



Barnet 2024

CORPORATE PLAN

2019 - 2024



CLEAN

HAPPY

GREEN

HEALTHY

STRONG

INVEST

BUSINESSES

SAFE

INDEPENDENT

RESIDENTS



BARNET 2024



Leader's Foreword

Barnet is a borough that we should be proud of. Our excellent schools, vibrant town centres, vast green spaces and diverse communities all contribute to the prosperous borough we live in. As we look to the future, we want to build on these strengths and make sure Barnet remains a great place to live and work. The pace of change in our world is fast, especially in the technology industry, so it's important that we move with the times, and make the most of the opportunities that come our way. This gives us the chance to embrace change and be innovative in the way that we deliver services. This Corporate Plan sets out how we intend to continue that journey.

Like all councils, we're being faced with a difficult financial challenge. More and more people are needing our services, there's less money to spend, and increasing uncertainty about how we will be funded in the future. This means that we've had to make some tough decisions around where we prioritise and spend our limited resources. We have thought about how we can deliver in different or more efficient ways to try and eliminate the need for us to completely stop doing things. This includes continuing to make sure that there is robust management of our budgets and our contracts to ensure we are delivering value for money to the tax payer. Long-term financial planning is key to ensuring this.

We remain open minded on how we will deliver services – whether that be direct or with a public or private sector partner. Our focus will be on selecting the best solution available to serve the people that live and work here.

We have also thought about how we balance our Council Tax rates with the need for funding to deliver valued local services. Having frozen general Council Tax for nine years to protect household budgets, we now need to factor in increases of 2.99% between now and 2024. This is the maximum under the current government legislation, and also the minimum we need to balance the books. This will help to pay for essential services, such as looking after our older and younger residents. Your feedback supports this approach, but there will also be an opportunity to have your say on the level of Council Tax set each year.

Despite the challenges, I am ambitious for Barnet, and the people that live and work here. Our plan sets out three main outcomes; and how we propose to deliver in priority areas to achieve these.

Having a clean, pleasant and well-maintained environment remains at the top of the list. We know that efficient weekly refuse collections, clean streets and well-maintained roads are some of the ways we can best support the quality of residents'

day to day lives. We want everyone to feel safe on the streets of Barnet, so we will continue to take tough action to tackle anti-social behaviour. This includes stamping down on environmental crimes such as fly tipping and littering.

As we continue to work to reduce the day-to-day running costs of the council to make savings, we are investing heavily in the future infrastructure of the borough to support the growing number of people who call Barnet home. As well as building new housing, leisure centres, schools and community buildings, the council is also investing in improvements to our roads and pavements and our green spaces.

Our ambition is for everyone to be as happy, healthy and independent as possible throughout their lives. Enabling access to a good education, skills and decent employment are all key priority areas.

As we go forward and embrace the changes ahead, we remain absolutely committed to ensuring the effective safeguarding of the borough's vulnerable children and adults. This commitment will not change. We will continue to improve our Children's Services and look for innovative ways to support our older population. We will also keep mental health and well-being as a top priority - raising awareness and tackling stigma and discrimination.

In the context of reducing budgets and growing demand pressures, the traditional role of the local authority as service deliverer is changing. Working with partners such as the police and health service is essential. We will also see a different relationship with communities continuing to emerge – one where we work together, with residents and businesses taking a shared responsibility for themselves and the borough. We are lucky to have strong voluntary, community and faith groups, and they will continue to play an important role in the borough.

I hope this Corporate Plan helps you understand more about how the council is approaching the challenges and opportunities over the next five years, and how we can work together for an even better Barnet.

Yours

Richard Cornelius
Leader of the Council



BARNET'S FINANCIAL POSITION

2019-2024

The challenge:



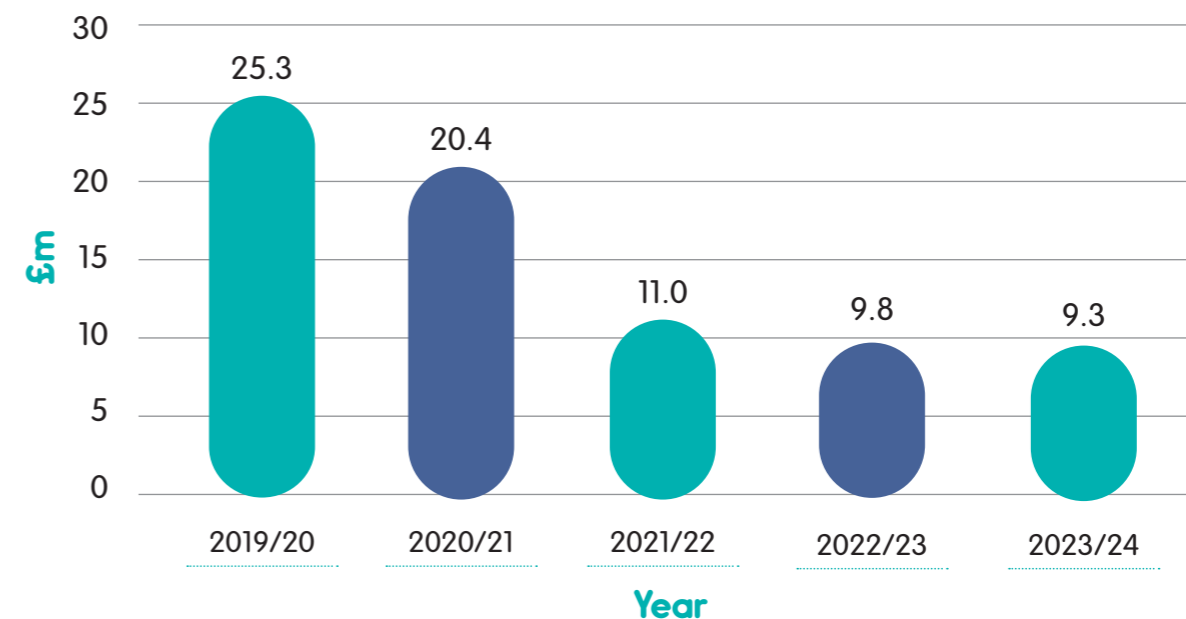
Council funding
is decreasing,
but demand
for services is
increasing



£155m
2010-2018: we
have already
saved £155m,
while protecting
frontline services
as far as possible

Over the next five years we need to save a further **£75.8million**:

BUDGET GAP: 2019/20 - 2023/24



The challenge is set to continue and having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult. Our Corporate Plan has been developed alongside our Medium Term Financial Strategy (MTFS) so that our investment and resources are focused on the areas that matter most.

ABOUT THE BOROUGH



394,400 residents

Largest population in London

37.3 average age

Older than the London average (35.8)

Over 180 languages

spoken by primary school children



85.2 Female life expectancy

82 Male life expectancy

Above London averages of 84.2 and 80.4

23.9% under 16

Higher than the London average (22.6%)

Higher percentage of **over 85 year olds**

compared to the rest of London on average

70.5 crimes per **1,000** people

Below London average (92.9 per 1,000)



Fewest number of police officers per resident

compared to the rest of London.

38.7% BME* population

Below London average (42.5%)

*Black and minority ethnic



£50k average income

Higher than outer London average (£44k)

Progress 8 scores* **ranked 2nd highest in the country**

*based on pupils' attainment across eight subjects



94.7%

of pupils in **good** or **outstanding** schools

71.4% employed

Below London average (74.2%)

4.6% Unemployed

Below London average (5.1%)



23,000 businesses

3rd highest in London

14 libraries



5 leisure centres

8,675 hectares

4th largest in London by size



£544,597 average house price

15 times median income

157,000 houses,

with a target to build

31,340 over the next 10 years

Housing tenure

61% owned, **13%** rented from local authority/housing association

26% private rented sector

DONATE



1,064 charities

Over **750km** of roads to maintain

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

WHAT WE WANT TO ACHIEVE

Our proposed focus is on three main outcomes:

OUTCOME



A pleasant, well maintained borough that we protect and invest in

OUTCOME



Our residents live happy, healthy, independent lives with the most vulnerable protected

OUTCOME



Safe and strong communities where people get along well

PRIORITIES

A set of key priorities that we will be focusing on sit underneath each outcome, including detail of how we intend to deliver this. This doesn't aim to capture all that the council does, rather it provides a framework to guide us.

