

**MEETING**

**ASSETS, REGENERATION AND GROWTH COMMITTEE**

**DATE AND TIME**

**MONDAY 15TH DECEMBER, 2014**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

**TO: MEMBERS OF ASSETS, REGENERATION AND GROWTH COMMITTEE (Quorum 3)**

Chairman: Councillor Daniel Thomas  
Vice Chairman: Councillor Daniel Seal

**Councillors**

Daniel Seal	Philip Cohen	Nagus Narenthira
Richard Cornelius	Geof Cooke	Shimon Ryde
Pauline Coakley Webb	Gabriel Rozenberg	

**Substitute Members**

Tom Davey	Paul Edwards	Caroline Stock
Val Duschinsky	Alison Moore	Ross Houston

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Nathan – Head of Governance**

Governance Services contact: Faith Mwende 020 8359 4917

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

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## Decisions of the Assets, Regeneration and Growth Committee

12 November 2014

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)

Councillor Richard Cornelius  
Councillor Pauline Coakley Webb  
Councillor Philip Cohen  
Councillor Geof Cooke

Councillor Gabriel Rozenberg  
Councillor Nagus Narenthira  
Councillor Shimon Ryde

Apologies for Absence:-

Councillor Daniel Seal

### 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** – That the minutes of 8 September 2014 be agreed as a correct record.

### 2. ABSENCE OF MEMBERS

An apology for absence was received from Councillor Daniel Seal. There was not a substitute member.

### 3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

There were none.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

### 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of a received comment were published and provided with agenda papers for the meeting. There was no verbal representation or response to this comment.

There were no public questions.

### 6. MEMBERS' ITEMS (IF ANY)

There were none.

### 7. DEPOT RELOCATION PROJECT

John Hooton, Deputy Chief Operating Officer, provided an overview of the report.

Following discussion of the report Councillor Pauline Coakley Webb **MOVED** that the report be referred to Council. The referral was supported by:

Councillor Phil Cohen  
Councillor Geof Cooke  
Councillor Nagus Narenthira

**RESOLVED** – That having received the requisite number of support for referral, the item will be placed on the agenda for consideration by Full Council.

**8. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the report.

**9. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

There were none.

**10. ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT**

There were none.

The meeting finished at 7.31 pm

	<p style="text-align: center;"><b>Assets Regeneration and Growth Committee</b></p> <p style="text-align: center;"><b>15<sup>th</sup> December 2014</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p style="text-align: center;"><b>Strategic Asset Management Plan</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>John Hooton, Deputy Chief Operating Officer Cath Shaw, Lead Commissioner, Enterprise and Regeneration</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix 1 – Draft Strategic Asset Management Plan Appendix 2 - Consultation Plan</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Michael Sudlow, Property Director, Re, 07860 758461</p>

<h3>Summary</h3>
<p>The Strategic Asset Management Plan (SAMP) is a key corporate strategic tool which sets out the London Borough of Barnet’s property objectives, focussing on how the Council intends to utilise its asset base to deliver its Corporate Plan over the next five years.</p> <p>The strategic document sets out the template and framework for how the Council will seek to utilise its land and property assets as a corporate resource.</p> <p>The key principles of the SAMP were reported at the 9 July 2014 Assets, Regeneration and Growth Committee and Assets and Capital board on the 19 September 2014. Taking into account those principles, this document sets out the proposed approach to asset management over the next five years.</p>

## Recommendations

**That the Committee approve the attached Strategic Asset Management Plan (SAMP) following a period of internal and public consultation.**

### 1. WHY THIS REPORT IS NEEDED

#### 1.1 Executive Summary

1.1.1 The London Borough of Barnet (LBB) holds property to sustain and support its corporate objectives as reflected in the corporate plan. The Council should seek to secure an operational and asset portfolio that is both fit for purpose and capable of providing flexible accommodation that can adapt to future requirements and increase/decrease in accordance with need.

The SAMP is attached to this report for approval following further engagement and consultation.

The SAMP sets out an approach to how the Council should manage the different types of land and property assets that it owns or leases. These fall into six main categories which are discussed in more detail within the SAMP:

1. Operational Assets – Held for the delivery of Council services
2. Community Assets – Retained for the benefit of the community
3. Highways and Green Spaces Portfolio
4. Investment Portfolio – Held primarily to provide income and investment opportunity
5. Housing Portfolio – Managed by Barnet Homes
6. Development Portfolio

1.1.2 A consultation exercise was held between the period October 2013-November 2014 with key stakeholders, elected members, community groups and stakeholders/partner organisations.

1.1.3 The draft SAMP was available to download from the Engage Barnet web site from 13/10/2014 until 17/11/2014 to all interested parties requesting feedback and or requests for one to one meetings. (See 4 for full consultation details)



1.1.4 The SAMP is the overarching document which will set out the council's objectives in terms of the use of the asset base to deliver the stated corporate objectives. A number of subsidiary policy documents will shortly be delivered such as the Community Asset Strategy and library strategy which will form the policy documents supporting the parent SAMP and approval of the SAMP should precede publication of any further strategic policy.

## 2.2 REASONS FOR RECOMMENDATIONS

2.2.1 It is important that the Council takes a strategic approach to asset management. The SAMP is a document designed to set out the future direction for managing public assets within the London Borough of Barnet for the next five years. It sets out guidelines regarding both the intended state of the asset portfolio and the key parameters in relation to overall asset management. It will be used by Elected Members, Officers and Partner organisations to support/inform any decision related to property assets and should be treated as the key reference point to which all future decisions in relation to the property portfolio are referenced.

2.2.2 The purpose of the Council holding assets is to support its corporate objectives by delivering services, generating income, making assets available for activities that support our objectives, and protecting the long term interest of the community. Holding assets will also support the objectives of the local plan and maintaining the built environment.

The objectives within the SAMP are:

- Articulate a vision for Council land and property assets over the next five years in support of the Council's Corporate Plan and objectives.
- Set out a strategic approach in respect of the Council's land and property assets so the portfolio is managed as a whole rather than considering assets in isolation.
- Shape the Council's operational estate to optimise service provision and meet the needs of customers.
  - a) Ensure that operational properties are appropriately located, provide flexible accommodation at appropriate cost, are in good condition and are accessible to all.
  - b) Achieve a reduction in the overall use of operational space to achieve savings.
  - c) Reduce the running costs of buildings and benchmark costs in use against peer groups.

d) Develop an Office Accommodation Strategy, achieving efficiency in the use of space through Agile / remote working, and to maximise co-location of services working with partners.

- Ensure that the procurement of works for buildings meets sustainable design criteria and those buildings are maintained and managed for maximum energy and resource efficiency.
- Support longer term regeneration and growth by preparing business cases for retaining, acquiring or disposing of assets ensuring best consideration is achieved and where relevant community and social value is taken into consideration.
- Provide a framework against which strategies for council assets such as highways, housing and parks can be developed.
- Develop an approach that maximises letting income and where relevant, this should be balanced against community or social value.
- Achieve efficiencies by sharing assets across the Public Sector.

2.2.3 The Council has an extensive and varied asset portfolio. The total assets by category and income are set out within the SAMP attached.

2.2.4 The total asset value of the portfolio based on current book value (as at 31<sup>st</sup> March 2013) was over £1bn. This figure includes £0.6bn of social housing stock. Excluding the housing revenue account, the annual rental income received on the estate is circa £3m per annum. The total cost of office accommodation is currently £8.6m per annum.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 It is important that the Council has an up to date Strategic Asset Management Plan in place. The SAMP is recommending an approach to asset management that maximises cost and energy efficiency across the operational estate, balances income maximisation with operational and community service and delivery across the remainder of the estate. It also considers the development portfolio as an income stream.

3.2 The alternative option considered but not recommended is that the Council could decide to not adopt a SAMP. Failure to adopt a strategic approach to the management of the Council's estate will fail to deliver reductions in cost and increases in income in future decisions relating to the use of land and property. Given the challenging financial climate and the need for the Council to maximise the performance of its assets, this course of action is not recommended.

#### **4. POST DECISION IMPLEMENTATION**

In the event that the SAMP is approved for publication the plan will be issued and made publicly available on the Barnet web site. As policy documents subsequently emerge the SAMP will be reviewed and updated at least annually to reflect any relevant changes.

#### **5. CONSULTATION AND ENGAGEMENT**

- 5.1 A copy of the Consultation Plan is attached setting out the methodology and the five phase consultation plan undertaken over the period October 2013 – December 2014 with key stakeholders; including elected Members, community groups and partner organisations
- 5.2 As a result of the consultation exercises feedback over the entire period has been incorporated within the final document on a continuing basis.
- 5.3 The consultation included a presentation of the draft SAMP at Hendon Town hall on 3/9/2014 to interested groups including CommUNITY Barnet, Age UK, Catch 22 and Barnet Homes.
- 5.4 Whilst the individual groups expressed interest in the extent of the reach of the SAMP and the nature of the document as the parent strategic plan which will overarch the specific subsidiary policy proposals (e.g.; CAS) the majority of the enquiries referred to detail outside the SAMP scope.
- 5.5 Comment therefore on the SAMP was positive and interested parties reserved their further comments until such time as the policy documents such as the CAS and Library strategies are published.
- 5.6 The SAMP was made available for download on the Engage Barnet web site for the period 13/10/2014 -17/11/2014 inviting either comments from interested parties or requests for one on one meetings. In addition approximately 150 hard copies of the SAMP have been distributed to officer's members and the general public.
- 5.7 In association with CommUNITY Barnet community groups were approached to establish if there was demand for a specific SAMP workshop. The general response was that given the nature of the SAMP groups would prefer to await specific implementation/policy documents as they emerge as set out below.
- 5.8 The Engage Barnet site noted; *a number of documents will subsequently be developed to support implementation of the SAMP, for example our Sports and Leisure Strategy, our Community Asset Strategy, and our Housing Strategy, and these will all be consulted on an individual basis.*
- 5.9 Consequently, overall there has been fairly limited feedback to the final version of the SAMP because, it is believed, the SAMP is seen as a non-specific, over-arching document. It is expected that subsequent consultations

on the detailed implementation plans will elicit far more interest from the community, and there are plans to continue proactive engagement on these additional elements as they are developed.

- 5.10 As a result of the Engage Barnet phase of the consultation two parties have requested on-to-one meetings which are in hand post the formal consultation end date of 17-11-2014.
- 5.11 This meeting has been programmed for the 5<sup>th</sup> December and in the event that any matters should arise that are relevant to this exercise those will be reported as a separate paper to be read in conjunction with this document prior to any approvals being sought.

## **6. IMPLICATIONS OF DECISION**

### **6.1 CORPORATE PRIORITIES AND PERFORMANCE**

- 6.1.1 The Corporate Plan 2013-16 has a strategic objective to “promote responsible growth, development and success across the Borough”.

### **6.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 6.2.1 The cost of the development of the SAMP and the component elements within this strategy are contained within existing CSG budgets.

### **6.3 Legal and Constitutional References**

- 6.3.1 Council Constitution, Responsibility for Functions, Annex A – sets out the terms of reference do the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of growth; and
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

- 6.3.2 Council Constitution, Management of Asset, Property and Land Rules – the following sections relate to the Strategic Asset Management Plan:

- 2.6 Reference must be made to the Council Corporate Plan, which informs the Strategic Asset Management Plan and is delivered through the Annual Work Plan
- 2.7 The Council may delegate responsibility to Authorised Service Providers to develop and deliver the Strategic Asset Management Plan

and Annual Work Plan through the adoption of an Approved Management Structure.

- 2.8 The Strategic Asset Management Plan will govern decisions on the future direction and development of the Council's Built Environment.
- 2.12 The Chief Operating Officer shall maintain issue and publish the Management of Asset, Property and Land Rules, the Strategic Asset Management Plan and the Annual Work Plan.
- 4.1 Any significant changes to existing legislation or measurement standards and methods which impact upon the Asset Portfolio will be reflected in changes to the Annual Work Plan, Strategic Asset Management Plan and the Corporate Plan.

6.3.3 The Council has general powers to dispose of and acquire property, contained in the Local Government Act 1972 and the Housing Act 1985.

## **7.4 Risk Management**

7.4.1 The Strategic Asset Management Plan recommends an approach to asset management that maximises cost and energy efficiency across the operational estate whilst balances income maximisation with operational and community service and delivery across the remainder of the estate.

7.4.2 This document can be used by Elected Members, Officers and Partner organisations to support/inform any decision related to property assets and can be treated as the key reference point to which all future decisions in relation to the property portfolio are referenced.

7.4.3 The risk associated with not implementing a Strategic Asset Management Plan could result in failure to deliver reductions in cost and increases in income in future decisions relating to the use of land and property. This is a high risk given the challenging financial climate and the need for the Council to maximise the performance of its assets, this course of action is not recommended.

## **7.5 Equalities and Diversity**

7.5.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

7.5.2 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents

- 7.5.3 Similarly, all human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.
- 7.5.4 In consulting on the principles of the strategic asset management plan over the summer we sought to identify any particular impacts on protected groups that should be taken into account in developing the strategic asset management plan.

## **8. BACKGROUND PAPERS**

- 8.1 July 2014 Asset, Regeneration and Growth Committee approved the key principles of the Strategic Asset Management Plan for consultation <http://barnet.moderngov.co.uk/documents/g7960/Public%20reports%20pack%2009th-Jul-2014%2019.00%20Assets%20Regeneration%20and%20Growth%20Committee.pdf?T=10> Starting at page 167

**September**  
**2014**

Strategic  
Asset  
Management  
Plan

DRAFT



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## Glossary of Terms

<b>ACB</b>	Assets and Capital Board	<b>HRA</b>	Housing Revenue Account
<b>ALMO</b>	Arms Length Management Organisation	<b>IPAMS</b>	Integrated Property Asset Management System
<b>ALP</b>	Assets, Land and Property Rules	<b>LABV</b>	Local Asset Backed Vehicles
<b>ARG</b>	Assets, Regeneration and Growth Committee	<b>LBB</b>	London Borough of Barnet
<b>ATRIUM</b>	Database Software	<b>LDF</b>	Local Development Framework
<b>AWS</b>	Agile Working Strategy	<b>NLBP</b>	North London Business Park
<b>CAS</b>	Community Asset Strategy	<b>NLWA</b>	North London Waste Association
<b>CCG</b>	Clinical Commissioning Group	<b>NSCSO</b>	New Support Customer Services Organisation
<b>CLP</b>	Corporate Landlord Policy	<b>OARS</b>	Office Accommodation Rationalisation Strategy
<b>CSG</b>	Customer Services Group	<b>Re</b>	Regional Enterprise
<b>CSO</b>	Customer Services Operation	<b>RICS</b>	Royal Institution of Chartered Surveyors
<b>CVS</b>	Council for Voluntary Services	<b>SAMP</b>	Strategic Asset Management Plan
<b>DRS</b>	Development and Regulatory Services	<b>SPA</b>	Sport and Physical Activity Review
<b>ECH</b>	Edgware Community Hospital	<b>TOM</b>	Target Operating Model

# Part 1

## Strategic Context

### **In This Section**

Vision & Aims

The Barnet Context

### Overall Vision/Aim

The London Borough of Barnet (LBB) holds property to sustain and support its corporate objectives as set out in the Corporate Plan, and other strategies.

The aim of the Strategic Asset Management Plan (SAMP) is to set out the Council's vision, aspirations and objectives for its land and property assets portfolio, and to outline a five year plan for how it intends to achieve these outcomes.

This document replaces the Estates Management Strategy 2011-2015 and should be read in conjunction with the Council's land and property rules.

### Why Formulate a Strategic Asset Management Plan?

The Strategic Asset Management Plan is a key corporate strategic tool which sets out the London Borough of Barnet's property objectives, focussing on how the Council intends to utilise its asset base to deliver its Corporate Plan.

The SAMP will be used by Elected Members, Officers and Partner organisations to support/inform any decision related to property assets and should be treated as the key reference point for all future property portfolio decisions.

### The Strategic Asset Management Plan

Asset Management is the generic process that seeks to ensure that land and buildings, as the asset base of an organisation, are structured in the best corporate interests of the organisation concerned.

The strategic plan refers to land and buildings only. It aligns the asset base with the organisation's corporate goals and objectives and responds to all functional and service delivery requirements of the organisation. This will enable the council to meet its statutory and other obligations to deliver various operational functions and services within the borough.



Hendon Town Hall

### Asset Strategy – Objectives

The SAMP provides a framework within which the London Borough of Barnet can secure the operational and financial benefits of an Estate which aspires to standards of best practice. It will address the need to secure the maximum potential economic benefit whilst supporting delivery of the Council's objectives through, providing services, enabling community participation, delivery, growth and regeneration.

The objectives of the SAMP are to:

- ① Articulate a vision for Council land and property assets over the next five years in support of the council's objectives.
- ① Set out a strategic approach in respect of the Council's land and property assets so the portfolio is managed as a whole rather than considering assets in isolation.
- ① Shape the Council's operational estate to optimise service provision and meet the needs of customers.
  - Ensure that operational properties are appropriately located, provide flexible accommodation at appropriate cost, are in good condition and are accessible to all.
  - Achieve a reduction in the overall use of operational space to achieve savings.
  - Reduce the running costs of buildings and benchmark costs in use against peer groups.
  - Develop an Office Accommodation Strategy, achieving efficiency in the use of space through Agile / remote working and to maximise co-location of services working with partners.

- ① Ensure that the procurement of works for buildings meets sustainable design criteria and those buildings are maintained and managed for maximum energy and resource efficiency.
- ① Support longer term regeneration and growth by preparing business cases for retaining, acquiring or disposing of assets ensuring best consideration is achieved and where relevant community and social value is taken into consideration.
- ① Provide a framework against which strategies for council assets such as highways, housing and parks can be developed.
- ① Develop an approach that maximises letting income and where relevant, this should be balanced against community or social value and;
- ① Achieve efficiencies by sharing assets across the public sector.

## The Borough: a brief overview

The London Borough of Barnet is the second largest London borough by population and covers an area of 86.74 square kilometres (33 sq miles).

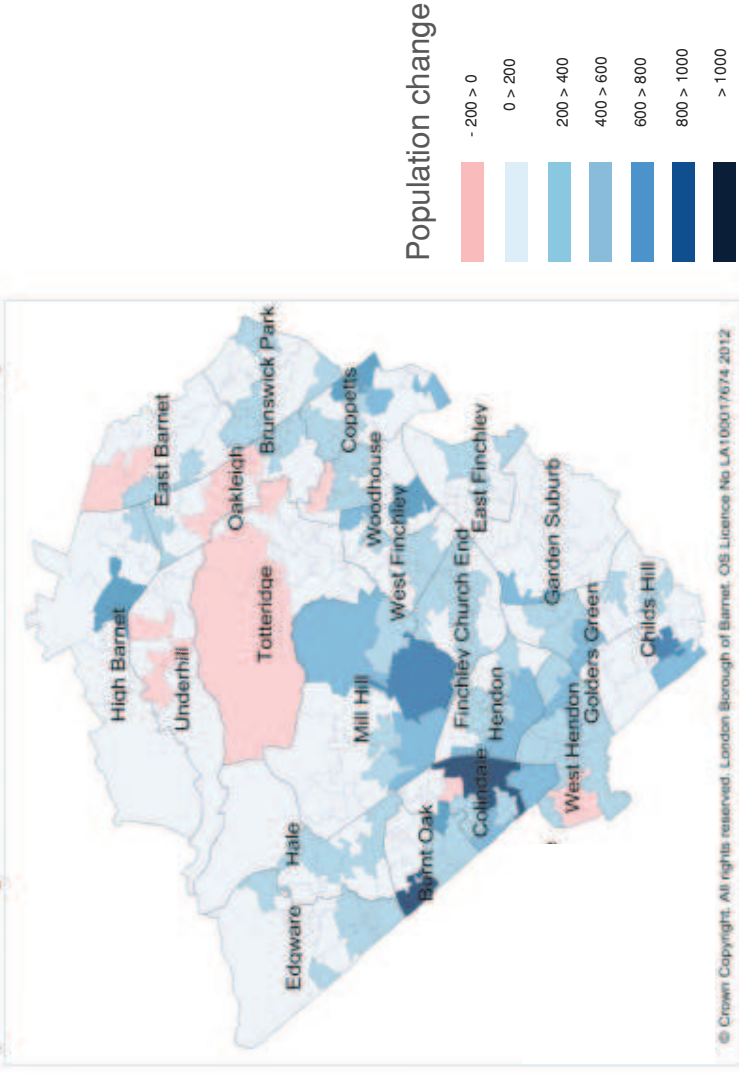
The Borough was formed in 1965 and stretches from Edgware to Brunswick Park and High Barnet to Childs Hill. The 2011 census reported 135,900 households in Barnet with an average occupation of 2.6 persons. One in three households live in a flat with a general trend towards smaller single income households and 81,000 individuals living alone.

The total population for Barnet in 2013 amounted to 362,065 individuals projected to increase by 2041 to 445,422.

The Local Economy within Barnet is characterised by a higher than average proportion of high income earners than the rest of the UK and is characteristically:

- A local economy made up mainly of small and medium-sized businesses.
- Lower than average rates of unemployment for London and a higher than average rate of VAT-registered businesses.
- Residents with better than average qualifications earning higher than average wages and salaries - many in jobs in Westminster and the City.
- A workforce that earns a little below the average for London.

Population change between the 2001 and 2011 censuses, by LSOA



# London Borough of Barnet Corporate Plan

## Key Issues under the Corporate Plan

The Corporate Plan 2013-2016 sets out objectives and measures against which progress will be judged.

The Corporate Plan Strategic Objectives are:

- Promote responsible growth, development and success across the borough.
- To support families and individuals in need promoting independence, learning and wellbeing.
- Improve satisfaction of residents and businesses within the London Borough of Barnet as a place to live, work and study.

The Corporate Plan outlines a number of themes relating to asset management.

To meet these priorities the Strategic Asset Management Plan seeks to:

**Maximise financial returns from Commercial Assets and long term income / capital generation from development opportunities**

**Description:** The purpose of this objective is to ensure that the council receives the best possible income or receipts from those council owned properties and lands which generate rent or have been identified for disposal.

**Solution:** The SAMP will outline the approach to maximising income from both commercial assets and development opportunities. Maximise efficient and effective use of Public and Civic Buildings in the delivery of council Services.



# London Borough of Barnet Corporate Plan

**Maximise efficient and effective use of Public and Civic Buildings in the delivery of Council Services.**

**Description:** To ensure that council services are provided through facilities which are both fit for purpose and utilised in the most cost effective way.

**Solution:** The SAMP will outline the approach and methodology for maximising the effective use of the Public Estate.

**Maximise efficient and effective use of council assets for Community use.**

**Description:** The large and growing number of community based groups places an increasing demand upon existing, ageing council assets allocated for community use. The intent is to ensure that access to council assets is local, fit for purpose, cost effective wherever possible and forward plans are agreed with Stakeholders.

**Solution:** The SAMP will set out the scope of the Community Asset Strategy and prepare the ground for the publication of the Community Asset Strategy in December 2014. The document will set out an approach to assets primarily utilised by the community and will consider where other council assets can be released to enhance the council's relationship with the community, or promote capacity-building or other forms of social and community value.

**Establishing a decision making body which manages the interface between the new Service Provider and the council.**

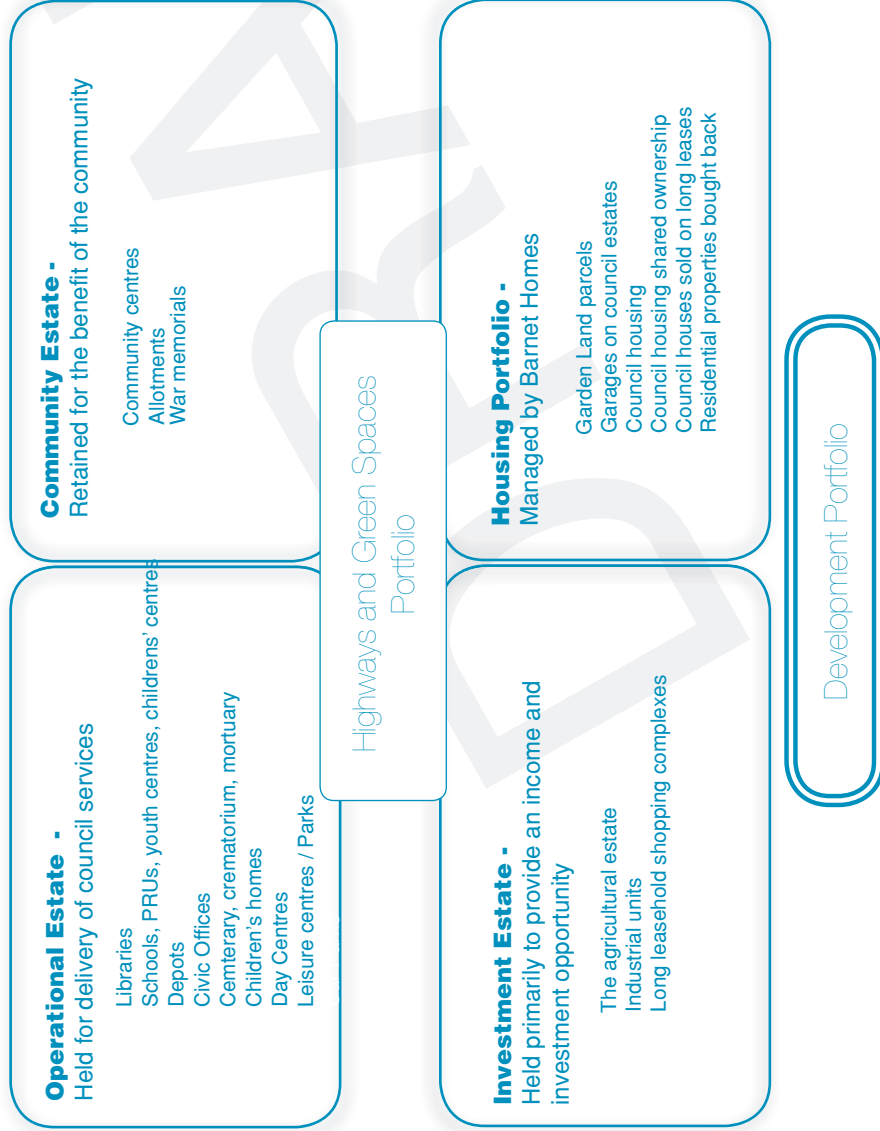
**Description:** The Assets and Capital Board has been created to ensure officers of the council hold the service provider to account for delivery of the estate services.

From the point of view of council Members, reports for decision makers will be submitted in accordance with the council's constitution. It is also envisaged that consultation with stakeholders, such as council Members, will continue as normal (for example, as in the case of Disposals and Rent Reviews). The Asset, Regeneration and Growth (ARG) Committee has responsibility for asset management as set out in the council's constitution.

**Solution:** The Asset and Capital Board will ensure that officers manage the interface between the service provider and the council. Decisions relating to property and asset management will be taken by the assets, Regeneration and Growth committee in accordance with the Assets, Land and Property (ALP) rules.

## Current Asset Base

In terms of the overall portfolio the individual asset types as at December 2013, are as follows:



## Portfolio Details

A full property list will be published in accordance with the Transparency Agenda.

A summary of the income producing property portfolio can be found in Appendix 2.

## Adapting the Estate

The performance of property assets should be monitored and assessed in both functional and financial terms. In managing assets, the portfolio should be subject to the following tests:

- Is there a clear rationale for owning or holding property?
- Does a particular asset assist service delivery or generate income?
- Is there any beneficial purpose in its retention? e.g. a growth or regeneration opportunity or a wider public service benefit?
- Are the individual properties fit for their intended purpose? Quantify the performance and return from any given property asset.

The Council will set objectives based on performance which will be reviewed and monitored to ensure that they are being met and are still relevant.

In summary these tests and corresponding decisions could lead to disposals or acquisitions which will enhance the performance of the property portfolio.

### Disposals

As the asset management policy is developed, land and property assets held by the council should be considered for disposal and potentially surplus to requirements if any of the following statements apply:

- The asset no longer makes a positive contribution to the current delivery of council services;
- The asset has no potential for future strategic regeneration and / or redevelopment purposes;
- An alternative site can provide a more cost effective and/or efficient point of service delivery.
- There is no adopted and resourced council plan/policy/strategy, which will bring the asset into beneficial use in the foreseeable future.
- Consideration of long term income streams as alternative to disposals or;
- There is no potential for advantageous shared use with partners.

### Acquisitions

Land and property interests should be considered for acquisition if the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of council services.
- The acquisition will make a positive contribution to reducing occupational cost.
- All other methods for the delivery of the service have been investigated and an option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery.
- The acquisition of the interest has potential for future strategic regeneration and / or redevelopment, or contributes to wider corporate objectives and appropriate funding has been identified.

# Part 2

## Shaping the Future Estate

### **In This Section**

Operational Estate

Community Estate

Highways and Parks Estate

Investment Estate

Housing Portfolio

Development Portfolio

## Operational estate

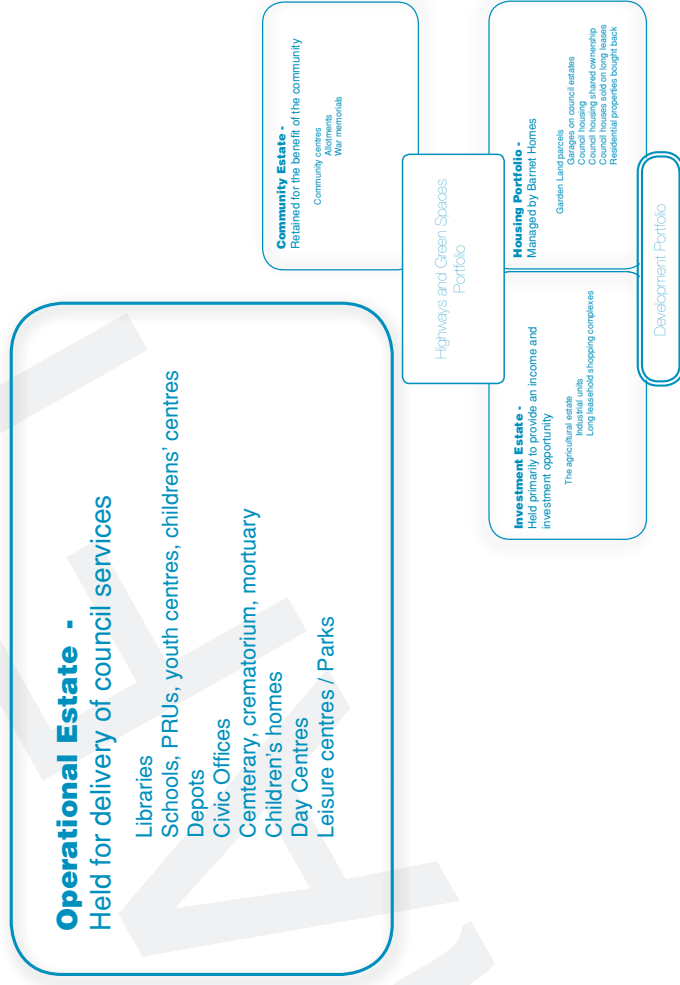
### Civic Estate – Office Accommodation Rationalisation Strategy

The principle aim of accommodation rationalisation is to secure a significant reduction in the core civic estate in the short term whilst appraising a potential move to a new fit for purpose office environment in the medium term.

The opportunity to revise the civic portfolio arises from a combination of break clauses and lease expiries as follows:

04/2015	Lease Break notice on NLBP 4 to be served by the Council
10/2015	Lease Break Date on NLBP 4
07/2020	Lease Expiry Date on NLBP 2
09/2032	Lease Expiry Date on Barnet House

At the current time (September 2014), the total occupational cost in relation to NLBP and Barnet House per annum is as follows. In each instance these figures include rental, service charge, rates and general running costs.



## Operational estate

### Civic Estate – Office Accommodation Rationalisation Strategy

Building 2 North London Business Park (NLBP):  
£1,635,088

Building 4 North London Business Park (NLBP):  
£5,387,485

Barnet House:  
£1,563,279

In terms of the current footprint the relevant floor areas are as follows:

1. Unit 4, NLBP 169,000 sq ft
2. Unit 2, NLBP 44,754 sq ft
3. Barnet House 70,000 sq ft

**TOTAL= 284,700. Sq ft**

The current office accommodation includes a significant amount of unused space. Reducing this, along with the introduction of more flexible and agile working environment will enable the council to occupy a much smaller footprint in the future. It is currently envisaged that the revised estate footprint for the core civic accommodation is in the region of 125,000 square feet.

The rationalisation of the civic estate will produce direct savings in terms of reductions in the annual rental payments and associated property costs.

In terms of the status of the OARS project to date the position is as follows;

A number of options were reviewed which included do nothing, manipulating the existing estate or identifying an alternative location;

The most cost effective short term option which would meet the target aim of reducing the cost of office accommodation by circa £3m per annum from 2014 is;

- a) Operate break Clause on NLBP Unit 4
- b) Consolidate into NLBP unit 2 whilst negotiating occupation of the vacant second floor space and,
- c) Maximise occupation of Barnet House.

The first stage is to exercise the break clause on NLBP, building 4 which was approved by ARG in July 2014.

In the longer term, it is recommended that a detailed review is undertaken on the potential relocation to a bespoke development in Colindale, either to occupy rented accommodation or for the council to build / purchase accommodation and own it outright. The relocation to a bespoke office is likely to be able to further increase space efficiency, reduce running costs and maintenance costs.

## Operational estate

### Civic Estate – Office Accommodation Rationalisation Strategy

The forthcoming Customer Access Strategy, due for development in autumn 2014 and approval in February 2015, will analyse how customers are accessing Barnet services currently, and how this compares to their access preferences. This strategy should set out the optimum model for customer access that will drive the customer access change programme over the next five years.

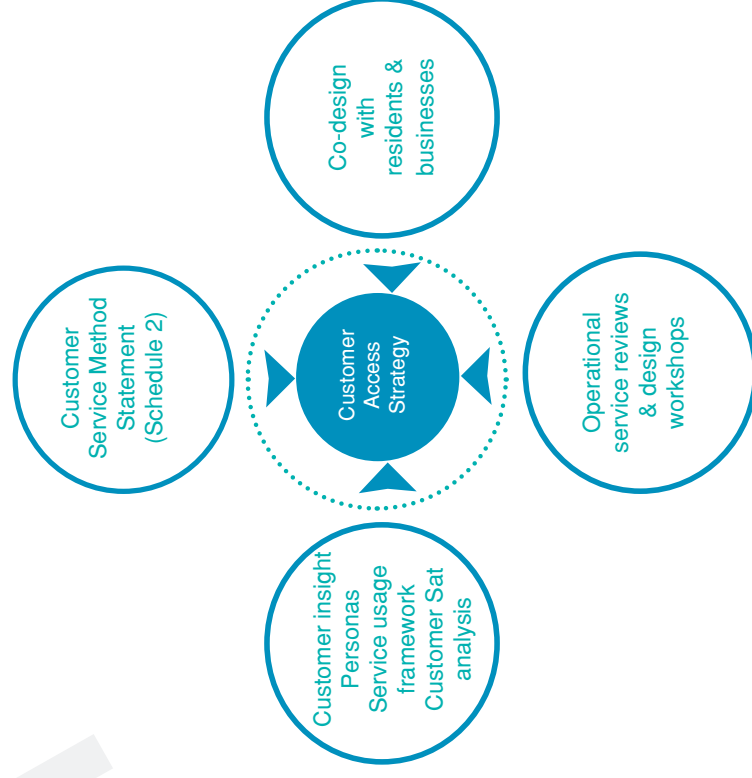
The council is investing in online access, and the creation of the Capita partnership has included significant investment in a new website a 'My Account' self-service facility, due to be launched late 2014. These new facilities are expected to facilitate significant channel shift away from both the telephone and face to face channels towards the self-service option of the web.

The introduction of a new customer relationship management system will, for the first time, enable the collection of data which will inform the council which customers are using the two main face to face access centres (Barnet House and Burnt Oak Library).

- Journey start points.
- Why this is their preferred access channel and,
- What the opportunities to reduce demand might be.

Data on customer needs, preferences and satisfaction levels will be used to evaluate the potential to consolidate into one main customer access centre without compromising service accessibility or customer satisfaction.

There is also the potential for a 'neighbourhood hub' approach to customer access, where customer advisors are based in local communities rather than large fixed access centres. The SAMP will ensure that the aims of the customer access strategy are addressed from a property point of view. This will include a review of the potential for creation of neighbourhood hubs, in line with the town centre strategy.



## Part 2 Shaping the Future Estate

### Operational estate

#### Civic Estate – Office Accommodation Rationalisation Strategy

Accommodation requirements for the next five years and beyond

Once the estate has been consolidated into Unit 2, NLBP and Barnet House, it is considered that this will provide a short term solution only for approximately three years whilst the medium term solution is identified.

In the medium term the preferred option is to identify a site for a new build bespoke development which will provide a modern working environment with sufficient flexibility to allow for changes in the overall footprint as demand for space fluctuates. In re-housing the council office estate, the options available to the council will be considered in the light of accessibility, ease of access and location.

A location in the west of the borough is favoured as the current population of around 360,000 individuals is anticipated to raise to 400,000 individuals by 2020 the majority of who will be based in the western region of the borough (e.g. Edgware, Hendon, Colindale, and Burnt Oak) which is currently isolated from the present civic buildings.

Whilst the SAMP will govern the methodology for achieving the ideal Civic Estate the precise shape and structure of the Civic Estate in the medium term will, to some extent, be dictated by the need to maintain appropriate and relevant multi-agency, face to face facilities in the key town centres.

In terms of multi agency facilities, the forthcoming Customer Access Strategy will determine the precise design, location and composition of those facilities based on a pre-determined need and identified requirement.



## Part 2 Shaping the Future Estate

### Operational estate

#### Sports and Leisure Activities Strategy

The sport and leisure activity portfolio is based on the ethic of providing an environment conducive to physical activity centred on leisure centres, wide ranging leisure facilities and parks / open spaces which seek to encourage participation from residents of all ages.

In December 2003 a fifteen year contract was entered into by the council to manage the Authority's five principal leisure facilities externally. In the lead up to the contract expiry date of 2017 a new vision is in the process of being developed for the key sports centres to revise / improve facilities and to achieve a number of key aspirations in line with the following principles:

- To implement changes that minimise the cost of provision of leisure services.
- To ensure that the future leisure Centre offering is adaptable and able to respond to need.
- To ensure that the future leisure offering provides continued alignment with the health agenda.
- As a minimum, to ensure that the current condition of the leisure estate is maintained.
- To ensure that where assets are disposed, that there is an appropriate re-provision and,
- To ensure that costs to residents are appropriate for the area to enable access.

A feasibility study is currently being carried out across the sport and leisure activity portfolio which will be issued for public consultation in October 2014.

### Operational estate

#### Education Portfolio

Within the current educational landscape of greater autonomy for places of education (as demonstrated by the increasing growth of academies and free schools) the council nevertheless has retained the statutory responsibility to ensure there are sufficient school places within the borough.

The authority's role could now be more adequately described as a commissioner of school places rather than as a direct provider. Whilst the council still retains responsibilities in relation to community schools under the Academies Act 2010 decisions in relation to changes to academies and free schools are administered through central government.

In eight wards within the borough (Coppetts, Colindale, Golders Green, Childs Hill, Finchley Church End, Hendon, West Finchley and Mill Hill) there has been a greater than anticipated growth in demand for school places with the population of 0-19 year olds having grown by 20% since the 2011 census considerably above the 11.5% growth in population overall.

The key commissioning priority is to ensure there are sufficient school places within the borough, in the right locations, to enable the council to make a statutory offer to all children and young persons who require

#### Academy Transfers

The council has pursued a policy to transfer education land to Academies under 125 year leases at a peppercorn rent, consistent with the Academies Act 2010.

The Academies Act 2010 includes clear expectations that Academies should have a long leasehold interest unless the predecessor school held the freehold. A "two stage" conversion (Foundation and then Academy) could enable an Academy to obtain the freehold of the school site and is considered against the intentions of the Act. Therefore two stage conversions can be refused by the council.

Where other council services (e.g. Libraries, Children's Centres, form an integral part of the school, the council's ability to continue to provide these services will be secured by taking a 125 year "lease-back" at a peppercorn rent (paying a fair proportion of utilities and maintenance costs).

The core commissioning principles for school places include;

- Where permanent additional provision is required to meet demographic pressure, existing popular and successful schools will be prioritised for expansion where the site allows, demonstrating value for money in terms of building works.

- Innovative and creative solutions to meet the educational needs of the anticipated growth in Barnet. The council will work with schools, free school proposers and regeneration partners to find acceptable solutions through design that enable constrained sites to be brought forward.

- Schools wishing to enter the state sector must have suitable and adequate school buildings to ensure that the council is not exposed to unnecessary financial liabilities.

- In the interests of efficiency and value for money, infant and junior schools will be encouraged to consider amalgamation where the opportunity arises.

Previously the council undertook a disposal programme to release excess educational land, however following the Academies Act 2010 any further land sales are now restricted.

## Community estate

### Community Asset Strategy

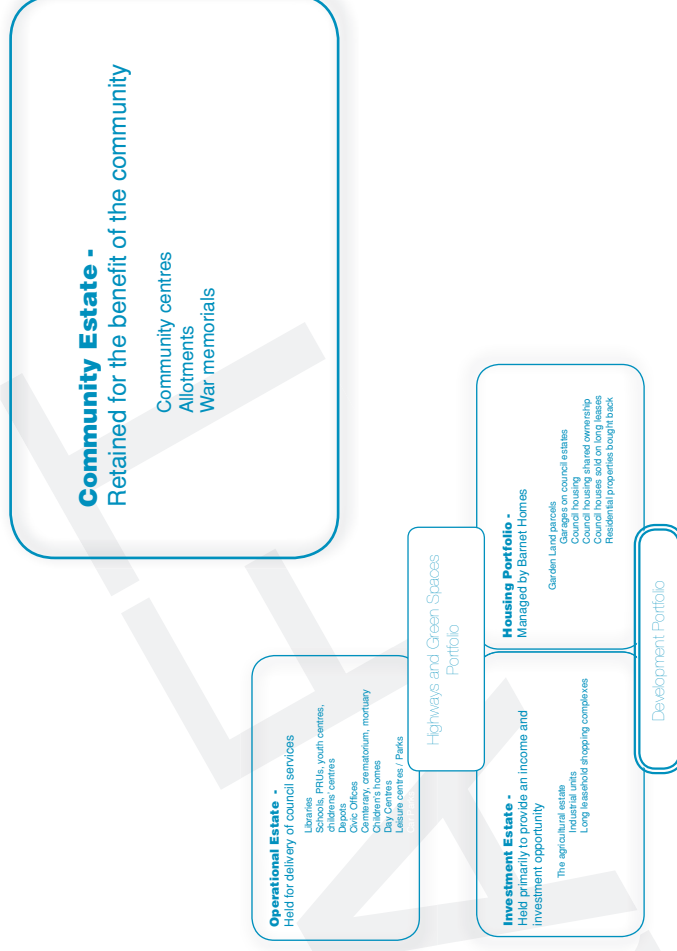
The Community Asset Strategy is being prepared for publication in December 2014.

The council's approach to asset management must ensure that savings and income generation targets are met. Nevertheless the council is also committed to developing greater community participation and recognising the importance of providing support to those voluntary organisations that provide services to the community which are compatible with the council's wider objectives.

There is a Corporate Plan objective 'to promote... community wellbeing and encourage engaged, cohesive and safe communities'. This objective means that the council needs to consider how to use its interactions with the community to support residents, voluntary and community groups, and businesses to be empowered, independent and active agents in their local areas. The council's assets have a key role to play in supporting this objective.

The Community Asset Strategy will set out an approach to managing those assets that are available to the community for their sole use. It will not cover council operational assets such as libraries, leisure facilities and parks which will be subject to separate strategies developed by the council.

A detailed review of all community assets will be undertaken leading to development of a Community Asset Strategy for consideration by the Assets, Regeneration and Growth Committee in late 2014. This review and strategy will be guided by the following principles:



- The council will generate a commercial yield on community assets, but this could be subsidised where an organisation is clearly supporting the council's objectives or assisting with service delivery.
- The Community Asset Strategy will prioritise utilisation of buildings and identifying opportunities for organisations to share and co-locate.
- The Community Asset Strategy will also set out the approach to community "right to bid", and explore how community assets can be used as a tool for encouraging community engagement.

## Highways & Green Spaces Portfolio

### Highways

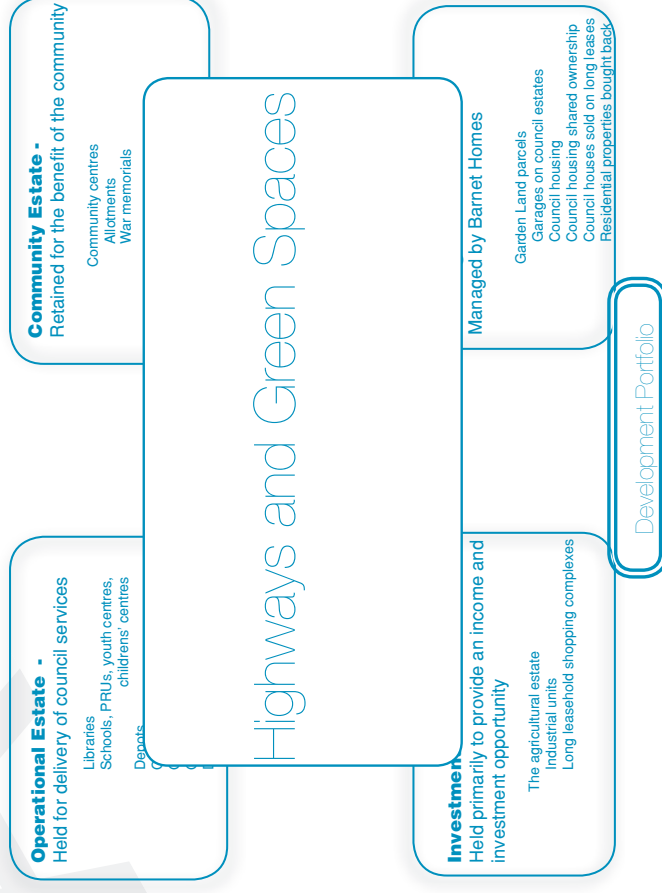
The council Highway Infrastructure network has 5 million square metres of road carriageway and 3.5 million square metres of pedestrian footways.

