

MEETING

COMMUNITY LEADERSHIP COMMITTEE

DATE AND TIME

WEDNESDAY 23 NOVEMBER, 2016

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF COMMUNITY LEADERSHIP COMMITTEE (Quorum 3)

Chairman: Councillor David Longstaff

Vice Chairman: Councillor Graham Old

Councillor Brian Gordon
Councillor Eva Greenspan
Councillor Kath McGuirk

Councillor Lisa Rutter
Councillor Jess Brayne
Councillor Nagus Narenthira

Councillor Charlie O-Macauley
Councillor Hugh Rayner
Councillor Agnes Slocombe

Substitute Members

Councillor Adam Langleben
Councillor Brian Salinger

Councillor Alison Moore
Councillor Alan Schneiderman

Councillor Wendy Prentice
Councillor Peter Zinkin

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Friday 18 November at 10AM. Requests must be submitted to Iphigenia Christophoridou 020 8359 3822, Iphigenia.Christophoridou@Barnet.gov.uk and Salar Rida, 020 8359 7113, Salar.Rida@Barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Iphigenia Christophoridou 020 8359 3822
Iphigenia.Christophoridou@Barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 10
2.	Absence of Members (If any)	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (If any)	
5.	Public Comments and Questions (If any)	
6.	Members' Items (If any)	
7.	Preventing and Responding to Violence against Women and Girls & Domestic Violence and Abuse (VAWG & DVA) in Barnet 2017-2020	11 - 34
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11.	Any item(s) the Chairman decides are urgent	

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Decisions of the Community Leadership Committee

7 September 2016

Members Present:-

AGENDA ITEM 1

Councillor David Longstaff (Chairman)
Councillor Graham Old (Vice-Chairman)

Councillor Brian Gordon	Councillor Charlie O-Macauley
Councillor Eva Greenspan	Councillor Brayne
Councillor Kath McGuirk	Councillor Agnes Slocombe
Councillor Nagus Narenthira	

Apologies for Absence

Councillor Lisa Rutter

Absent Members

Councillor Hugh Rayner

1. MINUTES OF LAST MEETING

Councillor David Longstaff, Chairman of the Community Leadership Committee welcomed all attendants to the meeting.

RESOLVED-that the minutes of the previous meeting held on 9 March 2016 be agreed as the correct record

2. ABSENCE OF MEMBERS (IF ANY)

Apologies were received by Councillor Rutter.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

Councillor	Agenda Item	Interest Declared
Councillor Graham Old	12	Non-pecuniary interest as a Trustee of the Edward Harvist Trust

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC COMMENTS AND QUESTIONS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

7. MEMBER'S ITEM - REGENERATION AND COMMUNITY COHESION - COUNCILLOR NAGUS NARENTHIRA

Councillor Narenthira introduced her item and mentioned that community cohesion was not discussed at the Assets, Regeneration and Growth Committee in March and that she would like the Community Leadership Committee to address this issue.

Following discussion of the item the Chairman proposed that officers in consultation with Councillor Narenthira put together a proposal and report to a future committee meeting on the resources needed, timescales and objectives of a report.

The recommendation was unanimously agreed.
It was therefore **RESOLVED** that-

Officers in consultation with Councillor Narenthira will put together a proposal and report to a future committee meeting on the resources needed, timescales and objectives of a report.

8. COMMUNITY SAFETY STRATEGY - ANNUAL REVIEW AND REFRESH / CRIME AND DISORDER SCRUTINY

Kiran Vagarwal introduced the report that related to the review of the community safety strategy and the opportunity for Members to scrutinise the work of community safety.

Councillor McGuirk suggested that there needs to be consultation with Members before any CCTV cameras are removed from hotspots.

Councillor Old mentioned that the Health and Scrutiny Committee visited the Dennis Scott Unit and that the reports on legal highs will be discussed in the Health and Well Being Board. However, he would like some reassurance that the community safety strategy will be dealing with this issue since it can have a devastating effect on people and families.

Ms Vagarwal responded that the strategy mentions that the community safety will support the Health and Well Being Board in delivering their Substance Misuse strategy. There is collaboration on a strategic and operational level between Health and Well Being Board and Safer Communities Partnership Board to tackle this issue.

Following discussion the Committee unanimously agree all recommendations.

It was therefore **RESOLVED**:

- 1. That the Community Leadership Committee noted and reviewed the proposed updates to the 2015-2020 Community Safety Strategy.**
- 2. That the Community Leadership Committee noted that updates to the Community Safety Strategy will be agreed at the Safer Communities Partnership Board on 28 October 2016**

3. **Following consideration of the updates to the Community Safety Strategy the Community Leadership Committee determined whether it wishes to make any comments and/or recommendations to the local authority or other statutory agencies in respect of crime and disorder matters affecting Barnet.**

9. UPDATE ON BARNET POLICE RESOURCES AND THE PARTNERSHIP RESPONSE TO HATE CRIME

Acting Chief Inspector Warwick-Saunders introduced the report which related to an update on Barnet Police resources and the partnership response to Hate Crime.

Councillor O-Macauley mentioned that a break-down of hate crime by ward would be useful. Jamie Blake responded that other crimes are broken down by ward and that he is happy to circulate data to Members following the meeting.

Councillor McGuirk asked that in a case of an incident that could take place externally of Barnet whether the police in Barnet could respond in terms of resources bearing in mind the high state of emergency the UK is in.

Acting Chief Inspector Warwick-Saunders responded that the police have the resilience in Barnet through over-time and the ability to call on external support. The police have to do more with less but he is confident that in Barnet there are sufficient resources and flexibility.

Councillor Brayne asked why gun crime has risen significantly and whether it affects particular parts of the borough.

Acting Chief Inspector Warwick-Saunders responded that figures are not actual gun discharges. In cases where "shots were fired" reports were received, but there is no evidence that guns were used these are still reported as gun incidents.

During discussion Councillor Greenspan left the meeting.

Councillor Gordon asked whether there is sufficient liaison between the police and different communities within the borough. Acting Chief Inspector Warwick Saunders responded that the police could perform better at this. There is a new diversity officer as part of the anti-social and senior leadership support and they are also part of the Independent Advisory Group.

Councillor Old commented that the new structure made residents feel reassured.

Councillor Slocombe asked what has been the progress on domestic violence.

Ms Vagarwal responded that reports have increased and that there are effective measures in place that aim to reduce the number of repeat victims. Acting Chief Inspector Warwick-Saunders added that this shows that there is more confidence in the police dealing with these incidents.

Councillor Slocombe mentioned that low reports are because victims feel embarrassed and concerned that the offender might come back and also mentioned the need for more prosecutions.

Acting Chief Inspector Warwick-Saunders responded that they encourage front line officers to arrest suspects regardless to what the victim has said, so in this way the police take responsibility. Councillor Slocombe thanked the police for keeping them updated on the West Hendon Ward.

Councillor McGuirk also stated that domestic violence should also include elderly abuse and same sex couple abuse.

Ms Vagarwal responded that the strategy looks at raising awareness and looking at expanding its terminology to include other groups.

Following discussion the Committee unanimously agreed the recommendations. It was therefore **RESOLVED**:

1. That the Committee noted the update provided by the police in this report in response to both the Members' Item from Cllr. O-Macauley and the action requested at the full council meeting on 26 July 2016:

- **To ask for an update on cuts to police officers and budgets impacting Barnet, including the number of police officers cut since 2010 and in the budget going forward.**
- **Receive an update on local police resources, workloads and the impact these are having on policing in the Borough.**

*Councillor Greenspan was absent during voting on this item

10. COMMUNITY RIGHT TO BID: NOMINATION OF THE BULL THEATRE, 68 HIGH STREET, HIGH BARNET, EN5 5SJ

The Chairman introduced the report which related to a community right to bid application received from the Bull Theatre.

Councillor McGuirk mentioned that it would be useful to receive clarification on how communities can submit a community right to bid application.

The Chairman mentioned that the criteria and procedure for applying are available on the Council's website.

The Committee unanimously agreed the recommendation.

It was therefore **RESOLVED**:

That the Committee decided to list the Bull Theatre as an Asset of Community value and that it is added to the council's Register of Assets of Community Value based on the statutory tests and eligibility criteria outlined in the Localism Act 2011 and the evidence provided with the nomination.

*Councillor Greenspan was absent during voting on this item

11. COMMUNITIES TOGETHER NETWORK ANNUAL REPORT 2015/16

The Chairman introduced the report which related to the Communities Together Network Annual Report.

The Committee noted the report. It was therefore **RESOLVED**:

That the Committee noted The Communities Together Network Annual Report 2015/16 and approve its publication on the Council's website.

*Councillor Greenspan was absent during voting on this item

12. CORPORATE GRANTS PROGRAMME, 2016/17 - GRANT APPLICATIONS

Ken Argent introduced the report which related to grant applications as part of the Corporate Grants Programme.

Members requested clarification on which applications should be submitted via the Area Committees and which via the Corporate Grants Programme.

Following discussion the Committee unanimously agreed the recommendations. It was therefore **RESOLVED**:

(1) That, subject to the council's Standard Conditions of Grant and the special conditions shown in the respective grant assessments enclosed:

(i) a one-year start-up grant of £9,600 be awarded to Action on Hearing Loss;

(ii) a one-year start-up grant of £10,000 be awarded to Caritas St Joseph's Centre;

(iii) a one-year start-up grant of £10,000 be awarded to St Peter's Bourne Management Company.

(2) That, for the reasons set out in the relevant assessment, the application for a grant by Friends of Mill Hill Park is not supported.

*Councillor Greenspan was absent during voting on this item

13. COMMUNITY LEADERSHIP COMMITTEE WORK PROGRAMME

The Chairman introduced the work programme.

The committee unanimously noted the work programme.

*Councillor Greenspan was absent during voting on this item

14. ANY ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

The Chairman announced the nominations received from the two political groups for substitute Members for the Community Leadership Sub-Committee.

The nominations from the Conservative Group were Councillor Rayner and Councillor Greenspan and from the Labour Group was Councillor Brayne.

The Committee unanimously agreed the nominations.

The Committee **RESOLVED** that the substitute members of the Community Leadership Sub-Committee were going to be the following:

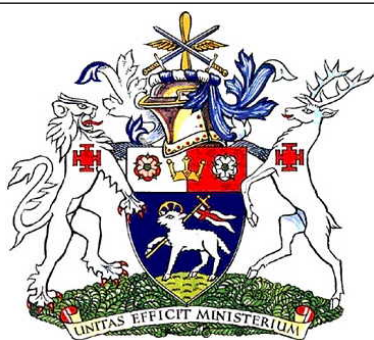
Conservative Group: Councillor Rayner, Councillor Greenspan

Labour Group: Councillor Brayne

*Councillor Greenspan was absent during voting on this item

The meeting finished at 8.18 pm

AGENDA ITEM 7



Community Leadership Committee

23 November 2016

Title	Preventing and Responding to Violence against Women and Girls & Domestic Violence and Abuse (VAWG & DVA) in Barnet 2017-2020
Report of	Jamie Blake, Commissioning Director, Environment
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Kiran Vagarwal, <i>Strategic Lead - Safer Communities Environment Commissioning Group</i> Kiran.vagarwal@barnet.gov.uk Tel 0208 359 2953

Summary

Preventing and responding to Violence against Women and Girls and Domestic Violence and Abuse (referred to as VAWG from hereon) remains one of the key priorities for Barnet Safer Communities Partnership and its current strategy ending in 2020.

The strategic approach proposed for Barnet, takes into account recent local, regional and the national strategy frameworks for VAWG and new legislation. There will also be changes in the government's future funding and commissioning arrangements for VAWG services and programmes delivered at regional and local borough level. Developing a local strategy that takes these changes into account will ensure Barnet Council and its partners are prepared for the new approach, and are in line with the developing strategic and legal framework responding to VAWG.

The current DVA and VAWG Strategy will continue to be in place until March 2017 with the new strategy going live in April 2017. This is to enable Barnet to take into consideration the various strategies, policies and future funding regimes that have been and are being introduced post March 2016, for example the new Home Office Strategy was not released until March 2016 and we are awaiting the new Crime and Policing Plan which will set out a new priority in the Police and Crime Plan focussing on VAWG. It will also enable us to fully consult with our statutory and voluntary partners, the public, victims, survivors, families and perpetrators.

The agreement process for this strategy is as follows:

Date	Who/Meeting	Comments
22 March 2017 Sign off of the <u>final draft</u> VAWG and DVA Strategy	DVA and VAWG Delivery Board	Partnership Sub group of the Safer Communities Partnership Board leading on the delivery and monitoring of the Boroughs Partnership Strategy
28 April 2017 Sign off of the final Barnet partnership VAWG & DVA Strategy 2017-2020	Safer Communities Partnership Board	Statutory Partnership Board leading in the delivery of Barnet's Community Safety Plan and linked Strategies.

The following options can be considered in terms of further consultation with members of the Community Leadership Committee:

- Members to comment as part of the consultation process.
- Present final draft to the CLC Committee on 8th March 2017.
- Hold a members workshop to consult on the VAWG and DVA Strategy.

Vision:

By 2020, identifying and preventing violence against women and girls is everyone's business where:

- Victims who suffer domestic violence and abuse feel confident in reporting it to us
- Victims are provided with the right services at the right time and in the right way
- Families are more resilient
- Fewer victims reach crisis point
- Perpetrators are held to account through enforcement, with the onus on them to change their behaviour.

Partnership Objectives:

1. **Preventing Violence against women and girls** by changing attitudes and behaviour that foster violence against women and girls and intervening earlier
2. **Improving outcomes for victims and their children** by intervening in the right way, at the right time with the right services building victim and family resilience to stop problems escalating to crisis point
3. **Holding perpetrators to account** through enforcement and putting the onus on them to change their behaviour
4. **Enhancing joint working practices** between agencies by understanding local need and providing a consistent, co-ordinated response to victims and their children

This report seeks the views of members on the vision, objectives and the approach proposed.

