

MEETING

LOCAL STRATEGIC PARTNERSHIP (BARNET PARTNERSHIP BOARD)

DATE AND TIME

MONDAY 30TH JANUARY, 2017

AT 8.30AM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF LOCAL STRATEGIC PARTNERSHIP (BARNET PARTNERSHIP BOARD)

Chairman: Councillor Richard Cornelius, London Borough of Barnet

Councillors

Councillor Pauline Coakley Webb, London Borough of Barnet
Councillor Ross Houston, London Borough of Barnet
Councillor David Longstaff, London Borough of Barnet
Councillor Barry Rawlings, London Borough of Barnet
Councillor Daniel Thomas BA (Hons), London Borough of Barnet

Partners

David Partridge, Argent Related
Dr Debbie Frost, Barnet Clinical Commissioning Group
David Byrne, Barnet and Southgate College
Tom Nathan, Brent Cross Shopping Centre
Julie Pal, Community Barnet
Katrina Baker, Groundwork
Olivia Hargadon, Job Centre Plus
Professor Tim Blackman, Middlesex University
James Kennedy, Middlesex University
Paula Light, Metropolitan Police
Simon Rose, Metropolitan Police
Heath Harvey, Saracens
Gordon Banks, Saracens
Andrew Drakers, West London Business Federation of Small Businesses (North London Branch)

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

Governance Service contact: Andrew Charlwood, 020 8359 2014,
andrew.charlwood@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ORDER OF BUSINESS

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5.	Brent Cross Cricklewood <i>To set out progress of the Brent Cross Cricklewood regeneration scheme and future proposals</i> <i>To receive presentations from Argent Related and Hammerson</i>	Presentation
6.	Apprenticeships Levy <i>To consider the implications of the levy and opportunities for collaboration</i>	17 - 20
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Barnet Partnership Board

MINUTES OF MEETING HELD ON 18 November 2013 at Hendon Town Hall, The Burroughs, NW4 4BG

AGENDA ITEM 1

PRESENT:

Cllr Richard Cornelius (Chairman)	The Leader of the Council
Cllr Helena Hart	Cabinet Member for Public Health
Cllr David Longstaff	Cabinet Member for Resident Safety and Engagement
Cllr Robert Rams	Cabinet Member for Customer Access and Partnerships
Andrew Travers	Chief Executive, LBB
Chris Naylor	Chief Operating Officer, LBB
Pam Wharfe	Strategic Director for Growth and Environment
Kate Kennally	Strategic Director for Communities
David Byrne	Barnet and Southgate College
John Morton	Barnet Clinical Commissioning Group
Adrian Usher	Metropolitan Police

LBB OFFICERS:

Stephen Evans	Commissioning Group, LBB
Paul Frost	Assurance Group, LBB

1. MINUTES OF THE PREVIOUS MEETING

That the minutes of the meeting held on 23 May 2013 be approved as an accurate record.

2. APOLOGIES FOR ABSENCE

An apology for absence was received from the following:

Cllr Daniel Thomas, Deputy Leader of the Council and Cabinet Member for Resource and Performance
Cllr Reuben Thompstone, Cabinet Member for Education, Children and Families
Steve Knight, Middlesex University

An apology for lateness was received from Mr David Byrne, Barnet and Southgate College.

3. BARNET PRIORITIES AND SPENDING REVIEW

The London Borough of Barnet's Chief Executive introduced the report and noted the challenges the authority and its partners face whilst illustrating the ambition of target savings of £185m during 2015 – 2020.

The Chief Executive highlighted the need for effective partnership working and requested that Board Members note the Efficiency and Service Integrated proposals along with the programme of Community Budget proposals as identified within the report.

Board Members discussed the implications the proposals had to their direct areas of responsibility and noted the challenges and risks ahead. It was also noted the importance of getting right the future of Governance arrangements were both nationally and locally.

