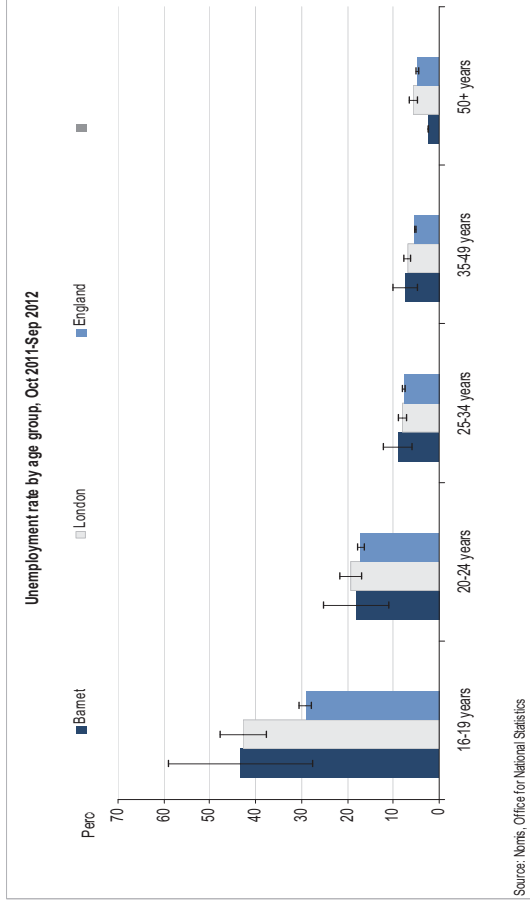
Source: Department for Work and Pensions, via Nomis, Office for National Statistics



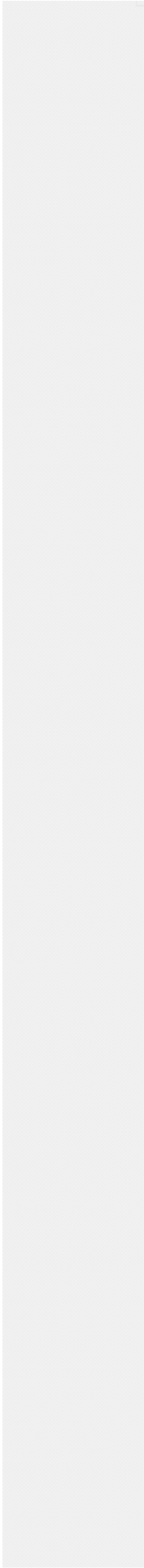
Source: Figures for regions and England are from Nomis, Office for National Statistics, and figures for local authorities are from Office for National Statistics

Barnet has not escaped the effects of the economic downturn. In the year to June 2012, 8.6% of the local population was believed to be unemployed – below the London average (9.2%) but up from the equivalent period in 2008, when local unemployment stood at 4.8%

Unemployment highest amongst under 25 groups



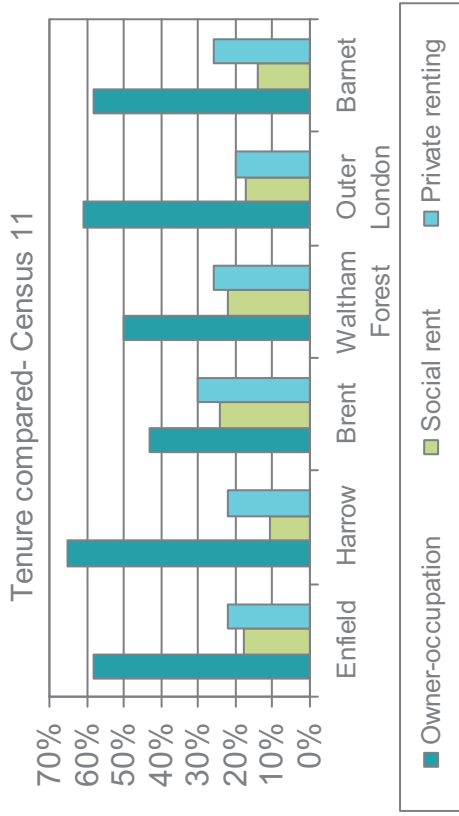
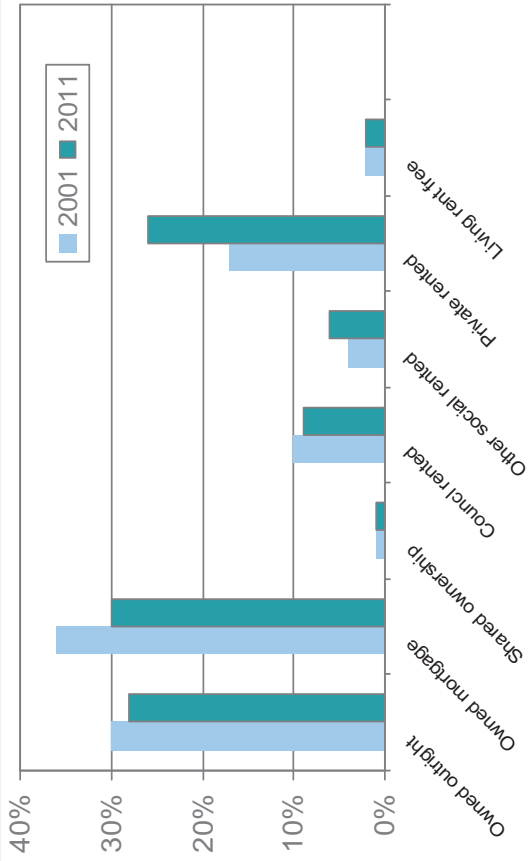
Source: Nomis, Office for National Statistics



# 3. The Housing Market



# Private Renting up, Home Ownership down

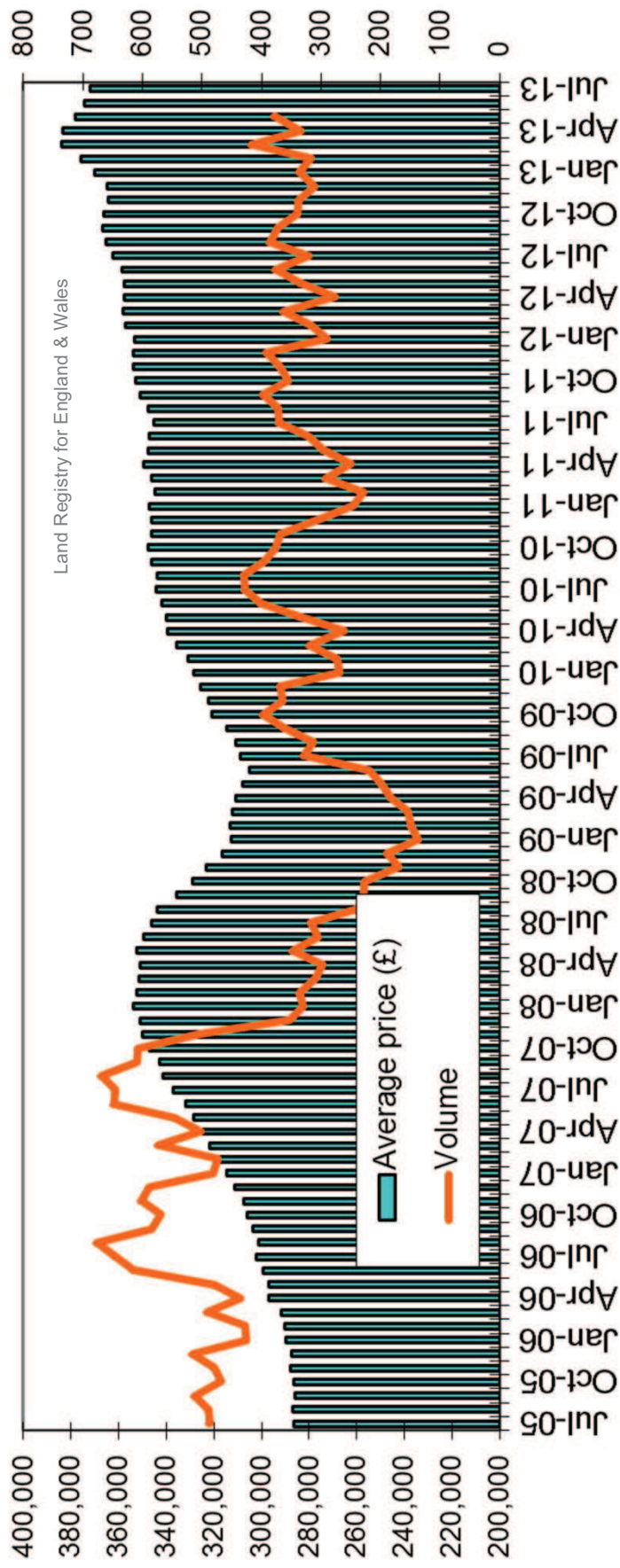


Source: Census 2001 2011

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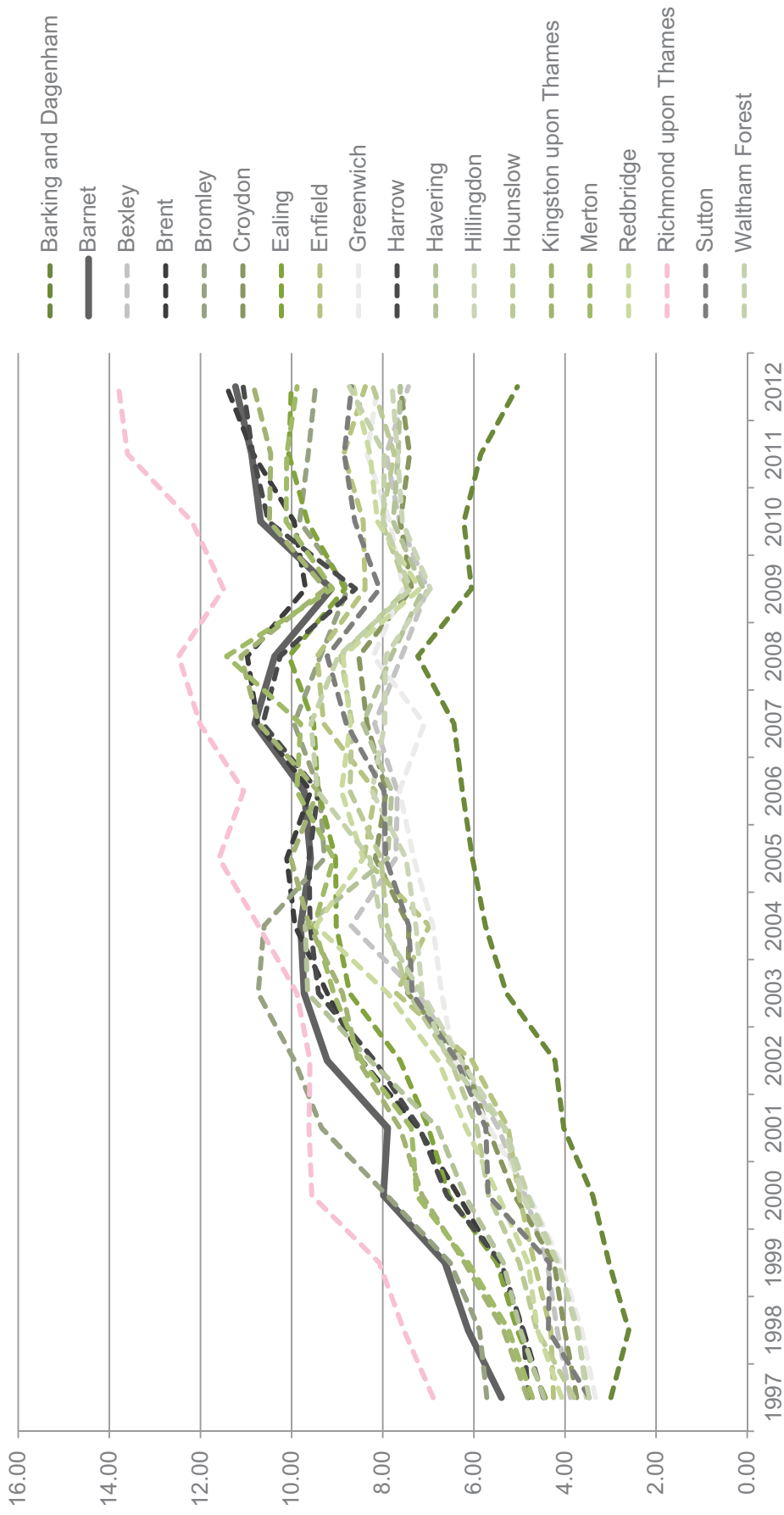
# House prices in Barnet have recovered but sales volumes have not.....



| Top 5 wards mean house prices 2012 |            |
|------------------------------------|------------|
| Garden Suburb                      | £1,070,407 |
| Childs Hill                        | £829,236   |
| Totteridge                         | £620,502   |
| Golders Green                      | £536,558   |
| Finchley Church End                | £509,322   |

| Bottom 5 wards mean house prices 2012 |          |
|---------------------------------------|----------|
| West Hendon                           | £342,540 |
| Coppetts                              | £341,357 |
| East Barnet                           | £335,208 |
| Colindale                             | £266,551 |
| Burnt Oak                             | £232,425 |

# House price to income ratios – outer London



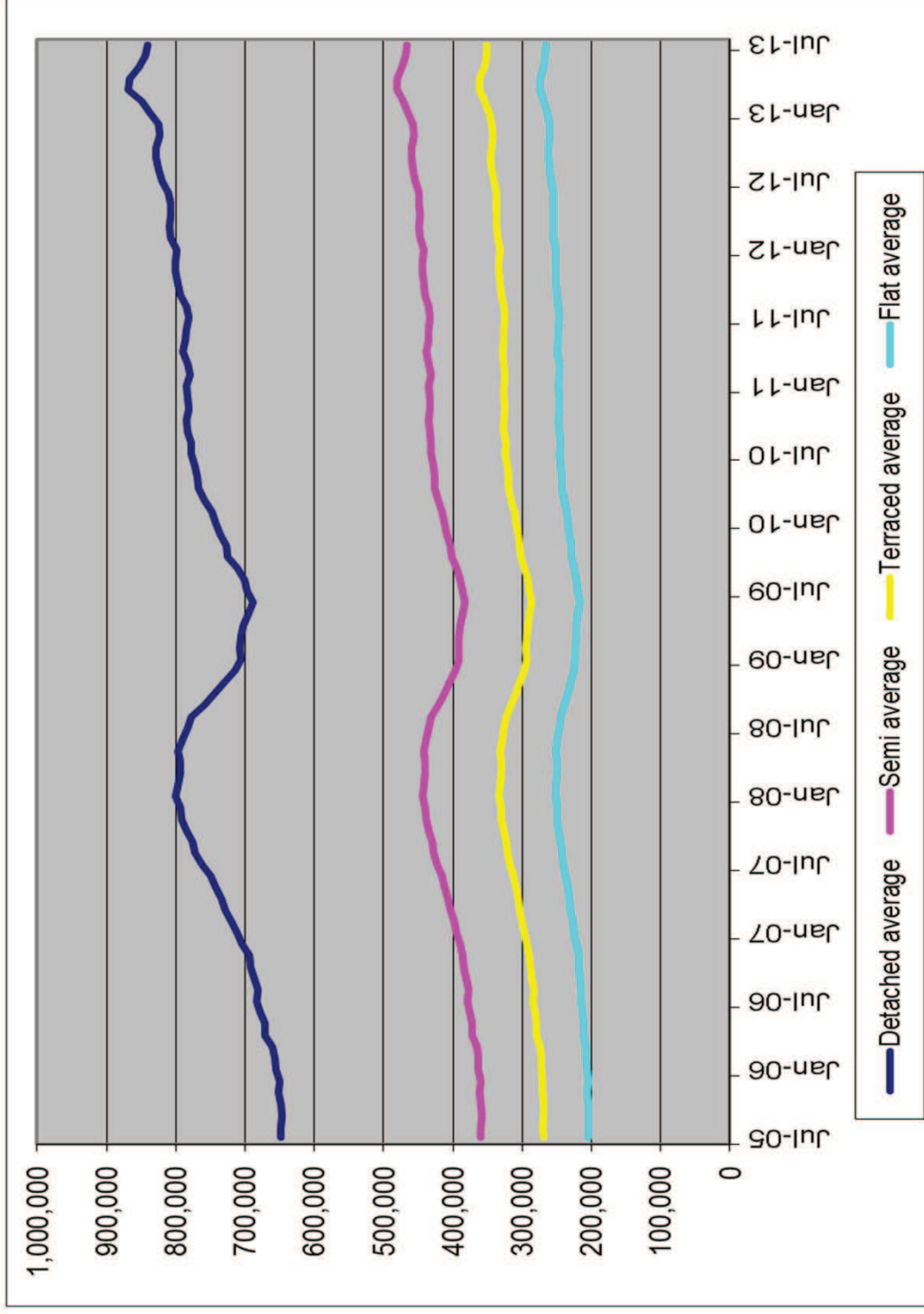
The median Barnet house price in August 2013 was £376,800 - **11 x** the median income.

[www.barnet.gov.uk](http://www.barnet.gov.uk)

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Source: DCLG June 2013

# Average price 'dip' and subsequent 'recovery' reflected across all property sizes..



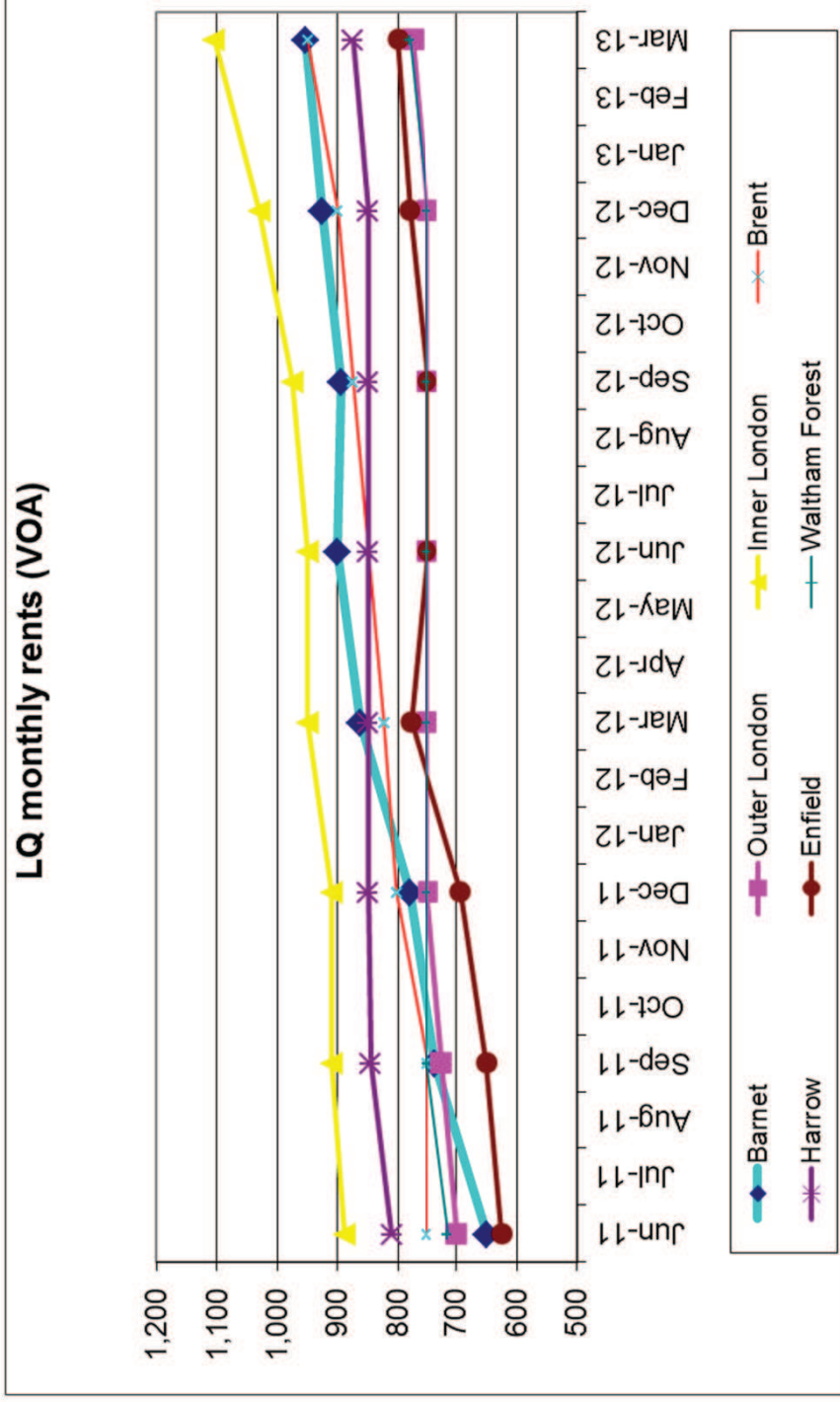
Source: Land Registry

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[www.barnet.gov.uk](http://www.barnet.gov.uk)

