

MEETING

COMMUNITY LEADERSHIP COMMITTEE

DATE AND TIME

THURSDAY 15TH MARCH, 2018

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

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 Nagus Narenthira

Councillor Charlie O-Macauley

Councillor Lisa Rutter

Councillor Hugh Rayner

Councillor Reema Patel

Councillor Agnes Slocombe

Substitute Members

Maureen Braun

Wendy Prentice

Adam Langleben

Alan Schneiderman

Alison Moore

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 Deadline at 12th March at 10am. Requests must be submitted to Abigail Lewis Abigail.lewis@barnet.gov.uk 020 8359 4369

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

Andrew Charlwood – Head of Governance

Governance Service contact: Abigail.lewis@barnet.gov.uk 020 8359 4369

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 - 8
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.	Members Item - Referred from CELS committee	9 - 12
8.	Corporate Grants Programme, 2017/18 - grant applications	13 - 30
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11.	Draft Corporate Plan 2018/19	59 - 78
12.	Committee Work Plan	79 - 82
13.	Any item(s) the Chairman decides are urgent	

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Decisions of the Community Leadership Committee

22 November 2017

Members Present:-

AGENDA ITEM 1

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

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

Councillor Reema Patel
Councillor Agnes Slocombe
Councillor Hugh Rayner
Councillor Lisa Rutter

1. MINUTES OF LAST MEETING

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

2. ABSENCE OF MEMBERS (IF ANY)

None.

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

Member	Agenda item	Non-Pecuniary Interest
Councillor Graham Old Councillor Hugh Rayner Councillor David Longstaff Councillor Eva Greenspan	7 – Corporate Grant applications – Finchley Victoria Bowling Croquet Club.	Have received hospitality from the club at various events.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC COMMENTS AND QUESTIONS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. CORPORATE GRANTS PROGRAMME 2017-2018 GRANT APPLICATIONS

The Chairman introduced the Corporate grant applications for Finchley Victoria Bowling Croquet Club and Living Way Ministries.

Following consideration and discussion of the item the Committee unanimously agreed the recommendations.

RESOLVED that subject to the Council's Standard Conditions of Grant and the special conditions shown in the respective grant assessments enclosed:

- (i) **A combined start-up and one-off grant of £8,900 be awarded to Finchley Victoria Bowling and Croquet Club;**

A one-year start-up grant of £7,800 be awarded to Living Way Ministries.

8. LONDON COMMUNITY REHABILITATION COMPANY AND NATIONAL PROBATION SERVICE - OFFENDER MANAGEMENT REVIEW

Officers from the London Community Rehabilitation Company and National Probation Service introduced the report which provided the Committee with a review of the offender management arrangements in place in Barnet. The Community Safety Manager agreed to provide the Committee with a briefing note on the cost aspects associated with rehabilitation in the Borough. The Strategic Lead for Safer Communities also explained that a report would be circulated at a later date that included more comprehensive data in relation to offender management and rehabilitation.

Following consideration and discussion of the item the Committee unanimously agreed the recommendations.

RESOLVED that the Community Leadership Committee note and comment on this update about the Offender Management arrangements in place in Barnet.

9. EMERGENCY PLANNING REVIEW

The Head of Information Management and Emergency Planning Manager introduced the report which provided an update on the emergency planning arrangements within the Council as well as a summary of the recent Emergency Planning Review.

Members requested that a list of lessons identified as a result of the Emergency Planning Review be circulated. Members also requested a response from Chief Officers on actions being taken to ensure emergency vehicles can gain access to roads where this was identified as an issue.

It was agreed that a report on the list of actions that have arisen from the Emergency Planning Review be brought to a future meeting of the Community Leadership Committee.

It was agreed that a report on other emergency planning arrangements such as those related to terrorism be brought to a future meeting of the Community Leadership Committee.

Following consideration and discussion of the item the Committee unanimously agreed the recommendations.

RESOLVED that the Committee noted the report.

10. NOMINATION FOR ASSETS OF COMMUNITY VALUE (IF ANY)

The Chairman provided a brief introduction of the report which related to the nomination of Cricklewood Greenspace as an Asset of Community value. It was noted that there was an error in the report, the Ward being Childs Hill and not Golders Green.

Following consideration and discussion of the item the Committee unanimously agreed the recommendations.

RESOLVED that the Committee agree that Cricklewood Greenspace should be listed as an Asset of Community Value and added to the Council's Register, based on the statutory criteria set out in the Localism Act 2011, and on the evidence provided in the nomination.

11. PROPOSED REMOVAL OF BARNET CRICKET CLUB AS AN ASSET OF COMMUNITY VALUE

The Assistant Chief Executive introduced the report. He explained the Council has a duty to meet statutory criteria in relation to the acceptance of assets of community value and where there is evidence that the criteria is no longer being met, it should be removed from the list.

It was noted that there was an error within the report, the ward being UnderHill and not New Barnet (which is not a Barnet Ward).

Following consideration and discussion of the item Councillor McGuirk moved a motion to defer the item to a future Committee, due to a lack of consultation with Ward Members. The motion was seconded by Councillor Rayner.

Votes on the motion were as follows:

For	7
Against	1
Abstain	3

RESOLVED that the report be brought back to a future Community Leadership Committee meeting in order for consultation with Ward Members to be carried out.

12. REVIEW OF THE COMMUNITY PARTICIPATION STRATEGY

The Strategy Officer for Community Participation and Engagement introduced the report which provided an update on the Council's progress on the implementation of the Community Participation Strategy

Following consideration and discussion of the item the Committee unanimously agreed the recommendation.

RESOLVED that:

- (i) Members note progress made and developments relating to the Community Participation Strategy.**
- (ii) That Members feedback on options for the next phase of the strategy.**

13. BUSINESS PAPER

The Strategic Lead for Safer Communities introduced the report.
Following consideration and discussion of the item the committee unanimously agreed the recommendations.

RESOLVED that Community Leadership Committee agrees the proposed saving target set out at 2.4 for recommendation to the Policy and Resources Committee.

14. FORWARD WORK PROGRAMME

- Report on list of actions that have arisen from the Emergency Planning Review.
- Report on other emergency planning arrangements included those related to terrorism.

RESOLVED that the Forward Work Programme was noted by the Committee

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

None.

The meeting finished at 20.39.

	<h2>Community Leadership Committee</h2> <h3>15 March 2018</h3>
Title	Member’s Item referred from Children, Education, Libraries and Safeguarding.
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Abigail Lewis Governance Officer Abigail.Lewis@barnet.gov.uk 020 8359 4369

<h3>Summary</h3>
This item provides the Community Leadership Committee with information relating to a Members item referred from the Children, Education, Safeguarding and Libraries Committee.
<h3>Recommendations</h3>
<ol style="list-style-type: none"> 1. That the Committee note the Members item and instructions in relation to the item are requested. 2. That the Committee note the verbal update from Officers on the issue.

1. WHY THIS REPORT IS NEEDED

At its meeting on the 16th January 2018, the Children, Education, Libraries and Safeguarding Committee referred a Members item submitted by Councillor Anne Hutton on International Zero Tolerance to FGM. The Members item requested an update on details of work that has taken place over the last year to raise awareness of and tackle this issue in Barnet.

Councillor	Member's Item
Anne Hutton	<p>International Zero Tolerance to FGM Day 2018</p> <p>Data published by the NHS / NSPCC shows that there were 50 cases of Female Genital Mutilation (FGM) in Barnet recorded by the NHS between April 2015-March 2016. More recent data published by the NHS shows a further 15 cases in Barnet were recorded between October 2016-December 2016.</p> <p>FGM is an illegal practice that causes physical and emotional harm, and can result in death. According to the World Health Organisation FGM is mostly carried out on young girls between infancy and age 15, and is therefore a key safeguarding issue for the CELS committee.</p> <p>Although there have been far fewer cases of FGM recorded in Barnet than in neighbouring boroughs, 65 cases is still 65 cases too many.</p> <p>I request that the CELS Committee is updated with details of what work has taken place over the last year to raise awareness of and tackle this issue in Barnet.</p> <p>As the International Zero Tolerance to FGM Day takes place on 1 February 2018, I also request that the CELS Committee considers what support LB Barnet could give towards establishing an annual event in partnership with Health, Schools, the Police and the Voluntary Sector to mark this day, with the first one taking place on 1 February this year.</p>

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

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 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 Legal and Constitutional References

5.3.1 The Council's Constitution (Members of the Council, Article 2) states that a Member, including appointed substitute Members of a Committee or Sub-Committee may have one item only on an agenda that he/she serves. Members' items must be within the term of reference of the decision-making body which will consider the item.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 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.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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AGENDA ITEM 8



Community Leadership Committee

15 March 2018

Title	Corporate Grants Programme, 2017/18 – grant applications
Report of	Councillor David Longstaff
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<p>Grant assessments:</p> <ul style="list-style-type: none"> • Appendix A – Art Against Knives • Appendix B – The Flower Bank • Appendix C – Chana Charitable Trust • Appendix D – Faiths Forum for London
Officer Contact Details	<p>Ken Argent, Grants Manager, Finance, Commissioning Group (ken.argent@barnet.gov.uk) (020 8359 2020)</p> <p>Karen Ali, Youth Service Manager, Youth & Family Support, Children's Service (karen.ali@barnet.gov.uk) (020 8359 5281)</p> <p>Tim Baker, Deputy Director CHC, NHS North & East London Commissioning Support Unit (tim.baker@nhs.net) (020 3688 1275)</p> <p>Lesley Holland, Equalities Lead, Strategy Unit, Commissioning Group (Lesley.holland@barnet.gov.uk) (020 8359 3004)</p> <p>Michael Lai, Waste Intelligence Manager, Recycling and Waste, Street Scene (Michael.lai@barnet.gov.uk) (020 8359 7435)</p> <p>Jeffrey Lake, Consultant in Public Health, Harrow & Barnet Public Health (jeffrey.lake@harrow.gov.uk) (020 8359 3974)</p> <p>Sophie Leedham, Former Strategy Officer – Community</p>

	<p>Participation & Engagement, Commissioning Group</p> <p>Elaine Runswick, Post-16 Education & Skills Manager, Barnet with Cambridge Education (elaine.runswick@barnet.gov.uk) (020 8359 6307)</p> <p>Mark Vargeson, Positive Activities & Engagement Manager, Barnet Youth Service (mark.vargeson@barnet.gov.uk) (020 8359 5281)</p>
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Summary

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

Recommendations

- (1) That, subject to the council's Standard Conditions of Grant and the special conditions shown in the respective grant assessments:**
- (i) a one-year start-up grant of £9,739 be awarded to Art Against Knives;**
 - (ii) a one-year start-up grant of £6,650 be awarded to The Flower Bank**
- (2) That, for the reasons set out in the respective grant assessments:**
- (i) the application for a grant by Chana Charitable Trust is not supported;**
 - (ii) the application for a grant by Faiths Forum London is not supported**

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 these committees in the council's constitution: article 7, section 7.5 of Responsibilities for Functions.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The grant assessments herewith explain the rationale for either awarding the grants in question or not supporting the relevant applications.

