
AGENDA ITEM: 6 Pages 15 – 32

Meeting	Cabinet Resources Committee
Date	24 May 2011
Subject	Estates Strategy
Report of	Cabinet Member for Resources and Performance
Summary	This report sets out the Council's strategy for the management of its Estate over the next five years and the Council's direction in relation to managing its operational estate, commercial and community portfolios and the property and asset functions which oversee them.

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Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1: Estates Strategy Appendix 2: Estates Strategy Action Plan
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable

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1. RECOMMENDATION

- 1.1 That Cabinet Resources Committee approve the Estates Strategy 2011- 2015 (as set out in Appendix 1) and corresponding Action Plan (as set out in Appendix 2).**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee, 19 January 2008 (decision item 6) approved the Capital, Asset and Property Strategy.
- 2.2 General Functions Committee, 5 August 2009 (decision item 7) approved the proposed restructure of the Corporate Senior Management team and responsibilities as detailed in the public and the exempt reports. This included the creation of the Commercial Director post with responsibility for the formation and leadership of the new consolidated property and assets function.
- 2.3 Budget & Performance Overview & Scrutiny Committee, 1 September 2010, (decision item 10) considered the draft Estates Strategy and made comments and recommendations for officers and Cabinet to consider in the development of the Strategy.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Estates Strategy sets out the principles of effective management of the Council's property asset portfolio to ensure a well managed and sustainable revenue income and the maximisation of capital receipts. In so doing it drives achievement of the Council's key corporate priority, 'better services with less money' and the One Barnet principle of a 'relentless drive for efficiency' and the Programme objective of 'value for money'.
- 3.2 The Estates Strategy sets out our commitment to working in partnership with citizens and with our public sector colleagues to ensure that public assets across the borough enable high quality service delivery and community activity, driving, in addition to 'better service with less money,' achievement of the Council's corporate priority of 'sharing opportunities and sharing responsibilities' and the One Barnet principle of developing 'a new relationship with citizens', placing customers at the heart of services.

4. RISK MANAGEMENT ISSUES

- 4.1 The Estates Strategy sets out the principles for ensuring the Council's allocation and management of capital and assets is in line with Council priorities.
- 4.2 The Estates Strategy sets out the principles of effective management of the Council's property asset portfolio, mitigating against the risks of failing to apply necessary performance and risk management and financial controls within the Council's Estate function.
- 4.3 Any project or initiative to be instigated under the Estates Strategy will be subject to scrutiny by the appropriate approvals and/ or scrutiny body and individual Project and Programme Boards. Where project or initiative is instigated under the Estates Strategy and in line with the One Barnet programme it will also be subject to scrutiny by the One Barnet Programme Board. This will ensure proper governance of corporate investment in assets and that robust project governance is applied in delivering those assets.

4.4 Where appropriate, invest and divestment decisions will also be put before Cabinet Resources Committee for scrutiny and agreement.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 The Estates Strategy provides a high-level framework to drive the extension, improvement, acquisition and/or disposal of assets to ensure that the range and location of assets fits the changing way our customers want and need to access our services.

5.2 A coherent, planned approach to the management of the Council's estate portfolio together with the Council's partner's supports equal opportunity and choice in access to services within all parts of the community. Where any changes to the estate are proposed, an equalities assessment in line with the Council's agreed approach will be undertaken.

5.3 The Estates Strategy has been developed in line with the Council's equalities and diversity policies. The development of the strategy was monitored by the Overview and Scrutiny process which supports the proper assessment of equalities issues in policy development and service delivery.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 The Estates Strategy will ensure that best practice asset management is developed, embedded and practiced within the whole organisation. It will drive achievement of better value for money from the Council's property assets through the effective and efficient direction and utilisation of assets, directly supporting the One Barnet 'Value for Money' programme objective.

6.2 Plans regarding sustainability in relation to our assets are in accordance with the Council's current policies.

6.3 The Estates function is fully integrated into the SAP Optimisation project which will ensure that data is held all in one place and for the more effective management of information.

6.4 The recent re-structuring of two sections within the Estates function (Asset Management and Facilities Management) will improve the delivery of service to customers. Like wise the Estates function is being evaluated as part of the Customer and Support Service Project One Barnet transformational programme.