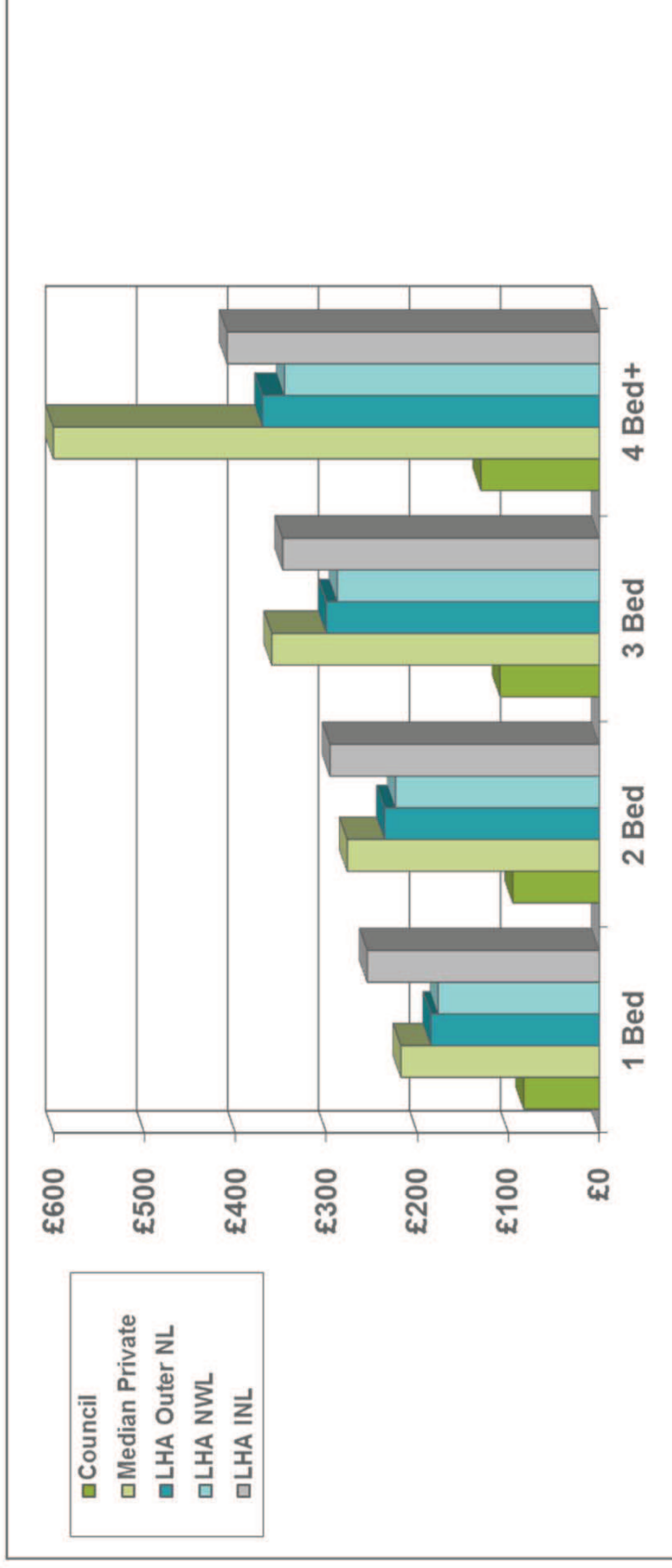


# Private sector rents have increased faster in Barnet



- Barnet lower quartile private rents have increased by £304 between June 2011 and March 2013. Barnet was below the average for Outer London and is now the **most expensive** outer London borough

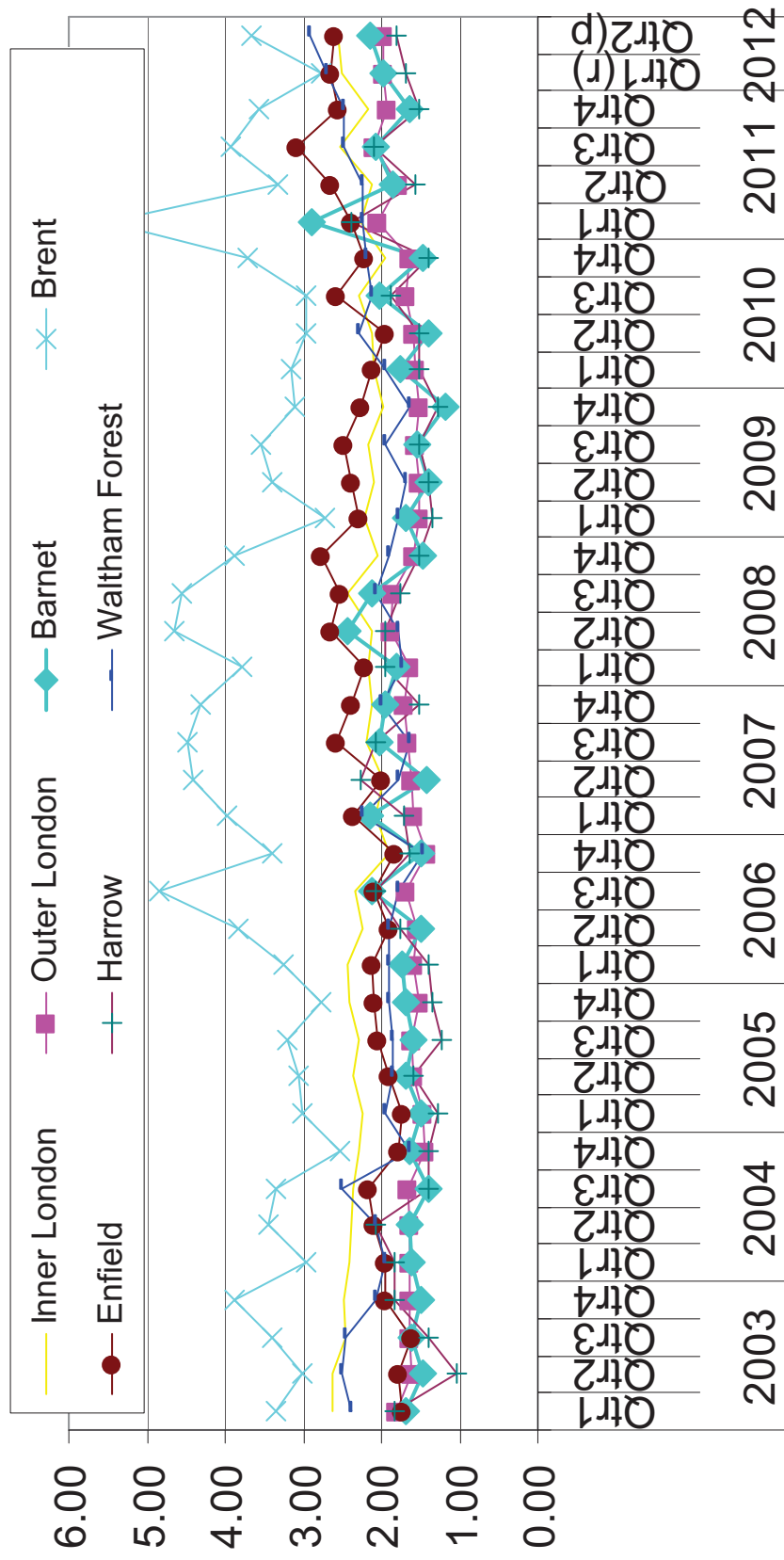
# Rents



- Council rents are approximately 30% of median private sector rents
- Median private sector rents are higher than Local housing allowance rates in most areas

# Landlord possession claims similar to Outer London

Landlord possession claims per 1,000 population



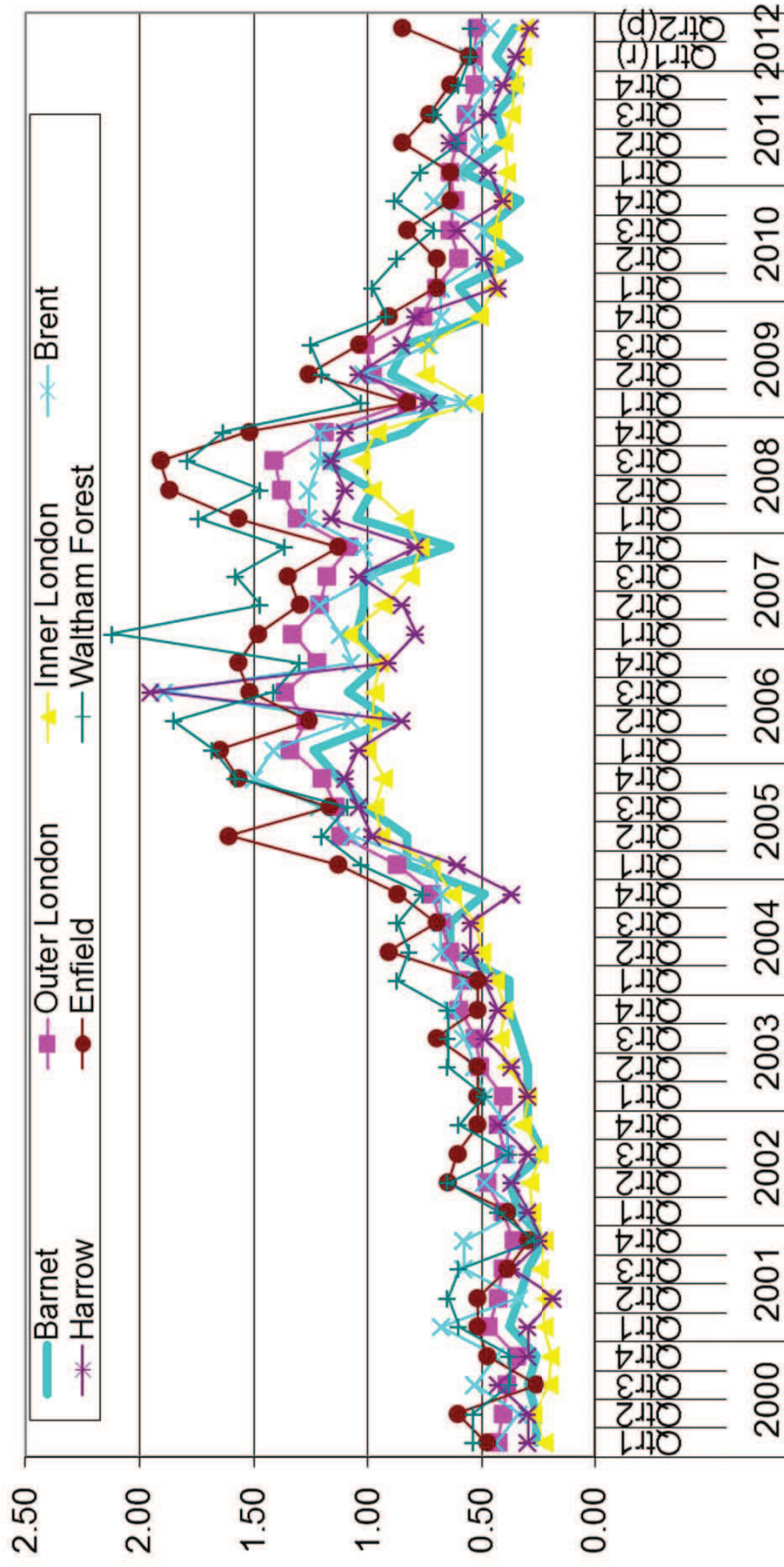
Source: Ministry of Justice – March 2012

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# Mortgage possession rates have fallen

**Mortgage possession claims per 1,000 population**



Source: Ministry of Justice – March 2012

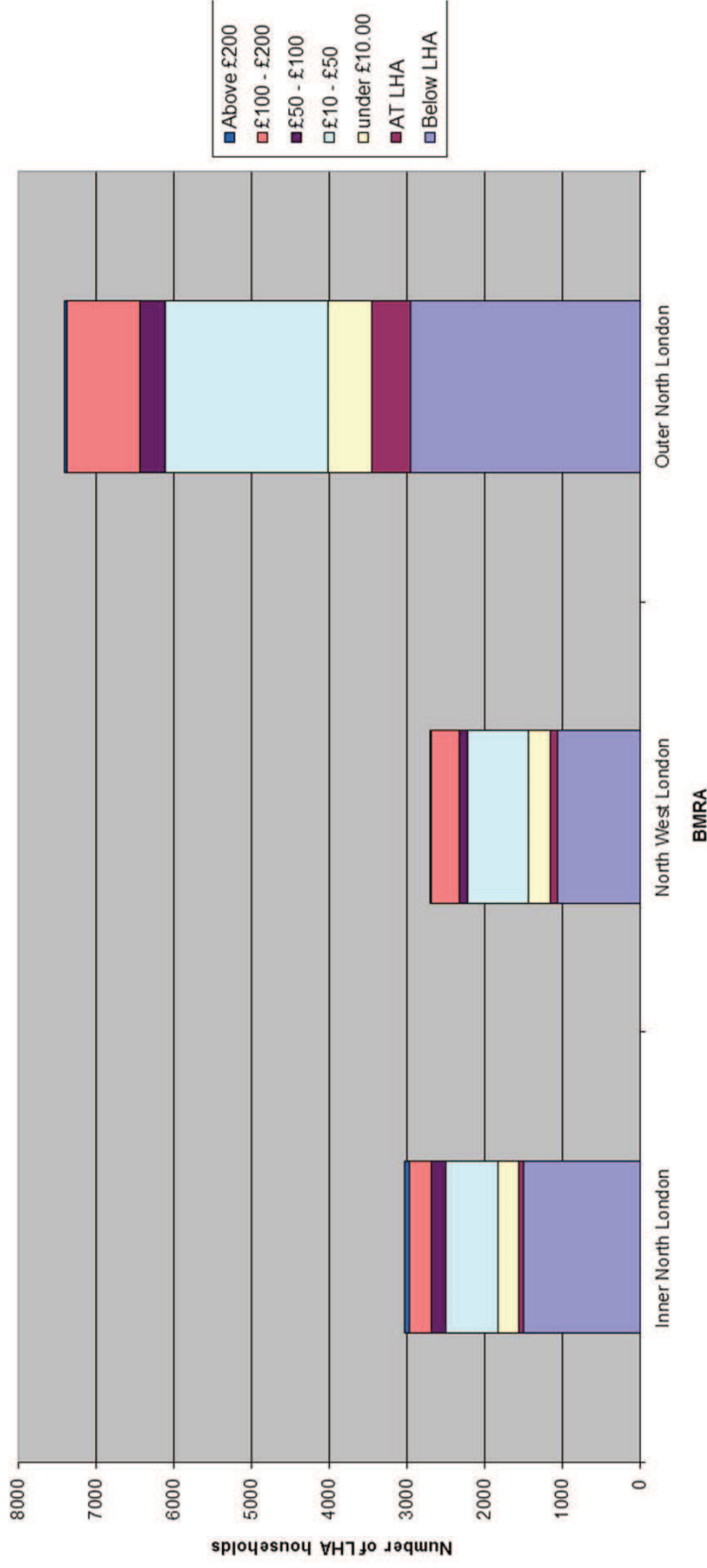
[www.barnet.gov.uk](http://www.barnet.gov.uk)

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# LHA shortfall.....

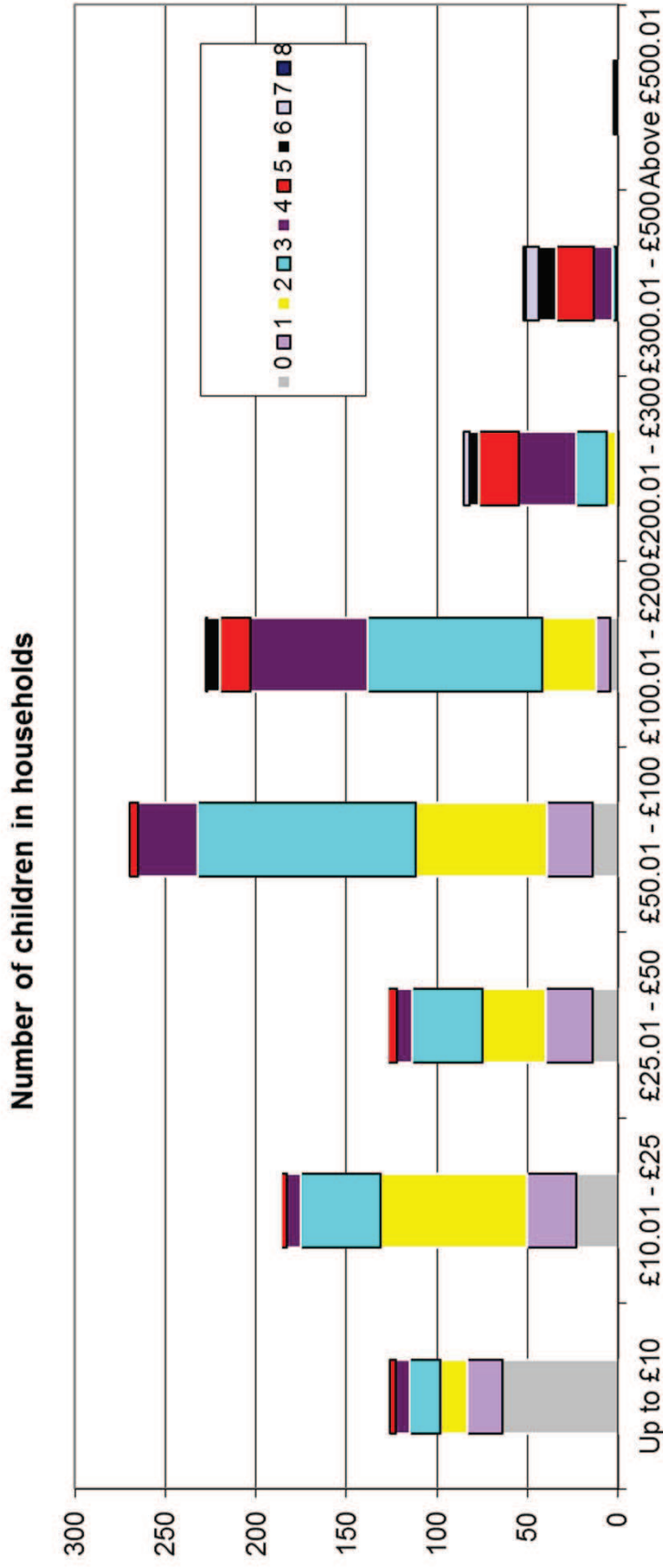
Number of LHA households in each BMRA with shortfall in LHA rate against actual rent



- Greatest shortfalls in LHA rate against actual rent is amongst households in outer North London wards in Barnet (e.g. Hendon and Finchley) rather than Inner North London wards (e.g. Golders Green).

# Households affected by Overall Benefit Cap

1,078 households in Barnet are affected by the cap (May 2013 DWP data ).  
 41% of households face a reduction of less than £50 in their weekly income.  
 58% face a weekly reduction of at least £100 and have at least one dependent child



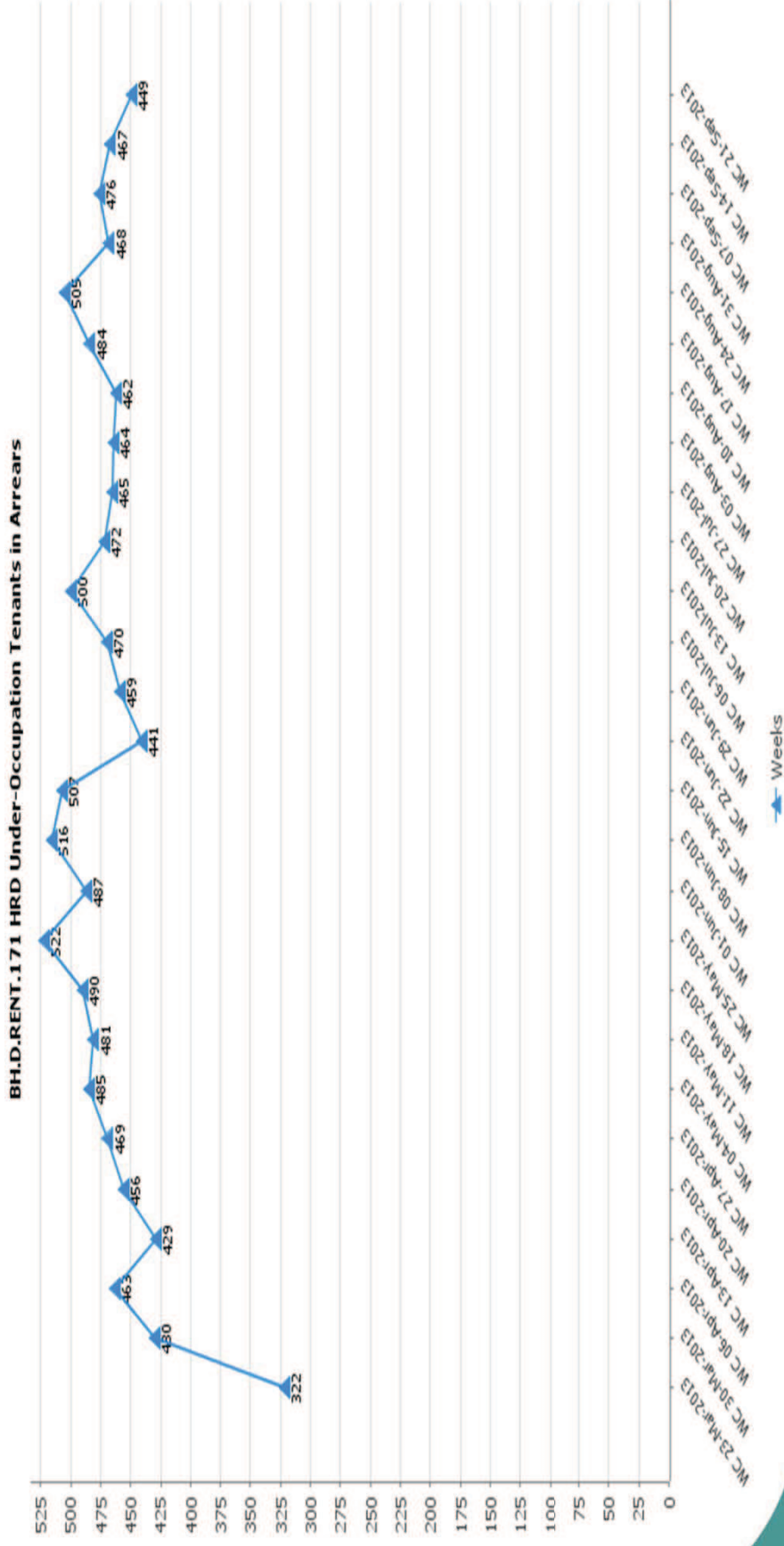
Source: LBB/DWP

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# Number of Barnet Homes under-occupancy charge tenants in arrears

There are currently 705 Barnet Council tenant households affected by the under-occupancy charge. 449 are in arrears.