Recommendations

1. That the Committee comment on the proposed
 - a) vision
 - b) partnership strategic objectives
 - c) approachfor Barnet's 2017-2020 VAWG & DVA strategy.
2. That the Committee note:
 - a) It will receive an annual report on the progress of the VAWG & DVA 2017-2020 strategy
3. That the Committee note the following commitment set out in the Home Office 2016-2020 Ending Violence Against Women and Girls Strategy:
'Everyone in their local area will be able to hold their elected leaders to account through data on how local need is being met'
4. That the Committee note the actions proposed in 4.1 of the report

1. WHY THIS REPORT IS NEEDED

- 1.1 Barnet Council's Community Safety Team are leading on the development of the new VAWG & DVA strategy for Barnet (2017-2020). This report shares the vision, partnership strategic objectives and approach proposed in the new strategy in order to seek the views of members of the Community Leadership Committee.
- 1.2 The strategy will set out how statutory partners, together with the voluntary and community organisations will prevent and respond to VAWG and DVA in Barnet from 2017 to 2020.
- 1.3 The overall outcomes we want to achieve by 2020 is a reduction in of VAWG & DVA in Barnet, matched by increased reporting, police referrals, prosecutions and convictions for what can still be hidden crimes. We want to see earlier intervention and prevention that builds victim and family resilience so that fewer victims reach crisis point with every victim (and their children) receiving the right support, at the right time, in the right way.

Strategic Context

- 1.4 Addressing violence against women and girls is already recognised as a priority area regionally, nationally and internationally. The UN Declaration was adopted by the General Assembly in 1993. This was followed by a resolution of intensification of efforts to eliminate all forms of violence against women in 2009. In 2010, the Mayor of London published 'The Way Forward'; a London-wide plan aimed to end all forms of violence against women in the capital and followed this with a refreshed strategy in 2013. The 2017-2020 Police and Crime Plan will also include a priority on tackling violence against women and girls'.
- 1.5 In March 2016, the Government published its 'Ending Violence against Women and Girls Strategy 2016 to 2020' which outlines their commitment to make tackling violence against women and girls everyone's business.
- 1.6 Locally this strategy will sit alongside a broader set of strategies and business plans including the Community Safety Strategy, Family Services Early Intervention and Prevention Strategy, Community Engagement Strategy, Adult Safe Guarding Business Plan and Children Safeguarding Business Plan.

Definition of VAWG

- 1.7 Violence against Women and Girls (VAWG) is both a form of discrimination and a violation of human rights. Locally we have adopted the United Nations Declaration on Elimination of Violence against Women¹, which defines violence against women as:

‘Any act of gender based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women [or girls], including threats of such acts, coercion or arbitrary deprivation of liberty’
(1993, Article 1)

- 1.8 The definition incorporates a wide range of abusive behaviours including physical, sexual, financial, emotional and psychological abuse.

It is important that Violence against Women and Girls (VAWG) is not seen as a series of incidents or assaults which an individual experiences. Violence against women and girls describes violent and oppressive patterns of behaviour and practises, which achieve power and control over women and girls. It impacts on the physical safety, health and emotional well-being of individuals and impacts on families, carers, children and the community as a whole.

- 1.9 Violence against Women and Girls includes violence that is targeted at women or girls because of their gender or affects women and girls disproportionately.

Examples of this type of violence are:

- Sexual violence, abuse and exploitation
- Sexual harassment and bullying
- Stalking
- Trafficking and forced prostitution
- Domestic violence and abuse
- Coercive and controlling behaviour
- Female genital mutilation (FGM)
- Forced marriage (FM)
- Crime committed in the name of ‘honour’

Proposed Partnership Objectives

¹ United Nations Declaration on Elimination of Violence towards Women (1993),
<http://www.un.org/documents/ga/res/48/a48r104.htm> (last accessed 27.06.16)

Partnership Objective 1:

Prevent Violence against women and girls by changing attitudes and behaviour that foster violence against women and girls and intervening earlier

- 1.10 Prevention and early intervention will be a core foundation of our approach to tackling VAWG, taking a life course approach to ensure all victims – and their families – have access to the right support at the right time to help them live free from violence and abuse. This will continue to increase victim confidence in reporting domestic violence and abuse and seeking support earlier.

Schools and Education:

- 1.11 We will continue to work with our schools and higher education establishments to educate young people and teenagers about healthy relationships, abuse and consent and raise awareness of key issues like 'sexting' and online manifestations of abuse.

Protecting people online:

- 1.12 We will consider any further local or national risk analysis on the use of online dating services by perpetrators to target and abuse women and to ensure the appropriate safety advice is provided and that all victims have the confidence to report these crimes. This includes raising the awareness of:
- The new law, introduced in 2015, making 'revenge porn' a specific criminal offence.
 - The dedicated 'revenge porn' helpline launched nationally
 - The Stop Online Abuse website established in 2015, providing practical advice for women and Lesbian, Gay, Bisexual & Transgender (LGB&T) adults on how to recognise abuse, steps to take to report it and how to get online content removed.

Challenging and responding to harmful practices: Female Genital Mutilation, Forced Marriage, Honour Based Violence

- 1.13 Locally we will continue to challenge the cultural attitudes that may underpin practices of Female Genital Mutilation (FGM) and forced marriage (FM) and ensure professionals are supported and have the confidence to identify and confront these issues.
- 1.14 These crimes have historically been hidden and we want to ensure that more victims have the confidence to come forward to get the support they need and that perpetrators are brought to justice.
- 1.15 To do this, we must make sure that our local police and partnership response is as good as it can be and seeks the support of the central FGM and (FM) Unit that can share good practice and provide local outreach support.

- 1.16 Locally we will continue to care for survivors of FGM and take action to safeguard girls from harm. We will also monitor and understand the levels of FGM and forced marriages in Barnet.

Earlier identification and intervention to prevent abuse

- 1.17 We will make VAWG ‘everyone’s business’ across all agencies in Barnet and the wider public, ensuring women can seek help in a range of everyday settings as they go about their daily lives – for example with housing providers, job centres, community organisations and employers – and secure appropriate support from specialist victim services. Every point of interaction with a victim will be seen as an opportunity for intervention and not be missed.
- 1.18 Identifying victims and offenders at the earliest opportunity, intervening effectively to prevent violence and abuse from escalating and tackling high-rates of repeat victimisation and re-offending will be a key priority across the partnership.
- 1.19 We will also engage with the public through a number of awareness campaigns and consider new and emerging programmes for Barnet that will provide additional opportunities for victims of violence and abuse to receive the help they need at an earlier point.

Moving to an integrated approach that builds on family and community resilience

- 1.20 We recognise how domestic violence and abuse impacts on different family members and that stopping violence from escalating and reducing the harm to victims and their children is vital.
- 1.21 We will ensure that this happens more widely and consistently, and that we develop an approach where the risk and need identification for all members of a family takes place at the same time.
- 1.22 We will consider best and innovative practice² being developed elsewhere and locally where health, schools, and housing providers work together to identify and support victims and their families at an earlier stage and provide effective wrap-around support.

The role of our Local Health Service

² For example, SafeLives’ ‘One Front Door’ and Women’s Aid’s ‘Change that Lasts’ models are two approaches based on providing a wrap-around package of care for victims and their families which can help transform how services are structured.

- 1.23 Abused women use health care services more than non-abused women and they identify health care workers as the professionals they would be most likely to speak to about their experience³.
- 1.24 GPs, midwives, health visitors, mental health, drug and alcohol services, sexual health and Accident and Emergency staff are all well placed to identify abuse. They have the opportunity to intervene early and direct victims to the most appropriate statutory and non-statutory services. The new NHS Mandate recognises the vital role of the NHS in tackling abuse and violence and expects NHS England to ensure the NHS helps to identify violence and abuse early and supports victims to get their lives back sooner.
- 1.25 We will continue to support our local health service, making it easier for the service to play their part in responding to VAWG & DVA. For example, funding and commissioning a local Identification & Referral to Improve Safety (IRIS) model for Barnet.⁴
- 1.26 We will also continue to work closely with our mental health and substance misuse services to improve our local response to both victims and perpetrators of domestic and sexual violence.

Women and girls affected or involved in gangs

- 1.27 Women and girls can experience significant harm as a result of their association with gang members, including sexual violence and exploitation. Barnet Council's Family Services will continue to work with partners to address girls and gangs and child sexual exploitation through our local Gang's Strategy and Child Sexual Exploitation Strategy.

Perpetrators: Changing behaviours to prevent abuse and re-offending

- 1.28 A sustainable approach to preventing abuse is dependent on changing the attitudes and behaviours of perpetrators. Previously the evidence base for perpetrator interventions have been mixed. However, we recognise the importance of tackling perpetrators as the root cause of abuse, drawing on growing evidence base for their value as illustrated by the Mirabal project findings⁵.
- 1.29 Following a service review, in 2016, Barnet Council commissioned an adult and young person's domestic violence perpetrator programme. The outcomes of which, will be monitored by the boroughs VAWG & DVA Delivery Board.
- 1.30 Locally we expect to see an increased use of the range of protection orders available to tackle domestic abuse, forced marriage, sex offenders and those who pose a risk of sexual harm – these are critical tools for our frontline agencies to manage risk of and prevent offending.

³ http://www.domesticviolencelondon.nhs.uk/uploads/downloads/DH_4126619.pdf

⁴ (IRIS) model in health practices - a domestic violence and abuse training, support and referral programme to support GPs in asking about and responding to such disclosures.

⁵ <https://www.dur.ac.uk/resources/criva/ProjectMirabalfinalreport.pdf>

Partnership Objective 2:

Improve outcomes for victims and their children by intervening in the right way, at the right time, with the right services

- 1.31 There will be a continued focus on improving outcomes for victims and their children by intervening in the right way, at the right time with the right services.
- 1.32 Embedding VAWG as every ones business and improving agency responses in identifying abuse at an earlier stage and supporting further increases in reporting will inevitably place a greater demand on local services.
- 1.33 There is no generic approach to providing services to victims of violence and abuse. Needs may be complex and may include, for example, housing provision, assistance with debt or support for mental health problems.
- 1.34 Provision will meet the needs of the diverse range of victims whether long term residents of Barnet or victims who have moved in more recently.
- 1.35 Specialist services responding to violence against women and girls are listed below.

Central Government Funded Services

Services funded by central government that support Barnet victims are:

- The North London Rape Crisis Service – supporting Barnet victims of rape
- Forced Marriage Unit – supporting victims and survivors of forced marriage
- National Domestic Violence Help Line – Providing advice and emergency accommodation for victims wanting to flee domestic violence

Services Commissioned by Barnet Council

- Refuge provision
- Independent Domestic Violence Advise
- Perpetrator Programmes (adults and young people)
- Barnet Domestic Violence multi-agency risk assessment panel (DV MARAC)
- Multi-agency training programme

Services Commissioned by pooling of partnership budgets

- IRIS programme (funding secured, to be commissioned)

In-house specialist partnership services

- Specialist Domestic Violence Court (led by our local court)

- Barnet One Stop Shop (led by Barnet Homes)
- Sanctuary Project (delivered by Barnet Homes)

Future commissioning

- 1.36 Our commissioning will be based on our local needs assessment and the best available evidence of what works, innovating where necessary to meet new or complex challenges; We will involve local third sector organisations in commissioning, recognising that they have important insight into victims' needs, including those from BME backgrounds;
- 1.37 Where possible we will work together to pool budgets across different agencies to make the best use of available resources.
- 1.38 Our local strategic approach will support models of earlier integrated interventions with victims, perpetrators and their families, at the same time as maintaining crisis provision.
- 1.39 For most high risk victims at crisis point, refuge and rape crisis centres will continue to be provided as it is a proven source of support. But such services are only part of the answer. In order to meet the needs of our victims arising from increased disclosure and better early identification of abuse, we need to help more victims at the earliest opportunity and ensure fewer suffer repeat abuse.
- 1.40 Our services will also consider that women may travel far from home when fleeing violence, so we will work towards making our local provision open to all (recognising that some women from our own area are likely to seek support elsewhere). Our provision will be flexible to meet the needs of women therefore we will consider future opportunities of collaboration across local authority boundaries and services.
- 1.41 Commissioners across the local partnership will:
 - Understand what 'success' looks like for victims and their families and engage directly with victims themselves and consult with service providers;
 - Calculate the costs of VAWG on different agencies to support cross-sector buy-in to commissioning;
 - Support clearly defined outcomes and indicators based on prevention and early intervention; and
 - Understand their duties and responsibilities enshrined within the Equality Act 2010 and victims' legislation, which take account of the particular needs that black, Asian and minority ethnic (BAME), LGB&T and disabled women may have and the barriers they may face.

Partnership Objective 3:

Hold perpetrators to account through enforcement and putting the onus on them to change their behaviour

- 1.42 While we want to stop violence and abuse happening in the first place, where it does happen, perpetrators must be brought to justice. We will continue to ensure that effective sanctions are taken against perpetrators and that they are prevented from influencing children and other vulnerable people from becoming perpetrators in turn.
- 1.43 We will also support sustainable behaviour change and robust disruption to reduce re-offending. This will not be possible for all offenders but is a critical element in stopping the cycle of perpetrators moving from one victim to the next.
- 1.44 In investigating and prosecuting VAWG and DVA crimes, we will promote an even stronger focus on ensuring every report of violence and abuse is treated seriously from the time it is reported, every victim is treated with dignity, and every investigation and prosecution is conducted thoroughly and professionally. We will also ensure evidence-led prosecutions are the focus of our approach.
- 1.45 The introduction of the new domestic abuse offence of coercive or controlling behaviour in an intimate or family relationship should lead to a further increase in referrals and prosecutions for these offences.
- 1.46 The court process can be lengthy but victims may not be able, nor want, to proceed to that stage if their first experience of the criminal justice system is negative. It is imperative that the first response by the police to all victims, particularly those who are vulnerable, is right first time, every time.