OUTCOME
A pleasant, well maintained borough that we protect and invest in

Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections

Keeping the borough moving, including improvements to roads and pavements

Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces

Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

Investing in community facilities to support a growing population, such as schools and leisure centres

Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough

OUTCOME
Our residents live happy, healthy, independent lives with the most vulnerable protected

Improving services for children and young people and ensuring the needs of children are considered in everything we do

Integrating health and social care and providing support for those with mental health problems and complex needs

Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life

Helping people into work and better paid employment

Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing

Ensuring we have good schools and enough school places so all children have access to a great education

OUTCOME
Safe and strong communities where people get along well

Keeping Barnet safe

Tackling anti-social behaviour and environmental crime

Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime

Ensuring we are a family friendly borough

Focusing on the strengths of the community and what they can do to help themselves and each other

Supporting local businesses to thrive

OUTCOME

A pleasant, well maintained borough that we protect and invest in



Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections

How we will deliver this:

- supporting residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and re-use
- working with landlords and agents to reduce the hidden 'throw away' culture in many communal dwellings
- fully utilising new street cleansing equipment
- reducing bin clutter in town centres by continuing to implement time-banded collections.

Keeping the borough moving, including improvements to roads and pavements

How we will deliver this:

- improving the condition of our roads and pavements
- encouraging the use of public transport, walking and cycling through the 'healthy streets' approach
- lobbying for improvements to public transport and bringing back disused public transport such as rail lines
- developing a cycle network to major destinations in the borough without impeding main traffic routes
- promoting and continuing to roll out electric vehicle charging and car clubs
- using enforcement to increase compliance and support traffic to move smoothly and safely.

Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces

How we will deliver this:

- developing masterplans that deliver significant improvements to parks
- delivering a tree planting programme across the borough to alleviate the effects of pollution
- identifying sites for using green spaces to promote health and wellbeing

Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

How we will deliver this:

- increasing supply to ensure greater housing choice for residents
- delivering new affordable housing, including new homes on council-owned land
- prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme
- ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved.

Investing in community facilities to support a growing population, such as schools and leisure centres

How we will deliver this:

- investing in community facilities such as:
 - new and replacement schools;
 - enhancing our indoor and outdoor sporting facilities;
 - maintaining our 21st century libraries;
 - transformation of parks and open spaces.

Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough

How we will deliver this:

- working with partners to deliver the Brent Cross Cricklewood scheme which includes; a new town centre, train station, 27,000 jobs and 7,500 new homes
- working with The Barnet Group to deliver housing on smaller sites across the borough
- continuing to invest in Colindale, including through:
 - progressing the development of Grahame Park
 - enhancements to Colindale Tube station
 - ensuring that the major housing developments in the area contribute to an overall sense of place.

PRIORITIES

OUTCOME

Our residents live happy, healthy, independent lives with the most vulnerable protected



Improving services for children and young people and ensuring the needs of children are considered in everything we do

How we will deliver this:

- improving children's services to get a 'good' Ofsted rating
- providing effective leadership and empowering staff
- improving the social, emotional and mental health and wellbeing of children and young people
- preventing young people from getting involved in violence, crime, exploitation and anti-social behaviour
- being a good corporate parent to children in care and care leavers.

Integrating health and social care and providing support for those with mental health problems and complex needs

How we will deliver this:

- working with local NHS organisations, GPs and NHS Barnet Clinical Commissioning Group to provide more health and care services closer to home
- working with the NHS to achieve timely discharge from hospital for patients
- offering, and signposting to, prevention support for people to stay active and more independent in the community
- Continuing to offer support to working age adults with mental health needs
- implementing the 'whole borough' social prescribing model for referring people to interventions in the community such as; exercise classes, reading clubs etc.

Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life

How we will deliver this:

- opening new Extra Care schemes for people that need additional support to remain living independently
- providing enablement services that help people regain or increase their independence
- using technology to enhance independence and assist with care
- offering support for carers of people with dementia
- providing equipment that allows people to stay more independent at home.

Helping people into work and better paid employment

How we will deliver this:

- working with partners to provide employment support
- offering employment schemes and apprenticeships on the regeneration sites
- offering specific support to help people find work such as care leavers, people with disabilities and Universal Credit claimants
- promoting apprenticeships across Barnet and supporting businesses to make use of the apprenticeship levy.

Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing

How we will deliver this:

- delivering new indoor and outdoor sporting facilities and enhancing existing sporting facilities
- ensuring participation in sport and physical activity is accessible and inclusive for all
- giving residents access to health and wellbeing information and activities through the Fit and Active Barnet (FAB) framework
- completing the implementation of the new leisure contract (which includes a range of well-being services such as; the Fit and Active Barnet Card, weight management services, falls prevention, diabetes control and dementia friendly sessions)
- supporting residents across the life-course to maintain and improve their mental health and wellbeing by raising awareness, tackling stigma and discrimination and making mental health everyone's business
- providing a digital offer of interventions for residents such as; OneYou, health checks and smoking cessation services
- implementing the Healthy Weight Strategy taking a life-course approach.

Ensuring we have good schools and enough school places so all children have access to a great education

How we will deliver this:

- planning and forecasting to deliver school places to meet identified needs
- improving pupils' achievement and narrowing the attainment gap
- improving outcomes for children and young people with special educational needs and disabilities
- supporting children to have the best start in life and be ready for learning.

OUTCOME

Safe and strong communities where people get along well



Keeping Barnet safe

How we will deliver this:

- maintaining low levels of crime, anti-social behaviour and substance misuse on our streets
- ensuring the effective management of offenders to reduce offending
- supporting victims of crime and anti-social behaviour to reduce the risk of repeat victimisation
- delivering the Violence Against Women and Girls Strategy
- delivering a multi-agency response to violence, vulnerability and the criminal exploitation of children and vulnerable adults
- reducing the fear of crime.

Tackling anti-social behaviour and environmental crime

How we will deliver this:

- delivering targeted multi-agency interventions in areas subjected to persistent crime, anti-social behaviour and environmental crime
- using enforcement tools and powers to protect communities, reduce offending and increase compliance.

Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime

How we will deliver this:

- raising awareness of Barnet's diverse communities and providing opportunities to celebrate and promote cohesion
- preventing radicalisation and supporting victims of hate crime, including raising awareness
- working with local community groups to respond to hate crime
- mapping and building relationships with new and emerging communities.

Ensuring we are a family friendly borough

How we will deliver this:

- helping children to live in safe and supportive families and communities
- providing services that encourage and build resilience
- increasing the participation, voice and influence of young people
- embedding children's rights across policies and procedures
- ensuring children and families know about and can influence decisions that affect them.

Focusing on the strengths of the community and what they can do to help themselves and each other

How we will deliver this:

- encouraging individual and corporate volunteers to help build active communities
- providing access to a comprehensive directory of community resources
- supporting the voluntary, community and faith sector to build capacity for meeting the needs of residents
- developing strong and resilient partnerships through the Communities Together Network and Barnet Multi-Faith Forum

Supporting local businesses to thrive

How we will deliver this:

- streamlining council access for businesses and developing a clear business support offer through Entrepreneurial Barnet
- reducing the numbers of vacant units to ensure key town centres are thriving
- encouraging residents and local businesses to play an active role in shaping their high streets
- supporting businesses to improve workplace health
- making Barnet the best place in London to be a small business.

OUR APPROACH

WE HAVE SET OUT BELOW HOW WE INTEND TO DELIVER BOTH OUR STATUTORY DUTIES AND AMBITIONS FOR BARNET WITHIN OUR FINANCIAL CONSTRAINTS. WE WANT TO ENSURE THAT TAXPAYERS MONEY GOES AS FAR AS IT CAN.

A FAIR DEAL

- Delivering services that matter most by making decisions to prioritise our limited resources
- Providing value for money for the taxpayer and ensuring we are transparent in how we operate
- Standing up for Barnet and ensuring it gets its fair share of resources including policing and general funding

EFFICIENT AND EFFECTIVE COUNCIL

- Managing our finances and contracts robustly
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Treating residents equally, with understanding and respect, with all having access to quality services

MAXIMISING OPPORTUNITY

- Taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate
- Making use of evolving technology and innovation to help us achieve better outcomes and become more efficient
- Capitalising on opportunities from responsible growth and development to boost the local economy

SHARED RESPONSIBILITY

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Focusing on prevention and early help so residents can live independently for as long as possible
- Collaborating locally to achieve the best outcomes for Barnet



SCHOOLS

COMMUNITIES

HEALTHY

STRONG



INVESTMENT

SAFE

RESIDENTS