

MEETING

ASSETS, REGENERATION AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 8TH SEPTEMBER, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX

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: Andrew Charlwood 020 8359 2014
andrew.charlwood@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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1.	Minutes of the Previous Meeting	1 - 6
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3.	Declarations of Members Disclosable Pecuniary and Non-Pecuniary Interests	
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18.	Motion to Exclude the Press and Public That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 12A of the Act (as amended)	
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20.	Any other exempt item(s) that the Chairman decides are urgent	

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Decisions of the Assets, Regeneration and Growth Committee

9 July 2014

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)

Councillor Daniel Seal (Vice-Chairman)

Councillor
Pauline Coakley Webb
Councillor Philip Cohen
Councillor Geof Cooke
Councillor Dr Devra Kay

Councillor Tim Roberts
Councillor Gabriel Rozenberg
Councillor Shimon Ryde
Councillor Daniel Thomas

Also in attendance

Apologies for Absence

1. ABSENCE OF MEMBERS

None

2. MINUTES OF THE PREVIOUS MEETING

RESOLVED - That the minutes of the meeting held on 16 June 2014 be agreed as a correct record.

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

Councillor Geof Cooke declared a non-pecuniary interest relating to item 11 on the agenda (The Finches, Woodhouse College, Woodhouse Road, North Finchley, London N12), noting that his wife is a volunteer with BEAT.

4. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

5. MEMBERS' ITEMS (IF ANY)

Councillor Geof Cooke introduced the item and provided an overview of concerns regarding the former British Legion Club in Legion Way N12. It was noted that as the site has been unoccupied for some time, there have been issues concerning litter, squatters and anti-social behaviour.

The Interim Assistant Director, Procurement and Estates, Lesley Meeks responded to the issues raised. It was noted that a forfeiture notice had been served for the surrender of the lease by the British Legion, and that a peaceful entry with the Police had been staged, resulting in the property now having been secured and the building boarded up. It was also noted that security officers at the site were working closely with the Police to deal with any recurring issues.

It was noted that while it had proved difficult to contact the trustees, the British Legion had been informed about the forfeiture notice. The Committee noted that it would be important to handle sensitively any outstanding issues such as the British Legion needing to recover any remembrance items from the site, and that the Chair of the War Memorial should be contacted. Councillor Cornelius requested that officers provide a reporting mechanism to ensure that the committee is kept updated of actions taken such as these. The requests were noted.

6. BUSINESS PLANNING - CORPORATE PLAN AND MEDIUM TERM FINANCIAL STRATEGY 2015-20

The Committee considered the report.

RESOLVED –

- 1.1 That the Committee note the Policy and Resources Committee report as set out in Appendix 1;
- 1.2 That the Committee note the savings target of £10.1m and the allocation of the remaining gap of £4.3m;
- 1.3 That the Committee agree to report back in the autumn with an agreed commissioning plan and savings proposals for inclusion in the Policy and Resources Committee meeting on 2 December 2014.
- 1.4 That the Committee note the service information packs included in Appendix B which provide some contextual information on budgets, past spend and performance data, contracts, customer and staffing data.

7. BRENT CROSS CRICKLEWOOD SOUTH PROCUREMENT DELIVERY STRATEGY

The Committee considered the report. The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report, which would require the Committee to go into private session. There were none.

RESOLVED –

1. That the Committee approve the following:
 - a. To procure 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 attached at Appendices 1 and 3 of this report.

- b. To approve the Council's requirements for the Brent Cross Cricklewood South opportunity as set out in Section 4 of the Brent Cross South Procurement and Delivery Strategy attached at Appendix 1
 - c. Note the 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.
2. That authority be delegated to the Chief Executive to finalise the Evaluation Criteria, Scoring Mechanism and marketing documentation in accordance with the Procurement and Delivery Strategy attached at Appendices 1 and 3.
 3. That authority be delegated to the Chief Executive in consultation with the Leader to shortlist between three and five bidders for the Invitation to Negotiate stage in accordance with the Procurement and Delivery Strategy attached at Appendix 1.

8. STONEGROVE AND SPUR ROAD REGENERATION SCHEME

The Committee considered the report.

RESOLVED –

1. That the Committee approve that to negotiate and agree a settlement of outstanding historic costs associated with the Stonegrove and Spur Road Regeneration Scheme be delegated to the Strategic Director, Growth & Environment in consultation with the Chairman of the Assets, Regeneration & Growth Committee.
2. That authority to negotiate the commercial terms/ costs recovery mechanism associated with the variation of the Principal development Agreement (PDA) for the scheme be delegated to the Strategic Director, Growth & Environment in consultation with the Chairman of the Assets, Regeneration & Growth Committee.

9. THE FINCHES, WOODHOUSE COLLEGE, WOODHOUSE ROAD, NORTH FINCHLEY, LONDON N12

The Committee considered the report. The Chairman invited Members to indicate whether they had any questions regarding the information contained in the exempt report, which would require the Committee to go into private session. There were none.

RESOLVED –

That the existing lease of The Finches be surrendered by the Council and the entire service charge demand be withdrawn by Woodhouse College, in return for BEAT being offered a 10 year contract for the provision of music services by Woodhouse College in accordance with section 5.2.1 and 5.2.2 of this report. The Council will have a right to nominate another music provider on the same terms as BEAT will be entitled to if BEAT cease their provision of music teaching.

10. HARDSHIP ACQUISITION BUYBACK SCHEME

The Committee considered the report.

RESOVLED –

1. That the Committee approve the re-instatement of a Hardship Acquisitions Buyback Scheme on the West Hendon, Grahame Park and Whitefield Estates and delegate to the s151 Officer the authority to approve individual acquisitions under the scheme.
2. That the Committee approve the use the remaining £2.478 million already budgeted for in the Capital programme for the Hardship Acquisition Buyback Scheme.
3. That the Committee approve that the acquired properties under the Hardship Acquisition Buyback scheme can be used as temporary accommodation for people in housing need, where appropriate, and delegate to the Strategic Director for Growth and Environment the authority to approve the use of these individual acquisitions under the scheme.

11. STRATEGIC ASSET MANAGEMENT PLAN PRINCIPLES FOR CONSULTATION

The Committee considered the report.

RESOLVED -

That the Committee agree:

- a) The principles of the Strategic Asset Management Plan for consultation;
- b) The approach to the creation of a development pipeline; and
- c) The approach to office accommodation rationalisation, confirming the plan to exercise the break clause on the lease of North London Business Park building 4 in October 2015.
- d) For officers to begin negotiations and the legal work required for Friern Barnet Community Library to be granted a sustainable lease so that once the Strategic Asset Management Plan is complete the lease can be signed.

12. COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Forward Work Programme. Two amendments were agreed to the programme to:

- Add agreement of the Strategic Asset Management Plan to 8 September meeting
- Consider the Community Asset Strategy on 15 December

It was noted that committee members would have opportunity to view a comprehensive list of assets and liabilities in good time ahead of the Committee's formal decision on the Strategic Asset Management Plan in September.

13. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 8.50 pm

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	AGENDA ITEM 6
	<h2>Assets Regeneration & Growth Committee</h2> <h3>8 September 2014</h3>
Title	Members' Item – Small Business Support
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	N/A
Officer Contact Details	Andrew Charlwood, Governance Team Leader andrew.charlwood@barnet.gov.uk 020 8359 2014

<h3>Summary</h3>
The report informs the Assets Regeneration & Growth Committee of a Member's Item and requests instructions from the Committee.

<h3>Recommendations</h3>
<ol style="list-style-type: none"> 1. The Assets Regeneration & Growth Committee's instructions in relation to this Member's item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Philip Cohen has requested on 27 August 2014 that a Member's Item be considered on the following matter:

“To ask for an update on SME start-ups and failures in Barnet to include details of what the council is doing to support small businesses in the Borough.”

- 1.2 Relevant officers will be present at the meeting to respond to queries.

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Assets, Regeneration & Growth Committee are therefore requested to give consideration to the issues raised and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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's Constitution, Meeting Procedure Rules (Section 6) provides that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

- 5.3.2 Paragraph 6.3 states that the Head of Governance must receive written notice

of a Member's item, at least seven clear working days before the meeting. Any item received after 5pm will be recorded as received on the next working day. Items received after that time will only be dealt with at the meeting if the Chairman agrees they are urgent.

5.3.3 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.”

5.3.4 There are no legal references in the context of this report.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 E-mail to Governance Team Leader dated 27 August 2014

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	AGENDA ITEM 7
	<h2>Assets, Regeneration and Growth Committee</h2> <h3>8 September 2014</h3>
Title	Business Planning
Report of	Deputy Chief Operating Officer Enterprise and Regeneration Lead Commissioner
Wards	All
Status	Public
Enclosures	Appendix A – Call for Evidence Executive Summary Appendix B – Savings Targets
Officer Contact Details	John Hooton, Deputy Chief Operating Officer, 020 8359 2460, john.hooton@barnet.gov.uk Cath Shaw, Enterprise and Regeneration Lead Commissioner, 020 8359 4716, cath.shaw@barnet.gov.uk

<h2>Summary</h2>
<p>The Assets, Regeneration and Growth Committee has agreed to develop a five-year Commissioning Plan, and proposals for £10.1m savings, by December 2014. This report seeks to support the Committee in this task by setting out suggested outcomes for the Commissioning Plan, identifying the major commissioning challenges which this Committee will need to address over the coming five years, and updating on progress with delivering savings proposals.</p>

<h2>Recommendations</h2>
<p>That the Assets, Regeneration and Growth Committee:</p> <ol style="list-style-type: none"> 1. Considers the outcomes and challenges outlined below to inform the development of the Assets, Regeneration and Growth Commissioning Plan and the Corporate Plan. 2. Approves the proposals as set out in Appendix B for recommendation to Policy and Resources Committee on 2nd December 2014, in order to meet the savings target of £10.1m set for this Committee.

1. WHY THIS REPORT IS NEEDED

1.1 On 9 July 2014 the Assets, Regeneration and Growth Committee agreed to complete a Commissioning Plan and savings proposals by December 2014, and noted the savings target allocated by the Policy and Resources Committee of £10.1m. This report seeks to support the Committee in addressing this task. It:

- sets out suggested outcomes for the Commissioning Plan;
- identifies the major challenges for which this Committee will need to make commissioning decisions over the coming five years; and
- summarises progress towards putting measures in place to deliver the £10.1m savings target, and suggests that the Deputy Chief Operating Officer be authorised to take these forward to Policy and Resources Committee.

Outcomes

1.2 There a number of sources that can inform the commissioning priorities of the Committee, including: its terms of reference; the Corporate Plan; other Council plans and strategies notably the Growth Strategy and the Regeneration Strategy; Government policy; and research and best practice. The suggested list below also draws on the proposed Draft Economic Strategy and the proposed Strategic Asset Management Plan due to be considered by the Committee on 8 September 2014.