6.5 Estates will take full advantage of procurement support to ensure standardisation of procedures and reductions in cost base. Adoption of key CIPFA performance indicators will focus resources on delivering targets.

7. LEGAL ISSUES

7.1 The implementation of the Estate Strategy may result in the disposal of land owned by the Council, the appropriation of land held by it and the acquisition of land. At the point of any disposal, appropriation or acquisition of any land interest, the Council will have to comply with the requirements of the relevant statutory authority empowering the Council to carry out the given activity, especially the provisions of Sections 120, 122, 123 and 128 of the Local Government Act 1972 as well as the statutory guidance on land disposals contained in "Circular 06/03: Local Government Act 1972 general disposal consent (England) 2003.

- 7.2 The Council should ensure that, in implementing the Strategy, it fulfils its fiduciary duty in a way that is accountable to the local people.
- 7.3 If the Council enters into any arrangement with a third party, when implementing the strategy, then, it must also consider the statutory power upon which it would be entering into any such arrangement. Section 2 of the Local Government Act 2000 may be relevant for any proposed arrangement involving third parties.
- 7.4 The Council's land holdings and real property are a corporate resource and the implementation of the Strategy would have to be in accordance with the Management of Real Estate, Property and Land Section of the Council's constitution.

8. CONSTITUTIONAL POWERS

- 8.1 Constitution, Part 3 (Responsibility for Functions), Section 3.6 details the functions of the Cabinet Resources Committee which includes "all matters relating to land and buildings owned, rented or proposed to be acquired or disposed by the Council."

9. BACKGROUND INFORMATION

- 9.1 At General Functions Committee 5 August 2009, the Committee approved the restructure of the roles and responsibilities of the Corporate Senior Management team and the creation of the Commercial Director post with responsibilities including the Council's property and assets functions.
- 9.2 In April 2010, the Commercial Director consolidated the property and assets functions within a single Estates function under a Head of Estates.
- 9.3 The Estates Strategy sets out a framework for supporting corporate and One Barnet objectives through the effective management of the service delivery in relation to property and assets together with the effective financial management of capital assets.
- 9.4 The Strategy sets out the Council's strategic approach to its estates for the next five years and the draft Strategy is set out at Appendix 1. It sets out the Council's vision for its estates and the mid to long term strategy to achieve this vision.
- 9.4.1 The Strategy sets the Council's direction in relation to:
- managing our operational, commercial and community portfolios;
 - managing our buildings sustainably across our property asset portfolios; and
 - managing the property and asset functions which oversee these portfolios.

The Estates strategy sets out our commitment to ensuring that

"The Council, with partners, delivers a high quality, streamlined and sustainable estate to support the delivery of core services and our corporate and One Barnet priorities now and in the future. With robust, responsive assets infrastructure and a one public sector approach, we enable community activity to drive strong and cohesive neighbourhoods."

It also sets out how this vision will be achieved through a series of key initiative set out in a corresponding action plan, driven by three key strategic principles:

- Provide sustainable, value for money solutions to enabling high quality service delivery and community activity, at every stage of the property and assets life cycle;
- Adopt a one public sector approach to support this;
- Build maximum flexibility into the Council's estate to ensure it can meet the challenges of the future.

9.5 The Strategy sets the direction for the Council in terms of improving building sustainability in line with tightening Government focus and targets in this area, specifically in relation to the Carbon Reduction Commitment and energy usage. The Strategy informs improvement to the way the Council uses physical resources to improve value for money and minimises the impact of its estate on the environment.

9.6 More detail is set out in the Strategy, attached at Appendix 1, and the corresponding Action Plan, attached at Appendix 2.

9.7 This Strategy was first considered in draft at the meeting of Budget and Performance Overview and Scrutiny on 1 September 2010 and has been revised to address the comments raised by the Committee.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal: TE

Finance: JH

**Estates Strategy
The London Borough of Barnet**

2011- 2015

1.0 Introduction

This is the Council's Strategy which sets out the requirements for our estate over the next five years. The estate includes; our schools, administrative offices, public offices, libraries, community buildings, and commercial properties. Effective management of that estate is integral to how far we provide value for money for the people of Barnet and to achieving the Council's priorities.