Furthermore it was noted that the Health and Well-Being Board are to receive a report at a future meeting that outline's the Borough's plans for use of the Integration Transformation Fund to progress health and social integration.

The Chief Executive concluded by stating that the report captures good intentions and a positive start to the shared ownership of Barnet's Priorities and Spending Review.

Resolved

- That the Barnet Partnership Board agreed the programme of proposals for efficiency and service integration and noted the inclusion of the economic and feasibility assessment as outlined within the report.
- That the Barnet Partnership Board approve commitment to ensure the development and the delivery of the programme and its business case.
- That a further report be submitted to a future meeting of the Barnet Partnership Board in order to display development.

4. DEVELOPING A GROWTH DEAL FOR THE WEST LONDON ALLIANCE

The London Borough of Barnet's Chief Executive introduced the report and highlighted the work streams which the report identified.

The Chief Executive explained that the national agenda for Communities is to deliver national growth and that the London Borough of Barnet's commitment is to enable success via strong partnership arrangements, which the West London Alliance is striving to achieve. The Chief Executive also commented on the authority's priority to support the employment, skills and growth within the Borough, underpinned by the authority's Corporate Plan.

The promotion of the West London Alliance's values was noted by Board Members and the funding stream which enables growth of the five identified work streams.

The Barnet Partnership Board was keen to achieve delivery within the London Borough of Barnet whilst noting that the Borough is a pioneer of Health and Social Care integration.

Resolved

That the Barnet Partnership Board note the contents of the report and the work streams identified that are to be delivered by the West London Alliance.

5. EQUALITY AND COHESION IN BARNET

The Leader of the Council introduced the report and stated that Equality and

Cohesion are fundamental in the London Borough of Barnet. The Leader noted the importance of partnership working in order to deliver and maintain the Equalities Policy and the Strategy that works in parallel.

Board Members noted that the public consultation of the draft Equalities which runs until December 2013 and all were encouraged to take part in the process. Furthermore it was noted that this engagement process offers good opportunity to promote communities within the Borough.

Resolved

That the Barnet Partnership Board note the contents of the report and the draft Equalities Policy and its public consultation.

6. UPDATE FROM SUB BOARDS

(a) HEALTH AND WELLBEING BOARD UPDATE

The Cabinet Member for Public Health introduced the report and highlighted the desire to increase physical activity within the Borough. The Cabinet Member provided an update of the progress the Health and Well-Being Board had made since May 2013.

Board Members discussed the performance matrix within the report and noted both successes and areas of concern. During the deliberation views were provided on the reasoning why the length of time spent by householders in short-term nightly purchased accommodation had risen.

Board Members agreed that NSH England were a key partner and Barnet's relationship was vital in order for continued successes to be delivered.

Resolved

That the Barnet Partnership Board note the update on the Health and Well-Being Board

(b) SAFER COMMUNITIES BOARD

The Cabinet Member for Resident Safety and Engagement introduced the report and informed Board Members that the Safer Communities Partnership Board terms of reference had been improved.

The Cabinet Member stated that the Head of Community Safety had been appointed. Board Members discussed the reduction in crime in the Borough and also noted the increased usage of CCTV which is to be introduced to the Borough early 2014.

Resolved

That the Barnet Partnership Board note the contents of the report.

(c) CHILDREN'S TRUST BOARD

The Strategic Director for Communities introduced the report and provided an update for Board Members on the progress made by the Children's Trust Board. It was noted that performance indicators must be effectively monitored and coordinated to ensure that partners continue to work together to improve the well-being of children and young people.

The Strategic Director for Communities emphasised the Budget proposals for 2014/15 and the challenges ahead as the Children's Trust Board's update of its works programme was noted.

Board Members discussed the importance of Early Year's Intervention and the London Borough of Barnet's Education Strategy, in particular its desire to enable young people to be economically independent via employment.

The Strategic Director for Communities also noted that November 2013 was Safeguarding Month and, as such a good opportunity to remember of the important role safeguarding plays.

