

Appendix A:
The Barnet Plan
2021-2025

DRAFT

About Barnet [DN: detail to be completed]

3.9% unemployed*

Lower than London average (4.7%)

Housing target

Average age = 37

28% of the borough is green with over 200 parks and greenspaces

53.2% educated to a degree level*

Lower than London Average (54.2%)

£660,000

average house price

Over 190 languages spoken

In Primary schools

Mental health

394,900 residents

Largest population in London

82.4 years

Male life expectancy

Above London average of 80.7

40.3% BAME population

Lower than London average (42.5%)

Highest proportion (86%) of micro businesses in London*

Businesses with 1-4 employees

95.97% of pupils in good or outstanding schools*

85.8 years

Female life expectancy

Above London average of 84.5

76.8% employed*

Higher than London Average

1075 charities

80.6 crimes per 1000 people

14 libraries and a digital library service

No. of leisure centres = 5

Over 85s = 9,700

24,600 businesses

3rd highest in London

8,675 hectares

4th largest in London by size

£37.7K gross average Salary

About this plan

Our Vision

We care about the borough and want it to be a great place to live, work and visit. Listening to and working with residents and others, we want people to have opportunities to live healthy and fulfilling lives in safe and thriving communities. Providing good quality customer service in all that we do.

Barnet is a borough with much to be proud of. Our excellent schools, vibrant town centres, green spaces and diverse communities all help make it a great place to live, work and visit. As a borough we want to build on these strengths as we move into the future. We are growing and developing as an organisation to meet the challenges facing our borough, and we are committed to working with partner organisations and residents to make Barnet even better.

We have developed this plan against the backdrop of COVID-19. This has been an unprecedented national challenge and has a profound impact on both the council organisationally and the Barnet community.

The community response has been incredible, and we are grateful to the voluntary, community and faith sector for their help in enabling us to support the vulnerable in our community.

The long-term impacts of the crisis are emerging and will extend beyond the scope of this plan. However, we are already seeing the economic impact with a sharp rise in unemployment across the borough and we know that those in our black and minority ethnic communities have suffered a disproportionate impact from COVID-19

People and organisations across the borough have had to adapt to new ways of working, living, and providing services in response to the crisis. We will continue to respond to the COVID-19 pandemic and the foundations of that work have been reflected in the plan.

The Barnet Plan sets out the key priorities for the borough, it doesn't aim to capture all that we do, rather new areas of focus or ways of working. The Barnet Plan consists of a set of four outcomes. We have consulted with 500 residents, in addition to seeking feedback from a wide range of stakeholders through forums with the voluntary and community sector, businesses, partner organisations and our Youth Assembly. What we heard supported the priorities identified in the draft Plan.

This council and its partners will focus on four priorities over the next 4 years to realise our vision:

- ***Clean, safe and well run:*** A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do

- **Family friendly:** Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- **Healthy:** A place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- **Thriving:** A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity

We will deliver our vision using a preventative approach and considering equalities in all that we do:

- **Prevention** – adopting preventative measures to help people remain healthy, happy and independent in all aspects of life

Equality - a strong cohesive community, where diversity is celebrated, and everyone has equal opportunity regardless of their background

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Our priorities



We pride ourselves on residents' high level of satisfaction with the local area as a place to live (83%)¹ which is higher than the London average. Over half of Barnet's residents agree that the council 'acts on the concerns of residents' and includes them within their decision-making.

Barnet is viewed as a family-friendly place (85%) and a place that supports you to live a healthier life. There is a strong sense of community in Barnet, with the 90% of residents feeling that people from different backgrounds get on well together and 85% feeling that they belong to their local area. This is higher than both the national and London averages.

When asked what priorities were important to them, residents told us their top 3 concerns were:

- keeping the borough clean and green
- making neighbourhoods safer and
- ensuring services are easy to access and well run

The priorities in this plan, build on builds on the strengths of the borough and what people like about living in the borough but also tackles the key concerns our residents fed back to us.