We have committed through the One Barnet Programme to place the citizen at the heart of services, to work with our partners to provide a joined up approach to public services and to drive for relentless efficiency in everything we do. In relation to our estate, this means working through the One Barnet principles to achieve more efficient, effective and strategic use of public sector assets and systems. These must deliver high quality services and support residents to build stronger communities and better neighbourhoods.

As the social, economic and political context of Barnet continues to evolve, we must match future capabilities to the future environment through our strategic planning if we are to achieve the desired outcomes from One Barnet sustainably. We have already begun to address this through a series of strategic reviews including our approach to customer access and our plans for growth and regeneration in the borough. Another major consideration as we move forward is the need to understand how the needs of the Council and residents in relation to our estate are changing, how this changes the nature of our business and the ways we work and the impact these developments will have on the strategies relating to our property and assets. We must be prepared to build maximum flexibility in our estate for the future.

With this in mind, we have established a clear direction for how we will manage our combined estate across the borough and this strategy sets out this vision, reviews the current nature of the estate, and describes the direction we will take and the arrangements we will put in place to enable this.

2.0 Strategic Context

The One Barnet principles of relentless efficiency; a one public sector approach; and a new relationship with citizens are at the heart of Council policy and priorities. Driven by these principles, we will maximise opportunities with our partners and residents, working through the One Barnet Programme to improve the processes and systems through which we manage our estate. We will work uncompromisingly to optimise our resources for delivering excellent public services and community activity with maximum benefit for the people of Barnet.

A challenging financial climate has brought significant and ongoing pressures to bear on the public sector with an urgent need for the Council to respond effectively. In relation to the Council's estate there is a clear need to develop a strategy which sharpens the focus of our estate for the future, prioritising scarce resources and driving out costs through improved efficiency and innovative partnerships. This strategy sets out how we will manage our responsibility to facilitate stronger, more cohesive neighbourhoods through our approach to public assets in the context of

restricted funding and ever increasing demand for local public services. We must be prepared to take difficult decisions in order to manage the inherent conflict between our will to make fit for purpose community assets available to our residents, and the very urgent need to mitigate the significant funding reductions we are facing. This will mean reconsidering those assets we hold which do not serve the Council's core functions and priorities.

We will work with our partners to seek out opportunities to reduce costs, grow income and rigorously evaluate surplus assets for disposal. The Council will need to balance carefully both capital and revenue funding ensuring that a drive to generate capital resources, by the selling of assets does not have a disproportionate impact on revenue income. There will be changes in the delivery of health services which over time may change how the borough works in partnership with our health colleagues. This may mean pursuing opportunities to jointly manage, occupy, invest in or dispose of assets to drive high quality health services in the most appropriate locations.

Through Barnet's Three Strands Approach and our Local Development Framework Core Strategy, we have committed to ensuring that the Council's approach to planning, development and regeneration supports a thriving borough. The LDF Core Strategy sets out our strategic commitment to 'make more efficient use of our community assets in order to improve service delivery.'¹ This Estates Strategy will support this and whilst its delivery will likely lead to a more streamlined assets base, it will also ensure that a sharper focus enables a more efficient asset portfolio which better supports improved, integrated service delivery, stronger neighbourhoods and drives achievement of the One Barnet priorities.

Through our approach to the estate we will also support delivery of the Council's strategic objectives in relation to customer access. This will mean facilitating the delivery of customer facing facilities targeted in areas where they are most needed and supporting the shift to alternative channels of customer access where it is appropriate. The Libraries Review (March 2011) has instigated a programme of work in support of this approach and the estates function will have a key role supporting delivery of their strategic aim to deliver a targeted, fit for purpose and sustainable libraries estate.²

With a strong focus on environmental sustainability Government have implemented measures which impact upon how we manage our estate now and in the future. There has been a significant increase in the financial pressures relating to the Carbon Reduction Commitment (CRC) introduced through the 2010 Energy Bill and this is likely to continue. This strategy therefore sets out our commitment to delivering a sustainable estate with a reduced environmental footprint and to ensuring that any work undertaken with our strategic partners takes account of this commitment now, and in the future.

3.0 Scope

The Estates Strategy relates to the Council's diverse portfolio of property assets. It will not apply to the councils Housing (and associated) assets or its Parks and Open Space assets.