Supporting victims through the criminal justice system

- 1.47 Victims of VAWG can find it challenging and often distressing going through the process of bringing an offender to justice.
- 1.48 The Serious Crime Act 2015 provides for the anonymity of victims of FGM, making it an offence to publish any matter that would be likely to lead members of the public to identify someone as the alleged victim. The prohibition lasts for the lifetime of the alleged victim. This could be an important factor in encouraging women to come forward due to the personal and sensitive nature of the offence.⁶

⁶ At the time of writing this strategy the government is also considering providing lifelong anonymity for victims of forced marriage.

- 1.49 Vulnerable victims and witnesses are also being provided with a greater opportunity to give evidence from a location away from the court.
- 1.50 While victim testimony is important, we must make sure that all the possible evidence is considered when building a case so that more evidence-led prosecutions can ensure perpetrators are brought to justice without victims needing to go through unnecessarily adversarial court procedures.
- 1.51 To support local victims in the criminal justice process and hold perpetrators to account, Barnet police will be using body-worn cameras to gather evidence at a domestic abuse incident. They will be used to record the behaviour of the offender, the responses of adult and child victims, and the scene itself. The cameras will be powerful sources of evidence in any prosecution
- 1.52 Ongoing contact with key workers and professionals, and being kept up to date with development of final outcomes has been highlighted by victims as something that they feel is very important. Better use of technology is allowing victims access to information about the status of their case.
- 1.53 For example, TrackMyCrime is a secure online system, hosted on police.uk which allows victims of crime to receive updates from the police on the investigation of their case. The system does not replace existing forms of communication, but provides greater choice for victims about when they receive an update on their case and how they interact with the police.

Prostitution

- 1.54 We remain committed to tackling the harm and exploitation that can be associated with prostitution, whilst giving those who want to leave prostitution every opportunity to find routes out.
- 1.55 Our priority in this context is public protection: people involved in prostitution can be particularly vulnerable to sexual and other violent crime, and may in fact be victims of child sexual exploitation or modern slavery.

Supporting female offenders affected by violence and abuse

- 1.56 We know that many victims of sexual, physical and emotional abuse can also be drawn into offending behaviour. The proportion of female prisoners that report experiencing some form of abuse during their childhood is twice as high as among male prisoners with many reporting that their offending was to support their partner or someone else's substance misuse.
- 1.57 Models where there is a more effective joined-up approach to addressing these complex needs are being developed. These models aim to develop a

whole system approach to managing female offenders which can help improve victim outcomes.

- 1.58 The National Offender Management Service (NOMS) published 'Better Outcomes for Women'⁷ earlier this year which sets out the commissioning principles for developing services for women in the criminal justice system.
- 1.59 A new national helpline will also be rolled out for female offenders so that they can obtain support whilst in custody and on release. This follows a pilot helpline delivered at HMP Holloway by Women's Aid and Refuge.
- 1.60 Locally reducing re-offending is one of the key priorities of the Safer Communities Partnership Board (SCPB). This priority is delivered through a sub group of the SCPB – The Reducing Re-offending Delivery Group. Barnet also has in place an Integrated Offender Management Scheme – IOM, providing increased engagement and interventions with the most persistent offenders in Barnet. This group will ensure that Barnet female offenders of abuse can access the help they need to rebuild their lives and the break the cycle of offending.

Sharing intelligence

- 1.61 Sharing intelligence across agencies enables better protection of those who might be at risk. Border Force works closely with the police and airlines on joint FGM operations to target high risk flights and raise awareness, especially during the school holidays when girls may be most at risk. Border Force Officers, both in the UK and abroad, provide crucial extra intelligence and carry out additional checks on passengers in support of these operations.
- 1.62 In addition, Border Force's Safeguarding and Trafficking Teams have been given advanced training on FGM and forced marriage, including on what to look out for on the equipment which may be used to carry out FGM, so they have the right skills to spot potential perpetrators and deal sensitively with potential victims of FGM.

Tackling online offending

- 1.63 The internet has revolutionised how we communicate and share information but it has also been used as a vehicle for online abuse, harassment, bullying and stalking.
- 1.64 An 'online flag' allows police forces to record instances of crimes such as stalking and harassment taking place online. New questions in the Crime Survey for England and Wales mean that VAWG crimes with an online component will be identified. This data will be published in due course.

⁷ <https://www.gov.uk/government/publications/achieving-better-outcomes-for-women-offenders>

- 1.65 Legislation to deal with internet trolls, cyber-stalking and harassment, and perpetrators of grossly offensive, obscene or menacing behaviour has been strengthened. The Government has also acted in response to new kinds of online offending, for example by introducing a new law making the fast growing incidence of 'revenge porn' a specific criminal offence.

Objective 4:

Develop joint working practices between agencies to provide a consistent, co-ordinated response to victims and their children

Ensuring we remain an effective partnership

- 1.66 Standing Together's 'Guide to effective domestic violence partnerships' provides a useful overview of what they found to be components of 'Excellent Partnerships' based on research with 10 partnerships across the UK⁸, including London.

Taking this into account the VAWG Delivery Board will ensure:

- We have shared objectives, vision, joint responsibility and equality between partners
- We have clear structures and governance in place where there is effective links with two way information flow, accountability and space for both strategic and operational input
- We have a partnership strategy and action plan setting out who is doing what and when and outputs and outcomes are measurable
- The partnership has good representation from all agencies where individuals/agencies including the voluntary sector provide effective leadership to respond to VAWG in Barnet
- We maximise the resource capacity and potential for investment
- There is clear co-ordination across the partnership supported by the Community Safety Team
- There is continuous training and a continuous commitment to effective change, raising awareness, raising awareness and skill development across the partnership workforce
- We use data to measure and define success
- We have partnership and agency specific policies, protocols and processes in place that make complex areas understandable and ensure continuous delivery
- We have specialist services to respond to VAWG that include services aimed at different risk levels and needs
- Our approach considers and meets the needs of Barnet's Diverse community
- Ensuring victims and survivors are consulted on all areas of the strategy and service provision

⁸ Standing Together Against Domestic Violence,.(2013), In Search of Excellence: A Guide to Effective Domestic Violence Partnerships.

Multi-agency working

- 1.67 The multi-faceted and complex nature of VAWG means that it cannot be addressed by any one agency alone and requires a number of organisations in both the statutory services (Including health, local authorities, police, the Crown Prosecution Service and Probation) and voluntary and community services to work together.
- 1.68 Future inspections will consider how individual services contribute to keeping victims safe, but also the quality of the partnerships and the ways in which joint working is scrutinised. Multi-agency working also has a positive impact on tackling VAWG and it's a model that locally we will continue to develop.
- 1.69 We will develop a more integrated approach to multi-agency working that looks at victims, their families and perpetrators in the round where there is earlier intervention, building resilience, swifter, pre-emptive multi-agency action and risk identification for all members of a family at the same time.
- 1.70 Domestic Homicide Reviews (DHRs)⁹ are statutory and led by Barnet SCPB and co-ordinated by the Council's Community Safety Team as a multi-agency response to domestic violence and abuse. We will continue to promote learning from the two DHRs conducted in Barnet in 2015/2016.
- 1.71 In addition, a new FGM mandatory reporting duty that requires regulated health and social care professionals and teachers to report 'known' cases of FGM in under 18s to the police is now in force. The national multi-agency guidance for all frontline professionals on FGM will be reviewed and put on a statutory footing.
- 1.72 The aim of this statutory footing is to increase the number of referrals to the police, increase prosecutions¹⁰ and help strengthen our understanding of this form of abuse. The VAWG Delivery Board will monitor the local implementation of this duty and the statutory guidance.
- 1.73 Effective multi-agency responses are also critical in managing adolescent to parent violence. An information guide is available to support police, youth justice, health, education, social care, safeguarding and housing service providers and practitioners to respond to and prevent adolescent to parent violence. We will ensure this is promoted locally.

Making VAWG 'everyone's Business'¹¹

⁹ <https://www.gov.uk/government/publications/revised-statutory-guidance-for-the-conduct-of-domestic-homicide-reviews>

¹⁰ <https://www.gov.uk/government/publications/mandatory-reporting-of-female-genital-mutilation-procedural-information>

¹¹ Taken from the HMIC report in domestic abuse: <https://www.justiceinspectorates.gov.uk/hmic/wpcontent/uploads/2014/04/improving-the-police-response-to-domestic-abuse.pdf>

- 1.74 A recent Home office review of services indicated that around 85% of victims of domestic abuse seek help from professionals at least five times before getting the support they need.¹²
- 1.75 It is vital that locally, better use is made of these critical opportunities for identification and support.
- 1.76 We will make VAWG ‘everyone’s business’ across all agencies and the wider public, ensuring women can seek help in a range of everyday settings as they go about their daily lives – for example with housing providers, job centres and employers – and secure appropriate support from specialist victim services. Every point of interaction with a victim will be seen as an opportunity for intervention and not be missed.

Domestic Abuse and Housing

- 1.77 A housing officer may be a victim’s first port of call and are ideally placed to identify those carrying out domestic abuse and also those at risk, including children. We will continue to support local housing professionals so they have the necessary knowledge and skills to recognise domestic abuse at an early stage and help victims get the right support quickly so that residents can live safely and free from abuse.

Public transport

- 1.78 The Government, in partnership with the British Transport Police (BTP) commissioned a Rapid Evidence Assessment entitled ‘What works in reducing sexual harassment and sexual offending on public transport nationally and internationally?’ to provide greater safety for women and girls. One outcome was the ‘report it to stop it’ campaign, which is encouraging more active engagement from bystanders and will be supported by a wider range of technological options to improve mechanisms for reporting. We will work with our local British Transport Police to understand the prevalence of this in Barnet transport networks, ensure there is a local response in place and our local public transport remains a safe mode of travel for our women and girls.

Delivering the Strategy

Governance

- 1.79 This strategy will be overseen by Barnet’s VAWG & DVA Delivery Board - a sub group of Barnet’s Safer Communities Partnership Board (the statutory board overseeing delivery of Barnet’s Community Safety Partnership Plan, which includes a priority on responding to and preventing violence against women and girls).

Measuring Success

¹² Review led by Department of Communities and Local Government

- 1.80 The VAWG DVA Delivery Board will agree a set of partnership indicators that will measure and define success and be reported to the VAWG and DVA Board quarterly. High level indicators will also be reported to the Safer Communities Partnership Board quarterly with a proposed annual report to the Community Leadership Committee.

Co-ordinating Delivery

- 1.81 A three year (2017-2020) partnership action plan will support this strategy setting out who is doing what and when and providing measureable outputs and outcomes.

2. REASONS FOR RECOMMENDATIONS

The Home Office 'Ending Violence Against Girls' Strategy (2016-2020) sets out the government's vision, which includes:

'Everyone in a local area will be able to hold their elected leaders to account through data on how local need is being met.'

Views of the Community Leadership Committee will therefore be sought in the development of this strategy and it will be provided an annual report on progress of the VAWG strategy which will set out:

- Progress made in delivering the partnership objectives in the strategy
- Performance based on the key performance indicators agreed to measure successful outcomes for victims and their families
- Further funding secured to deliver services locally
- Results of local needs analysis – which will be conducted as part of the Strategic Crime Needs Analysis

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not relevant in relation to this report.

4. POST DECISION IMPLEMENTATION

4.1 The following actions will be taken:

November 2016 to February 2017:

- Consultation (statutory partners, voluntary community organisations, victims, survivors and perpetrators).
- An equalities impact assessment conducted.
- Multi-agency key performance indicators agreed to measure performance and outcomes of the strategy.
- 2017/2018 multi-agency action plan developed.

8th March 2017:

- A final draft presented to the Community Leadership Committee.

22 March 2017:

- A final draft agreed by the VAWG and DVA Delivery Board.

28 April 2017:

- The final strategy agreed by the Safer Communities Partnership Board.

May 2017:

On the council website supported by annual communications plan

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The VAWG strategy is in line with a number of areas set out in the Council's Corporate Plan 2015-2020, including:

- Barnet will be amongst the safest places in London.
- The Council will take a partnership approach to preventing Domestic Violence through a co-ordinated service provision to those at high risk of repeat victimisation.
- The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place where people are helped to help themselves, recognising prevention is better than cure
- By 2020 services will be commissioned jointly for the borough – by pooling resources and expertise from across the Council, NHS, Job centre, police, education providers and other partners from across the public, private and voluntary sector to create truly integrated services.

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

The council's annual budget for DV and VAWG services is £771,210.00. This covers two posts and a commissioning budget of £650,806.02. Families Services also commission a young people's perpetrators programme listed under commissioned service 3 and 4 from their departmental budget.

	Commission	Budget	Over 4 years prior to savings (£)	Savings over 4 years (£)
1	Advocacy services	Community Safety Team	£1,073,432	£48,616
2	Refuge Services	Community Safety Team	£1,099,221	£276,039
3	Perpetrator Services	Community Safety Team	£430,570	Reduction in unit costs
4	Risk Assessors	Family Services	£140,000	Reduction in unit costs
5	DV MARAC (new commission)	Community Safety Team	£35,000	New commission

The perpetrator Services and Risk Assessors are spot purchased as and when needed so not a block contract, with early intervention. Any savings made in the re-commission will be re-invested into VAWG and DVA.

Barnet Homes in partnership with the council Jewish Women's Aid submitted a bid to the 2015-16 Department For Communities and Local Government (DCLG - Strengthening accommodation based specialist domestic abuse service provision) were awarded £100,000. This was one year's funding for the One Stop Shop and the additional refuge spaces. Once the funding came to an end, in 2016/2017 Barnet Homes agreed to allocate the refuge rental income to be used to fund the refuge. For 2017/2018 the funding for the refuge will be an approximate shortfall of £70,000 and the One Stop Shop a further approximate £30,000.