¹ Source: Barnet Council Residents' Perception Survey of c.500 residents 18+, carried out by telephone

Clean, Safe and Well Run

A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do by:

- **Improving Customer Service**
- **Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and parking**
- **Robust financial management**
- **Unlocking and optimising the potential of Parks and Open Spaces**
- **Better environmental services and a cleaner borough**

People like living in Barnet. Residents like our neighbourhoods, town centres, parks and open spaces and value our diversity and strong sense of community.

[DN: Not the final agreed set of bullet points]

We have:

- Invested £600,000 in street cleansing services and additional £100,000 in a fault reporting system to improve customer service
- Invested £6m p.a. in local roads through our Network Recovery Plan
- Expanded and introduced new services to respond to the COVID pandemic:
 - Supported 5,500 businesses, distributing £68m of grant
 - 28,000 household given Council Tax support
 - Continued safe provision of leisure & play equipment in parks - restrictions permitting

We will protect these assets as we deliver services to residents and businesses. Working in partnership, we will develop fresh approaches to anti-social behaviour and fly tipping. Excellent customer service and strong value for money will underpin all that we do.

1. Improving Customer Service

Providing excellent customer service remains a key priority for the council. We will build on previous improvements and continue to find new and better ways to achieve that. We will work with residents to design solutions that work for them and use data, research and insight to inform our approach.

We will continue to improve digital access to our services but will also do more to improve our customers' experience across all contacts that they have with the council. To do that, we will ensure that all our staff have the right tools and skills to provide excellent service to our residents, businesses and visitors to the borough.

We will also aim to provide a more seamless experience for customers, by making more real-time service information available directly to them and to front-line staff.

There is an ever-increasing reliance on digital products and services across the board and we want to ensure that no resident is left behind. We will support our residents to get online wherever possible, but we will also make sure they can still access our services when that is not a viable option.

2. Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and parking

Barnet is one of the safest boroughs in London. It has a low level of crime, according to recorded crime figures. But we are determined to reduce this level further, working with the Metropolitan Police, Barnet Homes and other partners including community and voluntary organisations. Our priorities are tackling youth offending and gangs, grooming, burglaries and other criminal activity such as frauds, environmental crime etc.

The Council has a number of Enforcement Powers and Responsibilities. Most require professionally trained staff as well as a street-based presence during the working week, in the evenings and at weekends. At the moment, enforcement involves a number of different teams that don't always work seamlessly together. We will align processes and procedures to improve outcomes for residents and visitors and create a 'one team' approach. This will be delivered through a three-phase approach:

- Advise: Identifying contraventions, engaging with the offending party and providing advice and assistance with compliance
- Mediate: Further engagement to identify possible alternatives and compromises. If these are not found, a formal warning confirming non-compliance will result in enforcement action by the authority
- Case will be referred to a team of qualified/specialist investigation and enforcement officers for enforcement action to be taken resulting in the issue of FPNs, CPN, PSPOs, Formal Cautions, or any other available sanction including civil proceedings and Formal criminal prosecutions.

3. Robust Financial Management

We will ensure that Barnet is financially fit, efficient and responsive to change, with value for money at the heart of everything we do. We will maintain robust financial planning, scrutinise budgets closely and be prudent in managing risks. We will look to manage our assets effectively and utilise potential avenues for increased and diversified income streams, so that we can invest in services over the long-term.

4. Unlocking the potential of Parks and Open Spaces

Our vision is to make Barnet's parks & open spaces the best in London. Barnet has a great collection of parks and open spaces and these are an important part of what makes Barnet a green and family friendly borough. People who live and work in Barnet enjoy access to:

- formal parks and gardens
- wild landscapes
- extensive areas of greenbelt and

- leafy river valleys

Barnet's parks are places where people can take part in formal sport, visit a park café, take the kids to the playground, or just walk the dog. Access to quality outdoor space is critical for residents' health and wellbeing particularly for families who live in poor housing. Being outdoors and taking regular exercise are particularly important for children, helping them maintain a healthy weight and good mental health. Our Parks and Open Spaces are the most popular location for exercise, with around half of all exercise taking place there. Green spaces also provide a series of benefits to the ecosystem such as improved biodiversity, flood management, air quality, and tackling urban heat islands.