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 build community wellbeing
- To develop more resilient communities and reduce people's reliance on statutory services
- To ensure that children and young people receive a great start in life and identify and address any issues that may impede a successful childhood
- To help disadvantaged children and young people who are at risk of not achieving their potential to close the gap with their peers; make a positive transition into adulthood; and prevent later difficulties
- To help change damaging behaviour
- To support people who need help to maintain their independence and lead active lives, especially older people and people with disabilities
- To reduce health inequalities
- To increase recycling and minimize waste

- 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 The applications by Art Against Knives and The Flower Bank fulfil these criteria and are each 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 2017/18 is comprised of funds deriving to the authority from the Edward Harvist Charity; a small and final allocation from the former Borough Lottery Scheme; and a remaining balance of £66,855 of a sum of £102,000 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 2017/18, which reflects the sum that has been allocated to the corporate grants programme from the council's share of income from the Edward Harvist Charity, is as follows:

Budget item	Funding available, 2017/18	Approvals to date	Balance remaining	Recommended herewith
Edward Harvist Charity	£105,162	£101,342	£3,820	0
Former Borough Lottery Fund	£5,523	£5,523	0	0
Allocation by area committees	£66,855	£13,903	£52,952	£16,389
TOTAL	£177,540	£120,768	£56,772	£16,389

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 The terms of reference of the Community Leadership Committee set out in the council's constitution (Responsibility for Functions (article 7, section 7.5)) include specific responsibility for grants to the voluntary sector.

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 form 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 consultation with commissioning managers and leads and service delivery units as appropriate.

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?Committeed=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?CI=694&MI=8367&Ver=4>)

GRANT APPLICATION 2017/18 – ASSESSMENT AND RECOMMENDATION

Priority Corporate Outcomes	To ensure that children and young people receive a great start in life and identify and address any issues that may impede a successful childhood To help disadvantaged children and young people who are at risk of not achieving their potential to close the gap with their peers; make a positive transition into adulthood; and prevent later difficulties To help change damaging behaviour	
Organisation	ART AGAINST KNIVES (in partnership with Future Paths Barnet)	ref 9/E/CTY
Address	1-2 Alfred Place, WC1	

Corporate policy, aims and objectives

The Corporate Plan, 2015-20, and the Children and Young People’s Plan, 2016-20, reflect a focus on improving outcomes for Barnet’s younger population, creating the conditions for children and young people to be kept safe, active and healthy and to develop skills and acquire knowledge to achieve their full potential and lead successful adult lives. Support is especially targeted at young people aged 16 to 24 who are not in education, employment or training (‘NEET’) and those who have disabilities or complex needs. The voluntary and community sector plays a key role in developing social networks; encouraging participation and achievement; and building resilience within the community, including amongst young people.

The Education Strategy for Barnet attaches importance to identifying young people at risk of NEET at an earlier stage of their school career and to developing appropriate support, such as mentoring and coaching, in partnership with other agencies, including the voluntary sector.

Activities / proposal

Art Against Knives (AAK) is a registered charity and company limited by guarantee formed in 2010 following the unprovoked stabbing of a student in East London, aimed at preventing serious violence amongst young people through the provision of creative projects, targeting adolescents experiencing multiple and complex risks and socially and economically-deprived communities. It offers in-house expertise, such as with gang-associated young people, challenging behavior and domestic violence, and, together with partners, seeks to divert clients away from negative behavior; prevent them from becoming victims or perpetrators of violent crime; and help them to progress into education, training or employment.

The charity, which began operating in Hackney and Tower Hamlets, is rooted in delivering support in functioning spaces in local communities, reaching out to young people who lack access to positive activities; struggle to engage with formal education; and face barriers to support services. Its strategy is to build trusted relationships with clients; provide tailored individual support; and help them gain an understanding of their circumstances, risks, needs and ambitions. Projects supplementing this core work have included a partnership with London College of Fashion to help young people gain work experience in the industry and ‘Pop-Ups’, introducing clients to new environments, the corporate sector and positive role models.

AAK currently works almost exclusively in Barnet, where its projects include:

* ‘In Our Hands’ - weekly community nail bars in N12 and on the Dollis Valley Estate, Barnet, offering help to girls (aged 12+) and young women with school work; mentoring; skills and accredited employment-related training (for clients aged 17+); and safe space for socializing;

- * 'Creative Collaborations' - 'on trend' industry-standard training and mentoring to develop mainly young men's personal and professional skills at The Lab, a weekly pop-up music studio, and 'Studio N2', a new partnership with 'Grange Big Local' on the Grange Estate.

AAK has supported over 1,200 young people to date at risk or involved in violent crime, in many cases self-referred. In Barnet, where referrals are also made by the police, the youth offending team and Pavilion Study Centre, it has engaged with 462 girls/young women through the community nail bars since 2016, 70% of whom presented as high risk, especially in the areas of domestic violence/abuse, requiring the intervention of specialist independent advisers. 72% of clients received mentoring; 40% were helped to end violent or abusive relationships; and 30% were supported into employment. In 2017, 94 young people engaged with AAK through the Creative Collaborations projects.

This application relates to the proposed development, in response to feedback from clients and the number of young people presenting with multiple or complex problems, of a dedicated education, employment and training (EET) 'hub' (at the Grand Arcade) in N12, as part of the charity's strategy to expand the targeted support it provides to vulnerable young people with complex needs who struggle most in education or in hunting for a job. The new service, which will be run on a weekly basis in partnership with Future Paths Barnet, a specialist provider of employment-related services in the welfare-to-work and skills sectors, and have capacity for supporting up to 120 clients in year one, will offer:

- * one-to-one help to identify further education and training opportunities and with job searches, applications and interview techniques, in collaboration with schools and colleges, Job Centre Plus, Barnet's welfare reform task force and other statutory services;
- * 'progression coaches', helping to overcome practical barriers to securing training or work, such as opening a bank account or obtaining a national insurance number, and addressing additional needs like housing and benefits;
- * a 'personal development specialist', to help safeguard participants, maintain momentum and manage appointments and referrals.

AAK states that many of the young people with whom it works, including those at school or of school age, have impoverished, disorganized or chaotic family backgrounds; little or no parental support; and may engage in 'alternative' activity to make money. Lacking aspiration, resilience and organizational skills, they struggle to sustain activities such as following up on applications or keeping a job. It points to its skills and success in building trust and a relationship with such clients, who are harder to reach and often distrustful of statutory agencies, and the scope that it offers to guide them along positive and safe future pathways.

The charity is acknowledged by a range of agencies and funders in London involved with young people who are NEET for the innovative nature of its work. 'In Our Hands' has been featured in the national media as an example of best practice in targeting support at vulnerable young women. AAK has been engaging with the council in several ways, including discussions with Barnet with Cambridge Education about the delivery of work at the Pavilion Study Centre and Oak Hill School, and is awaiting the outcome of a tender bid to deliver community-based work under the gang prevention programme.

Barnet with Cambridge Education endorses the proposal in the context of the capability of voluntary groups like AAK to connect with disengaged and hard-to-reach young people. Although programmes are in operation, supported by the European Social Fund, for NEET young people aged 16 to 18, there is a shortage of re-motivational opportunities, not only for that cohort but also young people over the age of 18, for whom there is limited provision and which the project will also target.

Cost and financial need

In 2016, AAK, which has two permanent members of staff, incurred expenditure of £200,383. Twelve qualified freelance workers are currently engaged on a contractual basis to deliver services, complemented by volunteers who make up a key part of youth project delivery. It operates mainly by way of fixed-term grants in support of individual projects, mostly by charitable trusts, including an investment of £30,000 by John Lyon's Charity towards the delivery of creative programmes in Barnet, supplemented by £50,000 of charitable funding towards core costs. A trading subsidiary (Art Against Knives Gallery in Shoreditch) is expected to generate up to £10,000 this year through the sale of donated artwork. No charges are levied on clients. Net current assets at 31/12/2016 were £80,456, of which £59,179 were restricted funds, leaving an uncommitted balance of £21,277(9% of estimated expenditure in 2017).

The council's Chipping Barnet and Finchley & Golders Green Area Committees helped kick-start the nail bar on the Dollis Valley Estate and The Lab music project with grants of £9,999 and £9,060 respectively in March 2016, both of which have been sustained with funding from other sources. Barnet Homes is supporting the Studio N2 music project with a £5,000 grant.

The cost of delivering services from the new EET hub over the next twelve months is shown as £19,478, made up of direct projects costs (staffing by AAK, rental and materials) of £16,371 and overheads and management of £3,107. Future Paths Barnet, drawing on its own funding streams, will provide carers advisers and the progression coaches at no cost to the project. A grant of £10,000 is sought on the basis that other funding will make up the balance.

The project's sustainability is predicated on the demonstration of successful outcomes to, and future funding by, other funders, a strategy that has proved effective in sustaining other projects given the number of charitable trusts that have an interest in its area of work. Bids have been made for core funding to underpin the hub, to be complemented by revenue generated from hiring out the space at weekends and from the proposed conversion of one of the nail bars to a social enterprise, serving paying customers on a second day each week.

The grant recommended is a 50% contribution to costs in year one, subject to matching funding.

Grant recommendation, type and conditions

£9,739

Start-up grant

One-off grant

Special conditions:

Payment of the award should be made subject to (a) matching funding; (b) agreement of targets and milestones in year one for monitoring purposes; and (c) the receipt of progress reports and client data on a quarterly basis and an undertaking to provide an evaluation of the project at the end of twelve months.

Target grant outcomes

To improve the life skills, resilience and motivation of vulnerable young people to prevent them from becoming NEET; to rectify damaging behaviour; and to support their transition to adulthood.

Date: February 2018

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GRANT APPLICATION 2017/18 – ASSESSMENT AND RECOMMENDATION

Priority Corporate Outcomes	<p>To support people who need help to maintain their independence and lead active lives, especially older people and people with disabilities</p> <p>To offer personalized support to enable young people who are most at risk of not achieving their potential to develop skills; acquire knowledge; and make a positive transition into adulthood</p> <p>To increase recycling and minimize waste</p>			
Organisation	THE FLOWER BANK	<table border="1"> <tr> <td style="background-color: #cccccc;">ref</td> </tr> <tr> <td>149/C/CTY</td> </tr> </table>	ref	149/C/CTY
ref				
149/C/CTY				
Address	7 Middle Road, East Barnet			

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, the Commissioning Plan for Adults & Communities, 2015-20, and the Barnet Ageing Well Programme place emphasis on preventative services; building resilience in individuals; and individual well-being.