Barnet Homes will be submitting a bid to the Department of Communities and Local Government (DCLG)¹³ to secure 2 years of funding for the refuge and a separate bid to the Prevention Trailblazer Fund¹⁴ for the One Stop Shop. Apart from these two funding streams, if funding is not secured for the refuge, Barnet Homes will no longer be able to providing a refuge service post March 2017. The OSS is being run on the good will of all partners and there are issues of capacity in terms of administering/managing the service which

¹³ <https://www.gov.uk/government/news/new-20-million-fund-now-open-to-help-victims-of-domestic-abuse>

¹⁴ <https://www.gov.uk/government/publications/homelessness-prevention-programme>

means that a dedicated part time coordinator is required to continue to support, monitor and publicise the good work of the OSS as an effective early intervention and prevention tool. Bar the council there are currently no other funding streams that Barnet Homes can explore to support these services. Community Safety is working with Barnet Homes to identify options to cover any funding shortfall

Partnership budgets are not included in this paper, however we would like the committee to note the positive contributions made by all partners both financial, operationally and strategically. However, the strategy will set out the budgets for VAWG across the partnership.

Sylvia Walbys¹⁵ report estimates that providing public services to victims of domestic violence and the lost economic output of women affected costs the UK £15.8 billion annually. The cost to health, housing and social services, criminal justice and civil and legal services is estimated at £3.9 billion. In Barnet reported violent and sexual crime against women counts for an estimated 28% of the total cost of crime on the borough: amounting to an average of £20.7 million per year. Therefore a collaborative, multi-agency approach to tackling violence and abuse is essential.

In 2017 the government will also launch a dedicated Service Transformation Fund, to encourage new approaches, and establish and embed the best ways to help victims, and their families, and prevent perpetrators from re-offending.

Partners have also pooled resources of £87k to fund the IRIS project – A GP identification and training programme.

5.3 Social Value

Not relevant in relation to this report.

5.4 Legal and Constitutional References

5.4.1 S6 of Crime and Disorder Act 1998 ('the 1998 Act') places a statutory duty on responsible authorities (including local authorities, the Police, Probation

¹⁵ Walby, S (2009), The Cost of Domestic Violence Up-date 2009 Lancaster University

Trusts, and Fire and Rescue Authorities) to formulate and implement strategies for the reduction of crime and disorder (including anti-social behaviour), for combating the misuse of drugs, alcohol and other substances; and for the reduction of reoffending.

5.4.2 The BSCP is a Community Safety Partnership set up in accordance with the requirement of the Crime and Disorder Act 1998 as amended by the Policing and Crime Act 2009.

5.4.3 Under s.17 of the Crime and Disorder Act 1998, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

5.4.4 The Police and Justice Act 2006 states that every local authority shall ensure that it has a crime and disorder overview and scrutiny committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge of crime and disorder functions and to make reports or recommendations to the local authority or its executive with respect to the discharge of those functions. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 complement these provisions and are supported by Home Office guidance. Barnet operates a committee system form of governance and consequently does not have overview and scrutiny committees. However, the duty to perform crime and disorder scrutiny remains a requirement in committee system authorities. As such, Barnet have elected that the Community Leadership Committee to be the committee responsible for discharging responsibilities relating to the scrutiny of crime and disorder matters.

5.4.5 Responsibility for Functions, Annex A, in the council's Constitution sets out the Terms of Reference of the Community Leadership Committee which includes:

- To contribute to achieving better outcomes in the Safer Communities Strategy through CCTV, fighting crime and anti-social behaviour, combating graffiti fly-tipping and other environmental crime, action against Domestic Violence and any other relevant Council activity. To work together with partners on the Barnet Safer Communities Partnership including Police, Fire and Criminal Justice Agencies to help make Barnet a safer place.
- Provide scrutiny aspect of Community Safety

5.5 Risk Management

- 5.5.1 Risk management varies according to the different initiatives. The partnership or appropriate agencies are made aware of risks and actions to mitigate the risk are agreed and put in place. There is always risk that the partnership may not achieve the targets set due to factors outside its direct control – however there is strong partnership working in place enabling agencies to identify and highlight risk and be open to addressing the risk collectively.

5.6 Equalities and Diversity

- 5.6.1 Section 149 of the Equality Act 2010 sets out the public sector equality duty to which the authority must have due regard. The Council's public sector equality duty is set out in s149 of the Equality Act 2010:

A public authority must, in the exercise of its functions, have due regard to the need to —

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

Although the focus of this strategy is on supporting women and girls, we acknowledge men and boys will also experience and be affected by the range of issues that encompass VAWG. It is important to ensure appropriate service responses are in place to support male victims, as gender may be an additional barrier to seeking help. Men and boys who are victims of or are impacted by this type of violence are included in all aspects of our strategy, particularly our prevention and awareness raising work. We hope to engage more men and boys in this through working closely with www.whiteribboncampaign.org.uk

We are committed to ensuring that **any** victim of Domestic Violence and Abuse and Violence against Women and Girls receives a sensitive and appropriate response so that they get the help and support they need

We also acknowledge that DV and VAWG disproportionately affects women and girls, and our response is tailored accordingly, ensuring our strategy follows a victims/survivors centred approach.

Other groups of people who may experience additional barriers to seeking help include those from black, Asian, minority, ethnic and refugee (BAMER) communities, disabled victims, elderly victims, the LGBT community, those

with no recourse to public funds, those with complex needs and/or substance users and those under the age of 18 years old. We will seek to ensure that our services are able to meet individuals' needs in a sensitive and consistent manner. This will be carried out in line with the relevant legislation

- 5.6.2 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 5.6.3 The Community Safety Strategic Assessment, community safety consultation and the services delivered to victims of crime and ASB take into account the protected characteristics to ensure services are accessible and fair to all sections of the community.
- 5.6.4 The Community Safety Strategy will have a positive impact on groups affected by equalities issues as the Strategy recognises that crime and anti-social behaviour is generally underreported; especially in the case of Hate Crime and Domestic Violence and Abuse. To address this issue the Strategy promotes measures to encourage and support victims to report crimes so that appropriate action can be taken to reduce the risks to the victim and stop the harmful behaviour which is causing the victim concern.
- 5.6.5 Each of the priorities in the Safer Communities Strategy has equalities dimension to it as it may impact on communities in different ways. The performance management of these priorities considers disproportionality of victims or offenders as it relates to equalities and diversity, building on the data contained in the annual strategic crime needs assessment.

5.7 Consultation and Engagement

Consultation with statutory partners, community and voluntary organisations, victims and survivors will take place between November 2016 – February 2017

5.8 Insight

Not relevant in relation to this report.

6. BACKGROUND PAPERS

11 March 2014

Agenda item 10: Crime and Disorder Scrutiny

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=119&MID=7470#A6563>

Agenda item 10: Update report on Domestic Violence and the police

https://barnet.moderngov.co.uk/documents/s24006/DV_VAWG%20Update%20CLC%20FINAL%2024JUNE2015.pdf

9th March 2016

Agenda Item 9: Annual update on the 2016 Community Safety Strategic Assessment

<https://barnet.moderngov.co.uk/documents/s30235/Final%20Update%20on%20the%202016%20Community%20Safety%20Strategic%20Assessment.pdf>

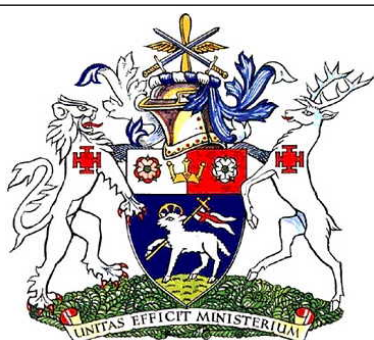
<https://barnet.moderngov.co.uk/documents/s30236/Appendix%201%20201516%20Action%20Plan%20Review%202.pdf>

24 June 2015

Agenda item 10: An update on Domestic Violence and Violence against Women and Girls

https://barnet.moderngov.co.uk/documents/s24006/DV_VAWG%20Update%20CLC%20FINAL%2024JUNE2015.pdf

AGENDA ITEM 8



Community Leadership Committee 23 November 2016

Title	Community Participation Strategy: Update
Report of	Susie Kemp, Director of Strategy, Innovation, and Customer Services
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1- Update on the Community Participation Strategy
Officer Contact Details	Sara Elias-Bassett, Community Participation, Engagement and Strategy Lead sara.elias-bassett@barnet.gov.uk , (020 85320)

Summary

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

This vision of the Community Participation Strategy is to:

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

The implementation plan agreed by the Committee consists of six work streams to be delivered. This is the second progress update to the Community Leadership Committee.

This report provides an update of the Council's progress on the implementation of the Community Participation Strategy.

Recommendations

That the Committee note the progress of the Community Participation Strategy.

1. WHY THIS REPORT IS NEEDED

- 1.1 On the 25 June 2014 the Community Leadership Committee agreed the development of the Community Participation Strategy (CPS) and on 11 March 2015, it agreed a detailed implementation plan.
- 1.2 This vision of the CPS is to:
- Increase the level of community activity across the borough;
 - Build stronger partnerships between the community and the Council;
 - Coordinate and improve the support the Council gives to communities; and
 - Help the Council take more account of community activity when making decisions about how to deliver against the Borough's priorities.
- 1.3 The implementation plan agreed by the Committee consists of six work streams. This is the second progress update to the Community Leadership Committee.
- 1.4 This progress update provides a focus on the delivery of the implementation plan and the forthcoming communication campaign.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This Community Participation Strategy contributes to the Corporate Plan's

objective to promote family and community wellbeing and support engaged, cohesive and safe communities by improving engagement, increasing independence and resilience, and strengthening community networks.

- 5.2 The Community Participation Strategy will help to enable the Health and Wellbeing Strategy through support for work to reduce demand and increase the levels of community provision. It also supports the Community Asset Strategy to better support the voluntary and community sector through effective use of our physical assets

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

- 5.3.1 The service is being managed within appropriate budgets. There are no financial implications.

5.4 Social Value

- 5.4.1 This report provides an update on a service which has already been commissioned where the benefits were outlined in the business case and previous committee reports. Please note the reports listed in section 6.1 of this report.

5.5 Legal and Constitutional References

- 5.5.1 Council Constitution Part 15, Responsibility for Functions, Annex A states the terms of reference of the Community Leadership Committee, including 'to approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to full Council or Policy & Resources' and 'to maintain good community relations with Barnet's diverse communities ensuring that all communities have the opportunity to participate fully in the Borough's affairs'.

5.6 Risk Management

- 5.6.1 Not applicable for this report as it is seeking to update the Community Leadership Committee and not seeking a decision.

5.7 Equalities and Diversity

- 5.7.1 The Strategy will support the three strands of the Public Sector Equality Duty by:
- Monitoring the engagement activities undertaken to ensure they are representative, and identify and eliminate any barriers to access, eliminating unlawful discrimination
 - Ensuring that all residents have the same opportunities to develop skills, independence and resilience by developing capacity across the Borough, advancing equality of opportunity between people from different groups
 - Building stronger networks and improving cohesion, to foster good relations between people from different groups.
- 5.7.2 The 2010 Equality Act outlines the provision of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, advance equality of opportunity between

people from different groups and foster good relations between people from different groups. Both the local authority and the CCGs are public bodies. The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.8 Consultation and Engagement

- 5.8.1 Strategy has been developed in part following consultation undertaken to support the PSR, where residents identified the need for responsibility to be shared more evenly between the Council and the community and suggested some resources which would support this. Dedicated consultation has taken place to underpin the development of the Community Asset Strategy and the Community Right to Bid. Further engagement has and will continue be carried out as part of the implementation of the Strategy.

5.8 Insight

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

6. BACKGROUND PAPERS

- 6.1 Previous Decisions:

[Developing a Community Participation Strategy for Barnet](#), Community Leadership Committee, June 25 2014

[Community Participation Strategy - Area Committee Budgets And Wider Community Funding](#), Community Leadership Committee, September 11 2014

[Community Asset Strategy](#), Assets, Regeneration And Growth Committee, December 15 2014.

[Community Participation Strategy: Update Report](#), Community Leadership Committee, 25 November 2015,

[Developing A Community Participation Strategy: Implementation Plan](#), Community Leadership Committee, March 11 2015

[Community Asset Implementation Plan](#), Assets, Regeneration And Growth Committee, September 7 2015 6.7 Entrepreneurial Barnet, Assets, Regeneration And Growth Committee, December 15 2015

[Entrepreneurial Barnet](#), Assets, Regeneration and Growth Committee, December 15 2015

Appendix 1: Update on the Community Participation Strategy

1. Introduction

1.1 The Community Participation Strategy and its associated work plans were agreed by the Community Leadership Committee in March 2015. This report provides a progress report on the strategy, highlighting areas of success and presenting mitigations for areas performing less well.

1.2 The Strategy's aims are to:

- increase the level of community activity across the borough;
- build stronger partnerships between the community and the Council;
- coordinate and improve the support the Council gives to communities; and
- help the Council take more account of community activity when making decisions about how to deliver against the Borough's priorities

1.3 To achieve these aims the Community Participation Strategy includes six workstreams. The workstreams and their associated key deliverables are described in the table below:

Workstream	Deliverable
1. Improving our information about local communities	<ul style="list-style-type: none"> • Produce a VCS Directory • Improve online directories
2. Making more use of current community capacity	<ul style="list-style-type: none"> • Work with our Local Infrastructure Organisation partner to empower local people to become more active, involved and engaged. • Support local businesses to contribute to the Borough through corporate social responsibility (CSR) • Create better support mechanism for public service volunteering
3. Using our purchasing power	<ul style="list-style-type: none"> • Improve access to information about tendering opportunities and Barnet procurement • Provide training and development for VCS organisations • Streamline Barnet's procurement processes to remove as many barriers as we can.
4. Exploring the benefits of working locally	<ul style="list-style-type: none"> • Work with the community to test the feasibility of commissioning groups of services at local level, in response to a particular combination of community needs. • Roll out the community mapping toolkit.
5. Building relationships between the voluntary and community sector and the Council	<ul style="list-style-type: none"> • Set up a Borough-wide VCS representative forum • Build VCS organisations' networks within the Council • Maintain an up-to-date directory of the Council's engagement mechanisms
6. Using our resources and assets	<ul style="list-style-type: none"> • Coordinate grants and funding to make them easier for communities to access • Make sure the Council's community assets are used to their

	<p>full potential to support community activity.</p> <ul style="list-style-type: none"> • Deliver a VCS 'portal' giving a single point of access to resources which the Council makes available to voluntary and community groups.
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2. A. Improving our information about local communities

- 2.1 There is an increased emphasis across the council on demand management methods but in some cases, it may not be possible to reduce the volume of people requiring a given service; however, it is possible to share the demand with partners and organisations, instilling a collective responsibility for public services, empowering the community to build resilience, and allowing a more efficient and effective solution to local problems. Research also tells us that the voluntary and community sector (VCS) in Barnet do not feel well connected to each other, resulting in less opportunities within the sector for partnership working.
- 2.2 The delivery of a VCS database and directories will improve the information that is available both to the council and to partner organisations on 'the whole system' of Barnet, enabling more effective partnership working.