Priority	Key Outcomes
Regeneration	<ul style="list-style-type: none"> • 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.
Economy	<ul style="list-style-type: none"> • Barnet is established as the best place in London to be a small business. In particular: <ul style="list-style-type: none"> - Business customers find it easy to deal with the Council - Barnet is a good place to do business, with good quality public realm and infrastructure that meets business' needs - Businesses can access the workforce they need; and entrepreneurs have the skills for success - Small and local businesses are able to access Council contracts - Business support in Barnet is effective, with businesses accessing the advice and guidance that they need.
Town Centres	<ul style="list-style-type: none"> • 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.

Assets	<ul style="list-style-type: none"> • The Council's asset portfolio should be managed and considered as a whole rather than considering assets in isolation; • That the asset management plan should drive a reduction in use of space to achieve savings; • That the asset management plan should reduce running costs and increase energy efficiency; • That the plan should maximise letting income, but this should be balanced against community or social value; • That efficiency should be achieved by sharing assets across the public sector; • That the Council's assets are used to support longer term regeneration and growth; and • That Community assets are used transparently to support a range of activities that contribute to delivery of the Council's corporate objectives.
Housing growth	<ul style="list-style-type: none"> • New developments meet housing need, and contribute to Barnet's reputation as a desirable place to live. • Developments on Council land meet housing need and maximise benefits to the Council.

Challenges

- 1.3 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. The Committee has already begun the process of addressing these challenges and will need to take some decisions in key areas over the coming months. The main challenges are summarised below.

Ensuring Quality and Community Benefit from Regeneration and Growth

- 1.4 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.
- 1.5 However, the Committee has a major opportunity to shape the new communities at Brent Cross Cricklewood and Colindale. On 9 July 2014 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.
- 1.6 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)

1.7 Officers have started pulling this analysis together. However this is expected to be a longer term piece of thinking to be referenced in the Commissioning Plan, but not concluded in advance of it.

Creating the Environment for Businesses to Thrive

1.8 The Committee is scheduled to consider a draft economic strategy for consultation at the 8 September meeting. The draft strategy 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.

Supporting our Town Centres

1.9 The draft economic strategy also addresses the pressures being faced by Town Centres across the country, including in Barnet, and describes how the Council could work in partnership with local communities to support town centres to thrive. It recommends that area committees are invited by ARG Committee to suggest which Town Centres should be regarded as main centres, and which perform more local roles; and describes the different approaches the Council proposes to take in these different types of centres.

Delivering a fit for purpose Civic Estate

1.10 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. The report on the Strategic Asset Management Plan also included on this committee agenda sets out the Council's medium term approach to office accommodation and the opportunities to deliver further savings while ensuring that office accommodation remains fit for purpose to enable the Council to meet its objectives.

Ensuring that buildings and land are managed effectively

1.11 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 set out on this committee agenda explains how this approach will be implemented.

Delivering new developments on Council land

- 1.12 At its meeting on 9 July 2014, the Committee agreed the principles that should govern a pipeline of developments on its own sites. The Committee will want to ensure that such developments deliver both high quality outcomes and value for money the Council and the community; and in particular how development can support Council services in meeting their objectives (for example around improving housing choice for older people, or meeting our homelessness obligations).

Delivering savings

- 1.13 Policy and Resources Committee on 10 June 2014 established a savings target of £10.1m Assets, Regeneration and Growth Committee. These were split into two categories: Promoting growth and raising income (£5.4m); and improving organisational efficiency (£4.7m)

Income and growth

- 1.14 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).
- 1.15 While the Committee has scope to influence the delivery of income from growth beyond 2020, the figure of £5.4m is derived from work already in train and under contract.

Organisational efficiency

- 1.16 A significant saving on office accommodation costs has already been factored into the current Medium Term Financial Strategy through the CSG contract. This will be delivered through a reduction in space requirement at North London Business Park (NLBP) through enabling the Council to exercise a break clause on NLBP 4 in October 2015. Over and above this, it is currently estimated that further savings can be made through additional office accommodation rationalisation including relocating the Council's offices to Grahame Park by 2017 and exiting from Barnet House and NLBP 2. It is also estimated that additional income can be generated from the Councils wider commercial estate. These opportunities total £2m per annum.
- 1.17 Contractual savings opportunities totalling £1.55m per annum 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 (£750k), 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).

- 1.18 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.
- 1.19 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.
- 1.20 As these changes can all be delivered within existing policy frameworks (subject to the adoption of the Strategic Asset Management Plan and Development Pipeline approach by the Committee) it is recommended that the Committee approve these budget proposals to be included in the Policy and Resources report on the Council's budget on the 2nd December.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report is a step towards agreeing a Commissioning Plan and a set of business planning proposals, to inform the corporate business planning process and the report to Policy and Resources Committee on 2 December 2014. 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 increasing Council Tax and business rate income, as well as generating greater efficiency from office accommodation and highways expenditure. 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.

5. IMPLICATIONS OF DECISION

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

5.1.1 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'.

5.1.2 There will also be costs related to infrastructure development. The annual allocation of New Homes Bonus funding is allocated to the infrastructure reserve as a contribution towards these costs.

5.1.3 The budget proposals included in this report will enable the committee to meet its savings target as set out by policy and resources committee in June.

5.2 Legal and Constitutional References

5.2.1 All proposals emerging from the business planning process 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 put into place to ensure compliance with legal obligations and duties and to mitigate any other legal risks as far as possible.

5.2.2 Constitution, Part 3, Responsibility for Functions, Section 3 – sets out the terms of reference of the Assets, Regeneration and Growth Committee which includes:

- 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 (having regard to the views of the Lead Member for Children's Services on relevant matters)
- 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
- Neighbourhood Plans (for adoption by Full Council)

5.3 Risk Management

5.3.1 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 to Performance and Contract Management Committee and is reflected, as appropriate, throughout the annual business planning process.

5.4 Equalities and Diversity

- 5.4.1 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.
- 5.4.2 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
- 5.4.3 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.
- 5.4.4 A number of savings and income generation proposals have been included in Appendix B to this report. As set out in Appendix B, they result from a combination of greater efficiency in use of Council assets and income generated through additional Council Tax and Business Rates. It is not considered that there will be an adverse equalities impact as a result of implementation of these proposals. These proposals 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.

5.5 Consultation and Engagement

- 5.5.1 As proposals are developed in response to the challenges raised in this paper, an appropriate consultation and engagement plan will be developed and implemented. The work will be informed by the extensive consultation work that has been carried out already as part of the Priorities and Spending Review process. If approved, these proposals will form part of the draft budget report to Policy and Resources Committee in December 2014. All of the proposals in this report will then be subject to formal consultation before the budget and medium term financial strategy is agreed in February 2015 by Policy and Resources Committee, and Full Council in March 2015.
- 5.5.2 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.

5.5.3 The engagement followed two phases:

Phase 1:

5.5.4 A series of resident workshops, service user and businesses focus groups last autumn.

5.5.5 The [findings](#)¹ 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](#)² based on residents' views and involvement which will be used to help focus the council's future long term spending plans.

Phase 2:

5.5.6 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. OPM has analysed the responses to the call for evidence on the council's behalf. This report presents the findings.

5.5.7 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.

5.5.8 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-for-evidence/consult_view

6. BACKGROUND PAPERS

6.1 Assets, Regeneration and Growth Committee, 9 July 2014, Item 6 – Business Planning:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MID=7960>

¹ http://engage.barnet.gov.uk/consultation-team/call-for-evidence/user_uploads/phase-1--barnet-challenge-opm-summary-report.pdf

² http://engage.barnet.gov.uk/consultation-team/call-for-evidence/user_uploads/key-themes-identified-from-the-first-phase-of-consultation.pdf

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Barnet Challenge

Report on the findings of a Call for Evidence for the London Borough of Barnet

July 2014

Executive Summary

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:

- 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.

Twenty individual residents and seven organisations responded to the survey between March and June 2014.

Summary of responses

Throughout the survey quite a few individual respondents indicated they would appreciate getting more **involved with council decision-making** and services, e.g. through scrutiny groups, or other consultation activities. Some respondents, however, voiced some scepticism about whether the council would actually listen.

Both organisations and individual residents indicated that the council could do more to **tap into their knowledge and experience**, to help inform council decisions and models of service provision.

Overall, the organisations that responded seem to have **an appetite to work more closely with the council**, and indicated a variety of ways in which this could happen, including in an advisory role, organising working groups, and piloting and testing new models of services and other initiatives.

Some **individual respondents made suggestions about how the council could save money, or how they could help out**. The majority of these

suggestions were relatively abstract, but there were also a few clear cut proposals.

There were several suggestions for where individuals and organisations would envisage **support from the council in making this happen**, of note the provision of financial support, venues and meeting spaces, and support in outreach and advertising.

Both individual respondents and organisations provided a wide range of ideas for supporting income generation. Suggestions included, for example, the council better **utilising its facilities**, to **increase their enforcement role** and the collection of fines, **increasing council tax**, and **making more use of the voluntary sector** to provide support.

Both individual respondents and organisations provided **a wide range of ideas for how the council could generate income**, as well as some suggestions for the council to utilise their skills and assets more. Some would appreciate **more information from the council** on what this might look like. Others felt the council should be undertaking this work themselves.

A majority of those who responded as an **individual resident strongly disagreed with the council's approach to work as a commissioning council**. They didn't believe that outsourcing would save money in the long run, and were worried that it would impact on resident's ability to hold service providers to account. Another common criticism was that it's the council's responsibility to carry out these services, not that of residents. The **organisational responses to Barnet as a commissioning council were slightly more mixed**, with some agreeing, and some disagreeing with the council's approach.

For organisations, a common issue that came up across their responses was around how the procurement and commissioning policies of the 'commissioning council' could **support and enable community and voluntary organisations to bid for, and provide services**.

Next steps

The findings from the call for evidence will go to the new council committees to help inform their decisions.

