

	<p style="text-align: center;">Assets Regeneration and Growth Committee</p> <p style="text-align: center;">24 July 2017</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Assets, Regeneration and Growth Committee Commissioning Plan 2017/18 and Annual Performance Report 2016/17</p>
<p style="text-align: center;">Report of</p>	<p>Deputy Chief Executive</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Key</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix A: Assets Regeneration and Growth Committee Commissioning Plan – Annual Performance Report 2016/17</p> <p>Appendix B: Assets Regeneration and Growth Committee Commissioning Plan – 2017/18 Addendum</p>
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Summary

In December 2014, the Assets, Regeneration and Growth Committee approved a five-year Commissioning Plan for the period 2015-20, which sets out the Committee's priorities and outcome measures for the following service areas – Growth and Regeneration, Entrepreneurial Barnet and Asset Management. All Theme Committees agreed a five-year Commissioning Plan.

This report provides an update on the Assets Regeneration and Growth Committee Commissioning Plan for 2016/17

(Appendix A) and presents refreshed targets for 2017/18 in an addendum to the Commissioning Plan (Appendix B).

Recommendations

1. **That the Committee note progress on the Assets, Regeneration and Growth Committee Commissioning Plan in 2016/17 (Appendix A).**
2. **That the Committee review and approve the addendum to the Assets, Regeneration and Growth Committee Commissioning Plan for 2017/18 (Appendix B).**

1. WHY THIS REPORT IS NEEDED

1.1 The Council's Corporate Plan 2015-20 was agreed by Full Council in April 2015. It sets the strategic priorities and direction for the Council to 2020 and targets against which progress is measured. Each year, the priorities and targets are refreshed to ensure they remain focused on the things that matter most to the Council. The 2017/18 addendum was agreed by Full Council on 7 March 2017 and includes a new priority on delivering quality services:

- **Delivering quality services** – we strive to deliver services to the highest possible standard and to continuously improve this standard. We are committed to high quality customer service and being as transparent as possible with the information we hold and our decision-making.
- **Responsible growth, regeneration and investment** – in an era of reduced Government funding, growth is necessary for Councils to increase the local tax base and generate income to spend on public services. The Council has an ambitious programme of regeneration, which aims to create new homes and jobs, and the proceeds of this growth will be reinvested in the borough's infrastructure and essential community facilities.
- **Building resilience in residents and managing demand** – we will focus on the strengths and opportunities in our communities and target resources at those most in need. The Council will support residents to

stay independent for as long as possible through equipping people to help themselves and intervening early to address issues as they arise rather than waiting until they reach a critical stage.

- **Transforming local services** – as a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer. This means delivering differently and working with a range of public, private, and voluntary sector organisations to ensure we can meet our priorities.
- **Promoting community engagement**, independence and capacity – we want to support residents and the wider community to become more independent and self-sufficient. This means residents having more of a say in the future of their local area, and where appropriate, taking on more responsibility for local services.

1.2 In 2014/15, each Theme Committee agreed a five year Commissioning Plan covering the period 2015-20. Commissioning plans set out the strategic priorities and outcome performance measures for each Committee, with targets to be refreshed annually. On 15 December 2014, following consultation, the Assets, Regeneration and Growth Committee approved its five-year Commissioning Plan. It sets strategic priorities and outcome measures for the following service areas – Growth and Regeneration, Entrepreneurial Barnet and Asset Management – with targets to be refreshed annually. The strategic priorities are:

Growth and Regeneration

- Regeneration schemes are delivered to a high standard, maximising benefits to the community.
- 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.
- Regeneration and growth schemes are supported by appropriate, high quality infrastructure.

Entrepreneurial Barnet

- Barnet is established as the best place in London to be a small business.
- Key town centres are thriving, with reduced numbers of vacant units.
- 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.
- Residents have the skills and support to get a good job or a better job, and that people who contribute to the life of the borough are able to live here so that the borough remains a place where people and businesses want to live, work and invest.

Asset Management

- The council's asset portfolio is managed and considered as a whole rather than considering assets in isolation.
- The Strategic Asset Management Plan (SAMP) drives a reduction in use of space to achieve savings.
- The SAMP drives reduced running costs and increase energy efficiency.
- The SAMP maximises letting income, balanced against community or social value.
- Efficiency is achieved by sharing assets across the public sector.
- The council's assets are used to support longer term regeneration and growth.
- Community assets are used transparently to support a range of activities that contribute to delivery of the council's corporate objectives.

- 1.3 Each Theme Committee is asked to agree a 2017/18 addendum to their plans, which sets out the Q4/end position against 2016/17 targets and updated targets for 2017/18. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. The addendum to the Assets, Regeneration and Growth Committee Commissioning Plan for 2017/18 is provided at Appendix B.