This strategy brings together the Council's aims and objectives for our estate, detailing how we will ensure that it enables effective and efficient delivery of Council

¹ London Borough of Barnet- Local Development Core Strategy, March 2011.

² London Borough of Barnet- Strategic Libraries Review, March 2011.

services and priorities. Specifically, the strategy sets the Council's direction in relation to:

- managing our operational, commercial and community portfolios;
- managing our buildings sustainably across our property asset portfolios; and
- managing the asset functions and infrastructure which support these portfolios.

There are some established strategies and some currently under review which relate to the Council's properties and assets including the Libraries Strategy and Review, the Housing Strategy, the HRA Business Plan, the Parks and Open Spaces strategy, the Customer Access Strategy and the Local Development Framework Core Strategy. Through the One Barnet Programme we will work to harmonise these individual strategies with an effective and efficient plan for the combined estate across the whole borough.

The estate owned by the Council which is subject to this strategy is divided into three portfolios which require different approaches. The Council currently owns (excluding council housing, associated assets, parks and open spaces) 574 properties with a value in the region of £500m (2009/10). The estate is divided into three portfolios:

Community Properties	Qty
Allotments	48
Community centres, faith groups/activities /clubs	42
Cemeteries/memorials/monuments	23
Long leaseholds (shopping centres/ residential/commercial)	5
Regeneration properties	67
Offices let to partners/third sector	5
Long leases	47
Sports clubs leisure centres	48
	285
Operational Properties	Qty
Day centres/health care /sure start/youth centres	10
Public offices/civic/admin offices	11
Libraries /registry offices/resource centres	15
Mortuaries/crematoriums	2
Museums	2
Schools	68
Hostels	2
Depots	1
	111
Commercial Properties	Qty
Advertising Pitches/hoardings	4
Let Agricultural land	14
Car Parks	22
Industrial Units	31
Office investments	5
Retail Units	102
	178
Total	574

4.0 Strategic Aims and Objectives:

As we manage our estate through this strategy, we will work to ensure that:

“The Council, with partners, delivers a high quality, streamlined and sustainable estate to support the delivery of core services and our corporate and One Barnet priorities now and in the future. With robust, responsive assets infrastructure and a one public sector approach, we enable community activity to drive strong and cohesive neighbourhoods.”

We must follow a set of key strategic principles if we are to achieve these desired outcomes. As the Council manages its estate it will seek to:

- Provide **sustainable, value for money** solutions to enabling high quality service delivery and community activity, at every stage of the property and assets life cycle;
- Adopt a **one public sector approach** to support this;
- Build **maximum flexibility** into the Council’s estate to ensure it can meet the challenges of the future;

We will need to embed these principles within our ongoing estate management and planning and will work through the Estates Strategy Action Plan (appendix 2), delivering key projects and initiatives through four key themes:

Supporting communities

Our estate will facilitate the delivery of high quality services and community assets which drive resilient, self-supporting neighbourhoods across Barnet. Placing citizens at the heart of decision making will be essential to achieving this. We will improve our customer insight, working with citizens and partners to gain a better understanding of how we can deliver an estate which best supports this commitment. Robust data and analysis will inform our decisions and drive our actions as we work in line with our objectives for customer access to ensure that public land and buildings support accessible services by being conveniently located, fit for purpose and driving joined up services. Implementing improvements to our assets infrastructure will also be crucial to facilitating agile and responsive service delivery and identifying opportunities where we can facilitate communities to help and support themselves will be crucial.

Key pieces of work to deliver these objectives will be implemented through the estate strategy action plan (appendix 2) and will include:

- The review of the estates customer base to better understand what underpins a fit for purpose asset portfolio which drives high quality services and community activity;
- The development, with partners, of a Community Buildings Strategy to set out how public assets and community buildings across the borough can support our objective for strong, self-supporting communities sustainably.
- Supporting through our estate management the achievement of the Council’s objectives for customer access and regeneration.

Maximising opportunities through partnership

If we are to support value for money services delivery and high quality community activity we must be relentless in improving the efficiency and effectiveness of how we manage our assets. We will work with our public sector colleagues to develop a collaborative approach across the local public estate to both new capital investment and existing assets built to enable local people to work together to enhance community life. We will work with our public and third sector partners, sharing assets across the public estate and proactively maximise opportunities to co-locate or re-consider the use of assets where appropriate. This will allow for better sharing of expertise and capability and will enable us to pool resources to pursue more complex solutions with greater benefits both for the Council and for Barnet's diverse communities. To deliver our objectives we may need to invest in our partners' assets where it is clear that they are better placed to meet the needs of Barnet residents or better able to facilitate communities to support themselves.

