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Contact Andrew Charlwood
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Date: 3 May 2018

Dear Councillor,

Congratulations on your election as a Councillor.

As advised to you in Council communications pre-election, a Member Induction Day is being 8 May at Hendon Town Hall, The Burroughs, London NW4 4AX from **9.00am – 4.00pm**. It is important that all new Councillors attend this event as it will provide important information on Barnet Council services, structures and guidance on your role as a Councillor. Returning Members are also very welcome to attend as this will be an excellent opportunity to meet new Members.

At the event, new Councillors will be issued with IT and telephony equipment. It is important that you collect this equipment as it will enable you to communicate with the council officers, your constituents and party colleagues. The existing IT equipment for returning members (laptops, iPads and BlackBerry phones) will be exchanged for new equipment in the weeks immediately following the election.

A copy of the Member Induction Day Agenda is enclosed.

For new Councillors, a professional photographer will be available on Induction Day to take your photograph. This will be used for ID cards, the councillors' section on the Council's website and Barnet First magazine among others. Time slots for photographs have been allocated as follows:

- 9.00am – 9.20am – Surnames beginning A-H
- 9.20am – 9.40am – Surnames beginning I-Q
- 9.40am – 10.00am – Surnames beginning R-Z

The photographer will also be available for returning Councillors should you wish to update your existing photo.

This letter also encloses a pack of forms which require completion by 8 May (*Please note, returning councillors need only complete forms 1, 2 and 8*):

1. Code of Conduct Undertaking (*Note: Members' Code of Conduct enclosed*)
2. Members Notification of Interests Form (*Note: to be completed and signed and returned to the Monitoring Officer within 28 days of election at the latest – this is a statutory requirement*)
3. Bank/ Building Society Form
4. HM Revenue & Customs – Starter checklist

5. HR New Starter Form (for payment of allowances)
6. Parking Permit Request Form (Council Buildings)
7. Parking Permit Request Form (CPZ's Borough-Wide) *(Note: Optional)*
8. Councillor Contact Details – for Website, Member's Diary and Mail Room

Please complete these forms and return as soon as possible (either bring them in at the Member Induction Day on 8 May, or scan and email to abigail.lewis@barnet.gov.uk). If you bring the forms to the Induction Day, a Governance Officer will be on hand to receive the forms and resolve any queries that you might have regarding the completion of them.

If you have any questions please contact me using the contact details above.

Yours sincerely,

Andrew Charlwood
Head of Governance

MEMBERS CPZ PARKING PERMIT APPLICATION FORM

NAME	
ADDRESS	
CONTACT NUMBER	
EMAIL ADDRESS	
WARD	
VEHICLE MAKE & MODEL	
COLOUR	
VEHICLE REGISTRATION NUMBER	
V5 PROVIDED	

INSURANCE SCHEDULE PROVIDED	
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I, Councillor [ENTER NAME] wish to apply for a Members Parking Permit as outlined in Members Parking Permit Terms and Conditions.

Print Name.....

Signature.....

Date.....

Website Information:

The following information will be used to populate Councillor details on the Website, in the Member's Diary and Yearbook, and for postal delivery of council papers.

Name	
Party	
Ward	
Public contact address <i>(Note: If you don't wish to publish your home address on the website, you can have your correspondence address as C/O XXX Group Room, Hendon Town Hall)</i>	
Postal delivery address (if different to Contact address)	
Contact telephone	
Contact email <i>([default address is firstname.lastname@barnet.gov.uk])</i>	

Additional Information for Members Diary and Year Book:

The Member's Diary and Yearbook is produced for Member use. It contains key information about the borough including contact information. It is helpful for the Diary to include full contact information (e.g. personal mobile numbers and email addresses, home address, etc.) which may also be used by officers and/or other Members urgent matters.

Home telephone	
Fax	

1. Introduction

Environmental services are not only universal but are some of the most visible in Barnet; from recycling and refuse collection and pothole repair, to ensuring a safer community and maintaining the borough's high-quality network of parks and green spaces.

Staff are committed to the council's core principles of Fairness, Responsibility and Opportunity and this is reflected in the services they deliver.

The Environment portfolio is diverse and delivered via a mixed economy approach; utilising in-house services, external suppliers, joint venture and partnership working. We look to deploy new technologies and innovative ways of working; to provide the best possible value for money, whilst maintaining service quality and efficiency in light of significant savings targets.