We will continue to work with community groups on local green projects and look to strengthen accessibility to our green spaces. We are committed to planting [XX] trees across Barnet, either directly or working with others.

Recognising increasing demand as our population grows, it's important to continue to improve and invest in our greenspace facilities. We want to ensure integration of open spaces into the heart of our physical environment through design and planning policies and unlock and secure investment through Community Infrastructure Levy (CIL) and Section 106 to improve facilities.

5. Better environmental services and a cleaner borough

Street Scene services directly impact every household within the London Borough of Barnet, the success of businesses operating in the locality and the attraction for visitors to the area. The look and feel of the local environment within Barnet is a key factor influencing perceptions of the Borough and communities' everyday experiences within it. The introduction of area based operating models with scheduled work programmes and reactive response teams will help keep our streets and town centres clean and our parks and public landscapes well maintained.

capture highways improved service and additional investment The provision of effective and reliable waste collection services is a primary focus and we will regularly review our operations to ensure they are efficient and represent good value for money.

The council will enhance its Street Scene services based on the following priorities:

- Shaping our Street Cleansing service to target issues that customers have told us are important to them for example, littering and fly tipping
- Using customer insight and intelligence to help shape service delivery decisions that better meet our customer's needs. We will build on what we do well and learn from what we can do better.
- Utilising mechanised equipment and new technological developments to help improve productivity
- Working with customers and businesses to maximise recycling and minimise waste.

We will continue to invest in and make improvements to the borough's roads and pavements.

Family Friendly

Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best through:

- **Family and Belonging – Families and children can be together and be part of a community that encourages resilience**
- **Safe and Secure – Children and young people are safe protected from harm**
- **Education and learning - Children and young people can learn about the world around them**
- **Health and wellbeing – Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience**
- **Life Chances – Children and young people are able to succeed**

Barnet is a great place for families with children, multigenerational families and other families. We have excellent schools achieving some of the best results in the country, with [96%] of pupils in good or outstanding schools – we aim to increase that to 100%. We have invested in leisure and community facilities to support families live healthy, active lives and we are equipping our children and young people with the tools to take advantage of future opportunities.

[DN: Not the final agreed set of bullet points]

We have:

- Ensured that safeguarding children remained a key priority continuing to visit children and family throughout the pandemic
- Supported our children in care and care leavers ensuring we kept in touch and continued to meet their needs
- Maintained high performance in our early years provision and schools, helping them to return safely and when required deliver education at home.
- Continued to ensure that children and young people with Special Education Needs and Disability were assessed and plans put in place to meet their needs
- Expanded specialist provision for children and young people so that increased anxiety and mental health issues could be addressed
- Enhanced our online library provision and put in place our new click and collect service

At the heart of our vision is a focus on the resilience families need, which evidence tells us is pivotal to delivering the best outcomes for children and young people. We have worked on this approach with young residents, including our Youth Board which provides a strong representative voice for young people in the borough. Our vision is part of a partnership plan which has had contributions from a range of partners, including the CCG, Police and voluntary sector.

1. Family and Belonging- Families and children can be together and be part of a community that encourages resilience

Building resilience is pivotal to developing the best outcomes for children and young people.

Our aim is to provide support that encourages and builds this resilience as evidence shows that children and families who respond to hardships with resilience are:

- healthier and live longer
- happier in their relationships
- more successful in school and work

We know that the pandemic has had a heavy impact on young people. More than 800 young people responded to our survey on the impact of COVID-19, which told us that the two biggest impacts of the pandemic for young people were on their mental health and well-being (43%) and doing less physical activity (51%). This has led to a 25% increase in demand for online mental health support. Therefore, we will continue to embed the Barnet Integrated Clinical Service (BICS) which provides social, emotional, behavioural and mild to moderate mental health support to children, young people and families. We will also further expand our Resilient Schools programme, which provides a whole school approach to increase mental health awareness, early identification of mental health issues and appropriate access to mental health support.

