

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

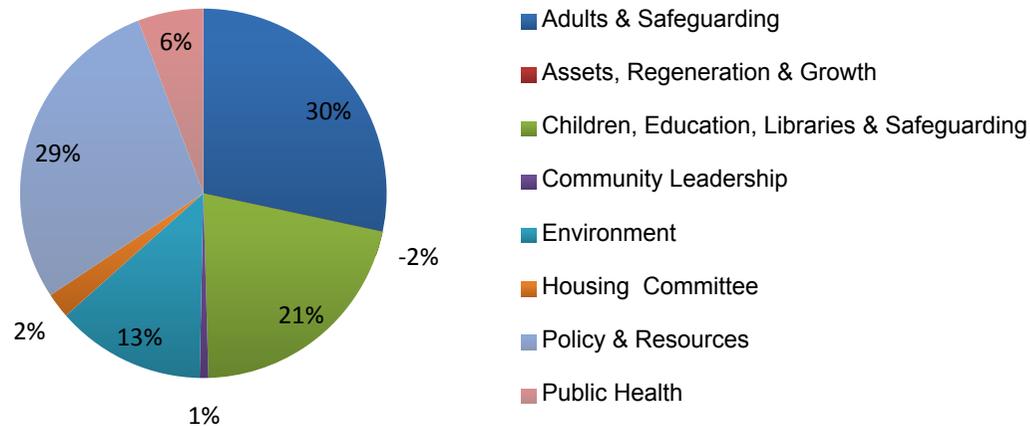
The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council’s total spending power will be nearly half what it was at the start.

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%