

	<h2>Community Leadership Committee</h2> <h3>25 November 2015</h3>
<p style="text-align: right;">Title</p>	<h2>Community Participation Strategy – Progress Update Report</h2>
<p style="text-align: right;">Report of</p>	Stephen Evans Director of Strategy and Communications
<p style="text-align: right;">Wards</p>	All
<p style="text-align: right;">Status</p>	Public
<p style="text-align: right;">Urgent</p>	No
<p style="text-align: right;">Key</p>	No
<p style="text-align: right;">Enclosures</p>	None
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Summary

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

This vision of the Community Participation Strategy is to:

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

The implementation plan agreed by the Committee consists of six work streams, to be delivered by September 2016. This programme of work will be reviewed in May 2016. This is the first progress update to the Community Leadership Committee.

This report provides an update of the Council’s progress on the implementation of key elements of the Community Participation Strategy. In particular, the progress made to support increased volunteering across the borough through the creation of a volunteering

brokerage service; improving information about local communities and the details of various voluntary & community sector (VCS) organisations present in a given area through the creation of an interactive VCS database; and building relationships between the VCS and the Council through the creation of a VCS Strategic Forum, to be achieved by extending the remit of the existing Communities Together Network

This update also describes the links between the Community Participation Strategy and the Community Assets Strategy, which has recently been agreed through the Assets, Regeneration & Growth Committee.

Officers would appreciate input from the Committee about how Members from across the Council should get involved in promoting the strategy and the core elements of it – particularly the volunteering brokerage service and the developing VCS database.

Recommendations

- 1. That the Committee note the progress made on implementing the Community Participation Strategy and**
- 2. That the Committee discuss and comment on how officers should support Members in promoting elements of the strategy to residents – particularly the new volunteering brokerage service and the VCS database**

1. WHY THIS REPORT IS NEEDED

- 1.1 On the 25 June 2014 the Community Leadership Committee agreed aims, objectives and proposals for development of the Community Participation Strategy (CPS) and on 11 March 2015, it agreed a detailed implementation plan. This vision of the CPS is to:
- Increase the level of community activity across the borough;
 - Build stronger partnerships between the community and the Council;
 - Coordinate and improve the support the Council gives to communities; and
 - Help the Council take more account of community activity when making decisions about how to deliver against the Borough's priorities.

Outcomes of this Strategy

- 1.2 The CPS will support this agenda by working towards the following outcomes:
- 1.3 **Residents and community groups will be more independent and resilient**, increasing individual wellbeing and community cohesion, improving outcomes, and resulting in less demand on Council services.
- 1.4 **Residents and community groups will be able to deliver more, and to take on more responsibility for their local areas.** Where there is clear potential for community groups to support and complement the Council's role, or where more community activity would help to meet a particular need,

communities would have the ability and capacity to do this – again, reducing the need for public services.

- 1.5 **Services will offer more choice and be better matched to local need** – the market will have developed a more diverse range of services, providers and delivery routes. Community providers will use their local links (and, in some cases, greater flexibility) to tailor provision to fit local need and the Council will use engagement with them to shape its own services more effectively and deliver them more efficiently. Engaging service users and communities in the planning, design and delivery of services will have a positive impact on the success of services, ensuring that they are designed to meet the needs of Barnet's residents.
- 1.6 **The Council and the community will work together to make sure community capacity is supported and used to its full potential.** The Strategy aims to understand the capacity which already exists in communities and to identify how the Council can work most effectively, in its community leadership role, to support and develop it, including at those points where it is most critical to commissioning plans.
- 1.7 The Strategy is anticipated to contribute to and/or enable a number of benefits which link directly to the Council's commissioning priorities, based on the specific areas identified above. These are as follows:
- 1.8 **Adults & Safeguarding:**
 - Social isolation: proportion of people who use services who reported that they had as much social contact as they would like
 - Proportion of people who feel in control of their own lives
- 1.9 **Public Health:**
 - Percentage of the eligible population aged 40-74 who have received an NHS Health Check
- 1.10 **Children's, Education, Libraries and Safeguarding:**
 - Percentage of the target groups that are registered with the children's centre within the area it serves
 - Satisfaction of children and parents with services for disabled children and their families
- 1.11 **Housing:**
 - Homelessness preventions
- 1.12 **Environment:**
 - Percentage (of users) satisfied with parks, playgrounds and open spaces