The current economic climate poses big challenges to councils to make the best use of limited resources in providing an acceptable highway service to the public and critically to maintain the integrity of our highways for future generations.

The Highway Infrastructure Asset Management Guidance, published in 2013 by the UK Roads Liaison Group (UKRLG), with the support of the Highways Maintenance Efficiency Programme (HMEP), provides comprehensive advice to enable the successful implementation of good asset management practices. The Guidance includes 14 priorities that should be adopted if councils are to achieve the full benefits of asset management and make better use of their scarce resources. It also introduces a flexible framework that is designed to support councils in developing an approach to highway maintenance that matches their strategic priorities and meets efficiency requirements and stakeholder expectations. The fourteen priorities are:

- An Asset Management Framework should be developed and endorsed by senior decision makers. All activities outlined in the Framework should be documented.
- Relevant information associated with asset management should be actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance.

- An asset management policy and a strategy should be developed and published. These should align with the corporate vision and demonstrate the contribution asset management makes towards achieving this vision.
- A performance management framework should be developed that is clear and accessible to stakeholders as appropriate and supports the Asset Management Strategy.



# Part 2 Shaping the Future Estate

## Highways & Green Spaces Portfolio

### Highways

- The quality, currency, appropriateness and completeness of all data supporting asset management should be regularly reviewed. An asset register should be maintained that stores, manages and reports all relevant asset data.
- Lifecycle planning principles should be used to review the level of funding, support investment decisions and substantiate the need for appropriate and sustainable long term investment.
- A prioritised forward works programme for a rolling period of three to five years should be developed and updated regularly.
- Senior decision makers should demonstrate leadership and commitment to enable the implementation of asset management.

### Highways

- The case for implementing the Asset Management Framework should be made by clearly explaining the funding required and the wider benefits to be achieved.
- The appropriate competency required for asset management should be identified and training should be provided where necessary.
- The management of current and future risks associated with assets should be embedded within the approach to asset management. Strategic, tactical and operational risks should be included as should appropriate mitigation measures.
- Asset management systems should be sustainable and able to support the information required to enable asset management. Systems should be accessible to relevant staff and, where appropriate, support the provision of information for stakeholders.
- The performance of the Asset Management Framework should be monitored and reported. It should be reviewed regularly by senior decision makers and when appropriate, improvement actions should be taken.

Local and national benchmarking should be used to compare performance of the Asset Management Framework and to share information that supports continuous improvement.

Asset management promotes a business-like approach to highway maintenance. It makes better use of limited resources and delivers efficient and effective highway maintenance. It takes a long term view of how highways may be managed, focusing on outcomes by ensuring that funds are spent on activities that prevent expensive short-term repairs. This makes the best use of public money whilst minimising the risk involved in investing in highway maintenance.

In order to manage the network successfully the council will produce the following

- Network Management Plan
- Network Recovery Plan – An addendum to the existing Barnet Highway Asset Management Plan (HAMP)
- Operational Network Hierarchy
- Developer’s Design Guide
- It is expected that they will be adopted by the Council by April 2015.

# Part 2 Shaping the Future Estate

## Highways & Green Spaces Portfolio

### Green Infrastructure

The 'Green' portfolio is a substantial part of the council's asset base, comprising a total of 34.4% of all land in the borough, with an extensive and varied range of asset type and functionality. The Green Assets of the borough are identified in the London Plan as one of the reasons why people choose to live in the borough.

There are over 200 parks and open spaces, covering an area of approximately 842 hectares providing a series of services and functions for residents and the environment. The nature of parks and open spaces is multi-faceted with a varied and in some cases complex secondary infrastructure that may include buildings, play facilities etc. In addition there are over 32,000 street trees which contribute significantly to the green and leafy nature of the borough.

Subject to further evidence review and analysis, the following emerging strategic priorities have been identified: -

- Protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations.
- Protecting and conserving biodiversity. Parks offer refuges for threatened species.
- Keeping our air and water clean, counteracting the damaging effects of pollution.

- Playing a vital role in flood risk management in terms of drainage and run-off by providing porous surfaces and water storage areas.

- Supporting and improving the health and wellbeing of the population, including older people especially through physical activity.

- Maintaining and boosting Barnet's reputation as a green, leafy borough and as a good place to live, work, and raise a family.

- Improving resident satisfaction with Barnet as a place to live and with the council.

- Creating places where small businesses and cultural activities are enabled to thrive.

- Promoting economic growth that is balanced and also of direct benefit to the local community.

- Involving communities and local businesses in the maintenance and development of the green spaces asset.

Management of the parks and open spaces portfolio has two strategic approaches. The development and provision of new assets to support the significant growth and regeneration of the borough ensuring the current assets and their infrastructure are maintained and fit for purpose.

In relation to buildings located in parks and open spaces, the level of infrastructure investment needs to be clearly understood combined with a reassessment of the approach to parks as an income generating asset.

There is currently a general policy of maintaining parks and open spaces and protecting public open space and metropolitan open land. The development of the property database will ensure that the asset detail in relation to parks and open spaces is collated within a single database and will better facilitate future decision making.

# Part 2 Shaping the Future Estate

## Investment Estate

### Approach to Portfolio Income

The council will consider strategic acquisition of investment property subject to the development of a viable business case in each instance to include an analysis of risk, funding methodology and potential returns.

This will necessitate a market centric approach to management of the portfolio to ensure that the portfolio generates a full beneficial return.

It is proposed that going forward over the next five years the approach to the council retained/held portfolio will be one that seeks to maximise rental income / yield wherever possible, not withstanding that this approach need not necessarily conflict with the council's desire to support community uses.

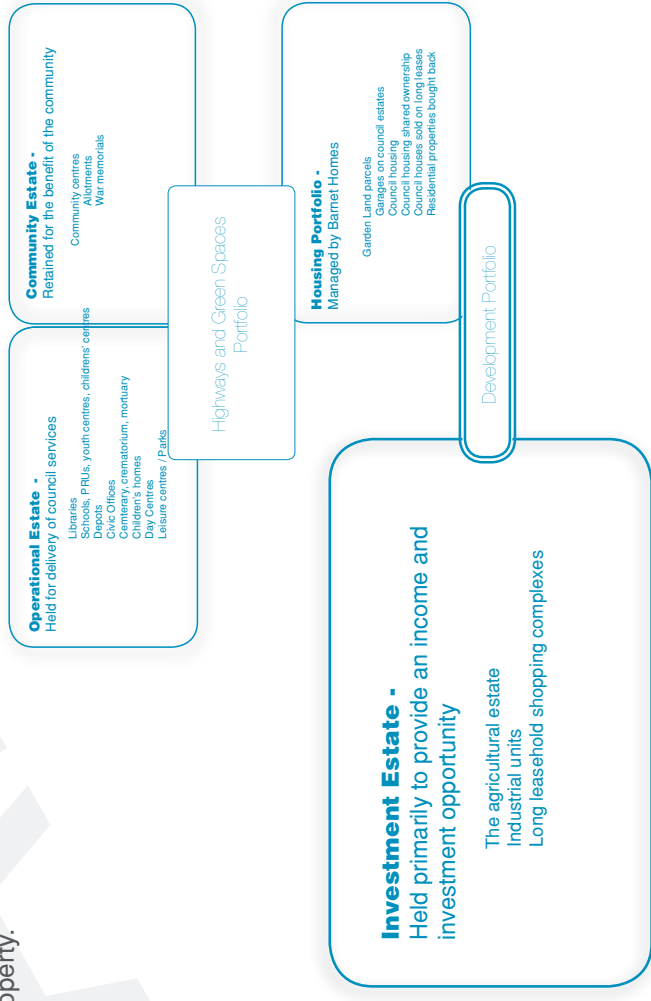
The council will, where it is considered appropriate, pursue opportunities for capital investment in surplus property to provide an income stream, subject to a robust business case.

The council will consider strategic acquisition of investment property subject to the development of a viable business case in each instance to include an analysis of risk, funding methodology and potential returns.



At the present time the council does not hold properties as part of a pure investment portfolio and the majority of the current rental receipt is from retail units within the Housing Revenue Account (HRA) portfolio.

As a general principle the council wishes to maintain and enhance the generation of long term revenue streams and, where appropriate, will pursue a strategic approach of enhancing the income streams from property holdings by retaining freeholds and income generating property.



## Housing Portfolio

### Housing Strategy

The popularity of the borough alongside the high demand for housing presents a number of challenges, including high prices, a shortage of affordable housing and a potential threat to the qualities that make the borough attractive in the form of pressure to replace more traditional suburban houses with developments of flats.

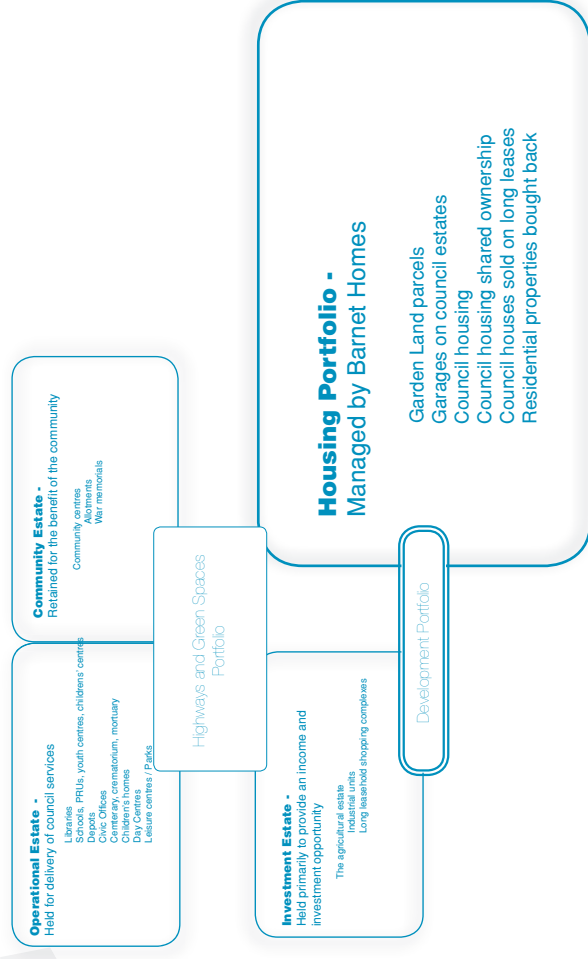
The council has focussed its housing strategy agenda at a strategic level on the Three Strands Approach, which seeks to protect and enhance the borough whilst recognising the need to accommodate growth where appropriate particularly as a means of improving less successful parts of the borough.

There is potential within Barnet to deliver an additional 31,000 new homes over the next 15 years as set out in the emerging Barnet Local Development Framework Core Strategy and in line with existing London Plan targets.

Much of Barnet's housing is characteristically classic "interwar" suburban, with some 60% of the housing stock comprising houses, two thirds of which are detached or semidetached. This type of housing remains popular but provides challenges in terms of ensuring it meets modern standards, particularly for energy efficiency.

In addition, the council provides some 11,000 properties for social rent, which have benefited from an investment of £189m since 2004 through the Decent Homes programme – these will require on-going investment to ensure that they are maintained to an acceptable standard.

The tenure of choice in Barnet is owner occupation, with two thirds of households owning their home and about half of owners owning outright. The remaining third of households are divided equally between social renting and the private rented sector, with the latter playing an increasingly important role in meeting housing need in the borough.





## Part 2 Shaping the Future Estate

### Development Portfolio

#### Building on the Council Track Record

Barnet has an extensive redevelopment programme designed to deliver its Regeneration Strategy so that the borough remains 'A successful London suburb' through:

1. Delivering sustainable housing growth
2. Supporting people to have the right skills to access employment opportunities
3. Supporting enterprise (including town centres)
4. Supporting infrastructure delivery to keep Barnet moving
5. Ensuring a clean, green suburb

By 2026, over 23,000 new homes will be delivered through Barnet's redevelopment programme, as well as schools, health facilities, parks / open spaces and community facilities alongside opportunities for skills and employment.

The council's regeneration programme is transforming Barnet's council housing estates into multi-tenure neighbourhoods with particular emphasis on Grahame Park, West Hendon, Dollis Valley and Stonegrove.

In each of these instances, the council is leveraging its existing housing assets to raise housing standards and facilitating growth in the amount of housing and associated community infrastructure.

At Mill Hill East, the council has entered into partnership with adjoining landholders and an infrastructure development partner to bring forward a major brown field development.

# Development Portfolio

## Building on the Council Track Record

### Direct Development

The council recognise that as a significant land owner within the borough, in many instances, they control the key asset which can enable development to take place.

There is an increasing trend within the public sector to ensure that the authority shares in the benefit of land ownership through taking all or part of the development profit.

The council will identify potential development sites within either the control or ownership of the council and prepare those for development with the council acting either as direct developer or a joint venture partner, dependent on the individual sites and risk profile, to enable the council to access the development profit and maximise the potential return.

### Development Pipeline

It is proposed that in those cases where it would be in the council's interest to retain the land, and undertake development directly the governing principles are:

The decision whether to develop or sell a site, and what to develop on the site, should be based on assessment of what offers the best financial return to the council while meeting the need for different housing types. This might, for example, involve development of affordable or extra care housing, which offsets the costs of temporary accommodation or residential care respectively.

While decisions will consider the Net Present Value of different options, the requirements of the Medium Term Financial Strategy may in some cases suggest that revenue savings are afforded a higher priority than Capital receipts.

The council will decide whether to develop using Barnett Homes, Re, or a third party developer dependent on the skills and specialisms required, and an assessment of the relative risk and reward of different options. Sites may be considered individually, or grouped into portfolios.

In taking this approach to development opportunities, the council will also consider the potential for long term income generation as well as capital receipts. This will form an important part of the council's financial strategy to enable it to meet future budget reductions from central government.

# Part 3

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## Delivering the Strategy

### **In This Section**

Delivering the Strategy

Conclusions & Way Forward

# Part 3 Delivering the Strategy

## LBB Constitution

The LBB Management of Assets, Land and Property Rules forms part of the council's constitution and are the framework of quality standards and methods adopted by the council. The rules define the Delegated Powers which have been mapped against the different types of activity required to be deployed in managing the council's Assets.

## Strategic Asset management Plan(SAMP) Equality and Diversity

The Equality Act 2010 and the Public Sector Equalities Duty outlined at section 149, require the council and all other organisations exercising public functions on its behalf to pay due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

The SAMP will reflect the requirements of the PSED and the objectives of the council's equal opportunities policy and in particular it will:

- Aim to ensure that the management and use of property assets are to the mutual benefit of the whole community.
- Promote the requirements and aspirations of the PSED in all policy documents that emerge from the SAMP.

## Working with Strategic partners

The Council has appointed a strategic delivery partner to provide a range of property and facilities management services over a 10-year period. Working in association, with the partner the council should deliver a new estate designed to be fit for purpose and which achieves the maximum achievable reductions in operational and property costs whilst delivering the optimum level of services to the community.



## Working with Public Sector and Voluntary / Community Partner Organisations

The council actively wishes to pursue opportunities for more efficient and effective collective use of the wider public sector estate. Meetings have been held with a number of key public sector partners in order to ascertain the potential for shared accommodation and mutual estate rationalisation. Over the lifetime of the SAMP, additional partner organisations including, for example, NHS Property Services, the Court Service, GLA and TFL will be included within the shared accommodation programme.

The results of initial interviews have been summarised as follows:

### Job Centre Plus

Job Centre Plus, through its parent organisation, the DWP outsourced its property matters nationally to Telereal Trillium under a contract to expire in 2018.

Within the London Borough of Barnet, Job Centre Plus has three direct outlets at Hendon, Ballard's Lane and Enfield with a fourth front line job centre in Harrow although largely servicing the council's customers.

In terms of the group's ability to co-locate with the council, the opportunities are limited to inward co-location given the control over the wider estate by Telereal Trillium. Currently, and as part of the day to day drive to secure a collective use of the public sector estate, three Job Centre Plus staff members are located in Barnet House as part of a multi-agency team in a partnership arrangement. Moving forward there may be other opportunities to co-locate in order to provide a cross agency function although the focus is potentially as much upon the council sharing Telereal Trillium accommodation.

### Clinical Commissioning Group

The Barnet Clinical Commissioning Group (CCG) undertook an "opportunity review" in early 2014 to establish how the accommodation occupied by the group might be reconfigured.

At the current time the teams are based in c.900 sq metres of accommodation at Edgware Community Hospital (ECH) with NHS Property Services as landlords.

### CommUNITY Barnet

Currently located within Barnet House operationally CommUNITY Barnet has close links to the council as the Local Authority whilst, at the same time, wishing to maintain a degree of separation.

The current property arrangements are satisfactory although CommUNITY Barnet believes that there is demand for temporary touchdown office accommodation for use by the wider community and believe there is an opportunity to work together with the council to develop a multi occupational hub.

# Part 3

## Delivering the Strategy

# Working with Public Sector and Voluntary / Community Partner Organisations

## Middlesex University

The Middlesex University, until recently, held an estate comprising 16 different sites ranging in location from North London to Hertfordshire. Following a 12 year rationalisation strategy the Campus and outlying estate is now focussed around a one and half mile radius centred on the main Hendon buildings.

The Governors and asset management team have recently completed the construction of three new campus buildings and a planning application was submitted in early 2014 for a new site to the rear of the campus.

The strict geographical / locational focus is such that there are inevitably fewer opportunities to share accommodation unless stock within the ownership / control of the council is located within the catchment boundaries.

Currently the University rent two buildings from the borough and their main current additional space requirements are for small scale temporary ancillary office space, within the target catchment area and seminar accommodation.

## Brent Cross Development Partners

The Brent Cross Cricklewood development will create a structure which will oversee the long term development of a new town centre which will span the North Circular Road and, at a strategic level, will create a major new urban centre in the north west of London. The scheme envisages key improvements to the public transport infrastructure including a new bus station at Brent Cross North and a new Midland Mainline Station to the south.

Whilst the vision for the site is still under development, the master plan will include major new public realm schemes and new facilities such as schools, open spaces, community facilities and medical centres. The key new scheme elements are as follows:

- ⦿ Comprehensive regeneration of 250 acres
- ⦿ 7,500 new homes
- ⦿ Up to 27,000 new jobs
- ⦿ A second phase to the existing Brent Cross Shopping centre
- ⦿ A revised M1/Staples Corner interchange
- ⦿ New infrastructure investment in the region of £500m
- ⦿ New sports and leisure facilities

As the overall detailed vision is still in its infancy the opportunity therefore exists to influence how the new public sector estate within the Brent Cross Master plan is developed and managed from the outset. As an output from the SAMP strategic plan the potential for public sector partners to benefit from the regeneration of the Brent Cross Cricklewood area from the outset should be recognised and the advantage of a collective approach to the use of the new proposed public sector estate recognised.

## Service Provision through Hubs and Partnering

With the proposed revised approach to the Civic Estate in the medium term it is envisaged that the core civic centre will be located in a new building in the west of the borough with appropriate hub locations in the key town centres maintaining the appropriate and relevant current service provision centres (e.g. Libraries) and sharing accommodation with partner public sector organisations wherever practicable.

To date there have been a number of successful initiatives including the proposal in relation to CCG (The Clinical Commissioning Group) transferring into Unit 2 NLBP in the mid part of 2014 and Barnet Homes occupying Barnet House as sub-tenants of the council.

The council will continue to work with public sector partners within the borough enabling the authority to have shared service hubs through multi agency teams in shared accommodation.

## Integrated Property Asset Management System (IPAMS)

A single view of the council's assets will enable comprehensive property asset performance information to be analysed and reported as required. This information will enable better decision making and inform the on-going development of the Strategic Asset Management Plan.

By holding information within a single database the council will be enabled to assess how it needs to respond to the challenges of delivering transformation and meet cost savings whilst still providing effective and efficient public services.

The effective use following the implementation of IPAMS of the data contained therein will be fundamental to successfully delivering the Council's Corporate Objectives.

An overarching data warehouse facility, as part of the IPAMS model, will form part of the central database, combined with the Corporate Landlord Function and enable:

## The Corporate Landlord Model

One of the principal aims of the SAMP is to secure the adoption of a Corporate Landlord model (and its core principles) as defined by the Royal Institution of Chartered Surveyors (RICS) as the proper basis for developing and managing the council estate.

In practice this means that the whole council estate will be managed in one place, rather than services across the organisation managing assets and buildings in different ways. This should enable greater efficiency in terms of running costs across the estate, the potential for increasing income and will also identify opportunities for co-location of services.

## Conclusions & Way Forward

Over the next three - five years revenue will continue to be under constant pressure. As a direct result delivery units will continue to be reviewed in order to provide affordable service provision, commissioned under the guidelines and policies contained within the SAMP.

It is envisaged that by 2019-2020 the property portfolio will be flexible and fit for purpose, having taken advantage of location factors, the revision of the civic estate, agile working practices, service partnerships, a corporate landlord model, commissioning, school academies and procurement opportunities.

In summary the SAMP, on approval, will lead to the following outputs:

**A** Approval / Adoption of the SAMP (Subject to Consultation): September 2014

Approve and agree the SAMP by September 2014 subject to consultation.

The SAMP will be reviewed annually / as necessary.

Prepare and publish the Community Assets Strategy by December 2014.

**B** Delivering the Key Issues under the Corporate Plan: 2014 to 2019

Ensuring that the council receives the optimum income or capital receipt from council owned properties and land which generate rent or have been identified for disposal.

All council services to be provided through facilities which are fit for purpose and utilised effectively.

Ensuring capital asset activities are managed effectively and in line with the assets land and property rules.

**C** The Approach to Governance and Asset Management: 2014

Ensure that all future decisions in relation to the built estate are compliant with the SAMP.

Set up and maintain a 'Corporate Landlord Policy'.

To ensure all key decisions are referred according to the council's constitution.

To set up and maintain the IPAMS database to provide a single view of the council's property assets.

To publish the Community Asset Strategy by December 2014.

**D** Shaping the Future Civic Estate: 2014 to 2017

The OARS delivery plan will provide a civic estate that is fit for purpose and reduce the current civic footprint.

Identify an optimum estate capable of flexibility and change over the next decade whilst monitoring the performance of property assets to ensure that the corporate objectives are being met.

Progress the potential for relocation to a purpose built civic accommodation building in the Colindale area.



# Part 3

## Delivering the Strategy

# Conclusions & Way Forward

- E** A suite of documents will be developed to support implementation of the SAMP
- An Office Accommodation Rationalisation Strategy (OARS);
  - A Community Asset Strategy (CAS);
  - A revised approach and strategy for the Leisure Estate;
  - A development pipeline;
  - A Housing Strategy;
  - A Parks Strategy;
  - A Highways Asset Management Strategy;
  - Education Capital Strategy document; and,
  - A Shared Accommodation / Working Strategy with partner organisations including consideration of community or neighbourhood hubs.
- F** Delivering Savings / Efficiencies through Asset Management: 2014 to 2019
- Identify all potential surplus property assets through rationalisation and the Asset Disposals Programme.
- Explore all potential regeneration or redevelopment opportunities.
- Consider capital investment opportunities, including potential acquisitions, where a robust business case demonstrates an enhanced revenue income or capital receipt or improved asset value.
- Ensuring there is a regular process for reviewing and challenging the rationale for owning or holding properties.
- G** Collective Use of the Wider Public Sector Estate: 2014 to 2019
- Work with partners to explore potential alternative and beneficial uses for existing property assets.
- Work with public sector partners to pursue collective effective use of the wider public sector estate.
- Consider opportunities for capital investment into an investment portfolio to produce additional income streams.
- H** Create a Rolling Development / Regeneration Plan Based On Sites in LBB Ownership / Control: 2014 to 2019
- Review all land and buildings in the ownership or control of LBB to identify opportunities for regeneration and redevelopment.
- To maximise returns to the authority through sharing in development profit in all relevant instances.
- Consider any site assembly opportunities to generate a subsequent enhanced disposal.

## Appendix 1 - Background Documents

In preparing the SAMP we have referred to the following published documents;

<b>A</b>	Housing Strategy Evidence Base: January 2014	<b>I</b>	Corporate Asset Management Plan 2009
<b>B</b>	Housing Strategy Evidence Base: January 2010	<b>J</b>	Strategic Corporate Asset Management Plan 2013
<b>C</b>	Smarter Working Programme Review	<b>K</b>	Customer Access Strategy 2012
<b>D</b>	Estates Savings Summary Plan	<b>L</b>	Customer Access Strategy: London Borough of Barnet: 2014
<b>E</b>	Barnet Housing Strategy 2011	<b>M</b>	Commissioning School and Learner Places 2014/15 – 2018/19 (update April 2014)
<b>F</b>	Barnet Housing Strategy 2010		
<b>G</b>	Regeneration Strategy 2011		
<b>H</b>	Sport and Physical Activity (SPA) review 2013		

## Appendix 2 - Income producing assets

Type	*No	Rent Roll as at end August 2014
Shops (excl long leasehold with flats over)	91	717,013
Industrial units	27	456,474
Agricultural (incl grazing land)	14	130,150
Offices (incl retail used as offices)	21	460,154
Depots (waste collection/recycling)	2	29,000
Garden land parcels	34	5,130
Parks and open spaces	182	120,050
Community Centres (excl other buildings used by community groups)	14	66,260
Long leasehold retail with flats above	39	1,228
Civic Offices	4	482,768
Shopping complexes	4	401,685
Public car parks	23	42,800
Substation sites	27	4,467
Misc Sports (not within parks)	33	486,880
Misc buildings and parcels of land	117	653,605
<b>Total</b>	<b>632</b>	<b>£4,057,664</b>

\*Not all the assets are income producing

*Base Line Rent from Income Schedules 1st September 2013	
Commercial total	£2,246,326.55
General Fund Total	£814,887.86
HRA Total	£916,138.81
<b>Total</b>	<b>£3,977,353.22</b>

\* Rent as of 1st September 2013. Following agreement of lease events (eg rent reviews) at end of August 2014 increased to £4,057,664

FEAR

PROFESSIONAL

North London Business Park,  
Oakleigh Road South,  
London  
N11 1NP

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# Consultation and Engagement Plan – Strategic Asset Management Plan (SAMP)



## Introduction

Barnet Council is committed to involving local people in shaping their area and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- gain greater awareness and understanding of what the council does
- to voice their views and know how they can get involved
- to have their views fed into the democratic decision making process

This plan aims to provide an effective consultation and engagement programme to help inform the council's future delivery of education and skills services for schools, young people and their families.

The plan aligns to the standards and key guiding principles set out in the council's Consultation and Engagement Strategy and supports the three council's Corporate Plan priorities: Working with our partners to - Promote responsible growth, development and success across the borough; To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study; promote responsible growth, development and success across the borough and Improve satisfaction of residents and businesses within the London Borough of Barnet as a place to live, work and study.

## Consultation and engagement objectives

The key objectives of the consultation and engagement strategy for the key principles of the Strategic Asset Management Plan and Community Asset Strategy are to:

- At the formative stage, consult with key stakeholders to gather views on how the council's property assets should be used to meet both the council's and residents' which will then form the basis for the two related strategic documents that members can consider.
- The first phase of consultation will be carried out during the Priority Spending Review consultation which will gather feedback on how the Councils' can take best consideration of its property and land assets. Feedback will be taken into consideration when writing the draft SAMP and the sub-set document that will focus on the Community Assets.
- Further consultation and engagement will aim to:
  - Lay out the key principles within the draft strategy documents.
  - Communicate and raise awareness of the financial challenge facing the council and the potential opportunities offered by more effective and efficient uses of the council owned assets.
  - Understand stakeholders' views in depth to help inform the final strategy documents.



## Delivery of messages

When delivering an effective consultation and engagement programme we need to ensure messages reach all intended audiences, which is why we must adopt targeted approach to consultation and engagement that aligns to LBB’s Consultation and Engagement Strategy’s key guiding principles:

- Identify the different audiences and prepare communication and engagement tools to meet their needs
- Plan and deliver the core messages and intended outcomes through identified communication channels
- Promote the process as being an open, honest and truly consultative
- Ensure that all communications and engagement is meaningful and includes all relevant parties
- Proactively convey the importance of developing an alternative delivery model to all relevant audiences
- Provide answers to any queries
- Ensure that our approach to consultation and engagement is consistent

## Stakeholders

Key target audiences and areas for engagement	Methods of Communication to targeted audiences
Barnet property lease/licence holders	<ul style="list-style-type: none"> <li>• Briefings and presentations to key stakeholder groups</li> <li>• Meetings and interviews with Partners</li> <li>• Staff surveys and newsletters</li> <li>• Community Barnet newsletter</li> <li>• Community Together Network</li> <li>• Partners newsletters and circulation lists</li> <li>• Key principle surveys for lease/licence holders and community groups</li> </ul>
Local Community groups and Organisations using Barnet’s community buildings	
Partners – CCG, Middlesex University, Job Centre Plus and Community Barnet	
Barnet, CSG and Re Employees	
Local community groups and organisations	

## Method

### Phase 1: Residents engagement and service user engagement

In September 2013 the London Borough of Barnet commissioned OPM to consult with local residents, service users, and businesses to help inform the Priorities and spending review for 2015-2020.

The research was based on three Citizens' Panel workshops and 16 focus groups that were held between October and December 2013.

The workshops included a reflective sample of the local population while the focus groups were targeted at specific service users, businesses and some protected characteristic groups.

The objectives of the research were to:

- understand residents' views at the formative stage of the councils planned Priorities and spending review 2015-2020.
- communicate to participants the need for the council to conduct the Priorities and spending review (PSR) set in the context of the Government's continued austerity programme and rising demand for council services.
- gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the Priorities and spending review over the next five years

### Phase 2: CFE

During 2014 Barnet Council will review its priorities and spending across all services. The council commissioned the independent research organisation and consultancy OPM to run an online call for evidence to hear views of organisations, businesses and individual residents on the future of Barnet, how the council can ensure that public services best meet the needs of the borough, how the council can change and how organisations and individuals can play a part in meeting Barnet's challenges during this time. OPM has analysed the responses to the call for evidence on the council's behalf. This report presents the findings.

Evidence was sought on two main topic areas:

Communication and Consultation, Commissioning Group

- ideas on the future of public services in Barnet, and how organisations and individuals can play a role in providing some of these services
- ideas on how the council could be more entrepreneurial and generate more income.

### **Phase 3: Consultation, research and engagement at the formative stage to inform the Key Principles within the Strategic Asset Management Plan and Community Asset Strategy.**

- During January 2014 Agile Working Survey; Me & My Workplace Questionnaire was issued to all employees of Barnet, CSG and Re to gather details on peoples working patterns which informed the strategic approach to the use of civic buildings.
- During March and April 2014 meetings held with partners to ascertain potential for shared accommodation and asset utilisation.
- September 2014 meetings and presentations at Community Together Network event.

### **Phase 4: Consultation and engagement through final design to develop final Strategic Documents that can be considered by Barnet's property user groups?**

- Document for approval subject to consultation presented to Asset, Regeneration and Growth Committee September 2014. Document published as part of the agenda for this committee. No questions or comments were received from residents on this item.

### **Phase 5: Consultation and engagement through final design to develop final business case to be considered by the Children's, Education, Libraries and Safeguarding committee**

- Resident engagement through:
  - Open consultation**
    - The open consultation will run for five weeks.
    - Survey particulars as below;
      - Online available on <http://engage.barnet.gov.uk>.
      - Comments invited on SAMP..
      - One to one meetings available on request.

FEEDBACK

## Levels of Engagement

This plan refers to the different levels of engagement as outlined in LBB Consultation and Engagement Strategy to help identify and clearly define the variations of engagement.

<b>Insight</b>	Understand better the needs, views, and concerns of our residents and key stakeholders using existing data
<b>Inform</b>	As an open council provide balanced information to assist understanding about something that is going to happen or has happened.
<b>Consult</b>	Capture residents' and stakeholders' views on issues of relevance to them. Give an extensive range of opportunities for residents to have their say
<b>Involve</b>	Involve residents/stakeholders in testing, designing, and evaluating what we do to ensure that concerns and aspirations are understood and considered prior to decision making.
<b>Empower</b>	Empower public/service users to co-design, develop, manage and evaluate services. Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

## Consultation, research and engagement:

Phase 1: General Consultation with general population and Service users at the formative stage (October)						
Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Deadline/ events dates	Officer Lead
Inform Consult Involve	Residents	Citizen Panel	Constituency area based workshops x3	<ul style="list-style-type: none"> <li>To capture what residents value and their and priorities</li> </ul>	Oct 2013 – Jan 14	Rosie Evangelou
	Service users	Protected characteristics	Focus groups x3			
	Business	Service user specific groups	Focus groups x10			
		High Street traders	Focus groups x1			
		Non High street	Focus groups x1			

Phase 2 : Call for Evidence						
Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Deadline/ events dates	Officer Lead
<b>Inform Consult Involve</b>	Residents' Community groups Organisations	<b>All stakeholders</b>	Specially launched OPM Website, Video on the financial challenges and detailed information on the policy challenges over the next decade.		April - June	<b>Rosie Evangelou/ Chris Palmer</b>

Phase 3: Consultation, research and engagement at the formative stage – developing Strategic plan							
Level of Engagement	Stakeholders	Specific Group	Method	Objectives/ Key line of questioning	Content deadline	Consultation events dates	Officer Lead
<b>Insight</b>	Users of Civic Buildings	Employees of Barnet, CSG and Re	Working Survey; Me & My Workplace Questionnaire	<ul style="list-style-type: none"> <li>To understand working profiles</li> <li>Inform strategy for Civic Buildings</li> <li>Explore opportunities for joint working</li> </ul>		January 2014	Lesley Meeks
<b>Insight</b>	Key Stakeholders/ Partners	<ul style="list-style-type: none"> <li>Middlesex University</li> <li>CCG</li> <li>Job Centre Plus</li> <li>Community Barnet</li> </ul>	Meetings and discussion	<ul style="list-style-type: none"> <li>Ascertain the potential of shared accommodation</li> <li>Mutual estate rationalisation</li> <li>Utilisation of assets</li> </ul>		March – April 2014	Mike Sudlow

<b>Phase 3: Consultation, research and engagement at the formative stage – developing Strategic plan</b>						
<b>Level of Engagement</b>	<b>Stakeholders</b>	<b>Specific Group</b>	<b>Method</b>	<b>Objectives/ Key line of questioning</b>	<b>Content deadline</b>	<b>Consultation events dates</b>
<b>Inform Consult involve</b>	Community Groups	<ul style="list-style-type: none"> <li>TBD with Commissioning team</li> </ul>	Briefing Presentation Discussion Survey	To inform of progress, test development and feed into development of SAMP and CAS		November 2014
<b>Consult</b>	Key leading companies in leisure facilities	Soft market testing	Questionnaire and discussion to discuss	<ul style="list-style-type: none"> <li>To establish potential opportunities and appetite within the private sector on Sports and Leisure Activities.</li> </ul>		September 2013
						Mike Sudlow/ Elissa Rospigliosi,  Lesley Meeks


<b>Phase 4 : Consultation and engagement - Detailed design and developing final strategy to be considered by residents and partners</b>						
<b>Level of Engagement</b>	<b>Stakeholders</b>	<b>Specific Group</b>	<b>Method</b>	<b>Objectives/ Key line of questioning</b>	<b>Deadline/ events dates</b>	<b>Officer Lead</b>
<b>Inform Consult Involve</b>	Residents and partners	Users of engage Barnet	Engage space, on-line questionnaire	<ul style="list-style-type: none"> <li>Enable residents and users of Barnet's assets to shape the final strategy.</li> </ul>	Five week Consultation Period 13th October 2014 – 17th November 2014	Rosie Evangelou



<b>Involve Empower</b>	Users of Barnet Properties.	• Focus groups	Open consultation	•Enable residents and users of Barnet's assets to shape the final strategy.	17 <sup>th</sup> November 2014	Mike Sudlow
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<b>Phase 5 : Consultation and engagement - Implementation</b>						
<b>Level of Engagement</b>	<b>Stakeholders</b>	<b>Specific Group</b>	<b>Method</b>	<b>Objectives</b>	<b>Deadline/ events dates</b>	<b>Officer Lead</b>
Inform	Residents and partners	Users of Barnet properties or those with a specific interest in use of assets.	Published report	Finalise of documents and make available to interested parties.	December 2014	Lesley Meeks
Involve Consult Empower	All residents and partners	Users of Barnet's assets	Various and in line with the specific strategies	Each of the various sections of the strategy paper will have specific asset strategies which will undergo individual engagement and consultation.	Dependent of the specific consultation plan	Not applicable to the SAMP

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	AGENDA ITEM 8 <b>Assets, Regeneration and Growth Committee</b>  <b>15 December 2014</b>
<b>Title</b>	<b>Community Asset Strategy – Draft proposals for consultation</b>
<b>Report of</b>	Deputy Chief Operating Officer
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix 1: Community Asset Strategy: Proposals paper Appendix 2: List of assets in the current community portfolio
<b>Officer Contact Details</b>	Elissa Rospigliosi, Commissioning & Policy Advisor, 020 8359 7158, <a href="mailto:elissa.rospigliosi@barnet.gov.uk">elissa.rospigliosi@barnet.gov.uk</a> Mike Sudlow, Property Director, Property Services, 07860 758461, <a href="mailto:michael.sudlow@capita.co.uk">michael.sudlow@capita.co.uk</a>
<b>Summary</b>	
<p>On 9 July 2014, the Assets, Regeneration and Growth Committee agreed that a draft of the Community Asset Strategy should be brought to the Committee on December 15 2014.</p> <p>This paper presents the objectives, aims and draft proposals for the Strategy and asks the Committee to agree that they should be taken forward for consultation with the public and engagement with key stakeholders. This will inform the development of the full Community Asset Strategy, which will be brought back to the Committee in March 2015.</p> <p>As well as the objectives and aims of the Strategy, the proposals include a definition of the community estate and governance principles for the Council’s community assets.</p> <p>Full details of the draft proposals are set out in Appendix 1.</p> <p>It is proposed that consultation should take place between 19 December 2014 and 13 February 2015. Details of the planned consultation are set out in section 4 of this report and in Appendix 1.</p>	

<b>Recommendations</b>	
<b>1. That the Committee agree that the aims, objectives and draft proposals set out in this report, which will form the basis of the full Strategy, should be taken</b>	

**forward for consultation through engagement with the public and with key stakeholders.**

**2. That the Committee note that, following this period of consultation, a full version of the Strategy will be presented to the Assets, Regeneration and Growth Committee in March 2015.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Assets, Regeneration and Growth Committee agreed a draft of the Council's Strategic Asset Management Plan (SAMP) on 8 September 2014, which was taken forward for public consultation. The SAMP contained principles for the governance of the Council's estate which broke it down into four parts, one of which was the Council's community estate, and set out the need for a Community Asset Strategy (CAS) to decide how to govern this most effectively. This report presents draft proposals for this Strategy – at Appendix 1 – which will form the basis of the CAS.
- 1.2 The Council recognises the social and economic contribution voluntary and community sector (VCS) organisations make to the Borough and the way in which assets can support their work, making their services more sustainable and able to provide better value for money in the long term. However, part of the Council's strategy for meeting the current and future financial challenges is to maximise the value it gains from its land and assets, by ensuring it receives the best possible income or receipts from council-owned properties and lands which generate rent or which are sold. This will help it fulfil its Duty of Best Value, as set out under the Local Government Act 1999. The Council will therefore need to strike a balance between commercial use of its assets and opportunities to encourage community participation.

### **Defining the community estate**

- 1.3 The Strategy will propose that the Council's approach to the community estate should acknowledge the existing definition of community assets as assets or buildings which are available to VCS organisations for community use only and are made up, variously, of community centres and community halls; sport and leisure facilities, and various other types of buildings let to community groups, such as shops or garages. However, it will also propose that the CAS contains a revised definition which takes account of the community benefit which is provided by the Council's operational facilities, but focuses the CAS and its objectives more specifically on the areas of the estate which are likely to return the greatest benefit from reconsidering and strengthening the relationship between the community occupier and the Council.
- 1.4 The Strategy will propose that the Council should consider the majority of its assets as being used for community benefit, and should seek to promote local priorities through their use. However, the focus of the CAS should be on those assets where the Council can both give and achieve the greatest benefit in terms of using them to support voluntary and community groups: for example, community centres and halls, rather than commercial sport and

leisure operators. It should also consider the way in which operational buildings could potentially become part of the community estate through being brought forward for disposal or through co-location with voluntary or community groups.

Further information about the proposed definition is set out at section 3 of Appendix 1.

### **Objectives of the Strategy**

- 1.5 To do this, the Council proposes that the following three objectives form the basis for the CAS:
  - 1.5.1 **To provide communities with the best possible assets to meet their local needs**, investing in **modern, flexible, functional space** for residents and VCS groups
  - 1.5.2 **To enable communities to become active and independent**, and able to **take on more responsibility for their local areas** and **reduce the need for Council services**
  - 1.5.3 **To rationalise the Council's estate**, without compromising these aims, to ensure it is being **used efficiently to support the Council's priorities and create the best possible value for residents**. This should include exploring partnership working with other public bodies, and finding opportunities to create 'community hub' facilities in which groups might be co-located.

Further information about the proposed objectives is set out at section 5.1 of Appendix 1.

### **Aims of the Strategy**

- 1.6 To achieve these objectives, the CAS will need to ensure the following aims are accomplished. These will resolve some of the issues which have emerged from past engagement, particularly around the need to improve the quality of the estate, ensure clear rights and responsibilities, and find a fair and transparent funding settlement for community groups.
  - 1.6.1 **The Council gets the basics right and manages community assets effectively.**

The CAS will describe how the Council currently defines community assets, and propose how these will be defined in the future. It will set out plans to ensure that the Council has a good understanding of its current estate, including assessing the state of repair of its community buildings; collecting up to date information about how they are being used; and ensuring that there are clear and consistent governance arrangements in place across the estate.

**1.6.2 The Council makes the most of the opportunity to use community assets to further the Borough’s priorities.**

Community assets can help VCS groups whose work supports the Council’s goals, whether directly through the services they provide or through the way in which they provide them – for example, by recruiting volunteers or apprentices. The CAS will set out some ways in which the Council can promote local priorities through the way in which its assets are used, by choosing which groups it will use the estate to support and by asking for some support in return.

**1.6.3 The Council communicates clearly with residents and community groups about what they can expect from it in relation to community assets.**

The CAS will set out the principles by which the Council will engage with and support community groups, including the relationship between their work and our corporate priorities and any contributions we expect in return for our support. It will also set out the various routes by which residents and communities are able to engage with the Council around the use of assets – for example, the Community Right to Bid and Community Asset Transfer – and clarify what they can expect under each one.

Further information about these proposed aims is set out at section 5.2 of Appendix 1.

**Governance principles for community assets**

1.7 The CAS will aim to ensure that the Council’s community estate is governed according to clear, consistent principles. Historically, the portfolio has been administered on a case by case basis which has made it responsive to the needs of individual groups but which has made it difficult to implement a consistent approach or to ensure fair, common treatment for different groups. The CAS will contain a series of principles which will aim to ensure that the Council can realise its objectives with regard to the community estate, as well as fair and consistent treatment for all community groups using Council assets.

1.8 The principles relate to:

- How the Council will consider the relationship between financial value obtained from the community estate and the social or community benefit delivered by its occupiers
- The Council’s approach to the rent charged on community properties
- The Council’s approach to lease and license arrangements
- The Council’s approach to ownership and occupancy, including the potential for co-location, shared use, and community hubs.

1.9 In particular, the CAS will set out the Council’s policy on lease, rental and maintenance arrangements in a clear and transparent way, which makes the

relative rights and responsibilities of Council and occupier clear and easy to understand for those using Council assets.

- 1.10 The proposed principles for governance of the community estate are set out in section 6 of Appendix 1.

### **Community ownership, 'community rights' and expectations**

- 1.11 A number of routes by which communities can take control or ownership of local assets have arisen through recent legislation. These have given local groups opportunities for empowerment but the proliferation of 'community rights' and other engagement routes can also be confusing for communities, in terms of what they can expect from the Council under each route and which is most likely to help them achieve their goals in relation to assets.
- 1.12 The CAS will therefore include guidance in relation to these different engagement route and initial proposals for what communities should expect from the Council under each one are set out in section 7 of Appendix 1.
- 1.13 In particular, it will propose that the Council should explore local arrangements for owning or managing assets where this is appropriate or can add benefits. For example, local management of a community hall or leisure centre may be more effective than for it to be run centrally by the Council, as a local organisation may be in a better position to understand local need and can gain extra motivation from the direct benefit which comes to their community. In such circumstances, **Community Asset Transfer** may be considered as an option.
- 1.14 Community Asset Transfer is a process through which a public body can proactively and voluntarily choose to transfer the ownership or management of one or more of its assets to a community organisation, often at less than market rates. The CAS will propose that in Barnet this should be considered most favourably where ownership or management of an asset would help a community group deliver services currently provided by the Council, or would reduce demand on Council services. More information about Community Asset Transfer is included in section 7.1 of Appendix 1.
- 1.15 Finally, it is proposed that the CAS should set out clear and consistent criteria under which it will support voluntary or community groups using its community assets.

These criteria are proposed in section 8 of Appendix 1. They are broken down under three areas:

- Criteria relating to the type of service the group or organisation provides
- Criteria relating to the extent to which the organisation and its use of the asset supports community participation and involvement
- Criteria relating to the robustness and sustainability of the organisation.