Summary of Q4 position against 2016/17 targets

- 1.4 Appendix A provides a review of performance against the commissioning intentions and outcome measures in the 2016/17 Commissioning Plan Addendum.

Growth and Regeneration

- 1.5 Barnet's growth and regeneration programme combines a programme of physical regeneration schemes, housing developments on surplus council land and economic development initiatives, including town centre improvements. The annual report on the Growth and Regeneration Programme was presented to Assets, Regeneration and Growth Committee on 24th April 2017 and showed the progress being made across the programme. In 2016/17 1,212 homes were delivered through the Growth and Regeneration Programme. This includes 615 homes delivered through the Dollis Valley, Grahame Park, Millbrook Park, Stonegrove Spur Road and West Hendon regeneration schemes.

Asset Management

- 1.6 Assets are and have been managed in accordance with the Strategic Asset Management Plan. Over the period 2016/17:
- A site allocations / property review board has been established in order to identify greater efficiencies in the utilisation of assets.
 - A surplus assets board has been established to shortlist future options for sites that no longer have utility for the council.
 - A backlog of rent reviews and lease renewals has been cleared, which has increased letting income from the commercial estate.
 - Implementation of the Community Asset Strategy has begun, which balances community and/or social value against rental income and utilisation.
 - Efficiencies have been achieved by sharing assets across the public and education sector, notably with the Clinical Commissioning Group and Middlesex University.
 - The One Public Estate (OPE) programme has identified opportunities to rationalise parts of the NHS estate and potentially release land for housing.
 - Re-baselining of building compliance has taken place across all assets for which the council is responsible in order to ensure the safety of assets as far as is practicable.
- 1.7 Internal management boards have been established to better match council needs with available assets and to agree proposals for assets that are ultimately deemed to be surplus to council requirements. Management of property and valuation has been significantly improved. A large backlog of rent reviews and lease renewals has been completed and a cycle of planning and approval of annual routine property services activity has been established. Building compliance for the whole of the maintained estate has been re-baselined in order to inform a comprehensive planned maintenance programme for 2017/18. A formal process for approving future annual planned maintenance programmes has also been established.

Asset Rationalisation

- 1.8 Work on the new office block in Colindale is well underway with completion due in Autumn 2018. At that time, the majority of staff will move to Colindale as a base location but most will also adopt agile working practices that allow them to work more frequently from other locations including their homes, cafés or other offices. An office hub will also be established in the east of the borough, together with small numbers of touch down work spaces in other locations, for staff to utilise when accessing customers in specific localities. Overall, this will result in significant revenue savings for the council as expensive leased-in properties can then be surrendered. The relocation from the Mill Hill Depot to the new, more efficient, Oakleigh Road site will also take

place in Summer 2017, which will provide state of the art, bespoke facilities for the Street Scene service.

Community Assets

- 1.9 The Community Asset Strategy (CAS) Implementation Plan is well underway, its purpose being to carry out rent reviews and lease renewals for community asset tenants, whilst recognising the benefit they bring to the community in the form of fair and transparent rental subsidies. Support is also being provided to tenants to allow them to develop sustainable business cases that not only demonstrate current viability but will also facilitate better future business planning. Other specific projects have also progressed:
- A User Group for the new community centre planned for Tarling Road has been established, with work on the new centre now planned to start in Summer 2017.
 - The former civil defence building at Daws Lane will be transferred to the NW7 community group, subject to a number of conditions being fulfilled. The group plan to exercise the Community Right to Build in order to obtain community endorsed planning consent, which will be the first time this has been done in the borough.
 - From Section 106 obligations, the new community asset at Chandos Avenue is underway and due to be handed over to the council in October 2017 as shell and core. Identification of tenants and a suitable fit-out and management strategy is underway. Construction of similar building at Sweets Way is currently planned to start in Feb 2019.
 - Planning consent for a large community / health hub in Colindale, designed to replace the facilities currently in the Graham Park concourse, will be sought in late 2017, with a view to starting construction in 2018.
 - In Brent Cross, community facilities are planned in both the north and south developments. Details are being finalised in consultation with the local community and will be included in the planning application currently scheduled for late in 2017.
 - Resource has been allocated to develop options for relocating the Rainbow Centre, currently situated in the planned Dollis Valley regeneration area. The objective is to have a solution implemented by October 2019.