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Line ref	Opportunity Area	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum									
				Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2014/15		2016/17		2017/18		2018/19		2019/20	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE
G1	Increase in CT and BR	The Councils regeneration schemes are currently projecting an increase in Council Tax and business rates over the period 2016-20. This income is over and above the current baseline for both Council Tax and Business rates which will therefore support the Council's budget in terms of additional income.	Part of general budget consultation	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact	2,435		(553)		(1,417)		(472)			
G2	Development Opportunities	A number of development opportunities are being considered over and above the current regeneration programme. These development opportunities could create additional capital receipts which will reduce the Council's future borrowing requirements. These opportunities could also generate additional income for the Council through Council Tax, rents, dividends received through the Council taking a development role, either directly, or through the participation in a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.	Part of general budget consultation	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact			(1,000)							
Total																
							(2,435)	0	(1,553)	0	(1,417)	0	(472)	0		
Reducing demand, promoting independence																
Total							0	0	0	0	0	0	0	0		
Service redesign																
Total							0	0	0	0	0	0	0	0		
Overall Savings							(4,635)	0	(3,553)	0	(1,417)	0	(472)	0		

	AGENDA ITEM 8
	Assets, Regeneration and Growth Committee 8 September 2014
Title	Entrepreneurial Barnet: Consultation Draft
Report of	Cath Shaw, Enterprise and Regeneration Lead Commissioner
Wards	All
Status	Public
Enclosures	Appendix A: Consultation draft of <i>Entrepreneurial Barnet: the public sector contribution to Barnet's economy 2014-2020</i> Appendix B: Proposed consultation questions
Officer Contact Details	Luke Ward, Commissioning and Policy Advisor (Economist), Email: luke.ward@barnet.gov.uk , Telephone: 020 8359 2672

<h2>Summary</h2>
<p>This report presents a draft approach, <i>Entrepreneurial Barnet: the public sector contribution to Barnet's economy 2014-2020</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"> • Getting the basics right • A great place to work, live and invest • Skilled employees and entrepreneurs • Access to markets • Facilitating business growth <p>The report proposes that a period of public consultation with businesses, residents and other organisations takes place over the Autumn, before a final version of the Strategy is returned to the Committee for approval on 15 December 2014.</p> <p>The approach has been developed in discussion with partners including Middlesex University, Barnet and Southgate College, the Police, NHS, and CommUNITY Barnet, and actions from those partners will be added in time for approval of the final document.</p>

Recommendations

- | |
|---|
| <p>1. That the committee approve the draft report: <i>Entrepreneurial Barnet: the public sector contribution to Barnet’s economy 2014-2020</i> (Appendix A), for consultation.</p> |
| <p>2. That the committee note the proposals relating to town centres, and in particular the proposal to differentiate the support available to main, district and local town centres; and invites Area Committees to make recommendations as to which town centres should be included in each of these three categories.</p> |
| <p>3. That the Committee approve the consultation questions at Appendix B.</p> |

1. WHY THIS REPORT IS NEEDED

- 1.1 This report proposes that the Council adopt the aim of making Barnet “the best place in London to be a small business”, and sets out a proposed approach to delivering this.
- 1.2 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.
 - To capitalise on the entrepreneurial spirit of Barnet’s residents and ensure that small local businesses are able to succeed. Barnet has the highest level of new business start-ups of any outer London borough, but a significantly higher proportion of these businesses fail within the first three years than in other areas.
 - Along with Town Centres across the country, some of Barnet’s Town Centres have struggled to respond to changing shopping patterns and tough economic conditions.
- 1.3 The council also has a financial incentive to support local businesses to grow. The Governments Business Rates Retention scheme, introduced in April 2013, means that the council stands to directly benefit from local growth.
- 1.4 An extensive process of research and engagement has been undertaken in the development of this draft strategy. 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 local NHS, the Police and Community Barnet.

- 1.5 The draft approach is 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

- 1.6 The approach focuses 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; and that the Council is seen by the business community as a help rather than a hindrance. The report 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.
- 1.7 *Entrepreneurial Barnet* contains proposals aimed at supporting residents and businesses to enhance Barnet’s town centres. To maximise the impact of Council resources, it is important that they are effectively targeted. The report therefore proposes that Area Committees are invited to recommend which town centres should be identified as “main town centres”, “district centres” and

“local centres” based on consideration of data relating to the town centres in their areas. It then proposes an offer tailored to each town centre type for consultation.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Given the broad nature of the report, and the fact that it represents a new approach to the way the Council and its partners interact with and support the development of the economy, it is sensible to ensure that the views of the widest possible range of voices are brought in to inform it. This will improve the probability that the draft approach will facilitate the success of the broader economy and of those living and working within it.

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 resident’s 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 recommendations the relevant documents and consultation questions will be placed on the council’s consultation portal¹ and responses will be invited from a range of sources. Officers will also engage directly with businesses at a range of events to seek more detailed feedback to inform the final strategy.
- 4.2 Furthermore, the detailed actions set out in the draft Strategy will be developed in more detail and reporting arrangement back to the Assets Regeneration and Growth committee will be developed, with proposals for the same to be brought to the Committee in December along with the finalised Strategy.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This proposals in the *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

¹ <http://engage.barnet.gov.uk/>

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 also 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 are not currently funded e.g. relating to the establishment of a business support social enterprise, or some aspects of public realm improvement. Options for securing funding for these proposals will be identified over the consultation period and brought back to the Committee in December 2014.

5.5 The intention is that, should it be approved, the Economic Strategy will be delivered within existing resources. Where additional finding 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.”

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 draft strategy are achievable and credible.

5.12 Equalities and Diversity

5.13 A principle embedded across the *Entrepreneurial Barnet* 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 A number of key groups have been identified who will be given additional focus in the delivery of *Entrepreneurial Barnet* to ensure the proceeds of growth are spread equitably. These are:

- **Young people and NEETs:** Barnet has a low proportion of young people not in education, employment or training compared to London. However, JSA claimants have been rising since the economic downturn showing an upward trend in young people seeking work.
- **Lone parents:** In Barnet 15.6% of those claiming out of work benefits are lone parents. Claimants are concentrated in deprived areas to the west of the borough and are particularly disadvantaged in London because of the high cost of childcare provision.
- **Disabled and people with long term health conditions:** In Barnet 46% of the total number of claimants of incapacity benefits were related to mental health issues (May 2010). Of these, 98% have been claiming benefits for at least 12 months, and nearly two-thirds have been claiming for at least five years. Around 93% of those in Barnet receiving secondary mental health services are not in paid employment (Jan 2014).
- In Barnet 10.6% of clients with a **Learning Disability** of working age were in employment in 2009/10, above the national average of 6.4%. There are many challenges in finding work placement and employment opportunities for people with learning disabilities, in particular those with mental health problems and a learning disability, require intensive 1:1 support to prepare for, find and keep work.
- **Black and Minority Ethnic groups:** Unemployment for Black and Minority Ethnic Groups (BAME) tends to be consistently higher than the overall average unemployment rate.

- Those **groups living in areas of greater economic disadvantage** (as set out in the Indices of Multiple Deprivation), and the approximately 15% of the population may have been impacted by **changes to the welfare system** will be an area of particular focus.

5.15 An equalities impact assessment will be presented to the committee prior to final approval of the Strategy. The equalities impact assessment will take into account the specific needs of the groups identified above and seek to address them in the implementation of the Strategy.

5.16 **Consultation and Engagement**

5.17 Should the Committee accept recommendation 1 of this report a period of public consultation will commence between September and 13th November 2014. This consultation exercise will include a publicly available consultation document with a standard set of consultation questions, a series of events with local businesses and employers to gain their views, and further work with partners and key stakeholders to further refine the content of the strategy and to agree reporting and funding arrangements. A “business expo”, to include consultation on this report as well as advice on how to do business with the Council and other sessions is planned for 23 October 2014.

6. **BACKGROUND PAPERS**

6.1 Developing Barnet’s Economic Strategy, Middlesex University Report to Re: <http://www.barnet.gov.uk/developing-barnets-economic-strategy>

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ENTREPRENEURIAL BARNET

THE PUBLIC SECTOR CONTRIBUTION TO BARNET'S ECONOMY, 2014-2020

September 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, for consultation. 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. Other public sector partners, and acts as a regulator. 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 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

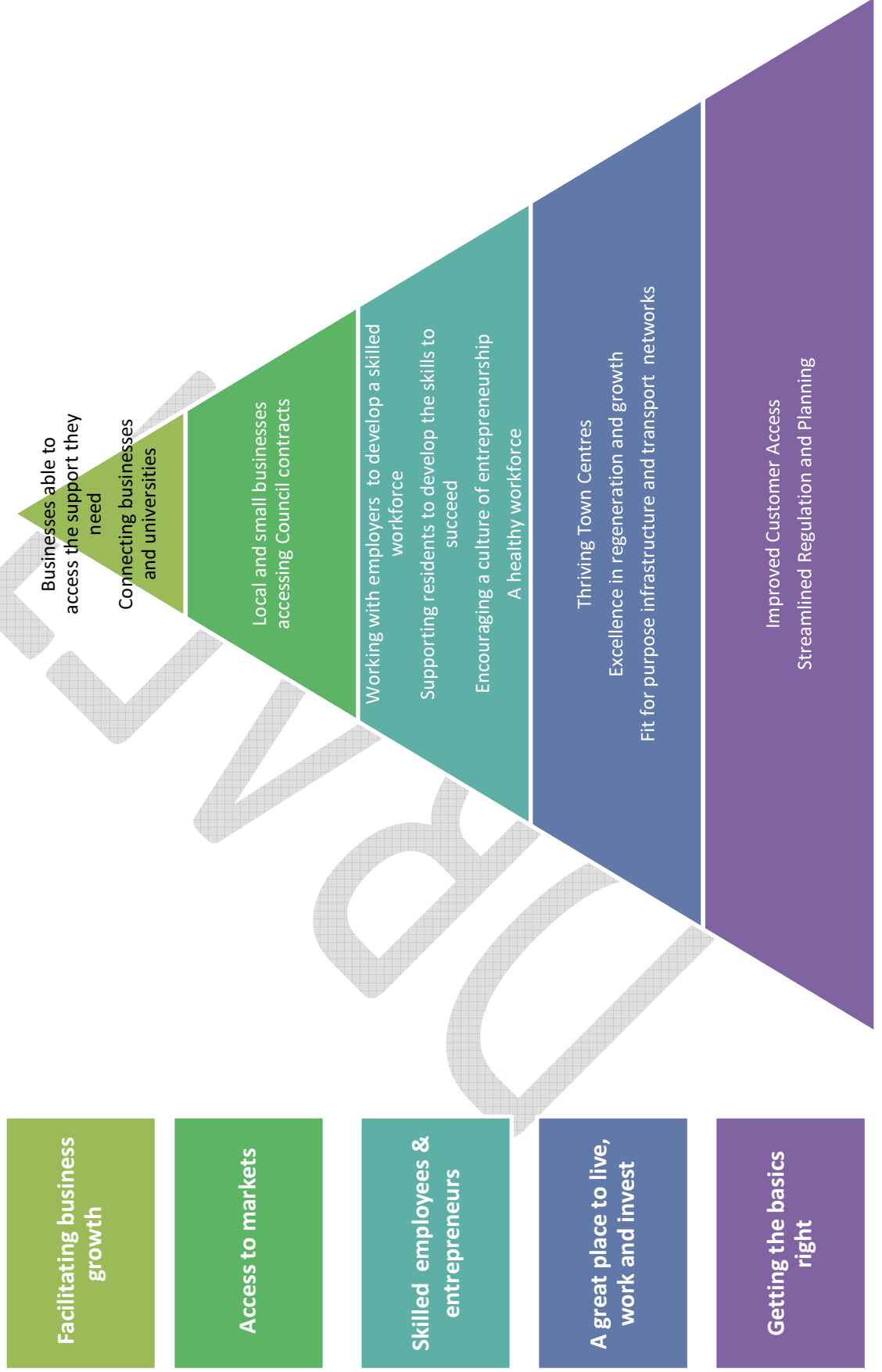
6. Of course there will always be medium-sized and larger businesses in Barnet too. They play an important role in our economy, and many of the things that are important to smaller businesses are also important to them. Barnet partners are therefore committed to working with the Council's Joint Venture partner, Re, 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 125¹), 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 license, 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 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.