Deliverable	Date	RAG Rating	Narrative
Produce a VCS Directory	21.11.16	Amber	Due to a technical error, the delivery of the database is delayed. A reforecast date will be available by 04.11.16
Improve online directories	21.11.16	Amber	Directories will be pulled from the information provided through the VCS Directory on the Open Data Portal

- 2.3 The council has worked with Capita and Groundwork to deliver the Barnet Community Directory. The database is hosted on a website and is available through the Barnet Open Data Portal, enabling officers and partners to produce tailored directories.



[organisations](#) have already registered.

The most up-to-date list of the voluntary and community groups active in Barnet. Join our directory of organisations and groups that are working with local communities in Barnet by registering for FREE below.

[Register here](#)



- 2.4 The Barnet Community Directory was co-produced with members from the VCS. This involved;
- 4 workshops with on average 11 VCS organisations to develop an understanding of the need of the sector in relation to the database
 - Workshop with officers to understand the need of commissioners and frontline staff
 - A blog and a newsletter distributed to 50 VCS organisations to ensure a transparent approach

- Progress updates provided to the sector via the Communities Together Network and the Volunteer Barnet newsletter

2.5 Key to the success of the Barnet Community Directory is the sustainability of the database, ensuring information is up-to-date and reliable. With this in mind, the database was designed using the following principles, which were developed with officers and VCS representatives.

- Open Data Principles, allowing users to access and manipulate the data to suit their own specific needs
- Organisations own their data with no one person acting as gatekeeper, reducing the risk of key individuals moving on and leaving gaps in the system
- Data maintenance will be a core process to ensure that organisations are supported to keep their records up-to-date and accurate
- Basic and advanced profiles will allow organisations the flexibility to highlight information on different elements of their work
- The database will become the golden record within the council, with officers aware and able to draw down information they need rather than replicate information and requests for information

Encouraging registration and maintenance

2.6 Groundwork is commissioned through the Local Infrastructure Organisation contract to maintain the database. A Service Level Agreement (SLA) has been agreed that defines the level of service expected from Groundwork. The SLA defines:

- An intensive engagement plan for on-boarding organisations during the first three months of operation;
- Outline of basic quality assurance and validation;
- Process for keeping records current;
- Data exports to the Barnet Open Data Portal.

Embedding the golden record within the council

2.7 There is also a responsibility on the council to develop processes which support the database's function as a gold record, both in terms of collecting and disseminating information.

2.8 Follow-up workshops will be conducted with officers to identify 'touch-points' within the system which could be used to promote the database. For example, natural 'touch-points' would include Corporate Grants, Area Committee funding and Procurement. In addition, workshops will be conducted via the Barnet Innovation Lab to connect the database to different functions of the council where the data could be used. For example, the work being conducted by Adults and Communities to refresh their website could include an API¹ which could draw data automatically from the database.

¹ A set of functions and procedures that allow the creation of applications which access the features or data of an operating system, application, or other service.

b. Making more use of current community capacity

- 2.9 The Community Participation Strategy aims to support residents, voluntary and community groups, and businesses to be empowered, independent and active agents in their local areas. Activities within this workstream are designed to identify and support the creation of more community capacity through working with employers on responsible business practices and demonstrating leadership through implementing a council employer-supported volunteering policy. Encouraging responsible business practices unlocks additional community capacity and directs it to where it is most needed in the borough by providing local businesses with information and guidance on how they can use their skills and resources to tackle local challenges.
- 2.10 Volunteering in public services is also a key area of the focus for the council, with service delivery strategies now relying explicitly on volunteering. Expanding formal and informal volunteering provides an opportunity for local services to positively promote wellbeing and social value, move resources towards prevention, and redesign services to be more inclusive, collaborative and accountable to communities.

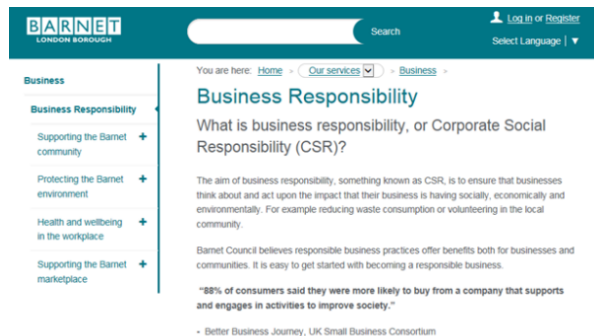
Deliverable	Date	RAG Rating	Narrative
Council employer-supported volunteering (ESV)	31.02.16	Green	Policy agreed and implemented
Encouraging local corporate social responsibility	04.11.16	Green	Approach agreed and implemented
Enhance public sector volunteering support	31.01.17	Amber	Mapping of activities completed. Scope and policy for improving public sector volunteering

- 2.11 In February 2016 the General Functions Committee agreed the establishment of an Employer Supported Volunteering (ESV) Scheme for Barnet Council². The ESV scheme in Barnet follows a similar model in place across many Government departments which encourage staff to volunteer as part of their employment. The proposed ESV scheme states Barnet Council staff will be able to take up to 2 days of paid volunteering leave per annum, (pro rata for part time staff) to volunteer with charities for the benefit of Barnet residents.
- 2.12 Since its implementation in March 2016 2 groups (11 individuals) have taken up group volunteering opportunities via the Council ESV scheme. Organisations who have received volunteer support include HeartReach (a mental health charity) and Dementia UK. Upcoming activities have been organised with AgeUK Barnet, Sweet Tree Fields Farm and the Barnet Homes Sheltered Accommodation. In addition to group activities, individuals have also engaged in volunteering opportunities. For example, one individual supported the North London Samaritans to design and formulate their own risk register. The next Staff Survey will provide data on the number of employees who have taken part in this scheme.

² The full paper can be found here: <https://barnet.moderngov.co.uk/documents/s29765/Report.pdf>

2.13 The agreement and implementation of the council's ESV scheme has enabled the council to take a leadership approach to encouraging local businesses to develop responsible business practices. A one size fits all approach is not suitable for responsible business practices and the council has developed two approaches, one for engaging small businesses and a separate approach for engaging larger businesses.

2.14 The approach to encouraging responsible business practices amongst small businesses is focused around providing online information which will support businesses to shape the focus of their local CSR activities on areas of need. This will enable the Council to harness additional community capacity to tackle specific local challenges.



2.15 Large employers in the borough such as McDonalds HQ, Middlesex University, the NHS, Brent Cross, and Barry M already have well developed and published CSR policies so will not need information and guidance. There is a strategic opportunity to engage with larger organisations on a one to one basis and discussions have been focused on a number of targeted 'asks'. 'Asks' may include donating money or providing corporate sponsorship to local causes or joining Barnet's new Dementia Action Alliance (DAA). Discussions with large employers are being led by officers with Growth and Development, enabling current relationships to be enhanced.

2.16 The council will promote local responsible business practice through a communication and engagement campaign, which will include publicising examples of good practice case studies on our website and working with partners to promote latest thinking on opportunities through local business networks- Federation of Small Businesses and the North London Chamber of Commerce.

2.17 Recognising the contribution of local businesses to the community is a key tool to encouraging and promoting local businesses to develop responsible business practices. The council is actively seeking opportunities that could support this aim.

2.18 To enhance public sector volunteering, we have conducted a mapping and research exercise to better understand the needs of the different areas of the council which include volunteers. A paper summarising the results of this exercise will be presented to the Strategic Commissioning Board in December 2016 and an action plan developed in January 2017.

c. Using our purchasing power

- 2.19 A national review of the sector's financial stability by [NCVO](#) concluded that although there is increasing demands for their services, the sector's funding has diminished. Income from government contracts and grants has decreased and there is more dependency on Foundations and donations. The Council recognises within the CPS that its own procurement processes and spending power can be powerful tools to boost community capacity and help organisations become more sustainable. In 2014/15, the Council spent approximately £30.4m with voluntary and community organisations £10.7m of which was with VCS organisations based in or near Barnet.
- 2.20 However, we also know that VCS organisations often feel that public sector procurement is difficult to engage with. This has been a consistent theme emerging from both local³ and national⁴ consultations. The biggest challenges facing the VCS when working with public sector procurement can be summarised as: access to information on procurement opportunities; complex processes and paperwork; and a lack of relationship between commissioners and the wider VCS sector.

Deliverable	Date	RAG Rating	Narrative
A package of measures to improve procurement	31.03.16	Green	In April 2016 the Procurement Board agreed an actions plan to support our local voluntary and community sector through the procurement process.

- 2.21 The challenges facing VCS organisations when dealing with public sector procurement are often similar to those faced by SMEs. Drawing on the insight from the research, from the experience of Entrepreneurial Barnet in supporting SME's and in discussion with CSG Procurement and CommUNITY Barnet, an Action Plan was developed to support local VCS organisations to better access the Council's spending power. The Action Plan was agreed by Procurement Board in April 2016.
- 2.22 The objectives of the Action Plan are to increase awareness of the benefits of commissioning from the local VCS, increase awareness of the procurement opportunities, improve bidding practice of VCS organisations and improve Council information of VCS expenditure.
- 2.23 The Action Plan has resulted in activities such as joint working with CommUNITY Barnet to include information on the VCS within staff induction document; making better use of the Communities Together Network and CommUNITY Barnet to keep organisations informed; and a review and refresh of the training provided by CSG Procurement.
- 2.24 The focus for this workstream going forward will be to better align the support provided with the strategic commissioning activities for the council. For example, the provider group

³ 'To bid or not to bid – that is the question we are considers: Barnet's charity, voluntary and community sector's response to the council's tendering and procurement processes'. CommUNITY Barnet consultation report for CSG, 2014.

⁴ https://www.ncvo.org.uk/images/documents/policy_and_research/funding/financial-sustainability-review-of-the-voluntary-sector-july-2015.pdf

model is an example of best practice where a partnership approach to procurement was a key element of the tender. In April 2017 the action plan will be updated.

d. Exploring the benefits of working locally

- 2.25 This workstream focuses on exploring the benefits of place-based commissioning at neighbourhood level, bringing together a bespoke package of services to meet the needs of each local community.
- 2.26 It builds on the learning from a pilot project carried out in Dollis Valley as part of the first phase of the Community Participation Strategy, which mapped local 'assets' – using the term in the broad sense to mean people and functions as well as buildings – and worked with residents to match these to need, using local community members' knowledge to inform this. The pilot project developed a toolkit for the asset mapping and needs assessment process.

Deliverable	Date	RAG Rating	Narrative
Roll out the community mapping toolkit.	28.07.15	Green	The toolkit circulated.
Work with the community to test the feasibility of commissioning groups of services at local level, in response to a particular combination of community needs.	30.04.15	Amber	Identify two pilot sites to develop a place based approach. The date for this element has been re-evaluated to enable the approach to be piloted within the work of the Town Centre Strategies.
DCLG Community Ownership and Management of Assets (COMA) programme participation	06.06.16	Green	The Rainbow Centre, NW7 Hub and Council took part in the DCLG COMA programme.

- 2.27 In November 2016 the Neighbourhood Asset Mapping toolkit was made available to commissioners at the Council. The Council is taking a Place-Based Commissioning (PBC) approach to town centre management and investment, by coordinating action across local partners (including the VCS and communities) to tackle existing issues in the area in a joined-up way and achieve greater overall improvement to local outcomes. The defining characteristic of PBC is that it requires the rewiring of traditionally siloed activities to better integrate services and ensure activity is outcome-focused for local residents and maximises the impact of investment in regeneration. The PBC approach encompasses council, wider public sector and community-led activities.
- 2.28 Two areas have been identified to pilot place-based commissioning; Finchley Church End and Burnt Oak Town Centre Strategy. The Strategy Unit are working with the Growth and Development Team to deliver the pilots schemes.

- 2.29 The Council successfully applied to become part of DCLG's flagship community asset transfer programme, Community Ownership and Management of Assets (COMA), in partnership with The Rainbow Centre and the NW7 Hub group currently exploring opportunities to create a community hub in Mill Hill.
- 2.30 The programme made both financial and in-kind support available to the partner organisations and the workstream will involve accessing and shaping that support to enable the best possible outcomes for the Council and the partner organisations.
- 2.31 The Rainbow Centre was provided with financial support and advice to support their options appraisal for future accommodation for the Rainbow Centre. The NW7 Hub was provided with financial support and legal advice on setting up a community group to manage a community hub. The Council was able to learn from the advice provided to both groups and use this learning to influence the council's wider Community Asset Strategy through the Community Project Board⁵.

⁵ The Community Project Board is an internal board co-chaired by the Director of Resources and the Head of Estates. The Board oversees the implementation of the Community Asset Strategy.ctn

e. Building relationships between the voluntary and community sector and the Council

- 2.32 We must ensure we retain a strong and sustainable relationship between the Council and the voluntary and community sector, to promote trust and mutual understanding, enable us to identify shared priorities and respond quickly to concerns and issues. VCS organisations are a valuable source of insight about the needs of the groups they represent and can potentially act as strong advocates for the Council, promoting a better relationship with residents and communities.