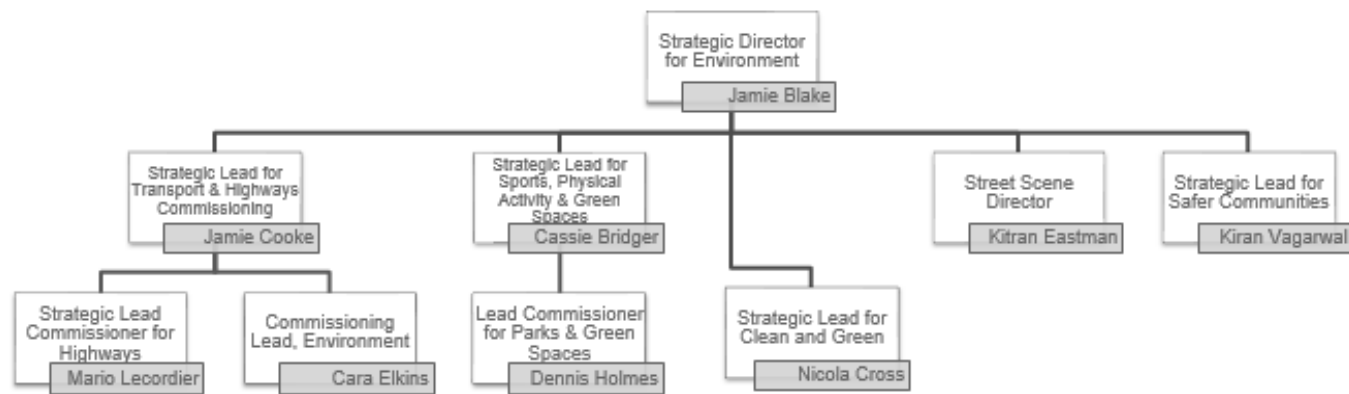
The following statements, from the Council's Corporate Plan 2015 – 2020, sets out the strategic vision for environmental services:

- Barnet's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill
- Barnet's streets will be kept clean and tidy, benefitting from investment in more efficient mechanical sweepers to better clean town centres and residential streets
- The borough's roads and pavements will be in a good condition, with the council recognising that this has consistently been the top priority for residents for the past few years
- Traffic flow on Barnet's roads will be managed to reduce congestion, with regeneration areas designed effectively to keep traffic moving
- The council will enable residents will recycle more of their household waste, with less waste sent to landfill
- The council will develop more innovative ways of maintaining its parks and green spaces; including through greater partnerships with community groups and focus on using parks to achieve wider public health priorities for the borough
- Barnet will continue to be one of London's safest boroughs, with effective working between the council and police driving further reduction in crime rates
- Community cohesion in Barnet will remain high, with people from different backgrounds getting on well together.

2. Overview of Services

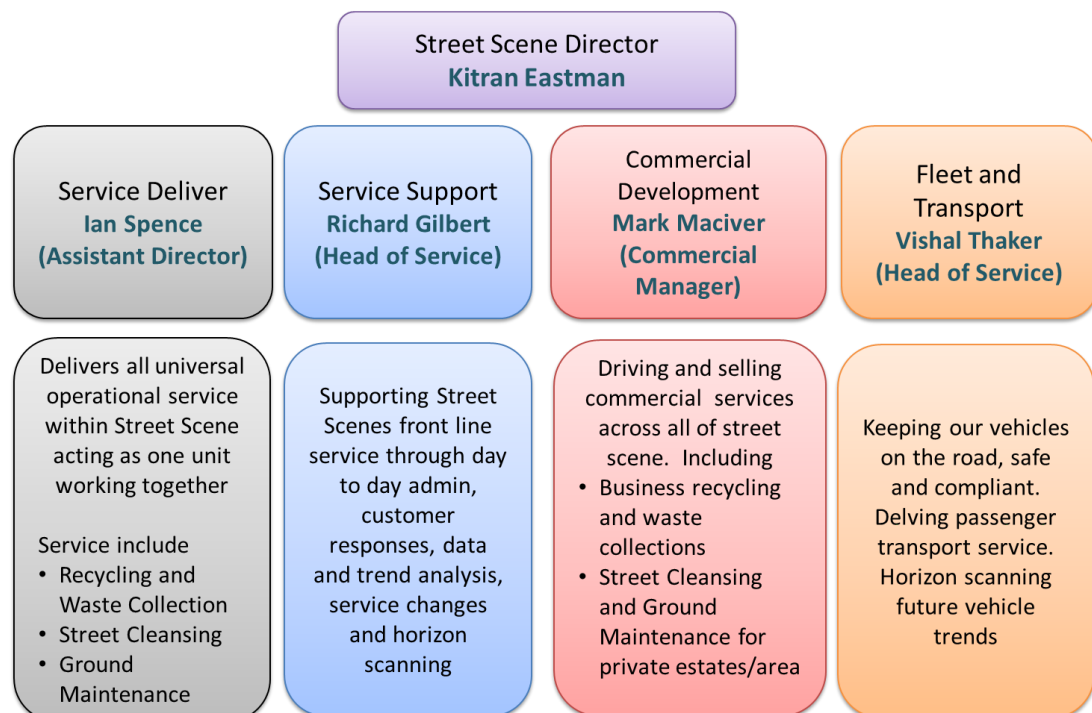
The following section sets out in more detail the different types of Environmental services delivered in Barnet.

The structure chart below illustrates how these services are governed at the Senior Management level:



2.1 Street Scene

Management Team



Key Work Areas

Street Scene delivers a range of waste management, street cleansing, and parks and open spaces services to residents and businesses in Barnet.