¹ In June 2014

- **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 Re and the Council by Middlesex University², which demonstrates that Barnet's Business community is characterised by:
 - **Small businesses:** with a particularly high proportion of self-employment. By March 2013³, 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 than 200 staff represented 21.3% of the total borough workforce in 2008⁴. Major employers include Middlesex University, McDonald's Head Quarters, Pentland Group and Brent Cross Shopping Centre.

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

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

⁴ NOMIS Annual Business Inquiry (2008)

- **Dynamism:** with 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 2012⁵. 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 tend to focus on business to business and business to consumer services, including professional, scientific and technical services (PST), retail, health and education, and property and information communications also featuring amongst the sectors with the greatest proportions of business units.
 - **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 64⁶. 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 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 £72 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.

⁵ ONS Business Demography 2012 <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>

⁶ Source – NOMIS (2014)

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 & 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, Re, 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

	Strategic Objective	Outcome	Action	Timescale
1.1	Streamlined regulation and planning	The planning system protects the quality of Barnet's built environment and facilitates development and growth in a socially responsible way.	Local development documents will be regularly updated to reflect evolving economic circumstances and to ensure it stays aligned with our approach to economic growth.	Ongoing
1.2		Advice is clear and accurate, and planning applications are dealt with consistently and in a timely way.	Being clear to prospective developers, about the Council's constraints and priorities, to encourage high quality investment and development proposals which can be navigated smoothly through the planning process.	Ongoing from November 2014
1.3		Businesses can choose the level of service that meets their needs.	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.	Ongoing from April 2014
1.4		Regulators are firm but fair, helping willing businesses to improve and taking action against those that don't	We will improve service standards so that our performance on regulatory services is amongst the best nationally.	Annual measure
1.5			We will simplify processes – for example by introducing a more streamlined process for renewal of licenses.	By April 2015
1.6		Regulatory systems are easy to navigate	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.	By December 2015

	Strategic Objective	Outcome	Action	Timescale
1.7	<i>Improved customer access</i>	Businesses are able to access information about Council services easily and at first contact wherever possible, at the times that suit them.	We will introduce a dedicated customer contact centre.	October 2014
1.8			Introduce online accounts for businesses, to provide a single place to transact all business with the Council for instance business rates, licencing and environmental health all accessible in one place.	TBC
1.9			We will Introduce online payment options in key services (e.g. Planning and Building control)	April 2015

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 19th 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 shopping 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. 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. The Council's Area Committees will be invited to make recommendations as to which town centres in their areas should be classified as "main", "district" and "local".

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, and also so there are more Barnet 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 Whetstone 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

25. 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.

	Strategic Objective	Outcome	Action	Timescale
2.1	<i>Thriving town centres</i>	Diverse, distinctive town centres with a sustainable mix of retail, leisure, business and residential uses	We will identify “major”, “district” and “local” town centres in Barnet, building on analysis of evidence and the recommendations of area committees; and refine the offer set out in the next table.	By January 2015
2.2			We will support town teams in key town centres, bringing together local businesses and residents to lead improvements.	Ongoing
2.3			We will work with businesses, the police and community safety team to ensure that the evening economy in town centres maintains and enhances its offer of pubs, restaurants and other activities safely.	Approach agreed by March 2015
2.4			We will promote more high quality 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 the local community and businesses request them.	From September 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 from October 2014

	Strategic Objective	Outcome	Action	Timescale
2.7			We will reduce the number of vacant high street properties across the Borough to amongst the lowest in London.	Ongoing
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.	By December 2014
2.9			We will ensure that Council-wide activity in town centres is co-ordinated to maximise positive benefit 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 2014
2.11			We will undertake a comprehensive evidence review of the effectiveness of business rates relief schemes in other town centres so the Council can decide whether to implement a scheme in Barnet.	TBC
2.12			We will explore options for securing investment in town centres, including the feasibility and costs/benefits of Tax Incremental Reinvestment Zones which ring-fence an element of business rate growth for re-investment into the town centre.	By July 2016
2.13	Attractive and well maintained public realm		We will explore the potential for expanding the role of the existing 'town keepers'.	By March 2015
2.14	Well-connected town centres		Improve the accessibility of town centres through prioritising extensive and reliable public transport links and improving facilities for cyclists.	By September 2015
2.15			Through the Council's parking strategy, we will ensure that town centres have an adequate number of convenient, high quality parking places which encourage footfall	Ongoing
2.16			We will introduce free WiFi to the borough's town centres	Commencing March 2015

2.17		Supporting town teams to maximise the use of mobile technology and social media, for example phone-based payment and loyalty schemes.	Ongoing
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Tailoring the Town Centre Offer

26. Given Barnet's large number of town centres, and the need to focus the Council's efforts, we propose creating a tailored offer for each type of town centre as set out below.

Activity	Main Town Centres	District Town Centres	Local Town Centres
Town Teams	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 receive advice and mentoring from the Council.	Where there is local demand will receive information from the Council.
Funding opportunities⁷	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
Support to night time economy	Yes – targeted support focusing on main town centres esp. via planning and police	Yes where there is specific local demand.	Only if identified by the GLA as an area of more than local importance to the evening economy.
Residential Development promoted	Yes – Opportunities actively marketed and promoted to developers and investors	Where there is market demand.	Where there is market demand.
20mph zones	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, available funding and residents' wishes.	Will be considered on a case by case basis according to local need, available funding and residents' wishes.
Markets and street trading	Where there is local need will be actively supported by the Council.	Where there is local demand the Council will enable local action and provide information to support locally-led markets.	Where there is local demand the Council will enable local action and provide information to support locally-led markets.
Town Keepers	One for each main town centre if a specific need is identified.	Where there is identified local need and funding is available.	No.

⁷ 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).

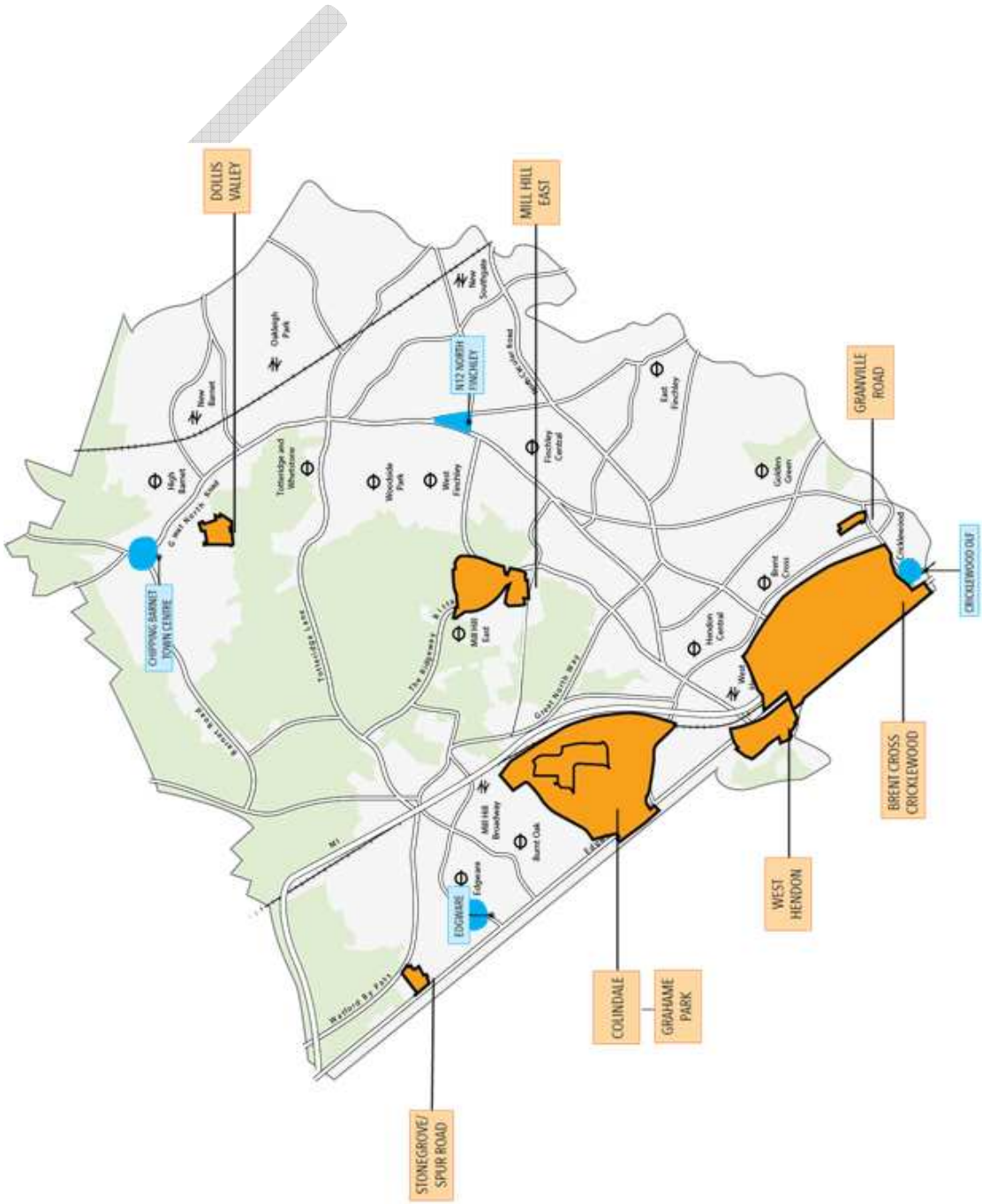
Town centre accessibility	Actively supported, connection to wider infrastructure and transport links promoted.	Supported where there is local demand or identified need.	Where there is local demand or identified need, and seen as a priority over district town centres.
Parking	There should always be available spaces, even during peak usage	There should always be available spaces, even during peak usage	85% capacity at peak periods targeted.

Growth, Regeneration and Infrastructure

27. 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.