The Corporate Plan, 2015-20, and the Children and Young People’s Plan, 2016-20, reflect a focus on improving outcomes for Barnet’s younger population, creating the conditions for children and young people to be kept safe, active and healthy and to develop skills and acquire knowledge to achieve their full potential and lead successful adult lives. Support is especially targeted at young people aged 16 to 24 who are not in education, employment or training. Strategic objectives of the Youth & Family Support Service include commissioning, supporting and enabling the voluntary and community sector to develop a wide range of provision and building capacity for vulnerable young people to engage in positive extra-curricular activities.

The promotion of recycling and waste minimization are strategic corporate objectives.

Activities / proposal

The Flower Bank (TFB) is an unincorporated association formed in 2016 to reduce flower and foliage wastage in supermarkets and recycle such materials for the benefit of older people in residential care homes; nursing, respite and dementia care settings; and voluntary and community facilities. Piloted, with the help of young offenders, in Haringey, where it continues to operate, the project’s work in Barnet, begun last summer, involves the collection of previously discarded end-of-code flowers, plants and foliage from two chains of supermarkets in N12, N13 and Elstree, which are arranged into floral displays or planted bowls and delivered to Friend-in-Need Community Centre and Goodwin Court, socially affordable housing for elderly people, in East Barnet and Lady Sarah Cohen House (nursing and dementia care for the Jewish community) and Curtis Family Centre in N11.

TFB also runs a bi-monthly gardening club for Goodwin Court residents, and at Friend-in-Need Community Centre and East Barnet Church, using donated bedding plants and shrubs.

This application seeks help to scale up and expand the project in Barnet in response to demand and multiple new offers of donated flowers, not only by supermarkets but also by a company that supplies floral displays to firms and enterprises in the City of London, which has said that TFB may have all the displays that it replaces each week. The increase in quality that this will engender will enable the group to branch out and offer and supply wreaths and flowers for funerals, targeting families who are financially challenged.

Following discussions with Barnet Youth Offending Service, TFB is proposing to develop its core work through the involvement of young offenders, replicating the scheme in Haringey, for whom it will offer one-to-one reparation sessions for a 20-strong cohort each year, teaching floristry and horticultural skills by qualified practitioners, support that will embrace the gardening clubs as well as production of the arranged and planted designs.

An accredited training scheme for young people, including participants in the Duke of Edinburgh's Award Scheme and work experience students, is a planned new initiative.

The number of gardening clubs in Barnet is to be increased, drawing on the anecdotal evidence of the benefits of gardening as a form of outdoor exercise for older people, as therapy, such as for people who are recovering from a stroke, and as mental stimulation for people with dementia and other mental health problems. New clubs are to commence initially in three care homes in Barnet run by the Freemantle Trust and at Lady Sarah Cohen House, whilst a project specifically for dementia sufferers using recycled materials from supermarkets, successful trialed in 2017, is to be rolled out at various dementia settings.

There are also plans to extend activities to allotment sites, promoting new composting initiatives, such as using coffee grounds that TFB collects from coffee bars, another of its recycling activities, and seed exchange schemes.

The Children's Service's Youth & Family Support Service supports the project, both as a constructive addition to existing reparation programmes for young offenders and in complementing the provision of positive extra-curricular activities for young people.

The Waste Intelligence Team in Street Scene is equally supportive in the context of how it contributes to recycling and reducing waste and the social value that it espouses.

The application is strengthened by evidence of successful outcomes from the project in Haringey, both in relation to young offenders and older people, including those with dementia, and how the project has captured the imagination of supermarkets, which signify their full support of it, reducing their waste imprint.

Cost and financial need

TFB was originally launched single-handedly by its founder, who continues to defray some of the costs of service delivery in Haringey and a bigger proportion of the same in Barnet, signifying her passion and commitment for the project, an unsustainable practice, however, not least given the plans to expand and develop it. Donations are collected in her private car and floral displays and designs made up at her home. A one-off grant of £5,000 last year by Un Ltd, a charitable trust supporting social entrepreneurs, was used to create a website; for publicity; and towards service delivery in Haringey, which included capacity-building to work with young offenders there. The group is in the process of preparing accounts at the end of its first year of operations as a constituted body with a management committee.

A grant of £10,000 is sought to facilitate the expansion and developments in Barnet. The budget presented (totalling £9,995) includes £3,650 to recruit, train and support a team of volunteers to deliver services; £2,500 to purchase a second-hand van for collections and deliveries; and £800 to hire premises that are now needed both to deal with the significant increase in donated materials and to work with young offenders. Publicity and further development of the website to promote the new funeral wreaths and design service and to enable 'pay pal' donations is estimated to cost £1,500. The remainder of the budget is made up of core costs that are not directly linked to roll out of the new proposals.

The grant recommended, taking account of the eligible costs identified (£8,450), factors in estimated revenue of £1,800 from charges to care homes and older people's settings for delivery of the gardening clubs, income that is excluded from the budget.

TFB's sustainability revolves around a proposal to convert it into a social enterprise, focused particularly on the sale of funeral wreaths and designs and DIY wedding workshops; the sale of advertising space on its website; and the introduction of gardening classes for the public. TFB acknowledges the added scope that expansion will give to fundraising. Opportunities may also exist to gain added traction in working with young offenders and young people in general through collaboration with the Youth & Family Support Service.

Grant recommendation, type and conditions

£6,650

Start-up grant

*

One-off grant

Special conditions:

Payment of the award should be made subject to (a) agreement of an implementation plan, to include targets and milestones for monitoring purposes, for the expansion of work in Barnet; (b) validation of the group's management and recruitment procedures against Barnet's multi-agency standards for safeguarding the care of vulnerable adults and young people; and (c) 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

(a) To improve the quality of life, health and well-being of older people, especially those with dementia; (b) to enhance and expand opportunities for vulnerable young people to engage in positive activities in support of restorative justice, the acquisition of life skills and the transition to adulthood; and (c) to promote and grow recycling and waste minimization.

Date: February 2018

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GRANT APPLICATION 2017/18 – ASSESSMENT AND RECOMMENDATION

Priority Corporate Outcomes	To make Barnet a place of opportunity and build community wellbeing where people can further their quality of life To develop more resilient communities where people do more to help themselves and reduce their reliance on statutory services To reduce health inequalities	
Organisation	CHANA CHARITABLE TRUST	ref 82/C/CTY
Address	23 Ravenshurst Avenue, NW4	

Relevant policy, aims and objectives

The Corporate Plan, 2015-20, signifies the council's commitment to helping build a sense of community and to working with partners to make Barnet a place of opportunity where people can further their quality of life and ensuring equal access to quality services which provide value to the taxpayer. The transformation of adult health and social care set out in the Care Act 2014 places growing emphasis on prevention rather than cure; 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.

Activities / proposal

Chana Charitable Trust (CCT) is a registered charity formed in 1995 to provide support and up-to-date medical information to individuals and couples in the Jewish community experiencing difficulties with fertility. It seeks to raise awareness within the community and reduce the stigma associated with reproductive health issues. A confidential helpline offers clients medical and emotional support in relation to reproductive health issues; specialist support workers offer confidential counselling; and financial support is provided to eligible couples to undergo treatment. The charity also delivers public lectures on reproductive health and training sessions for medical professionals, supported by a voluntary panel of specialists in the fields of infertility, gynaecology and ultrasound scanning with an appreciation of the needs and requirements of the orthodox Jewish community.

183 new individuals or couples were referred, by general practitioners, medical specialists, private clinics and other fertility charities, to CCT for counselling in the twelve months to July 2017. 43 babies were born to clients over this period, mostly without the need for invasive treatment. 95% of service users are Barnet residents. The production of a series of live webinars on fertility and reproductive health issues and other web-based projects embrace a geographically diverse audience.

This application relates to a proposal to establish a fortnightly support group for women struggling with primary or secondary infertility, to be facilitated by two qualified counsellors. The objective is to provide an opportunity for women to express themselves; gain support from each other to alleviate feelings of isolation; and improve their overall health. Research referenced by CCT demonstrates a strong link between psychological health and fertility. Analytical evidence published by the National Infertility Association in the USA shows how support groups not only alleviate depression and anxiety but also result in higher rates of pregnancy.

Public Health, Harrow & Barnet (PH), and NHS/Barnet Clinical Commissioning Group (BCCG) state that the provision of fertility services is the responsibility of the NHS. Group counselling or support services are not identified as a priority, however, in any of its local strategic plans.

Although BCCG commissions services for people with psychological problems through local mental health commissioning contracts, neither the Corporate Plan nor the Joint Health and Wellbeing Strategy identify fertility-related services amongst the priorities for improving the health and wellbeing of residents. It is considered inappropriate strategically to fund the proposal in question independently of BCCG, for which reason it is not supported.

By way of a rejoinder, CCT comments that NHS has severely limited funding for infertility and that its policy does not address the need that many individuals and couples have for psychological support, even in the case of those that become eligible for assisted conception after tests and investigations in primary and secondary care in line with National Institute for Health & Care Excellence guidelines, who may require psychological help before they reach that option. It acknowledges that it would be better to improve provision within the NHS. As change is invariably slow to effect, however, its proposal is an expedient to address the deficiency now.

It remains the view of PH and BCCG that this is a matter for the NHS to consider, not the council, in the context of its policy of evaluating treatments that are not routinely available because their clinical or cost effectiveness is unproven.

Cost and financial need

In 2015/16, the latest year for which accounts have been submitted, CCT incurred expenditure of £813,870, of which £586,415 was on service delivery. Fundraising costs amounted to £227,455. The charity relies heavily on the support of the Jewish community, the proceeds of fundraising events, donations and legacies making up 95% of its income. Charges are applied mainly for training and lectures. Net current assets at 31/3/2016 were £56,767, unrestricted funds that equated to 6% of estimated expenditure in 2017/18.

A start-up grant of £6,535 is requested to set up and run the support group over the first twelve months, of which £4,980 is to pay and supervise the two counsellors. Interviews, publicity and room rental make up the balance. There will be no charge to participants. CCT states that the group will be sustained through savings achieved by a reduction in demand amongst participants for counselling.