- 1.16 The Community Asset Strategy has the potential to improve the relationship between the Council and the community and to support an increasingly strong and vibrant voluntary and community sector. It will therefore be important to ensure robust consultation and engagement with key stakeholders as well as with the general public. Section 4 of this report sets out the plan for consultation on these proposals.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 This report and its appendix set out objectives, aims and proposals which will form the basis of the full CAS. This will be brought back to the Assets, Regeneration and Growth Committee for consideration in March 2015.
- 2.2 The paper recommends that these proposals are taken forward for consultation at this stage to allow them to be shaped at the same time as a more detailed evidence base is developed on their costs and benefits. This evidence base, along with feedback and engagement with key stakeholders, will underpin and strengthen the development of the full Strategy.
- 2.3 Robust consultation and engagement will also help to develop the Strategy in partnership with the community, ensuring that the proposals fit local need.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The Council could decide to continue to manage its community assets on an ad hoc basis, but this would run the risk of not making best use of community property to achieve the Borough's priorities.
- 3.2 The Council could choose to take these proposals forward as the final proposed draft of the Strategy but this would run the risk of not making best use of engagement, and local data about community need and the value of the proposals.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 If the recommendations are approved by the Committee, the next steps will be a full public consultation on the draft proposals, to take place between 19 December 2014 and 13 February 2015. This will include:
- 4.2 **A survey** for the general public relating to the draft proposals approved by the Committee. This will include consultation on:
- The definition of community buildings
  - The objectives and aims of the Strategy
  - The principles for the governance of community assets
  - The proposed respective rights and responsibilities for the Council and users of the community estate
  - The proposed policy for community asset transfer
  - The proposed criteria by which the Council will offer support to voluntary and community groups.



- 4.3 **Targeted surveys for VCS groups**, both occupiers and non-occupiers of Barnet community properties, including consultation on the issues above.
- 4.4 **Targeted stakeholder workshops**, one in each constituency area, with residents, VCS groups, both occupiers and non-occupiers of Barnet community properties, and Members. These workshops will consider, in addition to the above issues:
- lessons to be learned from the current use of the estate
  - lessons to be learned from the current use of other community buildings in the Borough
  - the accuracy of the current list of community assets, reviewing it and identifying any missing assets which should be included
  - any issues about how the proposed balance of responsibilities will work in practice

Both the targeted surveys and stakeholder workshops will also ask respondents to give their views on the future of specific assets, such as which assets they think have potential for development into community hubs, including opportunities for co-location with public or commercial organisations. Respondents will also be asked to feed in on where they see opportunities for communities to become more involved in delivering public services in exchange for transfer of the management or ownership of an asset.

- 4.5 **Interviews with local partners** including Barnet Clinical Commissioning Group, Middlesex University, JobCentre Plus, Groundwork London, and Community Barnet, as well as engagement with neighbouring authorities, to identify, in addition to the above, any opportunities for joint working and potential co-location.
- 4.6 **Targeted engagement with other VCS stakeholders**, including London Funders, to understand how assets feature in their decisions about how they choose to support community groups.
- 4.7 **Work with CommUNITY Barnet** to ensure our engagement with VCS groups is robust and representative and to engage on our behalf, using their local networks, to ensure the CAS is well-informed about the needs of the sector.
- 4.8 The development of this paper has been accompanied by a review of the evidence available on the current community asset base and on the likely level of need for community facilities in Barnet. This review will continue in parallel with the consultation process, to underpin the development of the full Strategy.

4.9 The evidence base and findings from consultation will inform the full Strategy, which will be presented to the Assets, Regeneration and Growth Committee on March 16 2015.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The Corporate Plan 2013 – 2016 includes objectives to “promote responsible growth, development and success across the Borough” and to “improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study”.

5.1.2 Relevant outcomes are “to maintain the right environment for a strong and diverse local economy” and “to promote family and community well-being and encourage engaged, cohesive and safe communities”.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The recommendations to take these draft proposals forward for consultation while at the same time developing a more detailed evidence base are designed to ensure that the Council is able to undertake a more detailed assessment of the resources likely to be required to implement the Strategy.

5.2.2 The proposals are designed to allow the Council to realise both financial and social/community value from its community estate, in recognition that the long-term benefits of having stronger, more resilient communities also helps the Borough to meet current and future financial challenges.

5.2.3 The consultation will be resourced through the existing contractual commitment with CSG.

### **5.3 Legal and Constitutional References**

5.3.1 Council Constitution, Responsibility for Functions, Annex A – sets out the terms of reference for the Assets, Regeneration and Growth Committee which includes:

- Develop strategies which maximise the financial opportunities of growth;
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council; and
- To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

### **5.4 Risk Management**

5.4.1 There is a risk that, if these proposals are not taken forward for consultation at this stage, the Strategy will be developed without sufficient evidence to correctly respond to community need.

- 5.4.2 There is a risk that, if the Council does not further develop its evidence base for this draft Strategy, it will not be possible to come to an accurate assessment of the costs and benefits of the proposed course of action.
- 5.4.3 The combined consultation and evidence base development period to March is designed to mitigate the above risks.
- 5.4.4 There is a risk that the delay to the final Strategy may have negative consequences for the Council's relationship with local voluntary and community groups who are keen to engage on the subject of asset use and ownership. Careful engagement with groups likely to be affected has been planned into the consultation plan to mitigate the impact of this delay and to maintain a positive relationship with them.

## 5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010, and the Public Sector Equalities Duty outlined at section 149 of the Act, require the council and all other organisations exercising public functions on its behalf to pay due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; and to promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Act also covers marriage and civil partnership with regard to eliminating discrimination.

The Community Asset Strategy will reflect the requirements of the PSED and the objectives of the council's equal opportunities policy. In particular it will:

- Aim to ensure that that the management and use of community assets reflect the needs and aspirations of the diversity of Barnet and are used for the benefit of the whole community
- Aim to promote active engagement with all Barnet's diverse communities
- Pay due regard to cultural and religious difference where locations/facilities are shared by different members of the community
- Build on community strengths to promote strong, cohesive communities and local resilience.

- 5.5.2 An Equalities Impact assessment will be carried out as part of the process of drafting the full CAS, to assist the council in meeting the requirements of the Public Sector Equalities Duty.
- 5.5.3 The Council will ensure that the consultation and engagement process for the Strategy is accessible to all and engages with a wide variety of voluntary and community groups.
- 5.5.4 The policy proposals set out in the Strategy are designed to ensure fair and

equitable treatment of all Barnet's communities in relation to their access to community assets.

## **5.6 Consultation and Engagement**

5.6.1 This report and the proposals for the CAS draw on past consultation and engagement, which was carried out as set out in section 4 of Appendix 1.

5.6.2 Future consultation and engagement will be carried out as set out in section 4 of this report, above.

## **6. BACKGROUND PAPERS**

6.1 Approval of the draft Strategic Asset Management Plan, Assets, Regeneration and Growth Committee, 8 September 2014  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>

# Appendix 1

## **Barnet Council**

### **Community Asset Strategy**

### **Proposals paper**

### **December 2014**

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## **1. Introduction**

Over the past two years, the Council has changed the way it administers its assets and now aims to take a strategic overview of its entire estate. This led to the development of the Council's Strategic Asset Management Plan (SAMP), which was brought to the Assets, Regeneration and Growth Committee in September 2014 and taken forward for public consultation.

One of the four elements of the SAMP deals with how the Council manages its community estate and how it intends to proceed with the development of a Community Asset Strategy (CAS). The aim described for this Strategy in the SAMP is to 'set out an approach to managing those assets which are available to the community for their sole use'.

The SAMP acknowledges that the Council will aim to support voluntary and community organisations as best it can, making use of its community properties to do this, while also seeking to ensure that it retains best value from the estate, as required of it under the Duty of Best Value placed on it by the Local Government Act 1999.

The Council also needs to ensure that the community estate is fit for purpose, maintained to a good standard, and flexible enough to meet the needs of local communities.

This paper sets out the aims, objectives and draft proposals which will form the basis of the full Community Asset Strategy, to be further developed and brought back to the Assets, Regeneration and Growth Committee in March 2015. The paper proposes that these aims, objectives and principles are now taken forward for public consultation to inform the development of the full Strategy, as set out in Section 9, Conclusions and next steps, below.

The development of this paper has been accompanied by a review of the evidence available on the current community asset base and on the likely level of need for community facilities in Barnet. This review will continue in parallel with the consultation process, to underpin the development of the full Strategy.

## **2. Context**

### **2.1 Supporting Barnet's communities**

The Council recognises the social and economic contribution voluntary and community sector (VCS) organisations make to the Borough and the way in which assets can support their work, making their services more sustainable and able to provide better value for money in the long term.

Increasing financial constraints mean that the Council faces a significant budget gap of £73.5m over the period 2016/17 to 2019/20. This is driven by further reductions in government spending and increased pressure on local services as the population grows and changes.

In order to meet this gap the Council will need to look across all service areas to find ways to deliver its functions more efficiently and safeguard services for the vulnerable. Part of the Council's strategy for meeting these challenges is to maximise the value it gains from its land and assets, by ensuring it receives the best possible income or receipts from council-owned properties and lands which generate rent or are sold.

## **2.2 Benefits of voluntary and community activity**

VCS activity has a number of benefits which can also help the Council meet the financial challenge:

- more sustainable voluntary and community sector services are better able to meet need and as a result reduce demand on Council services
- strong, cohesive communities are more resilient, which also reduces demand on public services
- community ownership and management of some assets can improve the way they are run, making them more responsive to local need
- assets can be a way to develop stronger partnerships between the Council and communities.

## **2.3 Working in partnership and striking the right balance**

The Council will therefore need to strike a balance between commercial use of its assets and opportunities to encourage community participation.

To work effectively in partnership with the community, the Council will need to be clear about what VCS groups can expect from it: the extent to which the Council will be able to support them and what it is likely to expect in exchange.

Underpinning this, the Council will need a clear understanding of the value it gains by supporting community groups and how this balances against the resources it invests in doing so.

## **3. Defining the community estate**

### **3.1 Defining a 'community asset'**

'Community asset' is a term used in a variety of ways, from the very narrow – in which only land and buildings owned or managed by community organisations and where profit is invested back into the community are considered community assets –

to the very broad – in which any public sector asset is considered a community asset because its use is for the benefit of the community.

Under the Council's current approach, community assets have been defined as assets or buildings which are available to VCS organisations for community use only. This means that buildings from which Council services are provided, such as libraries, leisure centres, offices or parks, are not considered 'community assets', and also excludes operational buildings which are partly occupied by a Council service, because they do not meet this definition. This paper proposes that the CAS contains a revised definition which takes account of the community benefit which is provided by the Council's operational facilities, but also focuses the CAS and its objectives more specifically on the areas of the estate which are likely to return the greatest benefit from reconsidering and strengthening the relationship between the community occupier and the Council.

### **3.2 The current portfolio**

Under the Council's current definition, the following types of property are considered community assets:

- Community centres and community halls, some let on a standard lease and some on a long lease. In the latter, the Council usually receives a ground rent and has little involvement with the building once the lease is granted.
- Sport and leisure facilities, some of which are let to community sports or leisure clubs (including all-weather pitches) and some to commercial sport and leisure operators (such as commercial gyms)
- Various other types of buildings let to community groups, such as shops, garages, and all buildings in parks.

This paper proposes that the Council amends this definition as set out in 3.3 below.

### **3.3 Proposed approach to community assets and the operational estate**

The Council should consider the majority of its assets as being used for community benefit, and should seek to promote local priorities through their use. However, the focus of the CAS should be on those assets where the Council can both give and achieve the greatest benefit in terms of using them to support voluntary and community groups: for example, community centres and halls, rather than commercial sport and leisure operators.

The Council's operational buildings – buildings from which it provides services or support for services – are governed according to the individual strategies for that service area and are not subject to the principles and conditions set out in the CAS. This is because their primary purpose is not to facilitate occupancy by voluntary or community groups, which is the focus of the CAS. However, there may be



circumstances in which particular assets or buildings which are currently operational could become part of the community estate.

In some cases, an asset may become surplus to the requirements of the service and the Council may look to dispose of it or put it to another use. In such circumstances the asset could potentially be made available for community use.

In other cases, it is possible that a service might be co-located in a building with voluntary or community groups or other parties, either by making use of some of the space in a new building or by reducing use of an existing building, allowing other tenants to move in. Certain services are more likely to be well-suited to this approach than others. It is proposed that the following services would be most suitable:

- services where community participation, volunteering, and co-production with community members are seen as significant opportunities, such as children's centres or libraries
- projects which benefit from opportunities to integrate different services around a particular place or community. An example of such a project might be a training scheme giving young people catering skills, in which part of their training involves running a lunch club for older residents.
- services which are developing a commissioning model which focuses on community activity.

Some buildings currently leased by the Council for commercial purposes also have the potential to move in and out of the community estate – for example, shops which fall into disuse could be taken over by a community occupier. There is also the potential for mixed-use developments which co-locate commercial and community occupiers through, for example, Section 106 or CIL arrangements.

The CAS will therefore also consider the potential benefits which can be derived from the relationship between the community estate and asset use by other Council public sector, or commercial occupiers.

These issues will be further explored and developed into firm proposals to underpin the development of the final CAS, for consideration by the Committee in March 2015. This paper proposes that the revisions to the definition of community assets, as set out above, are now taken forward for public consultation.

## **4. Themes from past engagement**

### **4.1 Past community engagement**

The Council has undertaken a number of engagement exercises around community assets. The themes set out below have been drawn from formal and informal

consultations and needs assessments carried out between 2009 and 2013, either directly by the Council or in partnership with the Local Infrastructure Organisation, CommUNITY Barnet. They include:

- A general survey about civil society and community activism carried out by CommUNITY Barnet in 2009
- A qualitative needs assessment study carried out in partnership between CommUNITY Barnet and the Council in 2010
- A programme of work reviewing compliance issues across the estate, carried out in partnership between CommUNITY Barnet and the Council in 2012
- A stakeholder engagement meeting convened by the Council in 2013
- Findings from other, related, consultation exercises such as the Council's engagement around its Priorities and Spending Review in 2013 and 2014
- A series of informal interviews with a range of voluntary and community groups with different asset needs, carried out in October and November 2014.

## **4.2 Issues emerging from past engagement**

### **The quality and current use of the estate**

Past engagement suggests that the buildings which make up the community estate may not always be best suited to the needs of the groups using them. Some have been purpose-built for particular groups, which restricts the opportunity for further letting. Some may have inadequate parking and due to their age do not incorporate energy efficiency measures to address their running costs as well as their carbon footprint. They are sometimes not easily accessible by public transport, and in a number of cases are not even visible to passing traffic restricting knowledge of the facility and their potential market for hiring. Space may not be set up to be flexible and buildings often lack storage, limiting the range of possible uses.

There is also no established or agreed method to make sure we are getting the most out of community buildings by maximising the time for which they are being used. Where this involves use by more than one group, we have no current method of ensuring like-minded groups are able to share a building.

The CAS will therefore explore how the Council can ensure the community estate is made up of better buildings, and facilitate co-location between like-minded groups.

### **The best way to meet rights and responsibilities**

There has been some confusion surrounding what rights residents' and community groups have in relation to assets, including how best to engage with the Council. For example, the Community Right to Bid has sometimes been used as a way for communities to approach the Council about a potential asset transfer opportunity, which is a poor use of resources for both parties. Through the CAS, we will seek to

clarify the various engagement routes and what community groups are likely to be able to expect from the Council under each one.

In the past there has not been a formal approach to understanding how much capacity community occupiers have to meet their obligations under individual leases. Responsibility for maintenance and compliance has been devolved to community occupiers without establishing a clear balance between the best way to manage and maintain the property and the main purpose of the occupier's work. This could in some cases mean that the services delivered by the community group suffer because some of their resources are diverted to maintaining the building. Through the CAS, we will seek to ensure that maintenance of the community estate is provided in a way appropriate to the needs of each community group.

### **Being fair in relation to funding**

Some community groups have many fundraising routes available to them, and are able to use this purchasing power to take control of assets. A grant funding or subsidy method needs to be developed for use, in appropriate circumstances, to make sure that other groups do not miss out. The CAS will set out the Council's approach to rental arrangements with community groups and its approach to subsidies and support.

### **The relationship with growth and development**

Stakeholder engagement has highlighted the opportunities the Council has to maximise rental income across the estate, as well as to promote growth and regeneration. As part of this, the Council will need to try and identify potential sites for disposal in order to promote growth. Growth and regeneration will also provide more opportunities for new community buildings, through the use of Section 106 monies and the Community Infrastructure Levy (CIL), for example. The CAS will set out the relationship between these drivers and the management of the community estate.

### **Working in partnership with other public sector organisations**

The Council should consider how it factors in provision by neighbouring authorities and other public bodies including, potentially, sharing community facilities across local authority boundaries where this may be appropriate for particular areas. This will be taken into account in the implementation and delivery of the CAS.

## 5. Objectives and aims

### 5.1 Objectives of the Strategy

The following three objectives are proposed for the CAS. These have been developed by considering the current context, including the need to promote community activity in a time of financial austerity.

**5.1.1 To provide communities with the best possible assets to meet their local needs**, investing in **modern, flexible, functional space** for residents and VCS groups

**5.1.2 To enable communities to become active and independent**, and able to **take on more responsibility for their local areas** and **reduce the need for Council services**

**5.1.3 To rationalise the Council's estate**, without compromising these aims, to ensure it is being **used efficiently to support the Council's priorities and create the best possible value for residents**. This should include exploring partnership working with other public bodies, and finding opportunities to create 'community hub' facilities in which groups might be co-located.

This paper proposes that these objectives should form the basis for the CAS and should now be taken forward for consultation.

### 5.2 Aims of the Strategy

To achieve these objectives, the CAS will need to ensure the following aims are accomplished. These will resolve some of the issues which have emerged from past engagement, particularly around the need to improve the quality of the estate, ensure clear rights and responsibilities, and find a fair and transparent funding settlement for community groups.

**5.2.1 The Council gets the basics right and manages community assets effectively.**

The CAS will describe how the Council currently defines community assets, and propose how these will be defined in the future. It will set out plans to ensure that the Council has a good understanding of its current estate, including assessing the state of repair of its community buildings; collecting up to date information about how they are being used; and ensuring that there are clear and consistent governance arrangements in place across the estate, including its approach to ensuring compliance with lease obligations.

Section 3 of this paper presents the Council's current definition of community assets and proposals for those which should form the core of the Strategy's scope as it is developed further.

### **5.2.2 The Council makes the most of the opportunity to use community assets to further the Borough's priorities.**

Community assets can help VCS groups whose work supports the Council's goals, whether directly through the services they provide or through the way in which they provide them – for example, by recruiting volunteers or apprentices. The CAS will set out ways in which the Council can promote local priorities through the way in which its assets are used, by choosing which groups it will use the estate to support and by asking for some support in return – for example, through lease or rental obligations.

Section 8 of this paper sets out proposals for the principles the Council should use when deciding which groups should be supported through the use of its portfolio.

### **5.2.3 The Council communicates clearly with residents and community groups about what they can expect from it in relation to community assets.**

The CAS will set out the principles by which the Council will engage with and support community groups, including the relationship between their work and our corporate priorities and any contributions we expect in return for our support. It will also set out the various routes by which residents and communities are able to engage with the Council around the use of assets – for example, the Community Right to Bid and Community Asset Transfer – and clarify what they can expect under each one.

Section 6 of this paper sets out the proposed principles by which the Council will govern its community assets. Section 7 sets out some initial policy with regard to Community Asset Transfer.

This paper proposes that the CAS should seek to achieve these aims and that they should now be taken forward for further development and consultation.

## **6. Governance principles for community assets**

The CAS will aim to ensure that the Council's community estate is governed according to clear, consistent principles. Historically, the portfolio has been administered on a case by case basis which has made it responsive to the needs of individual groups but which has made it difficult to implement a consistent approach or to ensure fair, common treatment for different groups. The principles set out below aim to ensure that the Council will be able to realise its objectives with regard to the community estate as well as fair and consistent treatment for all community groups using Council assets.

This paper proposes that these governance principles are put forward for consultation with the public and further developed into a series of more detailed

proposals for consideration, as part of the final version of the CAS, by the Assets, Regeneration and Growth Committee in March 2015.

The principles relate to:

- How the Council will consider the relationship between financial value obtained from the community estate and the social or community benefit delivered by its occupiers
- The Council's approach to the rent charged on community properties
- The Council's approach to lease and licence arrangements
- The Council's approach to ownership and occupancy.

### **6.1 Community benefit and financial value**

- The Council will seek to agree a level of social or community benefit to be delivered by organisations making use of its assets, including:the provision of additional activities or opportunities such as volunteering or apprenticeships in delivering services
- coordination with other Council strategies or with plans for particular localities or communities
- full utilisation of the building as far as is practicable.

The Council will also seek to ensure that community properties are financially sustainable and deliver value for money for Barnet's residents and for their occupants.

### **Rental value and proposals for subsidy**

It is proposed that to implement these aims, the Council adopts a standard policy in which the rental value of each of its community buildings is assessed on the basis of full market rental value for community use. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may choose to grant financial assistance to provide support (through an agreement with the occupier), at a level which reflects the community benefit the organisation is providing.

The benefits of this approach are that it

- Allows a clear assessment of the value of the support the Council is offering the occupier, without this affecting the investment value of the asset
- Allows the level of support to be set in relation to the benefit provided by the organisation
- Enables asset-related support to be weighed up against other kinds of support being offered to community groups

- Allows the Council to support community groups to become more independent and resilient by encouraging them to move towards meeting the rental obligations themselves through a phased withdrawal of the subsidy.

These arrangements will allow the Council to reflect the community benefit provided by the occupier in the support it gives to the group.

## **6.2 Co-location, shared use and community hubs**

In order to use the estate as efficiently as it can, wherever possible the Council will promote flexible shared-use community facilities. Unless there are clear reasons that this policy should not apply (such as safeguarding concerns), no community organisation should have exclusive use of a community building without explicit consent.

In some cases, the Council may consider establishing a community hub. Community hub is a term used in different ways in different areas, but usually refers to a location where a number of different organisations with a social or community focus work in close proximity to each other. Some community hubs contain a mixture of any of the following: VCS groups, public services, social enterprises and small and medium enterprises (SMEs).

Some community hubs are set up within a single building, while others may be a way of bringing together a network of complementary buildings or assets based near to one another in an area. A hub can be managed by a VCS group, by a social enterprise or community interest company, or by the Council.

Community hubs are seen to enable better coordination and cooperation between organisations. Organisations are more able to work together to design integrated services which can in turn address a wide range of community needs. Having a range of tenants can also build stronger local links between VCS activity, volunteering, and business or enterprise.

Community hubs also offer opportunities to use the public sector estate more efficiently. By co-locating groups currently based in different buildings, councils can rationalise the remaining community estate. Any capital or revenue receipts can be re-invested in Council buildings and/or services, including the retained community estate. This investment potentially creates higher quality facilities for community groups.

As well as encouraging voluntary and community groups to co-locate in existing community buildings, the Council will explore the possibility of investing in a number of community hubs across the Borough. These would be brought up to a high standard of repair and configured to be fit for purpose for use by multiple community groups. These might be managed and maintained by the Council or by a lead community organisation which would take on responsibility for repairs and maintenance and for the day to day running of the facility.

## **Criteria for successful community hubs**

Certain conditions will make a hub more feasible in some areas than in others. As the Council needs to prioritise its investment and look for the opportunities which have the greatest potential for success, the following criteria are proposed to help the Council consider how viable a possible hub might be, focusing on its location, the opportunities it provides, its financial sustainability, and whether capacity exists in the local community to run a hub.

### **Proposed location of the hub**

- Would it support a logical distribution of hubs across the Borough?
- Is it accessible? Does it have good public transport links? Could it have access to parking for older people, disabled people, or people with young children?
- Is the proposed location in an area with demonstrable demand for premises or for services of the types proposed?

### **New opportunities provided by the hub**

- Would this hub have the potential to attract investment from other sources?
- Does this provide an opportunity to rationalise other public sector buildings in that area?
- What investment would be required to set this up?

### **Sustainability of the business model**

- Would a hub make local groups more sustainable by giving them the chance to join up and share back office costs?
- Would the projected rental income and/or business activity cover the core running costs of the facility?
- Would space be available for rent by either public bodies or private sector organisations?

### **Existing community capacity to support the hub**

- Is there interest among local community groups in being part of a hub?
- Do local groups have any existing knowledge or capacity of the requirements for managing community buildings?
- Does the local community have fundraising skills or capacity?

## **Co-location with public or private sector organisations**

The CAS will also further explore the potential for co-location between community groups and public sector or commercial organisations, and set out the Council's position on how these should be managed.



## **6.3 Leases and occupation of community buildings**

The effective use of community assets is underpinned by the lease arrangements associated with them. For example, a long lease can be beneficial for an individual community group as it provides certainty and can help the group secure funding, but this also reduces the flexibility with which the Council can use its portfolio to respond to changing priorities and local circumstances.

### **6.3.1 Possible lease arrangements**

The Council could take a number of possible approaches to its lease arrangements with community groups. This section of the paper describes some of those potential arrangements and the advantages and disadvantages of each. It then sets out proposals for the most appropriate approach for the Council to take to the community estate.

#### **Long leases**

Leases of more than 25 years are considered to be long leases by the Council, in the context of the CAS. The current estate has some leases in excess of 40 and up to 100 years. In most cases, these grant an effective freehold interest to the occupier and the Council has limited powers to control the asset or break the lease before it expires. Long leases are also often granted on the basis of a peppercorn rent and a premium or one-off capital payment, which means the long-term income gained by the Council is negligible.

#### **Short leases**

Again in the context of the CAS, leases of 25 years or less are characterised as short leases in Barnet. These grant greater overall control to the Council including, if specified in the lease, clear agreement of the relative rights and responsibilities of the Council and the occupier in relation to, for example, repairs and maintenance. There are also opportunities to set terms outside those of a standard commercial agreement (for example, around expected community benefit).

#### **Proposals for the Council's approach to lease arrangements**

The length of lease for community buildings can have a significant impact on occupiers, affecting their ability to raise funds and ensure sustainability. A lease which runs for less than 25 years can make it more difficult for community organisations to raise funds. However, long leases also have a significant effect on the Council's ability to use its assets flexibly and to respond to changes in circumstances. The Council will need to be able to nuance its approach to lease arrangements so that it can respond to this.

For example, a community group might lose the skills of a key staff member who had been enabling it to fulfil its maintenance liabilities. Alternatively, a group may be

granted a lease on a Council property on the basis of the work it is doing at present but its role may shift to the point that its work no longer directly supports Council priorities.

Each lease agreement will be preceded by a clear statement setting out the heads of terms (contractual principles) applying to the agreement, including the relative rights and responsibilities of each party.

In general terms, where an occupier is offered a leasehold interest, it is proposed that this will be for a term of 25 years, on full repairing and insuring terms (which means that the tenant is responsible for all repair and insurance obligations). It will be contracted outside the Landlord and Tenant Act 1954, subject to 5 yearly upward only rent reviews and a 6-month rolling break clause which can be brought into effect by the Council only. Asking for leases to be contracted outside of the Landlord and Tenant Act 1954 means that there is no automatic right to renewal or right to compensation on the lease expiring. In addition, the lease will contain a provision where if the primary use of the asset no longer supports Council priorities, the lease may be determined on 28 days' written notice by the Council.

If community occupiers need leases guaranteed for up to 25 years in order to secure funding, it is proposed that the terms include a provision where a suitable lease may be granted if the occupier's funding bid depends on it and a sustainable business plan is presented.

It is proposed that the Council assess the skills and capacity of any community group interested in the use of a building to manage the maintenance and compliance issues which may arise, and will offer the group an arrangement, based on this assessment, as to whether the Council or the group should be liable for maintenance. Depending on the level of liability assumed by the Council, alternative terms may be offered to the group with regard to the level of subsidy and length of lease, potentially also on different repairing and insuring terms. This would be decided on a case by case basis.

### **6.3.2 Landlord/lessee relationships**

There are two potential approaches the Council could take to management of the community estate. The first is direct management through a landlord/tenant relationship and the second involves working with a single head lessee who takes on responsibility for the asset on behalf of other occupants.

#### **Landlord/tenant relationship**

This is a direct contractual relationship between the Council and the occupier of a community property. Each occupier has their own agreement with the Council and agrees clear contractual responsibilities in relationship to the maintenance of the building and compliance with the terms of the lease. The Council is responsible for

monitoring compliance with the lease. This model may be suitable for discrete community facilities, or for standalone buildings and sites with a single occupant.

### **Single head lessee**

This is a direct contractual relationship between the Council and one occupier of a community property, who then takes on responsibility for managing the other organisations who are using the building.

This model would work particularly well for community hubs, in which the head lessee might also take on responsibility for the day to day management and maintenance of the building. Community groups who only want to use a building for part of the week have the opportunity to request a licence to do so without having to take on responsibility for running and operating a building.

### **Licences**

A licence has different legal status to a lease. It is a permission to occupy land or property rather than a legal interest. It has the advantage of being a flexible arrangement which either the licensor or the occupier can terminate at any time, with a short notice period.

However, licences also have some limitations. They cannot be used by community groups to attract external funding or grants as they do not grant the licensee an interest in the property. A licence is generally only used for short-term or shared occupation.

It is proposed that licences therefore will be offered to community organisations that need part-time or temporary use of a community property (for example, less than three days a week). They should also be offered to any party who does not wish to be considered for either a head lessee or a landlord and tenant style arrangement.

## **7 Community ownership, 'community rights' and expectations**

It is proposed that the Council should explore local arrangements for owning or managing assets where this is appropriate or can add benefits. For example, local management of a community hall or leisure centre may be more effective than for it to be run centrally by the Council, as a local organisation may be in a better position to understand local need and can gain extra motivation from the direct benefit which comes to their community. This may involve the direct transfer of an asset from the Council to a voluntary or community group, potentially at less than the market value of the asset, if this route is deemed to be of benefit to the Council. More information about this route is set out at 7.1 below.

Communities have also been given a number of routes through which they can engage with the public sector around assets. Following the Localism Act 2011,

these have tended to focus in particular on the ‘community rights’ given under the Act and on the Localism agenda more broadly. Communities have been encouraged to make use of such routes to empower themselves by taking control of local assets which are important to them.

The proliferation of ‘rights’ and other engagement routes can be confusing for communities, in terms of what they can expect from the Council under each route and which is most likely to help them achieve their goals in relation to assets.

The CAS will therefore include guidance which seeks to clarify these different routes and how the Council would advise communities to make use of each one. Initial proposals for this guidance are set out in 7.2-7.3 below.

### **7.1 Community Asset Transfer**

Community Asset Transfer is a process through which a public body can proactively and voluntarily choose to transfer the ownership or management of one or more of its assets to a community organisation, often at less than market rates.

In Barnet, the Council may choose to make assets available for transfer through this route if doing so would support a group to achieve social or community benefits which outweigh the benefit realised from rental income or a capital receipt.

Community Asset Transfer will be considered most favourably where ownership or management of an asset would help a community group deliver services currently provided by the Council, or would reduce demand on Council services.

The services proposed would also need to support the Council’s strategic priorities and the overall proposal to be considered financially viable and sustainable.

### **7.2 Community Right to Bid**

The Community Right to Bid was established under the Localism Act 2011. It gives community organisations a chance to take control of the assets that they value by nominating a building or piece of land to be listed as an ‘asset of community value’. The list of assets is retained by the local authority.

If an asset is listed and is then put up for sale, a six month moratorium period is initiated during which the asset cannot be sold. This period is designed to allow interested community organisations the time to put forward a proposal and raise the funds to bid to buy the asset on the open market.

The Community Right to Bid does not oblige an asset owner, including the Council, to sell the property to the community group and it does not exempt the community group from any of the usual planning regulations if it comes into possession of the property.

Successful listing under the Community Right to Bid does not imply that the property is more likely to be sold than if it were not listed, and is not a reliable route to gaining control of a Council or other asset.

### **7.3 Community Right to Contest**

The Community Right to Contest applies to empty or underused land or property owned by a local authority (or by central government) for which there are no plans to bring it back into use. Community groups can apply to the Department for Communities and Local Government (DCLG) to have the Local Authority sell such land or property to them.

If an asset is nominated under the Community Right to Contest the Council will examine current and planned use of the asset and submit evidence about this to DCLG, which will decide whether it thinks the asset is really underused or whether it thinks it should be retained by the Council.

If DCLG decides in favour of the community group this would trigger the sale of the land or property. However, the process for applications and decision under Community Right to Contest takes time. Community groups interested in taking control of an asset would in many cases be better off making contact directly with the Council to explore possible options.

## **8. Support for community groups**

### **8.1 The need for clear criteria for support**

The Council needs to be consistent and transparent about the circumstances under which it will commit to supporting VCS groups through use of its assets; the level of support it is willing to give and what it expects in return. This is particularly important in the challenging economic climate, as part of the Council's focus on fairness, responsibility and opportunity. To achieve this, the Council will need to set out, clearly, the criteria under which it will consider supporting community groups.

The following criteria are proposed both to ensure that VCS organisations are likely to be sufficiently robust to enter into a contractual agreement with the Council, and that the Council makes full use of its ability to use its assets to support the work of groups which contribute to its goals.

### **8.2 Proposed criteria for support**

The proposed criteria are broken down under three areas:

- The type of service the group or organisation provides
- The extent to which the organisation and its use of the asset supports community participation and involvement

- The robustness and sustainability of the organisation.

### **8.2.1 Services provided**

Proposed criteria:

- The work of the organisation contributes to one or more of the Council's strategic priorities.
- The work of the organisation is carried out in response to, and meets, a defined local need.
- The work of the organisation delivers a service of a kind from which the Council is considering withdrawing or where community provision could produce better outcomes.
- The work of the organisation is delivered in a way which provides additional value, such as the use of apprenticeships or volunteering opportunities.
- The organisation caters for many different sections of the community.

### **8.2.2 Community participation and involvement**

Proposed criteria:

- The organisation is committed to the ongoing consultation and involvement of the community, particularly around managing the asset.
- The local community is involved in designing and/or delivering the organisation's activities.
- The organisation enables the local community to take action to address issues which matter to them.
- The organisation encourages entrepreneurialism and social enterprise.

### **8.2.3 Robustness and sustainability**

Proposed criteria:

- If the group is already receiving support from the Council, it is performing well against agreed measures.
- The organisation is viable and sustainable, and passes an accredited vetting process for community organisations (such as the VISIBLE standard)
- The organisation is purely not-for-profit and has limited income from commercial support (for example, a paying bar).
- The organisation has capacity to raise additional funds or bring in external investment.

It is proposed that these criteria be taken forward for public consultation and engagement with voluntary and community sector stakeholders.

## **9. Summary and next steps**

### **9.1 Summary**

The Community Asset Strategy will aim to ensure that the Council retains best value from the use of its community assets, by considering how it can maximise the community and financial benefit it derives from its estate.

This paper has set out proposals relating to the definition of the Council's community estate, the objectives and aims for the CAS, principles for the governance of the Council's community assets, guidance around the various routes by which community groups can engage with the Council in relation to assets, and criteria which community groups would need to fulfil in order to receive support from the Council.

### **9.2 Next steps**

It is proposed that these proposals are now taken forward for consultation as set out in section 9.3 below.

The development of this paper has been accompanied by a review of the evidence available on the current community asset base and on the likely level of need for community facilities in Barnet. This review will continue in parallel with the consultation process, to underpin the development of the full Strategy.

### **9.3 Consultation**

It is proposed that the consultation takes place between 19 December 2014 and 13 February 2015, and should include the following elements:

**9.3.1 A survey** for the general public relating to the draft proposals approved by the Committee. This will include consultation on:

- The definition of community buildings
- The objectives and aims of the Strategy
- The principles for the governance of community assets
- The proposed respective rights and responsibilities for the Council and users of the community estate
- The proposed policy for community asset transfer
- The proposed criteria by which the Council will offer support to voluntary and community groups.

**9.3.2 Targeted surveys for VCS groups**, both occupiers and non-occupiers of Barnet community properties, including consultation on the issues above.

**9.3.3 Targeted stakeholder workshops**, one in each constituency area, with residents, VCS groups, both occupiers and non-occupiers of Barnet

community properties, and Members. These workshops will consider, in addition to the above issues:

- lessons to be learned from the current use of the estate
- lessons to be learned from the current use of other community buildings in the Borough
- the accuracy of the current list of community assets, reviewing it and identifying any missing assets which should be included
- any issues about how the proposed balance of responsibilities will work in practice

Both the targeted surveys and stakeholder workshops will also ask respondents to give their views on the future of specific assets, such as which assets they think have potential for development into community hubs, including opportunities for co-location with public or commercial organisations. Respondents will also be asked to feed in on where they see opportunities for communities to become more involved in delivering public services in exchange for transfer of the management or ownership of an asset.

**9.3.4 Interviews with local partners** including Barnet Clinical Commissioning Group, Middlesex University, JobCentre Plus, Groundwork London, and Community Barnet, as well as engagement with neighbouring authorities, to identify, in addition to the above, any opportunities for joint working and potential co-location.

**9.3.5 Targeted engagement with other VCS stakeholders**, including London Funders, to understand how assets feature in their decisions about how they choose to support community groups.

**9.3.6 Work with CommUNITY Barnet** to ensure our engagement with VCS groups is robust and representative and to engage on our behalf, using their local networks, to ensure the CAS is well-informed about the needs of the sector.

**9.3.7** The development of this paper has been accompanied by a **review of the evidence** available on the current community asset base and on the likely level of need for community facilities in Barnet. This review will continue in parallel with the consultation process, to underpin the development of the full Strategy.

## **9.4 Presentation of the full Strategy**

The full Strategy will be presented to the Assets, Regeneration and Growth Committee on 16 March 2015.



## Appendix 2 – List of assets in the current community portfolio

Property Name	Lessee	Category	Group	Lease Term Years
Mill Hill Park, Former Cricket Pavilion	Vacant – Destroyed by fire	Leisure community	Leisure	N/A
Kennedy Leigh Centre, NW4	Ravenswood Foundation	Misc - Community - long lease	Day Centre	99
Avenue House - Inc: Form Tennis Courts, The Avenue N3	Avenue House Estate Trust	Misc - community	Leisure	121
Church End, 28 Sherrick House Pt	African Cultural Association Trustees Of	Misc - community	Office	10
Church End, 30 Sherrick Hse Pt	Barnet Mencap	Misc - community	Office	1
Church Farm Garage - St John's Ambulance	St John Ambulance	Misc - community	Garage	0
Church Farm, The Whale Centre	Vacant	Misc - community	Youth Club	5
Church End 40/42 Nw4	Barnet Citizens Advice B	Misc - community	Office	10
Church End 44 Nw4	Vacant	Misc - community	Office	10
Friary House - Rooms Pf10/Pg11 - Bawa	Barnet Asian Women's Association	Misc - community	Office	
Friary House, Room Pf11- Barnet Elderly Asians	Barnet Elderly Asian Group	Misc - community	Office	
Friary House, Room Ps2 (Shared )M R 2 - African Ref C	African Refugee Community	Misc - community	Office	
Friary House, 1st Fl, Pt 2nd Fl & Store In Stable B	Community Focus	Misc - community	Office	20

Property Name	Lessee	Category	Group	Lease Term Years
Independent Living Centre (Former Flightways)	Barnet Independent Living Service	Misc - community	Day Centre	
Market Place, RSPCA Clinic N2	RSPCA	Misc - community	Animal Clinic	42
Montrose Tram Shed, Montrose Park	Vacant	Misc - community		
Woodhouse Road 36b Part -Bha	Barnet Housing Aid Centre	Misc - community	Day Centre	5
Woodhouse Road 36b Part -Hab	Homeless Action (Hab)	Misc - community	Day Centre	25
Albert Road, EN4 9SH - East Barnet Rifle Club	East Barnet Shooting Club	Leisure - commercial	Leisure	30
Barnet Club, The (Cricket) Barnet Lane, EN5	Barnet Club Ltd J Arnold	Leisure - commercial	Leisure	30
Cool Oak Lane Hendon Rifle Club	Hendon Rifle Club	Leisure - commercial	Leisure	25
East Barnet Golf Club, Clifford Road- Tudor Sports	East Barnet Golf Club	Leisure - commercial	Leisure	20
Finchley Lawn T C Brent Wy R/O	Finchley Lawn Tennis Club	Leisure - commercial	Leisure	10
Gloucester Road Bar, Lawn Tennis	Barnet Lawn Tennis Club	Leisure - commercial	Leisure	25
Golfwise - Tudor Sports Ground Clifford Road	Golfwise Ltd	Leisure - commercial	Leisure	30
High Street 68, Suzie Earnshaw Theatre School	Dare To Dream Performers Ltd	Leisure - commercial	Community Centre	6
Northway Tennis Centre, NW11 6PA	Poxon Stephen	Leisure - commercial	Leisure	10
Oakhill Park Bowls Club	Oak Hill Bowls	Leisure -	Leisure	15
Oakhill Park Golf Course, East Barnet	Scagnelli Ian Leo & Paul Alexander	Leisure - commercial	Leisure	20

<b>Property Name</b>	<b>Lessee</b>	<b>Category</b>	<b>Group</b>	<b>Lease Term Years</b>
Osidge Lane Assoc Of Veterans Of Foreign Wars	Theotherapy Christian Fellowship	Community Hall	Community Centre	1
Southover R/O Lullington Dev S	Lullington Developmnt Soc	Leisure - commercial	Leisure	28
Stag House	Rex Chosen ministries. Possession sought.	Community Hall	Community Centre	10
West Hendon Play Fields Pav, Lower Ground Floor	Chin Woo Ltd	leisure community		20
West Hendon Play Fields Pav Gf	Parkside View Nursery Ltd	Leisure - commercial	Leisure	6
Wilf Slack Young Cricketers Adj The Avenue, N3	Wilf Slack Young Cricketers Dt	Leisure - commercial	Leisure	36
Wilf Slack Young Cricketers Smiths Field	Wilf Slack Young Crick Dt	Leisure - Commercial	Leisure	50
Back Lane, Minotaur Fitness Ctre Ha8	North London Fitness Centre	Leisure - Community	Leisure	10
Barnet Lane, The Stables Horse Activity Centre,N20	Trustees Of The Stables Horse Act Ctre	Leisure - Community	Leisure	20
Barnet Playing Flds Table Tennis Club	Barnet Table Tennis Ctre	Leisure - Community	Leisure	10
Bishopswood Bowling Club, Summers Lane N12 OPD	Bishopswood Bowling Club	Leisure - community	Leisure	21
Nomads Community Gym, R/O Hamonde Close	Mills Steven	Leisure - Community	Youth Club	5
Copthall Hendon Rugby FC	Hendon Rugby Football Clb	Leisure - Community	Leisure	28
Copthall Mill Hill Rugby Fc	Mill Hill Rugby Football	Leisure - community	Leisure	28

Property Name	Lessee	Category	Group	Lease Term Years
Downway Model Engineers N12	Model Engineers N Lon Soc	Leisure - community	Leisure	20
Holly Park Road Incognito Theatre	Incognito Theatre Group	Leisure - community	Leisure	10
King George V Fields East Barnet Old Grammarians	East Barnet Old Grammarians	Leisure - community	Leisure	30
Little Wood Garden Sub Theatre	Garden Suburb Theatre	Leisure - community	Leisure	20
Lyttelton Play Fields Bowls Cl	Bishopswood Bowling Club	Leisure - community	Leisure	21
Mill Hill Village Sports Club Burtonhole Lane	Mill Hill Village Sports	Leisure - community	Leisure	28
Park Road 4a Form West H Yth	Hendon Mosque & Islamic Centre	Community Hall	Youth Club	5
Prothero Gardens Tennis Courts	Brampton Lawn Tennis Club	Leisure - community	Leisure	10
Sanders Lane Scout Group	Hendon 16th Scout Group	Leisure - community	Youth Club	30
Tedder Lounge Wiggins Mead NW9	Faith Community Limited	Community Hall	Community Centre	5
Victoria Road, Nursery	Nursery	Leisure - community	Leisure	30
Victoria Road Community Centre	New Barnet Residents Assc	Community Hall	Community Centre	10
Watling Comm Ctre - Spirit Ch	Burnt Oak Spirit Church	Community Hall	Community Centre	20
Watling Community Centre Edg	Watling Community CTR	Community Hall	Community Centre	37
Watling Park Form Bowl Gr-Tavr	Tavra	Leisure - community	Leisure	25

<b>Property Name</b>	<b>Lessee</b>	<b>Category</b>	<b>Group</b>	<b>Lease Term Years</b>
Woodfield Park Phoenix Canoe Club(Former North Circular Sailing Club)	Phoenix Canoe Club Ltd	Leisure - community	Leisure	6 (364 days)
Woodfield Park Hendon Sea Tr C	Hendon Sea Training Corp	Leisure - community	Leisure	54
Woodfield Park-Princes Pk Fc	Princes Park Youth Fc	Leisure - community	Leisure	21
Arden Playing Fields Fin Crick	Finchley Cricket Club Tr	Leisure - Commercial - long lease	Leisure	150
Arkley Golf Club Rowley Green	Arkley Golf Club Ltd	Leisure - Commercial - long lease	Leisure	180
Barnet Lane Form Old Stationers -Hadley Wood Youth	Hadley Wood Youth Development Ltd	Leisure - Commercial - long lease	Leisure	125
Brickfield Lane Arkley Hadley Fc	Hadley Disabled Sports As	Leisure - Commercial - long lease	Leisure	99
Brondesbury Club Harman Drive	Brondesbury Crick & Ten C	Leisure - Commercial - long lease	Leisure	999
Copthall - Playgolf	Playgolf (Holdings) Plc	Leisure - Commercial - long lease	Leisure	75
David Lloyd Leisure Club	David Lloyd Leisure Ltd	Leisure - Commercial - long lease	Leisure	125
Finchley Cricket Club, Arden Playing Fields	Finchley Cricket Club Trustees	Leisure - Commercial - long lease	Leisure	150
Finchley Golf Club-Long Lse	Finchley Golf Club Ltd	Leisure - Commercial - long lease	Leisure	150