28. 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 significant 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 significant 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

	Strategic Objective	Outcome	Action	Timescale
2.18	<i>Excellence in regeneration and growth</i>	New developments take account of the needs of business and the wider community	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			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 to stimulate and support the development of other emergent clusters of activity.	By April 2016
2.21			We will improve partnership working with neighbouring boroughs, including West London Alliance Boroughs	TBA
2.22	<i>Fit for purpose infrastructure and transport networks</i>	Establish 100% coverage of superfast broadband	Creation of a network of cycle-ways across the borough, joining town centres, transport hubs, new development sites, and green spaces into a single coherent space	By March 2016
2.23			Development of a new Brent Cross train station to boost opportunities for growth in this area and make private investment more attractive	On site by 2016/17
2.24			Develop an evidence base for improving transport accessibility, including East-West	Approach and intention agreed by June 2015
2.25			evaluate the potential to develop high capacity, advanced digital capacities in particular development sites to encourage the development of high tech digital industries in Barnet.	By March 2015
2.26			Achieve high level of super broadband accessibility for commercial suppliers; maximise use of GLA connection voucher scheme;	On-going from June 2014

THEME C: Skilled employees and entrepreneurs

29. 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.
30. 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.
31. The Council, schools, Barnet and Southgate College, Middlesex University, JCP, and work programme providers, will work with the wider business community to use the levers available to them to support individuals to develop 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.
32. 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 Platforms programme has engaged with 290 young people and 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 apprenticeship and other training opportunities available to local employers	Ongoing from July 2014
3.2		Residents 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 apprenticeship, local labour and training opportunities through regeneration and development	Ongoing
3.3			We will adopt a Supplementary Planning Document to ensure skills and enterprise promotion are incorporated into new developments, for example through local labour agreements	From 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	
3.7			We will implement the London Procurement Pledge 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.	From 2015

Code	Strategic Objective	Outcome	Action	Timescale
3.9		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	We will produce strong Local Labour market information through the Council's insight function and the development of the Barnet Observatory	Ongoing from July 2014
3.10			We will work with education providers to ensure provision responds to labour demands with appropriate career pathways	Ongoing from July 2014
3.11			We will use the opportunities presented by the borough's regeneration programmes to create jobs that, wherever possible, are filled locally.	
3.12			We will promote the delivery of employability skills through education providers as part of the preparation for employment	
3.13	Supporting residents to develop the skills they need to succeed	Young people well qualified and job ready to pursue chosen career pathway	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"	
3.14			We will work with providers to develop and deliver a strong offer of alternative pathways for young people in Barnet	
3.15			We will define an employability offer for care leavers to ensure that all care leavers are equipped for work	
3.16			The Council and its partners will explore options to provide and develop apprenticeships and work placements for people of all ages	
3.17			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 EET	

Code	Strategic Objective	Outcome	Action	Timescale
3.18		Career choices informed by high quality advice and good understanding of the needs of employers	We will promote information sharing between schools and between schools, local employers and other organisations, building on existing schools communications mechanisms.	
3.19		Local provision in schools and colleges reflects the needs of the local, regional and national economy	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 (see 3.18).	
3.20			We will provide accessible Labour Market Information and information on borough regeneration opportunities to providers to inform curriculum development	
3.21		Workless residents supported into sustainable employment	We will work with the Benefits Cap Task Force to deliver our response to the welfare reforms and enable more residents to work.	
3.22			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	
3.23		Those on low pay supported to progress	We will develop a skills escalator model through the West London Alliance to deliver in-work support for improving skills and job progression.	
3.24			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).	
3.25	Encouraging a culture of entrepreneurship	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 (attracting external sponsors – self financing) to help promote business innovation and entrepreneurship in Barnet	By end 2016

Code	Strategic Objective	Outcome	Action	Timescale
3.26	<i>A healthier workforce</i>	Stronger economy and improved mental health through supporting those with mental health needs to remain in/back to work	The Public Health team will support 5 of the larger local employers with the London Healthy Workplace Charter.	By March 2015
3.27			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	Ongoing from October 2014

THEME D: Improving Access to Markets

33. 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.
34. 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 straight forward, 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

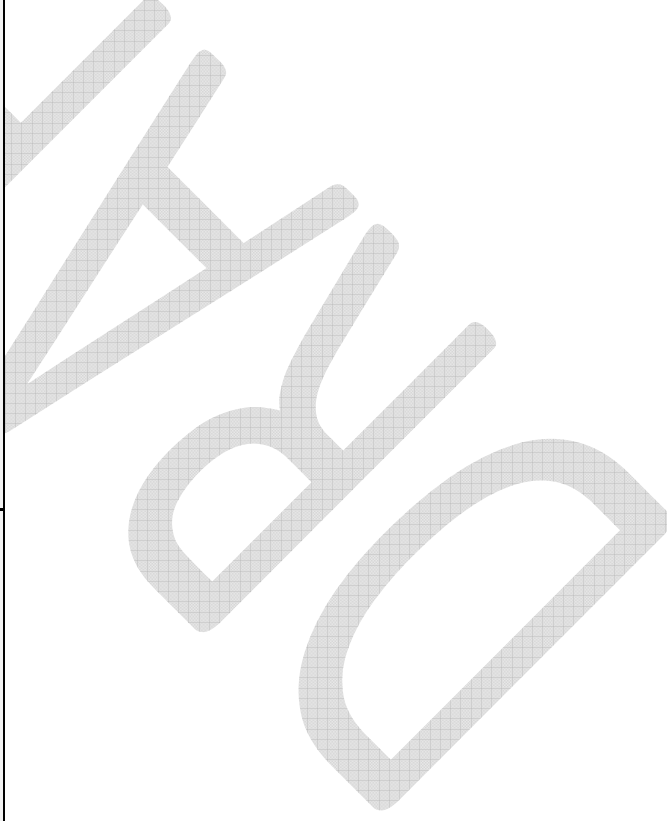
In 2013 Barnet identified it had a requirement for the provision of maintenance and installation services. The value of the contract meant that a quotation exercise was required. Five suppliers were identified from a pan London supplier database who had capability to provide the service and supply required, all suppliers being small niche providers. These five suppliers were invited to quote using the authority's eportal 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>	Local businesses supported to compete effectively for contracts	The Council and its partners will develop business mentoring, training courses and forums on winning and sustaining contracts with the Authority to Small and Medium Sized Enterprises	From September 2014
4.2			We will increase the number of local businesses and voluntary sector organisations trading within the London Borough of Barnet.	From 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. The Council will actively encourage organisations within the borough, including voluntary and community groups as well and business and residents, to provide services to the council and to each other. This is known as the 'ecosystem approach'.	From September 2014
4.4				From October 2014
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.	From September 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	From September 2014
4.7		Small businesses collaborating to access contracts	We will match of 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.	From October 2014

Code	Strategic Objective	Outcome	Action	Timescale
4.8	Local business know what the Council will be tendering for in future and have time to develop expertise and partnerships	Council procurement web portal to be established with forward pipeline 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.	From October 2014	



THEME E: Facilitating business growth

35. 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 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.
36. 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 enabled to grow and thrive</i>	Businesses engaging with each other, the Council, and the wider community	With Re, develop approach to small business support, possibly through the creation of a business support social enterprise , which will top provide a central point of contact for business engagement , mentoring, advice and networking.	Firm proposals for consideration by December 2014; implementation depending on scope.
5.2			Promote business engagement and networking opportunities	
5.3			We will provide a clear central point of contact and portal to other services, significantly improving current levels of provision of business information , support and guidance through a digital platform 'hub' providing information and signposting to maximise the use of existing business support services, and a physical presence through various 'spokes' comprised of incubator units, where wrap around services would include access to advisors and training sessions.	

Code	Strategic Objective	Outcome	Action	Timescale
5.4			We will develop mentoring , drawing on the skills of Barnet's many highly skilled retired businesspeople	
5.5			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,	
5.8			Provision of appropriate and affordable workspace for small and micro-businesses, making use of available Council assets, and located in accessible town centres and development areas. These would have different models of operation to reflect local needs and opportunities, for example easy-in/out office space, meeting room facilities;	
5.9			Active use of 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.	Planning system reviews and actions agreed by November 2015
5.10			Explore the case for introducing of micro-loans for SMEs if there is a failure in the market.	Option Appraisal completed by September 2015
5.11			Introducing consultancy services for Trading Standards , Licensing and Environmental Health, and training opportunities for food handling and hygiene.	Term of Re partnership
5.12			targeted support towards businesses with ambition and growth potential in order to ensure the Borough has a growing population of vibrant small businesses 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.	

Code	Strategic Objective	Outcome	Action	Timescale
5.13	<i>Connecting businesses and universities</i>	Close working relationship between business and higher education creating value and jobs	We will develop an approach to Knowledge Transfer 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.	

Corporate Social Responsibility

37. 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

38. An important principle embedded throughout this document 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.

39. We have identified a number of key groups in the borough who will be given additional focus in the delivery of the proposals set out in the report to ensure the opportunities arising from of growth can be accessed by all. These are:

- **Young people and those Not in Education, Employment or Training (NEETs):** Barnet has a low proportion of young people not in education, employment or training compared to London. Following the economic downturn youth unemployment rose substantially, and although it is now falling again it remains important to ensure that young people are accessing work and training as this sets them on a positive path.
- **Lone parents:** In Barnet 15.6% of those claiming out of work benefits are lone parents. Claimants are concentrated in deprived areas to the west of the borough and are particularly disadvantaged in London because of the high cost of childcare provision.

- **Disabled people and people with long term health conditions:** In Barnet 46% of the total number of claimants of incapacity benefits were related to mental health issues (May 2010). Of these, 98% have been claiming benefits for at least 12 months, and nearly two-thirds have been claiming for at least five years. Around 93% of those in Barnet receiving secondary mental health services are not in paid employment (Jan 2014).
 - In Barnet 10.6% of clients with a **Learning Disability** of working age were in employment in 2009/10, above the national average of 6.4%. There are many challenges in finding work placement and employment opportunities for people with learning disabilities. Learning from the 'PSA16' and 'Right 4 Work' projects indicates that people with disabilities, in particular those with mental health problems and a learning disability, require intensive 1:1 support to prepare for, find and keep work.
 - **Black and Minority Ethnic groups:** Unemployment for Black and Minority Ethnic Groups (BAME) tends to be consistently higher than the overall average unemployment rate. The Barnet Economic Insight Report (2011) indicates that in 2006 BAME unemployment rates were close to the Barnet average, but there has been a sharp rise since, peaking at 18.3% compared to Barnet's overall average of 9%.
 - Those **groups living in areas of greater economic disadvantage** (as set out in the Indices of Multiple Deprivation), and the approximately 15% of the population may have been impacted by **changes to the welfare system**, should be enabled to access opportunities to gain from growth just like anyone else so that they do not get left behind as the wider economy recovers, for through employment and skills initiatives.
40. An equalities Impact Assessment will be conducted as a part of the wider development and delivery of our approach to supporting economic success.

Listening to and working with residents, businesses and partners

41. 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.
- **Business engagement:** In developing the approach set out in this report we have drawn extensively on messages businesses have given us through exercises such as the Barnet Business Survey (2013) and the Business Breakfast Programme. Furthermore, many of the objectives set out here will involve deeper on going dialogue with business over the coming years in order to be made into reality.
 - **Partner engagement:** Barnet Council is only one part of the picture. The wider public sector, including Job Centre Plus, Middlesex University, colleges and schools, the NHS and the police also play an important role, as do the Council's delivery partners Regional Enterprise (Re) and Capita. By working together and coordinating our efforts to we will maximise the benefit of our actions to local businesses.

- **Resident engagement:** Barnet residents (many of whom also work and run businesses here) and the investment and consumption decisions they take that will have a huge impact on the success of the local economy. It is vitally important that our approach supports them to prosper and to gain from growth.

Measuring success

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 agreed 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, or the unemployment rate), with progress updates from senior officers responsible for delivering some of the specific programmes and projects set out here (for example business hubs, or new approaches to developing town centre growth). The approach will be updated in five years, or sooner if circumstances require.