Grant recommendation, type and conditions

NIL

Date: February 2018

GRANT APPLICATION 2017/18 – ASSESSMENT AND RECOMMENDATION

Priority Corporate Outcomes	To develop stronger, safe and more engaged and resilient communities To ensure that Barnet is a place of opportunity where people can further their quality of life To create better life chances for young people and enable them to make a positive transition into adulthood	
Organisation	FAITHS FORUM FOR LONDON	ref 128/C/CTY
Address	Collaboration Hub, 333 Edgware Road, NW9	

Relevant policy, aims and objectives

The council is committed to working with partners to make Barnet a place of opportunity where people can further their quality of life. The development of a new relationship with residents seeks to promote greater independence and resilience in challenging times and to enable residents to be more involved in what happens in their community. The adoption of the All Parliamentary Party Covenant for Engagement between Faith Communities and Local Authorities acknowledges the contribution to society, and the innovative work carried out by, faith-based organisations and welcomes their involvement in the design and delivery of services and the promotion of social action.

The Corporate Plan, 2015-20, and the Children and Young People’s Plan, 2016-20, reflect a focus on improving outcomes for Barnet’s younger population, creating the conditions for children and young people to be kept safe, active and healthy and to develop skills and acquire knowledge to achieve their full potential and lead successful adult lives. The voluntary and community sector plays a key role in developing social networks; encouraging participation and achievement; and building resilience within the community, including amongst young people.

Activities / proposal

Faiths Forum for London (FFL) is a registered charity and company limited by guarantee formed in 2012, aimed at empowering religious communities to work together towards effecting positive social change. Made up of 29 faith leaders from nine faith traditions, it seeks to promote mutual understanding, collaboration and good relations between faith communities and wider society, nurturing debate and discussion and providing a channel of communication with local authorities, the business community and educational institutions. It promotes and celebrates the positive contribution of religious groups, such as in influencing social policy; builds networks and partnerships; and organises conferences and seminars on issues of common interest.

Although FFL works throughout the Greater London area, many of its programmes are delivered in and around Barnet, where it is based. These have included interfaith fast-breaking celebrations (‘Big Iftar’), held in eight Barnet-located mosques, synagogues and churches, in Ramadan and an interfaith computing coding programme, held annually in single-faith schools, which has taught 250 female students to create personalised websites, a project celebrated publicly for bringing together students from different strands of the Moslem and Jewish faiths. FFL offers safeguarding workshops; trains senior management of local mosques in business strategy; and last summer opened a new social enterprise ‘incubator’, offering free office space and a collaborative work environment to faith and social action charities.

Help is sought to launch a new project working with 48 selected younger male members of local faith communities, to be nominated by religious leaders, with a focus on younger trustees of faith institutions, clergy and community activists, through a weekly ‘dinner and dialogue’ session

linked to a proposed new weekly interfaith five-a-side football competition. To run over twelve weeks, the footballing element is aimed at male adults seeking a measure of informal engagement across lines of faith. The simple meal for participants that will follow will create an informal environment for discussion of issues affecting inter-communal relations in London. FFL states that most existing interfaith activities in Barnet are aimed at religious leaders, women or young people and exclude male adults who are in work, the target cohort in this instance.

Although it is acknowledged that greater understanding between people from different religious and cultural backgrounds builds resilience against bigotry and extremism and promotes social capital, in the opinion of the council's strategic equalities lead the proposal, which links two seemingly unconnected agendas, offers little as a new or innovative model for developing community cohesion. The Children's Service's Youth & Family Support Service states that there is no shortage of football projects across the borough and that the cohort is likely to fall outside its remit. For these reasons, the project is not recommended for support.

Cost and financial need

In 2015/16, the latest year for which accounts have been submitted, FFL incurred expenditure of £60,878, of which staff and volunteering costs amounted to £42,590. It operates by way of a combination of earned income, through charges for certain activities and use of its premises, and fixed-term grants that support specific elements of its work. At 31/3/2016, FFL had net current liabilities of £7,409. A working contingency will have been restored if an anticipated surplus of £22,606 in 2016/17 was realised.

FFL has applied to Sport England for a grant of £3,925 to initiate the five-a-side football competition, which participants may thereafter decide to sustain at their own expense.

The cost of arranging ten post-match dinner and dialogue sessions is shown as £7,000, equal to the grant request. The budget comprises the payment of facilitators (£3,000); the provision of a meal (£2,000); and project management (£2,000), to include the training of participants to arrange future interfaith activities at their own local faith institutions. The sessions are framed as a strictly one-off activity, and as a pilot exemplar to be rolled out in other boroughs, in the expectation that they will galvanise participants to work together on other projects. The project is not considered to represent value for money.

Grant recommendation, type and conditions

NIL

Date: February 2018

	<h2>Community Leadership Committee</h2> <h3>15 March 2018</h3>
Title	Quarter 3 2017/18 Commissioning Plan Performance Report
Report of	Councillor Longstaff
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk

Summary

The report provides an overview of performance for **Quarter 3 (Q3) 2017/18**, including budget position for revenue and capital (where relevant), progress on key activities, indicators that have not met target, and high level risks for the Theme Committee in relation to the Commissioning Plan.

Recommendations

- The Committee is asked to review the finance, performance and risk information in relation to the Theme Committee's Commissioning Plan.**

INTRODUCTION

- 1.1 This Commissioning Plan performance report is an extract from 'the Q3 2017/18 Performance Monitoring Report (Part B: Performance by Theme Committee) that was presented to Performance and Contract Management Committee on 27 February 2018. **Note that performance and risk information is reported by exception only, for example where indicators have not met target and high level risks (scoring 15 or above).**

PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

- 1.2 The priorities for Community Leadership (CL) Committee are to co-ordinate a partnership approach for addressing persistent anti-social behaviour, crime, domestic violence (DV) and violence against women and girls (VAWG); emergency planning, preparedness and response; and supporting community activity, including grant funding and use of assets.

Progress on key activities

- 1.3 The council's vision for the community is to ensure crime levels remain low and people feel safe to live and work in Barnet; communities are stronger and more cohesive; whilst being prepared for an emergency and responding quickly should a situation arise. A progress update on the key activities has been provided below.

- **Community safety** - Barnet remains one of London's safest boroughs with a low crime rate. In the last 12 months (to November 2017) there were 69 crimes per 1,000 residents in Barnet, which was 7th lowest rate of total crime per person out of all 32 London boroughs and 25 per cent lower than the London average. The rate of violent crime is even lower: Barnet had the 3rd lowest rate of violent crime out of the 32 London boroughs, with 5.9 Violence with Injury offences per 1,000 population. This rate is 33 per cent below the London average. In the current rolling 12 months (to November 2017) there were 3446 burglaries, which is a one per cent reduction on the previous year.

To help communities feel safer, reduce crime and keep people informed of what's going on locally, the Barnet Safer Communities Partnership is introducing the OWL (Online Watch Link) app to Barnet. Residents who sign up will receive the latest crime prevention advice and updates from their Neighbourhood Policing Team and Neighbourhood Watch.

- **Supporting those with multiple needs (domestic violence, mental health, and substance misuse)** - the Safer Communities Partnership Board has been implementing the 2017-2020 Violence Against Women and Girls (VAWG) strategy and action plan. The action plan focuses on preventing violence against women and girls; improving outcomes for victims and their children; holding perpetrators to account and enhancing joint working practices between agencies. There is an emphasis on work to engage with those victims of domestic abuse who are facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as domestic violence, mental health and substance misuse.

An inter-agency working group (reporting to the VAWG delivery group) is developing an in-depth local analysis of domestic abuse cases to understand any common features, factors and opportunities for prevention or possible gaps in services. The analysis is focusing on cases with complex multiple needs such as mental health and substance misuse.

The council has been working jointly with Barnet Mencap, which has been commissioned to employ a 'Hate Crime Co-ordinator' to support delivery of the Hate Crime Awareness action plan. The co-ordinator will focus on increasing the awareness of Hate Crime, increasing access to justice for victims of hate crime and

working to ensure that all people who live, work or study in Barnet feel confident to report Hate Crime if they experience it or see it.

- **Co-ordinating a package of measures to support community activity** – an update on delivery of the Community Participation Strategy was presented to the CL Committee in November 2017.

The Barnet Community webpage has been launched on the council website. It provides a one stop shop of information for residents and businesses that would like to get more involved with their community. It also signposts voluntary, community and faith groups to support available to them in the council and across the borough.

Local Voluntary and Community Service (VCS) groups have been feeding back on the VSC Charter, including raising its visibility and better integrating it into the way the council works. The Community Participation and Engagement Network has been tasked with mainstreaming the VCS Charter into council business and commissioning.

- **Emergency planning, preparedness and response** – a multi-agency resilience workshop was delivered to partners and business continuity (BC) representatives by the Emergency Planning and Metropolitan Police SO15 teams. This featured the impact of unexploded WW2 ordnance on communities. The workshop focused on the capabilities to evacuate and shelter residents from within a cordon of 300 metres for a prolonged period.

A cyber security workshop was also delivered for BC representatives by the CSG Information Technology security specialist. Delegates were presented with scenarios demonstrating the impact of cyber-attacks on IT systems. Mitigations were discussed and BC plans and arrangements are being updated to ensure systems are more resilient and staff aware of the risks. Lessons have been identified to ensure critical services can be maintained during such an incident.

The Emergency Planning team made the mandatory self-assessment submission to London Resilience for Minimum Standards for London Audit and provided specific evidence as requested by London Resilience to back this up. Barnet has maintained its Green rating against the Minimum Standards for London.

Performance indicators

- 1.4 The Q3 2017/18 position for the basket of indicators in the Theme Committee's Commissioning Plan has been set out in table 1 below. This shows that half of indicators (50%) have met target for the third quarter of the year; and more than half (57%) have improved or stayed the same since last year.

Table 1: Theme Committee Indicators (Q3 2017/18)

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
Community Leadership	50% (3)	33% (2)	0% (0)	17% (1)	57% (4)	43% (3)	5	11

- 1.5 **Commissioning Plan performance is reported by exception only**, for example where indicators have not met the quarterly target (RAG rated as Amber and Red). Comments on performance are provided below.
- 1.6 The quarterly results for all Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>.
- 1.7 Three Community Leadership indicators have not met the quarterly target.
- **CG/S4 Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area (RAG rated RED)** – 60% against a target of 68%. Public confidence has fallen from the same time last year (67%). Generally, concern about anti-social behaviour and crime has increased.
 - **CG/S16 Percentage of residents who are satisfied with Barnet as a place to live (RAG rated GREEN AMBER)** – 85% against a target of 90%. This is unchanged from the same time last year (85%).
 - **CG/C6 Percentage of residents who feel that there is not a problem with people not treating each other with respect and consideration (RAG rated GREEN AMBER)** – 74% against a target of 81%. This has significantly improved since it was last reported in spring 2016 (60%) when the result was considered to have been influenced by national events such as the Murder of Jo Cox MP; EU referendum campaign; Brexit; and recent terror attacks.