1.13 **Community Leadership Committee:**

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

Implementation

1.14 The implementation plan agreed by the Committee consists of six work streams, to be delivered by September 2016. This programme of work will be reviewed in May 2016. This is the first progress update to the Community Leadership Committee.

1.15 This report:

- Provides a progress update on the priority areas of the CPS, focusing on
 - Making more use of current community capacity by supporting volunteering initiatives;
 - improving information about local communities by creating an interactive VCS database;
 - building relationships between the VCS and the Council through the creation of a VCS Strategic Forum;
 - the links between the Community Participation Strategy and the Community Assets Strategy; and
- Highlights areas for Member involvement throughout.

Progress update on the implementation of the Community Participation Strategy

Making more use of current community capacity

- Work with Groundwork, our Local Infrastructure Organisation partner, to support local residents to volunteer. Groundwork will provide brokerage support, matching volunteers with local opportunities.
- Develop a Council staff volunteering scheme, which allows Council staff time to volunteer for opportunities across the borough – either individually or as part of a team – to unlock the potential for 1,800 staff to volunteer in support of local groups and projects.
- Support local businesses to develop local and focused Corporate Social Responsibility (CSR) policies

1.16 The CPS aims to support residents, voluntary and community groups, and businesses to be active members in their local areas. This work stream makes use of a number of available opportunities to deliver that aim.

- 1.17 VCS groups are not the only source of community capacity in the Borough – both individuals and businesses have a vital role to play – and we know that there is a strong demand within the borough from individuals, communities and businesses to play an active role in the community.

Promoting resident volunteering

- 1.18 We know that 28% of Barnet residents report that they volunteer at least once a week or once a month – roughly the same as the UK average – and a further 13% volunteer less frequently (Residents' Perception Survey, Spring 2014). We know that local businesses are keen to contribute to the communities in which they are based, and want to know how they can have the greatest impact while doing so. We know that there is a strong interest from staff to contribute through volunteering: in a recent LBB staff survey, a slight majority of respondents reported that they had not volunteered their time or skill in the last 12 months (58%) however, of these, 7 in 10 reported that they would be interested in volunteering if they had the support to do so.
- 1.19 The CPS therefore seeks to support this demand and provide opportunities to contribute to delivering better outcomes for Barnet.
- 1.20 The Council has reviewed the way in which it commissions the local volunteer offer as part of the renewal of its local infrastructure organisation contract. In January 2015, Groundwork London were commissioned to provide the core volunteering offer in the Borough, which involves delivery of certain services – volunteer brokerage and community action activities – as well as an element of strategic work to shape other aspects of the volunteer offer in Barnet. This involves promoting the benefits of volunteering, working to increase interest in volunteering across Barnet's population and providing a brokerage service which identifies volunteering opportunities across the borough and matches them to those who have expressed an interest.
- 1.21 Whilst all volunteering is a positive thing, the Council has a responsibility to use its resources and act strategically to help ensure that, where possible, residents are volunteering in areas which are a priority for the borough and can help to improve the outcomes identified in the Council's Corporate Plan. This includes encouraging residents to make use of borough's parks and open spaces, helping to ensure that Barnet's residents will be some of the most active and healthy in London, or supporting older people to live safely and to maximise their independence.
- 1.22 A number of Council services are currently supported by volunteers – in particular, parks and children's centres – with an interest in developing volunteering in other areas such as parks and open spaces. The Council are working with Groundwork to develop a more consistent support offer to make this a more attractive option for people who wish to volunteer, and to make sure that residents who are willing to give up their time to help the Council are supported in return.