Appendix B

Consultation on the Draft Barnet Entrepreneurial Strategy

xx September – 13 November 2014

Introduction

We are considering proposals to encourage growth in Barnet so that people from all backgrounds can share in the opportunities that this will create, good businesses can thrive, and the area becomes a more attractive place to live, work and invest in the long term.

The vision is to make Barnet the *best place in London to be a small business*. It contains proposals relating to five theme areas:

- Building solid foundations
- A great place to work, live and invest
- Skilled employees and entrepreneurs
- Access to markets
- Facilitating business growth

Each of these themes is accompanied by a number of strategic objectives and activities that together will deliver our overall vision. You can find out more about the detail of each theme [here](#). Please familiarise yourself with the content of the draft strategy before answering the questions set out in this consultation document.

We want to give everyone – including businesses, individuals, community groups, and public sector organisations - the opportunity to have their say on the proposals before the draft Strategy is finalised.

We have tried to make the survey as easy as possible to complete.

It is divided into a number of short sections that allow you to give your views, opinions and ideas about specific parts of the strategy, and also against the proposals as a whole. Completing the questionnaire should not take you more than a few minutes and it will be instrumental in developing the content of the final Strategy.

Before completing this survey

- Please read the more detailed information in the consultation document in full before answering the pull-out questionnaire
- You can visit <http://engage.barnet.gov.uk> to learn about the background and detail of the strategy
- You also have the option of completing the questionnaire online at <http://engage.barnet.gov.uk>
- Or you can email us at luke.ward@barnet.gov.uk for further information.

If you require this questionnaire in a different format or language, or you would like

Thank you for your participation.

The consultation will run until 5pm on 13 November 2014

Confidentiality

To ensure personal information about you is secure, all of your answers will be treated in the strictest confidence, and will be stored securely.

Please be assured all your answers will be stored in accordance with our responsibilities under the Data Protection Act 1998. The responses under the 'About You' section will only be used by the London Borough of Barnet to review what different sections of the community think of our plans'

Unless you are responding on behalf of an organisation, you do not have to give us your name and you will not be personally identified.

Please complete the questions using block capitals and black or blue ink. It is important that you also read the accompanying information.

Instructions

Please read these instructions carefully before answering the survey

The questionnaire has been designed to make it as easy as possible for you to fill in. Some questions only require you to put a tick in one OPTION or give your views whilst others ask for more detailed or specific responses. Please read the instructions for answering each question carefully.

Please check that you answered all the questions that apply to you.

Please be assured that all your answers will be treated in the strictest confidence and will be stored securely. All information is stored in accordance with our responsibilities under the Data Protection Act 1998.

Section 1: Overarching Questions

The draft Strategy is organised into five themes, which are set out in question 3. Each theme reflects the fact that different aspects of the local economy relate to and influence each other. You can find out a bit more about each one in the detailed [draft strategy](#).

1. **To what extent do you agree or disagree that the aim of the Economic Strategy to make Barnet the “best place in London to be a small business” is the right one? (Please tick ✓ one option only)**

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know



2. Do you have any comments about the overall aim of the Economic Strategy to make Barnet the “best place in London to be a small business”? Please set these out in the box below:

3. To what extent do you agree or disagree with the five overarching themes set out on page 6 of the Economic Strategy? (Please tick ✓ one option only)

Overarching themes	Strongly Agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
Building Solid Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A great place to work, live and invest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skilled employees and entrepreneurs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitating business growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall I agree with the five overarching themes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. If you disagree with any of these themes please say why

5. Do you have any other comments that you'd like to add about either the overall vision of the draft Economic Strategy, or any of the five over-arching themes set out in question 3?

The following questions are intended to allow you to give your views about the detail underlying the themes set out in section 3.

Section 2: Building Solid Foundations

This theme is about ensuring that when individuals and businesses engage with the Council – whether to pay business rates, apply for a license, or to report a problem – the process is as efficient as possible, and does not create any constraints or unnecessary costs to them. There are two Strategic Objectives associated with this theme: *A streamlined planning system and reduced regulation*, and *Improved customer access*. To find out more about the detail of each strategic objective please see the consultation document [here](#).

6. Do you have any other comments to add about either the Strategic Objectives set out in the Economic Strategy under the theme “Firm Foundations”? Please explain your answer:

Section 3: A Great Place to Work, Live and Invest

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. There are three Strategic Objectives associated with this theme: *Thriving town centres that people want to live, work and spend time in*, *Excellence in regeneration and growth*, and *Fit for purpose infrastructure and transport networks*. To find out more about the detail of each strategic objective please see the consultation document [here](#).

7. Do you have any other comments to add about either the Strategic Objectives set out in the Economic Strategy under the theme “A Great place to do Business”? Please explain your answer:

Section 4: Skilled Employees and Entrepreneurs

Having a workforce with the right skills, flexibility, and behaviours is an essential input for delivering economic growth. The council and its partners will help the workforce to develop the skills the economy needs to thrive, and will work with businesses so that they can find the right people. There are four Strategic Objectives associated with this theme: *Working with employers to develop a skilled workforce, Supporting residents to develop the skills they need to succeed, Encouraging a culture of entrepreneurship, and Healthier workplaces.* To find out more about the detail of each strategic objective please see the consultation document [here](#).

8. Do you have any other comments to add about either the Strategic Objectives set out in the Economic Strategy under the theme “Skilled employees and entrepreneurs”? Please explain your answer:

Section 5: Access to Markets

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 its partners, is a major buyer of services through our procurement activity. We will use our buying power to develop local growth and jobs wherever possible and appropriate to strengthen the supply chain and to retain the benefits of growth in Barnet. There is one Strategic Objective associated with this theme: *Local and small businesses can access Council contracts.* To find out more about the detail of the strategic objective please see the consultation document [here](#).

9. Do you have any other comments to add about either the Strategic Objective set out in the Economic Strategy under the theme “Access to Markets”? Please explain your answer:

Section 6: Facilitating Business Growth

Sustainable business growth is a fundamental driver for the economy. The specific areas of focus for this objective are on supporting the development of locally-based small businesses. We will also work to bring new investment into the borough, and to ensure that major employers are brought into key development sites like Brent Cross and Colindale. There is one Strategic Objective associated with this theme: *Businesses enabled to grow and thrive*. To find out more about the detail of the strategic objective please see the consultation document [here](#).

10. Do you have any other comments to add about either the Strategic Objective set out in the Economic Strategy under the theme “Facilitating Business Growth”? Please explain your answer:

Section 7: Town Centres

A characteristic of Barnet is that it has a number of town centres, each with its own unique character and identity. Nearly every resident lives within half a mile of at least one of them. We are keen that each town centre maintains its character and function, and that future growth in the borough reflects the strengths and nature of each. Section xx of the draft Economic Strategy contains more detail about our proposals for different town centres in Barnet.

11. To what extent do you agree or disagree that the proposals in the draft Economic Strategy for Town Centres? (Please tick ✓ one option only)

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Do you have any other comments to add about the proposals for Town Centres set out in the Economic Strategy? Please explain your answer:

Section 8: About you

When consulting with our residents and service users Barnet Council needs to understand the views of our different communities.

Please be assured that all your answers will be treated in the strictest confidence and will be stored securely. All information is stored in accordance with our responsibilities under the Data Protection Act 1998.

1. **What is your residential post code? (This will enable us to analyse the results by different areas). Please write your answer below:**

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2. **Are you responding as a: Please tick (✓) one OPTION only**

Barnet resident	<input type="checkbox"/>	Go to Q 5
Business based in Barnet	<input type="checkbox"/>	Go to Q 5
Barnet resident and business based in Barnet	<input type="checkbox"/>	Go to Q 5
Representing a voluntary/community organisation	<input type="checkbox"/>	Go to Q 4
Representing a public sector organisation	<input type="checkbox"/>	Go to Q 4
Other (please specify)	<input type="checkbox"/>	Go to Q 5

3. **Please specify the type of stakeholders or residents your community group or voluntary organisation represents:**

4. **Please specify the type or name of the business you are representing:**

Section 9: Diversity monitoring

Barnet Council is required by law, Equality Act 2010, to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good

relations between people from different groups. One way we do this is to assess the impact of our services and practices on different groups. The information collected here will help the council to ensure that our policies and services are fair and accessible, assess the impact of policies, services and decisions on the protected characteristics covered by the Act and demonstrate compliance with the law.

To assist us in complying with our duty under the Equality Act 2010 we are asking you some personal questions, which we would encourage you to complete. Collecting this information will help us understand the needs of our different communities.

Please be assured that all the answers you provide will be treated in the strictest confidence and will be stored securely. All information will be stored in accordance with our responsibilities under the Data Protection Act 1998.

For the purposes of this survey we are asking about the 7 protected characteristics included in the Equality Act 2010.

5. Are you male or female? Please tick (✓) one OPTION only

Male	<input type="checkbox"/>	Go to Q 7	Female	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>	Go to Q 6
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Females only: Pregnant and on maternity leave

As part of the Equality Act 2010 the council has a statutory requirement to collect information in relation to 'protected characteristics' which includes information on women who are pregnant and on maternity leave. Answering this question will assist us in meeting our legal obligations. It will also help us understand the different needs of our communities.

6. Are you pregnant and/or on maternity leave? (Please tick (✓) one option on each row)

	Yes	No	Prefer not to say
I am pregnant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am currently on maternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As part of the Equality Act 2010 the council has a statutory requirement to collect information and pay due regard in relation to 'protected characteristics' which includes gender re assignment. Answering this question will assist us in meeting our legal obligations. It will also help us understand the different needs of our communities.

7. What is your age group? Please tick (✓) one option only

Under 18	<input type="checkbox"/>	55-64	<input type="checkbox"/>
18-24	<input type="checkbox"/>	65- 74	<input type="checkbox"/>

25-34	<input type="checkbox"/>	75+	<input type="checkbox"/>
35-44	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
45-54	<input type="checkbox"/>		

8. **What is your ethnic origin? Please tick (✓) one option only**

White		Asian / Asian British	
British	<input type="checkbox"/>	Indian	<input type="checkbox"/>
Irish	<input type="checkbox"/>	Pakistani	<input type="checkbox"/>
Gypsy or Irish Traveller	<input type="checkbox"/>	Bangladeshi	<input type="checkbox"/>
Any other White background (✓ AND WRITE BELOW)	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Mixed / Multiple ethnic groups		Any other Asian background (✓ AND WRITE BELOW)	<input type="checkbox"/>
White & Black Caribbean	<input type="checkbox"/>	Black / African / Caribbean / Black British	
White & Black African	<input type="checkbox"/>	African	<input type="checkbox"/>
White & Asian	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>
Any other Mixed / Multiple ethnic background (✓ AND WRITE BELOW)	<input type="checkbox"/>	Any other Black / African / Caribbean background (✓ AND WRITE BELOW)	<input type="checkbox"/>
Other ethnic group			
Arab	<input type="checkbox"/>		
Any other ethnic group(✓ AND WRITE BELOW)	<input type="checkbox"/>		

Disability

The Equality Act 2010 defines disability as ‘a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities’.