Board Members noted that Safeguarding is key priority for all and understood that this strengthens the role of the Barnet Partnership Board.

Resolved

That the Barnet Partnership Board note the contents of the report.

7. ANY OTHER BUSINESS

No other business was discussed.

The meeting finished at 9:18am

MEETING: Barnet Partnership Board	Date: 30 January 2017
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REPORT OF: Cath Shaw Deputy Chief Executive (Interim)
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SUMMARY AND PURPOSE OF REPORT: To seek agreement to the five partnership themes

INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD: To review and agree the five themes for working together outlined in the paper

CONTACT FOR FURTHER INFORMATION: Hannah Chillingworth Strategy Officer Hannah.Chillingworth@Barnet.gov.uk (020 8359 3598)

Overview

1. The purpose of this paper is to outline the five proposed themes for working together across the partnership, and to highlight existing work and opportunities for future collaboration that falls under these themes. The themes are:
 - Entrepreneurial Barnet
 - Community participation
 - Use of assets
 - Smart cities
 - Arts and culture
2. This paper asks for agreement on using these themes as a basis for working together and setting the context for the partnership. The aim is that these themes will underpin the agendas of future Partnership Board meetings.

The Five Partnership Themes

Entrepreneurial Barnet

3. This theme is about supporting our residents and businesses to get the most out of the opportunities that local growth brings to the borough, therefore updates on major regeneration projects, including Brent Cross, will form a key part of this theme.
4. The Entrepreneurial Barnet Board includes a range of public sector partners including Middlesex University, Barnet and Southgate College, and Job Centre Plus, and

focuses on realising the vision of making Barnet the best place in London to be a small business, grouped around five objectives: getting the basics right; a great place to live, work and invest; skilled employees and entrepreneurs; access to markets; and business growth.

5. This theme covers targeted outreach to support young people and those at risk of being left behind, as well as reducing barriers to employment through employment and skills support, and matching skills to local employment opportunities. Examples of existing projects in this scope include 'Working People, Working Places' (better known as "BOOST"), the 'Skills Escalator', and 'Opportunities for Young People'.
6. The Apprenticeship Levy which comes into force from 6 April 2017 will also fall under this theme.

Community participation

7. The Council's Corporate Plan 2015-2020 has an objective to create 'more involved, resilient communities'. The Council's vision is to develop a new relationship with residents that enable them to be independent and resilient and to take on greater responsibility for their local areas. This approach is consolidated within the Community Participation Strategy (CPS) and the work within this theme will complement the CPS.
8. Work in the scope of this theme covers anything that promotes community engagement and involvement in services, and work to facilitate the building of community capacity – the willingness and ability of the community to carry out civic responsibilities. This helps to build 'resilience' in the community meaning that residents are able to draw on available resource to solve local problems, and remain independent of statutory services.
9. This theme covers community outreach work, and encouraging more community involvement in the future of the local area. The aim is to reduce demand on services through empowering and equipping the community to be more resilient and enabling them to have a greater role in the design and delivery of services.
10. The emphasis here is currently on green spaces, leisure, and public health (although this theme is not limited to these areas), for example, the council has engaged with local residents and community groups to coordinate the development of the Copthall Sports and Recreation estate in Mill Hill. The Copthall Plan aims to deliver a range of sports and physical activities, support the development of new facilities and a new leisure centre, and ensure the positive management of the Green Belt to improve access to sports and open space, therefore increasing participation in sports and physical activity and promoting a healthier and more active population.

Use of Assets

11. There are opportunities for integrating services, 'place-based' commissioning, and the strategic use of public sector assets across the partnership, based on insight and evidence of need. This theme covers 'co-location' of services – housing several services under one roof, exploring the potential to release public land for development and making best use of strategic sites. The potential for joint working in this area is explored in more detail in a separate report to this meeting.

Smart Cities

12. This theme is focussed on innovation, technology, and digital. The Entrepreneurial Barnet Board currently leads this agenda jointly with partners, with the aim of harnessing new technology and innovation to drive service transformation and reduce dependency on statutory services.