Street Scene is comprised of six service areas:

- Recycling and Waste – responsible for the collection of waste and recycling from households across the borough.
- Street Cleansing – responsible for the cleaning residential streets, town centres and highways through the removal of litter, detritus, fly-posting, graffiti and fly-tipping.
- Ground Maintenance – responsible for the maintenance of parks, green spaces, estates grounds, sports pitches and playgrounds.
- Commercial Development – provides paid waste and recycling collection services to businesses, schools and events.
- Fleet Maintenance – responsible for carrying out repairs and maintenance to the Street Scene fleet, ensuring equipment is safe and reliable.
- Passenger Transport – responsible for transporting vulnerable adults and children within the borough.

Key Facts

- Street Scene has a total budget of 10.6m for 2018/19, which is allocated across services as follows;
 - £5.9m for recycling and waste
 - £2.4m for street cleansing
 - £2.2m for grounds maintenance
- There are over 500 staff working across all teams in Street Scene.
- All services are delivered in-house.
- 41 crews deliver weekly collections of refuse, dry recycling and food waste, and fortnightly garden waste collections, to over 146,000 households. This equates to over 23m collections annually.
- Waste and recycling services collect over 145,000 tonnes of waste and 54,000 tonnes of recycling per annum. The current recycling rate is over 37%; the 9th highest in London (2016/17).
- The amount of waste generated per household is high, with Barnet's performance ranked 26th in London.
- Resident satisfaction surveys show 79% of residents rate the waste and recycling collection service as good or excellent.
- The street cleansing service is responsible for keeping 766km of the boroughs streets, roads and highways clean of litter, detritus, fly-posting and graffiti.
- There are 2,220 litter bins across the borough.
- Grounds maintenance are responsible for maintaining over 200 parks and greens spaces, with 780 pieces of play equipment monitored each week across the borough.
- The commercial waste service currently holds approximately 2,500 waste collection contracts with businesses across Barnet and has a turnover of £2.6m per year.

Strategies and Policies

In recent years Street Scene services have been required to deliver significant savings to support the wider council in a climate of reduced funding from central government. The service has managed to deliver these successfully; containing the impact on the borough's residents and public realm.

Barnet's Municipal Recycling and Waste Strategy sets out the strategic direction for services covering the period 2016 – 2030. It focuses on the four aims set out below and provides a roadmap of actions as to how these will be achieved:

- Encourage all Barnet residents, businesses and visitors to take responsibility for the waste that they produce; using enforcement where necessary
- Provide services that help our rapidly growing community to manage its environmental impact
- Manage the rising cost of waste collection and disposal by designing services that promote recycling and reuse and are integrated, intuitive and efficient
- Embrace new technologies and ways of working that help us deliver services that respond better to the needs of our community.

The full document can be found at the following link:

<https://barnet.moderngov.co.uk/documents/s31744/Appendix%20%20Municipal%20Recycng%20and%20Waste%20Strategy%202016%202030.pdf>

Current Projects

- Time-banded collections will be implemented during 2018/19 in 8 town centre and retail areas. Collections of refuse and recycling from businesses and households in these areas will be carried out in designated time windows. This will enable greater control of the streets and public realm; improving cleanliness. Compliance with time bands will be monitored and enforcement action taken for non-compliance.
- Following Street Scene's move from Mill Hill depot, waste and recycling collection rounds will be rescheduled to improve their efficiency and further improve the quality of service provided to residents.
- The service is currently in the process of procuring a comprehensive data management system which will help to manage service information and data centrally.
- A new grounds maintenance depot at Copthall is currently being constructed as part of a major redevelopment of the site. This will be completed in May 2018.

Recent Achievements

- In August 2017 Street Scene relocated from Mill Hill depot to Oakleigh Road depot and a shared depot with Harrow Council with minimum disruption to services.
- Street Scene continues to embed a significant restructure following approval by the General Functions Committee in November 2017. Recruitment into the new structure is taking place and will be concluded within Q1 2018/19.
- A new street cleansing model has now gone live with new working arrangements providing a more targeted daily presence in town centres. This is being closely monitored and will be subject to refinement. Equipment to support the street cleansing service – including eight electric 'Glutton' industrial vacuums and mechanical sweepers – arrived in March 2018.
- In February 2018 the 'Beast from the East' saw Street Scene staff working around the clock to support gritting and snow clearance activities; working closely with Highways colleagues. The

continuation of refuse and recycling collection services during this challenging period was widely recognised locally by residents and across London.

- The commercial waste service continues to expand its business, including offering more recycling collections. New routes are being worked up to allow further business to be taken on in the most efficient way possible.

2.2 Waste Treatment and Disposal

Management Team

Nicola Cross: Strategic Lead, Clean and Green / NLWA Relationship Manager

Key Work Areas

North London Waste Authority is the statutory waste disposal authority for Barnet and six other boroughs.

NLWA is responsible for arranging the treatment and disposal of waste from the boroughs. Barnet sends residual waste (refuse) for disposal, garden waste for composting, food waste for anaerobic digestion and commingled dry recycling for reprocessing to NLWA. The waste streams are treated by NLWA's contractors including London Energy, which is 100% owned by NLWA. NLWA operates the Reuse and Recycling Centre at Summers Lane.