- 1.23 Groundwork provides volunteering support for both individuals who are interested in volunteering, and also to organisations who are looking to involve volunteers. The following are examples of the type of support offered by Groundwork:
- Monthly organisational support surgeries to discuss issues such as volunteer roles, recruitment, management and rewards;
 - Volunteering Barnet events in venues such as libraries, colleges and community centres;
 - A brokerage service, matching individuals to volunteer opportunities;
 - Volunteering Barnet One-Stop-Shop in Grahame Park;
 - Borough-wide Forums for volunteering involving organisation;
 - Community events - one off group volunteering activities which aim to build community spirit and encourage on-going volunteering;
 - Training for volunteer-involving organisations on topics such as tackling gang awareness, self-harm and suicide prevention awareness, child sexual exploitation courses and pension enrolment.
- 1.24 Groundwork currently promotes their volunteering support and brokerage service through an outreach programme and via their website (<http://www.volunteeringbarnet.org.uk/>) and social media (@barnetvolunteer).
- 1.25 Groundwork would welcome invitations from Councillors to attend public events, or other suggestions for reaching individuals and organisations who might be interested in volunteering support. Councillors are also able to suggest ideas for local solutions or events in their wards, identifying opportunities where bringing communities together to tackle a common issue would lead to positive change. Examples of community projects could include tackling dog fouling by organising a group clean-up, or tackling social isolation by organising a local [Big Lunch](#).

Volunteering by Council staff

- 1.26 The Council also has the opportunity to lead by example by supporting its own workforce to make more use of volunteering opportunities – employer-supported volunteering - and unlocking the benefit that up to 1,800 Council staff could play by volunteering to support strategically important organisations, causes and projects across the Borough. Whilst staff volunteering already exists within Barnet Council, this workstream will standardise, monitor and act to promote the work of the council.
- 1.27 The Government made an election pledge that staff from public sector organisations and larger businesses would be released for three days' paid volunteering – though this has not yet appeared in a Queen's Speech as an actual commitment, it may still come forward in future years.
- 1.28 Groundwork are supporting the Council in developing an employer-supported volunteering programme for Barnet's workforce, which is due to be launched in January 2016. This voluntary scheme will involve providing Barnet's employees with up to two days of paid volunteering leave which will be recognised within the staff appraisal process. Volunteering opportunities will

be sourced for staff by Groundwork, who will identify local charities which support Barnet's residents, providing an opportunity for the workforce to share their expertise for the benefit of the local community. Groundwork will provide brokerage service for teams and individuals who wish to volunteer with local community and voluntary groups.

- 1.29 In addition to supporting Barnet's workforce to volunteer locally, Groundwork is also able to provide Councillors with support for volunteering.

Corporate Social Responsibility

- 1.30 There is also the opportunity to share this and other good practice with local businesses as part of a Corporate Social Responsibility strategy. Developing a Corporate Social Responsibility (CSR) Strategy for Barnet will unlock additional skills and expertise and direct this to where it is most needed in the Borough. This is an opportunity to support the Council, its partners and local businesses to produce **localised and focused** CSR business practices.
- 1.31 The development of a CSR strategy in Barnet is a commitment within the Community Participation Strategy and is also an element of the Council's long term approach to supporting businesses and the wider Barnet economy, which is set out in [Entrepreneurial Barnet 2015-2020](#).
- 1.32 Barnet is the largest borough in London by population, with a strong economy based predominantly on significant numbers of small businesses; in 2014 there was 18,885 micro or small businesses registered in Barnet¹. In fact, the borough has more businesses registered than any other outer-London borough. Only Westminster and Camden have more. Although no particular sector dominates, there are a large number of companies offering business-to-business professional services, and a growing number offering business-to-consumer services such as IT, construction, and marketing. There are also a small number of large companies – such as McDonalds and Pentland – located in the borough which presents opportunities.
- 1.33 After initial scoping discussion with Entrepreneurial Barnet Board, Barnet's CSR strategy will aim to increase the number of businesses in the Borough that have **localised and focused CSR practices**. Barnet Council will aim to lead by example, using the opportunity to publicise its own CSR practices and activities, such as Employer Supported Volunteering, and provide guidance and facilitation for local businesses and community groups.
- 1.34 Next steps:
- Launch an employer-supported volunteering scheme for staff employees in January 2016;
 - Pilot tools for a more consistent approach to volunteering in Council services within parks and open spaces; and