Corporate Plan Indicators ¹											
Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences	Smaller is Better	Sustain Reduction	Monitor	69.4	67.6	▼ (Worsening)	New for 2017/18	New for 2017/18	No benchmark available
CPI	CG/S4 (RPS – Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area ²	Bigger is Better	68%	68%	60% (Autumn 2017) (R)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	67% (Autumn 2016)	▼ (Worsening)	No benchmark available

¹ The Monitor indicators have been included for information.

² There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Corporate Plan Indicators ¹											
CPI	CG/S5 (RPS – Annual)	Percentage of residents who report feeling they belong to their local area ³	Bigger is Better	75%	75%	75% (Autumn 2017) (G)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	76% (Autumn 2016)	↔ (Same)	No benchmark available
CPI	CG/S16 (RPS – Biannual)	Percentage of residents who are satisfied with Barnet as a place to live ⁵²	Bigger is Better	90%	90%	85% (Autumn 2017) (GA)	Not reported in Q2, as Autumn survey	Not reported in Q2, as Autumn survey	85% (Autumn 2016)	↔ (Same)	London 80% (2016/17, LGA) National 81% (June 2017, LGA)

Commissioning Plan Indicators (not met target) ⁴											
Ref	Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking	
SPI	CG/C2	Percentage of repeat cases of Domestic Violence to MARAC	Smaller is Better	Monitor	Monitor	5.4%	14%	▲ (Improving)	11.4%	▲ (Improving)	National 25% (April 2015 - March 2016, Safelife)

³ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

⁴ The Monitor indicators have been included for information.

Commissioning Plan Indicators (not met target)⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Bigger is Better	Monitor	Monitor	20.6%	28.1%	▼ (Worsening)	34.1%	▼ (Worsening)	Met Police 31.8% (January – December 2017, Met Police)
SPI	CG/C4	Proven re-offending rate	Smaller is Better	Monitor	Monitor	20.2%	22.0%	▲ (Improving)	21.5%	▲ (Improving)	National 28.7% (October – December 2015, Ministry of Justice)
SPI	CG/C27	Racist & Religious Hate Crime	Smaller is Better	Monitor	Monitor	178 ⁵	667	Not comparable	655.0	Not comparable	No benchmark available

⁵ Result for September to November 2017. Methodology for reporting changed by MOPAC, with result reported on a month-by-month basis rather than a rolling 12-month period. Therefore, result not comparable with previous quarters.

Commissioning Plan Indicators (not met target)⁴

Ref		Indicator	Polarity	2017/18 Annual Target	2017/18 Q3 Target	2017/18 Q3 Result	2017/18 Q2 Result	DOT Short Term (From Q2 2017/18)	2016/17 Q3 Result	DOT Long Term (From Q3 2016/17)	Benchmarking
SPI	CG/C6 (RPS – Annual)	Percentage of residents who feel that there is not a problem with “people not treating each other with respect” ⁶	Bigger is Better	81%	81%	74% (Autumn 2017) (GA)	Not reported in Q2, as Spring survey	No benchmark available			

⁶ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%). This is reflected in the RAG rating and DOT for the indicators in the Corporate Plan and Commissioning Plans.

Risk management

- 1.8 Community Leadership risks are held on the Customer Strategy, Communications and Assurance (CSCA) service risk register, which is being managed in line with the risk management framework. There are 13 risks on the CSCA risk register. None are high level risks with a residual risk score of 15 or above.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the Commissioning Plan. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report provides an overview of performance for the quarter, including budget position for revenue and capital, progress on key activities, indicators that have not met target and management of high level risks.

- 5.1.2 The quarterly results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

- 5.1.3 Robust budget and performance monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan and Commissioning Plans. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

- 5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
- Commissioning Plans
- Medium Term Financial Strategy
- Treasury Management Strategy
- Debt Management Strategy
- Insurance Strategy
- Risk Management Framework
- Capital, Assets and Property Strategy.

- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

5.3 Legal and Constitutional References

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.3.3 The Council’s Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Community Leadership Committee include:

- Responsibility for civic events, community safety, emergency planning, registration and nationality service, grants to the voluntary sector.
- To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid)
- To submit to the Policy and Resources Committee proposals on the Committee’s budget for the following year in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy & Resources Committee.
- To determine fees and charges for services which are the responsibility of the committee

5.3.4 The council’s Constitution, Financial Regulations Part 17, Financial Regulations section 4, paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Policy and Resources Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Policy and Resources Committee.
- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Policy and Resources Committee.
Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.
- Allocations for unplanned expenditure over £250,000 must be approved by Policy and Resources Committee.

- 5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.
- 5.3.6 The council's Constitution, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements
Policy & Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed:
i) Budget transfers between projects and by year;
ii) Funding transfers between projects and by year; and
iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contract Management Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

- 5.4.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other

conduct prohibited by the Equality Act 2010.

- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.5.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

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

5.5.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees Engagement through Committee meetings and working groups

Phase	Date	Summary
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ⁷ of council services. An online survey (17 December 2014 – 11 February 2015)

6 BACKGROUND PAPERS

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>

⁷ One “service user” workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.

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Community Leadership Committee

15 March 2018

Title	Annual Update on the Community Safety CCTV service
Report of	Councillor Longstaff, Chairman of the Community Leadership Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Peter Clifton, <i>Community Safety Manager</i> Peter.clifton@barnet.gov.uk Tel: 0208 359 3120</p> <p>Kiran Vagarwal, <i>Strategic Lead - Safer Communities Environment Commissioning Group</i> Kiran.vagarwal@barnet.gov.uk Tel 0208 359 2953</p>

Summary

This report provides the Community Leadership Committee (CLC) with an update on the performance of the Barnet Community Safety CCTV service and outlines how the 2014/15 – 2018/19 CCTV transformation is meeting its performance and financial objectives.

The infrastructure improvements which have been put in place (new camera assets, network, control room and community safety ANPR expansion) are projected to be entirely covered by the Revenue Contributions to Capital Outlay delivered the end of 2018/19. This has been made possible by the improvements in the cost effectiveness of the CCTV service.

CCTV and ANPR performs an important role in keeping Barnet Safe. The presence of CCTV acts as a powerful deterrent, reducing the rates of crime and anti-social behaviour; and when crimes do take place: CCTV helps to identify, catch and convict those responsible. In addition, CCTV provides reassurance and confidence to residents and visitors of Barnet.

Recommendations

- 1. That the Community Leadership Committee (CLC) note the progress made on transforming Barnet's CCTV service and capabilities.**
- 2. That the Community Leadership Committee (CLC) note the future actions (next steps).**

1. WHY THIS REPORT IS NEEDED

1.1.1 CCTV performs an important role in keeping Barnet Safe. The presence of CCTV acts as a powerful deterrent, reducing the rates of crime and anti-social behaviour; and when crimes do take place: CCTV helps identify, catch and convict those responsible. In addition, CCTV provides reassurance and confidence to residents and visitors of Barnet.

1.1.2 Four years ago, in 2014 the delivery model of the community safety CCTV in Barnet was re-structured. This restructure aimed to:

- Replace old and depreciated equipment (including all the cameras which were analogue) with the latest technology in digital CCTV equipment
- Deliver a full upgrade and updating of the CCTV control room facilities
- Bring about a significant increase in the amount of ANPR camera coverage across Barnet focused on preventing crime such as burglary and helping the police catch offenders
- Deliver all the above at zero net cost over a 5-year period, through savings achieved by increasing the cost effectiveness of service delivery.

1.1.3 This report provides an update on the delivery of the community safety CCTV service in Barnet and on progress against the objectives outlined above. The report will detail how the objectives to enhance the infrastructure and resulting service delivery have been achieved, and that the CCTV service is on target to have covered all the costs associated with the upgrade through revenue savings by 2019/20.

Background context

Stated aims of the community safety CCTV scheme

1.2.1 The main aims of the community safety CCTV scheme are to:

- help reduce fear of crime.
- help deter crime and reduce antisocial behaviour, and
- help identify perpetrators and bring them to justice by providing evidential material for court proceedings

1.2.2 In addition, the scheme aims to:

- assist in the overall management of the London Borough of Barnet
- enhance community safety, assist in developing the economic well-being of the London Borough of Barnet and encourage greater use of town centre facilities
- assist the London Borough of Barnet in its licensing, enforcement and regulatory functions
- assist in traffic management and enforcement, thereby improving the functioning and safety of the highways (including for pedestrians)
- assist in supporting civil proceedings which will help detect crime

Current service delivery arrangements

1.2.3 The community safety CCTV scheme (including supply and maintenance of camera assets, network infrastructure, control room asset and the running of the control room) is delivered under contract by OCS. OCS were commissioned by Barnet Council to deliver the CCTV service from 2014/15 to 2018/19.

Current technical specification

1.2.4 The community safety CCTV scheme currently has 123 cameras deployed and operational across Barnet, focused on locations with above average concentrations of crime or anti-social behaviour and high footfall areas (for example town centres). In addition, 20 community safety ANPR cameras are deployed across the borough.

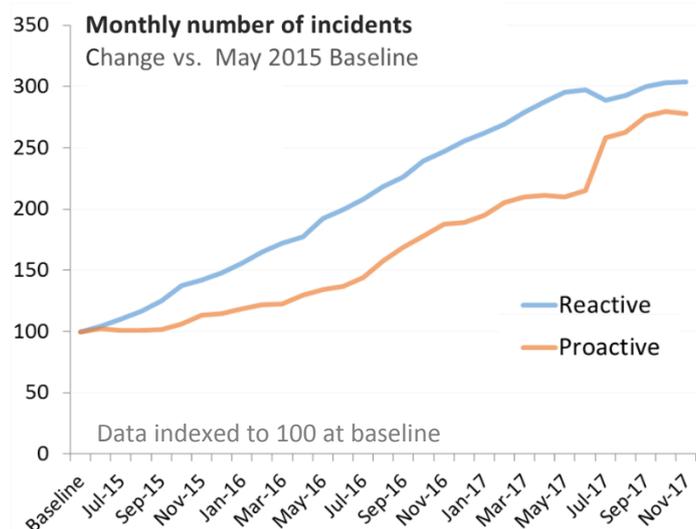
1.2.5 Most of the network infrastructure (for the transmission of data from the cameras to the control room, and camera control instructions from the control room to the cameras) utilises wireless technology. In a small number of locations underground fibre is used.