Deliverable	Date	RAG Rating	Narrative
Set up a Borough-wide VCS representative forum	31.12.15	Green	The Terms of Reference of the Communities Together Network have been expanded
Build VCS organisations' networks within the Council	31.12.15	Green	An internal network of community engagement practitioners
Maintain an up-to-date directory of the Council's engagement mechanisms	31.12.15	Green	An internal directory has been created

- 2.33 Following a review of the current Communities Together Network (CTN), it was proposed that in addition to its current function as a community cohesion and resilience forum, CTN's remit would extend to a Borough strategic Forum for the Voluntary and Community Sector. Expanding the remit of an existing network allows an opportunity to build on good practice and reduces the risk of duplication. The CTN Steering Group agreed amended TORs which aimed to create a forum to build and sustain good relationships with partner organisations within Barnet. To avoid duplication with other Council forums, the CTN Steering Group includes engagement leads from Children's Services and Adults and Communities.
- 2.34 In September 2016 the Community Leadership Committee agreed the CTN Annual report for 2016/17⁶. The report highlighted the increase in the number of VCS organisations attending CTN Open Forum Meetings and the positive response from partners and VCS organisations to the themed approach to the meetings. The meetings have been used to discuss and promote strategic decisions made by the council including the development of the VCS database, feedback on the Barnet Integrated Locality Team, how best to consult on Family Friendly Barnet and updates on the Libraries strategy. Council officers have also been provided with presentations from Young Barnet Foundation, HomeShare Barnet, and One Stonegrove to name but a few. The report highlights a new approach, bringing relevant council officers, VCS organisations and partners together to discuss and address issues that matter to Barnet's communities.
- 2.35 A particular area of focus for the improvement of the CTN will be the diversification of faith groups who attend meetings. The council recognises the importance of faith based

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<https://barnet.moderngov.co.uk/documents/s34312/Appendix%20One%20Communities%20Together%20Network%20Annual%20Report%202015-16.pdf>

organisations in promoting strong communities and continues to develop approaches which encourage and promote the involvement of faith communities within the CTN. We are currently developing an outreach approach to Barnet's ethnically and socially diverse Muslim communities, kick-starting a reciprocal relationship with a currently under-represented group which represent 10% of Barnet's population⁷. In December 2016 the CTN Steering Group will meet to reflect on what went well during 2016, and decide on the direction for 2017.

- 2.36 To inform the development of the refreshed Terms of Reference of the Communities Together Network, an exercise was conducted to map and create a directory of VCS engagement routes maintained by the Council. The directory was produced in partnership with a network of officers from across the Council who work closely and champion the role of the VCS in their relevant areas. By co-ordinating engagement and ensuring the right routes are in place, this workstream helps reduce duplication of contact and encourage good use of resources.
- 2.37 We will continue to work towards a co-ordinated approach to engaging communities and representative organisations. As our work continues to improve the information we provide on the council website, internal information on the engagement routes will be made public and available to all.

⁷ <https://www.barnet.gov.uk/dam/jcr:926a6a16-9a19-4cae-b689-40ada234bb0f/Equalities%20and%20Cohesion%20data%20summary.pdf>

f. Using our resources and assets

- 2.38 The Council has a number of resources, assets and levers available to support communities. Information on how the council can support community capacity is currently maintained on different areas of the council website, making it difficult for communities to quickly access the information they need. This workstream aims to bring information on grants, procurement, physical assets, insight, the VCS database and engagement routes together on the council's website, to support better relationships between the Council and community groups.

Deliverable	Date	RAG Rating	Narrative
Coordinate grants and funding to make them easier for communities to access	01.04.16	Amber	Re-focused the Area Committee grants and updated online information and promotion
Make sure the Council's community assets are used to their full potential to support community activity.	31.06.16	Green	Supporting the Estates team to deliver the Community Asset Strategy
Deliver a VCS 'portal' giving a single point of access to resources which the Council makes available to voluntary and community groups.	30.09.16	Red	Delayed due to dependencies on other elements of work. A portal scoping exercise will take place during December 16-January 17.

- 2.39 In March 2015 the Community Leadership Committee agreed to refine the criteria for funding for Area Committee community project funding, to ensure that resources are allocated to schemes which are more closely aligned to the Council's priorities. The Committee agreed that proposals would need to contribute to at least one of five priority criteria:

- Improving community safety;
- Improving local mental and physical health, physical activity and independence;
- Supporting local people to improve their skills or find employment;
- Providing support to local businesses; or to
- Improve the local environment.

- 2.40 Information was also brought together on the routes by which Members and residents are able to access funding for non-Community Infrastructure Levy (CIL) proposals from Area Committee budgets. This information is now available on the Council website, along with information on the Corporate Grants scheme.

- 2.41 The Strategy Unit are also working to develop new methods of supporting organisations to raise funds for civic projects. Working with the Barnet Innovation Lab the council will pilot

the use of [SpaceHive](#), an online crowdfunding platform, to empower people to create and fund projects which matter to them. The council will seek to work with partners, local businesses and contractors to encourage funding pots to be made available to local communities. The online platform will allow organisations to access multiple funding streams from one location and application.

- 2.42 The Community Asset Strategy (CAS) Implementation Plan (agreed by Assets, Regeneration and Growth Committee in September 2015) set out that a new process would be developed for agreeing rent subsidies and leases, including lease renewals and new leases. The aims of the CAS are to increase transparency and consistency in the way that subsidies are awarded to VCS organisations; to recognise the important contribution to the borough that VCS organisations make by awarding subsidies informed by the level of community benefit the organisation delivers; and to ensure that the Council's buildings are used in a way that benefits Barnet residents by making sure organisations leasing Council buildings are financially viable, sustainable and governed appropriately.
- 2.43 The council developed and piloted a new process for determining rent subsidies for VCS organisations and assessing their overall suitability to take on a new or renewed lease. Under the new process, VCS organisations make a business case to the council to demonstrate their viability, sustainability, governance arrangements and capacity to deliver activities of benefit to the community; and demonstrate that awarding them a rent subsidy represents value for money to the taxpayer. To support the business case, a Community Benefit Assessment Tool (CBAT) has been developed to provide a fair assessment of the level of community benefit delivered by different organisations through their use of the building they wish to lease, and establish an appropriate level of rent subsidy in light of this.
- 2.44 After an open procurement process, an organisation called Simetrica⁸ was procured to develop the CBAT and business case template. Simetrica is a world leader in valuation of community benefit and in the UK has developed the Social Value Bank, which is now used to assess value across a range of social policy areas. Simetrica has also undertaken work for UK central Government, such as developing a cost benefit model for DWP. The CBAT is based on the Social Value Bank and uses methodology to objectively assess community benefit that is in line with UK HM Treasury Green Book guidance on valuation of non-market goods and services⁹.
- 2.45 In July 2016 the Policy and Resources Committee agreed that the CBAT and business case approach should be rolled out, based on findings from the pilot that the process is an effective way to ensure consistency and transparency in how rent subsidies and leases are negotiated with VCS organisations, which robustly assesses and considers benefit to the community and value for money.

⁸ <http://www.simetrica.co.uk/>

⁹ For more information on the CBAT methodology, please refer to the Policy and Resources Committee paper which can be found here:

<http://barnet.moderngov.co.uk/documents/s32739/Community%20Benefit%20Assessment%20Tool.pdf>

- 2.46 The scope and design of the 'portal' and identification of any additional resources it would be useful to include will be developed in consultation with the Communities Together Network through a workshop and follow-up activities. The portal will take a 'hub and spoke' format providing access to information on the various resources available. A portal scoping exercise will take place during December 16-January 17.

3. Communication Campaign

- 3.1 Complementing the Community Participation Strategy workstreams, the council is developing a communications campaign which will represent phase two of the 'Barnet Works Together' campaign. This centres on the 'Building Strong Communities' element of the Corporate Plan and the Community Participation Strategy, and will support the delivery of the council's demand management approach. The communication campaign will run from October 2016 up to mid-2017.

AIMS AND OBJECTIVES

- 3.2 The overarching aims of the 'Barnet Works Together' campaign are:
- Outline in simple and practical terms how residents can become involved in and more responsibility for their communities, leading to civically active communities
 - Signpost residents to support available from the council to become civically active
 - Illustrate a positive, partnership approach between the community, third sector and the council by recognising and rewarding community contributions
 - Engage in face-to-face conversations with residents, community groups and local businesses about the changing nature of the council's relationship with them to increase awareness and understanding of the role of the council and the individual
- 3.3 Phase two will focus on supporting the first two aims primarily, as well as implicitly demonstrating the positive, partnership approach. It is unlikely to involve the more explicit goals of the fourth aim at this stage. This is reflected in the objectives below.
- Raise awareness and understanding of opportunities for civic engagement in the London Borough of Barnet to:
 - Increase the number of individuals undertaking activities to help themselves, such as recycling, using libraries, and choosing to use council services online;
 - Where local residents are already civically active, increase the amount of time that they spend volunteering and/or otherwise engaging with their local community.
- 3.4 Longer-term objectives of the wider demand management and communication work will be to:
- Increase the number of residents that understand the 'new' relationship between the council and citizens, by demonstrating rather than telling;
 - Reduce demand on council services by increasing community resilience.

STRATEGY AND APPROACH

- 3.5 The communication campaign will draw on existing research and new data to explore how residents can be encouraged to do more on behalf of their communities. Based on what we already know from the 'Sense of Place in Barnet' report, we will ensure that the campaign has a strong, engaging identity and messaging to make sure residents can easily understand what is being offered.

- 3.6 To overcome barriers and perceptions about ‘community participation’ being driven by the council, we will develop a distinct method to engage residents. The campaign will:
- Use limited Barnet council branding;
 - Celebrate and acknowledge all levels of community participation;
 - Enable residents to identify themselves and developing an offer for different levels of participation.
- 3.7 The approach will focus on nudge techniques¹⁰, combining methods which are aimed to raise awareness of opportunities alongside methods aimed at changing the perceptions and social norms around volunteering.
- 3.8 We expect the campaign to be an integrated, multi-channel campaign aimed at reaching the local community. It will continue using print, social media and outdoor advertising alongside more in-depth community engagement activities to deepen understanding of the key messages.
- 3.9 The ‘initiation phase’ will take place in late 2016, ahead of a full launch in early-2017. In the initiation phase the campaign messaging will be developed, as well as a ‘soft launch’ signposting the campaign via articles in Barnet First.

Initiation phase

- 3.10 We are conducting a review of previous research and literature on volunteering and local campaigning, including the 2012 ‘Barnet Sense of Place’ project, to develop some preliminary themes and objectives for the campaign. Research has already been undertaken to understand quantitatively who and how many people volunteer. The focus of this research will be to understand local people’s motivations for volunteering and getting involved. The themes and objectives for the campaign will be tested with Barnet residents in focus groups in late November, before commissioning a creative agency to develop the campaign messaging and materials to be used in the full launch in early-2017.
- 3.11 Alongside this development work, a ‘soft launch’ of the campaign will take place via two articles about volunteering in the December edition of Barnet First; one with case studies of residents currently volunteering in Barnet and one showcasing the range of opportunities currently being advertised by Volunteering Barnet.

Full launch in 2017

- 3.12 Informed by the development work in the initiation phase, the council will develop a plan for the campaign to run from January-June 2017.

¹⁰ Nudge is a concept which argues that positive reinforcement and indirect suggestions to try to achieve non-forced compliance can influence the motives, incentives and decision making of groups and individuals, at least as effectively – if not more effectively – than direct instruction.

4. Measuring the success of the Community Participation Strategy

4.1 The Strategy is anticipated to contribute to and/or enable a number of benefits which link directly to the Council's commissioning priorities. These are as follows:

Adults & Safeguarding:

- Social isolation: proportion of people who use services who reported that they had as much social contact as they would like
- Proportion of people who feel in control of their own lives

Public Health:

- Percentage of the eligible population aged 40-74 who have received an NHS Health Check

Children's, Education, Libraries and Safeguarding:

- Percentage of the target groups that are registered with the children's centre within the area it serves
- Satisfaction of children and parents with services for disabled children and their families

Housing:

- Homelessness preventions

Environment:

- Percentage (of users) satisfied with parks, playgrounds and open spaces

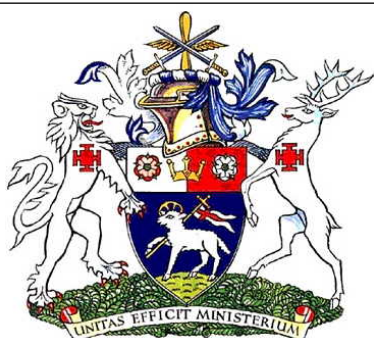
Community Leadership Committee:

- Stronger communities – maintaining or increasing the percentage of residents who report feeling they belong to their neighbourhood
- More active, involved communities – increase in percentage of residents who agree that people pull together to help improve their area
- More active, involved communities – increase in the percentage of residents who volunteer at least once a month

4.2 In addition to contributing and enabling the council's priorities, each workstream will be evaluated individually to understand the impact of the Community Participation Strategy. It is proposed that November 2017 Community Leadership Committee report on the Community Participation Strategy provides an evaluation of the implementation plan.

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AGENDA ITEM 9



Community Leadership Sub-Committee

23 November 2016

Title	Regeneration and Community Cohesion
Report of	Susie Kemp, Director of Strategy, Innovation, and Customer Services
Wards	Colindale
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Sara Elias-Bassett, Community Participation, Engagement and Strategy Lead sara.elias-bassett@barnet.gov.uk , (020 85320)

Summary

At the September Community Leadership Committee it was agreed that officers would meet with Councillor Nagus Narenthira to better understand her concerns raised during a Members' item on regeneration and community cohesion.

Susie Kemp (Director of Strategy, Innovation and Customer Services) and Sara Elias-Bassett (Community Participation, Engagement and Strategy Lead) met with Councillor Nagus Narenthira and established that her main concern was a lack of information about the development of the community hubs at Grahame Park, and the relocation of community groups from their existing residences to the new hubs. Officers reassured Cllr Narenthira that good plans are in place and that the project is being overseen by the Asset, Regeneration and Growth Committee. Officers agreed to meet with the Grahame Park project team to see how communication for members and the community might be improved.