13. Smart Cities encompasses a range of agendas, including:

- Internet of things – connecting internet and data collection to physical objects in the public realm, normally in the form of sensors, for example, parking sensors in town centres.
- Demand management – enabling people with higher levels of need to remain independent e.g. smart meters that detect when heating isn't turned on in cold weather.
- Community engagement and civic society – smart cities draws on technology to improve people's lives. There are opportunities for smart cities to engage with civic participation, volunteering, digital democracy and building of social capital. Examples include "civic passports" that could allow people to redeem time spent volunteering for goods and services based in community hubs.
- Transparency and big data – as well as physical hardware like sensors, software and data is an equally important component in smart cities approaches. The most obvious current manifestation of this is through the Barnet's approach to open data and transparency.

Arts and Culture

14. This theme will consider how the partnership can help to ensure that Barnet continues to be a vibrant and thriving place to live and that it is well poised to seize future opportunities that arise to develop arts and culture, either locally or as part of a wider London offer.

15. The new Mayor of London's consultation 'City for All' states that he is developing "*the world's first cultural infrastructure plan, giving an overview of all the city's cultural requirements to inform spatial and transport planning up to 2030, not just in central London but across the city.*"

16. The intention is to develop a strategic framework to maximise the impact of different partners' activity on arts and culture in Barnet.

Conclusion

17. The Board is invited to review the five themes outlined in this paper and to agree them as the focus for future partnership working.

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AGENDA ITEM 4

MEETING: Barnet Partnership Board	Date: Monday 30 January 2016
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REPORT OF: Cath Shaw, Interim Deputy Chief Executive and Commissioning Director for Growth and Development, LB Barnet

SUMMARY AND PURPOSE OF REPORT: Use of Public Sector Assets To identify options for improved use of public sector assets including possibilities for co-location agenda and potential public land which could be released for development.

INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD: The board is asked to note and endorse the LBB OPE Phase 5 grant funding application and to seek further ideas for OPE Phase 6.

CONTACT FOR FURTHER INFORMATION:

Chris Smith - Head of Estates Chris.Smith@Barnet.gov.uk
Tel: 020 8359 2987 Mob: 07713785762

Overview

1. Making most effective use of land and assets is an important area for potential collaboration between partners. The total market value of freehold property and land owned by the Council alone is £1.032bn, numbering over 1,300 properties. Coupled with this there are numerous other public sector bodies with ownerships in the Borough. These include healthcare, MOD, transport bodies, Government departments and others.
2. There may be opportunities to improve the quality – or reduce the cost – of service delivery through co-location, or to release land for direct development or for sale. This paper gives an overview of some of the initiatives the Council has undertaken to promote better use of land. It would be helpful if partners could identify other areas for potential collaboration, or ways in which they could be more fully involved in existing initiatives.

The One Public Estate Programme

3. LBB has been instrumental in recent years in the development of a number of land and property asset backed regeneration programmes which will continue to generate new homes and job opportunities over the next 10 to 15 years. OPE provides opportunities for LBB to work with other public sector partners to deliver more land and property based initiatives in both the short and medium term, in order to promote

more integrated and customer focussed services, reduced running costs, more housing, and the generation of future capital receipts.

4. London Borough of Barnet (LBB) joined the **One Public Estate** (OPE) programme in late 2014 as **Phase 2** members with an active portfolio of land and property based initiatives. These included:
 - Buildings Optimisation programme – we are on programme to deliver a running cost saving of £46.1m over 10 years;
 - New build development programme – Tranche 1 of which is programmed to deliver approximately 260 new mixed tenure residential units;
 - Sports & Physical Activities programme – we remain on track to generate a £1.2m running cost saving from 2018.
5. During Phase 2 we established the **LBB OPE Property Board**, bringing together senior public property leaders to identify and pursue opportunities to perform more efficiently by adopting a collective approach to asset management, with the aim of maximising financial and social returns from public land and assets. The Board meets quarterly and is chaired by the LBB Chief Executive. In support of this, we populated the electronic Property Information Mapping Service (e-PIMS) with civil estate datasets, providing a readily accessible rich picture of all property occupations and land interests across the borough.
6. In 2016 LBB were successful in securing £350k **OPE Phase 3** funding to work closely with neighbouring boroughs and health sector agencies to initiate the following:

(A) North West London cross-boundary working with Brent and Harrow Councils with the primary objective of utilisation of land and property assets to establish joint growth and employment opportunities along Barnet's western boundary. Specific work-streams comprise:

 - Edgware town centre - working closely with local developers and Transport for London, preparation of an urban design and public realm plan to enhance the town centre, promote accelerated development and create an improved transport hub;
 - Burnt Oak Hub – feasibility rationalisation of a number of publicly-owned assets and the potential for development of a multi-agency public service site;
 - Silk Stream flood risk assessment - tackling the flooding issues which cut through this area, to find a sustainable and comprehensive solution that enables more development to take place.

(B) Integrated Health Estates review, working with local Barnet Clinical Commissioning Group, NHS Property Services, Community Health Partnership and wider health sector providers to identify joint opportunities for asset rationalisation leading to a new pipeline of land release for disposal or development. Specific work-streams include:

 - Edgware Community Hospital - expansion and acceleration of site rationalisation / surplus land disposal in particular exploring scope for multi-agency integrated service provision and housing development;
 - Finchley Memorial Hospital – legal and planning review of land ownership with a review to potential release of land for development.
7. The Edgware Community Hospital project was undertaken during a period of continuing health and social care integration and the emergence of several NHS

devolution pilot projects. One of pilots focuses on the potential devolution of estates functions to the most appropriate level, spearheaded by **North Central London (NCL)** which comprises 5 CCGs, 5 local authorities, 4 acute trusts, 2 mental health trusts and 2 community trusts. The pilot recognises that existing NHS financial structures can sometimes make the release of land for procurement, assembly, development and disposal challenging.

8. LBB recently submitted a proposal requesting £500k of **OPE Phase 5** funding (please refer to the submission attached to this report), comprising the following initiatives:
 - New Southgate Opportunity Area (Crossrail 2 inspired Opportunity/ Growth Area);
 - Gateway Services sites acquisition (site acquisition from Highways England for use as a logistics hub);
 - 213-215 The Broadway, West Hendon (site assembly for residential development over potential doctors surgery/ community hub);
 - Colindale place shaping plan: using the Public Health England site which is due to be vacated in the early 2020s as a catalyst for change.
9. LBB expect to receive feedback from OPE representatives on OPE Phase 5 proposals at the end of January 2017. The Barnet Partnership Board is asked to note the LBB OPE Phase 5 grant funding application and to highlight any projects in which they would welcome further involvement.
10. There is also an opportunity to bid for further projects as part of **OPE Phase 6**. As an existing OPE member, the timetable for an OPE Phase 6 bid by LBB is as follows:

Application stage	March 2017*
Invitation to apply for additional funding to expand programme	7 April
Deadline for appendix to service and assets delivery plan (developed in partnership with OPE regional teams)	2 June
Decision – if approved, funding allocated and MoU revised	28 July

11. The Board is asked to identify any opportunities for greater collaborative working on assets, whether through existing OPE projects, new phase 6 bids, or outside of the OPE programme.

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AGENDA ITEM 6

MEETING: Barnet Partnership Board	Date 30 January 2017
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REPORT OF:

Cath Shaw, Interim Deputy Chief Executive and Commissioning Director for Growth & Development, LB Barnet

SUMMARY AND PURPOSE OF REPORT:

Apprenticeship Levy – Government are introducing a levy on large UK employers to fund an additional 3 million apprenticeships by 2020. From May 2017 larger employers will be charged a levy of 0.5% of their pay bill. This is likely to encourage employers to create apprenticeships and there are opportunities for partners to work together to maximise the use of contributions and to promote opportunities to local residents.

INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD:

To consider the implications of the levy and the opportunities for collaboration

CONTACT FOR FURTHER INFORMATION:

Rachel Williamson, Rachel.williamson@barnet.gov.uk

1. Apprenticeships are paid jobs that incorporate on and off the job training. A successful apprentice will qualify with a nationally recognised qualification on completion of their contract. Apprenticeships are available in 1,500 occupations across 170 industries. Apprenticeships are available at a range of levels from level 2 to level 6 or 7 which is the equivalent of a Master's Degree.
2. In 2015 the Government set out its intention to make 3 million new apprenticeships available by 2020. The Enterprise Act 2016 provided the Secretary of State with the power to set targets for apprenticeships in public bodies in England to contribute towards meeting the national targets. In Barnet in 2015/16 1,500 people started an apprenticeship, and increase of 60% from the year before.
3. In 2015 the government announced it would introduce a levy on large UK employers to fund the new apprenticeships and to reverse the long term trend of underinvestment in training by employers.
4. The Apprenticeship Levy will be a levy on UK employers to fund new apprenticeships from 6 April 2017 onwards. The levy will be paid by those who have annual pay bills of

more than £3 million. The levy will be charged at a rate of 0.5% of an employer's pay bill. The levy will be payable through Pay As You Earn (PAYE) and will be payable alongside income tax and National Insurance. Each employer will receive an allowance of £15,000 to offset against their levy payment.

5. Employers can then draw down their levy to pay for training for any apprentice they take on. Levy funding can only be spent on apprenticeship training and assessment by approved providers. It cannot be spent on wages or administration of a scheme.

6. Opportunities brought about by the Levy

- a. Increasing the volume of apprenticeships will increase training opportunities for those who do not wish to attend university or full time Further Education.
- b. The drive for apprenticeships will allow employers to formalise some of the current investment in training. This will help people who are in work to gain qualifications and achieve salary progression.
- c. The policy applies to all larger employers. This brings opportunities for greater collaboration between larger public sector employers and businesses. This could support creation of new partnerships with broader benefits.
- d. To broaden and strengthen the apprenticeship training offer in key areas as the volume of apprentices increase

7. Key considerations

- a. Employers paying the levy are likely to hire apprentices to balance the books. Many organisations will need to review their recruitment strategies and workforce planning to maximise their use of the Levy. Providers such as Barnet and Southgate College and Middlesex University are set up to support businesses with this.
- b. However many organisations will struggle to draw down all of their funds. For example, an organisation of Barnet Council's size would need to take on over 100 apprentices at the current average fee rate in order to recoup all of its contributions. Funds that are not spent will be used by the Government to pay for training of apprentices in smaller businesses.
- c. That an increase in the quantity of apprenticeships does not necessarily equate to an increase in quality training.

8. Areas for lobbying

- a. As businesses are likely to struggle to recoup all of their costs we should press for the right to transfer training funds to other companies in their supply chain. The Skills Funding Agency is currently proposing that businesses could transfer just 10% of their funds from 2018.
- b. To ensure that skills meet employers' needs, businesses should be able to use the levy to re-train existing staff even where they have a higher qualification in another subject. SFA are currently considering this proposal.
- c. To create a level playing field with academies and Voluntary Aided schools, small council-maintained schools should be exempt from the levy.

9. Opportunities for collaboration

- a. Joint work across providers and employers to develop new, fit-for-purpose training frameworks, particularly at higher levels.

- b. Joined up promotion and recruitment across public sector partners to encourage local people to apply for apprenticeships.
- c. Integration of apprenticeships to create non-University training routes from Level 2 right up to Level 6/7.
- d. Transfer of funds to supply chains to encourage apprenticeship opportunities in key sectors.
- e. Public sector partners work together to support and encourage smaller businesses to take on apprentices.

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