Key pieces of work to deliver these objectives will be implemented through the estates strategy action plan (2) and include:

- A complete plan of public sector /community assets in the Borough developed with partners captured to identify opportunities for more efficient, joint working and eliminate waste and duplication;
- A longer term strategy with action plan to maximise those opportunities identified with partners.

Managing our assets sustainably

Throughout the estates review and rationalisation processes we will embrace the need to support and implement the Government's sustainable operations agenda, driven by cross-departmental targets for government estate and associated mandates. In line with Governmental policy, we will reduce the environmental impact of our use of property assets through controlling the procurement, design, use and disposal of assets. The long- term impact of our operational buildings' energy efficiency and environmental performance will form a key part of our decision-making and design processes in relation to our property and assets and should be embedded in our normal day to day practices. We will impose and monitor key sustainability performance measures to drive improved performance in this area and apply these expectations where we are working in partnership with our public and third sector colleagues.

Sustaining financial efficiency

The Council will take the decisions necessary to operate a property portfolio that is financially sustainable in the long term. This means holding only those assets that we need to deliver those functions driven by our corporate and One Barnet priorities and proactively pursuing opportunities to release and recycle capital and revenue into these priorities.

We are likely to operate a smaller estate but one which is better focussed on facilitating high quality service delivery and resilient, cohesive communities. Working with our public sector partners, we will ensure that property investment and divestment decisions are based on robust analysis which balances short term priorities and longer term objectives so that land can be released for regeneration

and the development of sustainable communities. We will make all decisions in line with the objectives set out in Barnet's Local Development Framework and Three Strands Approach to ensure that in managing our estate we continue to support our long term vision for a thriving borough.

The corporate requirement for capital receipts to support capital programmes demands a pro-active acquisition and disposals strategy. We will only hold, protect and control operational assets that are required to support our strategic delivery obligations defined by our services. Therefore whilst the Council will continue to invest in the estate where it is in our interest, it will also be necessary to identify those assets which are surplus to requirements and to consider the options for pro-active disposal. These will be set out in a five year acquisitions and disposals strategy and supporting delivery plan (Appendix 2, 1.1) and all decisions will be made in compliance with the Council's approach to equalities to ensure that we are adequately identifying and mitigating as far as possible the risk of adverse implications.

We must ensure that the property and operating costs for those assets we do maintain are minimised as far as possible whilst remaining compliant with legal, health and safety and environmental requirements. Contracts and lease arrangements will undergo continuous scrutiny to ensure we are getting best value for money and that the estate is suitably agile to respond to changing community needs and external pressures now and in the future.

Implementing and maintaining flexible technology and systems will support this and drive more accurate planning and information management to inform effective management of our assets. We will work through the One Barnet programme to develop and implement a fit for purpose Asset Data Management system to support this (Appendix 2, 1.2). This approach will be integrated into the support we provide to delivering and maintaining targeted customer access facilities, including our libraries.

We will develop a 5 year capital needs assessment for the operational estate and implementation programme to ensure we are able to maintain and invest where it is necessary in our assets to drive high quality, value for money services within a context where resource is scarce (Appendix 2, 3.2).

We will work proactively to maximise the financial return on properties that are held for investment purposes and we will identify, develop and pursue opportunities to use the asset base to facilitate long-term revenue growth and capital appreciation. We have set ambitious annual targets in relation to our capital receipts which are supported by a plan to achieve them (Appendix 2, 1.3). This will be managed and monitored closely to ensure we are rigorous in our work to achieve these aims.

5.0 Delivery

The Council's Estates Strategy is to be delivered by our Estates Service which comprises three key functions:

- Property Services;
- Facilities management, print and distribution; and
- Building Services.