Key Facts

Barnet pays NLWA for the disposal and treatment of its waste through a levy, which can only be set once for the coming financial year. For 2018/19 Barnet's levy is £11.039m for household waste and £1.136m for non-household waste.

Two Members from each of the seven constituent boroughs make up the NLWA. Authority meetings are held 5 times a year.

Strategies and Policies

See current projects (below).

Current Projects

The existing Edmonton energy from waste facility (which is where the majority of residual waste is sent for disposal) is coming to the end of its life. In February 2017, a development consent order was granted for a new energy from waste facility to be built at Edmonton. The early groundworks have commenced, and key decisions relating to the contracts and financing of this facility are scheduled to be made at the NLWA meeting in September 2018. The plan is for the new facility to be operational in 2025. It is currently predicted that Barnet's annual levy will rise by approximately 60% to pay for the new residual waste facility, on the basis that around 45% of household waste is recycled.

It is proposed that the Hendon waste transfer station will be relocated as a result of the Brent Cross regeneration project, moving from its current location in Tilling Road, with a new facility to be constructed in Geron Way. A planning application for the new facility was submitted in October 2017. The new facility will be owned by Barnet Council and leased to NLWA.

2.3 Green Spaces Development

Management Team

Cassie Bridger: Strategic Lead for Sport, Physical Activity and Green Spaces
 Mat Gunyon: Partnership and Development Manager
 Andy Tipping: Trees and Woodlands Manager

Key Work Areas

- Parks development and improvement projects
- Supporting volunteering and 'Friends of Parks' groups
- Ensuring ongoing replacement of infrastructure; including children's play equipment, benches, and other infrastructure items
- Commenting and advising on green spaces and landscaping elements of applications for planning consent
- Agreeing Section 106 and CIL contributions
- Booking of playing pitches
- Booking of events in parks
- Planting and replacement of trees in parks and open spaces
- Planting and replacing trees on public highways
- Commenting and advising on the impact of planning applications on trees; including opportunities for planting additional tree stock.

Key Facts

	Hectares	%
Total LBB area	8,675	100
Total Green Spaces	3,490	41
Green Belt	2,466	28
Public Open Space	1,192	14
Publicly Accessible Natural Green Space	743	9
Metropolitan Open Land	690	8
LBB Parks and Open Spaces	465	6

Budget

Natural capital account value for LBB Green Spaces is at £60,070,000 per annum:

	£
Recreation Value	41,000,000
Health Value	19,000,000
Atmospheric Pollution Benefit	70,000

Green Spaces Maintenance budget included in Street Scene entry above.

Investment

- £5m investment to support developments at Montrose / Silkstream Park

- £3.5m to fund the Colindale and Rushgrove Park improvements
- £700k Section 106 funding towards the creation of a new pitch for Gaelic Football, and associated facilities, at the National Medical Institute Research site
- Heybourne Park to be funded by developer / Section 106 (estimated approx. £2.4m)
- £1.75m Tree Policy to be delivered over 5 years

Staff

Total staff Green Spaces Development staffing = 10.6 full time equivalent posts.

Green Spaces Maintenance staffing included within Street Scene entry above.

Stakeholders

Key external contacts include:

- Greater London Authority
- Sport England
- National Governing Bodies of Sport
- Middlesex University
- Saracens RFC
- Various Sports Clubs and Associations
- Environment Agency
- Natural England
- London Wildlife Trust

Strategies and Policies

- LBB Parks and Open Spaces Strategy (2016)
- Playing Pitch Strategy for Barnet (2017)
- Green Infrastructure SPD
- Brown Field Sites Review
- Green Belt Review
- Local Plan
- Tree Policy

Current Projects

- Montrose Recreation Ground and Silkstream Park Redevelopment
- Colindale Park Redevelopment

- Rushgrove Park Redevelopment
- Copthall Sports Hub and Mill Hill Open Spaces Masterplan
- West Hendon Sports Hub Masterplan
- Barnet / King George V Playing Fields Sports Hub Masterplan
- Victoria Park Redevelopment
- Various parks and open spaces infrastructure refurbishment projects; including upgrades to children's play equipment and tennis courts.

Recent Achievements

- Parks and Open Spaces Strategy
- Playing Pitch Strategy
- Natural Capital Account

2.4 Transportation and Infrastructure

Management Team

Jamie Cooke: Strategic Lead for Transport and Highways Commissioning

Mario Lecordier: Strategic Lead Commissioner for Highways

Phil Hoare: Head of Parking, Infrastructure and DLO

Paul Bragg: Highways Lead for Network and Infrastructure

Cara Elkins: Commissioning Lead, Environment

Key Work Areas

- We produce Transport Policy and Long-term Transport Strategy in support of Barnet's position as London's fastest growing borough. Including;
 - Improving transport options for all residents
 - Reducing the negative impacts of travel, such as congestion and air pollution
 - Delivering a 20-year strategy (up to 2035)
 - Future proofing and focusing on sustainable modes of travel
 - Facilitating an important role for cycling and walking in the borough
- We install electric vehicle charging points
- We are managing the introduction of car clubs to the borough
- We manage the Elected Members Parking Policy
- We provide professional advice to elected members, residents and businesses
- We manage parking enforcement
- We help to keep the borough moving and improve air quality and safety via moving traffic enforcement
- We manage the borough's street lighting service

- We improve and enhance the network via the borough's Highways Direct Labour Organisation (DLO); delivering capital improvement of footways and carriageways, winter gritting services and emergency response services
- We manage multiple contractors who perform works on our behalf.