Having the right home is also an important factor in a family's health and wellbeing. We know that the right home helps families stay healthy, sustain a job, care for the family and contribute to their community. We have an ambitious programme to develop new homes, set out in the Thriving section of this plan.

We will work towards having borough-wide great corporate parenting. Corporate parenting describes the duties and responsibilities of a local authority in respect of the children in care to that authority. We want to improve the outcomes for children in care by the building of their resilience, aspirations and independence as they move through care into adulthood and work collaboratively across the council to achieve this.

2. Safe and Secure- Children and young people are safe and protected from harm

In order to protect the most vulnerable children and young people, we need to ensure that excellent early help and protection services are provided. We want to prevent young people from being drawn into violence, crime, exploitation and antisocial behaviour through ensuring multi-agency work and targeting support to those who are most vulnerable to being exploited.

We will strengthen engagement with professionals as working together is key to delivering the best outcomes for children and young people. This includes listening and acting to the voice of the child which will enable us to work in a more responsive, collaborate and empowering way. Through this we can ensure high quality needs that meet and reflect their needs. Face to face interviews with more than 500 young people in Barnet before the pandemic told us that 63% of young people do think that the Council listens to their concerns. This is 24% higher than 2017 and something that we aim to continually improve.

3. Education and Learning- Children and young people can learn about the world around them

Barnet is well known for the excellent quality of its schools and settings and the diversity of its educational offer. These are at the heart of Barnet's continuing success as a desirable place where people want to live, work and study. We want to continue to ensure there are sufficient high-quality school places available and will work closely with partners to do so.

We want all children and young people with special educational needs and disabilities to achieve well, be confident individuals, live fulfilling lives and successfully transition to adulthood. We will ensure the provision of high-quality local specialist and mainstream placements and support for children and young people with special educational needs and disabilities.

Excellent educational outcomes and ensuring children and young people are successful in life and equipped to meet the needs of employers are vital to Barnet's future success. We aim to improve the educational progress and outcomes for all children and young people from early years to post-16. Including progress into Higher Education, apprenticeships, training or employment.

We know that the pandemic has had a negative impact on learning and our priority is to minimise this as much as possible. The School Improvement Team has given considerable support to schools before, during and after the school closure period and will continue to do so.

While education performance, including for disadvantaged pupils, has consistently improved over the last five years, there is still a need to continue reducing the differences in attainment and progress between the most disadvantaged and vulnerable pupils and their peers. We want to accelerate their progress and build resilience.

4. Health and Wellbeing- Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience

Our priority is to give every child in Barnet the best possible start to a healthy life. To do this we need to address wider determinants of health and wellbeing, such as [I know what the wider determinants are in general, but not sure for early years? At the moment, though, it's too vague and jargony] in the very early years will improve longer term health outcomes. Through supporting children and young people to adopt healthy lifestyles we look to prevent avoidable illness and improve their social, physical and mental wellbeing. Every child has the right to the best possible physical health, and we know that building emotional resilience will be key to improving their future outcomes.

5. Life Chances - Children and young people are able to succeed

Barnet remains committed to working to improve young lives and increasing their opportunities to succeed. By improving life chances, we can have a profound effect on poverty and inequality enabling better outcomes for young people in the borough. We are committed to strengthening families and early years as the early years are critical to longer term outcomes and life chances. We need to ensure that all groups can access opportunities in order to improve life chances for all and so we will target support to those that are most disadvantaged.