In this definition, long- term means more than 12 months and would cover long-term illness such as cancer and HIV or mental health problems.

9. **Do you consider that you have a disability as outlined above? Please tick (✓) one option only**

Yes

No (Please go to Q10)

If you have answered 'yes', please select the definition(s) from the list below that best describes your disability/disabilities:

Hearing (such as deaf, partially deaf or hard of hearing)	<input type="checkbox"/>	Reduced Physical Capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath energy or stamina, asthma, angina or diabetes)	<input type="checkbox"/>
Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	<input type="checkbox"/>	Severe Disfigurement	<input type="checkbox"/>
		Learning Difficulties (such as dyslexia)	<input type="checkbox"/>
Speech (such as impairments that can cause communication problems)	<input type="checkbox"/>	Mental Illness (substantial and lasting more than a year, such as severe depression or psychoses)	<input type="checkbox"/>
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	<input type="checkbox"/>	Physical Co-ordination (such as manual dexterity, muscular control, cerebral palsy)	<input type="checkbox"/>
Other disability, please specify			
Prefer not to say <input type="checkbox"/>			

10. **What is your religion or belief? Please tick (✓) one option only**

Agnostic	<input type="checkbox"/>	Jain	<input type="checkbox"/>
Atheist	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Baha'i	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Christian	<input type="checkbox"/>	No Religion	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	Other religion/belief (Please specify).....	<input type="checkbox"/>
Humanist	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>

11. **What is your sexual orientation? Please tick (✓) one option only**

Bisexual	<input type="checkbox"/>	Lesbian	<input type="checkbox"/>
Gay	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Heterosexual	<input type="checkbox"/>		

Thank you for taking the time to complete this questionnaire.

Please return by 13 November 2014.

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	<p>Assets Regeneration and Growth Committee</p> <p>8 September 2014</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Strategic Asset Management Plan</p>
<p style="text-align: center;">Report of</p>	<p>Deputy Chief Operating Officer Lead Commissioner, Enterprise and Regeneration</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Date added to Forward Plan</p>	<p>June 2014</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix 1 – Draft Strategic Asset Management Plan</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Michael Sudlow, Property Director, Re, 07860 758461 michael.sudlow@capita.co.uk</p>

Summary

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.

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.

The key principles of the SAMP were reported at the 9 July 2014 Assets, Regeneration and Growth Committee. Taking into account those principles, this document sets out the proposed approach to asset management over the next five years.

Recommendations

That the Committee approve the attached Strategic Asset Management Plan (SAMP) as the draft for public consultation.

2. WHY THIS REPORT IS NEEDED

2.1 Executive Summary

2.1.1 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 prior to 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 – Surplus land for development

2.2 Components of a Strategic Asset Management Plan

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:-
 - 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.
- 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. A detailed report by property addresses is being prepared and this will be published in line with the transparency agenda in the autumn.
- 2.2.4 The total asset value of the portfolio based on current book value (as at 31st 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.
- 2.3.2 The Committee is asked to comment on the attached SAMP and the Council seeks approval to carry out a further period of public consultation prior to final approval at 15 December 2014 committee meeting.

2.4 Next steps and timescales

- 2.4.1 This document will be consulted on over the autumn with key stakeholders including elected Members, community groups and partner organisations.
- 2.4.2 The final Strategic Asset Management Plan will be reported back to committee to seek final approval in December 2014.

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

- 4.1 This SAMP will undergo further consultation over the autumn and will come back to committee on 15 December 2014. It is planned that the draft community asset strategy, which is presently written and is referenced within the SAMP, will be presented to the December committee for approval.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

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

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; 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.

5.3.2 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.

5.3.3 The Council has general powers to dispose of and acquire property, contained in (inter alia) the Local Government Act 1972, the Town and Country Planning Act 1990 and the Housing Act 1985.

5.4 Risk Management

5.4.1 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.

5.4.2 The SAMP 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.

5.4.3 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.

5.5 Equalities and Diversity

5.5.1 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 place.

5.5.2 An Equalities Impact assessment will be carried out to assist the council in meeting the requirements of the Public Sector Equalities Duty.

5.5.3 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;

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.

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.

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%).

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.

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:

The council intends that the SAMP will have a positive impact on all groups identified in the 2010 Equality Act because it is designed to use council assets to promote inclusion and community engagement and participation.

The SAMP will 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 SAMP 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.

- 5.5.4 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.

5.6 Consultation and Engagement

- 5.6.1 Detailed consultation will take place on the contents of the asset management plan in the autumn with key stakeholders, and will inform the final document.

5.6.2 Further consultation and engagement will aim to:

- Lay out the key principles within the draft strategy document.
- 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.
- Gather feedback on the draft document gaining an in depth understanding of stakeholders' views to help inform the final strategy documents.

5.6.3 To ensure we reach as many stakeholders as possible we will carry out on-line surveys and make the document available in public council buildings ensuring that the survey and SAMP are available on request in different formats: large print, easy read and audio.

5.6.4 Once the consultation is complete the final Strategic Asset Management Plan will be reported back to committee to seek final approval

6. PREVIOUS DECISIONS

6.1 July 2014 Asset, Regeneration and Growth Committee approved the key principles of the Strategic Asset Management Plan for consultation

September
2014

Strategic
Asset
Management
Plan

BARNET
LONDON BOROUGH

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Glossary of Terms

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

Part 1

Strategic Context

In This Section

1. Vision & Aims

2. The Barnet Context

1.1

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.

1.3

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.

1.2

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.



Hendon Town Hall

Part 1 Strategic Context

Asset Strategy – Objectives

1.4

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.
- ② 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.
- ③ 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.

- ④ 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.
- ⑤ 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.
- ⑥ Provide a framework against which strategies for council assets such as highways, housing and parks can be developed.
- ⑦ Develop an approach that maximises letting income and where relevant, this should be balanced against community or social value and;
- ⑧ Achieve efficiencies by sharing assets across the public sector.

The Borough: a brief overview

2.1

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).

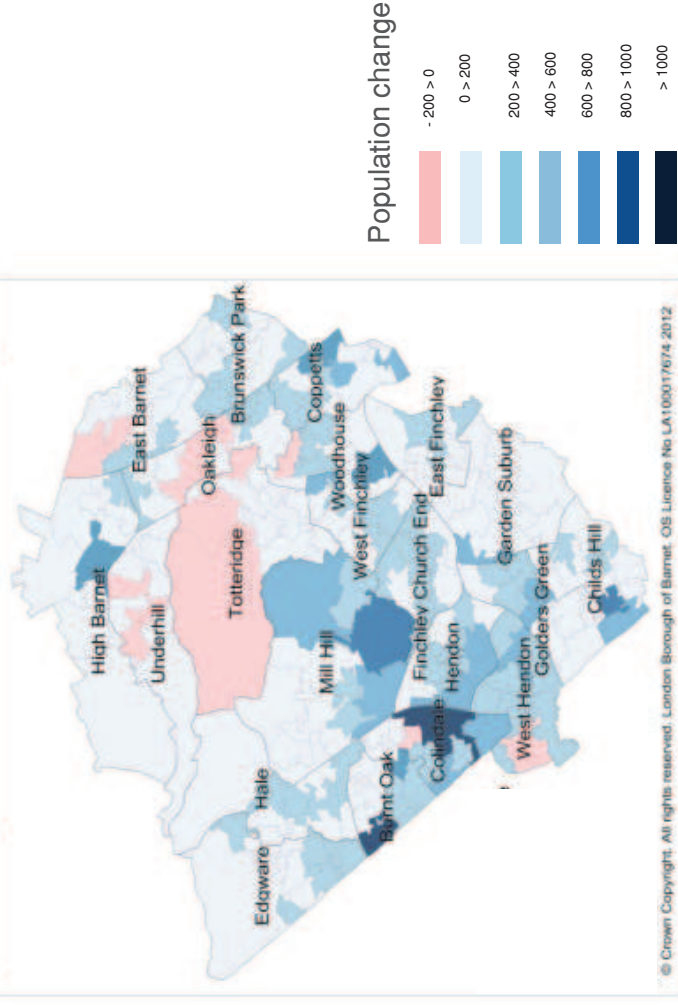
The Borough was formed in 1965 and stretches from Edgware to Brunswick Park and High Barnet to Childs Hill. The 2011 census reported 135,900 households in Barnet with an average occupation of 2.6 persons. One in three households live in a flat with a general trend towards smaller single income households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

- ① A local economy made up mainly of small and medium-sized businesses.
- ② Lower than average rates of unemployment for London and a higher than average rate of VAT-registered businesses.
- ③ Residents with better than average qualifications earning higher than average wages and salaries - many in jobs in Westminster and the City.
- ④ 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

2.2

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

The Corporate Plan Strategic Objectives are:

- ① Promote responsible growth, development and success across the borough.
- ② To support families and individuals in need promoting independence, learning and wellbeing.
- ③ Improve satisfaction of residents and businesses within the London Borough of Barnet as a place to live, work and study.

Key Issues under the Corporate Plan

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.

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.

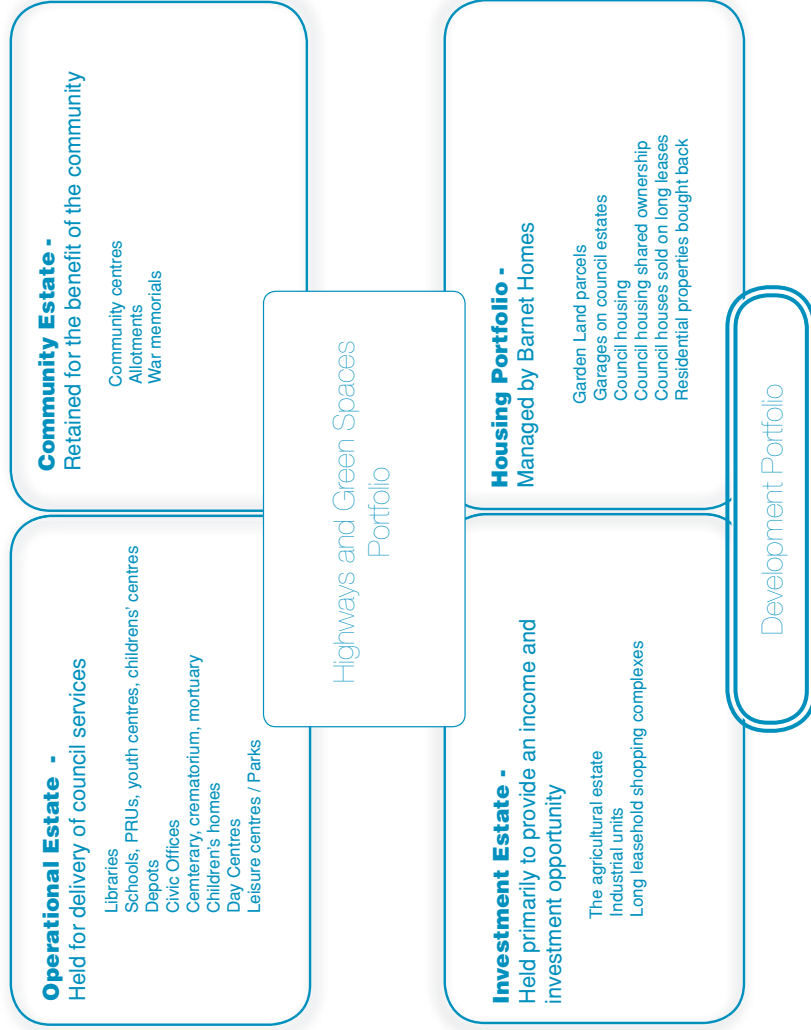
From the point of view of council Members, reports for decision makers will be submitted in accordance with the council's constitution. It is also envisaged that consultation with stakeholders, such as council Members, will continue as normal (for example, as in the case of Disposals and Rent Reviews). 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

2.3

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



Portfolio Details

2.4

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

2.5

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:

- ① Is there a clear rationale for owning or holding property?
 - ② Does a particular asset assist service delivery or generate income?
 - ③ Is there any beneficial purpose in its retention? e.g. a growth or regeneration opportunity or a wider public service benefit?
 - ④ 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.