The full work plan for the implementation of the Estates Strategy through 2011/12 is appended (2) and the key elements to be delivered against each of the three property portfolios can be summarised as:

Community portfolio

The climate of scarce resources places an inevitable limit on the scale of our estate and the number of assets we can make available to our communities. However, we are committed to the One Barnet principles of relentless efficiency, a one public sector approach and to facilitating a new relationship with citizens. Working through these principles, we will focus on enabling communities to get the very best from what is likely to be a smaller but better focussed community portfolio.

We want Barnet residents to feel real ownership over the portfolio of community assets across the borough and we know they have great will and energy to build a better Barnet. Our focus will be on working in partnership with them and with our public and third sector colleagues to develop fit for purpose, sustainable and flexible public assets for community activity which support strong social networks and enhanced community life where the people of Barnet work together to help and support themselves.

Transparency is a key step towards this so we will work with our partners to develop and maintain an up to date register of community assets which will help residents understand the opportunities available to them. We will work together with our public sector colleagues and with residents to understand the scope and potential of the existing community portfolio and to identify what our citizens need from it to facilitate strong, healthy and cohesive communities and we will formalise our plans for supporting this in our 5 year Community Buildings Strategy.

Whilst the Community Buildings Strategy is still in development, there are key tenets to which we are already committed. Our land and buildings within the community portfolio must represent a key resource to fulfil the corporate priority of sharing opportunities and responsibilities. The Council owns and controls a wide range of buildings which are and should continue to be used and where appropriate, shared by a diverse range of community groups to enhance community life. Taking advantage of opportunities to work jointly with our public and third sector colleagues in extending this provision as far and as effectively as possible will be crucial to delivering this commitment and beginning to set the conditions for community budgets in the future. Demand for space is changing. Many of the existing community buildings across the local public estate are not purpose built and are in want of repair. At the same time and in a challenging financial climate, some groups are losing support and thus the resources to carry on in occupation. We must therefore focus on jointly delivering a rationalised but better focussed and more effective community portfolio with better facilities to support fuller use by a wider range of groups. We will look at ways to encourage integration, seek out sharing opportunities, explore areas of need and identify how this can and will be most effectively accommodated by a streamlined but more efficient community portfolio for Barnet. Strong political leadership and identifying social enterprise opportunities to finance projects and work with groups to deliver the Localism agenda will be key in delivering this vision.

Operational portfolio:

Our operational estate is minimised to a level appropriate to deliver the Council's services and functions:

- The back office support should be consolidated and primarily based at NBLP;
- Civic services should be based at Hendon Town Hall;
- In line with the One Barnet principles closer working with our public sector partners in terms of co-location of services will become increasingly important;
- Our approach to the operational portfolio will support our commitments in relation to customer access. We will enable, support and maintain those customer facing facilities which align with our strategic objectives for customer access and reconsider how we hold and maintain those which do not.

Our operational buildings are compliant, secure, fit for purpose, in an acceptable condition and located in the right places to satisfy our customers' needs;

- The Council needs to know more about our estate in terms of backlog liabilities, level of suitability, regular inspection regimes for the whole estate and auditing compliance/risk;
- The Council needs a better understanding of our customers to ensure that as we drive for greater efficiency that we are meeting their needs and priorities;
- This greater insight about what we have and what need will be set in an overall asset management strategy and plan. A five year asset management plan for the operational estate will be developed supported by a five year capital needs assessment and a five year cyclical maintenance plan to ensure we can and do our objectives (Appendix 2, 3.6).

Our operational portfolio achieves the best standards of sustainability possible and a reduced carbon footprint.

- There will be a forum to manage the councils carbon footprint, with cross cutting work streams for energy management and sharing best practice and encouraging sustainable approaches to how we manage our buildings (Appendix 2, 3.8);
- We have a set of carefully monitored and managed performance measures in place to drive improved performance in this area (Appendix 2, 3.8).

We continually strive to reduce the cost of occupying and managing our assets.

- The principles of the accommodation strategy in terms of encouraging cultural change in how we work and compression of space must be continued.

- All opportunities to offset costs of occupation, competitive procurement, need to be explored and greater control should be exercised over contractual agreements.
- We should annually benchmark and aim to reduce the cost profile of delivering the estates function for the council and have set corporate targets to drive efficiency and cost reduction in relation to our operational buildings (Appendix 2, 1.5).
- A strategy for better management of the Agricultural estate will be developed.

Commercial portfolio

Our commercial portfolio is rigorously managed and realised to support the priorities of the Council.