Healthy

A place with fantastic facilities for all ages, enabling people to live happy & healthy lives by:

- Bringing health care together
- Supporting residents to maintain their strengths and independence
- Great facilities and opportunities to be physically active
- Focusing on mental health and wellbeing
- Tackling domestic abuse and gender based violence
- Addressing the longer-term impacts of COVID-19 on communities

The Healthy theme is all about how we can use our resources, knowledge and facilities in the Council and work with partners to support people to live happy, healthy lives at all ages. We aim to be the healthiest borough in London.

[DN: Not the final agreed set of bullet points]

We have:

- Developed a large-scale support programme for the most vulnerable (befriending, welfare checks, shopping, medication collection), creating the Essential Supplies Hub providing over 14,000 food parcels and supplies to food banks
- Continued to provide all social care services throughout the pandemic without interruption, safeguarding our residents
- Rapidly introduced new services to support the NHS and independent care providers throughout the pandemic (examples include 7-day, 8-8 hospital discharge team; free PPE supply & infection control training; care home clinical support team)
- Invested £125,000 in the Community Response Fund and a further £100,000 to support the VCS in tackling food insecurity

We will work in a strength-based way, recognising people's goals, aspirations and existing communities to ensure that they can stay well and independent.

We will work towards these goals through providing great leisure and sports facilities, social care and public health provision, in partnership with colleagues in health and the voluntary and community sector. We want to work together to tackle abuse and gender based violence. We want to address the social and economic impacts of the COVID-19 pandemic in our communities and support individuals, families and communities to recover.

For people who may need additional care and support, we will always work with them to maintain their strengths and stay as independent as possible, ensuring people get personalised care and support.

1. Bringing health care together

The council is playing a leading role in the Barnet Integrated Care Partnership (ICP) which brings together all NHS organisations working in the borough, the council, HealthWatch and VCS representatives. The goal of the partnership is to provide better health care to Barnet residents, so that they live healthier lives. Over the coming year, our priorities are to expand dementia support in the community, make access to emergency care easier, provide more specialist care through primary care networks, enhance our clinical support to care homes and mainstream our integrated hospital discharge service.

COVID-19 has had a disproportionate impact on people from some minority communities as well as highlighting existing health inequalities. The Barnet (ICP) are committed to reducing the future impact of COVID-19 and addressing COVID-19 health inequalities. In the COVID-19 community champions programme will continue to support individuals to share evidence based messages with their communities but also get feedback from individuals about the challenges they face in dealing with any COVID-19 restrictions.

The council will also work as part of the north London integrated care system – which is formed from the five integrated care partnerships of Barnet, Enfield, Haringey, Camden and Islington. Over the coming year, we will work with our neighbouring councils on supporting the care sector, developing the social care workforce, and working with providers of learning disability services. We will also work with councils and NHS partners to develop new, north London-wide models of care.

2. Strengths and independence

Barnet has a long track record of providing strengths-based and community-focused social care support. Over the coming year we will develop more extra care housing for residents, expand the availability of enablement and technology to support people to regain independence, and work with people with mental health needs to increase their recovery. We will focus on expanding housing and employment opportunities for people with learning disabilities and autism. We will develop our support for people with dementia, working with our NHS colleagues.

3. Being physically active

We will work with our leisure services to bring them back into operation when this is permitted and ensure a safe, accessible COVID-19 secure service for residents. We will continue to work to increase physical activity levels across the borough, including targeted work with under-represented groups. We will increase our health intervention work. We will build on initiatives such as the Mayor's Golden Kilometre and will work with partners on programmes for people of all ages, such as the London Youth Games and Health Walks. We will further develop our leisure facilities, making regular improvements and developing longer term plans.