After discussions with the project team, it was agreed that:

- At the next Grahame Park project team meeting with Councillors (held on 7 November 2016) a discussion would take place on ways to improve communication

- with community groups on upcoming engagement opportunities;
- That the RIBA Stage 2 Report for Grahame Park Community Hub, which outlines past engagement with community groups to inform the design of the community hubs would be re-circulated to stakeholders; and
- That the project team would extract information on engagement with community groups from the larger stakeholder engagement plan to promote a better understanding of future community group engagement plans.

Recommendations

That the actions related to the previous Member's item are noted by the Community Leadership Committee.

1. WHY THIS REPORT IS NEEDED

- 1.1 At the Community Leadership Committee on 9 March 2016 a request was made by Councillor Nagus Narenthira for a report to be submitted on the impact of regeneration schemes in the borough on community cohesion. It was resolved that this item would come back to the next Community Leadership Committee meeting if it was not discussed during the Asset, Regeneration and Growth Committee which took place on 17 March 2016.
- 1.2 Councillor Nagus Narenthira reported that this request was not sufficiently discussed during the ARG Committee in March, thus the Community Leadership Committee on 9 September 2016 was requested to provide instructions in regards to this issue.
- 1.3 On 9 September 2016 the Committee agreed that officers, in consultation with Councillor Narenthira, would put together a proposal and report to a future committee meeting on the resources needed, timescales and objectives of a report.
- 1.4 On 20 October 2016 Susie Kemp (Director of Strategy, Innovation and Customer Services) and Sara Elias-Bassett (Community Participation, Engagement and Strategy Lead) met with Councillor Nagus Narenthira. During the meeting it was established that her main concern was communications regarding the development of the community hubs at Grahame Park, and the relocation of community groups from their existing residences to the new hubs.
- 1.5 Officers agreed to clarify the position and investigate with the project team what information was already available, and how communication might be improved. After discussions with the project team, it was agreed that:
 - At the next Grahame Park project team meeting with Councillors (held on 7 November 2016) a discussion would take place on ways to improve communication with community groups on upcoming engagement opportunities;

- That the report which outlines past engagement with community groups to inform the design of the community hubs would be re-circulated to ward Councillors; and
- That the project team would develop a community engagement plan, to be shared with Ward Councillors. The information would be taken from the larger stakeholder engagement plan, which already exists.

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made and the Committee is asked to note the actions taken.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

Not applicable.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies

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

- 5.2.1 None in the context of this report.

5.3 Social Value

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

5.4 Legal and Constitutional References

Community Leadership Committee terms of reference are set out in Council Constitution, Responsibility for Functions, Annex A.

5.5 Risk Management

- 5.5.1 There are no risks associated with this report.

5.6 Equalities and Diversity

- 5.6.1 Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.

5.8 Insight

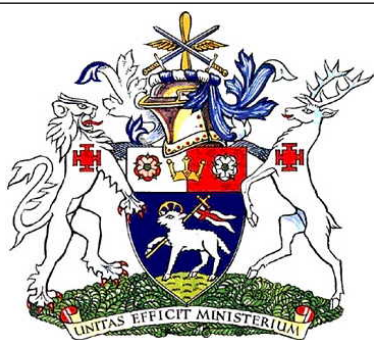
5.8.1 No specific insight data has been used to inform the decision required.

6. BACKGROUND PAPERS

6.1 Minutes of the meeting of Community Leadership Committee, 7 September, Agenda item 7: Member's Item in the name of Cllr Nagus Narenthira.

<https://barnetintranet.moderngov.co.uk/documents/s34308/Members%20Item%20-%20Regeneration%20and%20Community%20Cohesion%20-%20Councillor%20Nagus%20Narenthira.pdf>

AGENDA ITEM 10



Community Leadership Committee

23 November 2016

Title	Corporate Grants Programme, 2016/17 – grant applications
Report of	Director of Resources
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Grant assessments: <ul style="list-style-type: none"> • Appendix A – Sangam Association of Asian Women • Appendix B – The Larches Community
Officer Contact Details	<p>Ken Argent, Grants Manager, Finance, Commissioning Group (ken.argent@barnet.gov.uk) (020 8359 2020)</p> <p>Paula Arnell, Joint Commissioning Manager – Mental Health, Adults & Communities and Barnet Clinical Commissioning Group (paula.arnell@barnet.gov.uk) (020 8359 7675)</p> <p>Caroline Glover, Commissioning Lead – Workplace Inclusion (caroline.glover@barnet.gov.uk) (020 8359 7879)</p>

Summary

This report attaches assessments of grant applications by two not-for-profit organisations.

Recommendations

That, subject to the council's Standard Conditions of Grant and the special conditions shown in the respective grant assessments enclosed:

- (i) a one-year start-up grant of £10,000 be awarded to Sangam Association of Asian Women;
- (ii) a one-year start-up grant of £10,000 be awarded to The Larches Community.

1. WHY THIS REPORT IS NEEDED

- 1.1 Voluntary and community organisations may apply for a one-year start-up grant of up to £10,000 or a one-off grant of up to £5,000 from the corporate grants programme.
- 1.2 The power to award grants of more than £5,000 to voluntary and community groups is vested in this committee in accordance with the terms of reference of theme committees in the council's constitution - annexe A of Responsibilities for Functions.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The grant assessments herewith explain the rationale for awarding the grants in question.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4. POST DECISION IMPLEMENTATION

- 4.1 The applicants will be formally notified of the decisions and the grants, if approved, will be paid following compliance with the special conditions shown in the relevant appendices.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan, 2015-2020, identifies a set of strategic objectives which frame the council's approach to achieving its vision of making local services more integrated, intuitive and efficient by 2020, aimed at ensuring that Barnet is a place:

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

- 5.1.2 The outcomes around which these objectives are prioritised having regard to the applications presented include:

- To support families and people who need help, including people with disabilities, mental health issues and complex needs, to maintain their independence, lead active lives and change behaviour
- To reduce health inequalities and build more resilient communities
- To promote self-care through access to information, resources and community networks
- To increase resilience amongst people with disabilities and complex needs and help them to achieve their potential
- To reduce unemployment and support vulnerable and hard to reach people into work

5.1.3 The voluntary and community sector has a significant role to play in the delivery of public services having regard to the reduction in government funding, not only by increasing choice, accessibility and value for money but also by developing innovative solutions to problems and improving customers' perception of public services.

5.1.4 A Third Sector Commissioning Framework, approved by the former Cabinet Resources Committee in 2008, has brought:

- consistency to the council's financial arrangements with the voluntary and community sector; and
- procurement from, and grants to, the sector into a single framework consistent with the council's procurement rules

5.1.5 The grants programme offers help to voluntary and community organisations (a) to develop sustainable new services and activities and (b) to run community events or meet certain non-recurring items of expenditure.

5.1.6 All applications are assessed on their individual merits against the council's policy objectives; the benefits to the local community; the effectiveness of the organisation in its service delivery; its overall value for money; its financial needs; and the budget for making awards each year. In the case of start-up grants, the apparent or likely viability of a proposal in the years following the council's twelve-month funding is a critical factor.

5.1.7 Both applications in question fulfil these criteria and are recommended for an award.

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

5.2.1 The provision for making start-up and one-off grants in 2016/17 is comprised of funds deriving to the authority from the Edward Harvist Charity; a small annual allocation from the former Borough Lottery Scheme; and a sum of £51,000 collectively allocated to the corporate grants programme by the area committees with the approval of the Community Leadership Committee.

5.2.2 The current position on the funding available in 2016/17, which includes the sum that has been allocated to the corporate grants programme from the

council's share of income from the Edward Harvist Charity, to be supplemented as further income from the charity is received, is as follows:

Budget item	Funding available, 2016/17	Approvals to date	Balance remaining	Recommended herewith
Edward Harvist Charity	£67,050	£39,600	£27,450	£20,000
Former Borough Lottery Fund	£15,000	£12,250	£2,750	0
Allocation by area committees	£51,000	0	£51,000	0
TOTAL	£133,050	£51,850	£81,200	£20,000

5.3 Social Value

5.3.1 Not relevant in the context of this report.

5.4 Legal and Constitutional References

5.4.1 The council has general power of competence to make grants under section 1 of the Localism Act 2011.

5.4.2 Under the council's constitution, Responsibility for Functions (annex A), the terms of reference of the Community Leadership Committee includes specific responsibility for

- grants to the voluntary sector
- to maintain good relations with Barnet's diverse communities ensuring that all communities have the opportunity to participate in the borough's affairs

5.5 Risk Management

5.5.1 All grants are made subject to the council's Standard Conditions of Grant Aid, with which applicants are required to signify their compliance by signing a written undertaking. Amongst other things, the conditions cover how awards are spent, allowing council officers a right of access to proof thereof, and requiring notification of any change in an organisation's circumstances which significantly affect its finances, operations or grant entitlement. The council reserves the right to withhold payment of any approved grant, or to demand full or partial repayment, if it appears that an organisation has failed to comply with any of the conditions attached to the award.

5.5.2 The shift towards greater community involvement in the delivery of services has involved some relaxation in the attitude traditionally taken to compliance

with eligibility criteria before an award is recommended. Whilst all applicants are expected to satisfy basic governance requirements, it is accepted that community-led and self-help groups may initially require the support of a parent organisation or other agency.

5.6 Equalities and Diversity

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

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

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

5.6.2 All voluntary and community organisations grant-aided by the council are required to demonstrate that they have an equal opportunities policy covering users, staff and volunteers, which promotes equal treatment for all irrespective of their age, disability, gender, sexuality, ethnic background, faith, health, language or social and economic background. Scrutiny of compliance with these considerations and how they contribute to promoting good relations between people and communities forms part of the standard procedure for assessing all applications.

5.6.3 Awards from the corporate grants programme fund projects and activities in support of people from all communities and focus particularly on those who may be regarded as vulnerable, as in the case of the grants recommended.

5.7 Consultation and Engagement

5.7.1 The applications in question have been assessed in conjunction with the appropriate commissioning managers and leads.

5.8 Insight

5.8.1 The applicants have presented evidence in support of the need for their proposals.

6. BACKGROUND PAPERS

6.1 Cabinet Resources Committee, 22 July 2008 (decision item 11): approval of a Third Sector Commissioning Framework

<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=151&MeetingId=424&DF=22%2f07%2f2008&Ver=2>)

- 6.2 Community Leadership Committee, 24 June 2015 (decision item 11): endorsement of decision by each area committee to allocate £17,000 of its available budget in 2015/16 through the corporate grants programme
(<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=694&MId=8367&Ver=4>)
- 6.3 Council, 1 March 2016: approval of corporate grants budget for 2016/17
(<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8343&Ver=4>)

GRANT APPLICATION 2016/17 – ASSESSMENT AND RECOMMENDATION

Priority Corporate Outcomes	To support people who need help, including people with mental health issues, to maintain their independence, lead active lives and change behaviour To reduce health inequalities and build more resilient communities To promote self-care through access to information, resources and community networks	
Organisation	SANGAM ASSOCIATION OF ASIAN WOMEN	ref 360/S/LGD
Address	210 Burnt Oak Broadway, Edgware	

Corporate policy, aims and objectives

The council is committed to helping people to be independent and live active lives, recognizing that some people need more support than others to achieve this. The transformation of adult health and social care set out in the Care Act 2014 and Department of Health publications 'Our Health, Our Care, Our Say' and 'A Vision for Social Care, Capable Communities and Active Citizens' places growing emphasis on preventative services; delivering targeted information and advice; and ensuring people have the right support at the right time.

The Commissioning Plan for Adults & Communities, 2015-20, focuses on the development of preventative services; the removal of inequalities; and the wider well-being agenda. The Barnet Ageing Well Programme has a key role in building resilience in individuals and links to the neighbourhood model of day activities for older people offered by the Barnet provider group of voluntary organisations led by Age UK Barnet, which focuses on improving access to information and advice; increasing inclusion; and developing mutual support and self-help between citizens and community-based support networks for older people.

The government's mental health strategy, 'No Health Without Mental Health', focuses on helping people with mental health problems to recover and maintain good physical and mental health, objectives reflected in the mental health transformation programme, 'Reimagining Mental Health', in partnership with the Barnet Clinical Commissioning Group (BCCG).

Activities / proposal

Sangam Association of Asian Women (SAAW) is a registered charity and company limited by guarantee that offers information, advice and support to the community at large whilst focusing particularly on the needs of people from South-East Asia, for whom it seeks to provide a support network and activities that help them socialise and integrate. It runs:

- * a free and confidential advice service, its main core activity bearing the Legal Services Commission's quality mark for advice, covering all areas of social welfare law, immigration and debt, accessed by up to 3,000 people each year, 70% of whom are from Barnet;
- * a counselling service, specialising in domestic violence, bereavement and emotional well-being, now embracing problems specifically presented by young people;
- * educational and cultural activities for the local community, including art workshops and mother tongue teaching;
- * an older persons' club with over 250 members, offering social, educational, recreational and religious activities for men and women aged 55+.

SAAW owns and occupies an accessible community centre containing halls and training rooms, with on-site parking and refreshment facilities, which are hired out to businesses and

third and public sector agencies, and for conferences, weddings and family celebrations.

This application concerns a proposal to create an integrated hub of services and activities to improve health and wellbeing in the community. Under the banner 'Sangam Wellbeing', the hub will offer a range of physical activities specifically for older people; activities such as yoga, tai chi, exercise classes and meditation for the community at large; and training programmes for younger people, embracing the physical, mental and emotional needs of clients, complemented by SAAW's advice and counselling services. It will particularly seek to address the needs of people with mental health problems, supporting their recovery; increasing their social networks and reintegration into the community; and improving their quality of life.

The proposal has been developed in consultation with service users, staff, volunteers and stakeholders from the health and social care sectors, who will be represented on a steering group to oversee its implementation. An effective referral mechanism with health and social care providers is recognized as crucial to capturing clients with the greatest needs. The proximity of Edgware Community Hospital, a likely source of referrals alongside other community resources in Burnt Oak and adjoining wards, will add value to the strategic location of the hub, which will be created in two of the centre's training rooms.