Key Facts

Staff

There are 40 full-time equivalent staff across the service; including street lighting engineers, parking subject matter experts, and highways operatives.

Budget

- Parking enforcement budget of £12.5m p/a
- Street lighting 25-year contract of £7m p/a
- Highways Direct Labour Organisation capital budget of approximately £2.5m p/a
- Highways winter service budget circa £400k p/a

Network Responsibilities

- We provide a winter gritting service across ten priority routes
- We maintain 27,771 street lighting columns and 2,152 illuminated signs
- We provide 9,133 parking spaces

Key Contracts

- NSL for parking enforcement services
- Bouygues Energy Services for street lighting provision
- Redcorn for abandoned vehicles

Strategies and Policies

- Long-Term Transport Strategy; an overarching long-term transport strategy is being developed and will outline Barnet's approach to transport up to 2038.
- Parking Policy (2014)
- Parking Transformation Programme

Current Projects

- Utilisation of highway assets to generate income (investigatory project)
- Re-provision of parking enforcement service
- Production of the Long-term Transport Strategy (including road safety)
- Priority Spending Review

Recent Achievements

- Improvements to the parking service
- Successful delivery of the 2017/18 winter gritting service in severe conditions; approximately 2,500 tonnes of grit distributed throughout the network
- Successful delivery of moving traffic enforcement; helping to keep traffic moving, reducing air pollution, and making roads safer
- Delivery of the borough's first low-emission, electric fleet and car club
- Delivery of the Highway Direct Labour Organisation's capital improvements Members' reactive service

2.5 Highways

Management Team

Jamie Cooke: Strategic Lead for Transport and Highways Commissioning

Mario Lecordier: Strategic Lead Commissioner for Highways

Alun Parfitt: Operations Director (Regional Enterprise)

Dean Cronk: Service Director, Highways (Regional Enterprise)

Peter Agent: Associate Director (Regional Enterprise)

Key Work Areas

We are the Traffic and Highway Authority. Our statutory duty is guided by the following legislation:

- Highways Act (1980)
- Road Traffic Regulation Act (1984)
- Traffic Management Act (2004)
- New Road and Street Works Act (1991)
- Countryside & Rights of Way Act (2000)
- Local Government Act (1999)
- Noxious Weeds Act (1959)
- Flood and Water Management Act (2010)

We deliver the requirements of the above legislation in a local context for Barnet by:

- Making sure the highway is safe
- Repairing and maintaining the highway
- Keeping traffic moving; we fulfil the role of traffic manager (TMA 2004)
- Managing activities on the highway

- Improving and enhancing the network
- Managing contractors who provide works on our behalf (such as Conway Aecom for pothole repair)
- Providing road safety education
- Providing flood risk measures
- Providing parking schemes design and managing parking consultations
- Liaising with developers on the adoption highways networks for new developments.

Key Facts

Budget

- Network Recovery Plan: £10m p/a
- Local Implementation Plan: £4m p/a
- Managed Budgets: £2.5m p/a
- Section 106 Funding: £1m
- Area Committee Funding: £450k

Key Contracts

- FM Conway for reactive highway repairs
- Met Desk for winter service weather forecasts

Strategies and Policies

Network recovery plan (£50m of investment over 4 years)

Recent Achievements

(Source RE Highways)

- 400 vehicle crossovers installed
- 2,965 skip licenses granted
- 16,338 service requests processed
- 1,393 Member enquiries investigated
- 184,479m (sq.) carriageway resurfaced
- 30,207 telephone calls taken
- 98 school travel plans produced
- 14,337 utility works performed

- Over 2,000 sixth form students have benefited from the ‘safe drive, stay alive’ innovative road safety event in Barnet.
- Cycle Training:
 - Provided free to children, adults and families
 - In 2016/17, 2,999 pupils received ‘bike-ability’ training in 71 Barnet schools
 - 657 adults and 29 families have received cycle training
 - ‘Bike-it Plus’ to increase numbers of children cycling to school, with 29 schools involved
 - Middlesex University pilot programme to increase cycling levels to / from campus
 - ‘Dr Bike’ sessions held for bike checks, minor repairs and the promotion of cycling opportunities
 - 301 stands installed at 79 locations for public realm cycle parking

3. Metropolitan Police Merger

Introduction

In February 2018, the Commissioner of Metropolitan Police Service (Met), Cressida Dick, announced that the Met will begin the roll out of the Basic Command Unit (BCU) across London. This decision meant that the Met will bring together policing in Barnet with Brent and Harrow to form the North-West Area (NW) which will deliver neighbourhoods, emergency response, CID and safeguarding. On the BCU our officers, buildings and resources will be shared across the boroughs.