Entrepreneurial Barnet

- 1.10 Entrepreneurial Barnet is the borough's cross-public sector approach to becoming the best place in London to be a small business. It should be noted that "small business" is used colloquially, and includes businesses with 0-10 employees which are formally classified as micro-businesses. An annual update report was presented to Assets, Regeneration and Growth Committee on 12th December 2016, and showed good process against each of the theme areas of Entrepreneurial Barnet. Some examples of what has been delivered to date in 2016/17:
- Supporting 56 apprentices on the Regeneration Programme as part of developer contributions.

- Securing a further 50 apprenticeships for future builds.
- Working with developers to produce Employment and Skills Action Plans for the regeneration in West Hendon and Brent Cross South.
- Working with local traders and residents to deliver a Town Centre Strategy for Burnt Oak and engagement with local residents and traders to develop a strategy for Finchley Church End.
- Partners have engaged with businesses through a programme of business engagement events and the second year of the Entrepreneurial Barnet programme which supports and celebrates the efforts of new businesses, with over 300 businesses engaged throughout the year.

Summary of 2017/18 priorities and targets

- 1.12 Key priorities for 2017/18 include a continued focus on the delivery of housing. This is reflected in a new target for the number of homes completed, and a new indicator for monitoring the number of homes started on site through the development pipeline programme.
- 1.13 Supporting people to find work and supporting local businesses to grow remains a priority for 2017/18. Work with traders and residents to improve town centres continues.
- 1.14 A further emphasis for 2017/18 is on maximising the opportunity to generate income from the council's wide estate. Increased targets have been included around average re-let times for routine voids and the percentage of customers satisfied with the repairs services.

2. REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to publish Committee Commissioning Plans but it is considered to be good practice to have comprehensive business plans in place for each Committee – which set out priorities and how progress will be measured – to ensure that the Council's vision for the future is clearly set out and transparent.

4. POST DECISION IMPLEMENTATION

- 4.1 Revisions to the Commissioning Plan will be communicated internally and with key stakeholders.
- 4.2 Following agreement, the Performance and Contract Management Committee will receive a progress report during the year against this Plan and associated in-year targets.
- 4.3 The Performance and Contract Management Committee will continue to review progress against the Council's Corporate Plan, and overview of the performance of both internal and external Delivery Units. This Commissioning Plan will enable the Performance and Contract Management Committee to focus on the key areas of performance for different service areas.
- 4.4 The Performance and Contract Management Committee has also set up a working group to oversee the four year review of the Council's contract with Re Ltd. The Re review is an opportunity to assess the performance and service delivery from the first four years of the contract and to ensure that the contract is best placed to meet the future needs of the Council.
- 4.5 As a result of the review, some of the targets for 2017/18 agreed as part of the Assets, Regeneration and Growth Committee Commissioning Plan may be subject to change.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review and approve the addendum to the Commissioning Plan for 2017/18, enclosed as Appendix B.

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

- 5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose 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 groups.
- 5.2.2 The Commissioning Plan has been informed by the Council's Medium Term Financial Strategy, which sets out the need to make savings of £53.9m between 2017/18 and 2019/20.
- 5.2.3 It is envisaged that the updated commissioning strategy for 17/18 can be contained within the previously approved ARG committee budget for the current financial year.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 All proposals emerging from the business planning process must be considered in terms of the Council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.2 The council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Assets, Regeneration and Growth Committee, including:

(9) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.

5.4.3 If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. In relation to this report, that is the Assets, Regeneration and Growth Committee.

5.4.4 The Assets, Regeneration and Growth Committee therefore has the responsibility for commissioning activity that falls under the remit of Assets, Regeneration and Growth giving cause for the setting of a Commissioning Plan.

5.5 Risk Management

5.5.1 The Council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.

5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:

a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.
- 5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- 5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.
- 5.6.9 In agreeing the Corporate Plan, the Council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:
- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.
- 5.6.10 All aspects of the Assets, Regeneration and Growth Commissioning Plan will take account of equality requirements and be carried out in accordance with the Council's Strategic Equalities Objective (SEO). Outcomes will be

monitored and reported as appropriate to Assets, Regeneration and Growth Committee.

5.7 Consultation and Engagement

5.7.1 The original Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).

5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.7.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2017/18 has been undertaken following Policy and Resources Committee on 1 December 2016.

6. BACKGROUND PAPERS

6.1 Assets, Regeneration and Growth Committee, 12th December 2016, Item 14, Entrepreneurial Barnet – Annual Update and Forward Plan
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8640&Ver=4>

6.2 Full Council, 7 March 2017, Corporate Plan Addendum 2017/18
<http://barnet.moderngov.co.uk/documents/s38385/Appendix%20N%20Corporate%20Plan%20Addendum.pdf>

6.3 Assets, Regeneration and Growth Committee, 24th April 2017, Item 7, Annual update report on the Growth and Regeneration Programme
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8641&Ver=4>