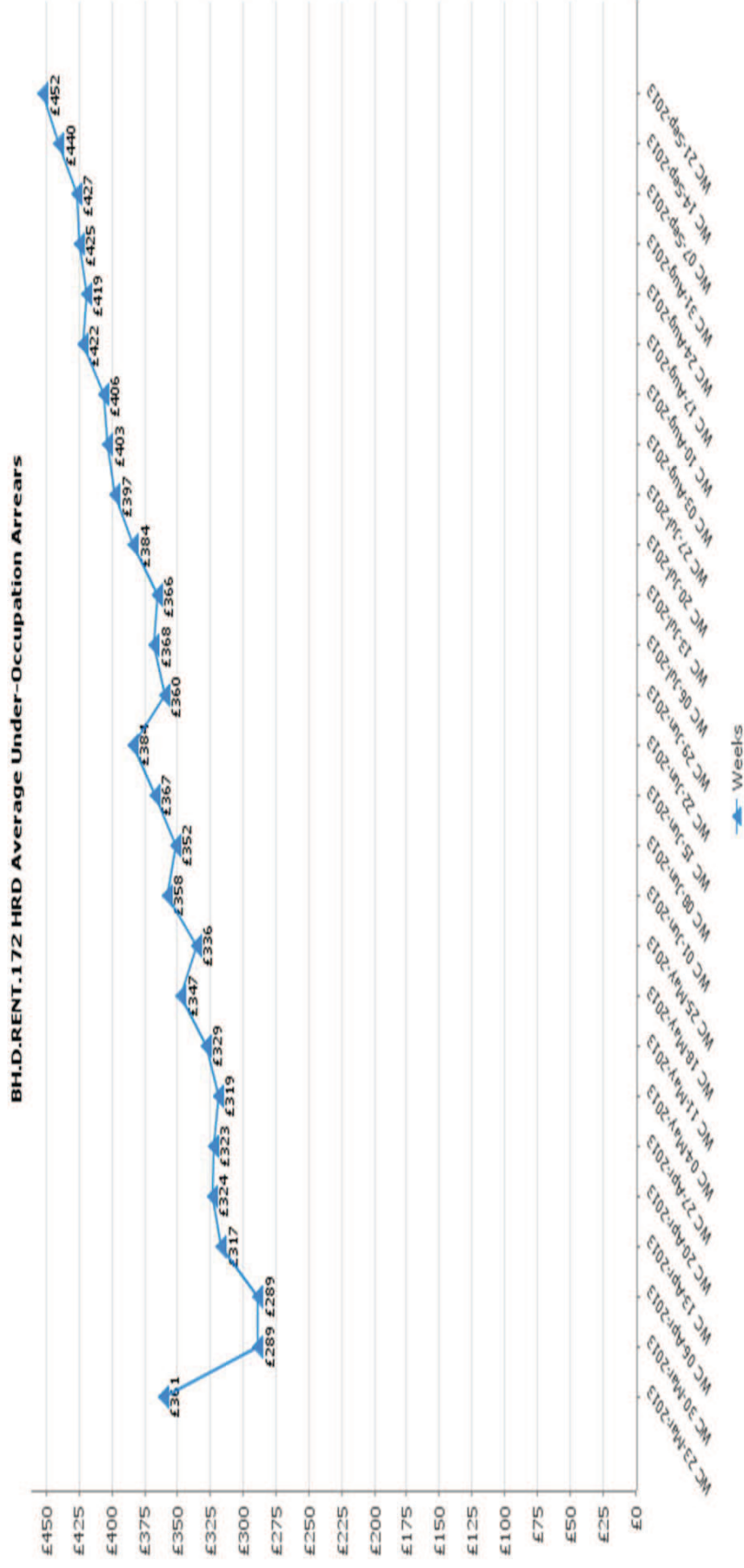


Source: Barnet Homes



# Average amount of arrears

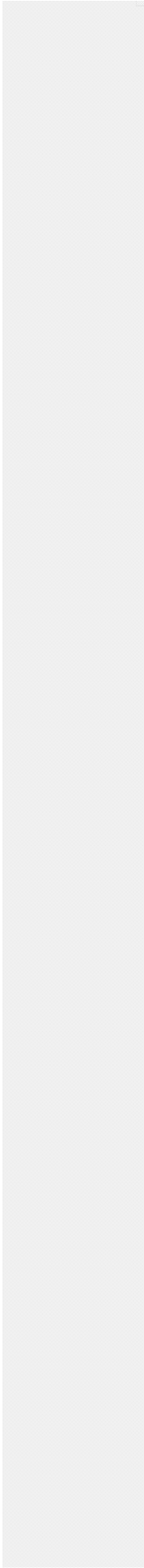
The average amount of arrears for under-occupying tenants has gradually been increasing since the introduction of the charge



Source: Barnet Homes

[www.barnet.gov.uk](http://www.barnet.gov.uk)

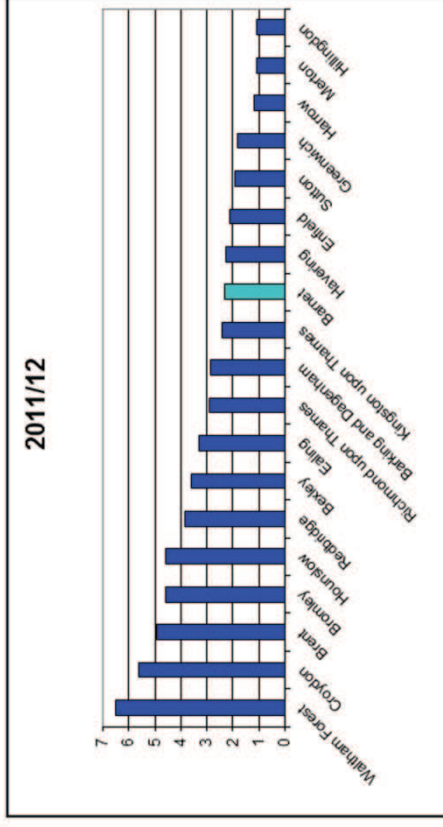
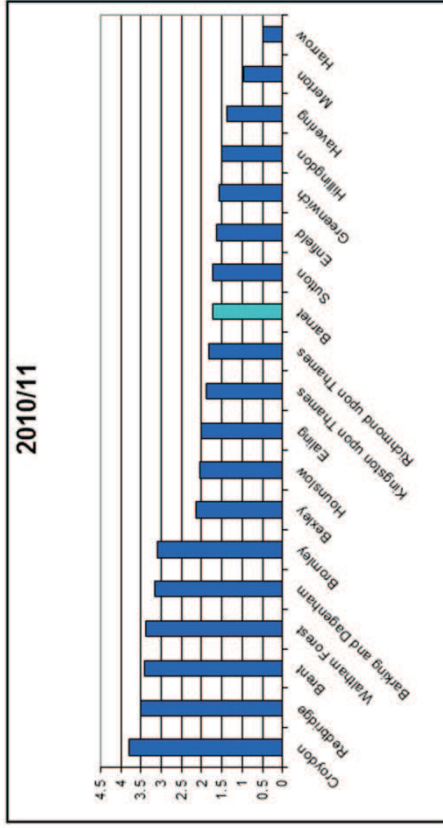
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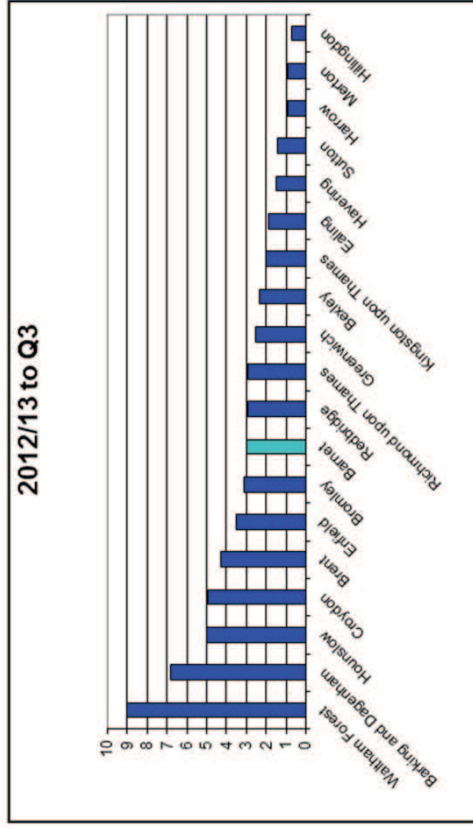
## 5. Homelessness



# Homeless has increased in Barnet



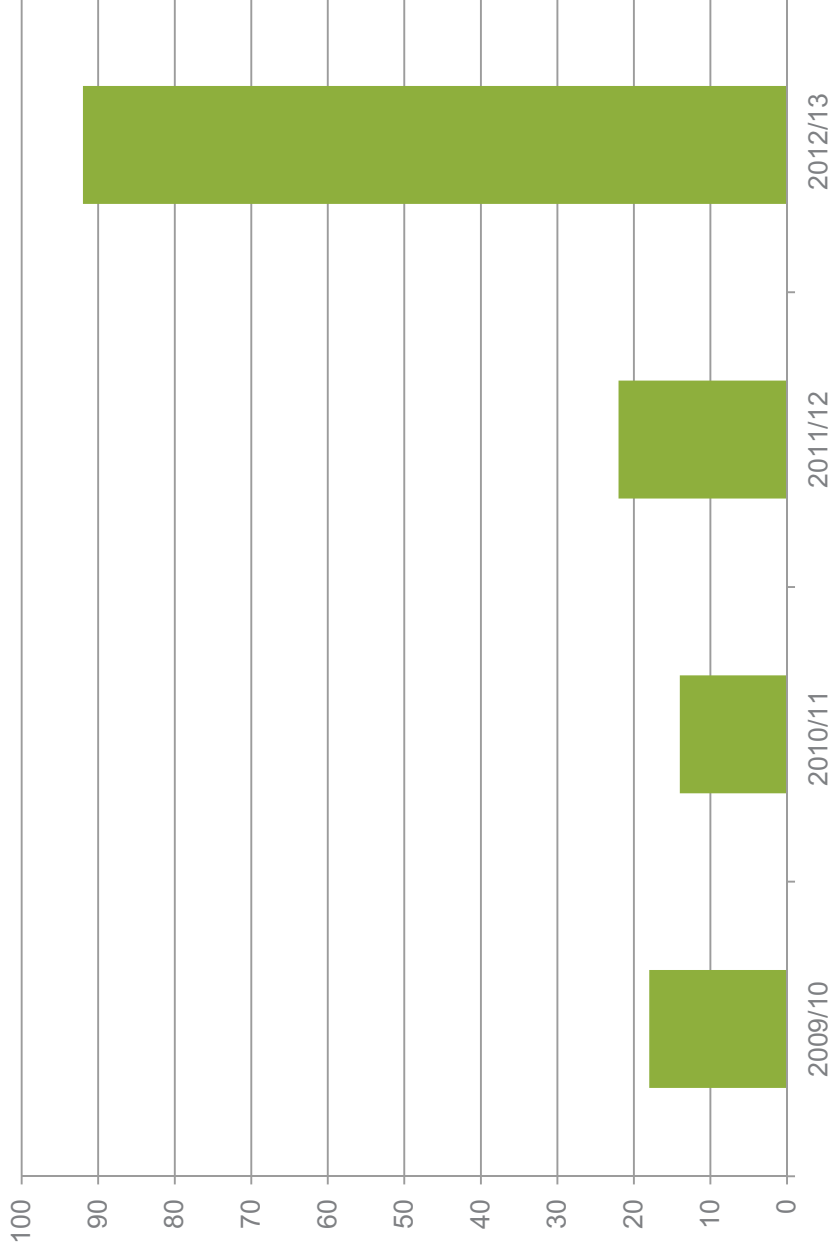
## Homeless acceptances per 1,000 population



Barnet has gone from rank 11 out of 19 Outer London boroughs in 2010/11 to rank 7 by quarter 3 2012/13. Acceptances in Barnet have risen from 1.7 to 3 per thousand population since 2010.

# Increase in rough sleepers

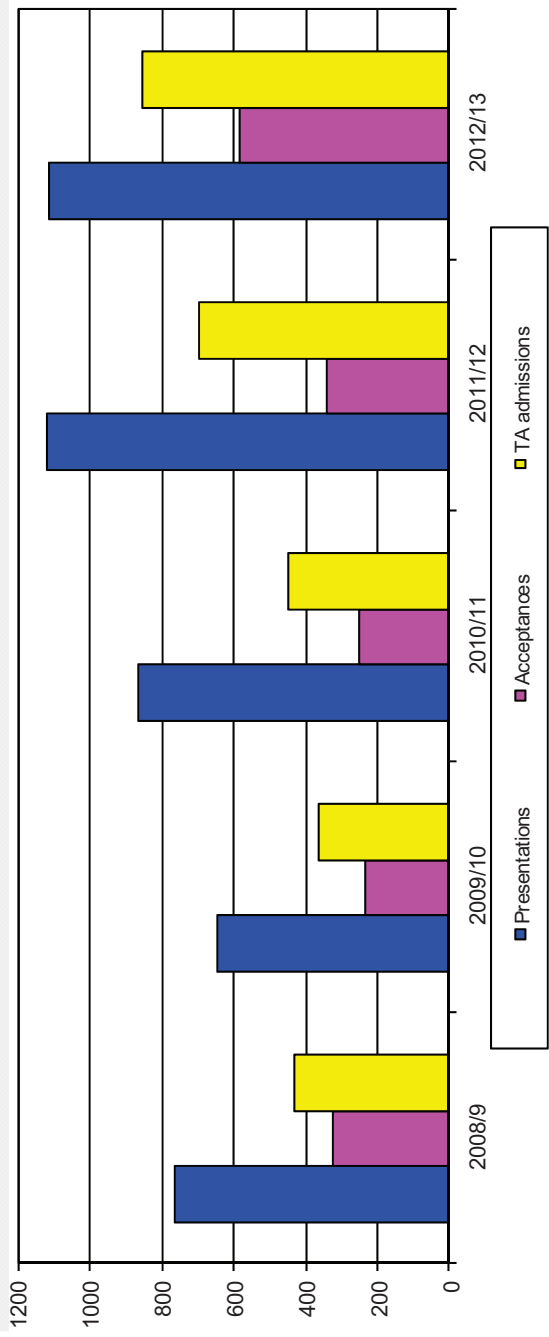
Number of clients seen rough sleeping in Barnet over the last four years



70 more persons seen sleeping rough in Barnet in 2012/13 than in 2011/12.

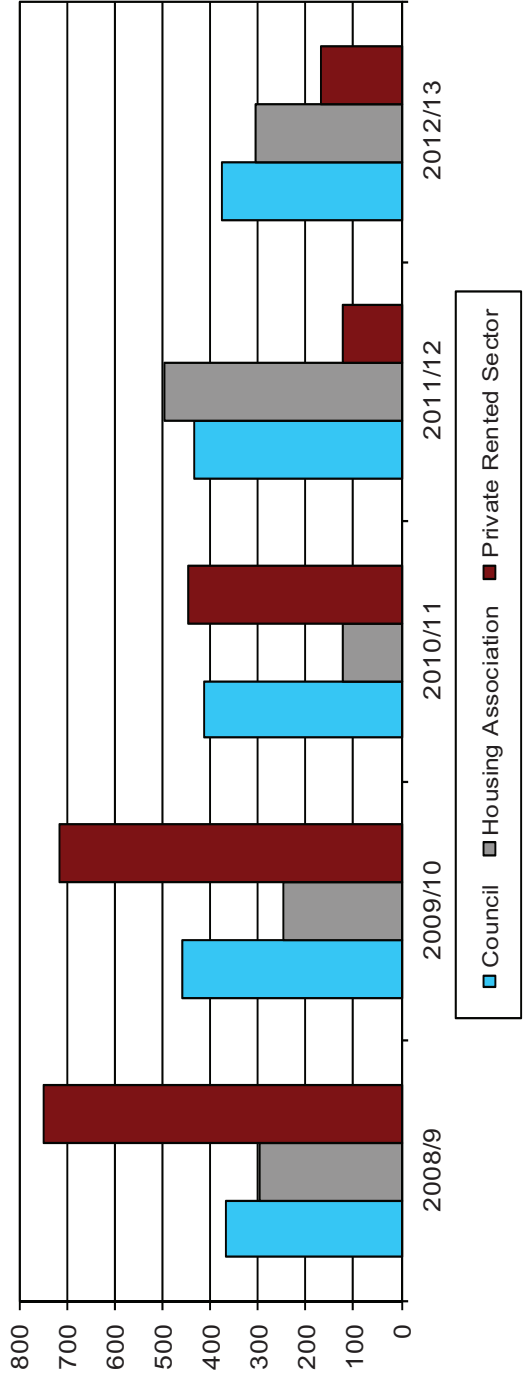
Spike represents a large group of Romanians seen sleeping rough on two separate nights between Sept 2012 and April 2013.

# Housing supply for homeless people has reduced



Homeless Applications have increased along with acceptances to temporary accommodation

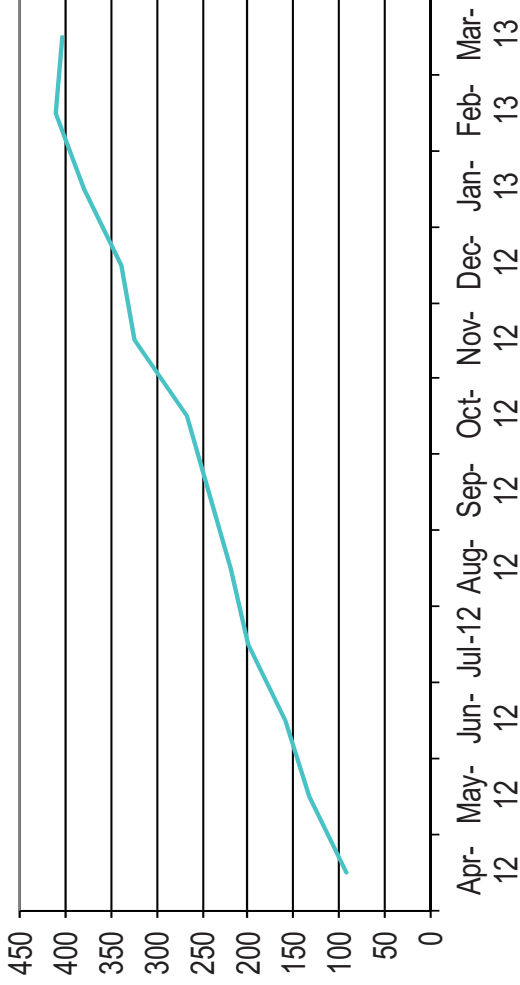
The supply of private rented homes available to housing applicants has reduced significantly



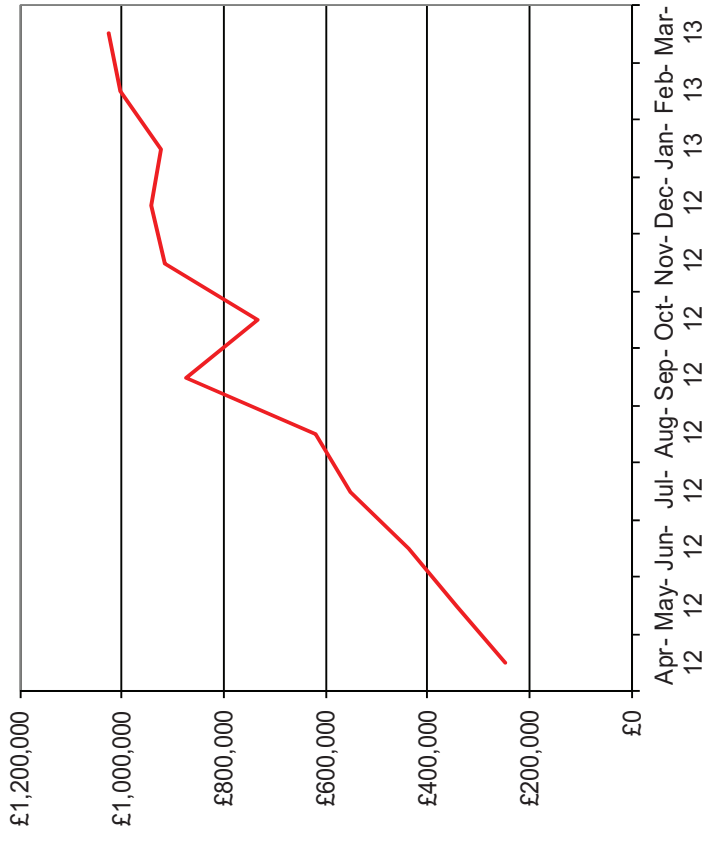
Source: LBB

# This means the cost of temporary housing is rising

Number of Temporary Accommodation Units Procured above Housing Benefit Subsidy Cap



Higher private rents means it costs the council more to procure temporary accommodation for homeless families