4. Mental health and wellbeing

We will continue to work with partners across our ICP and ICS to design, develop and implement a new community model for care and support for adults with Severe Mental Illness (SMI). The new community-based offer will; improve holistic care for residents with SMI including physical health care, employment support, personalised and trauma-informed care, medicines management and support for self-harm and coexisting substance use. The new offer will have prevention embedded throughout, apply a population health management approach and proactively focus on reducing health inequalities. As part of this Core Community Mental Health Teams will be redesigned and expanded to move towards new multidisciplinary services across health and social care aligned with primary care networks to support people who have the most complex needs. In doing this; “people with moderate to severe mental illnesses will access better quality care across primary and community teams, have greater choice and control over the care they receive, and be supported to lead fulfilling lives in their communities”. Alongside this we will be improving crisis support for residents, redesigning our accommodation and support offer and developing a new enablement offer for people with mental health needs to help prevent avoidable crises and further promote an individuals’ recovery.

5. Tackling domestic abuse and gender-based violence

We will invest in providing early help, intervening earlier to ensure people are prevented from becoming victims of domestic abuse, and are protected when it does occur. We will work with partners to create improved access to mental health support for anyone impacted by domestic abuse. We will develop outreach to older people, LGBTQ+ residents and refugee communities. We will continue to work in partnership on this issue – including communications, awareness and training for frontline staff.

6. Addressing the longer-term impacts of COVID-19

We will develop a longer-term plan for addressing the social and economic impacts of COVID-19 on our communities. There is a wide range of support available for residents to help them with employment, training, housing, debt, income maximisation and food. We will promote these services widely, ensuring that affected residents know how to access the support available and that services are easy to access. Our services will provide support and help early on, preventing things escalating. Our services will ensure residents are clear on their rights as consumers and are able and supported to maximise their income. We will continue to tackle food insecurity and enable digital inclusion for residents.

Thriving

Building a Barnet fit for the future, where all residents, businesses and visitors benefit from improved Housing, infrastructure & economic opportunity by:

- **Helping residents - especially young people - into work**
- **Implement our growth strategy**
- **Building a park town for future London at Brent Cross Town**
- **Creating an efficient, convenient and reliable transport network**
- **Make Barnet a sustainable borough**

Barnet is growing, with the population forecast to reach nearly 430,000 by 2025. To accommodate this, we have the largest housing delivery programme in the capital with ambitious schemes to transform areas like Brent Cross into a zero carbon 'park town'. Our priority is to ensure that all residents benefit from growth, so we will use the dividend from that growth to invest in communities, town centres, digital infrastructure and our transport network. Covid19 has created serious economic challenges for residents and local business. We will support residents to improve their skills and get good jobs, taking advantage of new opportunities, and work to create an environment where businesses can recover and thrive. We recognise the importance of tackling climate change and will develop a strategy to ensure a more sustainable Barnet.

Barnet is in many respects a prosperous borough, but some residents face significant challenges and deprivation. Covid-19 has created new, and in some cases dramatic, economic challenges for residents, businesses and town centres. Our priorities are therefore:

- To support residents to improve their skills and get good jobs in the post-COVID economy
- To enable town centres and our regeneration areas to thrive, and create an environment in which businesses can succeed, by implementing our growth strategy
- To accelerate the borough-wide roll out of high-quality digital connectivity

[DN: Not the final agreed set of bullet points]

We have:

- Invested £750,000 to deliver an expanded skills and employment offer in response to COVID-19
- Continued to support the major growth scheme at Brent Cross with construction of Brent Cross West Station and junction works underway
- Stepped up our support for town centres including a flagship shop local campaign.
- Invested around £500m in the Barnet Group new build and acquisition programme to deliver 1400 new affordable homes for rent.
- agreed a major programme of investment to improve digital connectivity across 14,000 Barnet Homes properties.

1. Helping residents – especially young people - into work

Covid-19 saw a dramatic increase in unemployment in Barnet, particularly among young people. At the same time, many “entry level” jobs are disappearing whilst other sectors such as health, care and the green economy are growing fast and creating new opportunities for employment.

We will expand our employment support services and make sure they are effective and accessible to those who need them, providing targeted support to long term unemployed residents who find it harder to get work when there is fierce competition for jobs. We will provide dedicated help for young people including careers advice, work experience, and access to training, apprenticeships, and education. Finally, we will prioritise working with employers across all sectors to encourage greater use of apprenticeships, internships and other entry points to work at all levels.