¹ UK Business Counts (2104): [Inter Departmental Business Register \(ONS\)](#)

- Develop a Corporate Social Responsibility Strategy and implementation plan by January 2016.

The role of Councillors in promoting volunteering

- 1.35 Councillors, with their relationship to both residents and local businesses are able to play a key role as advocates for volunteering. Councillors are able to promote to residents the variety of volunteering opportunities that are available locally. Officers can also work with Councillors to educate and encourage employers to allow their staff to volunteer. There is an increasing appreciation of the benefits of employee volunteering, both to the businesses, their staff and the organisations that they volunteer for.
- 1.36 **Officers would welcome feedback from Committee Members as to the type of support Councillors would find useful in helping them to promote volunteering in Barnet.**

Improving our information about local communities

- Develop a new, comprehensive database of voluntary and community sector (VCS) organisations across the Borough in order to improve our directories and to help residents access up-to-date information about support for their specific needs
- Support the VCS to access information about their local areas, making people more aware of their services and become more sustainable

- 1.37 The development of a new, comprehensive interactive database of VCS organisations will help us identify the services and support offered across the Borough and inform long-term decisions about how to support the sector. The vision is also for the database to be an important tool for residents, by allowing residents to identify support in their local area offered through the VCS. It will also be designed to allow Customer Services to use it to sign post residents to local support and therefore help reduce demand on Council services. Again, there is a huge opportunity here, with approximately 1,400 VCS organisations in Barnet providing a wide range of support.
- 1.38 The database will also be of use to Councillors, providing an oversight of active community groups which Councillors can interact with and mobilise into action if there are areas of local need identified by Councillors or through Residents Forums and Area Committees.
- 1.39 A detailed implementation plan was signed off on 3 September and a kick-off meeting was held on 23 September to bring together key delivery partners and agree next steps. The database will be developed and built by the Council's Customer and Support Group (CSG), whilst Groundwork will work closely with the voluntary and community sector and stakeholders from across the Council to ensure that the database meets the needs of the intended beneficiaries.

- 1.40 Groundwork, working with CommUNITY Barnet, held the first workshop for the local VCS sector on 28 September, and the developer began work on designing the database on 19 October.
- 1.41 The sustainability of the database is a key measure of the success of this work. The database itself has been designed to include an API function in the future, which will allow the database to automatically renew the same data held in other databases which are linked. For example, the VCS database could be linked to contact information for the Communities Together Network contact database. Engagement with the VCS is also a key element of this; buy-in to the usefulness of the database will encourage a 'self-serve' element to the database, where the VCS organisations will help to ensure that the information is kept correct and up-to-date.

Promoting the database

- 1.42 The database, which will be accessed via an intuitive and easy to use online tool will be ready in May 2016. The Council will work with local groups, partners and staff member to promote the tool, recognising that awareness of the tool will also be key to its success.
- 1.43 **Councillors can play an important role in contributing to the success of the database in several ways. Officers would welcome feedback from Members on how they might use the database tool to ensure that the design meets their needs.**
- 1.44 In addition, Councillors can play an active role in promoting the use of the database tool. Once the database tool is near completion, further consultation will be carried out with the Community Leadership Committee to identify promotion opportunities.
- 1.45 Next steps:
- Build and expand on engagement with VCS organisations to understand their data needs; and
 - Database go-live May 2016.