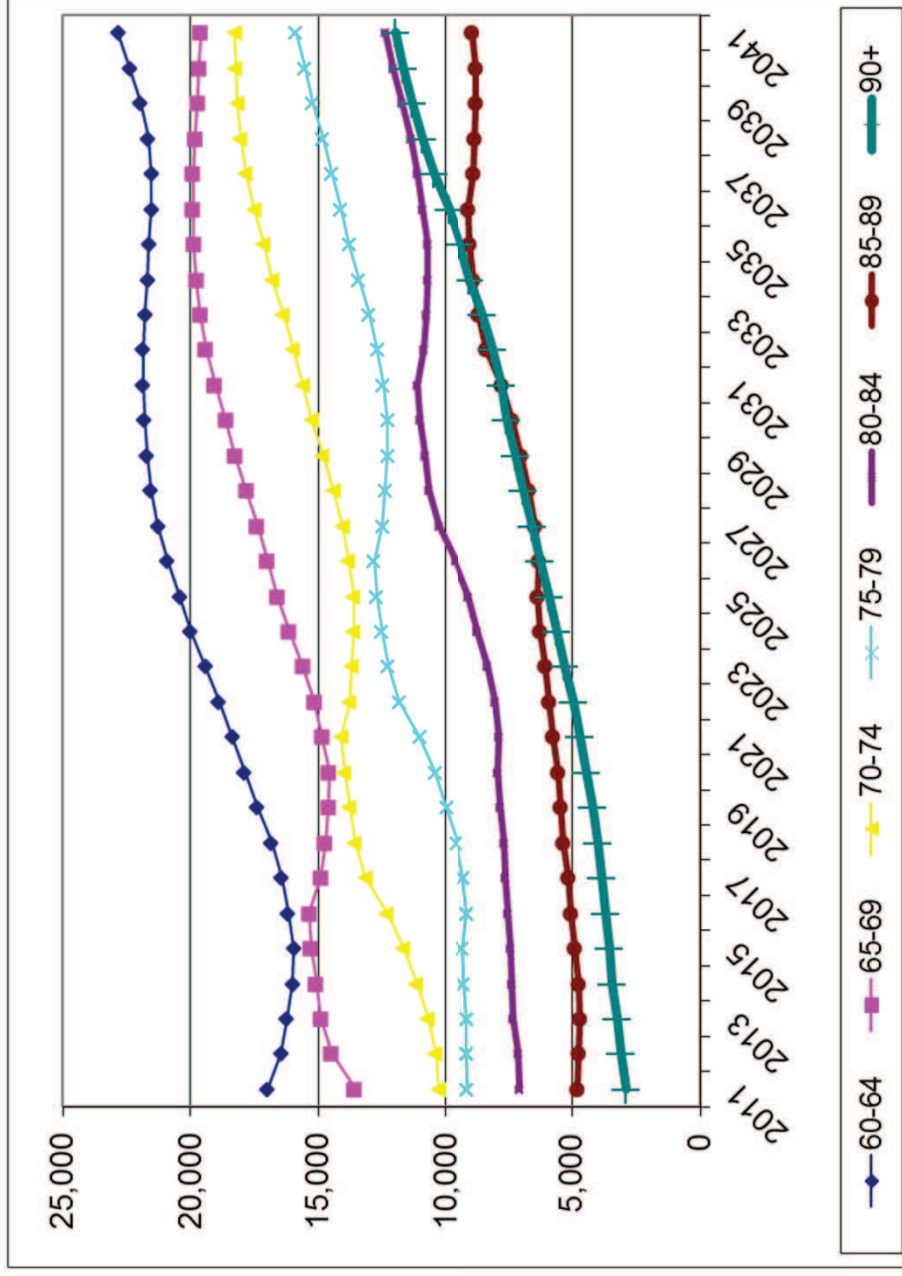
At the end of last year the council had spent more than £1m above the subsidy level limit



## 6. Older People



# Growing older population



- The over 60 population 64,690 and is projected to be 109,849 by 2041 - an increase of 41%.
- The over 90s population is set to increase from under 3,000 in 2011 to almost 12,000 in 2041.
- There will be more over 90 year olds than 85-89 year olds from 2035.

Source: GLA Projections

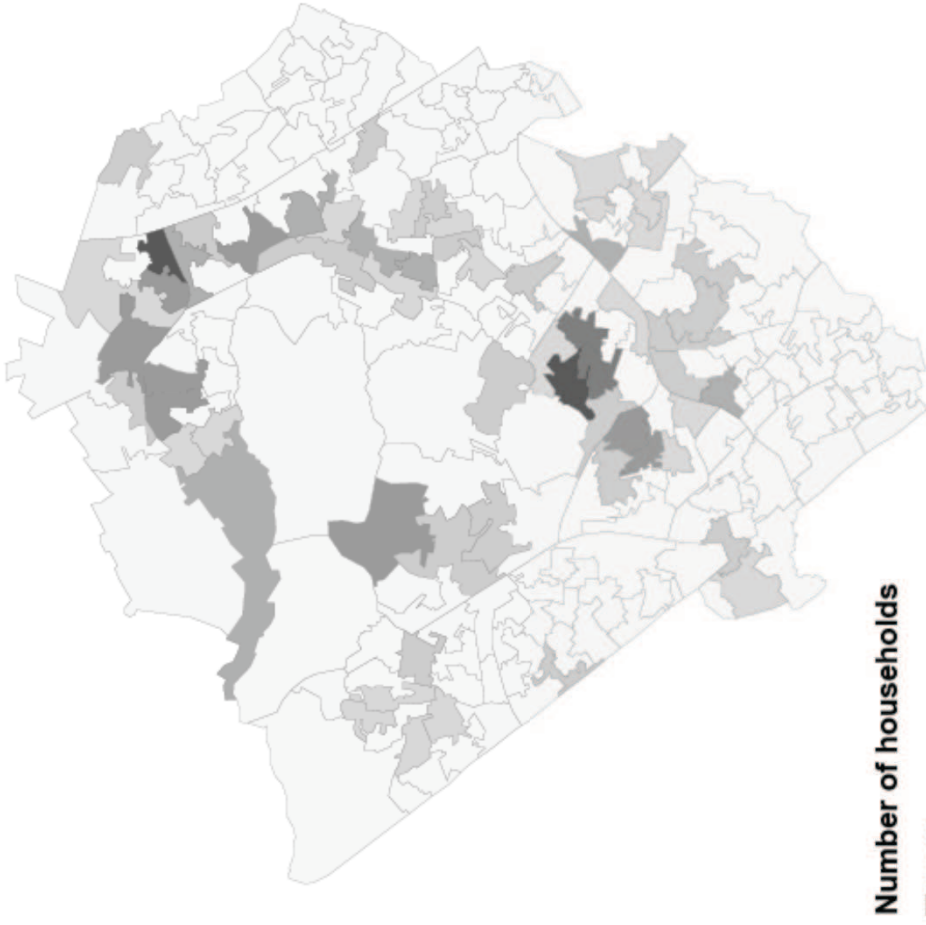
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# Where older person households are located

According to the Mosaic customer profiling tool two areas that have high numbers of older people are Totteridge and in the centre of the borough near Finchley Church End and Mill Hill.



Source: MOSAIC

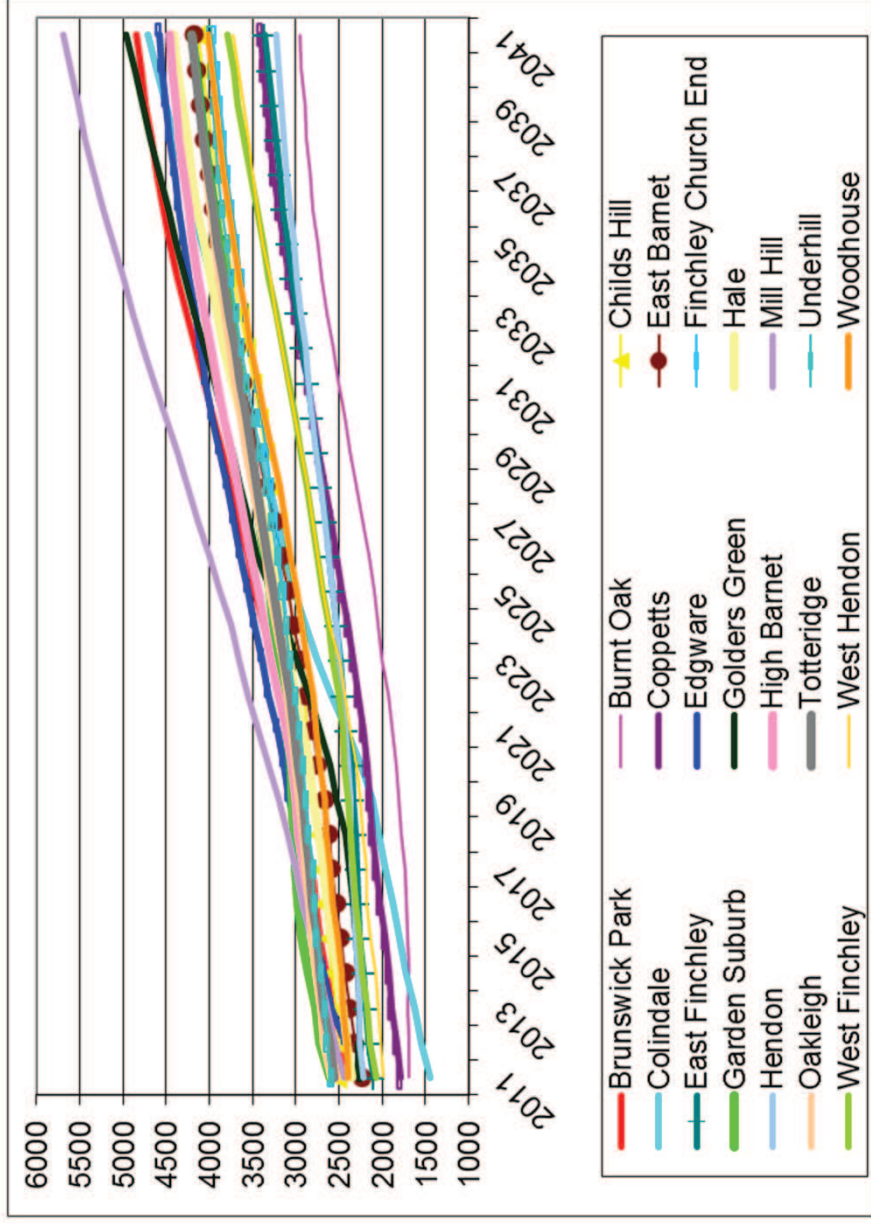
# TOWN CENTRE FOOTFALL

|                     | By Age (%) |       |       |       |       |         |
|---------------------|------------|-------|-------|-------|-------|---------|
|                     | 0-20       | 21-30 | 31-40 | 41-50 | 51-60 | over 60 |
| Brent Street        | 3.9        | 28.6  | 20.8  | 16.4  | 12.9  | 17.4    |
| Burnt Oak           | 5.4        | 21.1  | 21.3  | 18.6  | 13.5  | 20      |
| Chipping Barnet     | 4.3        | 18.4  | 17.6  | 19.8  | 16.1  | 23.7    |
| Colindale           | 4.4        | 24.9  | 22.4  | 18.1  | 13.2  | 17.1    |
| Cricklewood         | 3.6        | 25.9  | 23.1  | 17.6  | 12.9  | 16.8    |
| East Finchley       | 2.3        | 22.6  | 22.3  | 18.4  | 13.6  | 20.8    |
| Edgware             | 5.4        | 22    | 21.3  | 18.6  | 13.6  | 19.1    |
| Finchley Church End | 2.8        | 21.4  | 22.5  | 18.7  | 13.6  | 21.1    |
| Golders Green       | 3.4        | 27.4  | 22.4  | 16.2  | 12.9  | 17.7    |
| Hendon Central      | 4.2        | 30.5  | 22.7  | 16.3  | 11.9  | 14.3    |
| Mill Hill           | 4.6        | 18.1  | 20.3  | 19.3  | 14.7  | 23      |
| New Barnet          | 2.3        | 21.6  | 20.9  | 20.7  | 15.3  | 19.2    |
| North Finchley      | 3.5        | 18.9  | 20.1  | 19.8  | 14.9  | 22.7    |

Data on mobile phone usage from Telefonica suggests that generally areas in the east of the borough have visits from a higher proportion of older people.

Source: Telefonica

# Growth of older households by ward

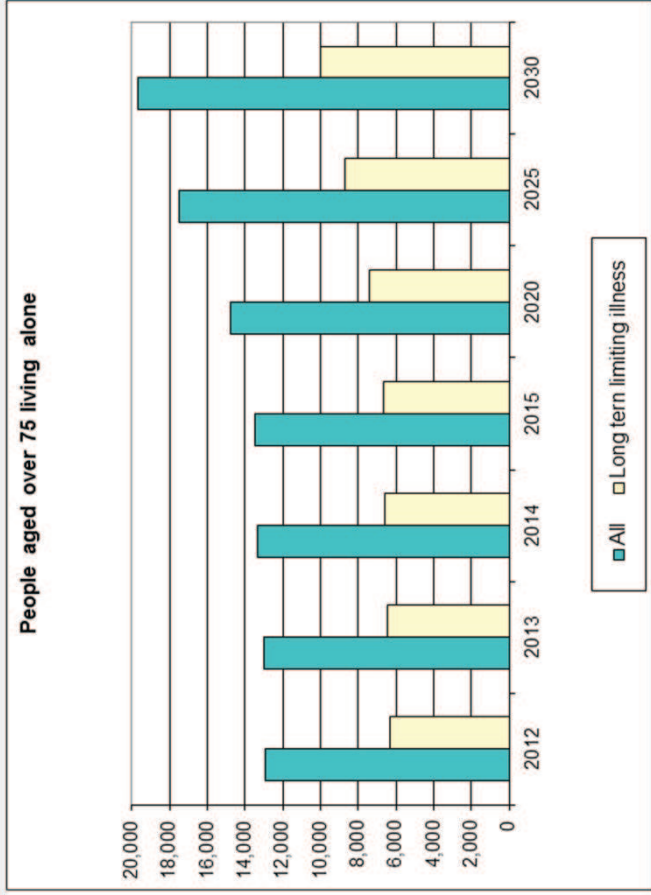


- In 2011 the ward with the highest number of people over 65 was Oakleigh followed by Finchley Church and Garden Suburb
- All wards are expected to see a growth in the number of older people.
- In 2041 the most populous ward for people over 65 will be Mill Hill, then Golders Green and Brunswick Park.

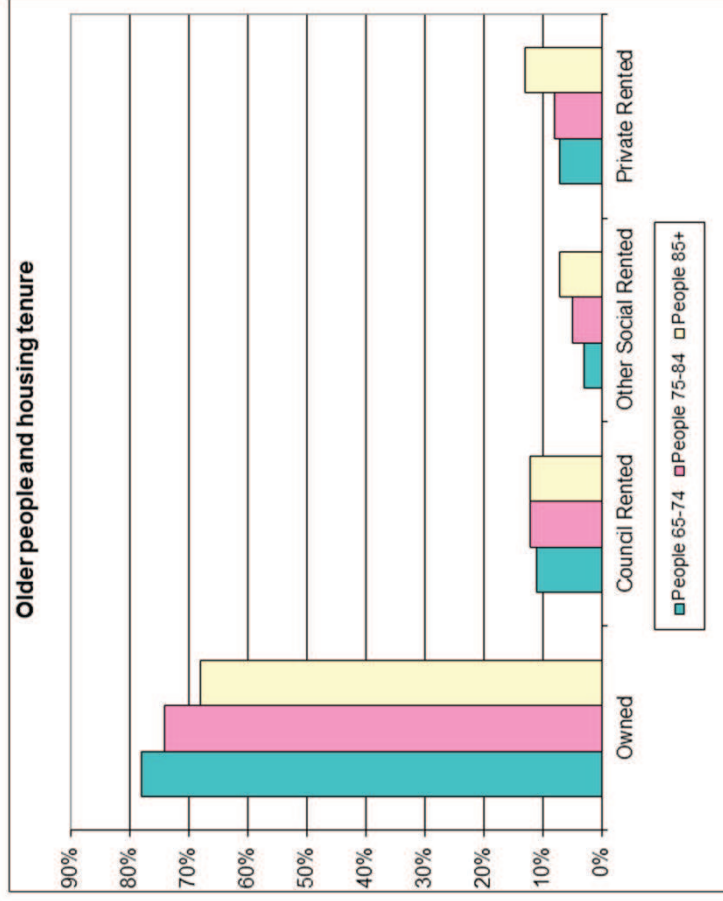
Source: GLA Projections

# Older people living alone and tenure

The majority of older people own their own home but 12% of the over 75s live in the private rented sector.



More older people will be living alone in future years, including those with a long term limiting illness.



Source: GLA Projections/Census

# Chronic and long-term conditions of over 65s

|   | 2010   | 2015   | 2020   | % Increase |
|---|--------|--------|--------|------------|
| With a limiting long-term illness                           | 20,359 | 22,593 | 24,583 | 21%        |
| With longstanding health condition caused by a stroke       | 1,101  | 1,219  | 1,345  | 22%        |
| With longstanding health condition caused by a heart attack | 2,329  | 2,576  | 2,831  | 22%        |
| With diabetes   | 5,861  | 6,514  | 7,144  | 22%        |
| With dementia   | 3,778  | 4,185  | 4,743  | 26%        |
| With depression   | 4,179  | 4,624  | 5,025  | 20%        |
| Unable to manage a mobility activity on own                 | 9,466  | 10,409 | 11,617 | 23%        |
| Unable to manage a self-care activity on own                | 16,943 | 18,608 | 20,618 | 22%        |
| Unable to manage a domestic task on own                     | 20,644 | 22,679 | 25,159 | 22%        |

By 2020, many chronic and long term illnesses are projected to increase by more than 20%. Over 65s living with dementia will increase by 26%

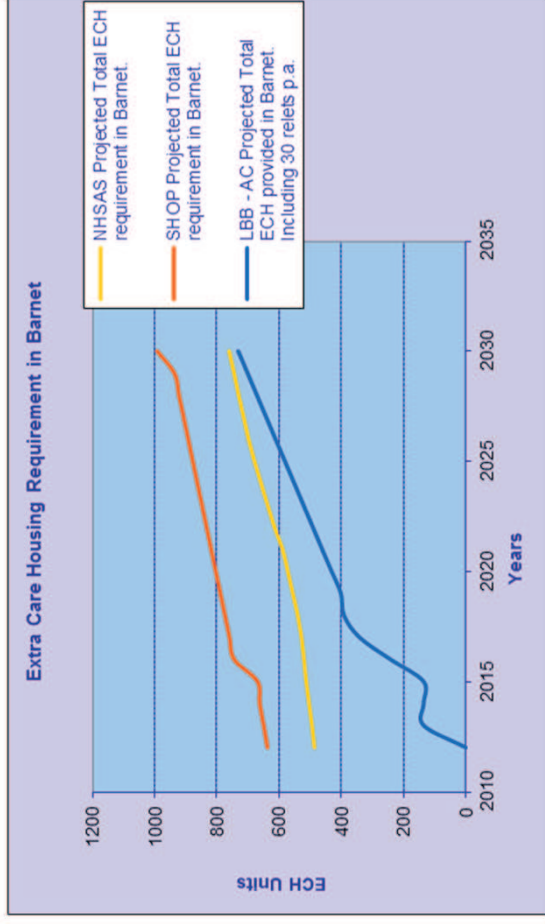
# Older people falling in their home..

|                         | Number of people | As proportion of those falling each year |
|-------------------------|------------------|--|
| fall each year          | 18,083           | -  |
| fall twice or more      | 7,817            | 43%                                      |
| attend A/E              | 2,567            | 14%                                      |
| call an ambulance       | 2,567            | 14%                                      |
| sustain a fracture      | 1,283            | 7%                                       |
| sustain fracture to hip | 420              | 2%                                       |

Using estimates produced by Department of Health on the number of falls and their consequences for a typical PCT, the following figures were extrapolated for Barnet. Based on a total population of 343,088 and a population aged 65+ of 47,253

# Growing demand for care from an ageing population

|             | Service Users in 2012 | By 2017 | By 2022 | By 2027 |
|-------------|-----------------------|---------|---------|---------|
| All Users   | 7525                  | +732    | +1464   | +2298   |
| 18-64       | 2663                  | +190    | +270    | +352    |
| 65-74       | 813                   | +105    | +124    | +178    |
| 75-84       | 1636                  | +10     | +220    | +414    |
| 85+         | 2413                  | +427    | +850    | +1354   |
| Residential | 1078                  | +111    | +230    | +362    |
| 18-64       | 354                   | +25     | +39     | +51     |
| 65-74       | 88                    | +11     | +13     | +19     |
| 75-84       | 211                   | +1      | +28     | +53     |
| 85+         | 425                   | +75     | +150    | +239    |
| Nursing     | 363                   | +42     | +93     | +148    |
| 18-64       | 28                    | +2      | +4      | +5      |
| 65-74       | 38                    | +5      | +6      | +8      |
| 75-84       | 102                   | +1      | +14     | +26     |
| 85+         | 195                   | +34     | +69     | +109    |