<b>Property Name</b>	<b>Lessee</b>	<b>Category</b>	<b>Group</b>	<b>Lease Term Years</b>
Friern South Playing Fields Powerleague	Anchor International Ltd	Leisure - Commercial - long lease	Leisure	99
Glebelands, The Indoor Bowls Club	Glebelands indoor Bowls Club	Leisure - Commercial - long lease	Leisure	50
Golf Dome Lodges, 3 Leisure Way N12 0qz	Golf Dome Lodges Ltd	Leisure - Commercial - long lease	Leisure	125
Great North Leisure Park	Capital & Regional Properties	Leisure - Commercial - long lease	Leisure	150
Mays Lane Old Elizabethans	Old Elizabethans Play Field	Leisure - Commercial - long lease	Leisure	125
Middlesex Cc East End Road	Dendy Ltd, La Fitness	Leisure - Commercial - long lease	Leisure	150
Mill Hill Golf Club Moat Mount	Mill Hill Golf Club	Leisure - Commercial - long lease	Leisure	50
North Middlesex Golf Club, Friern Barnet Lane N20	North Middlesex Golf Club Ltd	Leisure - Commercial - long lease	Leisure	200
Old Cholmeleians, Hendon, Wood Lane	Old Cholmeleians Sports Club	Leisure - Commercial - long lease	Leisure	125
Old Fold Manor Golf Club	Old Fold Manor Golf Club	Leisure - Commercial - long lease	Leisure	125
Southover Old Finchleians	Old Finchleians Sports Club	Leisure - Commercial - long lease	Leisure	99
Summers Lane Finchley Rfc N12	Finchley Rugby Football C	Leisure - Commercial - long lease	Leisure	125

<b>Property Name</b>	<b>Lessee</b>	<b>Category</b>	<b>Group</b>	<b>Lease Term Years</b>
Summers Lane Wingate Youth Tr	Wingate Youth Trust	Leisure - Commercial - long lease	Leisure	123
Totteridge Cricket Club Tot Gr	Totteridge Cricket Club	Leisure - Commercial - long lease	Leisure	125
Totteridge Tennis Club Great Bushey Drive	Totteridge Tennis Club	Leisure - Commercial - long lease	Leisure	75
Grahame Park Way- Avion Crescent-Form Scouts	Northwest Church Trustees	Disposal	Community Centre	1
Burnt Oak Broadway 210	Sangam Assoc Of Asian Wom	Community Hall - long lease	Community Centre	99
Priory Grove- St John's Ambulance	St John Ambulance Brigade	Community Hall - long lease	Youth Club	99
Frith Grange Camping Ground	Scout Assoc Trust Corp	Community Hall - long lease	Youth Club	99
Glebelands The Albanian Assoc	Albanian Association Trus	Community Hall - long lease	Leisure	50
Algernon Road Multi Cult Ctre	Algernon Rd Multicult Day	Community Hall	Community Centre	11
Brickfield Lane Arkley Assoc	Arkley Association Trust	Community Hall	Leisure	2
Church End Meritage Club	Hendon & Dist Old P Welf	Community Hall	Day Centre	5
Claremont Community Centre	Managed By Barnet Homes	Community Hall	Community Centre	
Daws Lane Train Ctre Sea Cadet	Sea Cadet Corps Unit 121	Community Hall	Youth Club	10

Property Name	Lessee	Category	Group	Lease Term Years
Priory Grove, Barnet - Scout Hut	Barnet 1st Scout Group Tr	Community Hall	Youth Club	20
Freehold Community Centre, Alexandra Road	Managed By Barnet Homes	Community hall	Community centre	
Gloucester Road 1374 E Bar Squ	East Barnet 1374 Squadron	Community Hall	Youth Club	25
Legionway Royal Brit Legion	Vacant	Community Hall	Leisure	N/A
Long Lane 184a Sea Cadets	Finchley Sea Cad Unit 141	Community Hall	Youth Club	15
Long Lane 190-192 R/O Scout H	Finchley Dist Scout	Community Hall	Youth Club	30
Market Lane Scout Hut Brnt Oak Former	Faith Community Ltd	Community Hall	Community Centre	25
Marquin Centre	Hanuman Community Centre Trustees	Community hall	Youth Club	10
Moat Mount Camp Site Friends	Moat Mount Friends Of	Community Hall	Youth Club	30
Noel Lounge Grahame Park Nw9	Somali Graduate Assoc Of Gb	Community Hall	Community Centre	10
North Road Community Centre	North Road Residents Assc	Community Hall	Community Centre	5
Osidge Lane Scout Hut E Barnet	Scout Assoc Trust Corp	Community Hall	Community Centre	20
Rainbow Community Centre, Dollis Valley	Rainbow Users Group Trustees	Community Hall	Community Centre	5
Rendezvous Centre Coppetts Rd	Demolished – destroyed by fire to be re-provided on alternative site	Community Hall	Community Centre	10
Tarling Road, The Old Barn N2	In transition	Community Hall	Community Centre	



Property Name	Lessee	Category	Group	Lease Term Years
Vernon Crescent Scout Hut	East Barnet 3rd Scout Grp	Community Hall	Youth Club	20
Burtonhole Lane Old Camdenians	Old Camdenians Sports Cl		Leisure	30
Mill Hill Depot-Community Transport				
Copthall Athletics Stadium	Saracens	Leisure - commercial	Stadium	
Grange Community Centre	Iridium Assets Ltd	Community Hall	Community Centre	25
Quinta Club	Vacant	Community Hall		
Thorne Hall	Vacant	Community Hall	Nursery	
Pavilion Way Burnt Oak	Vacant, pending redevelopment	Leisure - community	Sports Ground, AWP and changing rooms	
Greyhound Hill Awp				
Grahame Park Awp	Temporary management by local community			
Barnet Talking Newspaper, Wetherill Road	Barnet Boro Talking Newsp	Misc - community		15
Tower Gym, Church Farm	Godley Neil	Leisure - commercial		5
Compton Academy Sports Centre	Public use outside school hours	Leisure - community		
Queen Elizabeth girls school sport centre and pool	Public use outside school hours	Leisure - community		

## List of retail units leased for community purposes

Property Name	Lessee	Category	Group	Lease Term Years
4 & 5 The Concourse	Advocacy in Barnet / BDISC	Misc - Community		
7 The Concourse	Under offer to Living Way Ministries	Misc - Community		5
8 The Concourse	Under offer to HAWA	Misc - Community		5
9 The Concourse	The Met Police	Misc - Community		
11 The Concourse	Under offer to GSRE	Misc - Community		5
12 The Concourse	Jesus House	Misc - Community		5
14 The concourse	Horn of Africa Women's Association	Misc - Community		5
15 The concourse	Choices for Graham Park Limited	Misc - Community		
20 The Concourse	Choices for Graham Park	Misc - Community		5
Homefield 37	Shared Churches Herts/Bed	Misc - Community	Office	5
Homefield 38	Shared Churches Herts/Bed	Misc - Community	Retail	4

	AGENDA ITEM 9
	<b>Assets, Regeneration and Growth Committee</b>  <b>15 December 2014</b>
<b>Title</b>	<b>Entrepreneurial Barnet</b>
<b>Report of</b>	Cath Shaw, Enterprise and Regeneration Lead Commissioner
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix A: <i>Entrepreneurial Barnet: the public sector contribution to Barnet's economy 2015-2020</i> Appendix B: Equalities Impact Assessment
<b>Officer Contact Details</b>	Luke Ward, Commissioning and Policy Advisor (Economist), Email: <a href="mailto:luke.ward@barnet.gov.uk">luke.ward@barnet.gov.uk</a> , Telephone: 020 8359 2672

<h2>Summary</h2>
<p>This report presents <i>Entrepreneurial Barnet: the public sector contribution to Barnet's economy 2015-2020</i>, aimed at making Barnet the <i>best place in London to be a small business</i>. It contains proposals relating to five theme areas:</p> <ul style="list-style-type: none"> <li>• Getting the basics right</li> <li>• A great place to work, live and invest</li> <li>• Skilled employees and entrepreneurs</li> <li>• Access to markets</li> <li>• Facilitating business growth</li> </ul> <p>The reports incorporates the responses gained from residents, businesses and community groups as a result of a public consultation that ran from 10 September 2014 to 20 November 2014, and the views of area committees in relation to those elements of Entrepreneurial Barnet that relate to town centres.</p> <p>The approach has been developed in partnership with Middlesex University, Barnet and Southgate College, the Police, and CommUNITY Barnet, and actions from those partners are embedded throughout the proposals as set out in Appendix A.</p>

## **Recommendations**

- |   |
|---|
| <b>1. That the committee approve <i>Entrepreneurial Barnet: the public sector contribution to Barnet's economy 2015-2020</i> (Appendix A).</b>                        |
| <b>2. That the Committee requests officers to feedback to area committees any specific issues or suggestions from consultees relating to individual town centres.</b> |
| <b>3. That the Committee endorses the approach to Town Centres set out in paragraphs 1.10-1.12 below.</b>   |

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 This report brings back to the Committee proposals it discussed at its meeting on 8 September 2014, in draft form, to make Barnet the best place in London to be a small business.
- 1.2 Since then public consultation has been undertaken to ensure that the views and expertise of locally-based businesses, residents, and community groups are accounted for and have been able to shape the final proposals.
- 1.3 Additional work has also been undertaken with our partners, particularly Middlesex University, Barnet and Southgate College, the Police, and Community Barnet to refine the detail of the proposals and to join up the approach to growth across the public and community sectors.
- 1.4 At its meeting on 8 September the Committee recognised that an evidence-based and carefully targeted approach to facilitating economic success is needed:
- Because the Council and its partners have a significant impact on the local economy, and it is important to ensure that this impact is as positive as it can be.
  - To create an environment in which businesses can thrive and grow, and has the confidence to make medium and longer-term investments.
  - To capitalise on the entrepreneurial spirit of Barnet's residents and ensure that small local business are able to succeed. Barnet has the highest level of new business start-ups of any outer London borough, but a higher proportion of these businesses fail within the first three years than in other areas.
  - Because, along with other places across London and the wider UK, some of Barnet's town centres have struggled to respond to the combination of changing shopping patterns by residents and visitors, and tough macro-economic conditions.
- 1.5 The council also has a financial incentive to support local businesses to grow. The Government's Business Rates Retention scheme, introduced in April 2013, means that the Council stands to directly benefit from local growth.

- 1.6 An extensive process of research and engagement has been undertaken in the development of the proposals. This includes analysis of the structure of Barnet's economy and its relative strengths and weaknesses, input from subject matter experts from across a range of service areas, and engagement with local partners to gain their views and buy-in. Key partners include: Barnet and Southgate College, Middlesex University, the Police, and Community Barnet.
- 1.7 The Entrepreneurial Barnet proposals are divided into five broad "theme" areas, reflecting the ways in which the Council and the wider public sector impact on the business community. We recognise that if we get these right we can give a real boost to local businesses' chance of success; if we do not, we could seriously hinder prospects for growth. They are:

**THEME A: Getting the Basics right**

1. Streamlined regulation and planning
2. Improved customer access

**THEME B: A Great Place to live, work and invest**

3. Thriving town centres that people want to live, work and spend time in
4. Excellence in Regeneration and Growth
5. Fit for purpose infrastructure and transport networks

**THEME C: Skilled Employees and Successful Entrepreneurs**

6. Working with employers to develop a skilled workforce
7. Supporting residents to develop the skills they need to succeed
8. Encouraging a culture of entrepreneurship
9. Healthier Workplaces

**THEME D: Access to Markets – building local supply chains**

10. Local and small businesses accessing contracts

**THEME E: Facilitating Business Growth**

11. Businesses enabled to grow and thrive
12. Connecting businesses and universities

- 1.8 The proposals focus on making sure the Council is easy to deal with (whether businesses are applying for licences, paying business rates, supplying goods and services, or any of the other reasons why businesses contact us); that initiatives are shaped by the business community as businesses know best

what they need to grow; and that the Council is seen by the business community as a help rather than a hindrance. The report explicitly sends a strong signal that Barnet is fully committed to economic success and growth, which itself contributes to creating a climate conducive to business growth.

1.9 *Entrepreneurial Barnet* sets out an approach to working with local residents and businesses to enhance Barnet's town centres, reflecting the central role of these areas in the local economy. To maximise the impact of Council activity, it is important that resources are effectively targeted to reflect the diverse nature and range of economic functions of different town centres. At its meeting on 8 September 2014, ARG Committee invited area committees to give views and recommendations about which town centres should be identified as "Main town centres", "District centres" and "Local centres" based on consideration of data relating to the size and function of town centres in their areas, and their local expertise. The proposals also proposed a tailored approach to boosting growth in each type of town centre.

1.10 Area committees were advised that, based on what we know about town centres in other areas, each constituency area would expect to have one or two town centres classed as "Main", meaning they serve a more-than local area with a wider range of services, including leisure and non-retail businesses. A total of eight centres were recommended as Main town centres by the area committees.

- *Chipping Barnet Area Committee*: The Committee recommended that Chipping Barnet be identified as "Main" for the constituency area. It considered that all remaining centres in the area should be considered District centres.
- *Hendon Area Committee*: The Committee recommended that Burnt Oak, Edgware and Mill Hill be identified as "Main" for the constituency area.
- *Finchley and Golders Green Area Committee*: The Committee recommended that East Finchley, Finchley Church End, Golders Green and North Finchley should have equal status across both the "Main" and "District" categories. It also noted that particular attention should be paid to Cricklewood given its location on the border of three boroughs.

1.11 Taking into account the recommendations provided by the area committees, the data about town centre size and function and proximity to other centres provided by the GLA, and the capacity the council has to support town centres, it is recommended that the following town centres are designated as "Main" in the *Entrepreneurial Barnet* proposals:

- *Chipping Barnet Area Committee* – Chipping Barnet
- *Hendon Area Committee* – Burnt Oak, Edgware
- *Finchley and Golders Green Area Committee* – Golders Green, North Finchley

- 1.12 In addition, Finchley Church End could be regarded as Main in relation to the approach to supporting the local evening economy (page 18 of Appendix A), reflecting the relatively high proportion of local premises in the area dedicated to serving this function. Three other town centres were identified by the area committees (Cricklewood, East Finchley, and Mill Hill). All play a significant role in the economic and cultural life of the Borough. Given their relatively smaller scale compared with the Main centres proposed above, which are often also in close proximity, it is considered they continue to be supported by the council as District centres through the town centre offer set out in page 18 of *Entrepreneurial Barnet*.
- 1.13 The Chipping Barnet Area Committee suggested that all town centres in that area other than Chipping Barnet be classed as District Centres. Given the significant differences in size and function between established district centres (e.g. Whetstone) and local centres (e.g. Great North Road, Hampden Way) this broad classification may not capture the inherently local nature of many of the smaller centres, which focus predominantly on providing high quality offer to residents in the immediate vicinity.
- 1.14 The Greater London Authority recently (11 November) invited a bid to the Mayor's High Street Fund, with a closing date of 1 December 2014. The Fund is different to its predecessor Outer London Fund, in that grant awards can be submitted directly from the local community as well as from Local Authorities. At the request of the GLA the Council has submitted a bid of £305,000 for Burnt Oak, to be matched by LB Barnet; and consistent with the approach set out in *Entrepreneurial Barnet*, it has supported bids from Mill Hill Neighbourhood Forum for £200,000 in respect of Mill Hill Broadway, and a smaller bid from for £20,000 to continue the work of the Cricklewood Town Team

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Entrepreneurial Barnet proposals have undergone a process of research, information gathering, testing with council partners and individual council service areas, and public consultation and engagement. They also take into account feedback received by area committees in relation to town centres in Barnet. It is now appropriate to recommend that the proposals are agreed and implemented.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 It would be possible to approach economic growth in the Borough in a more ad hoc and reactive way. The risk of this approach would be that important components of economic growth would be neglected, resulting in long term growth in Barnet being lower than may actually be the case. This in turn would result in businesses and residents being worse off, and would also risk LB Barnet retaining a smaller level of Business Rates growth than would be the case if the more joined up and coherent strategy set out here was implemented.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Should the Committee approve the proposals, work will commence on delivering the individual areas of activity set out within them, and on aligning the priorities of the various partners who have been engaged with its development, including Middlesex University, Barnet and Southgate College, and the Police.
- 4.2 Arrangements will also be put into place to return to the Committee on an annual basis to provide an update on progress towards delivering the vision to make Barnet the best place in London to be a small business.
- 4.3 The delivery of the proposals will be communicated in a targeted way to local business, residents, and potential developers to ensure they are leveraging as much value as possible for the Borough.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

The proposals in *Entrepreneurial Barnet* directly support the delivery of the Corporate Plan 2013-2016, particularly the following two corporate priorities:

- Promote responsible growth, development and success across the Borough
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

The proposals relating to skills and learning in the workforce also relate to the third corporate plan priority area:

- Support families and individuals that need it – promoting independence, learning and well-being.

Where proposals relate to Corporate Plan priorities and indicators, the same indicators will be used to monitor progress. This will ensure continued alignment between *Entrepreneurial Barnet* and the Corporate Plan, and will also prevent any duplication of effort by the Council and its partners.

- 5.1.2 The draft strategy explicitly supports the delivery of Public Health priorities, particularly in relation to improving the health of the workforce via the pan-



London Healthy Workforce charter

**5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.3 The majority the proposals set out in the *Entrepreneurial Barnet* will be delivered within existing resources, particularly where they align with existing and already funded work programmes.

5.4 There are a number of proposals that will be delivered through grant funding from sources such as Central Government Departments and the Greater London Authority (GLA) e.g. in relation to public realm improvement or the development of an approach to small business support.

5.5 The intention is that, should it be approved, the Economic Strategy will be delivered within existing resources. Where additional funding is required it will be brought in from outside sources, for example Central Government or London Enterprise Panel funding.

**5.6 Legal and Constitutional References**

5.7 There are no specific legal issues associated with the draft Economic Strategy. The proposals are in line with the Localism Act (2011), and particularly the General Power of Competence given to local authorities.

5.8 Council Constitution, Responsibility for Functions, Annex A – details the terms of reference of the Assets, Regeneration and Growth Committee which includes “Engagement with the business community and measures to support local business” and “To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved for Full Council or Policy and Resources.”

**5.9 Risk Management**

5.10 There is a risk that if partners in Barnet do not fully understand their role in supporting the development of a successful local economy in Barnet that other areas will out-compete, resulting in fewer and lower quality jobs being available to Barnet residents, less income to the Council as Business Rates rise more slowly than would otherwise be the case, and that Barnet will become, relatively speaking, a less attractive place to work, live and invest.

5.11 Likewise it is important that the key outcomes set out in the proposals are achievable and credible.

**5.12 Equalities and Diversity**

5.13 A principle embedded across the *Entrepreneurial Barnet* proposals is that all people in Barnet, no matter what their background or circumstances, should have equality of opportunity to succeed and gain from the growth of the economy here and nationally.

5.14 An initial Equalities Impact Assessment (EIA) has been completed for the proposals with the final assessment being that the strategy will have a minimal positive impact. This assessment was made following a process of research and evidence gathering to identify any groups in the community who may gain. The full equalities impact assessment can be found in appendix B. The key findings of the EIA are summarised below:

- **Age:** Barnet has a growing and ageing population, and a report commissioned from Middlesex by Barnet Council suggests that there is an increasing proportion of this age group seeking work. The strategy acknowledges this and explicitly targets all age groups ensuring that the older population has equal access to opportunities associated with growth.
- **Disability (including mental health problems):** The Labour Force Survey (Quarter 2, 2012) notes that there is a 30.1% gap in employment rates between disabled and non-disabled people. The strategy focuses on support them into training and employment. It also aims to improve the identification and treatment of mental health in employment services and provide targeted support.
- **Pregnancy and Maternity:** The strategy will provide more opportunities for women with families as it aims to increase opportunities for self-employment, flexible working, and working from home.
- **Ethnicity:** The proposals recognise that some BAME groups have higher unemployment rates than others (ONS market status by ethnic group, 2013). Additional focus will be undertaken to engage with these groups.
- **Religion or belief:** statistics have shown that the Muslim population are more likely to be unemployed than other religions (ONS report on religion, 2013). Focus will be put on ensuring the Muslim population understand how they can access employment opportunities.
- **Gender/Sex:** The Annual Population Survey Employment Indicators (ONS, 2013) notes that the employment rate is lower for women than men. This strategy is inclusive of all and aims to minimise barriers to economic success and create more employment opportunities.
- **Carers:** Just over 9% of the Barnet population provide unpaid care. The strategy will increase opportunities for flexible working and also aims to provide extra support to families and residents that need it.
- **Lone Parents:** The strategy recognises that lone parents are less likely to benefit from economic growth, and that these parents are particularly disadvantaged due to the high cost of childcare provision. The strategy will place extra emphasis on reaching this group.
- **Young people and NEETs:** Barnet is performing well with respect to NEETs, with the fourth lowest number in England. Effort will be made to ensure that young people are able to get a sustainable job.
- There was no specific evidence or local data identified that the **sexual orientation** and **gender reassignment** equality strands will be specifically affected by the proposals.

5.15 The full equalities assessment can be found in Appendix B.

## **5.16 Consultation and Engagement**

- 5.17 The proposals were consulted on between 10<sup>th</sup> September and 20<sup>th</sup> of November and yielded 25 responses. Overall, there was a positive response with regards to agreement with the five key themes. Separate feedback was also received in the form of four e-mails, and at the Barnet Business Expo attended by 61 small businesses on 23<sup>rd</sup> October.
- 5.18 There was widespread support for the aim of making Barnet the best place in London to be a small business. Several themes have emerged from the consultation, specifically:
- The Council needs to communicate more clearly with local business and ensure that information and support is readily available.
  - Systems need to be simpler, more efficient, and user-friendly
  - There should be increased opportunity for small businesses to procure work from the Council.
  - There was support for less red tape for small businesses.
  - The need for an effective car parking policy that supports local businesses was identified in a number of responses.
- 5.19 In addition to the online consultation, a number of issues were identified at the Barnet Business Expo event on 31 October 2014. These are briefly summarised in the points below. Local businesses identified:
- Affordable work premises and business rates relief for small businesses as important factors for encouraging local growth.
  - The provision of an easy to access and effective system that enables small businesses to access council procurement and supply chains, especially where their value is less than £10,000.
  - The importance of working with the Federation of Small Businesses and other networks to share knowledge and build connections. Also a wish in the responses to have a local business 'champion'.
  - More readily available information was desired about how to work with the council and access business opportunities. There is also concern that if too much focus is placed on regeneration, then small businesses will be overlooked, so continued support from the Council is necessary.
- 5.20 These points are recognised in the strategy and will be a particular focus for implementation.

## 6. BACKGROUND PAPERS

- 6.1 Developing Barnet's Economic Strategy, Middlesex University Report to Re:  
<http://www.barnet.gov.uk/developing-barnets-economic-strategy>
- 6.2 Consultation page (consultation closed on 20 November 2014):  
[http://engage.barnet.gov.uk/consultation-team/entrepreneurial-barnet/consult\\_view](http://engage.barnet.gov.uk/consultation-team/entrepreneurial-barnet/consult_view)

# **ENTREPRENEURIAL BARNET**

*THE PUBLIC SECTOR CONTRIBUTION TO BARNET'S ECONOMY, 2015-2020*

**December 2014**

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# Overview

1. A thriving economy which taps into the entrepreneurial spirit of local residents is an important element of our aspiration to be a successful, growing suburb of a successful, growing world city. Barnet Council and its partners are committed to supporting the economy to grow and to improving living standards by boosting incomes, opportunities and wellbeing for people in Barnet. This report sets out in more detail what we aim to achieve, and how we will go about doing it. The report focuses principally on the actions to be undertaken by the Council; throughout the Autumn other partners including the Police, NHS, Middlesex University and Barnet and Southgate College, will be developing their proposals to add to the actions set out here ensure that together we deliver maximum benefit for the local economy.
2. The recent recession focused attention on what the wider public and community sectors can do to support local economies and stimulate growth. While the public sector does not in general create wealth directly, it does have a major impact on the local economy. For example the Council maintains the roads that businesses rely on to receive and deliver goods; acts as regulator and as the planning authority; and buys goods and services. The public sector, along with the voluntary and community sectors, is also increasingly reliant on locally generated income for their financial security, meaning that a successful local economy is tied to the longer term success of the public sector as a whole.
3. Barnet has a strong economy, based predominantly on significant numbers of small businesses. Although no particular sector dominates, there are a large number of companies offering business-to-business professional services, and a growing number offering business-to-consumer services such as IT, construction, and marketing. Many of our businesses are owned by residents, and a significant proportion of our residents (around 40%) work locally. Businesses are increasingly being run from home which has implications for infrastructure (particularly digital infrastructure) and the kind of workspace needed.
4. By contrast, Barnet has a much lower than average proportion of large businesses, with the top 50 businesses by employee number accounting for just a fifth of jobs in the Borough. High demand for land to build housing, and a relatively short supply of industrial and commercial land mean that Barnet is likely to remain a small business economy over the medium to longer term. The exception is the development of Brent Cross Cricklewood, which offers a significant opportunity to create a new business hub for Barnet, hosting businesses of different sizes, including larger national and international businesses, and headquarters operations.
5. The principal challenge, therefore, is to maintain Barnet's strength as a base for small businesses, whilst also creating the conditions for sustainable business growth in the future. As such the Council and its partners have set ourselves the goal of ensuring that:

*Barnet is the best place in London to be a small business*

6. Of course there will always be medium-sized and larger businesses in Barnet too. They play an important role in our economy, and many of the things that are important to smaller businesses are also important to them. Barnet partners are therefore committed to working with the Council's Joint Venture partner, R<sup>6</sup>, to deliver a sustained improvement in Barnet's ranking on the Local Futures *Business Location Index* to be within the Top 100 LA areas in the UK out of 325 (Barnet is currently ranked at 125<sup>1</sup>), and the top ten per cent when compared to similar boroughs.
7. Much of the public sector activity that impacts our economy takes place at sub-regional or city-wide level. Consequently, fundamental to the development and implementation will be close and routine working between Barnet Council and neighbouring boroughs, the London Mayor and the Greater London Authority, and national government. The recent West London Alliance Jobs, Skills and Growth Programme is an example of this partnership working.
8. There are five key ways in which partners in Barnet impact upon local economies and which are therefore the focus of this report:
  - **Getting the basics right.** Ensuring that when businesses need to engage with the Council – whether to pay business rates, apply for a licence, or report a problem – the process is as efficient, transparent and painless as possible, and does not create any unnecessary constraints or costs on running a successful business.
  - **Stewardship of place.** The Council is responsible for maintaining much of the built and natural environment in the Borough including many aspects of our town centres, and so has a big influence on whether Barnet is a pleasant place for businesses and their staff to locate, and an efficient place to move around. Our regeneration programme alone will create 3,000 jobs directly, and commercial space for 27,000 more by 2030, as well as providing the space and flexibility for further future growth.
  - **Shaping the labour market.** Although the Council has a less direct role in education than in the past, it retains overall responsibility for ensuring school improvement, and works closely with Barnet and Southgate College and Middlesex University to maintain the high standard of skills among Barnet residents. By developing a labour market with the skills and behaviours that employers are seeking, and with a strong culture of entrepreneurship, the desirability of Barnet as a place to start a business will grow and incomes will rise. A healthy workforce will also be more productive and the Council, through its public health responsibilities, will play a role in promoting this.
  - **Buying goods and services.** The Council manages contracts that are collectively worth more than £1bn. Across the whole of the public sector the figure is much higher, and it is important that local businesses have a fair chance of winning these contracts in a

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<sup>1</sup> In June 2014

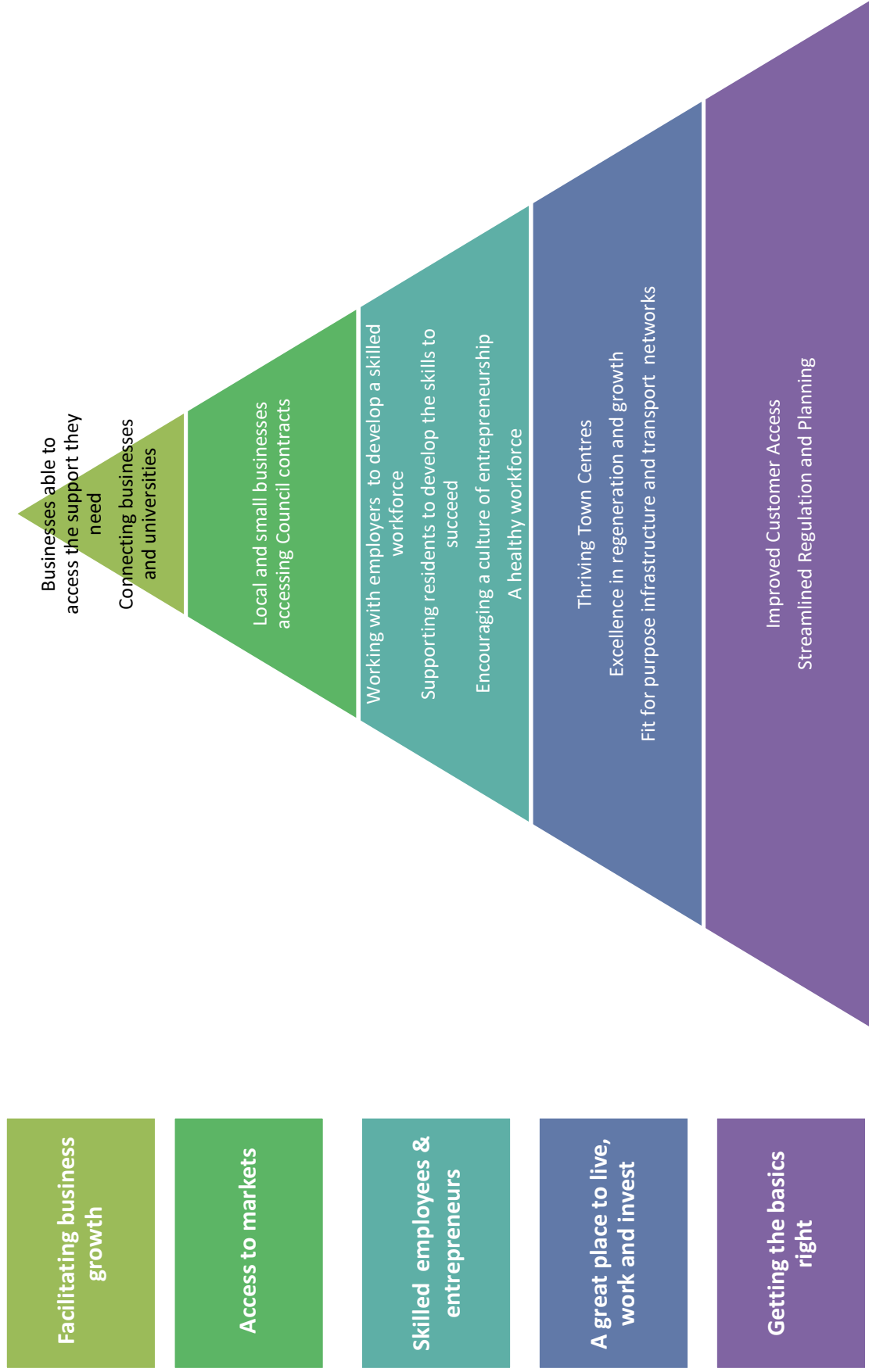


transparent and genuinely competitive environment. In some sectors, such as domiciliary care, the Council is a main player in the market and must clearly signal likely future needs so that providers can respond.

- **Providing or signposting business support services and premises.** Traditional economic development activity focuses on the provision of business support, premises, and networking opportunities. While this is not the Council's primary focus, we do have a role in making sure that businesses know how to access these services and associated information in a transparent way, and that the Council is informed by a strong dialogue with the business community that allows us to respond to the changing economic climate in a way that maintains strong growth. Business creates growth, and we will do what we can to encourage this at every opportunity.
9. If we can get these five areas right, we can give a real boost to local businesses' chance of success. If we do not, we could seriously hinder prospects for growth. This consultation draft sets out how we propose to achieve our goal of making Barnet the best place in London to be a small business, and outlines some of the key actions we will take to meet these objectives.

# Our strategic objectives

Our strategic objectives are organised into five themes, as set out in the diagram below.



# Context

## The Barnet Economy

10. Barnet is the second largest borough in London, with population growth of 16% projected over the next 20 years. It acts as a gateway to the capital by road and by rail, with both the M1 and two major rail lines providing easy access to central London and the rest of the UK. For people living and working in Barnet, Central London is only 30 minutes away by tube, and these journey times are set to fall significantly as the upgrade of the Northern Line is completed in the second part of 2014. Development of major opportunity areas at Brent Cross-Cricklewood and Colindale will create thousands of new jobs and homes, as well as offering opportunities to upgrade key infrastructure.
11. With a population of 364,000 in 2014, and a labour market that is characterised by a high level of skills, high mobility, and flexibility to adapt to changing economic conditions, Barnet is in an excellent position to make a significant contribution to the growing local, London, and national economies. The unemployment rate is currently slightly higher than was the case before the recession, at 5.9% in December 2013 compared with 5.6% in late 2007. While Barnet as a whole has experienced lower unemployment than the London average during that period, this masks differences between different parts of the Borough, with pockets of significant deprivation and worklessness. Ensuring that everyone in Barnet is able to contribute to growth, as well as benefit from it by having the right skills, will be a core area of focus for our future approach to developing the economy.
12. Barnet is varied geographically, with the east of the Borough providing attractive and leafy Edwardian and Victorian suburbs, quality parks and green spaces, and easy access to the green belt and natural beauty of Totteridge. The west of the Borough on the other hand is characterised by high growth, fast change, new investment and development, and a rapidly growing and diverse population as new housing, regeneration and employment opportunities come to fruition.
13. A detailed analysis of the Barnet economy is set out in a report produced for R<sup>£</sup> and the Council by Middlesex University<sup>2</sup>, which demonstrates that Barnet's Business community is characterised by:
  - **Small businesses:** with a particularly high proportion of self-employment. By March 2013<sup>3</sup>, Barnet had a higher proportion of micro businesses (89.7%) than either Greater London (84.8%) or England (82.9%). On the other hand, the largest 53 employers with more

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<sup>2</sup> <http://www.barnet.gov.uk/developing-barnets-economic-strategy>

than 200 staff represented 21.3% of the total Borough workforce in 2008<sup>4</sup>. Major employers include Middlesex University, McDonald's Head Quarters, Pentland Group, and Brent Cross Shopping Centre.

- **Dynamism:** A high level of entrepreneurialism, demonstrated by an above average number of business start-ups (2,995 in 2012), but also an above average level of business failures 3,175 in 2012<sup>5</sup>. Only 53.1% of Barnet businesses currently survive more than 3 years, compared to 56.2% for Greater London and 59.7% for England. Ensuring that entrepreneurs have access to the support they need to start well, grow and sustain their businesses is an important part of our approach.
- **High skill levels:** Half of residents hold a qualification at NVQ level 4 or above, which is higher than the London or the UK averages. Whilst 39% of the Borough's working graduate residents work locally in Barnet (down slightly from 41% in 2001), 56% work in other London boroughs (principally in Camden, Westminster, the City of London and Southwark).
- **Diverse range of sectors:** Barnet's economy isn't characterised by a single dominant sector. The largest areas of employment focus on business-to-business and business-to-consumer services, retail, health and education, and property and information communications.
- **Areas of high growth:** The biggest growth sectors in Barnet during the past four years have been education (30%), property (25.8%), health (21.6%) and Professional, Scientific & Technical (PST) (20.3%). During the last recorded year, growth has been particularly strong in the property (8.5%), production (8.3%) and education (5.8%) sectors. Barnet's growth in property, education, health, PST and the motor trades sectors has been particularly strong when compared to the A5 corridor and London as a whole.
- **Highly distributed:** Barnet is characterised by a number of town centres. The London Plan identifies one major town centre in Edgware, 14 district town centres, and 15 local and neighbourhood centres.

14. The most recent data suggests that in 2012 there were 65 jobs in Barnet for every 100 residents aged 16-65. Although this ratio is slightly below the England average of 79, when compared to similar suburban boroughs Barnet has a relatively high level of available jobs: Redbridge has a score of 47; Enfield 50; Harrow 57; Brent 57; Croydon 58; and Ealing 64<sup>6</sup>. Hounslow and Hillingdon have much higher scores due to the presence of Heathrow Airport. However, as the population of London grows rapidly so the proportion of those working in outer London is likely to grow. That means for every 100 new working age residents, at least 65 new jobs must be created. Our

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<sup>3</sup> ONS IDBR Business Activity, Size and Location <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-313744>

<sup>4</sup> NOMIS Annual Business Inquiry (2008)

<sup>5</sup> ONS Business Demography 2012 [http://www.ons.gov.uk/ons/datasets-and-](http://www.ons.gov.uk/ons/datasets-and-tables/index.html?pageSize=50&sortBy=none&sortDirection=none&newquery=business+demography&content-type=Reference+table&content-type=Dataset)

[table/index.html?pageSize=50&sortBy=none&sortDirection=none&newquery=business+demography&content-type=Reference+table&content-type=Dataset](http://www.ons.gov.uk/ons/datasets-and-tables/index.html?pageSize=50&sortBy=none&sortDirection=none&newquery=business+demography&content-type=Reference+table&content-type=Dataset)

<sup>6</sup> Source – NOMIS (2014)

current regeneration programme delivers capacity for this jobs growth, but nonetheless maintaining a sufficiently large economic base is likely to need on-going attention.

15. Central Government funding for the public sector in Barnet has been massively reduced since 2010 – savings of £72million have already been delivered by the Council alone, with a further £73.5 million needed by 2020. Across the whole public sector in Barnet we need to make £184million savings by 2020 – a reduction of around half of our total budget. Going forward, we will need to ensure that every penny is working hard for people and business here, including by considering the impact of our policies and spending on the local economy, and local businesses, as a whole.

### **Local, Regional and National Policies**

16. As well as being a partnership document, this report has also been designed to support delivery of the Council’s wider strategic priorities, which are: to promote responsible growth; support families and individuals that need it; and improve the satisfaction of residents and business with Barnet as a place to live. The approach also supports plans for the longer-term protection, enhancement and growth of the physical infrastructure of the Borough through the Local Plan.

17. Our efforts to create the conditions in which entrepreneurs can thrive also align with a number of other programmes that local partners are engaged with, either individually or in collaboration with our partners. These include:

- The Job Centre Plus Partnership Agreement, which sets out shared priorities for tackling worklessness, including: Income Support and Employment Support Allowance recipients; those aged 50 or above; people with health or mental health needs; those with disabilities; younger people; and the long-term unemployed.
- The Council’s Regeneration Strategy, and in particular the opportunities arising from growth at Brent Cross Cricklewood and Colindale.
- Barnet’s Health and Wellbeing Strategy.
- The GLA’s Healthy Workplace Charter.
- The Council’s existing Skills, Employment and Enterprise Action Plan.

18. Taken together these initiatives reflect the broad approach we take to encouraging growth, and the importance we place on aligning our activity to pull in a single direction, including focusing on the health, wellbeing and productivity of the workforce, and the relationship between economic growth and the creation of attractive, liveable spaces.

19. Our approach to promoting enterprise supports both the delivery of the London Jobs and Growth Plan, prepared by the London Enterprise Panel, and the findings of the London Finance Commission, which makes the case for London to take greater devolution of financial powers from the national level to London. It also links in to The West London Alliance Jobs Skills and Growth Programme with its three themes of tackling youth and long-term unemployment, business growth, and matching skills in the labour market with the skills needed by employers.
20. By bringing together these various strategies into a single “story” for Barnet, our intention is that it will be easier for businesses and investors to understand the public sector’s contribution to creating a supportive, pro-growth environment that creates real opportunities for business and minimises barriers to economic success.

## THEME A: Getting the basics right

21. All businesses in Barnet will have some level of interaction with local public services at some point – whether they are paying business rates, have staff and customers travelling on local roads and pavements, need planning permission to expand, buy parking permits, or have to comply with environmental regulations. It is therefore important to businesses that these services are efficient, effective, easy to use and do not add unnecessary costs to business.
22. Many owners of business in Barnet are also residents, and efforts to make Barnet better for business are inherently intertwined with improving our services to residents. Through our strategic partnership with Capita to deliver corporate services, and our Joint Venture partnership, R<sup>6</sup>, delivering development and regulatory services, Barnet Council is committed to ensuring that our business and resident customers see continuous and practical improvement in our core services, and are able to access those services easily, at a high level of quality, and through channels that are reliable, easy to navigate, and joined up across different service areas. This mirrors the approach that the Council and its partners are already taking to improving the way residents and service users access services through the web and a variety of other channels.

### How we will deliver this priority

Code	Strategic Objective	Outcome	Action	Timescale
1.1	<i>Streamlined regulation and planning</i>	The planning system protects the quality of Barnet's built environment and facilitates development and growth in a socially responsible way.	The Local Development Scheme, which is the programme for Local Plan, will be revised in 2015 to reflect Entrepreneurial Barnet, particularly in relation to town centres and regeneration.	2015 onwards
1.2			Continuous assessment of local impacts (particularly in town centres) associated with the relaxation to Planning Regulations relating to office-to-residential conversion	Ongoing

Code	Strategic Objective	Outcome	Action	Timescale
1.3			Clear communications to prospective developers, to encourage high quality investment and development proposals first-time round.	Ongoing
1.4		<b>Businesses are able to choose the level of service that meets their needs.</b>	We will introduce a premium one stop shop for dealing with planning, trading standards, environmental health and building control offering guaranteed turnaround times, a single named contact, an admin service, and general advice.	Rolled out from October 2014
1.5		<b>Regulators are firm but fair, helping willing businesses to improve and taking action against those that don't.</b>	We will improve service standards so that our overall performance on regulatory services is amongst the best nationally.	Ongoing
1.6			We will simplify processes – for example by introducing a more streamlined process for renewal of licences.	April 2015
1.7		<b>Regulatory systems are easy to navigate.</b>	We will make clear information available about how business need to engage with and use the regulatory system, with an emphasis on creating a light touch approach.	December 2015
1.8	<b>Improved customer access</b>	<b>Businesses are able to access information about Council services easily and at first contact wherever possible, and at the times that suit them.</b>	We will introduce a dedicated customer contact centre for businesses.	January 2015
1.9			We will introduce online payment options in key services (e.g. Planning and Building control).	April 2015
MDX01			Middlesex University will develop a clear first point of contact so that local businesses can more easily access the educational and research services available within the University.	TBC



## THEME B: A great place to live, work and invest

23. The economic success of an area is associated with its attractiveness as a place to work and invest, but also whether it's a good place to live and to visit. We will focus on enabling businesses and residents to act to ensure that key town centres thrive; regenerating more deprived areas, particularly along the A5 corridor; and delivering high quality infrastructure (including roads) and public realm. This section is divided into two parts: Town Centres; and Growth, Regeneration & Infrastructure.

### Town Centres

24. Barnet originally developed from the semi-urban hinterland to the northwest of London in the 19<sup>th</sup> century. The large number of town centres reflects the rural network of villages and small towns that once existed, giving many areas in Barnet a unique "village" feel that is both attractive and cosmopolitan. However, in common with town centres across the country, Barnet's town centres have faced challenges in recent years due to a combination of tough economic conditions and changing consumer habits. The Council has already supported communities in Chipping Barnet, North Finchley and Cricklewood to develop 'Town Teams' to drive improvements locally, and is working with businesses in Edgware to do the same. We will continue to support local businesses and residents to sustain, and where necessary revitalise, their town centres. This section sets out the range of areas in which the Council can offer support, along with information on the proposed packages of support available to main, district and local town centres.

25. In order to maximise the impact of council activity it is important that resources are effectively targeted to reflect the diverse nature and range of functions of different town centres, as well as their overall size and economic gravity in the local area. Entrepreneurial Barnet introduces a new category of "Main" town centre, to sit alongside the existing network of District and Local centres.

26. Based on recommendations provided by councillors through the the Borough's area committees, existing data about town centre size and function provided by the GLA, and the capacity the council has to support town centres, the following town centres are designated as "Main" in Entrepreneurial Barnet:

- i. *Chipping Barnet area*– Chipping Barnet
- ii. *Hendon area*– Burnt Oak, Edgware
- iii. *Finchley and Golders Green area*– Golders Green, North Finchley

27. In addition, Finchley Church End will be regarded as a Main town centre in relation to the approach to supporting the local evening economy specifically (page 18), reflecting the relatively high proportion of local premises in the area dedicated to serving this function.

Four other town centres were identified by the area committees (Cricklewood, East Finchley, and Mill Hill). All play a significant role in the economic and cultural life of the Borough. Given their relatively smaller scale compared with the Main centres proposed above, which are often also in close proximity, it is considered they continue to be supported by the council as District centres through the town centre offer set out in page 18 of the Entrepreneurial Barnet proposals.

**Case studies**

**High Quality Residential development in town centres**

As London’s population increases, it will be important for the supply of high quality and well-designed family homes that are in good locations and respect the local character, in line with our Local plan, to be encouraged. This includes increasing the number of homes located either in or close to town centre locations, so that the people living in them have access to quality local services and amenities. It’s also so there are more residents living close to a local centre, using the businesses there, supporting the local economy and employment, and boosting the sense of vitality and vibrancy in the area.

Examples of the kinds of residential developments that the Council welcomes more of are Gateway House in Finchley Church End and Imperial Square in North Finchley, at the site of the old Police Depot. These developments are both good examples of making good use of what has otherwise been under-utilised space, will result in real and significant new investment in the local economy, and will secure Barnet’s longer term objective of being a great place to live and the best place in London to be a small business.

**Town Teams**

The North Finchley Town Team is an independent group of local residents and business people formed from diverse sectors and backgrounds, working together to make North Finchley a better place to live and work. They are a group of people who have experience in fundraising, marketing, community engagement, culture and retail, and will look at any fund (government or private) which will help to bring the ideas to reality. They are currently in the process of delivering a community hub, also called 10 Grand Arcade, with the aim to enhance and showcase the cultural offer in the Town Centre, provide space, promote and support emerging businesses and community events.

## How we will deliver this objective

28. The table below sets out the range of activities that the Council will consider to support town centres. This is followed by a summary of the distinctive offers available to Main, District, and Local Town Centres.