Operational effectiveness

Number of incidents spotted by control room operators

1.3.1 The number of incidents spotted by the Barnet CCTV control room has been increasing year on year.

- 1949 live incidents were spotted in the last 12 months
- 604 of these were spotted directly and in the first instance by the control room CCTV operators (proactive incidents)
- 1345 of these were spotted after the CCTV control room was alerted to an incident in progress (primarily by the police)



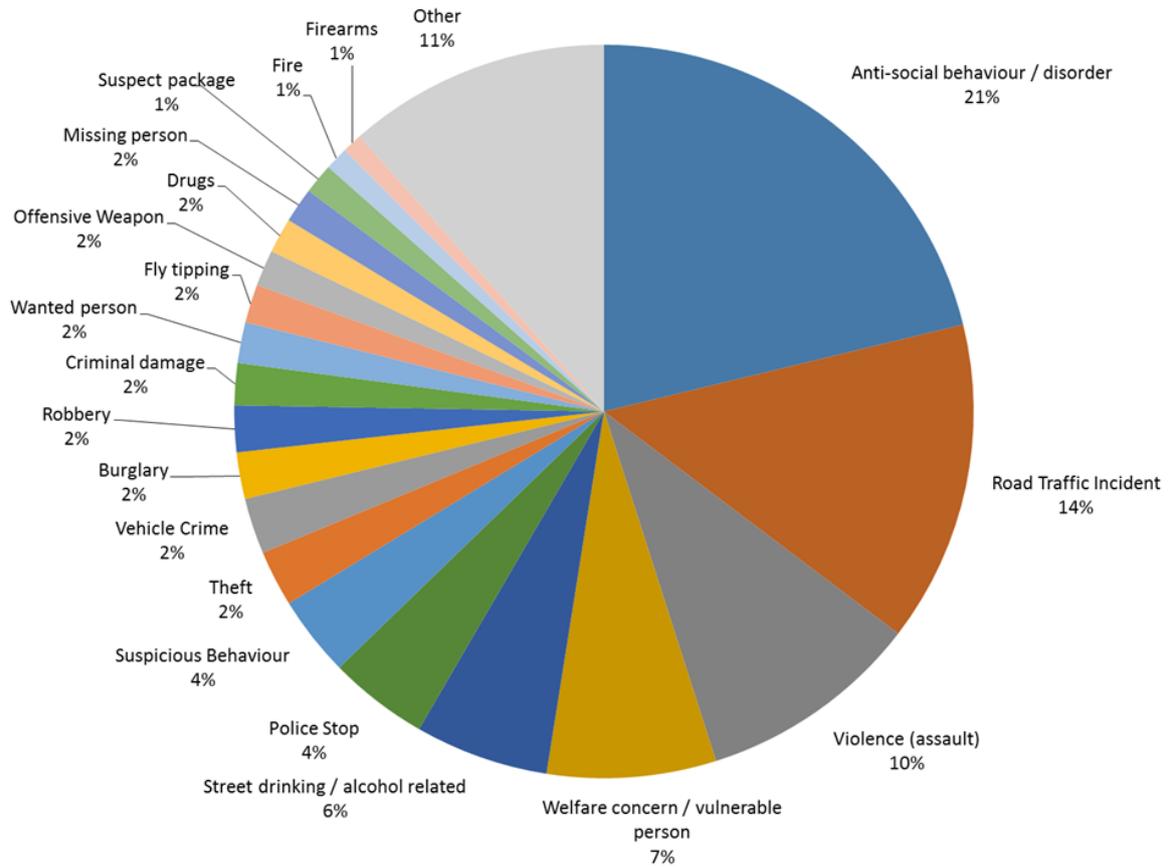
1.3.2 This equates to:

- more than 200% increase in reactive incidents Since 2015, and more than 150% increase in proactive incidents since 2015

Impact of CCTV interventions

- 1.3.3 In total during the 12 months period up to June 2017 Barnet CCTV cameras contributed to the arrest of 374 individuals for offences which have been committed.
- 1.3.4 The Barnet CCTV cameras support the police in identifying and arresting suspects in several ways, including: spotting an incident happening live and alerting the police; responding to a live incident to which they have been alerted to by the police; as well as providing retrospective footage of incidents to assist the police identify and prosecute perpetrators.
- 1.3.5 With regards to the retrospective footage Barnet CCTV has, this 12-month period, provided the police with 230 evidential packs to support investigations
- 1.3.6 During this period, live interventions by Barnet CCTV have been instrumental in leading to the identification and arrest of suspects for a wider range of offences, including: 9 burglaries, 8 assaults, 5 firearms related offences. Other offences include Offensive weapon, Assault, robbery, Drugs, Theft, Sexual offences, Drink driving, criminal damage and Going equipped to steal.

Breakdown of incidents spotted (12 month period)



New developments and next steps

Expanding ANPR coverage

- 1.4.1 During 2017 the Council's Community Safety team delivered an expansion in the Automatic Number Plate Recognition (ANPR) Camera coverage across the borough. Through a joint initiative between Barnet Council and the Metropolitan Police, new ANPR cameras have been deployed and are now live 24 hours a day, 7 days a week.
- 1.4.2 Vehicle details linked to more than 500 convicted thieves and burglars have been uploaded by the police onto the ANPR system connected to these cameras.
- 1.4.3 These cameras will:
 - help deter and prevent crime involving vehicles,
 - help the police identify the perpetrators and
 - provide evidence to bring perpetrators them to justice, helping to make Barnet safer.
- 1.4.4 The ANPR expansion is one of a number of joint initiatives the Safer Communities Partnership has delivered aimed at reducing the rate of Burglary in Barnet. These initiatives include: The MetTrace Project (which has deployed SmartWater property marking into over 15,000 households in Barnet); targeted crime prevention advice given by Barnet police to over 1,000 homes; and Barnet Neighbourhood Watch training of over 400 watch coordinators to deliver crime preventions training in their local area in Barnet.
- 1.4.5 Together these initiatives are contributing to a significant long-term reduction in the rate of burglary in Barnet. In the last 12 months¹ the rate of burglary in Barnet was 8.9 per 1000 residents – a 30% reduction compared to five years ago (equating to more than 1450 fewer victims of burglary per year). Barnet Police Chief Superintendent Simon Rose said: “We are always looking for innovative ways to prevent burglary, with considerable success, but there is still a long way to go.”

Next Steps and for the Barnet community safety CCTV service

- *Strategic Review of CCTV*: The aim of the Strategic Review of CCTV, which is currently underway, is to identify savings, efficiency gains, opportunities for improved effectiveness of service delivery, identify income generation opportunities, and to ensure future CCTV, ANPR and related surveillance delivery remains compliant with all relevant legislation.
- *Annual camera locations review*: To maximise the use of the camera asset, and ensure the cameras are placed in the locations where there is the greatest need, a review is being completed of current and potential deployment

¹ 12 Months to November 2017

locations, this review takes into account the levels of reported crime, anti-social behaviour and environmental crime

- Adoption of new technology: The level of technology has been developing rapidly in the CCTV field, one of the objectives of the *CCTV Strategic Review* (outlined above) is to provide recommendations as to what new technologies can be adopted to enhance the effectiveness of the CCTV scheme in Barnet.

2. REASONS FOR RECOMMENDATIONS

1. That the Community Leadership Committee (CLC) note the progress made on transforming Barnet's CCTV service and capabilities.

2. That the Community Leadership Committee (CLC) note the future actions (next steps).

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not relevant in relation to this report.

4. POST DECISION IMPLEMENTATION

4.1 There are no decisions that are required to be made in relation to this update.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's Corporate Plan 2015-20 sets out the following strategic objectives:

5.1.2 That Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

- Of opportunity, where people can further their quality of life
- Where responsibility is shared, fairly
- Where people are helped to help themselves, recognising that prevention is better than cure

- Where services are delivered efficiently to get value for money for the taxpayer.

5.1.3 The effective delivery of the Community Safety CCTV scheme supports Barnet in achieving the commitment set out in the corporate plan: that Barnet will be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe.

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

5.2.1 The 2014/15 – 2019/20 transformation of the Community Safety CCTV delivery model set out to deliver equipment and infrastructure upgrades and improvements (as set out in the report above) at zero net costs with the capital outlay being repaid in full, from revenue contributions over the 5 years.

5.2.2 The table below outlines the current progress to date and projected position of the Revenue Contributions to Capital Outlay (RCCO) repayments.

<i>Description</i>	<i>Amount</i>
RCCO funding for CCTV and ANPR upgrades provided in 2014 (to be repaid by end 2018/19)	(£912,000)
Revenue Contributions to Capital Outlay (RCCO) repayment from revenue savings to date (as at Feb 2018)	£519,000
Projected 2017/18 repayment	£212,750
Projected 2018/19 repayment	£180,250
Total projected RCCO repayments by end of the 5-year period at end of 2018/19	£912,000
Projected remaining RCCO repayment balance at end of 2018/19	£0

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 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 section 5 Crime and Disorder Act 1998 as amended by section 108 of 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 Under section 19 of the Police and Justice Act 2006 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 a system of overview and scrutiny committees save for the statutory Health Overview and Scrutiny Committee. 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 Article 7 section 7.5 in the Council's constitution sets out the responsibility for functions of the Community Leadership Committee which include, responsibility for civic events, community safety, emergency planning, registration and nationality service, grants to the voluntary sector.

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:
- 5.6.2 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.

5.6.3 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.7 Consultation and Engagement

5.7.1 Surveys and consultation exercise conducted in Barnet over the last 5 years indicate that:

- 80% of respondents agreed CCTV cameras can dissuade criminal activity.
- Respondents felt that CCTV is most effective in reducing anti-social behaviour and violence against the person.
- 51% of respondents thought that CCTV cameras are not signposted well enough to deter anti-social behaviour or other illegal activities.
- 72% would like to see additional CCTV cameras installed in their area.
- 76% of respondents are against a reduction in the number of CCTV cameras in their area.

5.8 Insight

Not relevant in relation to this report.

6. BACKGROUND PAPERS

Community Leadership Committee 6th September 2017

Agenda Item 10 “*Update on the annual strategic crime needs Assessment*”

<https://barnet.moderngov.co.uk/documents/s41920/Update%20on%20the%20annual%20strategic%20crime%20needs%20Assessment.pdf>

Community Leadership Committee 9th September 2015

Agenda Item 8 “*CCTV Transformation Project - Progress Report*”

<https://barnet.moderngov.co.uk/documents/s25639/CCTV%20Update%20CLC%20Sep%202015.pdf>

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	<p>Community Leadership Committee</p> <p>15 March 2018</p>
<p style="text-align: right;">Title</p>	<p>Draft Corporate Plan 2018/19</p>
<p style="text-align: right;">Report of</p>	<p>Councillor David Longstaff</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Draft Corporate Plan 2018/19 addendum</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Sara Elias-Bassett, Community Engagement, Participation and Strategy Lead sara.elias-bassett@barnet.gov.uk Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk Hannah Chillingworth, Strategy Officer hannah.chillingworth@barnet.gov.uk</p>

Summary

In March 2015, a five year Commissioning Plan was approved up to 2020, which set out the *key activities* and *targets* for the Community Leadership Committee across its core areas of responsibility. All Theme Committees agreed a Commissioning Plan. Each year the Commissioning Plans are refreshed and an addendum published. This year the Commissioning Plans have been incorporated as part of the Corporate Plan 2018/19 addendum, as appendices.