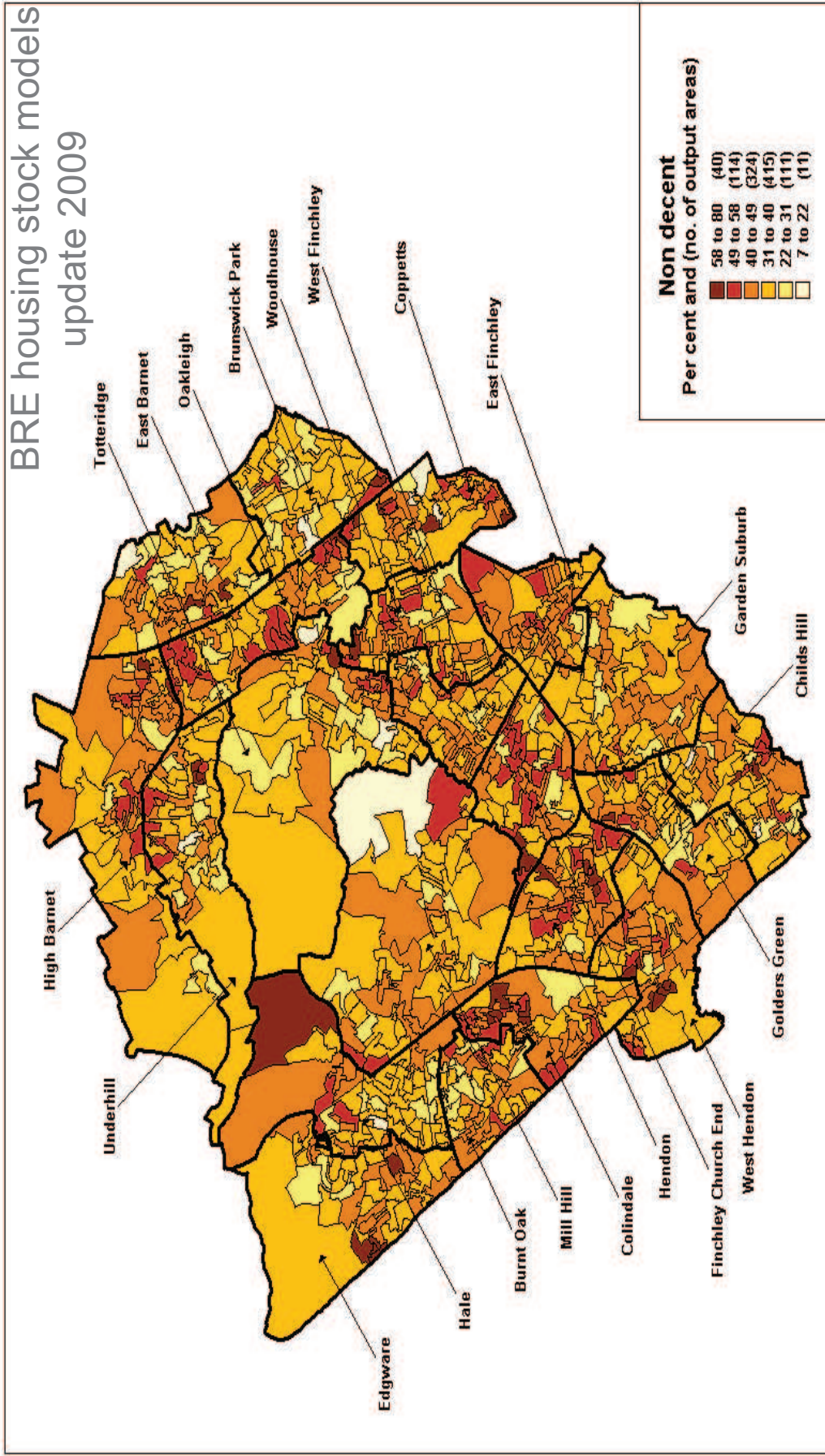
- In 2011/12 roughly two-thirds of Barnet's social care users are aged 65 or over and a third are aged 85 or over.
- These proportions may well increase as over the next five years there will be 4,459 more residents aged 65 or over (a 9.2% increase) and 1,424 more residents aged over 85 (a 17.7% increase), compared to average growth of only 8.1% expected in the Barnet population as a whole.

## 7. Stock Condition/Empty Homes





# Non decent homes in the private sector

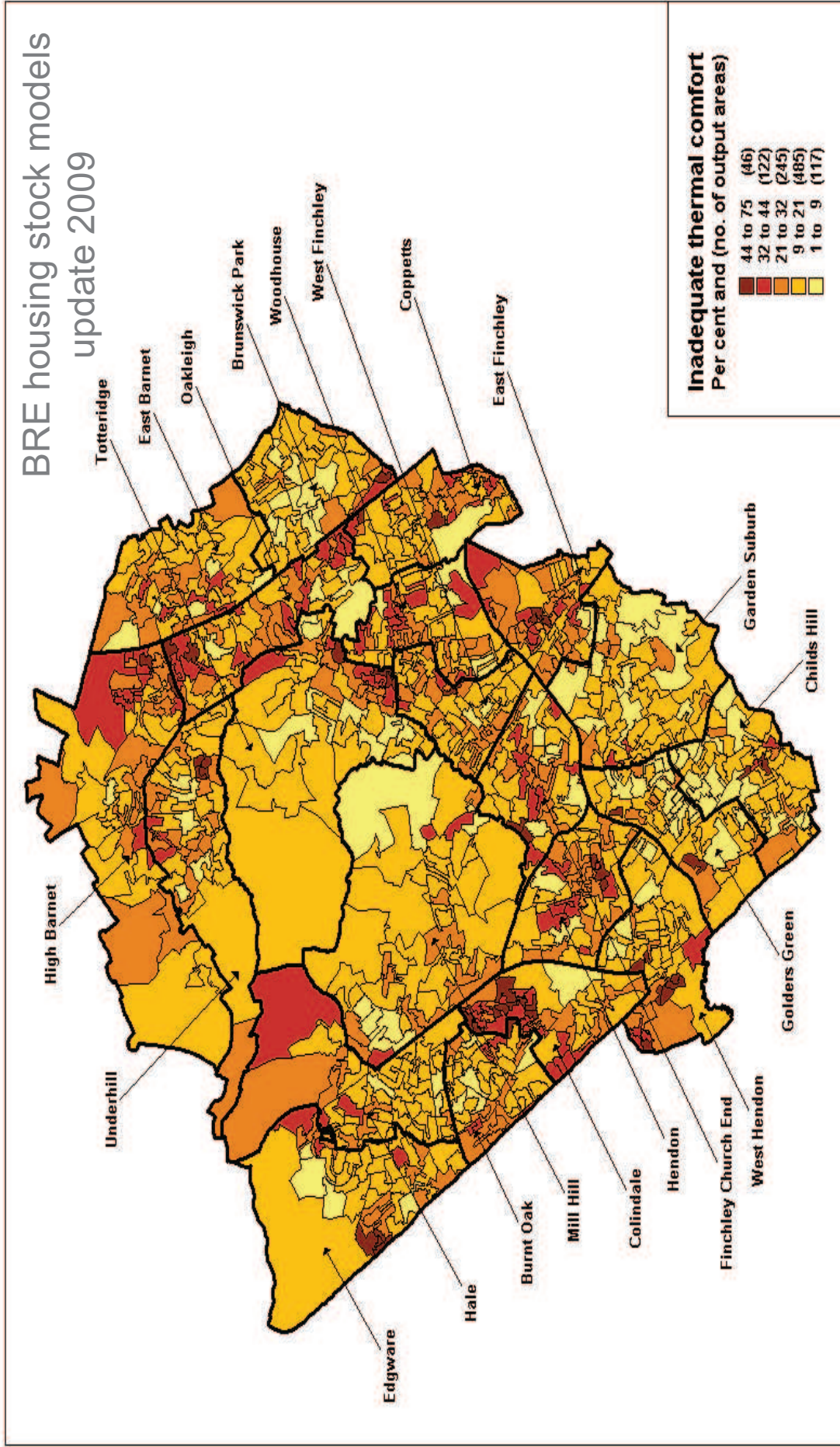


Source: BRE

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Security marking

# Inadequate thermal comfort in the private sector

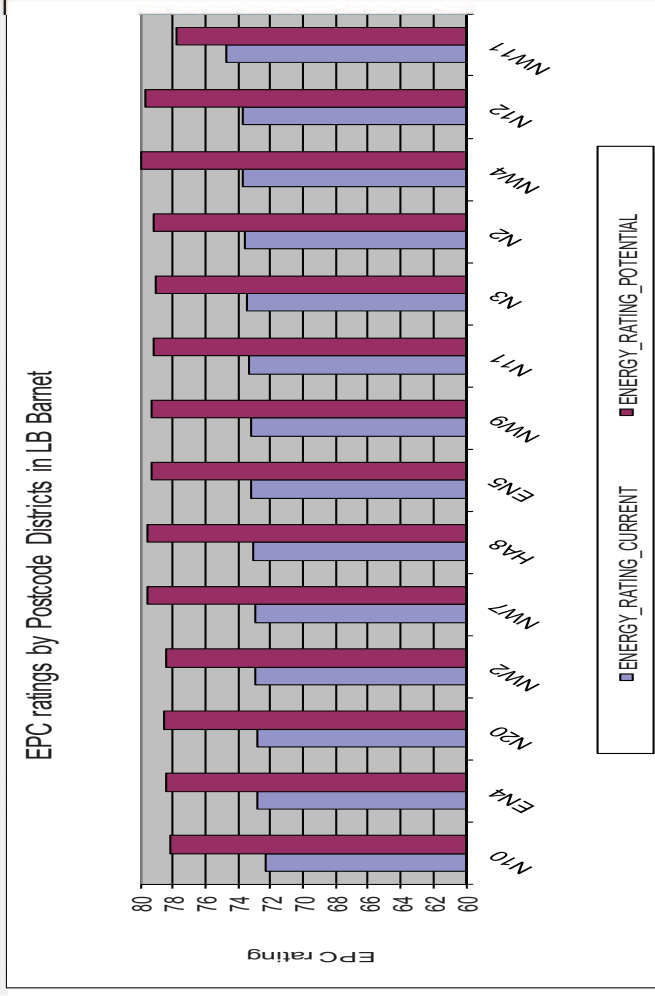


Source: BRE

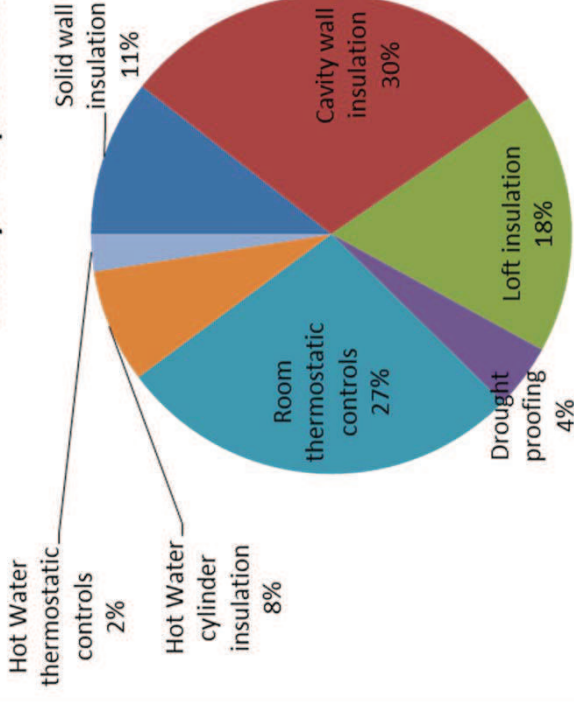
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# Energy Performance Certificates



Primary EP improvement recommended



- The EPC data suggests most residential properties in Barnet are within 10 percentage points of their full energy performance potential.
- The most cited EP improvements are cavity wall insulation and room thermostatic control installation.

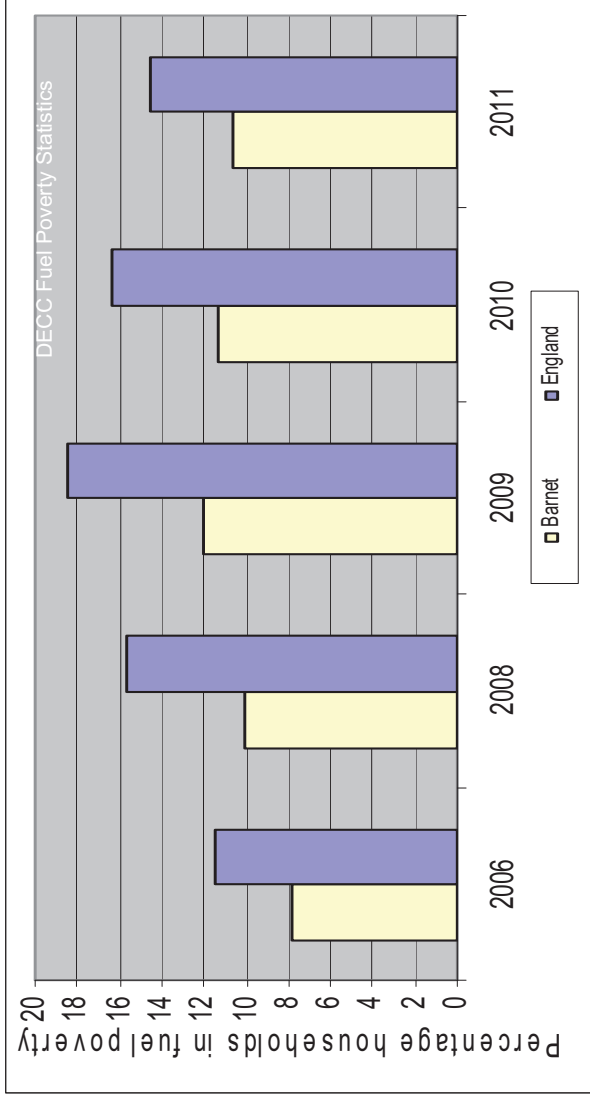
|                            |     |     |     |     |     |     |     |     |     |     |     |     |     |      |
|----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| Post Code                  | N10 | EN4 | N20 | NW2 | NW7 | HA8 | EN5 | NW9 | N11 | N3  | N2  | NW4 | N12 | NW11 |
| No of EPC rated properties | 132 | 334 | 317 | 347 | 461 | 654 | 781 | 553 | 435 | 587 | 496 | 723 | 806 | 630  |

Source: Landmark 2013

[www.barnet.gov.uk](http://www.barnet.gov.uk)

Security marking

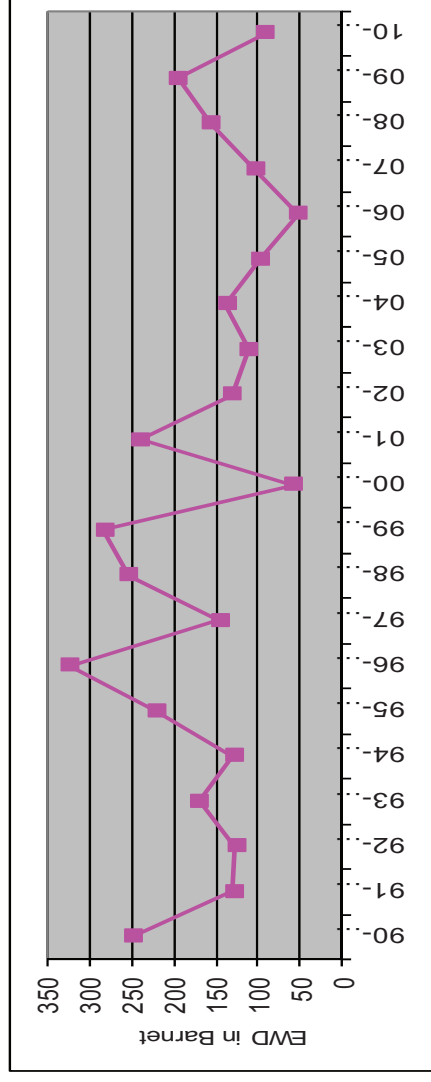
# Fuel poverty & excess winter deaths



In 2011 10.6% of Barnet's households, or 13,628 homes, were fuel poor. This is, however, still 4 percentage points lower than the average for England as a whole.

The level of excess cold hazards is considered an issue given the increasing numbers of older residents in Barnet.

On average there are 125 EWD every year in Barnet over period 2001 – 2011

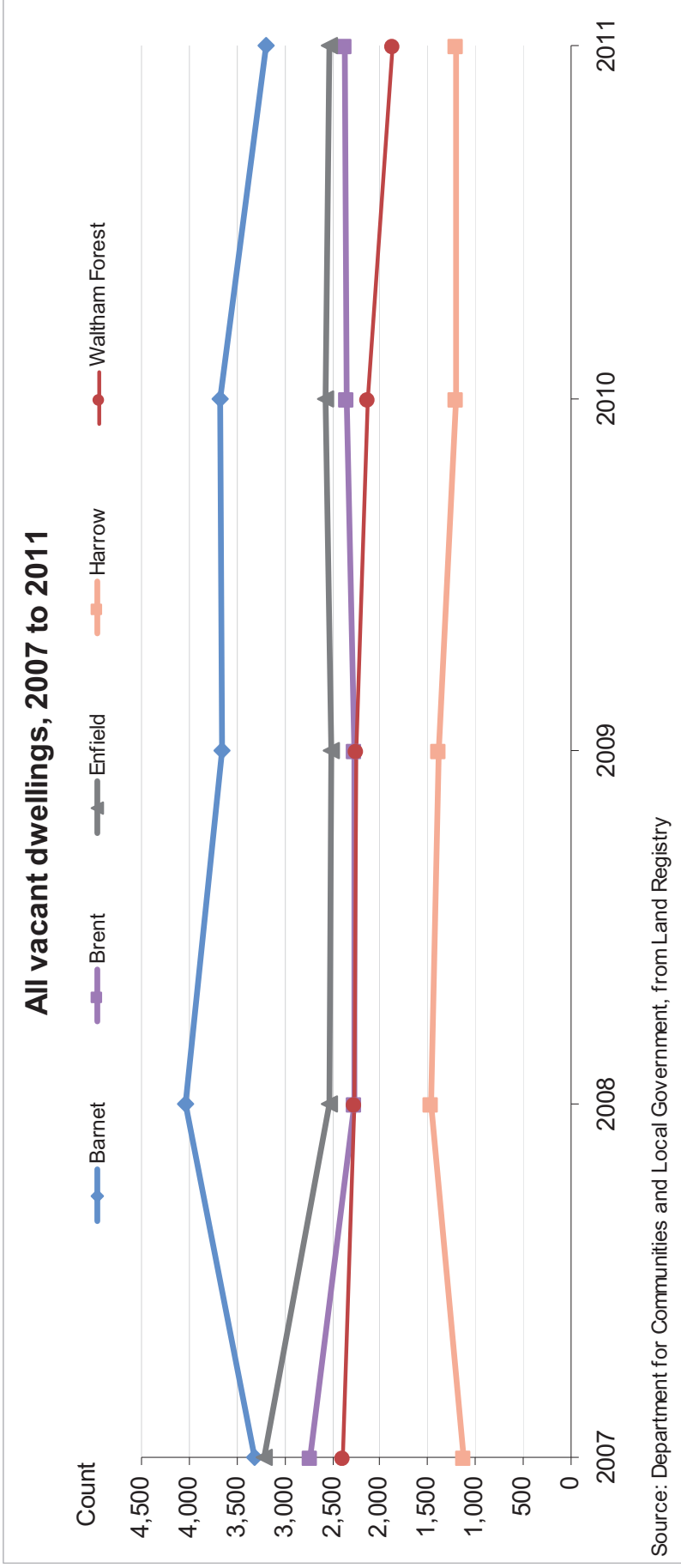


Source: DECC

[www.barnet.gov.uk](http://www.barnet.gov.uk)

Security marking

# More vacant dwellings than in neighbouring boroughs



Source: DCLG/Land Registry

[www.barnet.gov.uk](http://www.barnet.gov.uk)

Security marking

# Long-term empty property survey 2012

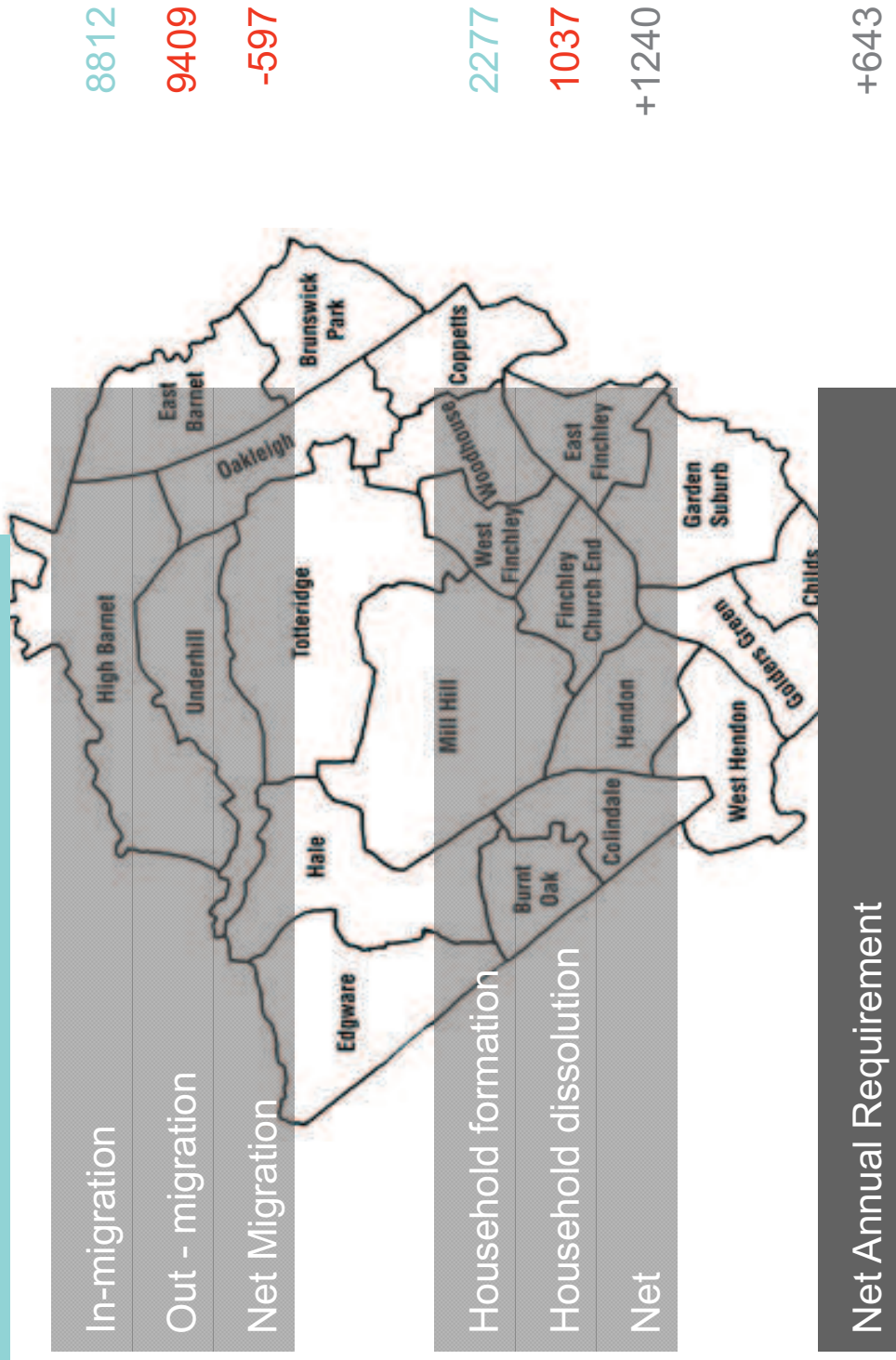
| Occupancy Status   | Number | %     |
|--|--------|-------|
| Being Demolished   | 2      | 0.16% |
| Occupied following previous advice from Environmental Health | 48     | 4%    |
| Reoccupied   | 205    | 16%   |
| Second property  | 1      | 0.08% |
| Occupied following notice by Environmental Health            | 1      | 0.08% |
| Other reason   | 1      | 0.08% |
| Still empty (at least 12 months)                             | 985    | 79%   |
| Total properties inspected                                   | 1,243  |       |