Code	Strategic Objective	Outcome	Action	Timescale
2.1	<i>Thriving town centres that people want to live, work and spend time in.</i>	<b>Diverse, distinctive town centres with a sustainable mix of retail, leisure, business and residential uses.</b>	We will identify "main" "District" and "local" town centres in Barnet, building on analysis of evidence and the recommendations of area committees, with a specific offer for each category that reflects their different economic functions.	December 2015
2.2			We will support town teams in town centres, bringing together local businesses and residents to lead improvements.	Ongoing
2.4			We will promote high quality, higher density, residential development in town centre boundaries to increase footfall and boost their vitality.	Ongoing from December 2014
2.5			We will consider implementing 20mph zones in town centres where where the local community and businesses request them.	From December 2014
2.6			We will make public realm improvements, including more social spaces and benches, subject to funding and the support of local businesses and residents.	Ongoing
2.7			We will reduce the number of vacant high street properties across the Borough to amongst the lowest in London.	Measured annually

2.8			We will review the Council's policy on markets and street trading to help successful markets to grow, and to establish new, appropriate, and high quality street trading opportunities.	December 2014
2.9			We will ensure Council-wide activity in town centres is coordinated to maximise positive benefits and to generate maximum new investment and publicity.	Ongoing
2.10			We will review the Council's Strategic Asset Management Plan to ensure that the impact on town centres is considered when deciding on use of council land and assets.	September 2015
2.11			We will undertake an evidence review of the effectiveness of business rates relief schemes, including in town centre locations, so the council can decide whether to implement a scheme in Barnet.	July 2015
2.12			We will undertake a feasibility study on the introduction of Tax Incremental Reinvestment Zones across Town Centres (TCs) or groupings of TCs to incentivise TC growth by ring-fencing an element of business rate growth for re-investment into the town centre.	March 2015
MP01			The Metropolitan Police and council will engage with town teams in the borough so that local business and residents are able to let the Police know about local concerns and so that they can work together to reduce crime and improve the confidence of the local community	Ongoing
MP02			The Metropolitan Police will continue to work with residents to ensure that where there are concerns relating to alcohol and anti-social behaviour in the evening, these are addressed in a coordinated way so that responsible businesses can thrive and grow.	Ongoing

MP02			The Metropolitan Police will listen to the wider views of the community and local businesses so that they can work together to increase perceptions of safety and make a greater contribution to the economic and community life of the area.	Ongoing
2.13		<b>Attractive and well maintained public realm.</b>	We will develop the role of town keepers to support town centre economies and to ensure any issues identified by local businesses, residents and visitors are addressed.	January 2015
2.14		<b>Well-connected town centres.</b>	Improve the accessibility of town centres through prioritising extensive and reliable public transport links and improving facilities for cyclists.	Ongoing
2.15			Through the Council's parking strategy, we will ensure that town centres have an adequate number of convenient, high quality parking places that encourages increased footfall.	Ongoing
2.16			We will introduce free WiFi to the borough's town centres.	February 2015
2.17			We will support town teams to maximise the use of mobile technology and social media, for example through phone-based payment and loyalty schemes.	Ongoing

## Tailoring the Town Centre Offer

29. The tailored offer for each type of town centre:

Activity	Main Town Centres	District Town Centres	Local Town Centres
<b>Town Teams</b>	Actively supported where there is local demand and potential for them to be operated independently of the Council. This may involve seed funding.	Where there is local demand will actively receive advice and mentoring from the Council.	Where there is local demand will receive information from the Council and encouraged to network with other town teams.
<b>Funding opportunities<sup>7</sup></b>	Prioritised unless funding has already been allocated for similar intervention in the last two years.	Yes if there is identified local need or if additional capacity required to accommodate local development.	Yes if there is identified local need and seen as priority over main or district town centres, or if required to accommodate expected local development.
<b>Support to night time economy</b>	Yes – targeted support focusing on main town centres especially via planning and partnership working with the police.	Yes where there is specific local demand or has been identified as an area of more than local importance to the evening economy..	Only if identified as an area of more than local importance to the evening economy.
<b>Residential Development promoted</b>	Yes – Opportunities actively marketed and promoted to developers and investors.	Where there is market demand.	Where there is market demand.
<b>20mph zones</b>	Where there is local demand and funding 20mph zones will be implemented. Promoted by the Council.	Will be considered on a case-by-case basis according to local need and demand.	Will be considered on a case-by-case basis according to local need and demand.
<b>Markets and street trading</b>	Where there is local need will be actively supported by the Council.	Where there is local demand the Council will provide advice, mentoring and information to support locally-led markets.	Where there is local demand the Council will provide information and networking opportunities to support locally-led markets.
<b>Town Keepers</b>	One for each main town centre, with a wider role to understanding the needs of local businesses and residents and feeding these back.	Where there is identified local need and funding is available.	May share a single town keeper
<b>Town centre accessibility</b>	Actively supported, connection to wider infrastructure and transport links promoted and lobbied for.	Supported where there is local demand or identified need.	Where there is local demand or identified need, and seen as a priority over district town centres.
<b>Parking</b>	There should always be available spaces, even during peak usage.	There should always be available spaces, even during peak usage.	85% capacity at peak periods targeted.

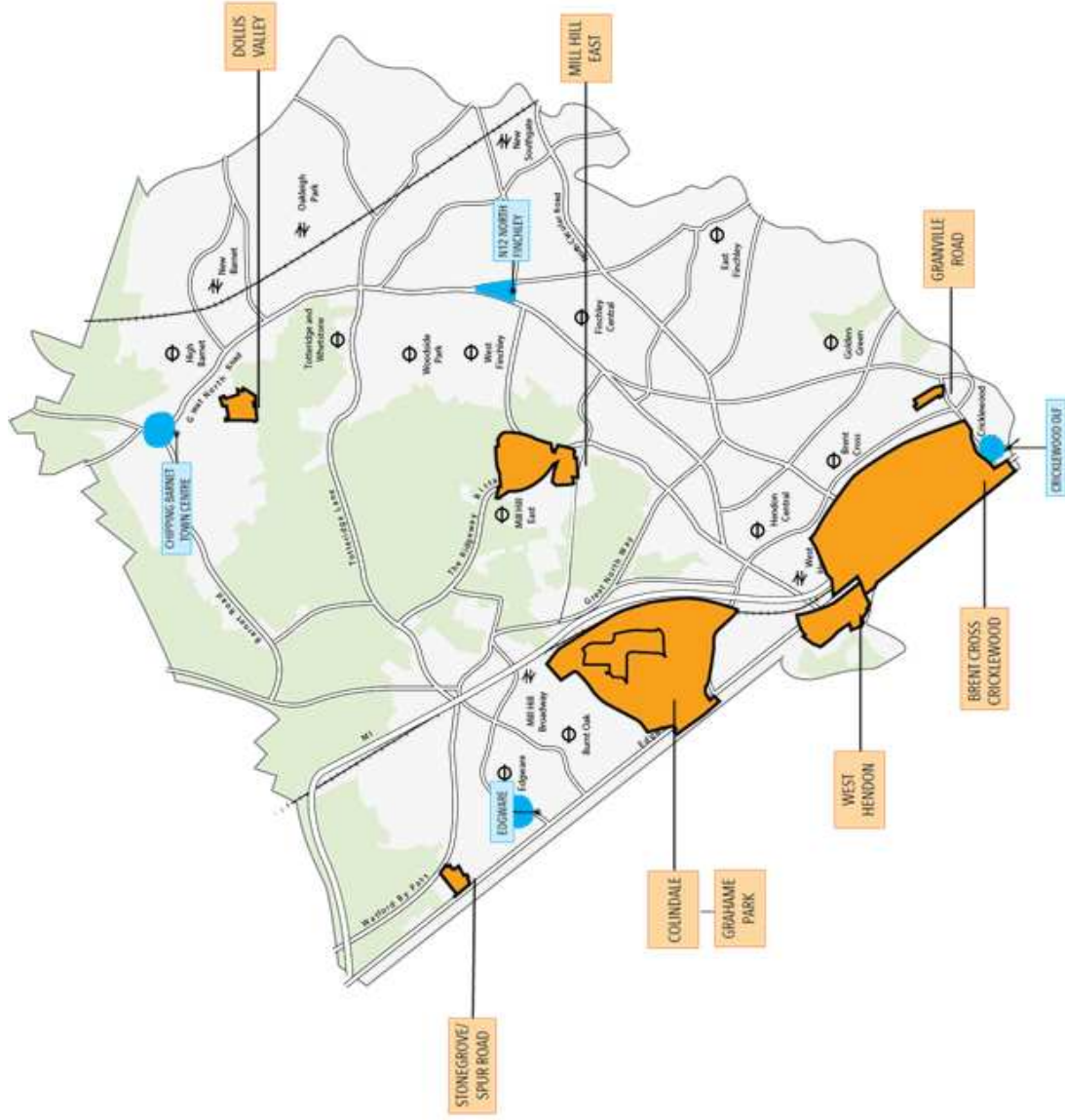
<sup>7</sup> Funding opportunities includes grant funding, such as that recently secured from the Outer London Fund (OLF), as well as funding received through growth such as New Homes Bonus (NHB), Community Infrastructure Levy (CIL), and “section 106” money (i.e. contributions from developers).

## Growth, Regeneration and Infrastructure

30. Plans are in place to deliver more than 25,000 homes and 1.2 million square feet of employment space in Barnet over the next 15 years, focused particularly around Brent Cross, Colindale, and Mill Hill, but with numerous other developments across the borough. This growth will create new opportunities for business looking to start-up, invest and grow, and for local people to find new jobs and develop new skills. The detailed regeneration plan for Barnet is contained in the **Local Plan, Growth Strategy and Regeneration Strategy**, which have been designed to align with and deliver our broader economic objectives and outcomes.

31. Whilst growth will create significant economic opportunities, it must be supported by appropriate and constantly improving infrastructure if it is to be maintained into the longer term. Businesses rely on high quality communications and transport networks, which need to be comprehensive and well maintained. The regeneration programme provides opportunities to upgrade key infrastructure, most notably with improvements to the M1, A406, rail and bus networks through the regeneration of Brent Cross Cricklewood. Our partnership with Re includes commitments to improve the maintenance of the highway network, with greater emphasis on preventative work and improving the quality of works by utilities.

*Major regeneration and growth locations in Barnet – August 2014*



## How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
2.18	<b>Excellence in regeneration and growth.</b>	<b>New developments take account of the needs of business and the wider community.</b>	We will work with the developers of Brent Cross Cricklewood South to ensure it develops as a high-quality new Town Centre for Barnet.	Ongoing
2.19			We will ensure that new developments provide appropriate workspace and home/work space.	Approach agreed by March 2015
2.20			<i>We will attract in a small number of major investments to key developments such as Brent Cross and Colindale (e.g. private sector business, Council offices, MU Campus) to provide employment sites and to stimulate the development of new clusters of economic activity.</i>	By April 2016
MDX02			Middlesex University will investigate their potential role in the development of key development sites (such as Colindale and Brent Cross) through the development of their teaching and learning activities, the provision of student accommodation, and the development of business activities in areas where the University has particular expertise, such as through the development of a 'creative hatchery'.	Autumn 2015



2.21				We will improve partnership working with neighbouring boroughs, particularly West London Alliance Boroughs to ensure the regeneration offer is joined up across borough boundaries.	Ongoing
2.22	<i>Fit for purpose infrastructure and transport networks</i>	<b>Ensure people who live in, work in, or travel in Barnet can get around easily and efficiently.</b>		Creation of a cycling network across the borough, joining town centres, transport hubs, new development sites, and green spaces into a coherent space.	By March 2016
2.23				Development of a new Brent Cross railway station to boost opportunities for growth in this area and make private investment more attractive.	Ongoing
2.24				We will develop an evidence base for improving transport accessibility, including East-to-West.	Approach and intention agreed by June 2015
2.26		<b>Establish 100% coverage of superfast broadband</b>		We will achieve a high level of fast broadband accessibility for commercial suppliers; maximise use of GLA connection voucher scheme	Ongoing from June 2014
MDX03				Middlesex University will participate in evaluating the potential for developing high capacity, advanced digital capacities on their sites to encourage the development of high-tech digital industries.	TBC

## THEME C: Skilled employees and entrepreneurs

32. Having a workforce with the right skills, flexibility, attitudes and behaviours is an essential ingredient for economic growth. Yet there are some sectors of the economy where businesses find it difficult to recruit and which may therefore be a constraint on growth - in 2013 the Barnet Business Survey showed us that 43% of local businesses have problems recruiting people with the relevant skills locally. Businesses also report a mismatch between the kinds of skills people in Barnet have and the kinds of skills that they are, and will increasingly be, looking for. There are many influences on the availability of skills in the labour market, and it would be wrong to imply that the Council and its partners can ensure a match between supply and demand. We can, however, take steps to ensure that education and skills provision locally meets the needs of employers; and that those who live or study locally have opportunities to develop the skills the market demands from employees and entrepreneurs.
33. Although Barnet has a generally highly skilled workforce and relatively low unemployment rate, many people remain economically inactive and not benefiting from new employment opportunities. Low pay levels in some occupations mean that many working people are finding it increasingly difficult to progress into higher paid work and are caught in a low wage, low skills cycle.
34. The Council, schools, Barnet and Southgate College, Middlesex University, JCP, and work programme providers will work with the wider business community to use the available levers to support individuals in developing the skills needed to sustain growth. We will listen to businesses so to enable them to find the right people locally with fewer barriers to successful recruitment. We want to use the influence that we have to encourage all residents to have a stake in future growth and to benefit from it directly in the years ahead.
35. Businesses depend on their workforce for success, and benefit if the overall health of the workforce is improved. This section also addresses the public sector's role in supporting employers and workers to deliver healthier workplaces, as well as helping find new pathways to work for those whose health might otherwise make it difficult to enter or re-enter the labour market.

### Case study

#### Platforms programme

The Platforms programme is aimed at 16-24 year olds, and supports Barnet young people not in education, employment and training, to find employment. The programme engages with local SMEs to understand the kind of skills local businesses need. Platforms provides a range of opportunities, including matching young people with businesses looking for apprentices and interns, allowing them to build up their skills and experience in a practical way. The main Platform programme has engaged with 290 young people, with 160 actively participating.

## How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
3.1	<i>Working with employers to develop a skilled workforce.</i>	Employers are well informed and well placed to offer apprenticeship and training opportunities to develop the next generation of the workforce.	We will work in partnership with Job Centre Plus, Barnet and Southgate College and other organisations to raise awareness of apprenticeships and other training opportunities available to local employers.	Ongoing from December 2014
3.2		Residents of all ages are able to access the employment and training opportunities being created through Council regeneration and development programmes and other contracts.	We will work with development partners to maximise local apprenticeship and training opportunities through regeneration and development schemes.	Ongoing from March 2015
3.3			We will adopt and implement a Supplementary Planning Document to ensure skills and enterprise promotion are incorporated into new developments, for example through local labour agreements.	November 2014
3.4			We will introduce a jobs brokerage service for some of our key regeneration schemes and other major developments.	From March 2015
3.6			We will work with the construction sector skills council to reflect best practice in our local construction employment models in support of future job growth.	July 2015

3.8				We will implement the <i>London Procurement Pledge</i> when placing contracts helping to enable youth employment within the Borough through apprenticeships, graduate placements, and positive engagement with those furthest from the labour market.	October 2014
3.9		<b>Employers are confident of the local labour market supply. Their needs are known and skills gaps identified to inform job matching, further and higher education provision, and careers advice to schools.</b>		We will establish strong local labour market information through the Council's insight function and the development of the Barnet Observatory.	February 2015
KA01				We will explore the possibility of establishing a programme to support the transition to retirement in a way that enables older residents to both live a full and active life and also make an ongoing contribution to the success of the Borough.	February 2015
MDX04				Middlesex University will work closely with employers to ensure that course provision and research activity is appropriate to developing a local highly skilled workforce with the skills necessary for the development of the local economy.	Ongoing
3.13				We will promote the delivery of employability skills through education providers as part of the preparation for employment.	Ongoing
3.14	<b>Supporting residents to develop the skills they need to succeed.</b>	<b>Young people well qualified and jobs ready to pursue their chosen career pathway.</b>		We will promote opportunities for schools and employers to work together to develop young people's skills and understanding of career pathways through schemes such as "let's Talk Shop".	November 2014

3.15			We will work with providers to develop and deliver a strong offer of vocational and technical pathways for young people in Barnet.	Summer 2015
BSC01			Barnet and Southgate College will ensure that courses for both young people in full-time education and adult learners are responsive to the needs of the local economy and focus around developing skills relating to areas of highest current and future growth, so that the workforce is equipped for the jobs of today and tomorrow.	September 2015
BSC02			Barnet and Southgate College will work with Job Centre Plus to develop appropriate Sector based Work Academies so that the pathway for unemployed people is targeted and focused on local authority growth areas.	TBC
3.16			We will define an employability offer for care leavers to ensure that all care leavers are equipped for work.	Ongoing
3.17			The Council and its partners will explore options to provide apprenticeships and work placements for people of all ages.	Ongoing
MDX05			Middlesex University will work closely with their students to provide high quality career development support and to ensure that they have the necessary employability skills.	Ongoing
3.18			We will identify and support vulnerable people and those at risk of being not in education, employment or training (NEET) to ensure they make a successful transition to employment and/or training.	Ongoing

BSC03				Barnet and Southgate College will develop courses and learning experiences aimed at young people and adults looking to pursue careers in the care and health sectors, reflecting the high future growth potential for these sectors of the Barnet economy..	TBC
3.19				We will promote information and labour market intelligence sharing between schools, post-16 providers, local employers and other organisations, building on existing schools communications mechanisms.	April 2015
3.20		<b>Local provision in schools and colleges reflects the needs of local employers as well as the wider regional and national economy.</b>		We will support providers in the delivery of Careers Information, Education, Advice and Guidance that aligns with the most current labour market trends and market demand.	April 2015
3.22		<b>Workless residents supported into sustainable employment.</b>		We will work with the Benefits Cap Task Force to deliver our response to the welfare reforms.	ongoing
3.23				We will work with providers and the European Structural and Investment Fund (ESIF) contract holders to provide a well-coordinated re engagement offer for 16-18 year olds .	TBC
3.24		<b>Those on low pay supported to progress.</b>		We will develop a skills escalator model through the West London Alliance to deliver in-work support for improving skills and job progression.	TBC
3.26				We will explore how to tap into the expertise of older/retired residents with business experience in providing business mentoring to local SMEs(e.g. through the business hub CIC).	August 2015

3.27	<b>Encouraging a culture of entrepreneurship.</b>	Residents are aware of self-employment as an option, and know how to find the help they need to start a successful business.	We will run an 'Innovation Barnet' competition in conjunction with Middlesex University to help promote business innovation and entrepreneurship in Barnet.	October 2015
MDX06			Middlesex University to actively promote awareness of business start-up and self-employment as career paths for their students and provide advice and support for advancing graduate entrepreneurial activity.	TBC
3.30			We will provide information and signposting to older people who want to establish their own business.	September 2015
BSC04			Barnet and Southgate will facilitate the growth and expansion of entrepreneurial activity across the Borough, providing a source of advice to prospective and new entrepreneurs.	Ongoing from January 2015
3.28	<b>A healthier workforce.</b>	<b>Stronger economy and improved mental health through supporting those with mental health needs to remain in/back to work.</b>	The Public Health team will support 5 of the larger local employers with the London Healthy Workplace Charter.	March 2015
3.29			We will build on the experience of the "Future Path" initiative to support those with mental health problems back to work, to improve the identification and treatment of mental health in employment services and to support those in employment who have concerns about mental health.	October 2014
MDX07			Middlesex University to develop course provision and research activity to promote the development of a healthier workforce and to support the social inclusion for those with mental health needs.	TBC

BSC05			Barnet and Southgate College will utilise its Centre of Excellence for Learners with Learning Difficulties and Disabilities to continue to offer and further develop specialist mental health services to Barnet residents.	Ongoing
BSC06			Working with its partners Barnet and Southgate College will develop new leadership programmes to meet the growing demands for raising employer awareness and meaningful action within the workplace relating to workforce health.	TBC



## THEME D: Improving Access to Markets

36. Whilst it is the private sector that will generate the lion's share of growth in Barnet in the years ahead, the Council, along with our wider public sector partners, is a major buyer of services through our procurement and commissioning functions, and that the public sector supply chain is a significant contributor to the Barnet and national economies. Barnet manages over 1000 contracts worth a total of £1.1bn, including 10 contracts worth more than £17m. Around 20% of the Council's contracts by value are with locally-based suppliers.
37. There are some sectors of the economy, particularly the care sector, where the Council is a dominant player in the market, and plays a real role generating private sector growth, jobs, and driving incomes. The Council will ensure that local businesses and suppliers can access our supply chain in a straightforward, transparent way, and will give clear signals to the market about our commissioning intentions and processes, supporting local businesses and employment, and stimulating local economic growth.

### Case Study: working with suppliers

In 2013 Barnet identified it had a requirement for the provision of maintenance and installation services. The value of the contract meant that a quotation exercise was required. Five suppliers were identified from a pan-London supplier database who had capability to provide the service and supply required, all suppliers being small niche providers. These five suppliers were invited to quote using the authority's e-portal system. Use of the portal highlighted areas of development for the portal to support supplier's use.

Barnet as a result has a contract in place with a local supplier, based within London Borough of Barnet, that covers the provision of metalworks and maintenance of existing metalwork structures. This supports both the local economy and wellbeing of the local community. As the main user of these services is Greenspaces which is available for all in the community to use.

## How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
4.1	<i>Local and small businesses can access Council contracts.</i>	<i>Local businesses supported to compete effectively for contracts.</i>	The Council and its partners will develop business mentoring, training courses and forums on winning and sustaining contracts with the council to small and medium sized enterprises.	September 2014
4.2			We will increase the number of local businesses and voluntary sector organisations trading within the London Borough of Barnet.	October 2014
4.3			We will develop and facilitate Local Business Development Boards of local suppliers to increase the visibility of opportunities and encourage local business to work together to respond to them.	September 2014
4.4			The Council will actively encourage organisations within the Borough, including voluntary and community groups as well as businesses and residents, to provide services to the council and to each other. This is known as the "Ecosystem" approach.	October 2014
			We will support local businesses to access the council supply chain, particularly in relation to low value (less than £10,000) items of work.	Proposal by April 2015
4.5			We will increase the % of local businesses that are satisfied with the way the Council and its delivery partners support them in bidding for future work.	September/October 2014
4.6			We will develop an accreditation programme entitled "Doing business with the London Borough of Barnet" for providers within the Council's supply chain.	September/October 2014

MDX08			Middlesex University will develop its procurement activities to support local businesses and social enterprises.	July 2015
4.7		<b><i>Small businesses collaborating to access contracts.</i></b>	We will match up Council tenders to local companies, Small to Medium Enterprises and voluntary sector organisations in order to maximise their opportunity of winning business and encourage local businesses to participate in tendering for contracts with the Council.	October 2014
4.8		<b><i>Local business know what the Council will be tendering for in future and have time to develop expertise and partnerships.</i></b>	Council procurement web portal to be established with forward pipeline of activity clearly set out and that is easy to navigate.	October 2014
4.9			The Council and its delivery partners will provide expertise in market development and management to establish the ability of the local supply chain to meet future Authority requirements and understand any gaps in the local supply.	October 2014

## THEME E: Facilitating business growth

38. If we are to meet our aim of ensuring that *Barnet is the best place in London to be a small business*, it is essential that businesses have access to the information and support they need to succeed and grow. We recognise, though, that private enterprise often works best when government steps out of the way; and that advice and guidance are best given by those with hands-on experience of the realities of starting up, running and expanding a business. This is the spirit in which our approach to creating the environment for economic success has been developed.

39. The Council will therefore consider the potential for pump-priming the creation of a social enterprise to deliver business support, including advice, mentoring and networking, working with existing business networking organisations. We recognise that business knows best what it would find useful, and would particularly welcome views on the scope of a potential social enterprise, and the most effective way to ensure that it offers good value for public money. The table below sets out some of the potential functions of a new organisation for consideration. If a social enterprise is not the most effective, or cost-effective, approach we would welcome alternative suggestions. Some of the actions set out below do not have timescales as they are dependent on the outcome of a decision regarding the potential social enterprise.

### How we will deliver this objective

Code	Strategic Objective	Outcome	Action	Timescale
5.1	<i>Businesses able to access the support they need.</i>	<b>Businesses engaging with each other, the Council, and the wider community.</b>	We will develop an approach to small business support, possibly through the creation of a business support social enterprise, which will provide a central point of contact for business engagement , mentoring, advice and networking.	Firm proposals for consideration by December 2014; implementation depending on scope

5.3			We will provide a portal to access wider business support services and resources, significantly improving current levels of provision of business information, support and guidance. This portal will consist of a digital 'hub' that provides information and signposting to maximise the use of existing business support services.	March 2016
5.4			We will develop business-to-business mentoring, drawing on the skills of Barnet's many highly skilled retired businesspeople.	Approach agreed by October 2015
5.5			We will develop an approach to corporate social responsibility (CSR) by the Council and its supply chain, reflecting our strong belief that economic growth can benefit communities and the cultural life of the borough, and that all groups in the community should have equal opportunities to gain from growth.	March 2016
5.8			We will facilitate the provision of appropriate and affordable workspace for small and micro businesses, making use of available public sector assets, and located in areas. These would have different models of operation to reflect local needs and opportunities, for example easy-in/out office space, meeting room facilities etc.	March 2016
5.9			We will use the planning system to ensure new mixed use developments have the right mix of affordable, accessible and flexible workspace, including opportunities to work and run a business from home. Flexible approach given to those who want to work from home.	Planning system reviews and actions agreed by November 2015

5.11			We will introduce consultancy services for Trading Standards, Licensing and Environmental Health, and training opportunities for food handling and hygiene.	Term of partnership
5.12			<b>Targeted support towards businesses with ambition and high growth potential</b> in order to ensure the Borough has a vibrant small business community within the key future economic growth sectors (finance and professional; digital; creative, hospitality and leisure; care sector, green industries). This relates to the so-called 'vital 6%' of high-growth private sector firms, responsible for a disproportionate share of net job creation and in driving innovation. The presence of these firms will also act to attract in other associated business investment.	Approach developed by July 2015 and if agreed implementation in early 2016
MDX09			Middlesex University Business School will develop a programme of long term, tailored business support for ambitious local businesses to maximise their growth potential.	TBC
MDX10			Middlesex University will provide support for design businesses through Red Loop.	TBC
MDX11			Middlesex University will achieve Small Business Charter Award by 2016*.	September 2016
MDX12			Middlesex University will support the development of spin-off graduate and staff enterprise.	TBC

5.13	<b>Connecting businesses and universities.</b>	<b>Close working relationship between business and higher education creating value and jobs.</b>	Working across West London Alliance, we will develop Knowledge Transfer Partnerships that bring together the expertise of universities with the skills of entrepreneurs to boost growth opportunities, as envisaged by the West London Alliance Jobs, Skills and Growth programme.	Approach agreed by August 2015
BSC07			Barnet and Southgate College will work with local partners to provide business incubator working space for high potential local businesses.	TBC
BSC08			Barnet and Southgate College will also work with a range of universities to ensure that a suite of HE level courses are delivered and available to local residents to meet the higher level demands within the changing local labour market.	Ongoing
BSC09			Barnet and Southgate college will provide a range of high quality courses aimed at developing and supporting small businesses in the Borough, and will work to ensure that high potential, high-growth businesses are referred towards these courses, as well as other sources of information and networking such as the Federation of Small Businesses to facilitate their development.	TBC

## Corporate Social Responsibility

40. While each business will want to make its own decision about whether and how to invest in the local community, the Council is sometimes asked by local businesses and community groups how they can make the biggest difference. We will make it easy for those businesses in Barnet that want to “give something back” to do so. The Council will work with COMMUNITY Barnet and other groups to ensure that businesses have the information they need to target any community-focused activity to best effect.

## Ensuring that everyone has the opportunity to gain from growth

41. A principle embedded across the *Entrepreneurial Barnet* proposals is that all people in Barnet, no matter what their background or circumstances, should have equality of opportunity to succeed and gain from the growth of the economy here and nationally.

42. An initial Equalities Impact Assessment (EIA) has been completed for the proposals with the final assessment being that the strategy will have a minimal positive impact. This assessment was made following a process of research and evidence gathering to identify any groups in the community who may gain. The key findings of the EIA are summarised below:

- **Age:** Barnet has a growing and ageing population, and a report commissioned from Middlesex University by Barnet Council suggests that there is an increasing proportion of this age group seeking work. The strategy acknowledges this and explicitly targets all age groups ensuring that the older population has equal access to opportunities associated with growth.
- **Disability (including mental health):** The Labour Force Survey (Quarter 2, 2012) notes that there is a 30.1% gap in employment rates between disabled and non-disabled people. The strategy focuses on supporting them into training and employment. It also aims to improve the identification and treatment of mental health in employment services and provide targeted support through the “Future Path” initiative. Middlesex University will also develop research and course provision to support social inclusion for those with mental health issues. Furthermore, the Job Centre Plus Partnership Agreement aims to tackle worklessness with those with mental health needs. Finally, Barnet and Southgate College will develop its specialist mental health services for residents of the Borough through its Centre of Excellence for Learners with Learning Difficulties and Disabilities.
- **Pregnancy and Maternity:** The strategy will provide more opportunities for women with families as it aims to increase opportunities for self-employment, flexible working, and working from home.
- **Ethnicity:** The proposals recognise that some BAME groups have higher unemployment rates than others (ONS market status by ethnic group, 2013). Additional focus will be undertaken to engage with
- these groups.



- **Religion or belief:** statistics have shown that the Muslim population are more likely to be unemployed than other religions (ONS report on religion, 2013). Focus will be put on ensuring the Muslim population understand how they can access employment opportunities.
- **Gender/Sex:** The Annual Population Survey Employment Indicators (ONS, 2013) notes that the employment rate is lower for women than men. This strategy is inclusive of all and aims to minimise barriers to economic success and create more employment opportunities.
- **Carers:** Just over 9% of the Barnet population provide unpaid care. The strategy will increase opportunities for flexible working and also aims to provide extra support to families and residents that need it.
- **Lone Parents:** The strategy recognises that lone parents are less likely to benefit from economic growth, and that these parents are particularly disadvantaged due to the high cost of childcare provision. The strategy will place extra emphasis on reaching this group.
- **Young people and NEETs:** Barnet is performing well with respect to NEETs, with the fourth lowest number in England. Effort will be made to ensure that young people are able to get a sustainable job.
- There was no specific evidence or local data identified that the **sexual orientation** and **gender reassignment** equality strands will be specifically affected by the proposals.

## Listening to and working with residents, businesses and partners

43. We understand the need to listen carefully to what others have to say, and to learn from elsewhere about how to develop a successful approach to enabling economic success. We welcome views from local businesses, residents, and our delivery partners on how the public sector can best facilitate success in developing enterprise, employment and growth in the borough.
44. The proposals were consulted on between 10<sup>th</sup> September until the 20<sup>th</sup> of November 2014. Overall, there was a positive response to the five key themes set out on page six through both the online consultation and through at the Barnet Business event held on 23 October 2014 that was attended by 61 locally-based businesses.
45. Several themes have emerged from the consultation, specifically; that the Council needs to **communicate** more clearly with local business and ensure that **information** is readily available where it would help businesses. Systems need to be **simpler**, more **efficient**, and **user-friendly**, and there should be increased opportunity for small businesses to procure **work from the Council**. There was support for **less red tape** for small businesses. The need for an approach to parking that supports local businesses was identified in a number of responses.

46. In addition to the online consultation, a number of issues were identified at the Barnet Business Expo event on 31 October 2014. Local businesses identified:

- Affordable work premises for small and growing businesses were seen as important factors for encouraging local growth.
- The provision of an easy to access and effective system that enables small businesses to access council procurement and supply chains, especially where their value is less than £10,000.
- The importance of working with the Federation of Small Businesses and other networks to share knowledge and build connectinos. Also a wish in some responses to have a local business ‘champion’.
- More readily available information was desired about how to work with the Council to access business opportunities. There is also concern that if too much focus is placed on regeneration, then small businesses in established town centres will be overlooked, so continued support from the Council is necessary.

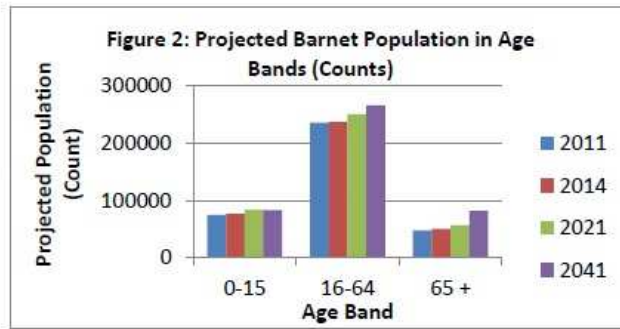
## Measuring success

47. The report sets out an approach which aims to maximise the positive impact of the public sector on the local economy, and ensure that Barnet’s businesses and entrepreneurs have the space and support they need to thrive. The objectives and actions will be measured and reported on an annual basis, by combining key economic indicators (for example 3-year business survival rate, the number of new apprenticeships, and the unemployment rate), with progress updates from senior officers responsible for delivering the key programmes and projects set out here (for example helping small local businesses access council contracts, or approaches to developing town centre growth). Entrepreneurial Barnet will be updated in five years, or sooner if circumstances require.

## Initial Equality Analysis (EIA) Resident/Service User

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Entrepreneurial Barnet 2015-2020	
Is it a new or revised function, policy, procedure or service? New Strategy	
Department and Section: Commissioning Group	
Date assessment completed: 24/11/2014	
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Cath Shaw
Other groups	Luke Ward (Commissioning and Policy Advisor), Lesley Holland (Equalities Officer), Hannah Chillingworth (Policy Officer)
<b>3. Employee Profile of the Project</b>	<p><b>Will the proposal affect employees? NO</b></p> <p><b>If no please explain why.</b> Entrepreneurial Barnet does not relate to the configuration of council services or staff matters.</p> <p><b>If yes, please seek assistance from HR to complete the employee EIA.</b></p>

<b>How are the following equality strands affected?</b> <i>Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data</i>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>Indicate what action has been taken / or is planned to mitigate impact?</b>
<b>1. Age</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The GLA estimated there to be 364,481 residents in Barnet in 2014. Of these residents, 76,928 (21.1%) are children (aged 0-15), 236,862 (65%) are of working age (16-64 years), and 50,691 (13.9%) are over 65 years (GLA Projections 2013). Over the next few years, it is projected that the Borough will experience an increase in all three of these age groups, though the largest proportionate increase will be in the 65+ age band. This is demonstrated in Graph 1.	<p>Entrepreneurial Barnet will target the older working population in order to help secure meaningful paid jobs and keep them in employment.</p> <p>Entrepreneurial Barnet focuses on ensuring sufficient, accessible starter jobs and training opportunities providing viable skills to support young people into sustainable employment.</p>



Graph 1. Source GLA 2013 projections.

A report commissioned from Middlesex University by Barnet Council (2014) notes that there is now an increasing proportion of the older population in work or seeking work. Indeed, the ONS report on older workers in the Labour Force (2012) states that the number of people of state pension age and above in employment has gone from 753,000 in 1993, to 1.4 million in 2011. The majority of older people in employment are concentrated in London. Roughly 66% of older employees are employed part-time, and 80% have been with the same employer for more than 5 years. Just over half of older employees are employed in small organisations with fewer than 25 employees.

Sissons (2011) notes that in the past decade there has been a hollowing out of the labour market; that is, there has been an increase in high-skill, high-wage professional and managerial jobs, an increase in low-wage service occupations, but a decrease in middle wage occupations. Middle wage jobs typically include administration and production. McIntosh (2013) writes that this 'job polarisation' can be attributed to the increasing tendency to replace jobs with technology. By hypothesis, this could have the effect of reducing the accessibility of jobs for the older population as they have not necessarily been trained in the skills required for managerial positions and are competing against the younger generation who have studied or completed courses for such jobs after leaving school. Similarly, due to the lack of middle wage jobs, there is higher competition for low wage jobs. The older population are competing against university

Entrepreneurial Barnet will support providers in delivering careers information, education, guidance, and advice that aligns with the most current labour market demands and trends. It will also provide accessible information regarding the Labour Market and information on Borough regeneration opportunities to providers who can in turn inform the development of the curriculum (pg. 26, Entrepreneurial Barnet).

Through Entrepreneurial Barnet, the Council aims to increase the amount of apprenticeships available in the local labour market (pg. 23 Entrepreneurial Barnet). Through partnership with Middlesex University and Barnet and Southgate College, Entrepreneurial Barnet aims to encourage young entrepreneurs by ensuring that younger residents have access to opportunities to become well qualified and enter a job relevant to their chosen career pathway (pg. 24, Entrepreneurial Barnet).

		<p>leavers, and the younger, unskilled population are unable to access job opportunities that are being taken by those with higher education.</p> <p>A paper for the UK Commission for Employment and Skills (2014) writes that the nature of skills required for the job market is changing, with increasing demand for computing and technical skills, communication, project management, and influence, to name a few. These are skills that can be gained through higher education, internships, and experience. The older population will potentially be disadvantaged here as it is likely that these are not skills that were being taught at the time when they entered the job market. It is equally important that young people seeking first time employment are being taught sustainable skills and have access to training that will still be applicable in the Labour Market several years down the line.</p> <p>The consultation responses regarding Entrepreneurial Barnet (2014) suggest that there is a need for more apprenticeship placements and connecting business with universities.</p>	
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>The 2011 census shows that in Barnet, 6% of the population had a disability or longstanding illness that limits their day-to-day activities in some way.</p> <p>The consultation responses (2014) indicated that there is a concern that small businesses are not disability-friendly.</p> <p>The Labour Force Survey (Quarter 2 2012) states that disabled people are significantly less likely to be in employment than non-disabled people, noting that there is a 30.1% gap in employment rates between these two groups. However, it is important to note that in spite of the economic climate, this gap has closed over the 14 years preceding the survey, and remained stable between 2010 and 2012.</p> <p>The same report by Middlesex University (2014) states that due to the Benefit reforms</p>	<p>Entrepreneurial Barnet will ensure that focus is placed on Barnet's disabled population to provide support to those with disabilities into training and employment opportunities. Support will be provided to those who need it to prepare for sustainable employment, especially those with mental health problems or learning disabilities (pg. 28, Entrepreneurial Barnet). Support will also be provided to those with mental health problems to help</p>

		<p>involving a reassessment, a significant proportion of claimants of Incapacity Benefit and Severe Disability Allowance will be declared fit to work and will therefore migrate to JSA or Employment Support Allowance.</p> <p>The report by Middlesex University (2014) also notes that in 2009/10, 10.6% of those with learning disabilities were in employment, which was above the national average of 6.4%.</p>	<p>them get back into work, whilst improving the identification and treatment of mental health in employment services and providing support for those in employment who are concerned about mental health (pg. 27, Entrepreneurial Barnet). The Council will work together with Job Centre Plus and Barnet and Southgate College alongside other partners to raise awareness of apprenticeships and training opportunities to local employers.</p>
<p>3. Gender reassignment</p>	<p><i>No direct evidence to suggest affected.</i></p>	<p>According to Stonewall, 42% of transgender people not living in their preferred gender role stated that they are prevented from doing so because they fear it may threaten their employment status (Engendered Penalties, 2007).</p>	<p>There is no local data for this particular equality strand; however there is no anticipated negative effect. Entrepreneurial Barnet is gender neutral and therefore should not adversely affect the transgender population. However, according to Stonewall, there are some members of the transgender population who fear that their status may adversely affect their ability to keep a job. The Council recognises this and emphasises the fact that Entrepreneurial Barnet is gender neutral therefore whether one is male, female, or transgender will not have any impact on how one benefits. Furthermore, Entrepreneurial Barnet aims to increase opportunities for self-</p>

			employment, so in this respect, the proposals have a positive outlook for any transgender residents who fear that their status may affect their employability.
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>According to Labour Market Statistics (2013), there are over 2 million women in the UK who give up employment to care for the family. This represents a large amount of women who do not return to work after starting a family.</p> <p>At the Barnet Business Expo (2014) it was highlighted during the roundtable discussion that the Council should be aware of gaps in needs in town centres, particularly with respect to toilets and baby changing facilities.</p>	<p>The Council recognises that each woman is entitled to make a decision about their employment whilst encouraging all residents to contribute to the economic development of the Borough.</p> <p>Entrepreneurial Barnet is designed to ensure that everybody in the Borough has the opportunity to gain from growth so rather than being at a disadvantage, women on maternity leave are encouraged to return to work, should they wish to do so.</p> <p>Entrepreneurial Barnet aims to foster small businesses and increase opportunities for self-employment, therefore increasing the opportunities for flexible working and working from home. In this respect, there should be a positive effect for women who stay at home to care for the family as there will be more options with regard to working.</p> <p>The work that will be delivered through Entrepreneurial Barnet in relation to new and existing town centres will reflect the changing</p>

			composition of the population and the different ways and expectations that visitors have in how they get about and live their lives, particularly with respect to the elderly, those with mobility issues, and those with small children.																		
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The GLA 2013 projections suggest that in 2014, the White ethnic group constitutes 62% of the Barnet population, and is set to decline to 58% by 2021. The rest of the population is comprised as follows; Other Asian (9%), Indian (7.6%), Other (6.9%), Black African (5.7%), Black Other (3.1%), Chinese (2.4%), Pakistani (1.5%), Black Caribbean (1.3%), and Bangladeshi (0.7%). With the exception of White and Indian, all these groups are set to see a proportionate increase. The “Other Asian” group is set to experience the largest proportionate increase between 2014 and 2021.</p> <p>According to the ONS market status by ethnic group statistics, the unemployment rate for the 16+ population by ethnic group was as follows in the period October-December 2013.</p> <table border="1" data-bbox="531 1370 1114 1863"> <thead> <tr> <th>Ethnic Group</th> <th>Unemployment Rate October-December 2013</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>6.4</td> </tr> <tr> <td>Mixed</td> <td>14.1</td> </tr> <tr> <td>Indian</td> <td>7.6</td> </tr> <tr> <td>Pakistani</td> <td>17</td> </tr> <tr> <td>Bangladeshi</td> <td>18.6</td> </tr> <tr> <td>Chinese</td> <td>6.7</td> </tr> <tr> <td>Black/African/Caribbean</td> <td>15.9</td> </tr> <tr> <td>Other</td> <td>10.9</td> </tr> </tbody> </table> <p><i>Source ONS market status by ethnic group</i></p> <p>The groups with the highest levels of unemployment are Pakistani, Bangladeshi, and Black/African/Caribbean.</p>	Ethnic Group	Unemployment Rate October-December 2013	White	6.4	Mixed	14.1	Indian	7.6	Pakistani	17	Bangladeshi	18.6	Chinese	6.7	Black/African/Caribbean	15.9	Other	10.9	<p>Entrepreneurial Barnet recognises that BAME groups tend to have higher unemployment rates than other ethnic groups so will place additional focus on engaging with this group (pg. 36 Entrepreneurial Barnet).</p> <p>Entrepreneurial Barnet will seek to communicate well with all ethnic groups by having a dedicated customer contact centre and introducing online accounts for businesses so that all transaction can be done in one place (pg. 12 Entrepreneurial Barnet). To further simplify the system and increase accessibility, a more streamlined process for license renewal will be introduced (pg. 11, Entrepreneurial Barnet).</p> <p>Entrepreneurial Barnet is Borough-wide and provides access to all. It should benefit everyone equally but the Council recognises that there are certain ethnic groups that do not</p>
Ethnic Group	Unemployment Rate October-December 2013																				
White	6.4																				
Mixed	14.1																				
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Black/African/Caribbean	15.9																				
Other	10.9																				



		<p>Using the GLA projections given above, 1.5% of the Barnet population identify as Pakistani, 0.7% as Bangladeshi, and 10.1% were Black/African/Caribbean. Together this constitutes 12.3% of the population who are potentially less likely to be in employment.</p> <p>The Residents' Perception Survey 2014 shows that residents from 'Other' ethnic groups tend to feel that 'the Council doesn't do enough for people like me'. 6.9% of the Barnet population identify with 'Other' ethnic group (2013 GLA projections), and the ONS statistics show that this group is significantly more likely to be unemployed than those of White, Indian, or Chinese origins.</p>	<p>perform as well in terms of economic activity. Therefore to ensure equal access for these disadvantaged groups, accessibility into the job market and opportunities for training and gaining skills will be promoted.</p>
<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>At the time of the 2011 census the most common religious belief in the Borough was Christianity (41.2%), followed by Judaism (15.2%), Islam (10.3%), No religion (8.4%), Hinduism (6.2%), Buddhism (1.3%), Other (1.1%), and Sikhism (0.4%).</p> <p>The ONS report on religion (2013) states that the Jewish population have the highest level of employment, and that Muslims have the lowest level of employment. Muslims also have a significantly lower level of economic activity than other religions at 55%; the main reasons for this inactivity being because they were looking after the home and family (31%), or because they were students (30%).</p>	<p>Entrepreneurial Barnet is inclusive and aims to benefit all residents of the Borough. However, statistics have shown that the Muslim population are more likely to be unemployed than other religions. The Muslim population also has a high rate of economic inactivity, and one of the reasons for this is cited as being a student.</p> <p>Through partnership with Middlesex University and Barnet and Southgate College, Entrepreneurial Barnet aims to encourage young entrepreneurs by ensuring that younger residents have access to opportunities to become well qualified and enter a job relevant to their chosen career pathway (pg. 24, Entrepreneurial Barnet). This will therefore positively impact upon the Muslim student</p>

			<p>population, who will be provided with support, advice, and opportunities to support them into sustainable employment.</p> <p>Representatives of all religions will be engaged with and pro-active marketing will be undertaken to ensure that there are appropriate, measured opportunities for those from all religious backgrounds. See (5) for notes on ethnicity which may be relevant.</p>																		
<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>According to the 2013 GLA projections, 48.8% of the population in 2014 are male, and 51.2% are female.</p> <p>The table below documents information taken from the 2013 annual population survey employment indicators (ONS) with regard to gender and employment rate.</p> <table border="1" data-bbox="501 1178 1107 1664"> <thead> <tr> <th>Time period</th> <th>Male Employment Rate in Barnet</th> <th>Female Employment Rate in Barnet</th> </tr> </thead> <tbody> <tr> <td>March 2013</td> <td>78.1</td> <td>62.9</td> </tr> <tr> <td>June 2013</td> <td>77.6</td> <td>66.0</td> </tr> <tr> <td>September 2013</td> <td>76.1</td> <td>66.7</td> </tr> <tr> <td>December 2013</td> <td>80.2</td> <td>66.0</td> </tr> <tr> <td>March 2014</td> <td>80.0</td> <td>66.0</td> </tr> </tbody> </table> <p><i>Source 2013 APS, ONS</i></p> <p>As evidenced in the table, female employment rate has been consistently significantly lower than male employment rate.</p> <p>The ONS report on women in the labour market shows that employment rates for women are at one of their lowest in London.</p>	Time period	Male Employment Rate in Barnet	Female Employment Rate in Barnet	March 2013	78.1	62.9	June 2013	77.6	66.0	September 2013	76.1	66.7	December 2013	80.2	66.0	March 2014	80.0	66.0	<p>Entrepreneurial Barnet is gender neutral therefore should equally benefit both genders, however, it is recognised that there are fewer women in employment than men, and of the women in employment, a much larger proportion are employed part-time compared to men.</p> <p>Entrepreneurial Barnet is Borough-wide and therefore all training and employment opportunities will be equally available to both men and women. It aims to minimise barriers to economic success and create more employment opportunities.</p>
Time period	Male Employment Rate in Barnet	Female Employment Rate in Barnet																			
March 2013	78.1	62.9																			
June 2013	77.6	66.0																			
September 2013	76.1	66.7																			
December 2013	80.2	66.0																			
March 2014	80.0	66.0																			