This report sets out the draft Corporate Plan 2018/19 addendum, with the appendix for Community Leadership Committee. The Corporate Plan 2018/19 addendum, with all Theme Committee appendices, was considered by Policy and Resources Committee on 13 February 2018 before being ratified by Council on 6 March 2018.

Officers Recommendations

That the Committee review the *key activities* and *targets* for the Community Leadership Committee in the draft Corporate Plan 2018/19 addendum, and recommend any changes.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan was agreed by Council on 14 April 2015. It set the direction for the council up to 2020, including the *corporate priorities* and *targets* against which progress is measured. Each year the *corporate priorities* and *targets* are reviewed to ensure they remain focused on the things that matter most to the council; and these are published in an addendum to the Corporate Plan. Alongside this, each Theme Committee agreed a five year Commissioning Plan up to 2020, which set out the *key activities* and *targets* for its core areas of responsibility. These are also refreshed annually.
- 1.2 This year the Corporate Plan and Commissioning Plans have been streamlined into one document – the **Corporate Plan 2018/19 addendum (see Appendix A)**. The main body of the document has been slimmed down to focus on the council's *purpose*, *corporate priorities*, *staff values* and *financial position*. The *key activities* and *targets* for each Theme Committee (replacing the Commissioning Plans) have been set out in separate appendices (see Appendix D for the Community Leadership Committee).

Key Activities

Corporate priorities

- 1.3 The *corporate priorities* for 2018/19 have been set out by Theme Committee, and include two *corporate priorities* that fall under the remit of the Community Leadership Committee. These are:
- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), the council works with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues to ensure Barnet continues to be one of the safest boroughs in London. Preventing the most vulnerable members of our communities (adults and young people) from being victims of crime, especially violent crime and criminal exploitation (Child Sexual Exploitation, gangs) will remain a priority for the partnership, as well as responding to environmental crime (for example, fly-tipping, littering, unlawful encampments) which impacts on the quality of life of our local residents and businesses. The approach to prevention will remain balanced with enforcement where those who commit offences will be held to account through either criminal or civil enforcement. The Community Safety Team will continue to develop the multi-agency response to areas in Barnet subjected repeatedly to ASB and crime. Safeguarding children and vulnerable adults remains at the heart of Barnet's Community Safety Strategy.

- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. The strategy emphasises the importance of building victim and family resilience by providing co-ordinated services, making VAWG everyone's business and holding perpetrators to account for their behaviour. The strategy recognises the partnership approach needed to ensure victims of domestic abuse who have complex needs such as mental health and substance misuse are fully supported and able to access the right services at the right time.

Additional Priorities for this Committee

1.4 In addition to the two *corporate priorities* above, it is proposed that the Community Leadership Committee focus on the following two additional priorities and the key activities outlined below in 2018/19:

- **Co-ordinating a package of measures to support community activity and resilience:** we will focus on the strengths and opportunities in our communities and support residents to help themselves to better manage demand on council services and support an engaged and thriving community. Over the next year we will be developing our Barnet Community web page to showcase how residents and businesses can find out how they can get more involved with the community and signpost community and voluntary groups to support available in the borough to help them do what they do best. We will support our voluntary sector to be sustainable, and look for opportunities for staff to further support the voluntary sector through skills sharing and development, which will also provide professional development opportunities for staff. To complement this, we will be developing a programme of support for the voluntary, community and faith sector to help it to be sustainable, resilient, and a key strategic partner to the council.
- **Emergency planning, preparedness and response:** the council will continue its work through the Barnet Borough Resilience Forum (BBRF), jointly leading partners with London Fire Brigade to plan and prepare for emergencies both strategically and operationally by involving multi agency resilience partners in targeted planning, training and exercising. Working with other responders via the BBRF, create impetus for community resilience to enhance initiatives to improve public understanding of and involvement in emergency planning across the borough. Through targeted warning and informing messages the BBRF are encouraging local communities to become involved in emergency planning, preparedness, resilience and response to local incidents. We will continue to share information with resilience partners to ensure a multi-agency approach to identifying and supporting vulnerable residents during emergency situations with a clear focus on prevention and partnership working.

Targets

- 1.5 The suite of indicators for the Community Leadership Committee has been reviewed in line with the *corporate priorities* and *key activities* for 2018/19 and condensed to ensure they remain focused on these. The proposed targets for 2018/19 (and any revisions to targets for 2019/20) have been presented in 'red' text (in Appendix D).

Next steps

- 1.6 Members are invited to review the *key activities* and *targets* in Appendix D and make any recommendations for changes. The Corporate Plan 2018/19 addendum was considered at Policy and Resources on 13 February 2018 and will be presented to Council on 6 March 2018 for approval, subject to any changes to the key activities or indicators made by the Assets, Regeneration and Growth Committee on 12 March 2018 or the Community Leadership Committee on 15 March 2018 relating to these specific appendices. Any changes will be incorporated ahead of the final Corporate Plan 2018/19 Addendum being published.
- 1.7 The Corporate Plan will continue to be monitored by Performance and Contract Management Committee on a quarterly basis and the Community Leadership Committee will receive a progress report at least annually on the *key activities* and *targets*.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to have a Corporate Plan but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The refreshed Corporate Plan 2018/19 addendum was presented to the Policy and Resources Committee on 13 February 2018 and Council on 6 March 2018. Revisions to the Community Leadership Appendix will be communicated internally and with key stakeholders ahead of publishing the Corporate Plan.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 This report invites Members to review the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the *key activities* and *targets* for the Committee.

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

5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

5.2.2 The Corporate Plan 2018/19 addendum has been informed by the Medium Term Financial Strategy, which sets out the need to make savings of £39.5million. The MTFS displays a balanced position for 2018/19 however a £5.9m gap is still currently anticipated for 2019/20. Work to resolve this gap is ongoing and options will be presented to Policy and Resources Committee meetings to recommend to Full Council in due course. There aren't any savings proposed for the Community Leadership Committee in 2018/19, but it is proposed that the Committee will save £243,000 in 2019/20 from reduced expenditure on CCTV once the capital contribution towards the investment has been repaid.

5.3 Social Value

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

5.4 Legal and Constitutional References

5.4.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

The Council's Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Council Committees. The responsibilities of the Community Leadership Committee include “responsibility for civic events, community safety, emergency planning, registration and nationality service, grants to the voluntary sector”.

5.5 Risk Management

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high level service/joint risks) is reported to Performance and Contract Management Committee as part of the Performance Monitoring Report.

5.6 Equalities and Diversity

5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

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

5.7 Corporate Parenting

Not applicable.

5.8 Consultation and Engagement

5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.

5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has aimed to:

- Create a stronger link between strategy, priorities and resources

- Place a stronger emphasis on commissioning as a driver of the business planning process
- Focus on how the council will use its resources to achieve its Corporate Plan.

5.9 Insight

Not applicable.

6 BACKGROUND PAPERS

- 6.1 The Corporate Plan 2015-2020, along with the addendums for 2016/17 and 2017/18 are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

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Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

Our job is to work together for residents and businesses to ensure:

- successful places;
- great outcomes;
- quality services; and
- resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority across the council is the Children's Services Improvement Plan, following our inadequate Ofsted inspection. Although this priority is owned by the Children, Education, Libraries and Safeguarding Committee (see Appendix C); all of our Theme Committees are fully committed to the delivery of the Children's Services Improvement Plan.

- **Children's Services Improvement Plan:** we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.
- **Integrating local health and social care:** we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council; our Local Plan identifies more than 27,000 homes being delivered. This includes over 10,000 within the Colindale growth area and 7,500 at Brent Cross alongside the infrastructure required to support them. The council also has a range of other regeneration and intensification schemes across the borough being delivered through strategic partnerships, as well as a new programme of building homes on the council's own surplus sites in partnership with the Barnet Group, including more than 330 for affordable rent.
- **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), the council works with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues to ensure Barnet continues to be one of the safest boroughs in London. Preventing the most vulnerable members of our communities (adults and young people) from being victims of crime, especially violent crime and criminal exploitation (Child Sexual Exploitation, gangs) will remain a priority for the partnership, as well as responding to environmental crime (for example, fly-tipping, littering, unlawful encampments) which impacts on the quality of life of our local residents and businesses. The approach to prevention will remain balanced with enforcement where those who commit offences will be held to account through either criminal or civil enforcement. The Community Safety Team will continue to develop the multi-agency response to areas in Barnet subjected repeatedly to ASB and crime. Safeguarding children and vulnerable adults remains at the heart of Barnet's Community Safety Strategy.
- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. The strategy emphasises the importance of building victim and family resilience by providing co-ordinated services, making VAWG everyone's business and holding perpetrators to account for their behaviour. The strategy recognises the partnership approach needed to ensure victims of domestic abuse who have complex needs such as mental health and substance misuse are fully supported and able to access the right services at the right time.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years) and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in North London Business Park and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.
- **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.

5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council’s financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

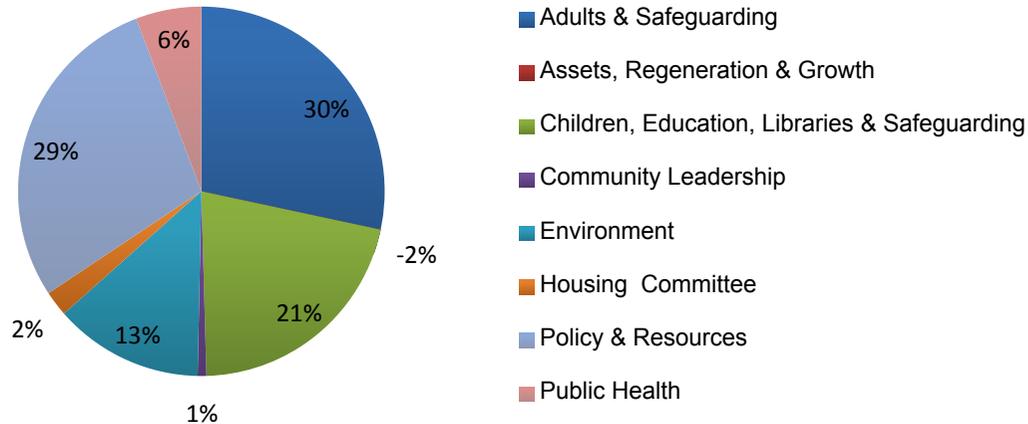
The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council’s total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council’s revenue budget at the start of 2018/19 is £296.5million, which is split by the main council Theme Committees as follows:

Barnet Council's Revenue Budget 2018/19: £296.5million



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

Theme Committee	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	(2,980)	(4,917)	(7,897)
Assets, Regeneration & Growth	(2,355)	(2,308)	(4,663)
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	(5,590)
Community Leadership	0	(243)	(243)
Environment	(1,915)	(2,780)	(4,695)
Policy & Resources	(1,345)	(4,123)	(5,468)
Total	(11,287)	(17,269)	(28,556)

Appendix D: Community Leadership Committee

Introduction

Barnet benefits from having safe, strong and cohesive communities and we want to ensure this continues. This means working with the police so that crime levels in the borough remain low and people feel safe, and that locations that experience persistent crime and anti-social behaviour (ASB) are made safe by working closely with our partners to provide an effective response. Victims of crime and ASB will continue to be well supported and offenders managed effectively by public sector agencies to keep re-offending rates low. Our vision is for our communities to be engaged and more cohesive, with residents and community groups being involved in the design and delivery of services where appropriate, and residents having more options available for the delivery of services and outcomes. Communities will also take responsibility for their local areas, will be independent, resilient, and equipped to respond quickly and appropriately in the event of an emergency.