# 8. Housing Supply and Demand



# Relatively modest demand for new homes

## Barnet – Household Formation/Dissolution

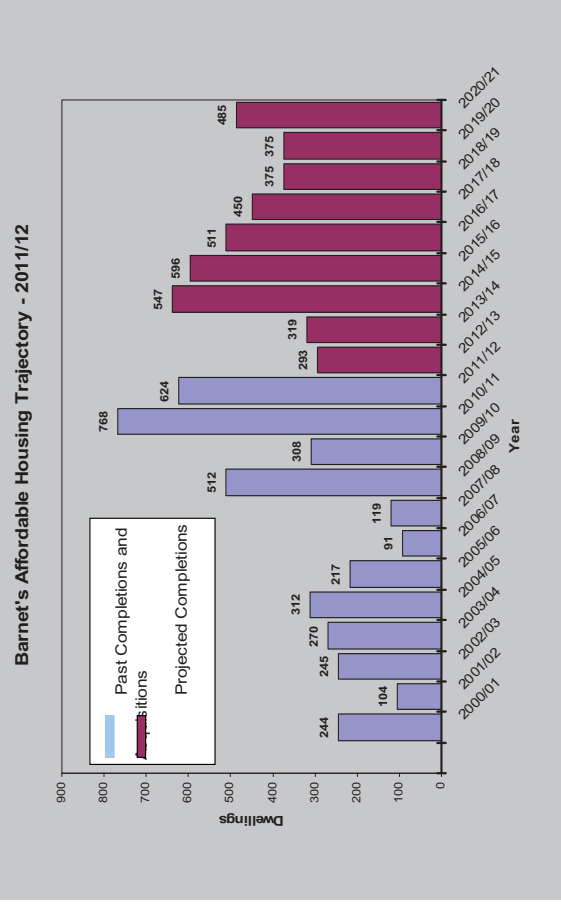
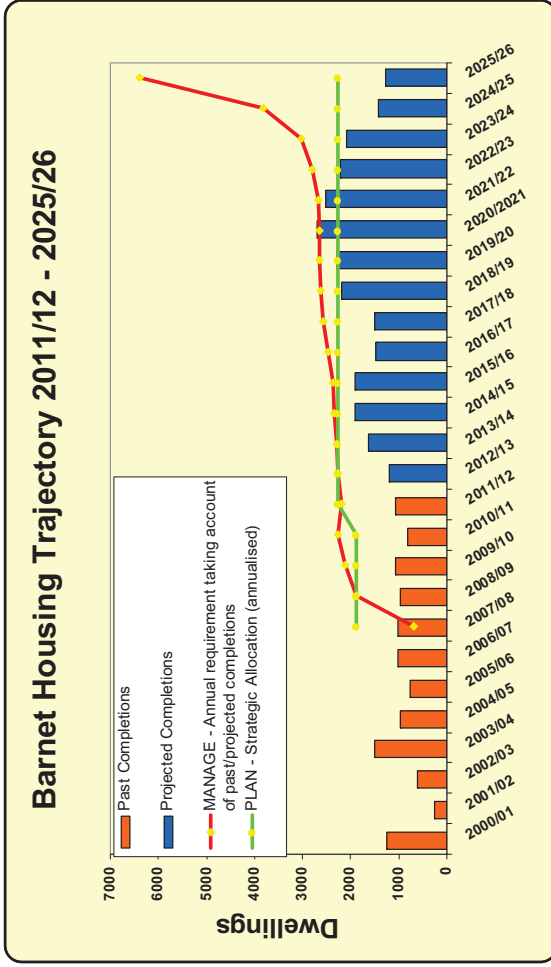




## Delivery- high capacity to deliver new homes

| Delivery           | London Plan Target for new homes | % of LP Target | % of Population |
|--------------------|----------------------------------|----------------|-----------------|
| <b>Barnet</b>      | <b>10,635</b>                    | <b>31.51%</b>  | <b>18.20%</b>   |
| <b>Camden</b>      | <b>2,500</b>                     | <b>7.41%</b>   | <b>13.20%</b>   |
| <b>Enfield</b>     | <b>2,760</b>                     | <b>8.18%</b>   | <b>16.00%</b>   |
| <b>Hackney</b>     | <b>5,775</b>                     | <b>17.11%</b>  | <b>12.70%</b>   |
| <b>Haringey</b>    | <b>4,100</b>                     | <b>12.15%</b>  | <b>13.20%</b>   |
| <b>Islington</b>   | <b>4,610</b>                     | <b>13.66%</b>  | <b>12.20%</b>   |
| <b>Westminster</b> | <b>3,375</b>                     | <b>10.00%</b>  | <b>14.60%</b>   |

# Barnet Housing trajectories



Capacity for more than 26,000 additional housing by 2025/06

More than 3,900 additional affordable housing by 2020/01

| Residential completions 2004 - 2012 financial years – breakdown by housing type | Number of bedrooms |      |      |     |     |       |     |    |    |     |
|---|--------------------|------|------|-----|-----|-------|-----|----|----|-----|
|   | 1                  | 2    | 3    | 4   | 5+  | Total | %   | %  | %  | %   |
| Unit Type   | 1                  | 2    | 3    | 4   | 5+  | Total | %   | %  | %  | %   |
| Flats   | 2267               | 3813 | 712  | 44  | 7   | 6843  | 83  | 0  | 0  | 83  |
| Houses  | 110                | 171  | 566  | 382 | 160 | 1389  | 17  | 11 | 11 | 17  |
| Total number of units   | 2377               | 3984 | 1278 | 426 | 167 | 8232  | 100 | 2  | 2  | 100 |

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| <b>Meeting</b>           | <b>Business Management Overview and Scrutiny Committee</b>   |
| <b>Date</b>              | 6 January 2014   |
| <b>Subject</b>           | <b>Parking Policy Task and Finish Group</b>  |
| <b>Report of</b>         | Scrutiny Office  |
| <b>Summary of Report</b> | The Committee are requested to make a decision as to whether or not the Parking Policy Task and Finish Group should proceed taking into account the current projected timetable for the internal Parking Improvement Project (which includes the development of a borough-wide Parking Policy) |

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|   |  |
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| Officer Contributors                        | Andrew Charlwood, Overview and Scrutiny Manager  |
| Status (public or exempt)                   | Public   |
| Wards Affected                              | All  |
| Key Decision                                | N/A  |
| Reason for urgency / exemption from call-in | N/A  |
| Function of                                 | Business Management Overview and Scrutiny Committee  |
| Enclosures                                  | None   |
| Contact for Further Information:            | Andrew Charlwood, Overview and Scrutiny Manager, 020 8359 2014, <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a> |

## **1. RECOMMENDATION**

- 1.1 That the Committee consider the information set out in the report and decide whether or not to proceed with the Task and Finish Group on Parking Policy given the current projected timetable for the Parking Improvement Project.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Business Management Overview and Scrutiny Committee, 7 October 2013, Members' Item – Parking Policy (Councillor Alan Schneiderman) – the Committee RESOLVED that a Task and Finish Group be established (to commence when resources become available in the Scrutiny Office) to review the costs and benefits of reintroducing cash meters in Barnet high streets and car parks, with the review to take evidence from residents, traders and local businesses, and other Councils where cash meters have been maintained and removed.

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

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

## **4. RISK MANAGEMENT ISSUES**

- 4.1 None in the context of this report. Any risk implications would be addressed in the context of the Task and Finish Group review should the Committee decide to proceed with the review.

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

- 5.1 Equality and diversity issues are a mandatory consideration in decision-making by the council pursuant to the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

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

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

- 6.1 Any use of resources implications would be addressed in the context of the Task and Finish Group should the Committee reaffirm their decision to proceed with a review. Gathering evidence from residents, traders and local businesses via a public consultation or a call for evidence is expected to have financial implications. In order to resource this potential cost, the Governance Service would need to redirect costs currently within the existing service budget to support this activity.

## **7. LEGAL ISSUES**

- 7.1 None. This report seeks a Committee decision as to whether to proceed with a Task and Finish Group review.

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

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution). The Business Management Overview and Scrutiny Committee has within its terms of reference responsibility:
- i) To have overall responsibility for monitoring and coordinating overview and scrutiny work across the authority.
  - ii) To appoint scrutiny panels and task and finish groups needed to facilitate the overview and scrutiny function.
  - iii) To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body

## **9. BACKGROUND INFORMATION**

- 9.1 In October 2013, Councillor Alan Schneiderman presented a Members' Item to the Business Management Overview & Scrutiny Committee in relation to commissioning a scrutiny review into Parking Policy in the borough. Councillor Schneiderman submitted the following information with his request:

- To ask the Business Management Overview and Scrutiny committee to consider setting up a quick fire Task and Finish Group to look into the costs and benefits of reintroducing cash meters in Barnet High Streets and Car Parks.
  - The TFG should take evidence from residents, traders and local businesses and other Boroughs/Councils where cash meters have both been maintained and removed.
- 9.2 The Committee agreed to this request and in accordance with established practice, the Scrutiny Office have liaised with the relevant Delivery Unit Director and Lead Commissioner with a view to developing a Feasibility Study to enable the Members appointed to the Task and Finish Group to make an informed decision regarding the value of proceeding with an in-depth review at this time.
- 9.3 In conducting investigations into this issue, the Scrutiny Office have been made aware that an internal Parking Improvement Project has been initiated which will be considering:
- Parking Services – including signs and lines, enforcement, contract management and moving traffic violations;
  - Parking Policy – including developing a borough wide policy informed by focus groups;
  - Customer Experience – including end to end parking procedures and processes, traffic management orders and online transactions; and
  - Communications – including a Barnet Guide to Parking, web content, review of customer communications, focus groups, communications plan and public consultation
- 9.4 The review commenced in mid-October and is currently on-going with the bulk of project activity taking place between November 2013 and January 2014. Cabinet are expected to approve the Final Draft Parking Policy in February 2014 prior to a period of public consultation. The Parking Improvement Project will be fully implemented by May/June 2014.
- 9.5 As set out in paragraphs 2.1 and 9.1 above, the Committee approved that a standalone Task and Finish Group be commissioned to consider the cost and benefits of reintroducing cash meters into Barnet High Streets. The on-going Parking Improvement Project includes:
- The development of a borough-wide Parking Policy (which will include consideration of payment options); and
  - Consultation with residents, traders and local businesses
- 9.6 Task and Finish Group reviews normally take a minimum of three months to complete; the timing of reviews varies based on the complexity of the subject matter and the extent to which consultation is required. At the time of writing, some Member nominations are outstanding meaning that the first meeting of the Task and Finish Group is unlikely to take place until mid-January 2014. As

such, the timing of the Task and Finish Group is unlikely to dovetail effectively with the Parking Improvement Project.

9.7 On the basis set out above, the Committee are requested to consider whether a Task and Finish Group would be the most appropriate framework for non-Executive Member involvement in this Project. There are other alternative options which may provide an opportunity for Scrutiny Members to input directly into a wider ranging, more strategic policy which is in development, in addition to considering the specific issue of cash meters as agreed by the Committee. Alternative approaches include:

- Holding a deliberative forum for non-Executive Members at an appropriate time in the Project to enable input to the Parking Policy;
- Scrutiny of the Parking Policy via existing mechanisms (e.g. via a call-in to the Business Management Overview & Scrutiny Committee or via a committee report to the Budget & Performance Overview & Scrutiny Committee); or
- Another method as proposed and agreed by the Business Management Overview & Scrutiny Committee, the commissioning body for the Task and Finish Group.

9.8 The Committee's instructions on whether to proceed with a Task and Finish Group review into Parking Policy are requested.

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

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| <b>Cleared by Finance (Officer's initials)</b> | <b>JH</b> |
| <b>Cleared by Legal (Officer's initials)</b>   | <b>KH</b> |

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| <b>Meeting</b>           | <b>Business Management Overview &amp; Scrutiny Committee</b>   |
| <b>Date</b>              | <b>6 January 2014</b>  |
| <b>Subject</b>           | <b>Task and Finish Groups – Recommendation Tracking</b>  |
| <b>Report of Summary</b> | <b>Scrutiny Office</b><br><br>This report provides the Committee with an update on the implementation of recommendations made by Overview & Scrutiny Task & Finish Groups accepted by Cabinet. |

|                           |  |
|---------------------------|--|
| Officer Contributors      | Andrew Charlwood, Overview & Scrutiny Manager  |
| Status (public or exempt) | Public   |
| Wards affected            | All  |
| Enclosures                | Appendix A – Contract Monitoring and Community Benefit Task and Finish Group<br>Appendix B – Early Intervention and Prevention Task and Finish Group<br>Appendix C – Supply of Secondary School Places Task and Finish Group |
| For decision by           | Business Management Overview and Scrutiny Committee  |

Contact for further information:  
 Andrew Charlwood, Overview & Scrutiny Manager, Assurance Group – 0208 359 2014  
[andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

## **1. RECOMMENDATION**

- 1.1 That the Committee consider and comment on the progress made in implementing Task & Finish Group recommendations accepted by Cabinet as set out in the Appendices.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet Resources Committee, 4 April 2012, Contract Monitoring and Community Benefit Task and Finish Group
- 2.2 Cabinet, 4 April 2012, Early Intervention and Prevention Task and Finish Group
- 2.3 Cabinet, 20 February 2012, Supply of Secondary School Places Overview and Scrutiny Panel

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

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three key priorities set out in the 2013-16 Corporate Plan are: –
- Supporting families and individuals that need it – promoting independence, learning and wellbeing,
  - Improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study,
  - Promoting responsible growth, development and success across the borough.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Failure to monitor the progress made in implementing recommendations made by Task & Finish Groups and Overview & Scrutiny Panels which have been accepted by Cabinet carries a reputational risk to the authority through a failure to demonstrate the outcomes from Overview and Scrutiny work.

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

- 5.1 Pursuant to the Equality Act 2010 ("the Act"), the council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those

with protected characteristics and those without. The 'protected characteristics' are age, race, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation. The 'protected characteristics' also include marriage and civil partnership, with regard to eliminating discrimination.

5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the responsibility of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role with respect to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

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

6.1 Task and Finish Group reviews have the scope to consider value for money issues which identify how well the Council is managing and using its resources to deliver value for money and better and more sustainable outcomes for local people.

6.2 Where there are financial implications linked to recommendations, these are worked through using Delivery Unit existing budgets, as identified by the Task and Finish Group or Scrutiny Panel for Cabinet to consider alongside recommendations.

## **7. LEGAL ISSUES**

7.1 Under Section 21 of the Local Government Act 2000, the Council's executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers, including the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive.

## **8. CONSTITUTIONAL POWERS**

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

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

- 8.3 Item 8 of Business Management Overview & Scrutiny Committee Terms of Reference states that its role is:

“To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body.”

## **9. BACKGROUND INFORMATION**

- 9.1 As stated at paragraph 7 above, under Section 21 of the Local Government Act 2000, the Council’s executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers, including the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive. In respect of the exercise of the Business Management Overview and Scrutiny Committee’s powers to coordinate and monitor the work of overview and scrutiny task and finish groups / scrutiny panels, it is good practice to monitor the progress and impact of recommendations made.

- 9.2 In May 2009, the council adopted a ‘Task and Finish Group’ approach to some of their Overview and Scrutiny work. Council agreed that Task and Finish Groups would be time-limited to ensure that recommendations were made to the relevant decision-making body in a timely manner. On the whole, Task and Finish Groups have completed their work over a three-month period. However, this timescale is flexible where circumstances mean that a review should be run over a shorter or extended period.

- 9.3 Since May 2009, a total of 19 Task and Finish groups and scrutiny panels have concluded their work on the following topics:-

- Enterprise in the Borough (3<sup>rd</sup> February 2010)
- School Places Planning (3<sup>rd</sup> February 2010)
- Advice Provision in the Borough (22<sup>nd</sup> February 2010)
- Homelessness and Young People (12<sup>th</sup> April 2010)
- Road Resurfacing (12<sup>th</sup> April 2010)
- Recycling and Waste Minimisation (6<sup>th</sup> September 2010)
- Remodelling Older People’s Housing with Support (20<sup>th</sup> October 2010)
- Council’s Response to Cold Weather (20<sup>th</sup> October 2010)
- Housing Allocations Overview and Scrutiny Panel (10<sup>th</sup> January 2011)
- Domestic Violence (7<sup>th</sup> March 2011)
- Fostering Recruitment (14<sup>th</sup> September 2011)
- Secondary School Places Overview and Scrutiny Panel (9<sup>th</sup> January 2012)
- Health and Social Care Integration (4<sup>th</sup> April 2012)
- Early Intervention and Prevention Services (Children’s Services) (4<sup>th</sup> April 2012)
- Contract Monitoring and Community Benefit (4<sup>th</sup> April 2012)

- Carbon Footprint (4<sup>th</sup> April 2012)
- Education Strategy Overview and Scrutiny Panel (18<sup>th</sup> June 2013)
- Your Choice Barnet (27<sup>th</sup> November 2013)

9.4 In order for the Business Management Overview and Scrutiny Committee to have an effective oversight of the work of Task and Finish groups, it is important for council delivery units (or external agencies) to evidence the extent to which recommendations accepted by the Cabinet (or external agency) have been implemented. To this end, the Scrutiny Office requested that Delivery Units provide an update on the implementation of accepted recommendations at six-monthly intervals (from the date of reporting to Cabinet or external agency).

9.5 Updates are now due in relation to the following task and finish groups and overview and scrutiny panels:

- Contract Monitoring and Community Benefit Task and Finish Group
- Early Intervention and Prevention Task and Finish Group
- Supply of Secondary School Places Overview and Scrutiny Panel

9.6 An update from delivery units in relation to the scrutiny panels/task and finish groups (referred to at 9.5 above) are set out in Appendices A to C. The Committee are requested to comment on information provided in the update report.

9.7 Information contained within this report will also be circulated to Members that served on the relevant Task and Finish Group or Panel. Those Members will be requested to feed back any comments that they have on the updates provided by delivery units to the Business Management Overview and Scrutiny Committee Chairman and Scrutiny Office. Any comments will be reported to the Committee to enable appropriate action to be taken.