Building relationships between voluntary and community sector and the Council

- Set-up a borough-wide representative VCS Forum, to make sure the VCS have a place to engage at a strategic level about issues which affect the sector

- 1.46 It is important to retain a strong relationship between the Council and the VCS, to promote trust and mutual understanding, enable us to identify shared priorities and respond quickly to concerns and issues. The VCS Forum will be a local forum for voluntary and community groups of all sizes. The forum will bring together local groups, organisations, community workers and partners to identify local issues of mutual interest and need, and work collaboratively to find solutions. The VCS will be a key strategic link for the Council, enabling

dialogue, sharing commissioning priorities and promoting opportunities for co-production.

- 1.47 Following a review of the current Communities Together Network (CTN), it is proposed that in addition to its current function as a community cohesion and resilience forum, CTN's remit will extend to a Borough strategic Forum for the Voluntary and Community Sector. Expanding the remit of an existing network allows an opportunity to build on current good practice and reduces the risk of duplication.
- 1.48 A recent review of CTN activity revealed a demand from participants to discuss wider issues that the local VCS face and a need to re-energise the network. For example, during a meeting to establish future agenda items a number of issues related to wider aspects of cohesion such as services for older people, working in partnership at a local level, and a request for discussions with commissioners on future service delivery. An expanded remit would allow the CTN to provide greater support and focus on the wider issues which support community cohesion, and ensure that the membership for discussing these issues is correct.
- 1.49 Engagement with current CTN members was positive, with respondents agreeing that the remit of the CTN should be expanded, although caution was made that the original remit should not be lost.
- 1.50 CTN will retain its original focus as a proactive and reactive community cohesion and resilience forum and continue to adopt a multi-agency approach. In addition, CTN will develop as the Borough strategic forum for the voluntary and community sector, facilitated by the Council and CommUNITY Barnet and governed by a Steering Group. There will be a greater focus on designing a format which encourages the VCS to take ownership of agenda items and we will encourage the VCS to make suggestions as to how they would like to interact with different stakeholders, including with Councillors, through this forum.
- 1.51 The revised Terms of Reference (TOR) will build on existing CTN TOR and incorporate the principles of the All Party Parliamentary Group for Faith and Society Covenant for Engagement between Faith Groups and Local Authorities and the Charter for Barnet with the Voluntary and Community Sector. The TOR will reflect common aims and will highlight benefits to the voluntary and community sector in participation by providing opportunities for:
 - A role in strategy and decision making;
 - Building strong relationships to enhance trust and engagement;
 - Joining up engagement and commissioning activities to establish local needs and commissioning priorities;
 - Sharing information, resources, funding and assets(when appropriate);
 - Exploring how purchasing power and shared funding opportunities can build capacity;
 - Joint capacity building.

- 1.52 A Steering Group will be set-up to provide input on the development of the revised TOR, ensuring that ownership of the CTN is a shared responsibility. The Steering Group will have representation from CommUNITY Barnet, Groundwork, BMFF, the police, the fire service, Middlesex University, Barnet CCG, and LBB.
- 1.53 Next steps:
- Finalise Steering Group membership by 30 November 2015;
 - Steering Group to be held in early December to draft TORs and forward plan;
 - Membership expansion in December and January; and
 - Re-launch CTN, with the first meeting held in late January 2016.