2. Implement our Growth Strategy

Our Growth Strategy sets out how we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's residents. The Strategy sets out five goals:

- **A growing borough** – We will deliver more homes that people can afford, ensuring that communities across the borough get a ‘growth benefit’ from investment. This theme also prioritises creating new jobs for people of all ages, backgrounds and skills levels.
- **A connected borough** - working with private providers to tackle digitally excluded areas, and with every council home in the borough having access to fast, affordable broadband by 2023. Delivering new and enhanced public transport connections and healthier street design.
- **An entrepreneurial borough** - we will support businesses, including microbusinesses, to thrive and to adapt to the opportunities of the economy after the pandemic – making Barnet the best place to be a small business in London.
- **A borough of thriving town centres** - with changes in shopping habits and the impact of COVID, many of our high streets are struggling. We will work to diversify the role of town centres, encouraging a broad mix of uses, delivering new housing and creating an

environment in which businesses can succeed. Setting up a town centres fund to invest in local projects funded by the Community Infrastructure Levy.

- **A great borough to live in and visit** - We will deliver social infrastructure to support growth, getting the best out of the borough's green assets, growing the visitor economy and creating a broader canvas for creative industries

3. Building a park town for future London at Brent Cross Town

The development of Brent Cross Town will create 6,700 homes and workplaces for 25,000 people, set in around 50 acres of green parks and playing fields. Brent Cross Town will achieve net zero carbon by 2030 at the latest. The existing tube station will be complemented by a new rail station at Brent Cross West, providing access to central London in 12 minutes. Working with our joint venture partners Argent Related, we have created pledges to: *Make Brent Cross Town the place in London to participate in sport and play; strengthen connections with transport in and out of central London; make a North London town where all can flourish and; to build a net zero carbon town.*

We will also take forward other regeneration and growth projects across the borough such as the Hendon Hub and at Edgware.

4. Create an efficient, convenient and reliable transport network

The Long Term Transport Strategy adopted in September 2020 sets a vision for transport in the borough:

By 2041, Barnet will have an efficient, convenient and reliable transport network, which enables safe, healthy and inclusive travel, protects the natural environment and supports the borough's growth. The network will have enabled improvements in the way people and goods travel. It will provide strong orbital and radial links which give everyone a choice of transport modes to complete their journey regardless of age, ability or income.

The strategy sets out how we need to support the way that people and goods travel within the borough and we also need to support safe and healthy travel which protects the natural environment and supports the borough's growth. We need to improve orbital journeys across the borough as well as radial transport links. Where possible investigate the opportunities made available by Covid 19 to investigate more active travel modes.

5. Make Barnet a sustainable borough

We will produce a Sustainability Strategy for Barnet which will provide an overarching vision and objectives for the borough and bring together existing strategies, policies and plans that support sustainability as well as additional actions which should be undertaken to support residents and business to reduce emissions. The strategy will also consider policies and targets from central government such as the expected Environment Bill, the Ten Point Plan for a Green Industrial Revolution and the Planning for the Future White Paper and help to facilitate a green recovery from COVID-19.

Our Approach

Above, we set out our priorities for the next four years (2021-2025). They are a cohesive package and are consistent with what residents tell us is important to them. To deliver the priorities and achieve the best outcomes for our residents and businesses we will:

Focus on Equalities

Our diverse community is one of our greatest strengths with people of many different ethnic backgrounds, religions and life experiences living side by side. This rich diversity, and the positive impact that it has on the borough and our community, makes Barnet such a great place to live, work and visit.