		The report also shows that in April-June 2013, 42% of women in employment were working part-time, compared to 12% of men. Furthermore, the report shows that men are more likely than women to be employed in high skilled jobs.	
8. Sexual orientation	<i>No direct evidence to suggest affected.</i>	The national statistic for lesbian, gay, or bisexual people is 6%. Stonewall's Serves You Right Survey found that 20% of gay people have experienced bullying from a colleague due to their sexual orientation. Stonewall goes on to say that discrimination can lead to social exclusion, which means that gay people are likely to experience greater economic deprivation.	There is no local data for this equality strand. Entrepreneurial Barnet is Borough-wide and inclusive therefore should benefit all, but the Council recognises that nationally there are cases where one may not feel comfortable revealing their sexual orientation in the workplace. Entrepreneurial Barnet encourages inclusion from all irrespective of sexual orientation and also provides more choice and flexibility in working, for example, by encouraging the growth of self-employment opportunities and small businesses.
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified. See (4) for information relating to bringing up families.	
10. Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Just over 9% of the Barnet population provide unpaid care, with 1.8% providing more than 50 hours of unpaid care per week.  A report by the ONS on unpaid care provision and economic activity (2011) suggests that women are more likely than men to be providing unpaid care. It notes that the percentage of men providing unpaid care in England that are unemployed is 8.9%, whereas for women it is 11.1%. 12.5% of men providing unpaid care work part-time, and 16.1% of women. 9.3% of men and 12.1% of women work full-time whilst providing unpaid care.	Entrepreneurial Barnet is inclusive and so carers should not miss out on the benefits. However, statistics show that those providing care are more likely to work part-time than full-time, and a significant proportion are unemployed. More women than men are unemployed whilst providing unpaid care.  The proposals will

			<p>provide increased economic opportunities in terms of employment offers and opportunities to gain skills and experience, as well as encouraging the growth of small businesses and self-employment opportunities. This support is available to all residents of the Borough and increases choice and flexibility in relation to employment. Entrepreneurial Barnet aims to support families and residents that need it (pg. 9, Entrepreneurial Barnet) so carers will be able to access this extra support should they wish to.</p> <p>Although young carers are not directly affected by the proposals as they are too young to be economically active, they are not overlooked. Entrepreneurial Barnet aims to encourage young entrepreneurs through links with Barnet and Southgate College and Middlesex University by ensuring that younger residents have access to opportunities to become well qualified and enter a job relevant to their chosen career pathway (pg. 24, Entrepreneurial Barnet).</p>
<p><b>11.</b> People with mental health issues</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>According to the JSNA, only 24% of adults with a long term mental health problem are in work. This represents less than a quarter of those with mental health problems in the Borough.</p>	<p>Extra focus will be placed on those with mental health problems in order to support them into sustainable</p>

			employment and ensure that they have the same access to the benefits of the proposals as everyone else (pg. 27, Entrepreneurial Barnet).
<b>12.</b> Some families and lone parents	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In Barnet, there are 28,889 lone parent households with dependents, representing 8.2% of the population (2011 census). Of these, 45.9% of lone parents are not in employment. This compares to just 7.4% of the economically active population who are not in employment (2011 census).</p> <p>The consultation responses (2014) show that access to markets for single mothers ought to be encouraged.</p>	<p>It is recognised that lone parents are less likely to benefit from economic growth, and that these parents are particularly disadvantaged in London due to the high cost of childcare provision (pg. 37, Entrepreneurial Barnet). Focus will therefore be placed on reaching this group to ensure that they also have access to opportunities to succeed. The Council recognises that lone parents may wish to give up a career in order to raise their families but encourages all residents of the Borough to contribute to the economic wellbeing of Barnet therefore will ensure that extra support is offered to this group.</p> <p>Entrepreneurial Barnet offers more choice and flexibility in employment opportunities which will benefit this group, for example, through providing support to encourage self-employment; this offers an opportunity to work from home.</p>
<b>13.</b> People with a low income	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	In 2013, there were 5140 Income Support Benefit Claimants and 7565 Employment and Support Allowance Claimants in the Borough (DWP benefit claimants- Data	A general point across the Entrepreneurial Barnet is to help the population of Barnet

		Dashboard).	boost their income and ensure equal access to skills and opportunities.
14. Unemployed people	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	According to the 2011 census, 66% of the Borough were economically active. Of this, 92.6% were in employment. In March 2013, there was a 70.4% employment rate across the Borough. (Annual population survey employment indicators by Borough, ONS, 2013). Some of those not in employment will belong to the economically inactive category.	Entrepreneurial Barnet will bring in new jobs across the Borough which will bring more opportunities for the economically active population who are currently not in employment. The proposals align with the Job Centre Plus Partnership Agreement which includes tackling worklessness amongst the long-term unemployed (pg. 9, Entrepreneurial Barnet).
15. Young people not in employment education or training	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Barnet is performing well with respect to NEETs, with the fourth lowest number in England (Barnet website, latest news, 12/6/2014). However, the report by Middlesex University (2014) writes that economic growth is constrained by a lack of skills in the local labour market. These people are unable to participate in the economic growth of the Borough because they lack the skills or training to do so. The report notes that in particular there is a perceived lack of NVQ4 qualifications in the retail sector. This is an important point because retail is a potential key growth sector in Barnet (pg. 65, Middlesex report). By hypothesis, if employers perceive there to be a lack of higher qualifications in retail, it will become increasingly difficult for those without these preferred skills to attain a job in retail.	Entrepreneurial Barnet will target the younger population and ensure that there are accessible training opportunities available to set young people on a positive path to getting a sustainable job (pg. 37, Entrepreneurial Barnet).  Effort will also be made to explain to school-leavers what the options are in terms of further education, training, or apprenticeships, so that they understand the implications this could have on their future careers. This will be done by supporting providers in delivering careers information which reflects the most current labour market demands (pg. 26, Entrepreneurial Barnet). This will involve training and workshops being

			aligned with post-16 provision so that every young person is equipped with the knowledge and skills they need to succeed in the job market. This will be ensured by the curriculum being developed to reflect the demands of the Labour Market and regeneration opportunities (pg. 26 and pg.23 respectively, Entrepreneurial Barnet).
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**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

ONS statistics will be monitored to inform the Council of employment levels so that it can be ascertained if the Entrepreneurial Barnet is meeting its outcomes by increasing those in employment. This can also be used to identify if there are any groups that are not benefiting or are being disadvantaged since the introduction of the proposals. Service reporting, for example, the number of apprenticeship schemes in place and the number of apprentices can be monitored in order to gauge effectiveness i.e. how many people are engaging in and benefiting from Entrepreneurial Barnet. GCSE results can be used to identify those who are underachieving and ascertain if there are any key groups that require extra support in their studies to aid them in pursuing further education or training and entering sustainable employment.

At least once a year an update report will be delivered to the Assets, Regeneration and Growth Committee.

<b>6. Initial Assessment of Overall Impact</b>		
Positive Impact	Negative Impact or Impact Not Known <sup>1</sup>	No Impact
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7. Scale of Impact</b>		

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

Positive impact:	Negative Impact or Impact Not Known	
Minimal <input checked="" type="checkbox"/>	Minimal <input type="checkbox"/>	
Significant <input type="checkbox"/>	Significant <input type="checkbox"/>	

8. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please give a full explanation for how the initial assessment and outcome was decided.
<p>The aim of this Entrepreneurial Barnet is to make Barnet the best place in London to be a small business. It has been designed to positively impact on all factors that can affect this outcome, including, but not exclusive to, the labour market, skills, infrastructure, housing, business support, and services and communication with residents from all backgrounds.</p> <p>There is data to suggest that some of the protected characteristics are less likely to benefit from economic growth than others, for instance in terms of overall employment levels or the level of educational attainment. These will be targeted through the delivery of various activities set out in the proposals, which is explicitly Borough-wide and has been developed to be accessible to all from inception.</p>

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	AGENDA ITEM 10
	<b>Assets, Regeneration and Growth Committee</b>  <b>15 December 2014</b>
<b>Title</b>	<b>Business Planning</b>
<b>Report of</b>	Deputy Chief Operating Officer Enterprise and Regeneration Lead Commissioner
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix A – Assets, Regeneration and Growth Committee Commissioning Plan
<b>Officer Contact Details</b>	John Hooton, <a href="mailto:john.hooton@barnet.gov.uk">john.hooton@barnet.gov.uk</a> , 020 8359 2460 Cath Shaw, <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a> , 020 8359 4716

<b>Summary</b>
<p>At its meeting on 8 September 2014 Assets, Regeneration and Growth Committee agreed a set of outcomes that it would focus on delivering over the coming years. This report provides additional detail in relation to these outcomes along with associated financial information. The forward work programme of the committee focuses on delivering the outcomes set out here. The detailed Commissioning Plan proposed for adoption by the committee is set out in Appendix A.</p>

<b>Recommendations</b>
<p><b>That the Committee:</b></p> <ul style="list-style-type: none"> <li>• <b>approves the Commissioning Plan (Appendix A), subject to consultation.</b></li> </ul>

**1. WHY THIS REPORT IS NEEDED**

1.1 On 8 September 2014 the Committee considered a set of high level commissioning outcomes and agreed to complete a more detailed Commissioning Plan and budget proposals by December 2014. This report seeks to support the Committee in addressing this task. It:

- sets out suggested outcomes for the Commissioning Plan and the Corporate Plan in further detail, and;
- identifies the key work programmes and strategic challenges which the Committee will need to make commissioning decisions on over the coming five years.

**Table 1: Outcomes**

<b>Priority</b>	<b>Key Outcomes</b>
<b>Regeneration</b>	<ul style="list-style-type: none"> <li>• Regeneration schemes are delivered to a high standard, maximising benefits to the community</li> <li>• New communities at Brent Cross Cricklewood and Colindale are desirable and attractive places to live, work and spend time, which set the standard for future development across London.</li> <li>• Regeneration and growth schemes are supported by appropriate, high quality infrastructure.</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Barnet is established as the best place in London to be a small business. In particular: <ul style="list-style-type: none"> <li>- Business customers find it easy to deal with the Council</li> <li>- Barnet is a good place to do business, with good quality public realm and infrastructure that meets business' needs</li> <li>- Businesses can access the workforce they need; and entrepreneurs have the skills for success</li> <li>- Small and local businesses are able to access Council contracts</li> <li>- Business support in Barnet is effective, with businesses accessing the advice and guidance that they need.</li> </ul> </li> </ul>
<b>Town Centres</b>	<ul style="list-style-type: none"> <li>• Key town centres are thriving, with reduced numbers of vacant units.</li> <li>• Residents and local businesses and residents play an active role in shaping their High Street as a place to live, work, shop and spend leisure time.</li> </ul>
<b>Assets</b>	<ul style="list-style-type: none"> <li>• The Council's asset portfolio is managed and considered as a whole rather than considering assets in isolation.</li> <li>• The Strategic Asset Management Plan (SAMP) drives a reduction in use of space to achieve savings.</li> <li>• The SAMP drives reduced running costs and increase energy efficiency.</li> <li>• The SAMP maximises letting income, balanced against community or social value.</li> <li>• Efficiency is achieved by sharing assets across the public sector.</li> <li>• The Council's assets are used to support longer term regeneration and growth.</li> <li>• Community assets are used transparently to support a range of activities that contribute to delivery of the Council's corporate objectives.</li> </ul>

Priority	Key Outcomes
Housing growth	<ul style="list-style-type: none"> <li>• New developments meet housing need, and contribute to Barnet's reputation as a desirable place to live.</li> <li>• Developments on Council land meet housing need and maximise benefits to the Council.</li> </ul>

### **Challenges**

1.2 There are a range of strategic challenges that need to be addressed in the Commissioning Plan to ensure that the Council uses the levers at its disposal to deliver outcomes such as those described above. These are summarised below.

### **Ensuring quality and community benefit from regeneration and growth**

1.3 Regeneration schemes at Dollis Valley, Grahame Park (Stage A), Granville Road, Stonegrove Spur Road and West Hendon, and the growth scheme at Mill Hill East, are already under contract and, with the exception of Granville Road, have planning permission in place. The scope for the Committee to commission revised outcomes in relation to these schemes is therefore comparatively limited.

1.4 However, the Committee has a major opportunity to shape the new communities at Brent Cross Cricklewood and Colindale. On 9 July the Committee agreed its requirements for the Brent Cross South development, and it will no doubt want to maintain oversight of how these requirements are being interpreted as the scheme is developed. In Colindale, private sector developments will be shaped through the planning system in accordance with the existing Colindale Area Action Plan, but the Committee will have a role in guiding place making through development of the Supplementary Planning Document to support Grahame Park Stage B.

1.5 When the existing schemes get nearer to completion, the Committee will want to consider how it shapes the next wave of regeneration. There are a number of factors and constraints that may shape thinking about the future:

- The London Plan and Local Development Framework
- Pressures on town centres (see below)
- Analysis of deprivation, housing stock condition, and other pressures on communities
- Availability of land
- The Council's general principle that schemes should be broadly self-funding over their lifetime (though many require cashflow support)

### **Creating the environment for businesses to thrive**

1.6 The Committee considered a draft approach to growing the economy at the 8 September meeting. *Entrepreneurial Barnet* proposes adopting the aim of making Barnet the best place in London to be a small business, and sets out

the ways in which the Council and other public service partners will go about delivering this aim. Consultation on *Entrepreneurial Barnet* closed on 20 November. Feedback was broadly positive, with all respondents supporting the aim of making Barnet “the best place in London to be a small business”. More detailed analysis of the responses, together with a final draft for approval, is being presented to Assets Regeneration and Growth Committee on 15 December.

### **Supporting our Town Centres**

- 1.7 *Entrepreneurial Barnet* also addresses the pressures being faced by Town Centres across the country, including in Barnet. It describes how the Council could work in partnership with local communities to support town centres to thrive; and the different approaches the Council proposes to take in these different types of centres. Area committees have made recommendations as to which Town Centres should be regarded as main centres, and which perform more local roles, for consideration at ARG Committee on 15 December.

### **Delivering a fit for purpose Civic Estate**

- 1.8 The Council is driving a significant reduction in the cost of office accommodation over the next few years. Part of this reduction in office accommodation cost is included within the CSG contractually guaranteed savings (£125m), but further initiatives to reduce office accommodation costs will contribute to the savings target set for this committee. Consultation closed on 17 November on the Strategic Asset Management Plan, which sets out the Council’s medium term approach to managing assets, including the opportunities to deliver savings through reducing the cost of office accommodation. The results of the consultation, and a draft Plan for approval will be put to 15 December ARG.

### **Ensuring that buildings and land are managed effectively**

- 1.9 Good strategic asset management will drive a number of benefits for the Council. It will ensure that office, operational and community asset utilisation is maximised, that costs are minimised, and that buildings are fit for purpose to deliver services. The Strategic Asset Management Plan explains how this approach will be implemented.

### **Delivering new developments on Council land**

- 1.10 At its meeting on 9 July 2014, the ARG Committee agreed the principles that should govern a pipeline of developments on its own sites. The Committee wanted to ensure that such developments delivered both high quality outcomes and value for money the Council and the community; and in particular that development should support Council services in meeting their objectives (for example around improving housing choice for older people, or meeting homelessness obligations). ARG Committee on 8 September agreed that, subject to consultation, a first tranche of sites should be taken forward to achieve planning consent.

## ***Delivering savings***

- 1.11 Policy and Resources Committee on 10 June 2014 established a savings target of £10.1m for Assets, Regeneration and Growth Committee. This was split into two categories: Promoting growth and raising income (£5.4m); and improving organisational efficiency (£4.7m). At its meeting on 8 September the Committee agreed to revise the balance of savings, increasing the amount from growth and income to £5.9m, and reducing that from efficiency savings to £4.2m.

## **Income and growth**

- 1.12 Modelling undertaken in 2013 considered the implications of the contracted regeneration and growth schemes for recurring income streams (notably Council Tax base and Business Rate Growth) and non-recurring income streams (notably New Homes Bonus and Community Infrastructure Levy).

## **Organisational efficiency**

- 1.13 Contractual savings have been identified in respect of the remit of this committee. These are in respect of removing duplication in the supply chain within the Re contract (£800k), savings on highways maintenance from the set-up of the London-wide London Highways Alliance Contract (£550k), savings of £200k per annum from using tarmac as opposed to paving stones for highways repairs, and reviewing contracting activity in grounds maintenance (50k).
- 1.14 Improvements in the timeliness of interventions to address highways repairs will drive a reduction in insurance claims for the Council. This is estimated to save £150k per annum.
- 1.15 Through the process of developing proposals to inform the Priorities and Spending Review report, it was identified that £500k per annum of regeneration related expenditure could be charged to capital projects. This will create a saving in the Council's revenue budget which will contribute to this Committee's saving target.
- 1.16 Subject to the adoption of the Strategic Asset Management Plan by the Committee on 15 December, and implementation of the proposed development pipeline, these savings can be delivered within existing policy frameworks.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Unlike some other committees, the savings allocated to Assets, Regeneration and Growth Committee arise from either existing contracts or operational efficiencies, and there is thus less of a need for strategic input from the Committee to deliver business planning targets. The Committee will have a number of strategic commissioning challenges and areas that it wishes to

shape over the coming months and years, but in general the financial impacts of these on the Council will be felt beyond 2020.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 This report sets out a range of options across the committee's remit to meet the budget challenge. This includes proposals for finding different ways of delivering improved outcomes for residents, as well as generating greater income from new business. Alternatives to this could include cuts to services the Council provides, but these are not included in this report.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 If this report is agreed, these budget proposals will be incorporated into the Council's draft budget proposals for 2015-20, which will be considered by policy and resources committee on the 2nd December. The commissioning outcomes will be incorporated into the corporate plan due to be considered at the same meeting. The commissioning plan will form the basis of the Housing Committees future strategic work programme including future business cases to deliver savings within the HRA.

#### **IMPLICATIONS OF DECISION**

#### **4.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 4.2.1 In addition to continued austerity, demographic change and the resulting pressure on services poses a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population cohorts. Given that nearly two thirds of the Council's budget is spent on Adult Social Care and Children's Services, this poses a particular challenge as these services are predominantly 'demand led'.

#### **4.2 Legal and Constitutional References**

- 4.2.6 All proposals emerging from the business planning process will be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010) and, where appropriate, mechanisms will be put into place to ensure compliance with legal obligations and duties and to mitigate any other legal risks as far as possible.

- 4.2.7 Council Constitution, Responsibility for Functions, Annex A – The Assets, Regeneration and Growth Committee has responsibility for:

- Develop and oversee a Regeneration Strategy
- Develop strategies which maximise the financial opportunities of growth-e.g. New Homes Bonus, localisation of business rates
- Promote skills and enterprise and approve a Skills Enterprise and



#### Employment Strategy

- Engagement with the business community and measures to support local business
- Oversee major regeneration schemes including those of key social housing estates
- Town Centre regeneration programmes
- Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council

### **4.3 Risk Management**

4.3.6 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the Performance and Contract Management Committee and is reflected, as appropriate, throughout the annual business planning process.

### **4.4 Equalities and Diversity**

4.4.6 Equality and diversity issues are a mandatory consideration in the decision making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

4.4.7 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents

4.4.8 A number of savings and income generation proposals have been included in Appendix A to this report. They result from a combination of greater efficiency in use of Council assets, income generated through a range of new business, reducing demand for services and service redesign.

4.4.9 The proposals and priorities within the commissioning plan have been developed to minimise the impact on the most vulnerable, in particular vulnerable households at risk of homelessness. The equalities impact will be reviewed as proposals are developed in more detail and based on consultation findings, with equality impact assessments being undertaken to inform the final consideration of the Commissioning Plans by the Policy and Resources Committee in February.

4.4.10 The Commissioning Plan will be subject to formal consultation following the publication of the draft budget, and this position will be reviewed when the budget is then set in 2015.

4.4.11 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's

Human Resources Strategy and meets statutory equalities duties and current employment legislation.

## 4.5 Consultation and Engagement

### Consultation and Engagement

- 4.5.6 Public consultation will commence on all Committee Commissioning Plans following Policy and Resources Committee on 2<sup>nd</sup> December 2014, before final Commissioning Plans are agreed by Policy and Resources Committee on 17 February 2015.
- 4.5.7 Full public consultation will take place on individual proposals to deliver the savings identified before final decisions are taken by the Committee and savings plans are formalised in the Council's annual budget. Future consultation and engagement will be informed by the consultation work that has already been carried out as part of the Priorities and Spending Review process during which a comprehensive series of residents engagement activities took place in order to understand their priorities for the local area and look at how residents and organisations can support services going forward.
- 4.5.8 Over the last 12 months the council has been reviewing its priorities and spending. To help inform the council's future long term spending plans the council commissioned the Office for Public Management (OPM), an independent research organisation, to run a comprehensive series of residents engagement activities to understand their priorities for the local area and look at how residents and organisations can support services going forward.
- 4.5.9 The engagement followed two phases:
- Phase 1:**
- 4.5.10 A series of resident workshops, service user and businesses focus groups last autumn.
- 4.5.11 The [findings](#)<sup>1</sup> provide a rich evidence base of residents' priorities, what residents value most, their ideas for generating income, and how local people can work together. As a result the council has been able to identify [broad themes](#)<sup>2</sup> based on residents' views and involvement which will be used to help focus the council's future long term spending plans.

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<sup>1</sup> [http://engage.barnet.gov.uk/consultation-team/call-for-evidence/user\\_uploads/phase-1--barnet-challenge-opm-summary-report.pdf](http://engage.barnet.gov.uk/consultation-team/call-for-evidence/user_uploads/phase-1--barnet-challenge-opm-summary-report.pdf)

<sup>2</sup> [http://engage.barnet.gov.uk/consultation-team/call-for-evidence/user\\_uploads/key-themes-identified-from-the-first-phase-of-consultation.pdf](http://engage.barnet.gov.uk/consultation-team/call-for-evidence/user_uploads/key-themes-identified-from-the-first-phase-of-consultation.pdf)

## Phase 2:

4.5.12 Between March and June 2014 OPM ran an online call for evidence to hear views of organisations, businesses and individual residents on the future of Barnet, how the council can ensure that public services best meet the needs of the borough, how the council can change and how organisations and individuals can play a part in meeting Barnet's challenges during this time.

4.5.13 OPM has analysed the responses to the call for evidence on the council's behalf. Evidence was sought on two main topic areas:

- Ideas on the future of public services in Barnet, and how organisations and individuals can play a role in providing some of these services.
- Ideas on how the council could be more entrepreneurial and generate more income.

4.5.14 A summary of the findings can be found in Appendix A and the full report is available at [http://engage.barnet.gov.uk/consultation-team/call-forevidence/consult\\_view](http://engage.barnet.gov.uk/consultation-team/call-forevidence/consult_view)

## 5 BACKGROUND PAPERS

5.2 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Cabinet 12 March 2010	Decision item 8 - approved the existing Housing Strategy	<a href="http://barnet.moderngov.co.uk/Data/Cabinet/201004121900/Agenda/Document%207.pdf">http://barnet.moderngov.co.uk/Data/Cabinet/201004121900/Agenda/Document%207.pdf</a>
Cabinet 14 September 2011	Decision item 8 - approved Barnet's approach to social housing reform	<a href="http://barnet.moderngov.co.uk/Data/Cabinet/201109141900/Agenda/Document%204.pdf">http://barnet.moderngov.co.uk/Data/Cabinet/201109141900/Agenda/Document%204.pdf</a>
Cabinet Resources Committee 24 June 2013	Decision Item 6 - Local Authority New Housing Programme	<a href="http://barnet.moderngov.co.uk/documents/s9244/CRC%20LA%20New%20Build%20public.pdf">http://barnet.moderngov.co.uk/documents/s9244/CRC%20LA%20New%20Build%20public.pdf</a>
Assets, Regeneration & Growth Committee 9 July 2014	Decision Item 11 - Strategic Asset Management Plan principles for consultation	<a href="http://barnet.moderngov.co.uk/documents/s16064/Strategic%20Asset%20Management%20Plan%20principles%20for%20consultation.pdf">http://barnet.moderngov.co.uk/documents/s16064/Strategic%20Asset%20Management%20Plan%20principles%20for%20consultation.pdf</a>
Policy and Resources Committee 21 July 2014	Decision Item 6 - Finance and Business Planning – Capital programme and review of reserves	<a href="http://barnet.moderngov.co.uk/documents/s16150/Finance%20and%20Business%20Planning%20Capital%20programme%20and%20review%20of%20reserves.pdf">http://barnet.moderngov.co.uk/documents/s16150/Finance%20and%20Business%20Planning%20Capital%20programme%20and%20review%20of%20reserves.pdf</a>
Policy and Resources Committee 21 July 2014	Decision Item 10 - Funding for an Extra Care Housing Scheme at Moreton Close,	<a href="http://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%2">http://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%2</a>

<b>Item</b>	<b>Decision</b>	<b>Link</b>
	NW7 and Advance Acquisitions of Leasehold properties on Regeneration Estates	<a href="#">0Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf</a>
Assets, Regeneration & Growth Committee 8 September 2014	Decision Item 12 - Barnet Development Pipeline	<a href="http://barnet.moderngov.co.uk/documents/s17356/Development%20Pipeline%20-%20Report.pdf">http://barnet.moderngov.co.uk/documents/s17356/Development%20Pipeline%20-%20Report.pdf</a>
Assets, Regeneration & Growth Committee 8 September 2014	Agree consultation on Entrepreneurial Barnet proposals	<a href="http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7885">http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7885</a>
Assets, Regeneration & Growth Committee 8 September 2014	Agree Strategic Asset management Plan draft for consultation	<a href="http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7885">http://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=7885</a>

# **Assets, Regeneration and Growth Committee**

## **Commissioning Plan- Commissioning Plan 2015 - 2020**

### **1. The Context for the development of this plan.**

Public services in England during the decade 2010-2020 face an unprecedented challenge as the country deals with the impact of the financial crisis of 2008, alongside the opportunities and challenges that come from our changing and ageing population.

Despite a growing economy, the UK budget deficit is forecast to be £75bn at the 2015 General Election, with cuts set to continue to the end of the decade no matter who is in Government. At the same time, demand on local services continues to increase, driven by a growing population, particularly the number of young and older residents. We therefore must plan for the fact that austerity will affect all parts of the public sector to the end of the decade and that we will not be able to meet increasing levels of demand from simply doing more of what we are currently doing.

The public too, does not expect simply more of the same. Expectations of local services are increasing, advances in customer services and technology provide the ability to interact with services 24/7. Local residents as a result expect better services and more prompt responses from the Council. However satisfaction with the Council and local services remains relatively high in Barnet, and over recent years resident satisfaction with a number of local services has increased, despite these challenges.

In thinking about how the Council lives within its means, the Council needs to recognise that residents are also facing wider financial pressures, from high energy bills, increasing housing costs, continued wage restraint, and benefit reforms, so the ability of many households to absorb the impact of reductions from public sector funding through increased financial contributions is constrained.

We can however expect over the duration of this plan that significant opportunities will flow from Barnet being part of a growing and arguably booming London economy. Unemployment levels have fallen by a third in the last year, the number of 16-18 year old 'NEETs' in Barnet is, at 2.3%, the fourth lowest in England and fewer Barnet residents are claiming out-of-work benefits than the London average. This plan needs to ensure that all residents of Barnet can benefit from the opportunities of growth, whether through new employment opportunities, increased investment in infrastructure such as roads and schools, or enjoying new neighbourhoods and places in which all people can live and age well.

## **Barnet Council's Overarching Approach to meeting the 2020 Challenge**

The Council's Corporate Plan sets the framework for each of the Commissioning Committees five-year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste there are a number of core and shared principles which underpin the commissioning outcomes.

### **The first is a focus on fairness.**

Fairness for the Council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities - young, old, disabled, and unemployed - benefit from the opportunities of growth.

The Council must 'get the basics right' so people can get on with their lives – disposing of waste, keeping streets clean, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way.

We must shift our approach to earlier intervention and demand management. Managing the rising demand for services requires a step change in the Council's approach to early intervention and prevention. Across the public sector, we need to work with residents to prevent problems rather than treating the symptoms when they materialise.

### **The second is a focus on responsibility.**

Continue to drive out efficiencies to deliver more with less. The Council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

Change its relationships with residents, with residents working with the Council to reduce the impact of funding cuts to services .... In certain circumstances, residents will also need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the Council to provide services. In some cases users will be required to pay more for certain services as the Council prioritises the resources it has available.

### **The third is a focus on opportunity.**

Prioritise regeneration, growth and maximising income – Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the Council less reliant on government funding; helps offsets the

impact of service cuts and allows the Council to invest in the future infrastructure of the Borough.

**Redesign service and deliver them differently through a range of models and providers.** The Council has no pre-determined view about how services should be designed and delivered. The Council will work with providers from across the public, private and voluntary sectors to provide services which are more integrated, through a range of models most appropriate to the service and the outcomes that we want to achieve.

**Planning ahead is crucial...** The Council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoid short-term cuts - the Council is continuing this approach by extending its plans to 2020.

## Assets, Regeneration and Growth

Assets, Regeneration and Growth Committee is responsible for creating the right environment for economic growth to ensure Barnet is a successful place; for ensuring that the Council's asset strategy is aligned effectively to the development of the borough; and ensuring housing supply and provision that meets the Borough's needs. Included within this are particular responsibilities for the Council's regeneration programme, and for the health of town centres.

The Committee has made significant progress in agreeing the strategic framework for delivering its work. Consultation is complete on both the Strategic Asset Management Plan, including an approach to developing on Council land; and on *Entrepreneurial Barnet*, which sets out the approach the Council and its partners will take to supporting economic growth and town centres. Final versions of these reports will be considered for adoption at the meeting on 15 December 2014

The Council's approach to regeneration is set out in the November 2012 Growth Strategy, and substantial progress has been made in delivering the schemes highlighted in that report. Regeneration schemes aim to create cohesive communities in successful places, with high quality homes and infrastructure.

### Outcomes

Priority	Key Outcomes
<b>Regeneration</b>	<ul style="list-style-type: none"> <li>• Regeneration schemes are delivered to a high standard, maximising benefits to the community.</li> <li>• New communities at Brent Cross Cricklewood and Colindale are desirable and attractive places to live, work and spend time, which set the standard for future development across London.</li> <li>• Regeneration and growth schemes are supported by appropriate, high quality infrastructure.</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Barnet is established as the best place in London to be a small business. In particular:               <ul style="list-style-type: none"> <li>- Business customers find it easy to deal with the Council</li> <li>- Barnet is a good place to do business, with good quality public realm and infrastructure that meets business' needs</li> <li>- Businesses can access the workforce they need; and entrepreneurs have the skills for success</li> <li>- Small and local businesses are able to access Council contracts</li> <li>- Business support in Barnet is effective, with businesses accessing the advice and guidance that they need.</li> </ul> </li> </ul>



<b>Priority</b>	<b>Key Outcomes</b>
<b>Town Centres</b>	<ul style="list-style-type: none"> <li>• Key town centres are thriving, with reduced numbers of vacant units.</li> <li>• Residents and local businesses and residents play an active role in shaping their High Street as a place to live, work, shop and spend leisure time.</li> </ul>
<b>Assets</b>	<ul style="list-style-type: none"> <li>• The Council's asset portfolio is managed and considered as a whole rather than considering assets in isolation.</li> <li>• The Strategic Asset Management Plan (SAMP) drives a reduction in use of space to achieve savings.</li> <li>• The SAMP drives reduced running costs and increase energy efficiency.</li> <li>• The SAMP maximises letting income, balanced against community or social value.</li> <li>• Efficiency is achieved by sharing assets across the public sector.</li> <li>• The Council's assets are used to support longer term regeneration and growth.</li> <li>• Community assets are used transparently to support a range of activities that contribute to delivery of the Council's corporate objectives.</li> </ul>
<b>Housing growth</b>	<ul style="list-style-type: none"> <li>• New developments meet housing need, and contribute to Barnet's reputation as a desirable place to live.</li> <li>• Developments on Council land meet housing need and maximise benefits to the Council.</li> </ul>

The commissioning plan has been developed in sections for the following Strategic Outcomes that make up the Assets, Regeneration and Growth Committee's remit:

- Growth and Regeneration
- Entrepreneurial Barnet
- Asset Management

### **Financial Consideration**

The outcomes as set out above will support the delivery of the budget savings proposals for the Assets, Regeneration and Growth Committee. They are principally as follows:

- Savings in respect of reductions in the costs of office accommodation (£2m) – this will be achieved through relocation of the Council's offices to Colindale. It will also require a review of the Council's wider estate for savings and income generation opportunities.
- Additional income in respect of development opportunities (£1m) – the Council can generate income from residential developments which are then let in the private rented sector. The development approach will need to take this into account to deliver the required income target.
- Additional income from Council Tax and business rates resulting from the implementation of the Council's regeneration programme (£5m).

The identification of development opportunities which result in a capital receipt for the Council rather than a revenue stream (e.g. housing for private sale as opposed to rent), will also support the Council's financial position. An increase in capital receipts will enable the amount set aside for future borrowing to be reduced, and therefore will reduce the overall budget gap of £72m to 2020.

### **Service component: Growth and Regeneration**

The London Borough of Barnet's growth and regeneration programme combines a programme of physical regeneration schemes and economic development initiatives. The overarching aim of the programme is to create cohesive communities that will meet the needs of all that live within them and that people are proud to be part of. In partnership with key stakeholders and local residents, the growth and regeneration programme will provide greater choice for all by:

- Creating a mix of high quality, affordable and private homes and more mixed communities;
- Creating new school places to meet the needs of the growing younger population;
- Ensuring services are available to support our increasing older population;
- Increasing the prospect of better paid employment by generating new jobs and providing residents and businesses with the tools and support to prosper and grow in Barnet;
- Providing new and replacement community, leisure, health and education facilities and open spaces for all residents to use; and
- Enhancing public transport, road networks and local cycle and pedestrian networks to provide improved accessibility for those who live in the regeneration areas and for the wider community.

## Commissioning intentions:

	Commissioning intention	What needs to happen
1	<b>Successful regeneration</b>	<ul style="list-style-type: none"> <li>- Successful delivery of the existing regeneration programme</li> <li>- Ensure that the Brent Cross South Side development delivers a high quality new town centre for Barnet</li> <li>- Development of a successful approach to regeneration in Colindale</li> <li>- Identification and delivery of a number of development opportunities across the borough</li> </ul>

## Outcome measures

Measure	Baseline – 13/14	Target - 19/20
New homes completed (REGENKPI01)	1,527 (July 2013 - June 2014)	Increase
Affordable homes (REGENKPI05)	317 (July 2013 - June 2014)	Increase
Number of empty properties brought back into residential use (EH04A)	1,669	Sustain
Number of jobs	119,000 (BRES 2013)	Increase

## Financial impact

The Regeneration programme is incorporated into the Re managed budgets line. The focus of the council's regeneration activity is on driving addition growth in income rather than on reducing expenditure e.g. through the creation of new homes and infrastructure, and by broadening the size of Barnet's tax base. This is reflected in the overall £5.9m target for the Committee.

A more detailed breakdown of the financial considerations associated with Assets, Regeneration and Growth Committee can be found on page 13.

## **Service component: *Entrepreneurial Barnet***

The overarching goal of *Entrepreneurial Barnet* is to make Barnet the best place in London to be a small business. There are five key ways in which partners in Barnet impact upon local economies, and the strategy therefore focuses on:

- Getting the basics right – ensuring that when businesses need to engage with the Council – whether to pay business rates, apply for a licence, or reporting a problem – the process is as efficient, transparent and painless as possible, and does not create any unnecessary constraints or costs on running a successful business;
- Stewardship of place – the Council is responsible for maintaining much of the built and natural environment in the borough including many aspects of our town centres, and so has a big influence on whether Barnet is a pleasant place for businesses and their staff to locate, and an efficient place to move around. Our regeneration programme alone will create 3,000 jobs directly, and commercial space for 27,000 more by 2030 as well as providing the space and flexibility for further growth;
- Shaping the labour market – although the Council has a less direct role in education than in the past, it retains overall responsibility for school improvement, and works closely with Barnet and Southgate College and Middlesex University to maintain the high standard of skills among Barnet residents. By developing a labour market with the skills and behaviours that employers are seeking, and with a strong culture of entrepreneurship, the desirability of Barnet as a place to start a business will grow and incomes will rise. A healthy workforce will also be more productive and the Council, through its public health responsibilities, will play a role in promoting this;
- Buying goods and services – the Council manages contracts that are collectively worth more than £1bn. Across the whole public sector, the figures are much higher, and it is important that local businesses have a fair chance of winning these contracts in a transparent and genuinely competitive environment. In some sectors, such as domiciliary care, the Council is a main player in the market and must clearly signal likely future needs so that providers can respond; and
- Providing or signposting business support services and premises – traditional economic development activity focuses on the provision of business support, premises and networking opportunities. While this is not the Council's primary focus, we do have a role in making sure that businesses know how to access these services and associated information in a transparent way, and that the Council is informed by a strong dialogue with the business community that allows us to respond to the changing economic climate in a way that maintains strong growth. Businesses create growth, and we will do what we can to encourage this at every opportunity.

## Commissioning intentions:

	Commissioning intention	What needs to happen
1	Barnet is the best place in London to be a small business	<ul style="list-style-type: none"> <li>- Streamlined planning, regulation and customer access for businesses</li> <li>- Develop Local Business Development Boards, develop business training and mentoring, and increase access to Council contracts for local businesses</li> <li>- Consider creation of a business development social enterprise</li> <li>- Provide appropriate affordable workspace for small and micro-businesses</li> </ul>
2	Thriving town centres	<ul style="list-style-type: none"> <li>- Identify major, district and local town centres and develop a tailored offer to support</li> <li>- Promote high quality development and public realm improvements</li> <li>- Reduce the number of vacant high street properties</li> <li>- Introduce free Wi-Fi for town centres</li> <li>- Secure additional external investment in town centres</li> </ul>

## Outcome measures

Measure	Baseline – 13/14	Target - 19/20
Business survival rate (SK1)	To baseline in 2014/15	Increase
Vacant high street properties (SK3)	To baseline in 2014/15	Decrease
Planning Compliance (KPI001 A&A)	88.9% (July – September 2014)	Increase
Compliance with Environmental Health Service Standards (EH01)	96.8% (July – September 2014)	Sustain
Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (dealt with to pre-set	94.9% (July – September 2014)	Sustain

standards) (TSLPKI04)		
Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days) (KPI001 LC)	1.78 (July – September 2014)	Sustain
Re – Service satisfaction	65% (July 2014)	Increase

### **Financial impact**

*Entrepreneurial Barnet* does not have any savings associated with it. The intention is that it will be delivered within existing resources. Where it has a financial impact it will be in the form of addition income growth e.g. by increasing the size of the local tax base, or by increasing private sector investment in Barnet.

A more detailed breakdown of the financial considerations associated with Assets, Regeneration and Growth Committee can be found on page 13.

## **Service component: Asset Management**

Effective asset management planning provides a framework within which the Council can deliver operational and financial benefits of an estate which aspires to standards of best practice. It will address the need to secure the maximum potential economic benefit whilst supporting delivery of the council's objectives through providing services, enabling community participation, delivery, growth and regeneration. The objectives of the Strategic Asset Management Plan are to:

- Articulate a vision for Council land and property assets over the next five years in support of the Council's objectives;
- Set out a strategic approach in respect of the Council's land and property assets so the portfolio is managed as a whole rather than considering assets in isolation;
- Shape the Council's operational estate to optimise service provision and meet the needs of customers;
  - a) Ensure that operational properties are appropriately located, provide flexible accommodation at appropriate cost, are in good condition and are accessible to all.
  - b) Achieve a reduction in the overall use of operational space to achieve savings.
  - c) Reduce the running costs of buildings and benchmark costs in use against peer groups.
  - d) Develop an Office Accommodation Strategy, achieving efficiency in the use of space through Agile / remote working, and to maximise co-location of services working with partners.
- Ensure that the procurement of works for buildings meets sustainable design criteria and those buildings are maintained and managed for maximum energy and resource efficiency;
- Support longer term regeneration and growth by preparing business cases for retaining, acquiring or disposing of assets ensuring best consideration is achieved and where relevant community and social value is taken into consideration;
- Provide a framework against which strategies for council assets such as highways, housing and parks can be developed;
- Develop an approach that maximises letting income and where relevant, this should be balanced against community or social value; and
- Achieve efficiencies by sharing assets across the public sector.

## Commissioning intentions:

	Commissioning intention	What needs to happen
1	Reduced costs of office accommodation	<ul style="list-style-type: none"> <li>- Move out of NLBP4 by October 2015</li> <li>- Relocate to Colindale by 2017/18</li> <li>- Identify opportunities to sell or develop Council assets that are surplus to requirements</li> <li>- Review all commercial asset holdings to ensure that income is maximised</li> </ul>
2	Fit for purpose community assets	<ul style="list-style-type: none"> <li>- Community asset strategy developed, consulted on an agreed</li> <li>- Development of a “community hub” approach for community assets with community groups identified to run these</li> <li>- Leases in place for all community assets, with discounts from full market rent fully identified</li> </ul>

## Outcome measures

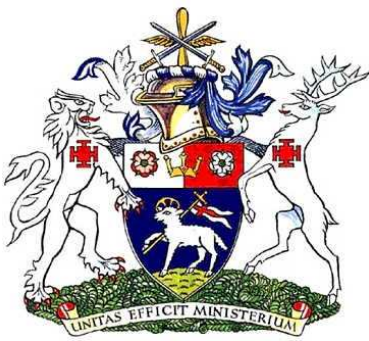
Measure	Baseline – 13/14	Target - 19/20
Running costs of estate (like-for-like assessment)	<i>New – to be baseline</i>	Decrease
Income from the estate	<i>New – to be baseline</i>	Increase
CIPFA VfM – Estate Management	Baselining to be completed 2015/16	Increase
Value of operational assets, by asset type – Community assets	£369,000 (2012/13)	Increase
Total value of assets as a percentage of total spend	179.3% (2012/13)	Increase



## Financial Impact

Area	2015/16			2019/20		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
RE Management Fee	10,550	(10,964)	(414)	9,250	(10,964)	(1,714)
RE Managed Budgets	1,144	-	1,144	244	-	244
CSG Managed Budgets	6,446	-	6,446	1,787	-	1,787
Inflation				483	-	483
Increase in Council Tax / Business Rates				-	(4,877)	(4,877)
Development Opportunities				-	(1,000)	(1,000)
	<b>18,140</b>	<b>(10,964)</b>	<b>7,176</b>	<b>11,764</b>	<b>(16,841)</b>	<b>(5,077)</b>

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**Assets, Regeneration and Growth Committee**  
**15 December 2014**

<b>Title</b>	<b>Brent Cross Cricklewood project update</b>
<b>Report of</b>	Cath Shaw, Enterprise and Regeneration Lead Commissioner
<b>Wards</b>	Childs Hill, Golders Green and West Hendon
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Karen Mercer, Programme Director Re, <a href="mailto:Karen.Mercer@barnet.gov.uk">Karen.Mercer@barnet.gov.uk</a> , 0208 359 7563

**Summary**

This report provides an update to the Committee on progress on the Brent Cross Cricklewood regeneration scheme since the previous report to Committee on 8 September 2014.

**Recommendations**

- 1. That the Committee note progress on the Brent Cross Cricklewood Regeneration Project.**

**1. WHY THIS REPORT IS NEEDED**

- 1.1 This report seeks to provide an update to the Assets, Regeneration and Growth Committee following the last report to Committee on 8 September 2014 now that the end of the calendar year is approaching.
- 1.2 As the Committee is aware, Hammerson UK and Standard Life Ltd (the Development Partners) will deliver the redevelopment of the shopping centre at Brent Cross and the land around it, together with the infrastructure required to support the comprehensive regeneration proposals. The Council will take the lead on the south side to deliver with a new development partner those

parts of the Brent Cross Cricklewood Regeneration masterplan which are to the south of the North Circular, including the land to be redeveloped in connection with the station improvements.

- 1.3 The Committee will recall that a progress update was provided to the Committee on 8 September 2014. This included the land acquisitions strategy to bring forward the regeneration proposals in respect of the first phase development north and south of the North Circular Road to deliver the redevelopment of the shopping centre and critical road infrastructure and the BXC South proposals as part of the overall comprehensive regeneration of Brent Cross Cricklewood area.
- 1.4 The report to Committee explained that in order to deliver the comprehensive regeneration of the area, it is possible that the Council will need to use its compulsory purchase powers. The exercise of CPO powers is considered to be a tool of last resort where it is clear that it will not be possible to acquire all required land and interests by private treaty. Consequently, the report explained that preparatory work is required in advance of any CPO, should it be necessary at a later date to seek the Committee's authority to use CPO powers.
- 1.5 As part of this preparatory work, the Committee approved the Council entering into negotiations and conclude agreements by private treaty with owners whose land or interests are required for the delivery of the project. The Committee also approved the land referencing exercise to identify all parties with interests in the land and with whom private treaty negotiations should be conducted.