Links to the Community Assets Strategy

- 1.54 The Community Participation Strategy supports a number of different strategies being delivered across the Council, including the Community Asset Strategy. The Council recognises the social and economic contribution voluntary and community sector organisations make to the Borough and the way in which assets can support their work, making their services more sustainable and able to provide better value for money in the long term.
- 1.55 The Community Asset Strategy was approved at the Asset, Regeneration and Growth Committee in June 2015. The Community Asset Strategy aims to make sure the Council strikes the right balance between supporting VCS organisations, making sure it manages public assets well, and ensuring it gains best value for public money. To achieve this, the Strategy has the following objectives:
- to provide communities with the best possible assets to meet their local needs, investing in modern, flexible, functional space for residents and VCS groups;
 - to enable communities to become active and independent, and able to take on more responsibility for their local areas and reduce the need for council services; and
 - to rationalise the council's estate, without compromising these aims, to ensure it is being used efficiently to support the council's priorities and create the best possible value for residents.
- 1.56 Contributing to these objectives will be the creation of a community hub model, and the development of a more consistent approach to supporting community groups.
- 1.57 A community hub is a building that is accessible to all groups in the area or neighbourhood that it serves. It is a multi-purpose community building providing a range of services, with strong working relationship with other local community services such as children's centres, nurseries, extended schools and faith groups. Community hubs are often placed in the heart of communities and provide unique opportunities for local residents to create local solutions to address a local need or problem.

- 1.58 Community hubs offer an opportunity for the Council to realise capital receipts, reduce costs, transform and deliver community services to residents in an effective and efficient manner. The Council recognises the need to be consistent and transparent about the circumstances under which it will commit to supporting VCS groups through the use of its assets and the level of support it gives and what is expected in return. This is particularly important in the challenging economic climate, as part of the Council's focus on fairness, responsibility and opportunity.
- 1.59 The Area, Growth and Regeneration Committee aims to ensure that the Council's community estate is governed according to clear, consistent criteria as set out in the Community Asset Strategy. Historically, the portfolio has been administered on a case by case basis which has made it responsive to the needs of individual groups but which has made it difficult to implement a consistent approach to ensure a fair, common treatment for different groups.
- 1.60 A social benefit toolkit which will be developed and used to implement a standardised and transparent method of calculating rent subsidy based on the social benefit that a community or voluntary group offers to deliver from a Council owned asset. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may grant financial assistance to provide support, at a level which reflects the community benefit the organisation is providing.
- 1.61 Next Steps:
- Development and piloting of the social benefit toolkit by April 2016.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable 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

- 5.2 This Community Participation Strategy contributes to the Corporate Plan's objective to promote family and community wellbeing and support engaged, cohesive and safe communities by improving engagement, increasing independence and resilience, and strengthening community networks.

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

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

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

5.2 Social Value

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

5.4 Legal and Constitutional References

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

5.5 Risk Management

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

5.6 Equalities and Diversity

5.6.1 The Strategy will support the three strands of the Public Sector Equality Duty by:

- Monitoring the engagement activities undertaken to ensure they are representative, and identify and eliminate any barriers to access, eliminating unlawful discrimination
- Ensuring that all residents have the same opportunities to develop skills, independence and resilience by developing capacity across the Borough, advancing equality of opportunity between people from different groups
- Building stronger networks and improving cohesion, to foster good relations between people from different groups.

5.6.2 The 2010 Equality Act outlines the provision of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, advance equality of opportunity between people from different groups and foster good relations between people from different groups. Both the local authority and the CCGs are public bodies. The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.7 Consultation and Engagement

5.7.1 The Strategy has been developed in part following consultation undertaken to support the PSR, where residents identified the need for responsibility to be shared more evenly between the Council and the community and suggested some resources which would support this. Dedicated consultation has taken place to underpin the development of the Community Asset Strategy and the Community Right to Bid.

5.7.2 Further engagement has and will continue be carried out as part of the implementation of the Strategy.

5.8 Insight

5.8.1 Not relevant to this report as specific analysis was conducted to inform this project.

6 BACKGROUND PAPERS

6.1 Previous decisions:

6.2 [Developing a community participation strategy for Barnet](#), Community Leadership Committee, June 25 2014

6.3 [Community participation strategy - Area committee budgets and wider community funding](#), Community Leadership Committee, September 11 2014

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

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

6.6 [Community Asset Implementation Plan](#), Assets, Regeneration and Growth Committee, September 7 2015

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