Barnet's mental health transformation programme reflects the findings of a review which identified gaps in provision, especially early intervention services, resulting in the admission to inpatient beds of a disproportionately large number of Barnet residents with mental health problems. The programme incorporates a range of measures to improve outcomes for people with mental health needs that include new ways of maximising the delivery of mental health support through collaboration and co-production with organisations, individuals and the wider community, a strategy endorsed by the Health and Overview Scrutiny Committee.

The creation of wellbeing hubs in the community is a key feature of the programme, complementing the council's assessment hubs, locality-based enablement services and a new primary care link worker service and connecting existing prevention and therapeutic services to a better information, advice and delivery model. A 'central gateway wellbeing hub', developed in collaboration with Community Barnet, the Chinese Mental Health Association and health and social care partners, opened at The Meritage Centre in Hendon last month. The second phase of the scheme is to develop a number of hub 'spokes' throughout the borough offered by other third sector partners. SAAW's proposal is for consideration in this context.

Commissioners welcome new members to the 'wellbeing hub collaborative' to roll out the spoke model and ensure that specialist links are developed to address gaps in provision. SAAW has signified its commitment to join the collaborative; to target resources; and to support new ways of working to ensure consistent referral pathways and integrated service delivery. The application to create a hub in Edgware is endorsed on this basis, serving, as it will, socially deprived wards along the western fringe of the borough. The links that it will facilitate to SAAW's existing advice and counselling services adds value to the proposal.

Cost and financial need

In 2014/15, SAAW incurred a loss of £31,910 on a turnover of £284,997, 50% of which was on employing twelve paid staff. 76% of income of £253,087 was from lettings and fundraising events. Mainly fixed-term grants support specific elements of the association's work such as development of an outreach counselling service. The only regular income from clients is for counselling and attendance at classes and special events. Immigration advice is the only element of advice work for which there is a charge. At 31/3/2015, the association had unrestricted reserves of £113,509, equivalent to 35% of estimated expenditure in 2016/17.

An annual revenue grant by the council in support of the advice service, which has traditionally made a loss, was discontinued many years before recurrent grants were replaced by commissioning processes, having regard to the association's other (income-generating) activities and the sum held in reserves. A reduction in income from lettings in recent years has resulted in the need to draw on reserves to balance the budget. The association's working contingency is now at a level considered to be appropriate for an organisation of its size.

SAAW was awarded a one-year corporate grant of £8,000 in 2011/12 to pilot a monthly training programme in personal budgeting as a preventative measure for people at risk of slipping into debt, work that has been sustained with funding from other sources.

The request is for a start-up grant of £10,000 to recruit and engage a part-time co-ordinator for twelve months to lead on development of the Sangam Wellbeing Hub. The key responsibilities will be to form a consortium of delivery partners / stakeholders; to secure funding to refurbish the training rooms in question and upgrade accessibility; and to promote and market the new programme of activities. Other funding will be sought to retain the post to take charge of future day-to-day management of the hub, including the supervision of sessional workers and tutors.

The refurbishment and improvements to accessibility are estimated to cost in excess of £140,000, funding in support of which will be sought in a number of ways including a 'crowdfunding' campaign and bids to selected charitable trusts. An outline business plan bases the hub's sustainability on a combination of nominal charges to clients similar to a scale of fees that applies to the counselling service and the proceeds of a dedicated fundraising campaign.

The mental health transformation programme is essentially about joint working with the third sector to reduce gaps in provision and create a brand new pathway programme, signposting clients to the right services at the right time. The central gateway wellbeing hub in Hendon was commissioned as a pilot by BCCG with a one-off transformation grant, augmenting existing funding through a section 75 agreement between the council and BCCG. There is no additional funding available through that mechanism to increase service provision.

Grant recommendation, type and conditions

£10,000 (from Edward Harvist Charity)

Start-up grant

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One-off grant

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Special conditions:

Payment of the award should be made subject to (a) the association's membership of the wellbeing hub collaborative and agreement to support delivery of the second phase of the wellbeing hubs scheme; (b) agreement of an implementation plan, to include a strategy for targeting and selecting clients and the creation of a referral procedure; (c) agreement of targets and milestones for monitoring purposes over the duration of the award; (d) elaboration of the sustainability strategy; and (e) the receipt of quarterly progress reports.

Target grant outcomes

To improve health and wellbeing in the community, especially amongst people with mental health problems, through the creation of a wellbeing hub spoke in Edgware.

Date: November 2016

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GRANT APPLICATION 2016/17 – ASSESSMENT AND RECOMMENDATION

Priority Corporate Outcomes	To support families and individuals that need help, such as to maintain their independence and lead active lives To increase resilience amongst people with disabilities and complex needs and help them to achieve their potential To reduce unemployment and support vulnerable and hard to reach people into work	
Organisation	THE LARCHES COMMUNITY	<div>ref</div> <div>244/S/LSD</div>
Address	Larches House, 1 Rectory Lane, Edgware	

Corporate policy, aims and objectives

The council is committed to helping people to be independent and live active lives, recognizing that some people need more support than others to achieve this. The transformation of adult health and social care set out in the Care Act 2014 and Department of Health publications 'Our Health, Our Care, Our Say' and 'A Vision for Social Care, Capable Communities and Active Citizens' places growing emphasis on preventative services; delivering targeted information and advice; and ensuring people have the right support at the right time.

The Commissioning Plan for Adults & Communities, 2015-20, focuses on the development of preventative services; the removal of inequalities; and the wider well-being agenda. It reflects the national learning disabilities priority of moving away from specialist service provision to facilitating access to mainstream services with a focus on addressing inequalities. The aim is to support adults with learning disabilities to have the same rights and opportunities as everyone else to live a full life and realise their ambitions, using a wide range of resources; different approaches; and increasing the use of social networks.

Activities / proposal

The Larches Community (LC), the trading name of The Larches Trust, a registered charity and company limited by guarantee formed in 1995, provides life/employment skills training and other forms of support and empowerment to people with learning disabilities, autism or Asperger's syndrome aimed at realising their potential, complemented by social and recreational activities. It currently has nearly 100 clients, of which 60 are from Barnet. 50% are young adults aged between 19 and 25. 65% of clients attend as part of care packages managed by other agencies. The trust has been granted planning permission to replace its existing building with a larger one, to include a training café and a theatre, during the construction of which LC will temporarily relocate to Edgware District Reform Synagogue.

Much of LC's work focuses on a 'Learning for Life' programme', through which it delivers a range of mainly ten-week courses aimed at developing independent living and socialisation skills and building self-confidence, self-awareness and decision-making. Many of the courses are based around the creative arts such as drama and musical theatre, an effective facilitation tool for people who have communication difficulties, are non-verbal or cannot read or write. Courses also include cookery, horticulture and money skills to enable learners to safeguard themselves and each other. A new pilot project of relaxation, mindfulness and meditation seeks to encourage and facilitate health and wellbeing.

LC also runs a weekly social club and additional projects and activities in holiday periods.

This application seeks help to set up and establish a social enterprise, to be known as 'Roots &

Wings', encompassing the existing production of handmade greetings cards at one of the craft classes, sold once a month at a local shopping centre, and the production of mosaics, building on the success of a project earlier this year whereby 70 clients worked on a mosaic 'peace tree', now displayed at LC's premises. Other merchandise ultimately to be made and sold through the social enterprise includes jewellery, candles, wellbeing hampers and home accessories.

The proposal seeks to underpin LC's sustainability as part of a strategy for developing multiple and diverse income streams whilst showcasing the positive contribution that people with learning disabilities and autism can make to society. The delivery of vocationally-based courses to impart skills to make and develop products for sale is seen as an effective way of developing clients' learning skills and resilience.

The production of mosaics, an artisan craft with relatively few practitioners that will form the core element of the social enterprise, will be added to the Learning for Life programme on three days a week, with an emphasis on the use of recycled materials. The mosaic peace tree project, which brought together people from all faiths and cultures, identified the suitability of mosaic art for working with, and capturing the imagination of, people with all levels of learning disability and across the generation divide. A draft three-year business plan identifies the potential market places for mosaic products, especially within the urban landscape.

75% of LC's existing clientele have expressed a wish to join the new mosaic classes. Although not everyone will attain the level of competence necessary to produce mosaic art of the standard required, supporting tasks will be found complementary to the persons' skills. Participants will be paid once they reach a benchmark of competence. Alternative progression pathways will be open for those not wishing to be part of the social enterprise, either as a leisure pursuit or supporting tutors to train new learners and participants.

Adults & Communities and the Barnet Clinical Commissioning Group endorse the work of organisations like LC in addressing the needs of people with learning disabilities, complementing, as they do, the developing strategy of increasing local training and employment opportunities for people with learning disabilities and autism. The application is supported, subject to approval of the legal structure to be adopted for the social enterprise and to collaboration with 'Bright Futures', a service commissioned from another not-for-profit organisation, Barnet Mencap, to support the client group, including into employment.

Cost and financial need

In the twelve months up to September 2015, LC incurred expenditure of £106,957, divided in roughly equal proportion between service delivery and overheads. It employs two-full-time staff and has three self-employed tutors who are engaged on a sessional basis, supported by fifteen volunteers. About 50% of revenue is earned income from charges and from lettings of the organisation's main activity area when it is not in use. Small fixed-term grants are mainly linked to the Learning for Life programme. The annual budget is balanced through fundraising. A 2014/15 deficit of £4,084 reduced net current assets to £35,885, of which £7,500 was restricted, leaving an uncommitted balance of £28,885 (30.5% of estimated 2016/17 expenditure).

The redevelopment of LC's premises will be funded by the sale of part of the site for residential purposes. A capital fundraising appeal is to be launched to furnish and equip the new building.

LC was awarded a one-year corporate grant of £5,130 in 2012/13 to expand and develop its courses, linked to supporting younger clients into independent living.

A grant of £10,000 is sought towards the cost of recruiting and employing a co-ordinator for one

year to set up and run the social enterprise, shown as £28,200, towards which sum £16,794 has been raised through fundraising and donations. The incumbent, who will double up as a craft tutor, will lead on the creation of training courses in each of the social enterprise disciplines, embracing skills that go beyond the existing complement of courses; the marketing of merchandise; and the identification of options for increased partnership with public, private and of third sector organisations. The objective is to create a financially sustainable micro business whilst promoting and maintaining a learner outcome approach in line with the charity's ethos.

The launch of the new mosaic classes will cost £22,940 over six months, embracing tutor, material and project management costs. Overheads, such as premises costs, will initially be absorbed by LC, but will ultimately be factored into the budget for the social enterprise. There will be a nominal charge for trainees, as there is for existing courses, up to the point where those who reach the benchmark of competence and graduate to join the business will be paid. A proportion of £21,000 raised to date by way of grants, including £10,000 from the Big Lottery 'Awards for All' scheme, is earmarked for the mosaic element of the social enterprise.

The draft business plan anticipates that the production and sale of mosaics alone will generate a profit to be ploughed back into the social enterprise by year two, the level of which will be influenced by the success of developing work through commissions.

A similar model of developing other strands of the social enterprise will generally involve a small initial investment, especially for items like greetings cards.

The cost of retaining the new co-ordinator post beyond year one will form part of the overheads of the social enterprise to be defrayed through sales.

Grant recommendation, type and conditions

£10,000 (from Edward Harvist Charity)

Start-up grant
One-off grant

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Special conditions:

Payment of the award should be made subject to (a) approval of the legal structure to be adopted for the social enterprise; (b) agreement of an implementation plan and a work plan for the co-ordinator, to include targets and milestones in year one for monitoring purposes; (c) agreement of a strategy for collaboration with the 'Bright Futures' service in discussion with Barnet Mencap and Adults & Communities; and (d) the receipt of quarterly progress reports and an undertaking to provide an evaluation of the project at the end of twelve months.

Target grant outcomes

To develop the personal and workplace skills of adults with learning disabilities, autism or Asperger's syndrome, increasing their independence and capacity to participate in the community, and to support them into employment.

Date: November 2016

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AGENDA ITEM 11



Community Leadership Committee

23 November 2016

Title	Community Leadership Committee Work Programme
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	Appendix A - Committee Work Programme- November 2016 – March 2017
Officer Contact Details	Iphigenia Christophoridou-Assurance Officer Iphigenia.Christophoridou@Barnet.gov.uk 020 8359 3822

Summary

The Committee is requested to consider and comment on the items included in the 2016 work programme

Recommendations

1. That the Committee consider and comment on the items included in the 2016 work programme

1. WHY THIS REPORT IS NEEDED

- 1.1 The Community Leadership Committee Work Programme 2016 indicates forthcoming items of business.
- 1.2 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.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-2020.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Community Leadership Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

- 5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**London Borough of Barnet
Community Leadership
Committee Work Programme
2016/2017**

Contact: Iphigenia Christophoridou, Iphigenia.Christophoridou@Barnet.gov.uk, 0208 359 3822

Subject	Decision required	Report of	Contributing Officer(s)
8 March 2017			
Outcome of annual strategic crime needs assessment	To note the emerging priorities on crime and anti-social behaviour and agree the priorities the council will focus on in 2017/18.	Commissioning Director, Environment	Strategic Lead, Safer Communities
Final Commissioning Plans - Addendums 2017/18	That the Committee note the progress update report on 2016/17 performance – Commissioning Plan	Director of Strategy, Innovation and Customer Services, Commissioning Director – Environment,	Community Participation, Engagement and Strategy Lead
Nomination for Assets of Community Value (if any)	That the Committee make a determination on (any) received nomination.	Director of Strategy, Innovation and Customer Services	Strategy Officer Community Participation and Engagement
Grants (standing item)	To consider applications made to the Corporate Grants Programme for funding of between £5,000 and £9,999	Head of Finance	Grants Manager
Forward Work Programme	To note the items on the Forward Work Programme and make suggestions for any additions as appropriate.	Head of Governance	Governance Officer
Items to be allocated			
Community Leadership Annual Performance Report	To note the progress made during 2015/16 and agree to use the information provided to help in future decision making.	Commissioning Director, Environment Director of Strategy, Innovation and Customer Services	Community Safety Manager Strategy Officer: Participation & Engagement Manager, Emergency Planning