Key successes from 2017/18

Corporate priorities

- **Safer communities**

We have worked in partnership with the police to expand the Automatic Number Plate Recognition (ANPR) camera coverage across the borough. The cameras are live 24 hours a day; they deter and prevent crime involving vehicles, helping to make Barnet Safer. We have also worked with and local voluntary and community organisations to set up Hate Crime reporting centres across the borough. The centres aim to support victims and witnesses of Hate Crime to report it. Alongside Victim Support we have delivered the “Barnet ASB victim support Project” which supports and advocates for victims and witnesses of anti-social behaviour and keeps them informed of the actions being taken. Over 90% of people supported by this project said they would recommend the service to others.

- **Tackling issues with domestic violence, mental health and substance misuse**

Work has been undertaken to understand the prevalence of these three issues, their interrelationships and how they are a factor in raising the risk to victims and level of demand on services. As a result of this work, we are aiming to identify improvements to the multi-agency approach to risk identification, management, early intervention and prevention for such cases.

Additional priorities for this Committee

- **Co-ordinating a package of measures to support community activity and resilience**

The council has developed a Community Participation Strategy which outlines a range of activities which aim to ensure that we engage more effectively with communities. For example, the council has launched a crowdfunding platform which has seen 19 community projects listed between July 2017 and September 2017, with six projects being fully funded (five of which did not require a financial contribution from the council). The 'Barnet Together' communications campaign has been delivered to signpost people to volunteering and community participation activities in the borough. The Spring Residents' Perception Survey saw the percentage of residents who volunteer regularly rise from 23% in 2016 to 30% in 2017 (over the period of the campaign). The Barnet Community Directory has been delivered to improve information sharing on our community assets and strengths, with outreach being led by Groundwork London with support from Re's Section 106 outreach workers, GP Health Champions and Adults and Communities' new Local Area Coordinators. A Community Participation and Engagement Network has been established to promote information sharing and partnership working between council officers who engage with community groups as part of their role. This intends to help mainstream the delivery of the VCS Charter and Community Participation Strategy objectives across the council. Finally, ongoing work has been undertaken to promote the take-up of employee volunteering, for example through Volunteers Week, Dementia Friend Training and a new volunteering section on the staff Intranet.

- **Emergency planning, preparedness and response**

'Move to Critical' exercises for Business Continuity leads were delivered, testing protocols during a period of raised UK threat level and associated impact on services. We co-ordinated a volunteer response and provided mutual aid to the Grenfell Tower incident and Charcot Estate evacuation. We also delivered Counter Terrorism awareness training to staff and Members, and delivered the Unexploded Ordnance workshop for multi-agency resilience partners to examine in detail the process of evacuating and sheltering large numbers of people, as well as delivering the Cyber Security Exercise to council business continuity leads in November 2017. We have introduced ideas to Children and Youth Practitioners for the involvement of young people in Emergency Planning awareness projects as part of our duty to warn and inform the public, and have used our position as London Local Authority representative on the London Faith Sector Panel to encourage Borough Resilience partners across London to engage with their local Faith and Community Groups to increase the effectiveness of responding networks.

Key activities for 2018/19

Corporate priorities

- **Safer communities**

In 2018/19, we will increase our engagement with our local communities, keeping them informed of the action taken to respond to crime and ASB. This includes introducing the OWL (Online Watch Link) app to Barnet. Residents who sign up will receive the latest crime prevention advice and updates from their Neighbourhood Policing Team and Neighbourhood Watch. We will work with our local community groups to respond to Hate Crime through our joint working with Barnet Mencap whom we have funded to deliver Barnet's

multi-agency Hate Crime Action plan and recruitment of a Hate Crime Co-ordinator for Barnet. We will continue to develop our multi-agency response targeting areas in Barnet subjected to persistent crime and anti-social behaviour. Safeguarding vulnerable adults and children who are at risk of radicalisation, violence and criminal exploitation will remain a key priority for the partnership. Having established a new Corporate Enforcement Policy for the council, the partnership will continue to balance the use of enforcement with prevention, ensuring enforcement action is taken where necessary.

- **Tackling issues with domestic violence, mental health and substance misuse**

We will implement the new Violence against Women and Girls Strategy which will focus on preventing violence against women and girls; improving outcomes for victims and their children; holding perpetrators to account and enhancing joint working practices between agencies. The new strategy emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as Domestic Violence, mental health and substance misuse. We will be working to improve our understanding of the inter-relationship between Domestic Violence, mental health and substance misuse. As a result of this work we are aiming to identify improvements to the multi-agency approach to risk identification, management, early intervention and prevention in order to reduce the risk and harm caused by domestic abuse. The council will continue to invest in the frontline services that support victims which include provisions such as the refuge, independent domestic violence advocacy service, the high risk DV Panel and the perpetrators programme.

Additional priorities for this Committee

- **Co-ordinating a package of measures to support community activity and resilience**

Over the next year we will be developing our Barnet Community web page to showcase how residents and businesses can find out how they can get more involved with the community and signpost community and voluntary groups to support available in the borough to help them do what they do best. We will support our voluntary sector to be sustainable, and look for opportunities for staff to further support the voluntary sector through skills sharing and development, which will also provide professional development opportunities for staff. To complement this, we will be developing a programme of support for the voluntary, community and faith sector to help it to be sustainable, resilient, and a key strategic partner to the council.

- **Emergency planning, preparedness and response**

The council will continue its work through the Barnet Borough Resilience Forum (BBRF), jointly leading partners with London Fire Brigade to plan and prepare for emergencies both strategically and operationally by involving multi agency resilience partners in targeted planning, training and exercising. Working with other responders via the BBRF, create impetus for community resilience to enhance initiatives to improve public understanding of and involvement in emergency planning across the borough. Through targeted warning and informing messages the BBRF are encouraging local communities to become involved in emergency planning, preparedness, resilience and response to local incidents. We will continue to share information with resilience partners to ensure a multi-agency

approach to identifying and supporting vulnerable residents during emergency situations with a clear focus on prevention and partnership working.

Indicators for 2018/19

Corporate priorities

- **Safer communities**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences ¹	New for 2017/18	New for 2017/18	Sustain reductions	69.4	Sustain reductions	Sustain reductions
CPI	CG/S4 (RPS - Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68%	67% (Autumn 2016)	68% (Autumn Only)	60% (Autumn 2017) (R)	68%	68%
SPI	CG/C27	Number of Racist & Religious Hate Crime	Monitor	717	Monitor	178 ²	Monitor	Monitor
SPI	CG/C4	Proven re-offending rate (Ministry of Justice)	Decrease	20.2%	Monitor	20.2%	Monitor	Decrease

- **Tackling issues with domestic violence, mental health, and substance misuse**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Increase	32.4%	Monitor	20.6%	Monitor	Increase

Additional priorities for this Committee

¹ Targets will be set once the policing plan is issued in spring 2017.

² Result for September to November 2017. Methodology for reporting changed by MOPAC, with result reported on a month-by-month basis rather than a rolling 12-month period. Therefore, result not comparable with previous quarters.

- **Co-ordinating a package of measures to support community activity and resilience**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their neighbourhood	74%	76% (Autumn 2016) (G)	75% (Autumn Only)	75% (Autumn 2017) (G)	76%	77%
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month	29%	23% (Autumn 2016) (RA)	29% (Spring Only)	Spring survey – not reported	33%	35%
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area	53%	52% (Autumn 2016) (G)	54% (Spring Only)	Spring survey – not reported	54%	56%
SPI	CG/C5 (RPS - Annual)	Percentage of residents who agree that people from different backgrounds get on well together in Barnet	Remain at or above 85%	81% (Autumn 2016) (G)	85% (Autumn Only)	84% (Autumn 2017) (G)	85%	85%

**London Borough of Barnet
Community Leadership Work
Plan
February 2018 - March 2018**

Contact: Abigail Lewis 020 8359 4369 abigail.lewis@barnet.gov.uk

Title of Report	Overview of decision	Officer	Issue Type (Non key/Key/Urgent)
15 March 2018			
Corporate Grants Programme 2017/18 grant applications (standing item)	To consider applications made to the Corporate Grants Programme for funding of between £5,000 and £9,999.	Grants Manager	Non-key
Draft Corporate Plan 2018/19 - with CL activities and indicators		Community Engagement, Participation and Strategy Lead	Non-key
Nomination for Assets of Community Value (if any)	That the Committee make a determination on (any) received nomination.	Community Engagement, Participation and Strategy Lead	Non-key
Annual Update on the delivery and outcomes of the Community Safety Public space CCTV scheme.		Community Safety Manager	Non-key
Q3 2017/18 performance report		Head of Performance and Risk	Non-key
12 June 2018			
Update on annual refresh on Community Safety Strategy		Strategic Lead - Safer Communities Environment Commissioning Group	Non-key

Title of Report	Overview of decision	Officer	Issue Type (Non key/Key/Urgent)
Corporate Grants (Standing item)		Grants Manager	Non-key
Nomination for Assets of Community Value (if any) 2018		Community Engagement, Participation and Strategy Lead	Non-key
Update Report: Preventing and Responding to Violence against Women and Girls & Domestic Violence and Abuse (VAWG & DVA) in Barnet 2017-2010		Strategic Lead - Safer Communities Environment Commissioning Group	Non-key
Report on actions arising from the Emergency Planning Review and arrangements in the Borough to deal with incidences of terrorism		Head of Information Management	Non-key
9 October 2018			
Outcome of Annual Strategic-Crime needs assessment		Strategic Lead - Safer Communities Environment Commissioning Group	Non-key

Title of Report	Overview of decision	Officer	Issue Type (Non key/Key/Urgent)
Corporate Grants (Standing item)		Grants Manager	Non-key
Nomination for Assets of Community Value (if any) 2018		Community Engagement, Participation and Strategy Lead	Non-key