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

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| <b>Cleared by Finance</b> | <b>JH</b> |
| <b>Cleared by Legal</b>   | <b>SW</b> |

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| Contract Monitoring and Community Benefit Task and Finish Group   |                     |   |                                |
|---|---------------------|---|--------------------------------|
| Recommendation to Cabinet (accepted)  | Status              | Information   | Contact Officers               |
| <p>Recommendation One</p> <p>Complex procurement and contract monitoring / management activity should be managed within the council under the following structure:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Procurement Officers (with responsibility for specifying and negotiating complex contracts);</li> <li><input type="checkbox"/> Delivery &amp; Performance Officers (with responsibility for monitoring / managing specified contracts and developing / maintaining an ongoing contractual relationship with vendors); and</li> <li><input type="checkbox"/> Clearly defined linkages should exist between Procurement Officers and nominated Delivery &amp; Performance</li> </ul> | <p><b>Green</b></p> | <p><u>Cabinet resolution:</u></p> <p>To agree the recommendations of the Overview and Scrutiny Task and Finish Group on Contract Monitoring and Community Benefit</p> <p><u>Update October 2012</u></p> <p>4 x Interim Supplier Relationship Managers (SRM) – Business Partners (Procurement Officers) have been deployed across the Delivery Units. Forward procurement plan for 2013/14 was approved by CRC in November 2012 and this is being used to plan future procurement activity and develop the sourcing strategies.</p> <p>A centralised eSourcing tool is used that ensures</p> <p>A central Contract register has been collated and Contract Managers within the corresponding Service areas have been identified. (Delivery and Performance Officers). Central procurement has developed an eLearning Contract Management training tool. All named Contract Managers have carried out the training and successfully completed the test at the end of the training material. A Contract Management toolkit has also been developed and introduced to the Environmental, Planning and Regeneration Directorate through the successful delivery of three workshops. This will be extended to other Service Directorates during the coming months.</p> <p>Procurement Officers with responsibility for specifying and negotiating contracts have been engaged on an as needs basis and allocated to large, complex procurement processes as approved in the 2012-13 Procurement Plan.</p> | <p>AD Commercial Assurance</p> |

APPENDIX A

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| <p>Officers to ensure a balance between the negotiation of the contract and best practice in contract delivery. It is recommended that Delivery &amp; Performance Officers are in post in advance of the planned commencement of a contract to ensure smooth phasing out of the current arrangements and the introduction and delivery of a new contractual relationship. Structured succession planning arrangements should be in place to ensure that the essential skills and knowledge required to properly manage contracts for their entire lifecycle are not lost.</p> | <p>There is still more work needed on embedding the linkage between the SRM and Contract Managers.</p> <p><u>Update April 2013</u><br/>Previously Green</p> <p><u>Update December 2013</u><br/>Complete. Business Partners successfully deployed across Delivery Units. Category Managers in place covering all key areas of spend and risk, reporting to the appropriate Business Partners.</p> <p>Central Contracts Database and Workload report identifies the Contract Manager/Procurement Lead and also identifies each contract as either a Strategic or Tactical contract. The level of contract management deployed is appropriate to the type of contract (Strategic/Tactical).</p> |  |
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| Contract Monitoring and Community Benefit Task and Finish Group   |                     |  |                                |
|---|---------------------|--|--------------------------------|
| Recommendation to Cabinet (accepted)  | Status              | Information  | Contact Officers               |
| <p><u>Recommendation Two</u><br/>                     Devolved procurement activity currently undertaken within Adult Social Care and Health, Children’s Services and Environment, Planning and Regeneration be centralised to: ensure delivery of economies of scale; develop and enhance the internal control framework; and ensure that a central team has officers with the skills required to manage contracts effectively.<br/>                     Contract monitoring / management activity should be retained within directorates, with Chief Officers being accountable for the management of all contracts falling within their remit.</p> | <p><b>Green</b></p> | <p><u>Cabinet resolution:</u><br/>                     To agree the recommendations of the Overview and Scrutiny Task and Finish Group on Contract Monitoring and Community Benefit</p> <p><u>Update October 2012</u><br/>                     A central team of Supplier Relationship Managers – Business Partners has been established with specific control responsibilities dedicated to the registration and variation of contracts and vendors on the centralised SAP system.</p> <p>System options to procure services and goods throughout the Authority in an ad hoc manner have been reduced. Opportunities for non-compliant procurement activity have been reduced. Levels of compliance have risen to 99.9% by value and 98.85% by contract number.</p> <p>Linkages between contracts, vendors and authorised spend have been strengthened.</p> <p>A spend map by vendor and services/goods has been prepared. A draft assessment of savings opportunities for 2012-13 has been completed. Savings against this financial year are being tracked against targets.</p> <p>A procurement plan for 2013 and beyond, including key milestones, resource requirements and target savings is being developed.</p> | <p>AD Commercial Assurance</p> |

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|  | <p><u>Update April 2013</u><br/>Previously Green/Amber</p> <p>The procurement forward plan for 2013/14 was authorised by CRC in November 2012.</p> <p>In April 2012 Council Directors approved the recommendation that the central procurement and contract management tool kit must be used by all. Procurement is centralised and contract management is devolved to the delivery units.</p> <p>The revised CPRs, if approved by the Council will strengthen the relationships with the delivery units as all procurements over £10,000 (it is presently £25,000) will be carried out by the central team.</p> <p><u>Update December 2013</u></p> <p>Completed – All Procurement above £10k is undertaken by the Central Procurement and advertised to the market place through the e-tendering system. Contract Management is devolved. Central Procurement provide support, tools and templates to Contract Managers.</p> |  |
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| Contract Monitoring and Community Benefit Task and Finish Group  |        |   |                         |
|--|--------|---|-------------------------|
| Recommendation to Cabinet (accepted)   | Status | Information   | Contact Officers        |
| <p><u>Recommendation Three</u><br/>Each area of procurement activity is to have a Performance Advisory Group of not more than six Borough residents who meet four times per annum to coordinate and articulate feedback from the end user with Procurement Officers.</p> | GREEN  | <p><u>Cabinet resolution:</u><br/>To agree the recommendations of the Overview and Scrutiny Task and Finish Group on Contract Monitoring and Community Benefit</p> <p><u>Update October 2012</u><br/>This recommendation remains outstanding.</p> <p><u>Update April 2013</u><br/>Previously Red</p> <p>Presently we are reviewing the areas of procurement activity that should have a Performance Advisory Group. Dependent on the Judicial Review we will implement with Capita.</p> <p><u>Update October 13</u><br/>This recommendation remains outstanding while we work with Capita to incorporate into a planned approach.</p> <p><u>Update December 2013</u><br/>Complete - This type of activity is now incorporated into the Council's new transparency and engagement agenda which will encourage residents to feedback on services, This includes procurement services.</p> | AD Commercial Assurance |

| Contract Monitoring and Community Benefit Task and Finish Group  |                     |   |                                |
|--|---------------------|---|--------------------------------|
| Recommendation to Cabinet (accepted)   | Status              | Information   | Contact Officers               |
| <p><u>Recommendation Four</u><br/>Cabinet be requested to: amend the Corporate Plan to include a corporate priority relating to local businesses; and outline the approach the council will take to encourage local companies to benefit from local business opportunities.<br/>Recommended options include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Establishment of a customer facing Business Helpdesk;</li> <li><input type="checkbox"/> Enhancements to the 'Business' section of the council's web site;</li> <li><input type="checkbox"/> Providing briefings to local business forums on business opportunities available, including the Procure4London portal;</li> <li><input type="checkbox"/> In relation to new contracts:</li> </ul> | <p><b>Green</b></p> | <p><u>Cabinet Resolution:</u><br/>To agree the recommendations of the Overview and Scrutiny Task and Finish Group on Contract Monitoring and Community Benefit</p> <p><u>Update October 2012</u><br/>A Procurement Strategy is currently being drafted which focuses on best practice toolkits, methodologies and interfaces with a wide range of community based stakeholders.</p> <p>To date we have:</p> <ul style="list-style-type: none"> <li>• Enhanced the business section of the web site although there is still more work needed.</li> <li>• There is a contact email address for procurement.</li> <li>• The Council helpdesk is used to funnel procurement issues to the Central Procurement Team. It is not intended that a specific help desk will be set up.</li> <li>• A supplier briefing is being arranged for November, if feedback is positive others will be arranged and this briefing will also include how the supplier can use P4L to gain access to local opportunities.</li> <li>• New procurements, where appropriate, include use of local people, such as apprentices and local sub-contractors – this is in connection with the Localism project work.</li> </ul> <p>The localism agenda will be recognised within the Strategy and identified as a priority. Value for money assessments will reflect localism subject to the prevailing Regulatory Framework prior to the award of new contracts.</p> | <p>AD Commercial Assurance</p> |

APPENDIX A

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| <p>- Vendors to assist the council in creating: local job opportunities to enable Barnet residents to get back into work; and graduate trainee opportunities;</p> <ul style="list-style-type: none"> <li>- Apprenticeship opportunities; and</li> <li>- Sub-contracting parts of the supply chain (where possible) to local companies within the borough.</li> </ul>   |  | <p><u>Update April 2013</u><br/>Previously Green</p> <p><u>Update December 2013</u><br/>A workshop with local businesses was delivered in September 2013. The purpose of this session was to set out Central Procurement’s approach and project plan to support local businesses gain work from Barnet, develop apprenticeship and work experience opportunities and build growth within the Borough. This is a key commitment as part of the outsourcing contract (Customer Services Group) to Capita and will be delivered over the next 12 months. Key components of this project are the appointment of a dedicated Supply Chain Champion, increasing the number of sustainable businesses and the implementation of a Supplier Portal to support businesses to identify opportunities and share knowledge and experiences.</p>    |   |
| <p><b>Recommendation to Cabinet (accepted)</b></p> <p>Recommendation Five<br/>Steps should be taken to institute a ‘culture of compliance’ within the council, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> a commitment from Cabinet and Council Directors to take the steps necessary to ensure delivery of best practice procurement and contract monitoring / management throughout the authority, and to</li> </ul> | <p><b>Status</b></p> <p><b>Green</b></p> | <p><b>Information</b></p> <p><u>Cabinet Resolution:</u><br/>To agree the recommendations of the Overview and Scrutiny Task and Finish Group on Contract Monitoring and Community Benefit</p> <p><u>Update October 2012</u><br/>A weekly compliance working group, which was attended by senior officers from the service areas, was established to embed compliance within the Service Areas. Compliance is now at 99.9% by value and 98.85% by contract number.</p> <p>The working group has now been changed to a fortnightly meeting and is called the procurement steering group as it is focus on introducing good procurement practice throughout the Council. The Council Directors have committed to best practice procurement and contract management and have supported the introduction of the new tools and processes.</p> | <p><b>Contact Officers</b></p> <p>AD Commercial Assurance</p> |

APPENDIX A

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| <p>outline the steps that will be taken to achieve this;</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> introduce a requirement for Council Directors to provide an annual sign-off of contractual compliance; and</li> <li><input type="checkbox"/> all staff involved in procurement and contract monitoring / management being set measurable objectives and performance targets in appraisals regarding this activity</li> </ul> | <p>The forward plan is being developed in order that there is a tool for resource planning and procurement compliance sign off.</p> <p><u>Update April 2013</u><br/>Previously Green/Amber</p> <p>As reported above the Council Directors committed to best practice procurement and contract management and have continued to support the introduction and use of the procurement tool kit.</p> <p>Contract management responsibility is delegated to delivery units through their personal performance targets to actively manage and build commercial relationships with vendors and identify and mitigate potential risk situations.</p> <p>To further build on the above and strengthen governance the working group, that was established in 2011 has been replaced with a procurement board. The terms of reference for the Board</p> <p><u>Update December 2013</u><br/>Complete – Contract Compliance measured and reported monthly in the Procurement Performance Report to the top 49 managers in the Council. This is also a key performance indicator reported monthly as part of the outsourced contract to Capita.</p> |  |
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| Contract Monitoring and Community Benefit Task and Finish Group   |              |  |
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| Recommendation to Cabinet (accepted)  | Status       | Information  |
| <p><u>Recommendation Six</u><br/>Enhancements should be made to the SAP system to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> make it the central repository for council contracts; and</li> <li><input type="checkbox"/> utilise the system for actual and exception reporting</li> </ul> | <b>Green</b> | <p><u>Cabinet Resolution:</u><br/>To agree the recommendations of the Overview and Scrutiny Task and Finish Group on Contract Monitoring and Community Benefit</p> <p><u>Update October 2012</u><br/>Service Directorates are now storing all digitised contract and associated procurement documents in a Central Contract Repository. Although SAP has the capability to upload these into memory, the capacity needed to store all contracts would create a significant reduction in system performance. An alternative option to upload URL linkages into SAP is being evaluated.</p> <p>All financial transactions placed through SAP are now based upon a SAP contract record. Officers now routinely use the SAP reporting system to identify spend activity by vendor, contract and service category.</p> <p><u>Update April 2013</u><br/>Reconciliation of SAP contracts to published contract register and exception reporting completed for over £25k contracts.<br/>This is being further reconciled to contracts over £10k as per the revised CPR's, (revised CPRs awaiting approval by the Council).</p> <p><u>Update October 2013</u><br/>Complete – SAP system processes amended to ensure it supports the 'No contract/No PO/No Pay policy'. Spend analytics reports developed to identify key performance data across the Procure2Pay process. Analysis completed weekly/monthly and reported in the Procurement Monthly Report.</p> |
|   |              | AD Commercial Assurance  |

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| Early Intervention & Prevention (Children's Services) Task & Finish Group  |                     |   |                                      |
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| Recommendation to Cabinet (accepted)   | Status (RAG)        | Information   | Contact Officers                     |
| <p><b><u>Recommendation One</u></b></p> <p>Family Profiling and family intervention should be prioritised within the Early Intervention and Prevention strategy as these will deliver greater long term savings for the council. Cabinet are requested to provide information on the prioritisation of these elements in the Strategy and anticipated costs/benefits</p> | <p><b>Green</b></p> | <p><b><u>Update April 2013</u></b></p> <p>As previously reported, family profiling through assessments is a key part of our Family Focus work through which we are delivering family intervention and the government's Troubled Families programme.</p> <p>Barnet has identified and started working with 322 of our 705 troubled families.</p> <p>We have received agreement that we can work with our full cohort in two rather than three years and our current caseload shows that we are well on track to do that.</p> <p>We have already claimed for 25 outcomes between April and January and hope to be making a further claim for c200 – 250 families in July.</p> <p><b><u>Update December 2013</u></b></p> <p>Family profiling continues to be a key element of the work. The service continues to work with families to support the partnership agenda of community budgets (i.e. cases which are referred to the service by our partners such as schools and the police), the longer term cost reduction to social care through early intervention, and "troubled families" as defined by central government.</p> <p>We are currently working on redesigning our model of family intervention in order to maximise the impact of the service in improving the lives of children and young people, and lowering the cost to the Council and its partners. In particular, we have conducted a detailed case analysis of a sample of 109 family interventions, and we implementing the lessons learnt from these cases by focusing in on cases where we know we can have the greatest impact.</p> | <p>Nicola Francis/Duncan Tessier</p> |

APPENDIX B

| Recommendation to Cabinet (not accepted)  | Status (RAG) | Information  | Contact Officers                     |
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| <p><u>Recommendation Two</u></p> <p>The Task &amp; Finish Group recognise the importance of the work of Educational Psychology and express concern that the planned reductions in service might affect the Council's ability to deliver effective Early Intervention &amp; Prevention Strategy and ask that the Cabinet reconsider.</p> | <p>N/A</p>   | <p><u>Update April 2013</u></p> <p>No update required. Recommendation not accepted by Cabinet.</p>   |                                      |
| <p><u>Recommendation Three</u></p> <p>The Task and Finish Group recognises Nurture Groups as an important method of intervening early and recommend that Children's Services engage with all primary</p>  | <p>Green</p> | <p><u>Update April 2013</u></p> <p>The Children's Service recognises the value of nurturing approaches as part of its programme to support parents through the Family Focus team. We therefore include Family Link's Nurturing Programme as part of this, and make this available to primary schools and their parents.</p> <p>All parenting programmes including Family Link are advertised on Barnet online, so are accessible to all primary schools and children's centres to promote to parents. Parents and schools refer directly to Family Focus for all parenting programmes.</p> <p>It is an evidenced based programme as researched and recommended by the National Academy of Parenting. Parents who attend can be accredited at a</p> | <p>Nicola Francis/Duncan Tessier</p> |

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| <p>schools in the Borough to encourage them to utilise their existing resources to develop Nurture Groups, with the outcome of these discussions being reported to the Task and Finish Group at the earliest opportunity.</p>   |  | <p>level 1 or 2.</p> <p>4 primary schools have trained and delivered it, Brunswick Park, Northside Primary, Deansbrook Junior School and Manorside Primary. Brunswick Park Primary have twice delivered it in partnership with Family Focus.</p> <p>Family Focus have also delivered it for Woodcroft Primary School. In May we will start another course at Tudor Primary school.</p> <p>3 children's centres have also delivered courses-Underhill, Wingfield and Barnfield. Parkfield Children's Centre delivered a programme at Claremont School.</p> <p>Since 2010 Family Focus have delivered Family Link Nurturing Programme 5 times to 97 parents.</p> <p><b>Update December 2013</b><br/>We have continued to run the family links nurturing programme in schools. Two programmes ran during the summer term and a further 3 have run this term including one evening programme</p> |   |
| <p><b>Recommendation to Cabinet (accepted)</b><br/><b>Recommendation</b><br/><b>Four</b><br/>The Task &amp; Finish Group recognise the importance of the work of Child &amp; Adolescent Mental Health Services (CAMHS) in delivering the Early Intervention &amp; Prevention Strategy and</p> | <p><b>Status (RAG)</b><br/><br/><b>Green</b></p> | <p><b>Information</b><br/><b>Update April 2013</b><br/>Early intervention and prevention CAMHS provision is in place in primary and secondary schools across the borough, providing up to 6 weeks of early support to children and young people who require it. The new referral pathway to Tier 3 CAMHS via a CAF is increasing multi-agency working between schools and CAMHS. At 31 March 2013, 86 CAFs have been used as a referral route into Tier 3 CAMHS.<br/><br/>There are on-going discussions with Barnet, Enfield and Haringey Mental Health Trust about the level of service available to support young people in Barnet. On 18<sup>th</sup> April Cabinet Resources Committee considered a paper outlining Children's</p>  | <p><b>Contact Officers</b><br/><br/>Nicola Francis/Duncan Tessier</p> |

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| <p>recommend that Children's Service undertake urgent discussions with the Barnet, Enfield and Haringey Mental Health Trust about the role of CAMHS and the level of service available to support young people in Barnet.</p>  |                            | <p>Service future plans for more integrated working with Barnet CCG in relation to CAMHS. The Council and Barnet CCG are committed to ensuring a more integrated approach to commissioning and it is a key aspiration in the Health and Well Being Board Strategy October 2012-2015. The CAMHS service will be re-commissioned during 2013, with a new contract and service in place from 1 April 2014.</p> <p><b>Update December 2013</b><br/>From 1<sup>st</sup> September 2013, a joint Barnet Clinical Commissioning Group /children's service commissioning team has been put in place (formalised by a 'section 75 agreement'- which agrees a joint operating structure with the CCG and the council- allowing for example for resources to be pooled across the organisations).</p> <p>The joint team is currently undertaking a re-commissioning exercise for the CAMHS provision in Barnet offered by both the CCG and the council- ensuring a joined up approach.</p> |                                      |
| <p><b>Recommendation to Cabinet (accepted)</b></p>   | <p><b>Status (RAG)</b></p> | <p><b>Information</b></p>   | <p><b>Contact Officers</b></p>       |
| <p><b>Recommendation Five</b><br/>The Children's Service review the effectiveness of the Common Assessment Framework (CAF) and the Multi-Agency Group (MAG) in Barnet and report its findings to the Safeguarding Overview</p> | <p><b>Green</b></p>        | <p><b>Update April 2013</b><br/>The Children's Service has recently reported the effectiveness of the CAF and the MAG to its SLT and no risks have been highlighted.</p> <p>There will be significant increased CAF activity from the new Multi-Agency Safeguarding Hub, (MASH), due for launch in summer 2013.</p> <p><b>CAF</b><br/>Overall the total number of open CAFs has increased by 66% since the same time last year, which indicates that the CAF process has become more embedded across the workforce. This has probably been assisted by the localising and simplifying of the CAF Form at the end of 2011, and by the fact that the CAF is now used as a referral as well as a multi-agency assessment tool to access a number of targeted services.</p>   | <p>Nicola Francis/Duncan Tessier</p> |

| <p>and Scrutiny Committee within the next 6 months</p>                  | <table border="1" data-bbox="231 891 715 1375"> <thead> <tr> <th colspan="2" data-bbox="231 891 300 1375">(CAFs) Between 01/10/12 – 31/03/13</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 891 435 1375">Numbers of CAFs stepped-up to Children's Social Care</td> <td data-bbox="435 891 539 1375" style="text-align: center;"><b>15</b></td> </tr> <tr> <td data-bbox="539 891 608 1375">Numbers of CAFs closed as needs have been met</td> <td data-bbox="608 891 715 1375" style="text-align: center;"><b>51</b></td> </tr> <tr> <td data-bbox="715 891 783 1375">Numbers of CAFs stepped-down from Children's Social Care to CAF arena *</td> <td data-bbox="783 891 874 1375" style="text-align: center;"><b>72</b></td> </tr> </tbody> </table> <p data-bbox="754 611 954 1653">Pastoral care staff within Schools are by far the highest CAF initiators (388 or 52% of all open CAFs) and Lead Professionals on the same number. This is to be expected given that schools are a universal service and are well placed to identify and support children with additional needs. The second highest initiators are Intensive Family Focus Workers who use the CAF as their main assessment tool, and thirdly Children's Centres.</p> <p data-bbox="994 1570 1023 1653"><b>MAGs</b></p> <p data-bbox="1031 629 1193 1653">Since December 2012, there have been three further MAG meetings held. The meetings are attended by managers from all key partner agencies and relevant teams within Children's Service with an aim to trouble-shoot CAFs which have become stuck, or where there is professional difference. They are chaired by Assistant Directors.</p> <p data-bbox="1217 618 1380 1653">Out of the CAF cases brought to the MAGs since January 2013 (a total of 12 cases), half of them will not need to return to the next meeting, as they are now deemed to be back on track (for example, an appropriate Lead Professional has been appointed, or the young person is no longer NEET, or the professionals seem clearer of their role, and the right agencies are now involved).</p> | (CAFs) Between 01/10/12 – 31/03/13 |  | Numbers of CAFs stepped-up to Children's Social Care | <b>15</b> | Numbers of CAFs closed as needs have been met | <b>51</b> | Numbers of CAFs stepped-down from Children's Social Care to CAF arena * | <b>72</b> |  |
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| (CAFs) Between 01/10/12 – 31/03/13                                      |   |                                    |  |  |           |   |           |   |           |  |
| Numbers of CAFs stepped-up to Children's Social Care                    | <b>15</b>   |                                    |  |  |           |   |           |   |           |  |
| Numbers of CAFs closed as needs have been met                           | <b>51</b>   |                                    |  |  |           |   |           |   |           |  |
| Numbers of CAFs stepped-down from Children's Social Care to CAF arena * | <b>72</b>   |                                    |  |  |           |   |           |   |           |  |