Supporting all our communities to thrive in an environment that is free of harassment and discrimination is a core part of our priorities and fundamental to how we work as a council. We can only do this by working and listening to our partners and communities. We have recently updated our Equalities, Diversity & Inclusion policy (2020-24) and are committed to making decisions that are informed by diverse points of view and feeding those into the design, commissioning and delivery of services e.g. by building measures within our commissioning procedures so that providers develop and deliver anti-discriminatory services to residents with all protected characteristics.

The council must also become a more inclusive working environment. Our recruitment processes, succession planning and learning and development are being used to address underrepresentation of specific groups at all levels of the organisation so that we can deliver better services for Barnet.

Work in partnership

We are proud of our tradition of partnership working and maintaining this approach is central to how we expect to achieve the best outcomes we can for our residents and businesses and deliver the priorities in this plan.

While much of our partnership work is done through formal partnerships such as the Health & Wellbeing Board and the Safeguarding Partnership, we also do a great deal through more informal relationships. This is particularly true of our work with the Voluntary, Community & Faith sectors (VCFS).

There is a thriving VCFS in Barnet with over 1,075 registered charities operating across the borough and we work closely with them across a range of services. The VCFS has been essential to our response to COVID-19 – we could not have provided the level of support we did to our most vulnerable without them. That has been an incredible effort and we are keen to maintain that level of partnership working as we deliver the priorities in this plan.

Focus on Prevention

The best way to ensure that residents can live healthy and fulfilling lives, in safe and thriving communities, is to tackle problems before they arise – a focus on prevention.

To achieve this, we will need to think about and deliver some services and activities in different, or more joined up ways. We are committed to enabling and supporting individuals and communities to be more resilient; to identifying problems early; and to enabling 'self-serve' and other effective solutions.

[DN: Not the final agreed set of bullet points]

We have:

- transformed our relationship with the VCS, working much more in partnership:
- recruited over 900 volunteers to support the COVID-19 response and,
- 158 focused Health Champions
- Created an insight function to take a data led approach to problem solving
- Continued to deliver other public health programmes e.g. stop smoking, obesity and sexual health

We will use data better to inform our decision making. Our first tranche of 'Insight' projects will explore how we can improve mental health by developing insight into debt and wider financial vulnerabilities, enabling residents to feel more resilient and better equipped to access opportunities.

We will implement our Health and Wellbeing Strategy to improve health and wellbeing of our residents and address the issues raised by COVID-19 and evident long-term health and social impacts of the virus. We will work with partners to establish the Barnet Community Innovation Fund which will enable innovation in the local VCS that improves health and prevents/reduces demand into health and care services.

We will promote digital inclusion and support residents to become IT literate enabling them to have greater access to information, advice, support, training, employment and social interaction.

We will update our Social Value policy to foster and advocates for a preventive approach throughout service development, procurement and commissioning activity.

Explore the potential for place-based working

Our services are either universal (i.e. maintaining parks and open spaces) or targeted to individuals (i.e. through Children's Services or Adult Social Care package(s)). We are committed to maintaining high standards in delivering those services. There are some issues, however, where we can think differently about how to deliver effective solutions or services.

This could be a on a more place-based basis, where the approach is tailored to the unique needs of people in a given location or with a specific community. By working with the people who live and work locally, actions and activities are built by the local perspective.

To do this we will need to work with and through our partners, our voluntary and community organisations and as well our businesses, as other public services. We must coordinate our efforts across the borough to make the best use of the resources we share, and the skills and capabilities different partners can bring.

Measuring Success

It is our intention to treat this plan as a living document. In this we mean we will continually review our priorities and actions against need and delivery expectations and would expect to produce a short progress report. This will be done on an annual basis over the life of the plan.

We will work collaboratively to deliver insight driven decision making, enable innovation and efficiencies to improve outcomes for residents. An insight-driven approach to how we work and shape out prevention and place-based approach.

Over the next 6 months we will be consulting staff and partners to develop a framework that enables residents and others to see whether we are achieving the outcomes set out in this plan. Once agreed this measurement framework will be published and our performance against the plan reported at least annually to ensure transparency and accountability.

DRAFT