## **2. UPDATE**

- 2.1 As previously reported to the Committee, following the completion of the Section 106 agreement, the Section 73 planning permission for the wider Brent Cross Cricklewood scheme (which amended the phasing of the original planning permission and made consequential changes) was granted on 23 July 2014. The Development Partners are now continuing to focus on discharging the relevant conditions and preparing the necessary reserved matters applications in respect of the shopping centre and critical infrastructure to be provided. It is expected that the reserved matters application for the critical infrastructure works will be submitted early next year.
- 2.2 In relation to the land acquisition strategy and following the Committee's approval on 8 September 2014, the Development Partners and the Council are in discussions with parties with an interest within the first phase scheme area. Terraquest has also been appointed to undertake the land referencing and is seeking to identify all parties with interests in the area likely to be required to facilitate the delivery of the project. This is to ensure that private treaty negotiations can continue as appropriate with affected parties, and will also ensure that identified parties will all be served with the appropriate notices and be involved in any potential CPO process if they so wish. In the

event that a CPO is progressed it a later date, all parties with interests in the land will appear in a detailed schedule which, together with the CPO plan, forms a CPO.

- 2.3 The CPO Indemnity Agreement, under which the Development Partners will provide the Council with an indemnity in respect of the costs of promoting any CPO in respect of the redevelopment at and around the shopping centre and the Critical Infrastructure, and the compensation payable to third parties whose land and interests are acquired pursuant to any CPO, is now agreed and will be completed prior to progressing any CPO process.
- 2.4 As previously reported, the procurement process being run by the Council to select a preferred development partner to deliver southern masterplan areas commenced on 22 July 2014. Six bids were received on 10 September 2014. These bids were reviewed and evaluated by the Brent Cross Cricklewood Evaluation Panel. Four bids were shortlisted and reported to and approved by the Chief Executive and the Leader of the Council.
- 2.5 On 6 October, the Council announced the following shortlist to progress to Invitation to Negotiate stage:
  1. Argent (Property Development) Services LLP and Related Companies LP
  2. Barratts and London & Quadrant Housing Trust
  3. Capital & Counties Properties PLC
  4. Far East Consortium International Limited with Countryside Properties PLC, Notting Hill Housing Trust and Southern Grove
- 2.6 The Council and its advisors are now regularly meeting with the bidders as part of the negotiated procurement process. The closing date for submissions is 29 January 2015.
- 2.7 The evaluation process will take place throughout February 2015. The Bidders will present their proposals to a Stakeholder Panel group comprising key community representatives and third party stakeholders on 4 February 2015. Stakeholders will have the opportunity to provide feedback both to bidders and to the evaluation panel.
- 2.8 The Bidders will then present to the Evaluation Panel on 17 February 2015, who will then formally review the bids and report their recommendation to the Assets, Regeneration and Growth Committee.
- 2.9 It is anticipated that the selection of the preferred development partner will be reported to the Assets, Regeneration Committee in March 2015.
- 2.10 Once a preferred partner has been identified, a full business plan will be developed jointly between the parties for approval by the Council's Assets, Regeneration and Growth Committee, before the creation of a formal joint venture partnership. This will allow the preferred development partner a period of time to work with the Council and the key external stakeholders to finalise

the proposals and obtain the necessary consents in the pre contract business plan stage, before finalising and engrossing the contract by March 2016.

- 2.11 As part of the south-side scheme, London Borough of Barnet is now leading on the delivery of the Station in partnership with Network Rail and public sector stakeholder partners.
- 2.12 The Council is continuing discussions with Network Rail and HM Treasury, DCLG and Department for Transport to develop the business case to bring forward the station proposals that underpin the regeneration proposals.
- 2.13 The Government reaffirmed their support of the Brent Cross Cricklewood proposals in the National Infrastructure Plan 2014 published on 2 December 2014. This confirmed that the government supports the London Borough of Barnet and GLA plans for the regeneration of Brent Cross which could deliver 7,500 homes, subject to a full business case.
- 2.14 The Council is continuing to work with the Treasury, DCLG and DfT to finalise the business case and this is expected to be complete in February next year.
- 2.15 The Council has also now entered into a Design Services Agreement with Network Rail to take forward the station design development and other support work. It is anticipated that a revised cost estimate based on a preferred option will be produced in February 2015.
- 2.16 It is anticipated that the confirmed funding strategy alongside proposed station design will be reported to Committee in March 2015.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the Council and a key regeneration priority of the Mayor of London. At 151 Ha, it is one of the largest regeneration schemes in Europe. The London Plan identifies it as an Opportunity Area with an indicative employment capacity target of 20,000 jobs and a minimum new homes target of 10,000 homes. The Council's Core Strategy reinforces the significant comprehensive regeneration opportunity, which includes a new town centre, major new and improved transport and community facilities, and other infrastructure and public areas.
- 3.2 The area is significantly constrained by the existing road network and rail infrastructure, which creates a poor environment for those who live and work there. Nevertheless, given its location at the connection between the M1 and A406, the regeneration area has the potential to be a major and attractive gateway into London. The potential accessibility of the area is further enhanced by its connection with the A5 and A41, and its close proximity to the Northern Line at Brent Cross station, the Midland mainline, and Brent Cross bus station.

- 3.3 One of the reasons why the area has not been redeveloped to date is the need for substantial infrastructure to be provided to realise the area's potential. The comprehensive redevelopment and improvement of the Brent Cross Shopping Centre and other major development in the area provides the opportunity for the infrastructure to be funded and delivered, for the benefit of Brent Cross Cricklewood as a whole. In particular, in addition to major improvements to existing roads and public transport and social infrastructure, the proposals will create strong and attractive linkages between the communities to the north and south of the North Circular.
- 3.4 The development of this strategic gateway site will create a new town centre and residential quarter, uniting the areas north and south of the A406 North Circular, providing an attractive and vibrant place to live and work. It will contribute to the future prosperity of the Borough. The development to the north of the North Circular alone is expected to create 3,000 construction jobs, and an additional 4,000 permanent jobs over the next five to seven years. It will provide around 91,500 sqm (net) of additional retail and commercial floorspace.
- 3.5 Brent Cross Cricklewood is a key element of the Council's regeneration and housing programme and will provide over 7,540 new homes over the next 20 years, including affordable homes and replacement homes for the Whitefield Estate. The scheme will also provide new and improved educational and health facilities for the community, and improved open space and recreational facilities for the community to enjoy and use.
- 3.6 The new Thameslink Station alongside the major highways and junction improvements (including those to junctions on the M1, A5, A406 (the North Circular), A407 and A41) will vastly improve the accessibility of the area and will help realise the regeneration of the area to its full potential. To address the existing barriers to accessibility between the communities to the north and south of the North Circular, as part of the first stage of development a series of bridges will be delivered including the Living Bridge (a new pedestrian and cycle bridge over the North Circular adjacent to Claremont Avenue and Market Square); the Templehof Bridge (replacing the existing Templehof Bridge over the North Circular); the A406/M1 Junction Pedestrian and Cycle Bridge – a new shared pedestrian and cycle bridge over the A406 adjacent to this improved junction; changes to the Staples Corner Pedestrian Bridge; 9 road bridges across the improved and diverted River Brent, and a further two bridges for the use of pedestrians and cyclists only.
- 3.7 The regeneration of Brent Cross Cricklewood will be a major component of achieving the Council's priority objectives in its Corporate Plan 2013-2016, including to 'maintain the right environment for a strong diverse local economy', with the strategic objective under this priority being to sustain Barnet by 'promoting growth, development and success across the borough'.
- 3.8 The scheme also supports the achievement of the objectives set out in 'One Barnet - A Sustainable Community Strategy for Barnet 2010-2020', including:

*"Sharing opportunities for success' and 'choice and responsibility', where the proposals will provide high quality homes. The Scheme itself will offer more choice by providing a number of different housing options such as shared equity, shared ownership and private homes for sale to residents and those in the wider community".*

3.9 In addition, it will further the strategic objectives in the Council's Housing Strategy 2010-2025 which include:

- (a) increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents; and
- (b) promoting mixed communities and maximising opportunities available for those wishing to own their home.

3.10 The land which may need to be acquired to facilitate the delivery of the project was shown on the plan at Appendix 1 to the report to the Committee on 8 September 2014. Those commercial owners and occupiers, including tenants in the shopping centre, who are affected have been or are being contacted by the Development Partners and/or the Council, and in most cases discussions have taken place regarding the acquisition of the relevant land and rights. It is envisaged that offers will have been made to most if not all owners and occupiers to acquire their interests by private treaty before any report is brought back to Committee to seek authority for the use of CPO powers.

3.11 With regards to the residents of the housing on the Whitefield Estate and the Rosa Freedman Centre, discussions have been held or are planned with all residents regarding their needs and alternative accommodation. The residents of the Rosa Freedman Centre will be re-located within the Borough, and the Development Partners are procuring a registered provider to secure the successful relocation of the Council's tenants. Those residents who have exercised their right to buy their properties will be contacted by the Development Partners and the Council in due course.

3.12 In relation to the Thameslink Station, the Development Partners and the Council are in discussions with Network Rail and freight operating companies regarding the acquisition of the relevant land and rights.

#### **4. ALTERNATIVE OPTIONS**

4.1 If the Council decides not to progress private treaty negotiations with owners, then the project will be delayed indefinitely because the Council and Development Partners will not have the land and interests needed interest to deliver the scheme.



## 5. POST-DECISION IMPLEMENTATION

- 5.1 The Council and its advisors will continue to work on the workstreams to delivery of the Brent Cross regeneration proposals as approved by the Assets, Regeneration and Growth Committee.

## 6. IMPLICATIONS OF DECISION

### Corporate Priorities and Performance

- 6.1 The regeneration of Brent Cross Cricklewood supports the Corporate Plan 2013-2016 priority '*To maintain the right environment for a strong diverse local economy*', and the strategic objective under this priority to sustain Barnet by '*promoting growth, development and success across the borough*'.
- 6.2 The Growth Strategy for Barnet recognised that regeneration and growth are vital for ensuring the future prosperity of the Borough and maintaining Barnet as a successful London suburb. The scheme to transform Brent Cross Cricklewood will play a major role in delivering this prosperity, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. Brent Cross Cricklewood is one of Barnet's priority regeneration areas, and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking Brent Cross Cricklewood with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.
- 6.3 The first phase of the Brent Cross Cricklewood project includes the redevelopment of the shopping centre, creation of major new infrastructure, improved links to the existing tube station, and delivery of around 2,461 new homes over the next 8-10 years. This will create an estimated 3,000 construction jobs, and 4,000 permanent jobs. The Thameslink Station is important to the success of the regeneration scheme in both place-making as well as viability terms. However, at present the scheme does not benefit from the delivery of the station until the later phases. Bringing the station forward in the delivery programme will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work and thereby improve the viability of Brent Cross Cricklewood South and will also increase the pace of delivery of new homes.

### Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 6.4 There are two main elements of costs associated with any potential CPO process – the costs of preparing and promoting the CPO itself, and the compensation and consideration to be paid to those whose land and interests are acquired.
- 6.5 In terms of the costs for resourcing the private treaty acquisitions, this will require input from internal and external resources covering various disciplines,

including senior officers, legal input, surveying and valuation expertise. In respect of these acquisitions which fall in Northern part of the scheme, the Development Partners will meet all of these costs through the CPO Indemnity agreement. The indemnity is backed by security, so the Council is fully protected.

- 6.6 With regards to the Southern part of the scheme, the Council will recover its acquisitions costs from the Brent Cross South Developer.
- 6.7 However, at this point in time, the Council is only undertaking the preparatory work towards the CPO as well as the land referencing exercise, and these costs will be directly covered by the development partners. The Council has now appointed 'Terraquest' who commenced work in mid-September. The Council is in discussions with owners and occupiers within the south-side area as approved by the Committee on 16 January and 8 September 2014.

### **Legal and Constitutional References**

- 6.8 The Council's Constitution, Responsibility for Functions, Annex A states the terms of reference of Assets, Regeneration and Growth Committee which includes: to develop and oversee a Regeneration Strategy; Develop strategies which maximise the financial opportunities of growth; oversee major regeneration schemes including those of key social housing estates; and all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

### **Risk Management**

- 6.9 The key risks for this stage of work can be summarised as follows:
- 6.10 The CPO Indemnity Agreement will be signed prior to any resolution in respect of the CPO process. The council will not be incurring any costs associated with any potential CPO process until the agreement has been exchanged.
- 6.11 Affected parties failing to be identified in any potential CPO – a specialist land referencing firm, TerraQuest, have been appointed to undertake the land referencing exercise to mitigate against this risk. Also, the discussions being held by the Council and the Development Partners with those affected when seeking to acquire their land and interests are helpful in checking the parties with interests in the area.
- 6.12 There is a risk that owners and occupiers will seek sums in excess of those budgeted for in relation to the Council's and Development Partners' attempts at acquiring land and interests by agreement. This risk has been mitigated through valuations and appropriate budgets having been set, and in the case of the land at and around the shopping centre and that needed for the Critical Infrastructure, an uncapped indemnity has been provided to the Council by the Development Partners through the CPO Indemnity Agreement.

- 6.13 Procurement risk. There is the risk that any procurement of a partner could be subject to challenge. To mitigate this risk, the Council has retained specialist legal advice on the scheme as a means of ensuring that all actions taken by the Council accord with the provisions of relevant national and international laws, regulations and directives.
- 6.14 Failure to agree a business plan, which would prevent the creation of the joint venture and halt the procurement process. The likelihood of this is considered low. There is significant market interest in this opportunity. An outline business case will have been prepared in line with the Council's requirements as part of the Invitation to Negotiate process. This will have been reported to the Assets, Regeneration and Growth Committee as part of the selection process. Consequently, the Preferred Partner will have declared their programme of work for the business plan and fixed many of the commercial aspects.
- 6.15 Failure to agree commercially acceptable terms during the pre-contract business plan and finalising contract stages. As indicated above, many of the key commercial aspects will have been fixed at the end of Stage 2 – the selection of the preferred development partner – which is scheduled for March 2015. Sections 6.2 of the Procurement and Delivery Strategy as approved by Assets, Regeneration and Growth Committee on 9 July 2014 details the likely commercial fixes as part of the Invitation to Negotiate stage which seeks to mitigate this risk.
- 6.16 Failure to agree on a viable first phase scheme, thus preventing delivery. This is considered to be low risk given the due diligence undertaken to date to inform the delivery strategy. Nonetheless the partner will be invited to describe a backstop for Phase 1 and agree a deadlock process for resolving any disagreements.
- 6.17 Failure to secure finance for Thameslink Station. All parties consider the train station essential for securing the delivery of Brent Cross South. The delivery of and the full potential of the station will help drive land values, thereby enabling the regeneration of the Brent Cross Cricklewood area. The Council together with public sector partners (Greater London Authority, Network Rail and Transport For London) are exploring strategies to bring forward the station. This includes continuing design work in respect of the station itself, including a review of the station output, functional specification and technical due diligence work to provide a detailed cost estimate. Funding options and strategy are being developed throughout 2014 and the results of this work will be reported to Committee in March next year.
- 6.18 There is the risk that Hammerson and Standard Life (the Development Partners) do not progress the shopping centre scheme, or deliver part of the scheme but fail to deliver the critical infrastructure needed to facilitate the comprehensive regeneration of the area. In this regard, there is a compelling commercial imperative for the Development Partners to improve the shopping centre. Furthermore, the commercial agreements with the Development Partners require the delivery of critical infrastructure to enable the Brent Cross

Cricklewood South development to come forward in advance of the shopping development. This will ensure that the regeneration of the southern land is progressed.

### **Equalities and Diversity**

- 6.19 The 2010 Equality Act which outlines the provisions of the Public Sector Equality Duty (PSED), requires all Local Authorities to pay due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
  - Advance equality of opportunity between people from different groups;
  - Foster good relations between people from different groups;
- 6.20 This places a legal obligation on the Council to pay due regard to equalities in an appropriate and proportionate manner and to take account of how the Council's decisions might impact on different groups across the borough including those identified in equality legislation as protected characteristics, namely: Age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy and maternity, sexual orientation and religion or belief.
- 6.21 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals put to committees have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.
- 6.22 The Development Proposals support achievement of the council's Strategic Equalities Objective which sets out *our commitment that citizens will be treated equally, with understanding and respect; have equal opportunities with other citizens and receive quality services provided to Best Value principles*. The development proposals will reflect the council's aim that all residents are able to share in the benefits and take advantage of the opportunities of economic growth in the borough.
- 6.23 The council intends that the development proposals will have a positive impact on all groups identified in the 2010 Equality Act and other vulnerable groups in the borough because it is designed to share the benefits of growth with all Barbet citizens and promote inclusion and community engagement and participation
- 6.24 The Council is committed to improving the quality of life for all and wider participation in the economic, educational, cultural, social and community life in the Borough.
- 6.25 The development proposals for the Brent Cross Cricklewood scheme will

make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.

- 6.26 An Equalities Impact analysis was carried out in respect of the Outline Planning Application granted in 2010, which took fully into account the demographic makeup of the regeneration area and addressed the impact on the protected characteristics. This anticipated a significant positive impact from the regeneration proposals. This will be updated to assist the council in meeting the requirements of the Public Sector Equalities Duty.
- 6.27 The projected increase in the borough's population and changes in the demographic profile will be key factors in reflecting the aspirations and contributions of current residents.
- 6.28 The Census data of 2011 (as updated by the GLA population projections 2014) shows how Barnet is growing and changing. There has been a significant increase in the diversity of growth in the borough population and growth in older and younger generations has been particularly rapid. The over 65 population is forecast to grow by 10.4% in the next 5 years and 24% in the next decade.
- 6.29 Barnet is a racially diverse and multi faith borough and proud of community cohesion. Over a third of Barnet's citizens come from a rich diversity of black and minority ethnic groups. Christianity remains the biggest religious group (41.2%) and Barnet is home to the UK's largest Jewish community. Other significant groups are no religion (16.0%), Muslim (10.3%) and Hindu communities (6.2%).
- 6.30 Our reputation for excellent schools and green spaces makes us a popular destination for young families. These demographic changes present challenges both in the demand for services and the way we commission, deliver and continuously improve our services.
- 6.31 Barnet is a relatively affluent borough with significant pockets of deprivation and we have been successful in attracting regeneration funding to those areas in 7 major regeneration schemes. Our growth and economic strategies will reflect the importance that everyone benefits from regeneration and growth, job creation, reinvigorating communities and improved quality of life. This includes the protected characteristics outlined in the 2010 Equality Act as well as citizens and other groups in Barnet who can experience disadvantage, for example carers, lone parents and low income families, people with particular disabilities including mental health and learning difficulties, unemployed people.
- 6.32 Brent Cross Cricklewood is an opportunity to extend Barnet's success as a

desirable and attractive suburb, by creating a new urban village for London which sets the tone for future evolution of the borough more widely and emphasises the need to create a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle.

- 6.33 Importantly, the requirements highlight that Brent Cross Cricklewood will be place for people of all ages, with housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. It emphasises that promoting health and wellbeing and reducing dependency will be ingrained in the place.

### **Consultation and Engagement**

- 6.34 Extensive consultation has and will continue to be undertaken with key stakeholders and the community to ensure that the Brent Cross Cricklewood scheme reflects local needs including the needs of those with protected characteristics, as well as securing the future of North London's only regional shopping centre.
- 6.35 There has also been consultation and engagement with local stakeholders and the community during the planning process, and the CPO process (should a CPO be necessary) is designed to allow parties an opportunity to make representations and, if desired, attend a public inquiry and state their cases.

## **7 BACKGROUND PAPERS**

- 7.1 Cabinet, 26 April 2004 (Decision Item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 7.2 Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life). [<http://barnet.moderngov.co.uk/Data/Cabinet/200503291900/Agenda/Document%204.pdf>]
- 7.3 Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework. [<http://barnet.moderngov.co.uk/Data/Cabinet/200512051900/Agenda/Document%204.pdf>]
- 7.4 Cabinet Resources Committee, 25 March 2008 (Decision Item 16) – approved the outline terms so far agreed with the Brent Cross partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the

financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the Development Framework Agreement and the Principal Development Agreements be reported to a future meeting of the Cabinet for approval.

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/200803251900/Agenda/Document%2015.pdf>

- 7.5 Cabinet, 21 October 2009 (Decision Item 7) – approved the terms and conditions of entering into the Development Framework Agreement and the Principal Development Agreements, subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents.  
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=306&DF=21%2f10%2f2009&Ver=2>
- 7.6 Cabinet Resources Committee, 19 October 2010 (Decision Item 5) – approved the changes to the terms and conditions of the Development Framework Agreement and the two Principal Development Agreements regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009)  
[<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201010191900/Agenda/Document%203.pdf>]
- 7.7 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.  
[<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=8369&ISATT=1#search=%22Brent%20Cross%20%22>]
- 7.8 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Principal Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding

by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements. [<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=12505&ISATT=1#search=%22Brent%20Cross%20%22>]

- 7.9 Assets, Regeneration and Growth Committee dated 9 July 2014 approved the procurement of a partner for the Brent Cross Cricklewood South development through an OJEU Negotiated route in accordance with the Brent Cross South Procurement and Delivery Strategy, and approved the Council's requirements for the Brent Cross Cricklewood South opportunity; and noted procurement timetable and that to meet this timetable an additional meeting would be needed to approve the selection of a preferred partner, which would be called in accordance with statutory requirements and the Council's constitution. [<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>]



	AGENDA ITEM 12
	<b>Asset Regeneration &amp; Growth Committee</b>  <b>15 December 2014</b>
<b>Title</b>	<b>Brent Cross Cricklewood – Contract Extensions</b>
<b>Report of</b>	Cath Shaw, Enterprise and Regeneration Lead Commissioner
<b>Wards</b>	Childs Hill, Golders Green and West Hendon
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Angela Latty, Senior Regeneration Officer, E:angela.latty@barnet.gov.uk, T: 0208 359 7188

<b>Summary</b>
<p>This report seeks authority to extend the contracts of the external advisors for the Brent Cross Cricklewood Regeneration project, in respect of the Brent Cross North Development, Brent Cross South Development and the Thameslink Station.</p> <p>The report also seeks approval to delegate authority to the appropriate Chief Officers to deal with the necessary contractual issues or arrangements.</p>

<b>Recommendations</b>
<p><b>1. That the Committee approve extending the contracts of PEP, GVA Grimley, and AECOM as external advisors on the Brent Cross Cricklewood Regeneration Scheme.</b></p>

**1. WHY THIS REPORT IS NEEDED**

1.1 The report seeks authority to allow the extension of contracts to cover community engagement, strategic property and specialist advice on the Brent Cross Regeneration Scheme. In April 2013, Cabinet Resources Committee approved the regularisation and continuation of Priority Estates Project (PEP),

GVA Grimley and AECOM's contracts. However, further approval is now sought to extend the PEP, GVA Grimley and AECOM contracts.

## **2. REASONS FOR RECOMMENDATIONS**

### GVA Grimley

- 2.1 GVA Grimley were appointed in November 2012 to explore potential funding strategies to bring forward the critical infrastructure within the regeneration site boundary. This included exploring funding strategies for the Thameslink Station.
- 2.2 At present, Council Officers are developing a Business Case for the Thameslink Station and GVA Grimley are providing specialist advice on this area. In order to provide continuity of service, Council Officers will need to extend this contract for one year.

### AECOM

- 2.3 AECOM were appointed in May 2013, and they are providing specialist advice on planning, environmental and transport matters relating to the Brent Cross Scheme.
- 2.4 AECOM is currently providing advice on the Reserved Matters Application for Phase 1A North, which is due to be submitted by the Development partners later this year. However, council officers will need to extend this contract by six months, to ensure continuity of advice on planning matters.

### Priority Estates Project (PEP)

- 2.5 Priority Estates Project (PEP) were appointed in June 2011, and they are providing a Resident Independent Advisors Service (RIA) on the Whitefield Estate. This service provides impartial independent advice and support to all residents including council tenants, leaseholders and freeholders on the Whitefield Estate. Officers are seeking authority to extend this contract by six years, to ensure that residents in Phase 1B South (Nordon Point, Clare Point, Whychote Point) receive continued support and advice.
- 2.6 At present, the Council is undertaking a procurement process to select its preferred developer to bring forward Phase 1B South, and this process will conclude in spring 2015. Construction work is not likely to start before 2017, therefore, as a result, Council officers will need to extend PEP's contract for six years. This will ensure continuity of this service.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 If the Council decides not to approve extending these contracts, then officers will be faced with undertaking a new procurement process for these services. This approach will delay the implementation the relocation strategy for residents on the Whitefield Estate. Officers are also working to complete the Business Case for the Thameslink Station against a tight timescale, and the Council needs continued access to this specialist advice.
- 3.2 Therefore, it is not recommended to undertake a new procurement process for these areas of work , as this approach will lead to a delay in delivering several key elements of the programme.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Once the decision has been approved officers will prepare the relevant documentation in consultation with HB Public Law to enable the contracts to be extended.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The regeneration of Brent Cross Cricklewood supports the Corporate Plan 2013-2016 priority '*To maintain the right environment for a strong diverse local economy*', and the strategic objective under this priority to sustain Barnet by '*promoting growth, development and success across the borough*'.
- 5.1.2 The Growth Strategy for Barnet recognised that regeneration and growth are vital for ensuring the future prosperity of the Borough and maintaining Barnet as a successful London suburb. The scheme to transform Brent Cross Cricklewood will play a major role in delivering this prosperity, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. Brent Cross Cricklewood is one of Barnet's priority regeneration areas, and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking Brent Cross Cricklewood with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.
- 5.1.3 The first phase of the Brent Cross Cricklewood project includes the redevelopment of the shopping centre, creation of major new infrastructure, improved links to the existing tube station, and delivery of around 2,461 new homes over the next 8-10 years. This will create an estimated 3,000 construction jobs, and 4,000 permanent jobs. The Thameslink Station is important to the success of the regeneration scheme in both place-making as well as viability terms. However, at present the scheme does not benefit from the delivery of the station until the later phases. Bringing the station forward in the delivery programme will increase the attractiveness of Brent Cross Cricklewood area as a place to live, shop and work and thereby improve the viability of Brent Cross Cricklewood South and will also increase the pace of delivery of new homes.

**5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

Finance

5.2.1 The Council has the following consultant team in place to advise the Council on the Brent Cross Cricklewood Scheme. Asset Regeneration and Growth Committee is asked to re-confirm the continued appointment of the external advisors for this project and that the Strategic Director for Growth and Environment or the appropriate Chief Officers should deal with any necessary contractual issues or arrangements in consultation with HB Public Law.

<b>Contract Name</b>	<b>Area of Expertise</b>	<b>Date Appointed</b>	<b>Expenditure to November 2014 £000s</b>
GVA Grimley	Strategic Property Advice / Specialist Support – Thameslink Station	Nov 2012 (DPR 1830)	£424
AECOM	Planning & Environmental Advice	May 2013 (DPR) Approved appointment	£109
Priority Estates Project (PEP)	Resident Independent Advisor (RIA) for the Whitefield Estate	May 2011 (DPR 1317)	£80

5.2.2 These contracts were subject to a competitive process and continue to represent the best available option for the Council.

5.2.3 Under the terms of the Collaboration Agreement signed by the Council and the Development Partners, Hammerson/Cricklewood Regeneration Limited and Standard Life are obliged to pay the Council's consultants costs in connection with this project. The Principal Development Agreement is due to be exchanged within a matter of weeks, and provision has also been made for the Council to recover its costs.

5.2.4 The costs associated with the further work required to progress the project in 2014/15 are estimated to be approximately £1.3m and will be recovered from the Development Partners. The Development Partners have confirmed that these costs are included in their approved budget. If the costs through

monthly cost monitoring are likely to exceed this provision, then officers will renegotiate additional costs with the Development Partners.

### Procurement

5.2.5 Contract Procedure Rules, paragraph 14.2 confirms the value referred to in Appendix 1 Table A headed 'Variation or Extension Acceptance' is the total value of the original contract value plus the addition of the value of any extensions and/or variations i.e. the total value of the contract. Contract Procedure Rules, Section 17 (Table A) sets out acceptance thresholds for contract extensions and variations. As the value of GVA Grimley's contract exceeds £172,514 and PEP's contract value is likely to exceed this amount in 3 year's' time, and both contracts are within the budget for the scheme, approval is sought from the Asset Regeneration and Growth Committee, and this is included in the recommendation on this report.

5.2.6 In respect of PEP, this contract will be extended for six years and the estimate fee for the first three years is £90,000, with further fee estimates to be agreed in due course. PEP's original contract value was £67,500.00. All costs are recovered from the Development Partners.

5.2.7 With regards to GVA Grimley, the report seeks authority to allow this contract to continue for one year with a possible extension (if required). Their fees are estimated to be in the region of £60,000 for this period.

5.2.8 In relation to AECOM, the Contract Procedure Rules, Section 14.3 state that:

Contracts may only be extended or varied if all of the following conditions have been met:

- the initial contract was based on a Contract Procedure Rules compliant competitive tender or quotation process;
- the value of the extension or variation added to the value of the original contract does not exceed the original Authorisation threshold as defined in Appendix 1, Table A;
- the extension or variation has an approved budget allocation;
- the extension or variation is in accordance with the terms and conditions of the existing contract;
- if the initial contract was subject to EU tender procedure, that the extension option was declared within the OJEU notice and the original acceptance (Delegated Powers Report/relevant Committee Report); and the contract has not been extended before.

5.2.9 All of the conditions are met for the proposed continuation these contracts. The reports also seek authority to extend AECOM's contract for six months and their fees are estimated to be in the region of £50,000 for this period.

## **5.3 Legal and Constitutional References**

5.3.1 The original procurement exercise for the appointment of the Consultants mentioned in paragraph 5.2 of this report was carried out in accordance with

the Council's Contract Procedure Rules and European Union public procurement rules.

5.3.2 HB Public Law will be instructed to draft and/or approve the contract extensions and/or variations.

5.3.3 Council Constitution, Responsibility for Functions, Annex A sets out the terms of reference of the Assets, Regeneration, and Growth Committee including 'Authorise procurement activity within the remit of the committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in the contract Procedure Rules'

## **5.4 Risk Management**

5.4.1 It is not considered that the issues involved are likely to raise significant levels of public concern or give rise to policy considerations as this decision relates to the re-confirmation of existing contracts, within the contractual terms, following a robust procurement process.

5.4.2 However If these contacts are not extended, there is a risk that Council will be without specialist advice and support on particular elements of the programme. This risk is being managed through extension of these contracts.

5.4.3 The specific risks that would follow from not continuing with these appointments is that the delivery of the Brent Cross scheme would be delayed or severely compromised, giving rise to both financial and reputational damage to the Council, and that consistent advice to residents on the proposed Compulsory Purchase process, and expert advice on the commercial and planning documents would be disrupted, with a risk that commercial damage could occur and open the Council up to the risk of both financial and contractual claims.

## **5.5 Equalities and Diversity**

5.5.1 It is not envisaged that the re-confirmation of these contracts will result in a detrimental effect on any resident(s) with 'protected characteristics', over and above the effect on those without 'protected characteristics', due to the universal nature of the service being provided. The council understands that it has an obligation to meet its public sector equalities duty under the Equality Act 2010 including where public functions are delivered on its behalf by other organisations. The council will do everything necessary to ensure that there is continuing compliance with this duty in relation to the external advisors for the Brent Cross Cricklewood Regeneration project and for the purposes of this paper, in respect of the Brent Cross North Development, Brent Cross South Development and the Thameslink Station.

## **5.6 Consultation and Engagement**

5.6.1 It is not considered that this issue will require consultation with service users, as these decisions relates to the extension of existing contracts, within the

contractual terms, following a robust procurement process.

## **6. BACKGROUND PAPERS**


- 6.1 Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life).  
<http://barnet.moderngov.co.uk/Data/Cabinet/200503291900/Agenda/Document%204.pdf>
- 6.2 Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework.  
  
<http://barnet.moderngov.co.uk/Data/Cabinet/200512051900/Agenda/Document%204.pdf>
- 6.3 Delegated Powers Report No 1830, November 2012, Leader and Cabinet Member for Regeneration approved appointment GVA Grimley, provide strategic property and financial advice in relation to the Brent Cross Cricklewood project.
- 6.4 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.  
<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=8369&ISATT=1#search=%22Brent%20Cross%20%22>
- 6.5 Delegated Powers Report, 17 May 2013, approved the appointment of AECOM to provide planning, environmental and transport expertise in relation to the re-phasing of the Cricklewood Brent Cross (CBX) Regeneration Scheme
- 6.6 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Principal Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the

Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements.  
<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=12505&ISATT=1#search=%22Brent%20Cross%20%22>

- 6.9 Assets, Regeneration & Growth Committee, 8 September 2014 (Decision Item 10) – approved the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests and; to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition.

<http://barnet.moderngov.co.uk/documents/s17302/Brent%20Cross%20Cricklewood%20-%20Report.pdf>



	AGENDA ITEM 13 <b>Assets, Regeneration and Growth Committee</b> <b>15th December 2014</b>
	<b>Title</b> <b>Grahame Park Regeneration, Compulsory Purchase Order, Ground 10A and Related Consents</b>
<b>Report of</b>	Lead Commissioner, Enterprise & Regeneration Director of Place, Re
<b>Wards</b>	Colindale
<b>Status</b>	Public
<b>Enclosures</b>	Annex 1 – Plan showing the extent of Stage B Annex 2 – Plan showing the extent of Stage A and the Concourse Phase Prioritised Decant Area
<b>Officer Contact Details</b>	Martin Smith <a href="mailto:Martin.smith@Barnet.gov.uk">Martin.smith@Barnet.gov.uk</a> 02083597419

<b>Summary</b>
This report seeks necessary authorisations to progress the project including a resolution in principle to the exercise of compulsory purchase powers, Ground 10A possession proceedings and related consents

<b>Recommendations</b>
<p><b>That the Assets, Regeneration and Growth Committee:</b></p> <ol style="list-style-type: none"> <li><b>1. resolve in principle the exercise of compulsory purchase powers (by the making of up to three separate compulsory purchase orders) to secure the delivery of Stage B of the Grahame Park Regeneration Scheme;</b></li> <li><b>2. note that further report(s) will be brought to the Committee at later stages to seek authority to secure the making, confirmation and implementation of up to three separate Compulsory Purchase Orders (CPOs) for the acquisition of third party proprietary interests within Stage B;</b></li> <li><b>3. authorise the appropriate Chief Officer to negotiate and complete a Compulsory Purchase Order Indemnity Agreement to ensure that Choices for Grahame Park (CfGP) and Genesis Housing Association GHA) indemnify the</b></li> </ol>

**Council for the full financial costs incurred in preparing, making and implementing the CPO(s).**

- 4. authorise the commencement of all preparatory work required for the making of the CPO(s), including (but not limited to):**
  - (a) appointing land referencers to review all relevant proprietary interests with a view to producing a draft schedule and plan for the CPO(s);**
  - (b) the service of requests for information notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 on those who may be affected by the proposed CPO(s);**
- 5. That, the appropriate Chief Officer(s) be authorised to:**
  - (1) advertise the Council's intention to appropriate to a planning purpose any open space lands required to deliver Stage B of the Scheme pursuant to Section 122 of the Local Government Act 1972. In the event that representations are submitted in respect of the notice to appropriate open space these will be referred to the Assets, Regeneration and Growth Committee for consideration and determination; and**
  - (2) appropriate to planning purposes the housing and highways land required to deliver Stage B prior to disposal of such lands;**
- 6. authorise the appropriate Chief Officer(s) to submit an application to the Secretary of State for his consent to the disposal and redevelopment of land within Stage B of the Grahame Park Regeneration Scheme (for the purposes of Ground 10A) pursuant to Part V of Schedule 2 of the Housing Act 1985 ;**
- 7. delegate the service of Initial and Final Demolition Notices to suspend and/or terminate the exercise of the Right to Buy on properties due for demolition (as required for the delivery of the regeneration project), within Stage B, pursuant to sections 138A and 138B and Schedules 5 and 5A of the Housing Act 1985 (as amended) to the appropriate Chief Officer(s)**
- 8. authorise the appropriate Chief Officer to obtain all relevant consents necessary to secure the delivery of the regeneration of Stage B**

## **1. BACKGROUND INFORMATION**

- 1.1 In January 2001 the Council embarked upon a scheme for the regeneration of the Grahame Park Estate ("the Estate") which aimed to transform it into a thriving, mixed tenure community with improved transport links and enhanced community facilities. On 30<sup>th</sup> January 2007 the Council entered into a Principal Development Agreement (PDA) with Choices For Grahame Park (CFGP) a special delivery vehicle created by Genesis Housing Association (GHA).
- 1.2 On 8 September 2014, officers presented a report to members of this Committee providing an update on the progress made to date on the Grahame Park Regeneration Scheme in addition to setting out a proposal for Stage B of the Scheme. As previously reported, the Scheme is divided into two distinct stages; A and B. Stage A is currently underway and is divided into nine phases. In total, Stage A will deliver 677 homes of which, 325 (48%) will

be residential units for sale on the open market or rent and 352 (52%) will be affordable housing units.

- 1.3 A review of Stage B, undertaken by RegenFirst on behalf of the Council and completed August 2013, identified a significant viability gap and the need for public sector investment. In the March 2014 budget the government announced the establishment of the Estate Regeneration Fund (ERF), a £150 million fund to “kick-start” and accelerate the regeneration of large estates, through fully recoverable loans, helping to boost housing supply. GHA were invited to submit an expression of interest and on 12 September 2014, submitted a major bid relating to the Grahame Park Regeneration Scheme. If successful the funding will:
- enable GHA to obtain a low-cost loan, over a loan period of 20 years secured initially against GHA housing stock elsewhere
  - enable the demolition of the concourse to occur at an earlier date (e.g. estimated start on site 2017/18)
  - need to be expended within approximately four years of award.

### **Accelerating demolition of the Concourse**

- 1.4 In the event that the GHA bid is successful it is proposed that the funding will be directed towards progressing Stage B of the Scheme and in particular accelerating the demolition of the Concourse. It is envisaged that those secure tenants falling within Plots 10, 11 and 12 of the Concourse will be the first to be decanted into the new homes being built on Plots 5 and 6. 55 secure tenants are currently being decanted into Plot 3 (plot numbers are shown on plans attached at Annex 1 and 2)

## **2 PROGRESSING STAGE B**

### **Compulsory Purchase Powers**

- 2.1 As already stated, if successful GHA will have approximately four years within which to expend any funding. In order to advance the demolition of the Concourse, CFGP will require vacant possession of the land. Within the Concourse there are approximately 630 residential units and 31 commercial units of which 25 units are third party proprietary interests (i.e. interests held by parties other than the Council). In the first instance, the Council and CFGP will seek to acquire all third party proprietary interests through private treaty negotiations however, in order to secure the delivery of the Scheme officers are seeking a resolution in principle for the Council to exercise compulsory purchase powers where necessary. The power to compulsorily acquire third party proprietary interests would only be exercised as a last resort in the event that those interests cannot be obtained by private treaty.

*Resolution in principle to exercise compulsory purchase powers*

- 2.2 Officers are currently working alongside CFGP towards reviewing and revising the masterplan for Stage B of the Scheme. Given the strict timeframe within which the developer will have to expend any monies allocated from the ERF and the fact that the CPO process can take 12 months (or longer in some cases) to complete, the Council will need to commence some background work in the event that it exercises its powers to compulsorily acquire third party proprietary interests. At this stage, officers are seeking a resolution in principle to make up to three separate Compulsory Purchase Orders (CPOs) to secure the delivery of Stage B of the Scheme. Given that the proposals for Stage B are work in progress, the large number of interests to be acquired and the overall proposed delivery timescale, it is practical to consider that a number of CPOs may be required to deliver Stage B as a whole.
- 2.3 It should be noted that officers will seek a specific resolution for the making of each CPO and it is likely that the first such resolution will be sought in Spring 2015. It is not possible to provide members of this Committee with all the relevant information relating to the CPOs as officers are still working towards identifying the land interests required to deliver Stage B. As and when it is necessary to obtain a resolution for the making of a CPO officers will provide members with an update on the scheme proposals which will underpin the order.
- 2.4 Consultants will be appointed to assist the Council with the preparation, making and progression of any CPO. Officers are seeking authority to appoint land referencers to identify third party proprietary interests, and serve appropriate notices.

### **CPO Indemnity Agreement**

- 2.5 The Council will recover the costs incurred in preparing, promoting and implementing the CPO(s) (including the recovery of professional fees), by entering into an indemnity agreement with CFGP and GHA. The Committee is therefore requested to authorise the appropriate Chief Officer(s) to negotiate and complete the CPO Indemnity Agreement on behalf of the Council.

### **Ground 10A**

- 2.6 A successful land assembly exercise is required to deliver Stage B of the Scheme which requires the relocation of existing tenants to suitable alternative premises. In order to relocate the existing secure tenants within Stage B officers will need to consult with residents prior to seeking Secretary of State Ground 10A approval under the Schedule 2 of the Housing Act 1985. Such consent from the Secretary of State will enable the Council to serve notices under the Housing Act 1985 to gain vacant possession of those homes occupied by secure tenants.
- 2.7 Officers are therefore seeking authority to be delegated to the appropriate Chief Officer(s) to undertake the Ground 10A process in respect of Stage B.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 In order to deliver the regeneration of Stage B, CfGP will require vacant possession of the land. Although the Council and its development partner will seek to acquire relevant interests within Stage B through private treaty negotiation, in order to secure the delivery of Stage B within the programmed timescales the use of CPO powers as a last resort will mitigate against any potential risk that it may not be possible to acquire all interests by agreement.

### **4. IMPLICATIONS OF DECISION**

#### **4.1 Corporate Priorities and Performance**

- 4.1.1 The regeneration of the Grahame Park estate supports the Corporate Plan priority of 'To maintain the right environment for a strong diverse local economy' and the strategic objective under this priority to sustain Barnet by 'promoting growth, development and success across the borough'.

- 4.1.2 Furthermore the regeneration scheme complies with strategic objectives in the Council's Housing Strategy 2010-2025 which include:

1. Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents; and
2. Promoting mixed communities and maximising opportunities available for those wishing to own their home.

- 4.1.3 The accelerated programme will also support Barnet's 'Health and Well-being Strategy 2012-2015' through its core value of '*wellbeing in the community*' which is *creating circumstances that better enable people to be healthier and have greater life opportunities*. Central to the programme will be the re-provision of a new health centre to serve the needs of Grahame Park residents and beyond.

#### **4.2 Legal and Constitutional References**

- 4.2.1 The Council has the power through various enactments to make a Compulsory Order and to apply to the Secretary of State for confirmation of the order

- 4.2.2 The power commonly used by local authorities is Section 226(1) (a) of the Town and Country Planning Act 1990 (as amended). The section provides that a local authority shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area if they are satisfied that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. However the power must not be exercised unless the authority thinks that the development

is likely to contribute to the achievement of the economic, social and environmental well-being of the area.

- 4.2.3 The regeneration of the Grahame Park Estate is a key priority for the Council as identified in the Core Strategy 2012 and will improve the quality of housing stock. Reports seeking authority to make the CPO(s) will provide more information on the statutory power(s) to be used and how the regeneration proposals meet any relevant statutory tests. Subsequent reports will also demonstrate that the Council has had regard to guidance set out in Circular 06/2004 “Compulsory Purchase and the Critchel Down Rules”.

Prior to making the CPO(s) consideration will be given to the provisions of the Human Rights Act 1998 including Article 8 (respect for private and family life and home) and Article 1 of the First Protocol (right to peaceful enjoyment of possessions). Any decision to make a compulsory purchase order must strike a fair balance between the public interest in the regeneration of the land and interference with private rights.

- 4.2.4 The Council has the power (subject to Secretary of State consent) to dispose of land held for housing purposes under Section 32 of the Housing Act 1985. Under Section 123 of the Local Government Act 1972 where the Council intends to dispose of land at less than best consideration it will require Secretary of State consent.

- 4.2.5 The Council requires consent from the Secretary of State under Section 25 of the Local Government Act 1988. This consent from the Secretary of State is required where a local authority is transferring land at nil value for the purpose of amongst other things the acquisition and construction of accommodation which is intended to be privately let as housing accommodation. The Principal Development Agreement includes a condition precedent which stipulates that this consent must be obtained by the Council

- 4.2.6 Council Constitution, Responsibility for Functions, Annex A – sets out the terms of reference of the Assets, Regeneration and Growth Committee which is to

- “Oversee major regeneration schemes – including those of key housing estates”; and
- “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.”.

- 4.2.7 Constitution - Management of Asset, Property and Land Rules provide the governance structure within which the Council may acquire, lease, act as landlord, licence, develop appropriate change of use of, or dispose of assets within its portfolio.

- 4.2.8 It is proposed that, in order to overcome any potential claims of “adverse user” rights arising from the development, Chief Officers be authorised to appropriate such land to planning purposes pursuant to Section 122 of the Local Government Act 1972, (such appropriations will only take place just prior to any transfer of the land to CfGP). Following the appropriation (and

works carried out on the land in accordance with the planning permission) any rights of adverse user will become a compensatable claim.

- 4.2.9 Notice of any intention to appropriate any public open space will be published in accordance with the relevant statutory provisions. Where any representations are received they will be reported to the Committee for further consideration and the decision as to whether to confirm the appropriation will be made by committee members. In the event that the Council does not receive any representations the Committee is requested to authorise the appropriate Chief Officer(s) to confirm the appropriation.

### **4.3 Risk Management**

- 4.3.1 A CPO is essential to enable satisfactory completion of the project. Whilst it is hoped that all outstanding property interests can be acquired by negotiation, the project cannot proceed with the risk that negotiations may not prove successful in all cases and the scheme be brought to halt. To avoid this potential risk to the financial viability of the scheme and its satisfactory delivery officers are seeking a resolution in principle to the making of up to three CPO(s) in order to work towards progressing the redevelopment of Stage B of the Scheme.

- 4.3.2 There is a small risk that the Secretary of State consents could be refused. Lands will not be disposed of until all necessary consents are in place. If necessary the scheme would be revised and new consents would be sought.

- 4.3.3 A continuing risk to the viability of the project is the possibility that more secure tenants will exercise the Right to Buy. This leads to increased acquisitions costs. The service of initial and final demolition notices pursuant to the Housing Act 1985 (as amended), will mitigate against this risk by suspending the exercise of right to buy transactions within Stage B of the Scheme.

### **4.4 Equalities and Diversity**

- 4.4.1 Pursuant to the Equality Act 2010 ("the Act"), the Council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The Authority has an agreed policy on how it will comply with its obligations. The 'protected characteristics' are gender, age, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. In accordance with this act the Council will be undertaking an Equalities Impact Assessment (EIA) as part of the Supplementary Planning Document.