As of 19th March 2018, Detective Chief Superintendent, Simon Rose BSc MBA, took on the role of BCU Commander with responsibility for delivering operational policing to the three boroughs.

The Met have already made savings of £600m, and have to make further savings of £325m by 2021. Officer numbers are planned to fall to 30,000 by April 2018, and further by 2021.

BCU Merger Pilots

The Met have been testing the model for the BCU mergers in two pathfinders since early 2017. The aim of the pathfinders has been to test the model to see if it works operationally. The pathfinders have enabled the Met to learn valuable lessons that have already been applied resulting in changes to the initial BCU merger model, and will continue to do so throughout the transition. The lessons were collated feedback from Met officers and our partners and at the heart of this is was the Met commitment to allow sufficient time for everyone, enabling our leaders, officers and staff to get used to and own the change locally.

The pathfinders operated under a time of considerable operational challenge that included the terror attacks in Westminster, London Bridge and Finsbury Park, and the Grenfell Tower fire. Emergency response was particularly challenging, but changes made to the model in August 2017, resulted in lasting improvements to emergency response performance which is now better than before the pathfinders started.

Barnet, Brent and Harrow BCU Merger; Local Modelling and Resources

Along with the Mayor of London, the Met have met their commitment to put two Dedicated Ward Officers (DWOs) and one PCSO in every London ward, and the Met want to protect this investment against their challenges. On the BCU these officers will work with local people on local priorities

without being abstracted elsewhere. The Met will also increase the number of police officers working with young people, educational establishments and care homes.

The Met are also investing more resources into the prevention and investigation of domestic abuse, sexual offences and child abuse. They will take a more holistic approach to safeguarding through the management of risk and vulnerability, and bring together multi-agency safeguarding hubs, and their child abuse referrals so they can work even more closely with local partners and ensure all referrals regarding children at risk of harm are received through the one 'front-door' (MASH).

The combined BCU, covering Barnet, Harrow and Brent will have larger response teams responding to emergency calls, with officers owning and investigating, end-to-end crimes reducing the number of different officers victims of crimes have to deal with. This will free up CID colleagues to concentrate on more serious and complex crime and proactive work.

Stakeholder Engagement

The police commenced a period of engagement before implementation begun. During this period, they have kept the council up-to-date and shared with us their plans to ensure their BCU continues to meet our local requirements.

Detective Chief Superintendent, Simon Rose BSc MBA has continued to keep partners informed is working with his officers across the 3 boroughs and partners to review all aspects of policing and how they will function moving forward.

This has included areas such as:

- Response, Safeguarding Neighbourhoods, Investigations and Head Quarters (which will be in Colindale)
- Officer numbers
- The red lines of what cannot be changed and what can
- The estate overview, following what has been set out in the Mayors Public Access Strategy ¹
- Vehicle fleet (marked and unmarked)
- Partnership and prevention hubs
- Mapping of demand
- The transition timelines of CASO (Child Sexual offences investigation team)

Demand Pressures

The police have also shared the following details of demand pressures across the three boroughs to provide reassurance that the process of merging Barnet, Brent and Harrow is not going to see a drain of resources to Barnet.

Annual demand rolling 12 months to February 2018:

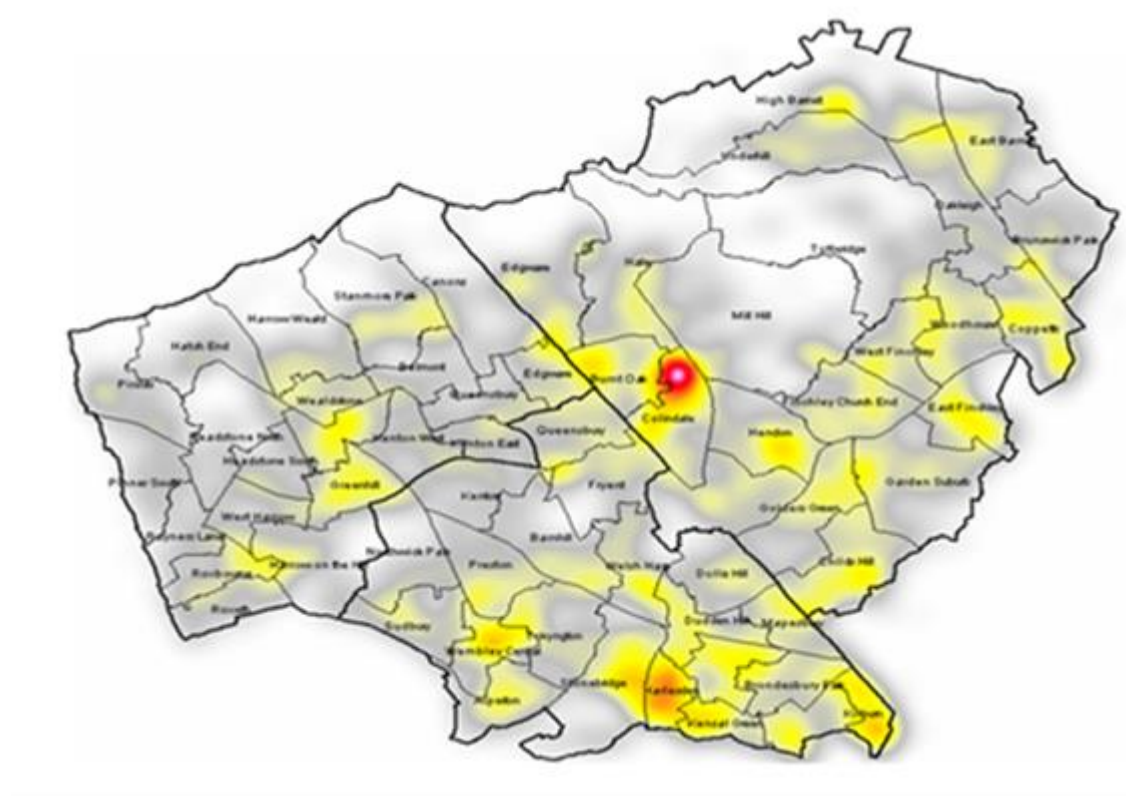
¹ <https://www.london.gov.uk/mopac-publications/public-access-strategy>

	I&S Calls	I Only
Harrow	20,920	8,457
Brent	38,717	16,009
Barnet	37,827	16,298

Raw data for the last 12 months (as at March 2018):

Harrow	8,457 Emergency 999 calls Total of 20,920 for 999 and other deployment calls
Barnet	16,298 Emergency 999 calls Total of 37,827 for 999 and other deployment calls
Brent	16,009 Emergency 999 calls Total of 38,717 for 999 and other deployment calls

12-month heat map showing level of demand:



BCU Merging and Modelling

The process of merging started in March 2018 with police senior leadership teams across the boroughs merging under one Chief Superintendent – Simon Rose BSc MBA and will end in October 2018.

Specific points are:

- All the Safer Neighbourhood teams stay the same
- Response Teams grow

- Sexual offences squads are brought into the Borough CID
- There has been a rollout of tablet devices for officers, this will continue around the MPS. If an officer attends an incident they will be able to electronically complete the reporting from the scene, giving the victim a reference number and able to take an electronic statement. This will reduce officer time and provides extra efficiency
- The larger response teams will keep the investigations they initiate unless deemed significantly complicated. This means a victim of crime will meet the officer in the case and get his or her contact details from the start.

Operational Policing

Ultimately operational policing is something that the police will be best placed to decide upon as the professional experts, however they continue to seek the local views of the senior local key stakeholders, including the council.

As part of his updates to the council, Detective Chief Superintendent Simon Rose BSc MBA has continued to share the models tested and preferred options.

Preliminary modelling decision have included the proactive operational policing capacity to include:

- A ring-fenced Police Safer Neighbourhoods tasking team for only SNT issues.
- Gangs
- Crime squad proactive activity

With the control room and HQ functions to be at Colindale.

Researchers and local analysts, taken from the centre will also provide additional support to improve tasking of police resources.

The police now have a preferred option regarding moving from three patrol sites to two for the North West. At the moment this preferred option is one response base at Wembley and one response base at Colindale. Wembley would respond to all calls from what was Harrow and most Brent Wards.

The response base at Colindale would deal with all of what was Barnet and six Brent Wards (in yellow at the bottom; Kilburn, Queens park, Brondesbury etc.). This is set out in the stylised map below.

[illegible]

Schools

Grows to 60 school's officers across the three Boroughs.

Summary of the Key Changes

The Met are reducing to achieve the savings required and to ensure the amalgamations make the best use of resources by economies of scale. There is also a shift towards increased localised policing.

The pathfinders enabled the Met to identify areas within the modelling that required improvements, with lessons learnt to support improved modelling of the BCU mergers taking place.

The positive outcomes identified of the current modelling include:

- Extra school's officers from the new model
- The Police Safer Neighbourhood Teams 'Tasking Team' ring fenced for Safer Neighbourhood Team matters, adding additional capacity to the teams as and when required
- The growth in on line and telephone reporting that reduces deployment need at peak times and greater choices of accessing police services for residents
- The positive learning from the pilots of the benefits of a local resolution team to respond over the phone, if suitable for a victim, rather than sending an officer at times of peak demand
- The issuing of tablets to response officers making the Met more efficient in terms of officer time and contributing towards improving response times
- Providing improved victim response through the MI investigation model where bigger response teams will enable officers to keep their own investigations rather than handing them on (exceptions for serious and complex cases) resulting in victims meeting the investigating officer from the start, less handoffs and providing a more personal service to victims
- The bringing back of over 1,000 detectives from central rape and child abuse teams to the BCU's so any linked safeguarding will be dealt with by one team (and probably the same person on the team) at the one location so a victim / parent will not have different investigating officers for a domestic abuse assault, a domestic rape and an interfamilial child abuse crime