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|  |  | <p><b><u>Update December 2013</u></b></p> <p><b><u>CAF</u></b></p> <p>Overall (as of 1<sup>st</sup> Nov 2013) the total number of open CAF episodes stands at 841, which is an increase by 37% since the same time last year (Nov 2012), which indicates that the CAF process has become more embedded across the workforce. On average there are around 100 new CAFs initiated per quarter.</p> <p>During a mock Ofsted Inspection of Children’s Service during October 2013, 6 CAFs were scrutinised in detail and very positive comments were received by the inspectors regarding the quality of these CAFs. For example they felt that ‘good processes were in place for identification of a CAF and the role of the lead professional was well defined and established’.</p> <p><b><u>MAGs</u></b></p> <p>Since April 2013, there have been seven further MAG meetings held. These meetings are attended by managers from all key partner agencies and relevant teams within Children’s Service with an aim to trouble-shoot CAFs which have become stuck, or where there is professional difference. They are chaired by Assistant Directors. These Meetings have been consistently well attended by partner agencies, and since this year, Adult Services have sent a representative when requested, if a case requires their involvement, which has been extremely helpful.</p> <p>Out of the CAF cases brought to the MAGs since April 2013 to date (a total of 22 cases), 16 of them, or 72% will not need to return to a further meeting, as they are now deemed to be back on track. (For example, an appropriate Lead Professional has been appointed, or the young person is no longer NEET, or the professionals seem clearer of their role, and the right agencies are now involved).</p> |  |
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| Recommendation to Cabinet (accepted)  | Status (RAG)        | Information  | Contact Officers                     |
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| <p><b><u>Recommendation Six</u></b></p> <p>Children's Services consider how children and families exit the early intervention process by developing criteria for agreed exit strategies</p> | <p><b>Green</b></p> | <p><b><u>Update April 2013</u></b></p> <p>Family Focus plan exit strategies for families fully. We make significant use of volunteer community coaches to maintain contact.</p> <p>Phase 2 of the Community Coaches initiative was developed in January 2012 to establish whether a community coaching scheme could meet the needs of some of Barnet's most vulnerable families.</p> <p>Key priorities for the council and the children's service are enabling families to maintain good levels of health and wellbeing for longer, (e.g. when exiting family intervention programmes), enabling communities to support vulnerable people and reducing the need for paid services, whilst also improving their physical and mental health and wellbeing.</p> <p>The phase 2 prototype demonstrated that Community Coaches could help people;</p> <ul style="list-style-type: none"> <li>• (re)connect with family, neighbours and the community more widely,</li> <li>• help people find out about and engage with different community groups and access universal services,</li> <li>• find ways to use their skills and knowledge e.g. intergenerational work – reading in schools, sharing experiences, teaching skills</li> <li>• regain confidence and plan how they would maintain and maximise their independence</li> <li>• assist with specific issues such as housing</li> </ul> <p>A commissioning strategy group was set up in June 2012 - membership included officers in Early Intervention and Prevention as well as representatives from youth support, complex needs, children's social care and the voluntary sector.</p> <p>This group developed the specification for the phase 3 community coaches initiative with the primary aim to support the wider early intervention agenda</p> | <p>Nicola Francis/Duncan Tessier</p> |

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|  |  | <p>across the Council, and a budget of £440,000</p> <p>The outcome of the tender process was considered at April's Cabinet Resources Committee.</p> <p><b><u>Update December 2013</u></b><br/>         As part of the wider Early Intervention and Prevention Tender (reported to CRC), Home Start Barnet were awarded the contract to deliver community coaching across the Borough. The contract started in July '13 with agreement for Home start to coach 60 families or individuals in the first year.</p> <p>Home start have developed a clear referral route and have so far received 42 referrals and allocated 36 cases from a range of sources including intensive family focus, Barnet homes, Barnet and Southgate college and Barnet Children's Centres.</p> |  |
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**Supply of Secondary School Places, Cabinet, 20 February 2012**

| Recommendation to Cabinet (accepted)   | Status (RAG)        | Information   | Contact Officers   |
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| <p>Key:<br/> Green – fully implemented<br/> Amber – partially implemented<br/> Red – no progress or significant delay in implementation</p>  |                     |   |  |
| <p><u>Recommendation</u><br/> <u>One</u><br/> Increasing demand for secondary school places be addressed initially by seeking to permanently expand successful and popular schools that are able to provide additional places.</p> | <p><b>Green</b></p> | <p><u>Cabinet resolution:</u><br/> Agree the recommendations made by the Supply of Secondary School Places Overview and Scrutiny Panel, as referred to Cabinet by the Business Management Overview &amp; Scrutiny Committee.</p> <p><u>Update October 2012</u><br/> As set out in recommendation two, Compton, Christ's College and Copthall are, in partnership with the Council, proposing to permanently expand to provide additional secondary school places. In addition, the Council has worked closely with the Church of England Diocese on plans to close St Mary's High School and to expand the popular St Mary's and St John's primary school into an all-through school. A report on investment in school places going to Cabinet in November 2012 confirms the Council's on-going commitment to seek to permanently expand successful and popular schools able to provide additional places.</p> <p>In addition, the council has worked closely with the Church of England Diocese on plans to close St Mary's High School and to expand the popular St Mary's and St John's primary into an all-through school, which is scheduled to open in Sept 2014 to provide an additional 120 places.</p> <p>A report in investment in school places went to Cabinet in November 2012 confirming the Council's on-going commitment to seek to permanently expand successful and popular schools able to provide</p> | <p>Chris Kiernan /<br/> Caylin Joski-Jethi –<br/> Children's Service</p> |

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|  |  | <p>additional places.</p> <p><u>Update April 2013</u><br/>As part of the permanent expansion of The Compton, Christ's College and Copthall, Christ's College has accepted applications for an additional 30 students to start in Sept 2013 while Copthall is scheduled to provide an additional 30 places in Sept 2014. Planning Permission has been granted for the proposals at The Compton and Christ's College. The planning application for proposals at Copthall has recently been submitted.</p> <p><u>Update December 2013</u><br/>The building work required to permanently expand The Compton and Christ College have begun, with both schools taking an additional 30 students (60 students in total) ahead of the completion of the works.</p> <p>As part of the permanent expansion of The Compton, Christ's College and Copthall, The Compton has taken an additional 30 students in September 2012 and September 2013; Christ's College has accepted applications for an additional 30 students to start in September 2013.</p> <p>Planning Permission has been granted for the expansions at The Compton, Christ's College and Copthall. The planning application to permanently expand Copthall resulted in a challenge from Transport for London (TfL) concerning the way in which the additional pupils would travel to school. A financial contribution has been agreed with TfL and planning permission has now been granted. The building work of the Copthall expansion will continue as planned. However, the first intake of additional 30 students is expected to be delayed to September 2015 due to the existing surplus capacity at secondary across the Borough.</p> |  |
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| <p><u>Recommendation</u><br/><u>Two</u><br/>Cabinet to recognise the need to meet the demand for non-denominational and co-educational school places in the East Finchley and Garden Suburb areas and instruct the Children's Service to develop potential solutions to meet this demand. The details of these potential solutions will be reported to the Scrutiny panel.</p> | <p><b>Green</b></p> | <p><u>Cabinet resolution:</u><br/>Agree the recommendations made by the Supply of Secondary School Places Overview and Scrutiny Panel, as referred to Cabinet by the Business Management Overview &amp; Scrutiny Committee.</p> <p><u>Update October 2012</u><br/>The Compton, Christ's College and Cophall are, in partnership with the Council, proposing to permanently expand. The aim is for each school to permanently expand by 30 places each year, starting with The Compton in September 2012, Christ's College in 2013 and Cophall in 2014. The (now expanded) Compton has allocated a fixed number of places to named feeder primary schools in the N2 and N3 postcode areas. Christ's College and Cophall (single sex schools) are working together to offer places to siblings from each other's school. This will help to provide additional non-denominational places for pupils of both sexes in the East Finchley area.</p> <p>A free school proposal for a new non-denominational and coeducational secondary school (the Archer Academy) has been agreed by Government to open in September 2013. Barnet Council is supportive of the development of free schools to meet local requirements where there is evidence of demand, a robust business case and available property, and is working with the proposers as they prepare to join the Barnet family of schools.</p> <p><u>Update April 2013</u><br/>Christ's College has accepted an additional 30 students for September 2013 and Cophall is expected to admit an additional 30 students for 2014. The Compton has allocated a fixed number of places to named feeder primary schools in the N2 and N3 postcode areas. Christ's College and Cophall (single-sex schools) are working together to offer places to siblings from each other's school to help provide additional non-</p> | <p>Chris Kiernan /<br/>Caylin Joski-Jethi –<br/>Children's Service</p> |
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|  |                     | <p>denominational places for pupils of both sexes in the East Finchley area.</p> <p>The Archer Academy, a new non-denominational and co-educational secondary free school, has a site located in East Finchley and has appointed a head teacher. They have received 314 applications for Sept 2013, with 150 places on offer. Barnet Council is supportive of the development of free schools to meet local requirements where there is evidence of demand, a robust business case and available property.</p> <p><u>Update December 2013</u></p> <p>Christ's College has accepted an additional 30 students for September 2013 and Cophall is expected to admit an additional 30 students for 2015. The Compton has allocated a fixed number of places to named feeder primary schools in the N2 and N3 postcode areas. Christ's College and Cophall (single-sex schools) are working together to offer places to siblings from each other's school to help provide additional non-denominational places for pupils of both sexes in the East Finchley area.</p> <p>The Archer Academy, a new non-denominational and co-educational secondary free school, opened in September 2013 in a site in East Finchley. The majority of students are Barnet residents and the school is currently full. Barnet Council is supportive of the development of free schools to meet local requirements where there is evidence of demand, a robust business case and available property.</p> |  |
| <p><u>Recommendation</u></p> <p><u>Three</u></p> <p>Cabinet remains committed to developing a new relationship with schools to ensure that</p> | <p><b>Green</b></p> | <p><u>Cabinet resolution:</u></p> <p>Agree the recommendations made by the Supply of Secondary School Places Overview and Scrutiny Panel, as referred to Cabinet by the Business Management Overview &amp; Scrutiny Committee.</p> <p><u>Update October 2012</u></p> <p>To strengthen the engagement of heads in place planning and ensure</p>  | <p>Chris Kiernan /<br/>Caylin Joski-Jethi –<br/>Children's Service</p> |

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there is a continued dialogue with Barnet's family of schools and faith bodies, enabling the council to continue to influence school place planning and continually raise standards across the schools community.

continued dialogue on strategic issues, two groups have been set up. A Capital and Place Planning Group to act as a consultation forum on capital investment, school catchment changes and strategic admissions issues; and the Barnet Education Forum to discuss the implications of national developments for the Barnet partnership of schools and, through mutual challenge and support, develop a shared framework/education strategy within which schools, colleges and the local authority can continue to improve outcomes for children and young people. School place planning also continues to be a regular agenda item at meetings with heads and governors.

Update April 2013

The Capital and Place Planning group and the Barnet Education Forum continue to run on a regular basis and receive positive feedback. School place planning continues to be a regular agenda item at meetings with heads and governors.

A pilot 'Local Headteacher Planning Group' was trialled in January 2013 offering head teachers in a defined area the opportunity to discuss school place planning on a local level. Due to the positive response, the council is running an all-day session in April 2013 offering an opportunity for local heads to meet in planning area groups to discuss local school planning issues.

Update December 2013

The Capital and Place Planning Group and the Barnet Education Forum continue to run on a regular basis and receive positive feedback. School place planning continues to be a regular agenda item at meetings with heads and governors. From these meetings a number of schools suggested school sites that may be suitable for temporary/permanent expansions. Site visits are currently under way to inform site suitability and value for money. The results of these visits will be combined with the application data to identify the most appropriate sites for temporary

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| <p><u>Recommendation</u><br/><u>Four</u></p> <p>Cabinet are requested to consider developing opportunities to improve facilities for vocational education and training to strengthen the diversity of provision in Barnet.</p> | <p><b>Amber</b></p> | <p>expansions for 2014 and inform the next round of permanent expansions for the Primary Phase.</p> <p>An expansion of the pilot 'Local Head Teacher Planning Groups' took place for all planning areas on 5 November 2013, specifically to understand the issues schools faced locally with bulge classes, and address the need for primary bulge classes in 2014/15. Feedback from the meeting was positive and a number of potential solutions identified at this meeting are being investigated.</p>  |   |
|  |                     | <p><u>Cabinet Resolution:</u><br/>Agree the recommendations made by the Supply of Secondary School Places Overview and Scrutiny Panel, as referred to Cabinet by the Business Management Overview &amp; Scrutiny Committee.</p> <p><u>Update October 2012</u><br/>The council is continuing to explore the potential to develop a studio school to widen the breadth of provision in Barnet. Identifying an appropriate and suitable site within the borough remains a challenge. A partnership with Barnet and Southgate College and Dimensions has led to a new Employment pathways programme for young people with Learning Difficulties.</p> <p>Meanwhile the council has launched a new service to offer 16-24 year olds who are not in education, training or employment careers support, training, internships, paid placements and apprenticeships.</p> <p><u>Update April 2013</u><br/>A partnership with Barnet and Southgate College and Dimensions has created a new Employment pathways programme for young people with learning difficulties.</p> | <p>Chris Kiernan /<br/>Elaine Runswick –<br/>Children's Service</p> |

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|  |  | <p>In June 2012, the council launched the 'Platforms' service to offer 16-24 year olds who are not in education, training or employment careers support, training, internships, paid placements and apprenticeships. £200,000 has been invested to continue the most successful elements into 2013/14.</p> <p>A new collaborative programme with six schools and Barnet and Southgate has been developed for non A Level learners who would want to make a transition to a Further Education College at the end of year 12.</p> <p>An Apprenticeship Club has been established in four schools to help prepare young people for the world of work.</p> <p>Further work is underway in order to submit a bid to open a Studio School although finding suitable accommodation remains a challenge</p> <p><u>Update December 2013</u></p> <p>The Employment Pathways Programme with Barnet and Southgate College and Dimensions has had good outcomes. A workshop has been arranged to evaluate the programme and to embed the provision using core funding.</p> <p>The Collaborative Sixth Form between Barnet and Southgate College and four secondary schools opened in September with 15 young people from Hendon, Mill Hill, East Barnet and St. James Secondary School. The areas of specialism are plumbing and media. It is the intention to extend the programme for 2014/15 and five additional schools attended the first planning session held in November.</p> <p>A post-16 options event for young people and parents with a special focus on Apprenticeships was held in November. A range of employers, training providers and FE Colleges provided information and workshops covering</p> |  |
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| <p><u>Recommendation</u><br/><u>Five</u><br/>Cabinet instruct the local authority to undertake work on finding more suitable accommodation for the Pupil Referral Unit.</p> | <p><b>Amber</b></p> | <p>all levels of apprenticeships. Approximately 250 young people attended.</p> <p>Initial work is underway to submit a bid for a Studio School in the EFA May 2014 bidding round. We are working with two secondary heads to consider the most appropriate governance model for Barnet. Several major employers are interested in supporting the initiative and work to develop an appropriate curriculum offer is commencing.</p> <p>Finding accommodation and/or a site is still a challenge.</p>   |   |
|   |                     | <p><u>Cabinet Resolution:</u><br/>Agree the recommendations made by the Supply of Secondary School Places Overview and Scrutiny Panel, as referred to Cabinet by the Business Management Overview &amp; Scrutiny Committee.</p> <p><u>Update October 2012</u><br/>The search for an appropriate site for the relocation of the Pupil Referral Unit has not yet yielded any viable options. The search is continuing.</p> <p><u>Update April 2013</u><br/>DfE have accepted all of the recommendations from the Taylor report concerning alternative provision. The council is consulting secondary headteachers about future provision including the future of the pupil referral unit.</p> <p><u>Update December 2013</u><br/>Council Officers have been working with Secondary Headteachers and the Headteachers and Governors of the borough's 3 PRU's, towards their forming an Alternative Provision Multi-Academy Trust. The existing site of the Pavilion Study Centre is currently being explored to assess its suitability to provide space for the newly built provision.</p> | <p>Chris Kiernan –<br/>Children's Service</p> |



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|                  |   |
|------------------|---|
| <b>Meeting</b>   | Business Management Overview and Scrutiny Committee   |
| <b>Date</b>      | 6 January 2014  |
| <b>Subject</b>   | <b>Business Management Overview &amp; Scrutiny Committee Forward Work Programme 2013/14</b> |
| <b>Report of</b> | Scrutiny Office   |
| <b>Summary</b>   | This report outlines the Committee’s work programme for 2013/14                             |

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

## **1. RECOMMENDATION**

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

**1.1.1 That the Committee consider the Advanced Notice of Executive Decisions (Appendix B).**

## **2. RELEVANT PREVIOUS DECISIONS**

2.1 None.

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

3.1. The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the council's priorities.

3.2. The three priority outcomes set out in the 2013 – 2016 Corporate Plan are;

- Promote responsible growth, development and success across the borough;
- Support families and individuals that need it – promoting independence, learning and well-being; and
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

## **4. RISK MANAGEMENT ISSUES**

4.1 None.

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

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

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

6.1 None in the context of this report.

## **7. LEGAL ISSUES**

7.1 None in the context of this report.

## **8 CONSTITUTIONAL POWERS**

8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

## **9. BACKGROUND INFORMATION**

9.1 The Business Management Overview and Scrutiny Committee's Work Programme 2013/14 indicates items of business previously considered by the Committee and forthcoming items.

9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

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

10.1 None.

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

Contact: Andrew Charlwood, 020 8359 2014, [andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

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

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

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



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

| Subject                             | Decision requested   | Cabinet Member                 | Author  |
|-------------------------------------|--|--------------------------------|---|
| <b>11 March 2014</b>                |  |                                |   |
| Housing Development                 | Committee to receive an update on the progress of housing schemes agreed by Cabinet Resources Committee in June 2013.  | Cabinet Member for Housing     | Director for Place / Housing and Environment Lead<br>Commissioner / The Barnet Group (Barnet Homes) |
| <b>23 April 2014</b>                |  |                                |   |
| Overview and Scrutiny Annual Report | Members are requested to consider the Overview and Scrutiny Annual Report 2013/14 for reporting to Annual Council.   | N/A                            | Scrutiny Office   |
| <b>Items to be allocated</b>        |  |                                |   |
| North London Waste Authority        | Committee to consider arrangements for scrutiny of the work of the North London Waste Authority (including possible joint scrutiny arrangements with other constituent boroughs) | Cabinet Member for Environment | Director for Place  |

| <b>Subject</b>                                | <b>Decision requested</b>   | <b>Cabinet Member</b>                             | <b>Author</b>  |
|---|---|---|--|
| Crime and Disorder Scrutiny                   | <p>Committee to determine arrangements for crime and disorder scrutiny 2013/14 to include:</p> <ul style="list-style-type: none"> <li>- New Policing Model;</li> <li>- Enhancements to Safer Communities Strategy;</li> <li>- Delivery against the Safer Communities Strategy 2011 – 2014; and</li> <li>- Update from the Barnet Community Safety Engagement Group</li> </ul> | Cabinet Member for Resident Safety and Engagement | Community and Well Being Assistant Director / Head of Community Safety   |
| Skills, Enterprise and Employment Action Plan | <p>Committee to receive updates on:</p> <ul style="list-style-type: none"> <li>• progress made in delivering of the Skills, Employment and Enterprise Action Plan 2012 – 2015; and</li> <li>• details of the Council's approach to developing an Enterprise Strategy</li> </ul>   | Leader of the Council                             | <p>Assistant Director Commissioning Strategy</p> <p>Director for Place / Enterprise and Regeneration Lead Commissioner</p> |

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**London Borough of Barnet Decisions Taken Under Executive Functions – Advance Notice of Proposed Items for Decision and Parts of Meetings which will not be held in public session ('subject to exempt report').**

This notice gives details of proposed decisions due to be taken under Executive functions, together with information as to whether any proposed decisions are subject to an exempt report, consideration of which will not be in public session. The document below is also indicative of the decisions which at this stage are intended to be classified as 'key'. For the purposes of complying with the The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 however, all prospective decisions listed below are to be regarded as potentially key or potentially subject to a separate exempt report (not held in public session).

*Please note: this plan lists prospective decisions. The final agenda for each meeting, which may not include all prospective decisions listed for that meeting on this document, will be published five clear working days prior to the meeting on the authority's website: <http://barnet.moderngov.co.uk>*

| Title  | Description of proposed decision  | Cabinet Member        | Key Decision (Y/N). | Subject to Exempt Report (Y/N). |
|--|---|-----------------------|---------------------|---------------------------------|
| <b>CABINET RESOURCES COMMITTEE, 16 JANUARY 2014<br/>Hendon Town Hall, The Burroughs, NW4 4BG</b> |   |                       |                     |                                 |
| Brent Cross/<br>Cricklewood<br>Regeneration  | This report will seek to approve<br>1) the changes to the terms and conditions of the Brent Cross PDA and the terms and conditions of the CRL Co-operation Agreement; and authorise the Chief Executive in consultation with the Leader of the Council to approve the Brent Cross PDA and CRL Co-operation Agreements.<br>2) approve procurement strategy to enable the Council to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area<br>3) approve that the Council enter into negotiations with landowners to acquire land required in advance of any CPO.<br>4) approve that the Council progress and fund the design and development work required to develop the business case and funding strategy for the Thameslink Station. | Leader of the Council | Y                   | Y                               |

Notice published: 19 December 2014

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