- This portfolio should be managed to the highest possible standards in terms of achieving best value, consistent income streams which come in on time and budget. We should aim to grow this too by investigating alternative income streams.

We challenge the reasons for property holding and maximise revenue and capital income from the management of assets.

- There is a need to critically evaluate all holdings owned by the Council so that opportunities can be taken to raise capital and that there is a long term plan and process to help manage resources.
- A set of ambitious corporate targets to minimise voids and maximise capital receipts over the next 3 years and a plan for delivering them will drive achievement of this objective (Appendix 2, 1.3).

6.0 Estates Strategy - Monitoring, Evaluation and Review

Progress against the plan and against performance indicators included within it will be reported at scrutinised by the Commercial Management team on a quarterly basis.

Estates Strategy Action Plan

Appendix 2

PROVIDE VALUE FOR MONEY AT EVERY STAGE OF PROPERTY & ASSETS LIFECYCLE

Objective:	Serial	Work/ Initiative/ Target	Target Date	Lead
Sustaining Financial Efficiency	1.1	To draft a 5 year acquisitions & disposals strategy with supporting plan developed & agreed	Sept 2011	AD Estates
	1.2	Implement fit for purpose Asset Data Management system to facilitate robust decision making and effective planning	Sept 2011	AD Estates
	1.3	100% Capital receipts are achieved within planned timeframes and meet capital targets: 2011/12 £15 million; 2012/13 £10 million; 2013/14 £10 million Corporate Target of 4.9% maximum voids on Commercial Portfolio	March 2014 March 2012	Valuation Manager
	1.4	CIPFA benchmarking work is completed and recommendations fed into service transformation and Customer and Support Services Project planning and quarterly performance monitoring.	March 2012 & ongoing	AD Estates
	1.5	Corporate target to minimise cost of accommodation: reduce total property costs of the council's main administrative functions to £188 per GIA metre squared from £256 per GIA metre squared	March 2012	AD Estates
	1.6	All opportunities taken to mitigate/influence/ reduce operational occupation costs and grow alternative forms of income	Ongoing	Facilities Manager/Head of Property Services /Building Services Manager
	1.7	To map and consolidate where possible remaining facilities and asset management resources from across the council as part of the service transformation process	March 2012	AD Estates

ONE BARNET APPROACH				
Objective:	Serial	Work/ Initiate/ Target	Target Date	Lead
Supporting Communities	2.1	Complete the review of the Estates Function customer base	September 2011	AD Estates
	2.2	Completion of Community Buildings Strategy	September 2011	Valuation Manager
	2.3	Support colleagues with implementation of the libraries review	ongoing	AD Estates
	2.4	A complete plan of 100% public sector /community assets in the Borough developed with partners captured through the Total place mapping scheme and a summit with partners to plan the long term approach. A developed longer term strategy with action plan to co-locate and manage community assets more effectively with our partners in line with key corporate themes	September 2011 March 2012	AD Estates AD Estates/Valuation Manager/ Building Services Manager

BUILD MAXIMUM FLEXIBILITY IN COUNCIL'S ESTATE TO MEET FUTURE CHALLENGES				
Objective:	Serial	Work/ Initiative/ Target	Target Date	Lead
Sustaining Financial Efficiency	3.1	Plan for asset management standardisation developed and implemented across Council services	December 2011	Building Services Manager
	3.2	5 year capital needs assessment for the operational estate and implementation programme (linked to asset management plan) developed and approved	December 2011	Building Services Manager
Managing our assets sustainably	3.3	Estates Strategy approved	May 2011	AD Estates
	3.4	The completion of a strategy for the better management of the Agricultural Estate	Sept 2011	AD Estates
	3.5	Support colleagues to complete accommodation projects.	ongoing	AD Estates/ Facilities Manager
	3.6	5 years Asset Management plan for operational estate agreed	Sept 2011	Building Services Manager
	3.7	5 year cyclical maintenance plan for operational estate in place	Sept2011	Building Services Manager
	3.8	Ensure carbon Steering Group embedded and carbon footprint assessment and a plan for long term mitigation measures in place. Aim to keep LBB's energy consumption no higher than 223 kw/h per GIA of the administrative estate.	Dec 2011	Building Services Manager