Risk and Challenges

Risks and challenges raised by partners, officers and members have included:

i. Response Times

Members have highlighted the concerns around response times. Data shared for response times covering the month of February 2018 showed the following:

Borough	Volume of 999 Calls	Average Response Time	MPS Target	% On Target
Brent	1160	9 min 40 sec	15 min	82
Harrow	609	7 min 44 sec	15 min	94
Barnet	1206	9 min 31 sec	15 min	83

ii. Officer Engagement

The impact on the ability of the senior police capacity to manage relationships with officers, politicians and the community in each borough

iii. Impact on the Delivery of the Statutory Community Safety Partnership

Each borough is required to have a statutory Community Safety Partnership, its own borough Community Safety Strategy and an annual audit of crime. To deliver the strategy, each borough also has a number of partnership delivery groups set up and specific co-located services with the police for example police officers co -located with:

- Youth Offending Team
- Integrated Offender Management Team
- Multi-agency gang's unit or ASB team

The cluster of the police wards also do not match the clustering of other agencies that also sit at the partnership boards for example – the National Probation Service, NHS Trust, Community Rehabilitation Company.

There are risks around the ability of police officers at the right level to engage with the partnership boards within each borough, specifically:

- The Local Children Safeguarding Board
- The Adult Safeguarding Board
- The Safer Communities Partnership Board – DSI [REDACTED] confirmed he will be attending all 3 (as long as the meetings do not clash)
- Youth Justice Board
- Safeguarding Adolescent at Risk Board
- Violence against Women and Girls Delivery Group
- MASE and Gangs Panel (multi-agency case panel responding to cases of child sexual Exploitation and gangs)
- DV MARAC (multi- agency panel responding to high risk domestic violence cases)
- Community Safety MARAC (multi-agency case panel responding to high risk ASB cases)

iv. Competing Strategic and Operational Priorities

Each borough's Community Safety Partnership response will be driven by local priorities and local need, with 3 separate strategies for the police to deliver against.

Children, Education, Libraries and Safeguarding: New Member Induction Family Services

1. Key Service documents: <https://www.barnet.gov.uk/citizen-home/children-young-people-and-families/key-strategic-documents-and-plans.html>
2. OFSTED Single inspection of Barnet Children's Service published 7 July 2018: https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/barnet/051_Single%20inspection%20of%20LA%20children%27s%20services%20as%20pdf.pdf
Monitoring letter dated 22 February: https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/barnet/052_Monitoring%20visit%20of%20LA%20childrens%20services.pdf
3. The Improvement Plan and updates (all published in CELS committee papers)
18 July 2017: <http://barnet.moderngov.co.uk/documents/g8692/Public%20reports%20pack%2018th-Jul-2017%2019.00%20Children%20Education%20Libraries%20Safeguarding%20Committee.pdf?T=10>
18 September 2017: <http://barnet.moderngov.co.uk/documents/b29828/Update%20report%20on%20the%20Ofsted%20Improvement%20Action%20Plan%20implementation%20progress%2018th-Sep-2017%2019.00%20Ch.pdf?T=9>
15 November 2018: <http://barnet.moderngov.co.uk/documents/g8694/Public%20reports%20pack%2015th-Nov-2017%2019.00%20Children%20Education%20Libraries%20Safeguarding%20Committee.pdf?T=10>
16 January 2018: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8695&Ver=4>
7 March 2018: <http://barnet.moderngov.co.uk/documents/g8696/Agenda%20frontsheet%2007th-Mar-2018%2019.00%20Children%20Education%20Libraries%20Safeguarding%20Committee.pdf?T=0>
4. Resilience video: <https://www.youtube.com/watch?v=T05qVQD6Jug&feature=youtu.be>
5. Barnet Safeguarding Children Partnership Website: www.thebarnetscp.org.uk
6. Live Unlimited: www.liveunlimited.org.uk
7. UNITAS: www.unitasyouthzone.org
8. Libraries Strategy approved at Full Council 4 April 2016: <http://barnet.moderngov.co.uk/documents/s31102/Report%20to%20Council%20-%20CELS.pdf>
[Libraries Taskforce](#)
<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attach>

[hment_data/file/573911/Libraries_Deliver_-_Ambition_for_Public_Libraries_in_England_2016_to_2021.pdf](#)

Useful operational Information

Role of the Local Authority Designated Officer (LADO):

<https://www.thebarnetscp.org.uk/bscp/children-young-people/lado-concerns-about-a-professional-with-a-child>

Reporting a Concern about a Child:

<https://www.thebarnetscp.org.uk/bscp/professionals/reporting-a-concern-about-a-child-1>

Directory of Information: www.barnet.gov.uk/directme

Childcare / Children's Centres: <https://www.barnet.gov.uk/citizen-home/children-young-people-and-families/childcare.html>