- 4.4.2 The Council is committed to improving the quality of life and wider

participation for all the economic, educational, cultural, and social and community life within the borough. This is achieved by pursuing successful regeneration of the Borough's regeneration areas. This benefits all sections of society by directly addressing the shortage of housing in the Borough across all tenures.

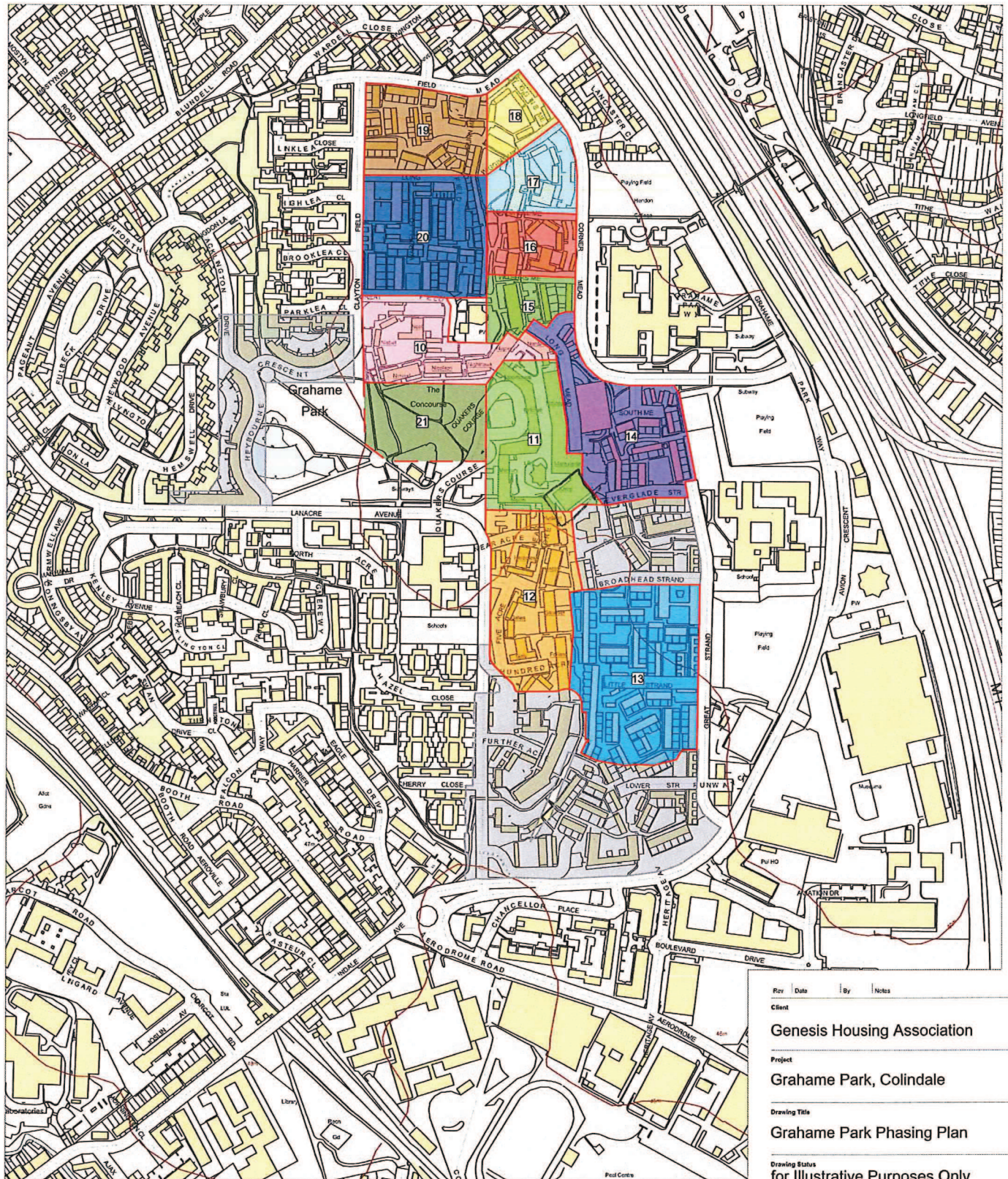
## **5 Consultation and Engagement**

- 5.1.1 Effective resident engagement will be central to the success of the accelerated programme. There is a pressing requirement to engage residents and provide certainty following a period of relative inactivity across the estate as a whole. However this requirement needs to be balanced against a degree of perceived consultation fatigue and scepticism.
- 5.1.2 In addition the various work-streams required to deliver the regeneration (Supplementary Planning Document, CPO, re-housing, Ground 10A etc) all have a requirement for consultation (and/or enable representations to be made). GHA, in full consultation with LBB, will develop a Resident Engagement Strategy to address all these needs.
- 5.1.3 LBB and GHA already engage / consult with residents through the use of newsletters and resident surgeries, to provide information relating to the redevelopment of the estate. The Council has recently strengthened its resources through the appointment of Priority Estates Project (PEP) as the Independent Resident Advisors for the current phase of redevelopment. PEP replace SOLON, the previous advisors.

## **6 BACKGROUND PAPERS**

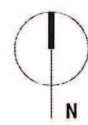
- 6.1 8<sup>th</sup> September 2014 ARG Committee Paper – link to Committee Paper:- <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?Id=5390>





**Legend**

- |  |                   |  |                   |  |                                 |
|--|-------------------|--|-------------------|--|---------------------------------|
|  | Stage A           |  | Stage B - Plot 13 |  | Stage B - Plot 18               |
|  | Stage B           |  | Stage B - Plot 14 |  | Stage B - Plot 19               |
|  | Stage B - Plot 10 |  | Stage B - Plot 15 |  | Stage B - Plot 20               |
|  | Stage B - Plot 11 |  | Stage B - Plot 16 |  | Stage B - Plot 21 (Provisional) |
|  | Stage B - Plot 12 |  | Stage B - Plot 17 |  |                                 |



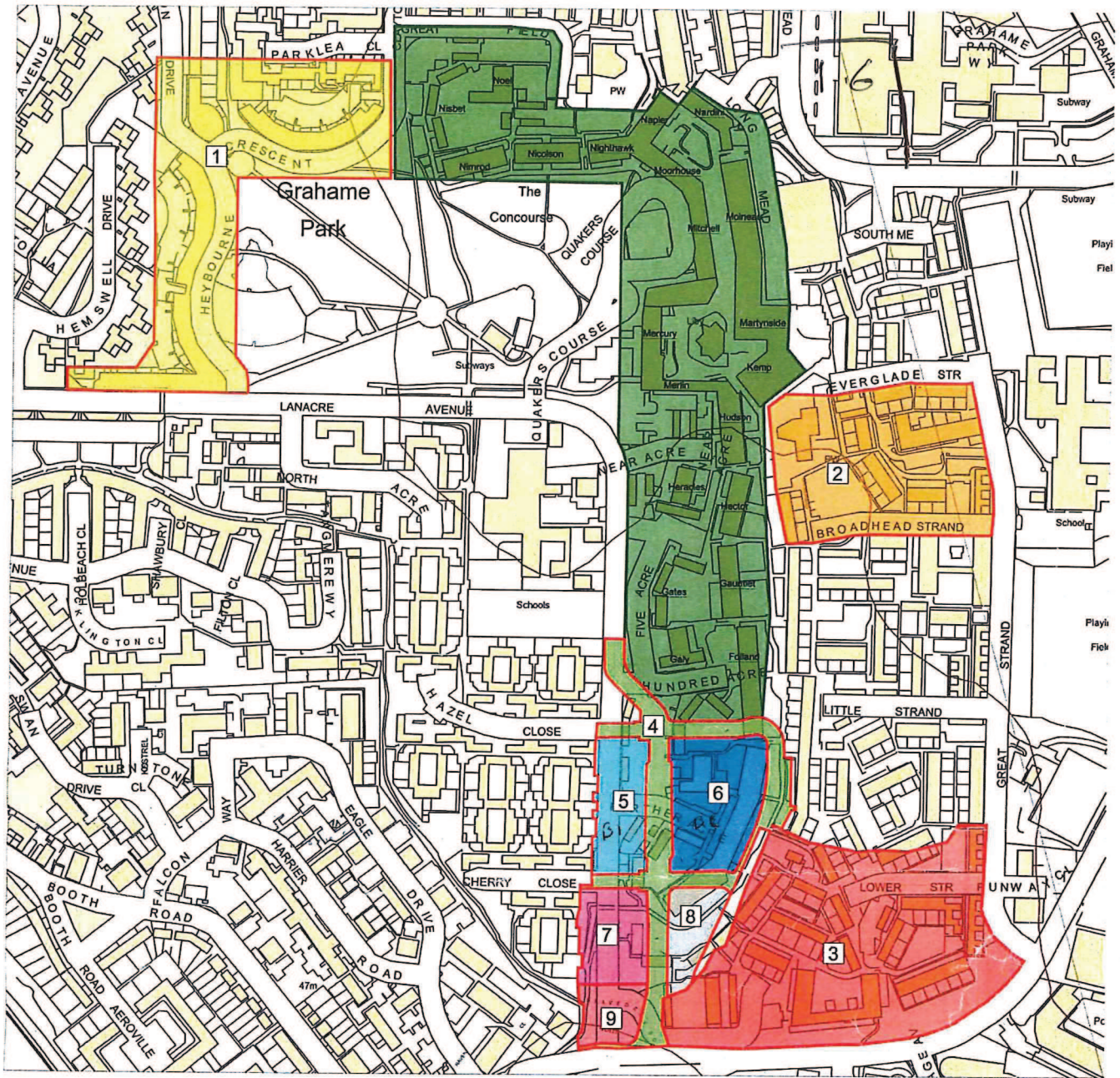
Rev	Date	By	Notes
Client Genesis Housing Association			
Project Grahame Park, Colindale			
Drawing Title Grahame Park Phasing Plan			
Drawing Status for Illustrative Purposes Only			
Scale NTS@A3	Date July 2014	Drawn AMcP	
Drawing No GPPP-GHA-002	Checked July 2014	Approved JW	



**Genesis**

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**Legend**

- Stage A
- 1 Stage A - Plot 1
- 2 Stage A - Plot 2
- 3 Stage A - Plot 3
- 4 Stage A - Plot 4
- 5 Stage A - Plot 5
- 6 Stage A - Plot 6
- 7 Stage A - Plot 7
- 8 Stage A - Plot 8
- 9 Stage A - Plot 9
- Stage B - Concourse Phase  
Prioritised Decant Area
- Kemp Stage B - Existing Block Names




Rev	Date	By	Note
Client	Genesis Housing Association		
Project	Grahame Park, Colindale		
Drawing Title	Grahame Park Phasing Plan		
Drawing Status	for Illustrative Purposes Only		
Scale	Date	Drawn	
NTS@A3	June 2014	JW	
Drawing No	Checked	Approved	
GGPP-GHA-001	June 2014	PD	



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	AGENDA ITEM 14a <b>Assets, Regeneration and Growth Committee</b> <b>15<sup>th</sup> December 2014</b>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Pavilion Way HA8 proposed change of Academy School Sponsor</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Val White Lead Commissioner, Schools Skills and Learning Coordinator  Chris Smith, Head of Estates Management</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>Burnt Oak</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>None</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>George Church, Principal Valuer, george.church@barnet.gov.uk</p>

<p><b>Summary</b></p>
<p>On 4<sup>th</sup> November 2013 the Council’s Cabinet Resources Committee 4 November 2013, Decision Item 6 resolved:</p> <ol style="list-style-type: none"> <li>1. That authority be given for the disposal of up to one acre of the southern end of the Pavilion Way site shown on drawing number 23839 to Taylor Wimpey UK Limited (“Taylor Wimpey”) for development as housing subject to receipt of a satisfactory planning permission.</li> <li>2. That following agreement of the consideration to be received from Taylor Wimpey the proposal is referred to a future meeting of the Council’s Cabinet Resources Committee.</li> <li>3. That the Council enters into an agreement for lease with the Department for Education (DfE) and The Marco Polo Academy for funding by the DfE for the development of the remainder of the site as a primary academy school with approximately 360 pupils together with a community sports facility. The agreement for lease will provide for the Council to grant a 125 year Academy Lease of the completed school and sports facility</li> </ol>

to The Marco Polo Academy based on the DfE model form of lease in accordance with the Academies Act 2010. The Academy Lease will provide for the Academy to maintain and run the sports facility for local people.

Cabinet Resources Committee on the 16<sup>th</sup> December 2013 confirmed this decision following a referral of the decision by the Business Management Overview & Scrutiny Committee.

The Department for Education has advised that the proposed new free school at Pavilion Way site will no longer be sponsored by the Marco Polo Academy Trust. The new proposer approved by the Department for Education to sponsor the school is Belle Vue Place Education Trust. The Belle Vue Place Education Trust will operate a two form entry free school offering school places to 60 children in the area each year starting in September 2015. All other aspects in relation to the disposal of the site remain the same.

The purpose of this report is to approve the replacement of the education sponsor, Marco Polo Academy Trust by the new education sponsor, Belle Vue Place Education Trust, in relation to the decision confirmed by the Cabinet Resources Committee on 16<sup>th</sup> December 2013 for the development of the Pavilion Way site and to propose that in future, in order to reduce the administrative burden on the Assets, Regeneration and Growth Committee, that any further decisions related to education sponsorship of the school are delegated to the Director for Children's Services.

## **Recommendations**

**That the Assets, Regeneration and Growth Committee:**

- 1. Note the decision of the Department for Education to approve the Belle Vue Place Education Trust to be the sponsor for the new free school to be provided as part of the development at Pavilion Way.**
- 2. Approve the replacement of the education sponsor, Marco Polo Academy Trust by the new education sponsor, Belle Vue Place Education Trust, in relation to the decision confirmed by the Cabinet Resources Committee on 16<sup>th</sup> December 2013 for the development of the Pavilion Way site.**
- 3. Delegate any further decisions in relation to the education sponsorship of the school to the Director for Children's Services.**

### **1. WHY THIS REPORT IS NEEDED**

1.1. On 4<sup>th</sup> November 2013 the Council's Cabinet Resources Committee, Decision Item 6, resolved:

- 1.1.1. That authority be given for the disposal of up to one acre of the southern end of the Pavilion Way site, shown on drawing number 23839, to Taylor Wimpey UK Limited ("Taylor Wimpey") for development as housing, subject to receipt of a planning permission.

1.1.2. That, following agreement of the consideration to be received from Taylor Wimpey, the proposal is referred to a future meeting of the Council's Cabinet Resources Committee.

1.1.3. That the Council should enter into an agreement for lease with the Department for Education (DfE) and The Marco Polo Academy, for funding by the DfE for the development of the remainder of the site as a primary academy school with approximately 360 pupils together with a community sports facility. The agreement for lease provided for the Council to grant a 125 year Academy Lease of the completed school and sports facility to The Marco Polo Academy, based on the DfE model form of lease in accordance with the Academies Act 2010. The Academy Lease provided for the Academy to maintain and run the sports facility for local people.

1.2. Cabinet Resources Committee on the 16<sup>th</sup> December 2013 confirmed this decision following a referral of the decision by the Business Management Overview & Scrutiny Committee.

1.3. In relation to point 1.1.3 of the Council decision, the Department for Education has since advised that the proposed new free school at Pavilion Way site will no longer be sponsored by the Marco Polo Academy Trust. The new proposer approved by the Department for Education to sponsor the school is Belle Vue Place Education Trust.

1.4. The Belle Vue Place Education Trust currently operates a number of free schools in London with more set to open in September 2015. The proposal at Pavilion Way will see the Trust offering school places to 60 new children in local area each year starting in September 2015. Once full, the school will accommodate 420 children in total. The school will be a non-denominational, co-educational provision that will welcome children from all backgrounds.

1.5. This report is needed because of the change in the proposed school sponsor and the education offer at the site.

1.6. All other aspects in relation to the disposal of the site remain the same.

## **2. REASONS FOR RECOMMENDATIONS**

2.1. The Department for Education is responsible for approving free school proposals and for funding the capital costs of building free schools. The Department for Education has already informed the council that the proposed new free school at Pavilion Way site will now be sponsored by the Belle Vue Place Education Trust so the recommendation is that this should be formally noted and approved by the committee, for completeness.

2.2. Delegation of further decisions on sponsorship of the school to the Director for Children's Services will reduce the burden on the ARG committee in future, should a similar issue arise.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1. The proposal not to proceed with the development of the site to provide new school places on the basis of a change in school sponsor was considered but rejected. This part of the borough has a shortage of primary school places and the change in school sponsor to Belle Vue Place Education Trust will enable to the proposal to proceed and will provide a new two form entry primary school offering non-denominational, co-educational school places that will welcome children from all backgrounds.

#### **4. POST DECISION IMPLEMENTATION**

4.1. Heads of Terms for the grant of an academy lease to Belle Vue Trust will be agreed with the DfE and a planning application will be made for the development of the site. The agreement for lease will be entered into once planning permission has been granted.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1. Corporate Priorities and Performance.**

5.1.1 The proposal confirmed by the Cabinet Resources Committee in December 2013 to enable a school to be provided alongside improved sporting facilities assists towards delivering the Council's priority set out in its Corporate Plan for 2013-2016 of promoting responsible growth, development and success across the borough. The Committee considered that the construction of a new school and an area of all-weather pitch to be used both by the school and local people would provide primary school places in an area of high demand for school places. The change in school sponsor enables this vision to proceed, with the school offering non-denominational, co-educational school places that will welcome children from all backgrounds in the area. The new facilities on the site will assist the Council in meeting its key priority outcome of creating better life chances for local people to keep fit by using the proposed all weather pitch.

##### **5.2. Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability).**

5.2.1. The proposal by the Department for Education to substitute the Belle Vue Place Education Trust for the Marco Polo Academy will have no financial impact for the council.

5.2.2. The Belle Vue Place Education Trust proposal is for a two-form entry primary school for 420 pupils. The Marco Polo proposal was for a two form entry primary school accommodating 360 pupils, proposing slightly fewer children in each form of entry. However the accommodation requirements for a two form entry school remain the same in relation to the number of classrooms etc. As the Belle Vue Place Education Trust is offering a non-denominational, co-educational offer it is likely that more children from the immediate locality will apply. The school design and development will be subject to the planning consent process.



## **6. LEGAL AND CONSTITUTIONAL REFERENCES**

6.1. Council Constitution, Responsibility for Functions, Annex A – sets out the terms of reference of the Assets, Regeneration and Growth Committee which includes, “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.”.

## **7. RISK MANAGEMENT**

7.1. There is no risk to the Council of a change in the education sponsor for the proposed free school.

## **8. EQUALITIES AND DIVERSITY**

8.1. The Belle Vue Place Education Trust will offer non-denominational, co-educational school places that will welcome children from all backgrounds in the area. As the school will be open to all children in the local area to apply for a school place, there are no adverse equalities implications. Establishing a high quality education offer in the west of the borough, open to all children is likely to have a positive impact on equalities.

## **9. CONSULTATION AND ENGAGEMENT**

9.1. As the proposal is a change in the education sponsor for the new school, no consultation by the council is considered to be necessary. The new education sponsor is required to deliver any consultation requirements of the Department for Education as part of establishing a free school.

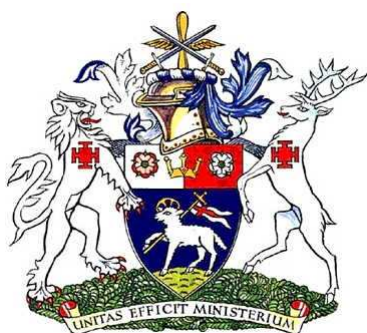
## **10. BACKGROUND PAPERS**

Cabinet Resources Committee 4 November 2013 Agenda item 12  
<http://barnet.moderngov.co.uk/documents/s11396/Pavilion%20Way%20HA8%20proposed%20disposal.pdf>

Business Management Overview and Scrutiny Committee 18 November 2013  
Decision Items 6-9  
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5027>

Cabinet Resources Committee on 16<sup>th</sup> December 2013 for the development of  
the Pavilion Way site.  
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5086>

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## Assets Growth and Regeneration Committee

**15 December 2014**

<b>Title</b>	<b>Land to the rear of 71 Holden Road, North Finchley, N12</b>
<b>Report of</b>	John Hooton – Deputy Chief Operating Officer
<b>Wards</b>	Totteridge
<b>Status</b>	Public with accompanying Exempt Report
<b>Enclosures</b>	Appendix 1
<b>Officer Contact Details</b>	Andrew Malinowski – Principal Valuer <a href="mailto:andrew.malinowski@barnet.gov.uk">andrew.malinowski@barnet.gov.uk</a>  Judith Ellis – Valuation Manager <a href="mailto:Judith.ellis@barnet.gov.uk">Judith.ellis@barnet.gov.uk</a>

### Summary

This site shown outlined in red on the attached plan no1, comprises 0.29 hectares being 0.7 acres of Public Open Space which is currently land locked and not accessible to the public as it is bounded by Dollis Brook. The owner of one of the adjoining frontage properties approached the Council with a request to acquire the land to provide additional garden area for the redevelopment of the frontage site at 71 Holden Road shown outlined in blue on the attached plan. A scheme was presented by HGS Properties (Brookdene Holden Road) Ltd in August 2014 with an offer detailed in the attached exempt report. Communication with Green spaces was maintained throughout negotiations which resulted upon conditions being imposed of a tree maintenance plan and no building on the woodland site.

### Recommendation

- 1. That the land is declared surplus to the council's requirements.**

**2. That, subject to statutory public open space consultation, the Committee approve the granting of a two year call option to HGS Properties (Brookdene Holden Road Ltd) to purchase the public open space at the rear of 71 Holden Road on a 150 year lease subject to planning, a tree maintenance plan and the required legislative advertising as detailed in this and the exempt report.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 This report is required to declare the land as surplus to Council's requirements as the Council was approached by the adjoining owner to acquire the land to complement their development on the frontage land. The land is landlocked and not capable of being accessed for maintenance or the public except by fording the brook, which is not practical. The land has not been maintained and has therefore accrued a maintenance liability which if retained will need to be addressed in the future.
- 1.2 To enable the sale of a long leasehold for 150 years of an area of Public Open Space, thereby retaining an element of control over the management of the woodland.
- 1.3 To agree the terms of the call option for the disposal of the long leasehold interest in the land to include the payment of a non-refundable deposit. The option will be secured for a period of two years to enable planning consent to be obtained. The development proposal is to be for no more than 45 units and if this is exceeded, a claw back provision is to be provided.
- 1.4 The financial details are provided in the exempt report

## **2. REASONS FOR RECOMMENDATION**

- 2.1 To secure a capital receipt from an area of currently un-useable Public Open Space.
- 2.2 The disposal by means of a long lease ensures the Council retains limited control over the future of the site and preserves the visual impact of the woodland.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Retaining the site to preserve the visual amenity but this will incur continuing maintenance liability.
- 3.2 Selling the freehold interest in the land. It is considered that a long leasehold would allow an element of control over the on-going use of the land.

- 3.3 Purchasing a right of way from the developer to provide access from Holden Road. This will incur continuing maintenance liability in addition to the premium for securing a right of way.
- 3.4 Fording the brook or constructing a bridge was considered but it is believed it would not be sufficient reason not to dispose of the site. Providing a bridge would provide access for maintenance at a cost, which would be substantial in relation to its potential use. No maintenance had been carried out and the woodland is in a neglected state. The most economical solution is to dispose of the site by way of a long lease.
- 3.5 Advertising the land in the Open Market. The value of the land will only be achieved by developing the frontage land. In addition there is no practical access to the site except through the frontage site. As a result it was considered that the market for the site is limited to the frontage.

#### **4 POST DECISION IMPLEMENTATION**

- 4.1 Advertising under sec 123 (2A) of the Local Government Act 1972, the proposed disposal must be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated, with any objections to the proposed disposal being considered by the Council.
- 4.2 HB Public Law to draft the option agreement
- 4.3 Agreeing a tree maintenance plan for the site.
- 4.4 Monitoring the planning application for the development of No. 71 Holden Road.
- 4.5 Monitoring the lease to ensure covenants and the maintenance plan are carried out by the tenant.

#### **5 IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

**5.1.1** The Barnet Corporate Plan 2013 to 2016 commits the Council to delivering better services with less money. A key principle of the medium term financial strategy is to continually review the use of council assets so as to reduce the cost of accommodation year on year and to obtain best consideration for any surplus assets to maximise funds for capital investment and/or the repayment of capital debt. This proposal does this by producing a capital receipt and reducing potential maintenance and management costs

##### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

**5.2.1** Following the acceptance of the Council's proposal there is a financial

contribution for the leasehold disposal of the Public Open Space site as detailed in the exempt report.

### **5.3 Legal and Constitutional References**

5.3.1 Local authorities are given powers under Section 123(1) of the Local Government Act 1972 (as amended) to dispose of land held by them in any manner they wish. The proposed sale will be at market value to the adjoining owner who is a special purchaser as he controls access to the council's land.

5.3.2 The Council Constitution, The Management of Asset, Property and Land Rules, Appendix 1, Table A sets out the authorisation thresholds which provides authority for the action proposed to be taken. Paragraph 8.1 states that 'the method by which an Asset is acquired or disposed of should be based upon market testing to ensure that Best Consideration is obtained wherever possible as there is only one possible purchaser an independent valuation will be sought.

5.3.3 Legal Services commented upon the contents of the Official Copy of Title and information collated from the Council's deeds. The Mayor and Burgesses of the London Borough of Barnet possess the Freehold Title of the Land with Title Absolute and the title does not stipulate how the land should be held nor is there any fetter on the council's power to dispose (other than complying with the requirements of sec 123 LGA 1972 noted in paragraph 5.3.5).

5.3.4 The land comprises public open space. The advertising requirements for the disposal of open space pursuant to S.123 (2A) of the Local Government Act 1972 apply to the grant of an option. The proposed option must be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated, with any objections to the proposed disposal being considered by the Council. The advertisements in accordance with the statutory requirements should provide for a period of four weeks from the date of the first public notice for any objections to be made.

5.3.5 If any objections are made to the option then they will have to be considered by the Committee before the option is granted. If no objections are received the option may be granted and the Committee should be advised at the next opportunity.

### **5.4 Risk Management**

There are no risks in granting an option to sell the leasehold interest in the land for a period of two years as the risks will occur during the option period. The two risks, which impact on the corporate plan are as follows

Public objection to the sale of green space – this is a project risk which could prevent the eventual disposal if objections are raised. The nature of the risk is financial as it will prevent the sale.

The land needs to be advertised under the requirements of S123(2A) of the Local Government Act 1972 and if objections are raised and the public outcry is great then it could jeopardise the sale. The situation may be mitigated for if objections are raised the Council has the ability to review the situation. In addition the public have an opportunity to voice their opinion when the development proposal is submitted for planning consent.

Obtaining satisfactory planning outcome, - The main condition of the option is obtaining satisfactory planning consent on the adjoining site and if this is not granted the sale will not proceed. This is a financial project risk, which will terminate the activity

## **5.5 Equalities and Diversity**

5.5.1 Any completed development will be marketed so it will be open to any category(ies) of person(s) to submit a bid, irrespective of race, sex, disability, sexual orientation, marital status, transgender, age, religion or religious belief. Further, the Council's Equalities Policy and Scheme take account of the Council's statutory duty to eliminate discrimination and inequality amongst persons of different race, gender and disability and to promote equal opportunities amongst persons of different race, gender and disability. The proposed disposal will be evaluated against the principles in the Equalities Policy and no adverse implications for any, specific, equalities group has been identified.

## **5.6 Consultation and Engagement**

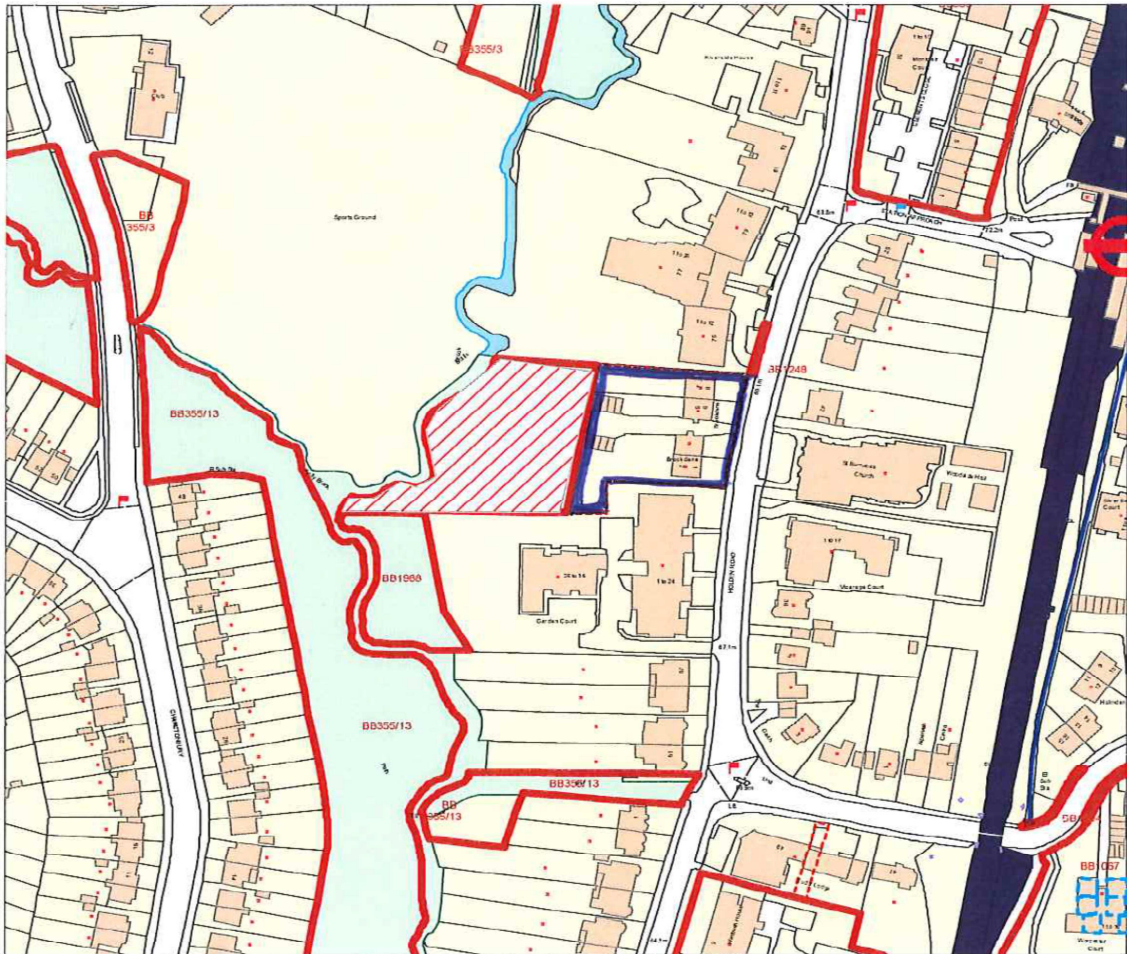
5.6.1 None.

## **6 BACKGROUND PAPERS**

6.1.1 None.

# Appendix 1

## Plan 1





	AGENDA ITEM 14c <b>Assets Regeneration and Growth Committee</b> <b>15<sup>th</sup> December 2014</b>
<p style="text-align: center;"><b>Title</b></p>	<p style="text-align: center;"><b>Re – Provision of Community Hall in Tarling Road N2, previously in Coppetts Road N10</b></p>
<p style="text-align: center;"><b>Report of</b></p>	John Hooton, Deputy Chief Operating Officer
<p style="text-align: center;"><b>Wards</b></p>	East Finchley
<p style="text-align: center;"><b>Status</b></p>	Public
<p style="text-align: center;"><b>Enclosures</b></p>	Plan showing proposed layout
<p style="text-align: center;"><b>Officer Contact Details</b></p>	Mike Harris CSG 0208 359 2441 <a href="mailto:michael.harris@barnet.gov.uk">michael.harris@barnet.gov.uk</a>

<h2 style="margin: 0;">Summary</h2>
<p>In June 2013 the Council’s community hall in Coppetts Road N10 was burnt to the ground; at the time the primary user of the hall was the Somali Bravanese Community (“the Community”). There were no other Council buildings available to relocate the Community to following this event and they are currently using Barnet House as a temporary base for their study group activities, to maintain the essential work of the Somali Bravanese Community. East Finchley Library is also being used for the Community’s administration and general meetings. This is not a satisfactory solution. The Council has provided a budget, partly comprised of the insurance monies, which can be allocated to re-build a new community hall as indicated on the Plan ( land and buildings to the south of the entrance link as indicated on the Plan)</p>
<p>A number of options have been reviewed, including rebuilding the community hall at Coppetts Rd, but the option considered to be the best, is the re-provision of a Community Centre on the site of the Old Barn (Fellows Close N2) as edged with a red broken line on the Plan to include the refurbishment of the existing Old Barn building (“the Project”) following the anticipated imminent surrender of the Old Barn Youth and Community Association’s lease. This has been identified as the option that will provide a Community Hub, to give the greatest flexibility of use to the local community and provide the best value for money.</p>

## **Recommendations**

- 1. That the Committee approve the re provision of a Community Centre Tarling Road, N2 subject to granting of planning permission for a scheme which is within the approved budget.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 To allow the Project to be progressed to the next stage of design, so that costs and programme can be identified and the building works to the planned timescales in order that the Old Barn Community building can be brought back into use by the local community.

### **2. REASONS FOR RECOMMENDATIONS**

In June 2013 the Council's Community Hall in Coppetts Road was burnt to the ground, at the time the principal user was the Somali Bravanese Community. There were no other Council buildings available and they are currently using Barnet House as a base for their study group, to maintain the essential work of the Somali Bravanese Community, this is not sustainable as Barnet House is needed to accommodate the Council's staff relocation in 2015. East Finchley Library is also being used for the Community's administration and general meetings. This is not a satisfactory solution. The Council has provided a budget, partly comprised of the insurance monies, which can be allocated to re-build a new community hall as indicated on the Plan edged by a red broken line.

2.1 The Council, working with the [local community], have recently taken possession of the Old Barn building. Originally the Council were proposing to build a community building on land adjacent to the Old Barn building, but now the Old Barn building is available, it allows a new option to refurbish and extend the building to form a new Community Hub accessible to all the residents.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 There remains the possibility to build a standalone community centre on the adjacent site off Tarling Road, this would provide a replacement building to the Bravanese Community, but provide less flexibility for community use.
- 3.2 The redevelopment of the original site at Coppetts Road was investigated, but this proved to be unworkable, due to access issues for both the hall and adjacent school.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Following approval from ARG committee the concept design will developed to enable a full planning application to be submitted.
- 4.2 If the Project is granted planning approval and is within the approved budget, the Project team will progress to tender and commencement of the construction phase.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The development of this new Community Centre was based upon 3 key objectives identified in the Councils Corporate Plan 2013-16 to;
  - To promote responsible growth, development, and success across the London Borough of Barnet ;
  - To support families and individuals that need it, promoting independence, learning and wellbeing;
  - To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
- 5.1.2 If there is no extension to the existing Old Barn Community hall there will not be a facility capable of accommodating the Old Barn Youth and Community Association or such other entity by way of substitution of them the Somali Bravanese and other local groups wanting the use the a Community Hub. The use by the Somali Bravanese of Barnet House and East Finchley Library is not acceptable, as they are working facilities used in conjunction with the Council and only a temporary solution.
- 5.1.3 The current Old Barn site in its current state is not compliant with current regulations and requires upgrading/refurbishment to enable the building to be used for community use.

##### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 It is anticipated that the total budget to be dedicated to the Project will be £1.7m, made up from £1.1m from the Forward Capital Plan and an additional £600k from an Insurance claim. £97k has already been committed for the demolition and making safe of the Coppetts Road building and site.

5.2.2 Any monies required to make good and refurbish the Old Barn, will be met from existing budgets.

5.2.3 The Project Team will produce a scheme for the new Community Hall, which will provide detailed planning drawings, a construction programme and a procurement strategy for formal tender of the proposed scheme, in line with the Council's procurement rules and EU Legislation, to ensure Value for Money.

### **5.3 Legal and Constitutional References**

5.3.1 Council Constitution, Section 15 Responsibility for Functions, Paragraph 2, Annex A , sets out the Terms of Reference for the Assets Regeneration and Growth Committee, whose specific responsibilities include (i) to Develop and oversee a regeneration strategy and (ii) Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

### **5.4 Risk Management**

5.4.1 There is a risk that if the Project proposed will not be available for the local residents and the Somali Bravanese community, then alternative accommodation will have to be found, as Barnet House is not sustainable, as this is a working facility and only a temporary solution.

5.4.2 There is a risk that allocated funds will be insufficient to complete the project, Quantity Surveyors are embedded within the design team to manage costs and value engineering would take place to arrive at Cost Certainty

5.4.3 The existing Old Barn community building in its current state is non-compliant and without refurbishment/up-grade will not be available for community use.

### **5.5 Equalities and Diversity**

5.5.1 Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.5.2 The new Community Centre/Project as envisaged will be a facility available to and will meet the needs of, all members of the community. The options have been evaluated against the principles in the Equalities Policy and Equalities Scheme and there are no equalities and diversity issues relevant to this decision.

5.5.3 The proposed works will comply with all current disability legislation.

5.5.4 The proposed works will enhance the Borough's reputation as a good place to live and work.

## 5.6 Consultation and Engagement

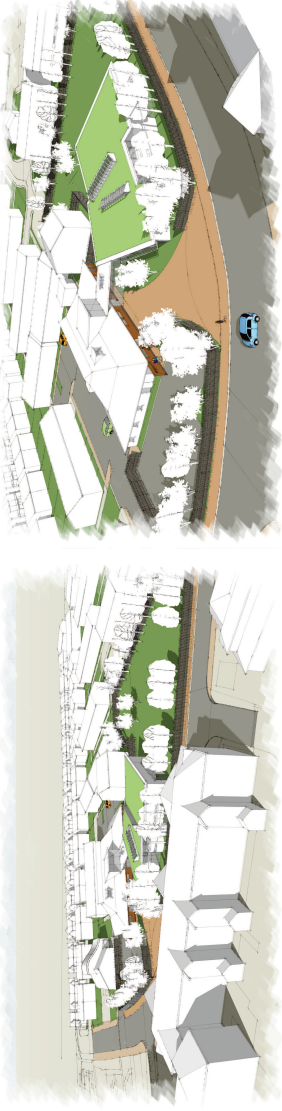
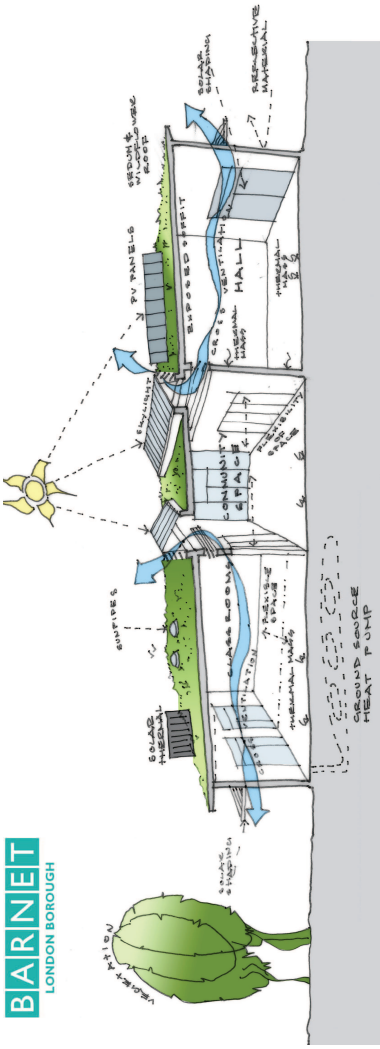
5.6.1 Consultations have taken place with local community stakeholders to enable Feasibility studies to be produced and preferred options to be identified, further consultations with these stakeholders will continue to 'fine tune' the design through the planning process.

## 6. BACKGROUND PAPERS

- The budget was reported to the Cabinet on the 25<sup>th</sup> February 2014 and to the Council on the 4<sup>th</sup> March 2014, item 2.1 Appendix E Details of Cabinet programme

[Agenda item - Report from Cabinet - 25 February 2014: Business Planning 2014/15 – 2015/16 - London Borough of Barnet](#) [Agenda item - Report from Cabinet - 25 February 2014: Business Planning 2014/15 – 2015/16 - London Borough of Barnet](#)

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New Community Centre Repron Environmental Section Not To Scale

Artists Impressions

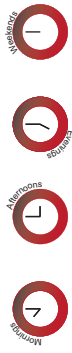


**Accommodation Key**

- Nursery Area
- WC's
- Classrooms
- Community Office
- Kitchen
- Meeting Space
- Hall
- Circulation
- Plant / Store

**Landscape Key**

- Entrance
- Public Landscape
- Private Garden / Landscape
- Deck / Play Area
- Parking



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	AGENDA ITEM 15
	<p><b>Assets, Regeneration and Growth Committee</b></p> <p><b>15 December 2014</b></p>
<b>Title</b>	<b>Assets, Regeneration and Growth Committee Work Programme</b>
<b>Report of</b>	Deputy Chief Operating Officer Enterprise and Regeneration Lead Commissioner
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Committee Work Programme December 2014 – May 2015
<b>Officer Contact Details</b>	Faith Mwende, Governance Officer <a href="mailto:Faith.Mwende@barnet.gov.uk">Faith.Mwende@barnet.gov.uk</a> , 020 8359 4917

<b>Summary</b>
The Committee is requested to consider and comment on the items included in the 2014/15 work programme

<b>Recommendations</b>
<b>That the Committee consider and comment on the items included in the 2014/15 work programme</b>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Assets, Regeneration and Growth Committee's Work Programme 2014/15 indicates forthcoming items of business for the municipal year.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There are no specific recommendations in the report. The purpose of the report is to allow the Committee to have oversight of its own schedule of work within the programme and to make any amendments and additions as required.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 Council Constitution, Responsibility for Functions, Annex A – details the terms of reference of the Assets Regeneration and Growth Committee.

**5.4 Risk Management**

5.4.1 None in the context of this report.

**5.5 Equalities and Diversity**

5.5.1 None in the context of this report.

**5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

**6. BACKGROUND PAPERS**

6.1 None.

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**London Borough of Barnet  
Assets, Regeneration and  
Growth Committee Work  
Programme  
December 2014 - May 2015**

Contact: Faith Mwende 020 8359 4917 [faith.mwende@barnet.gov.uk](mailto:faith.mwende@barnet.gov.uk)

Subject	Decision requested	Report Of	Contributing Officer(s)
15 December 2014			
Strategic Asset Management Plan	To approve the final Strategic Asset Management Plan following consultation.	Deputy Chief Operating Officer	Head of Estates
Community Asset Strategy	This paper presents objectives, aims and draft proposals for the Strategy and asks the Committee to agree that they should be taken forward for consultation with the public and engagement with stakeholders.	Deputy Chief Operating Officer	Head of Estates
Entrepreneurial Barnet	To approve <i>Entrepreneurial Barnet</i> following a period of public consultation.	Enterprise & Regeneration Lead Commissioner	Commissioning Policy Advisor
Business Planning	To agree commissioning priorities for 2015/16.	Deputy Chief Operating Officer, Enterprise & Regeneration Lead Commissioner	Commissioning Policy Advisor
Brent Cross Cricklewood - Contract Extensions	To extend the contracts of the external advisors for the Brent Cross Cricklewood Regeneration project, in respect of the Brent Cross North Development, Brent Cross South Development and the Thameslink Station.	Enterprise & Regeneration Lead Commissioner	BXC Programme Director, Re

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
Brent Cross Cricklewood Project Update	To provide an update on the delivery of the Brent Cross Cricklewood Regeneration scheme.	Enterprise & Regeneration Lead Commissioner	BXC Programme Director, Re
Grahame Park Regeneration, CPO, Ground 10A and Related Consents	The report is seeking approval to make a compulsory purchase order (CPO) for the first three phases of stage B of the Grahame Park regeneration programme. In addition approval is being sought for the council to enter into a CPO indemnity agreement with genesis Housing Association and to use Ground 10A (schedule 2 Housing act 1988) to obtain possession of council dwellings in Grahame Park.	Enterprise & Regeneration Lead Commissioner	Regeneration Manager
Local Authority New Housing Programme (Barnet Homes)	An update on the Barnet Homes development programme of new affordable homes. The report requests approval to develop two additional units and for additional funding to deliver the programme.	Enterprise & Regeneration Lead Commissioner	Head of Development, Barnet Homes
Assets, Land and Property Transactions for Approval	To approve transactions relating to individual buildings and sites.	Deputy Chief Operating Officer	
<b>16 March 2015</b>			

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
Brent Cross Cricklewood CPO 1	To provide an update on the Brent Cross Cricklewood South Regeneration Scheme and agree to make Compulsory Purchase Order(s) to support land assembly	Enterprise & Regeneration Lead Commissioner	BXC Programme Director, Re
Brent Cross Cricklewood CPO 2	To provide an update on the Brent Cross Cricklewood South Regeneration Scheme and agree to make Compulsory Purchase Order(s) to support land assembly.	Enterprise & Regeneration Lead Commissioner	BXC Programme Director, Re
Brent Cross South - Selection of a Development Partner	To select a preferred partner for delivery of the Brent Cross South scheme.	Enterprise & Regeneration Lead Commissioner	BXC Programme Director, Re
Annual Regeneration Report	To approve the Annual Regeneration Report including an update report on the Growth & Regeneration Programme	Enterprise & Regeneration Lead Commissioner	
Management Agreements	To review management agreements for the commissioning and delivery of services within the remit of the committee.	Strategic Director for Growth and Environment	



<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
Fees and Charges relating to Assets, Regeneration and Growth	To make recommendations to the Policy & Resources Committee on Fees and Charges relating to the functions of the Assets, Regeneration and Growth Committee for 2015/16	Strategic Director for Growth and Environment	
Assets, Land and Property Transactions for Approval	To approve transactions relating to individual buildings and sites	Deputy Chief Operating Officer	

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## AGENDA ITEM 18

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## AGENDA ITEM 19

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