Part 1 Strategic Context

Disposals

2.6

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

2.7

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

3. Operational Estate

4. Community Estate

5. Highways and Parks Estate

6. Investment Estate

7. Housing Portfolio

8. Development Portfolio

Civic Estate – Office Accommodation Rationalisation Strategy

3.1

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.

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

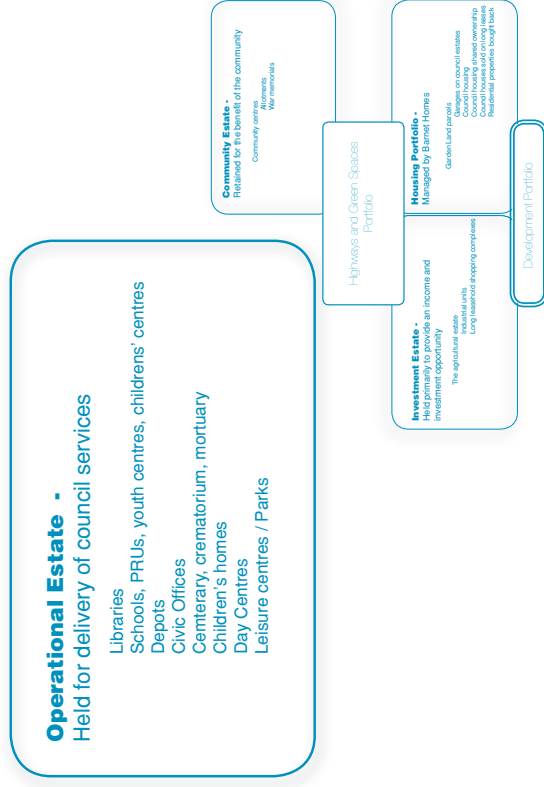
In terms of the current footprint the relevant floor areas are as follows:

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.

Civic Estate – Office Accommodation Rationalisation Strategy

3.1

Customer Access 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.

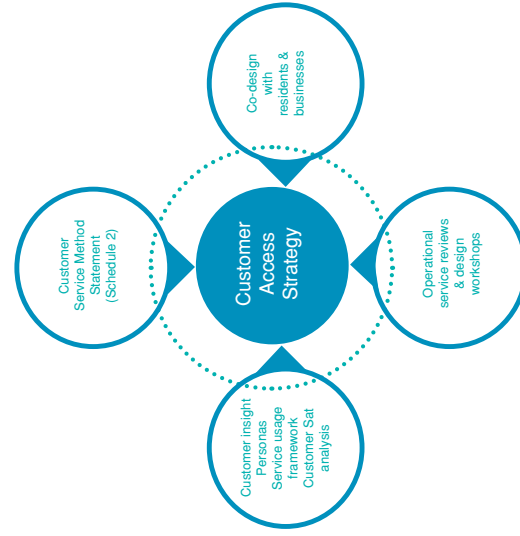
The council is investing in online access, and the creation of the Capita partnership has included significant investment in a new website a 'My Account' self-service facility, due to be launched late 2014. These new facilities are expected to facilitate significant channel shift away from both the telephone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



Civic Estate – Office Accommodation Rationalisation Strategy

3.1

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, Collindale, 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.

Sports and Leisure Activities Strategy

3.2

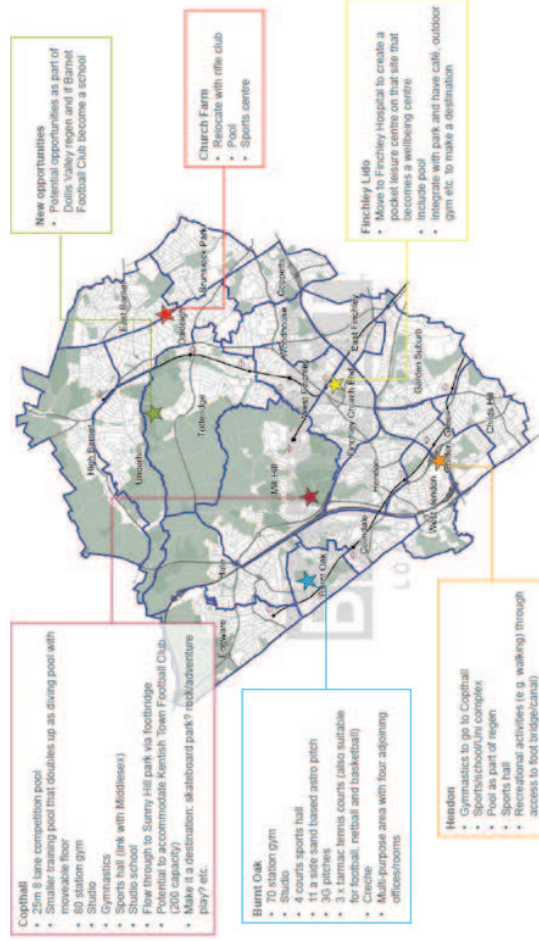
The sport and leisure activity portfolio is based on the ethic of providing an environment conducive to physical activity centred on leisure centres, wide ranging leisure facilities and parks / open spaces which seek to encourage participation from residents of all ages.

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 2018 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:

- ③ To implement changes that minimise the cost of provision of leisure services.
- ③ To ensure that the future leisure Centre offering is adaptable and able to respond to need.
- ③ To ensure that the future leisure offering provides continued alignment with the health agenda.
- ③ As a minimum, to ensure that the current condition of the leisure estate is maintained.
- ③ To ensure that where assets are disposed, that there is an appropriate re-provision and,
- ③ To ensure that costs to residents are appropriate for the area to enable access.

The aspiration therefore in terms of the future configuration of the leisure centre estate is shown on the following borough map.

The new vision for the estate allows for the council to explore other opportunities which will arise following reconfiguration including:



Part 2 Shaping the Future Estate

Education Portfolio

3.3

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 one.

The core commissioning principles for school places include;

- ③ 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.
- ③ 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.
- ③ 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.
- ③ 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.

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).

Community Asset Strategy

4.1

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

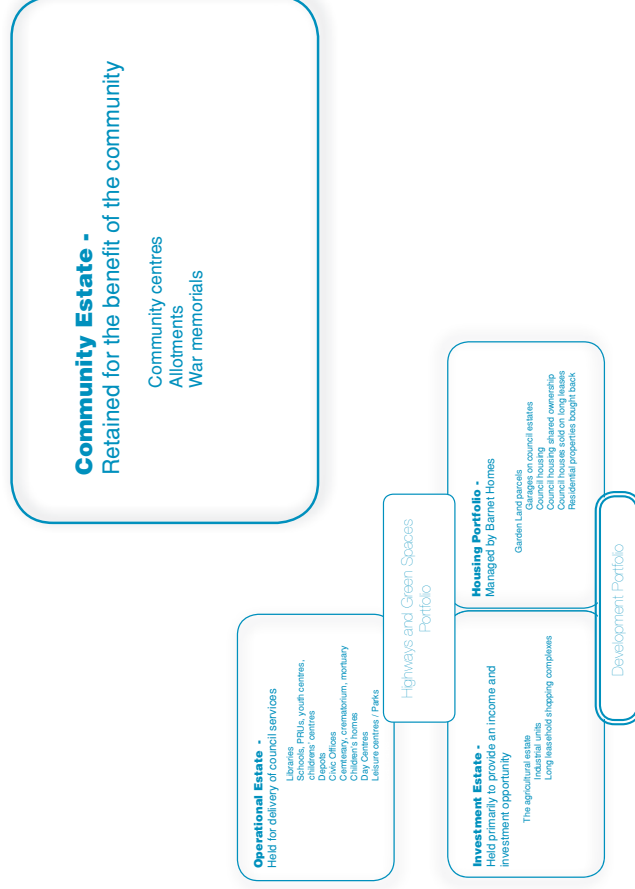
The council's approach to asset management must ensure that savings and income generation targets are met. Nevertheless the council is also committed to developing greater community participation and recognising the importance of providing support to those voluntary organisations that provide services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

- ④ 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.
- ④ The Community Asset Strategy will prioritise utilisation of buildings and identifying opportunities for organisations to share and co-locate.
- ④ 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

5.1

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:

- ③ An Asset Management Framework should be developed and endorsed by senior decision makers. All activities outlined in the Framework should be documented.
- ③ Relevant information associated with asset management should be actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance.
- ③ 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.
- ③ A performance management framework should be developed that is clear and accessible to stakeholders as appropriate and supports the Asset Management Strategy.

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.

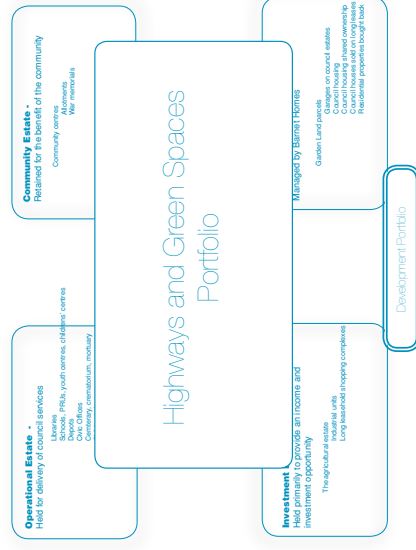
The case for implementing the Asset Management Framework should be made by clearly explaining the funding required and the wider benefits to be achieved.

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

- ③ Network Management Plan
- ③ Network Recovery Plan – An addendum to the existing Barnet Highway Asset Management Plan (HAMF)
- ③ Operational Network Hierarchy
- ③ Developer's Design Guide

It is expected that they will be adopted by the Council by April 2015.

Part 2

Shaping the Future Estate

Green Infrastructure

5.2

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: -

- ③ Protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations.
- ③ Protecting and conserving biodiversity. Parks offer refuges for threatened species.
- ③ Keeping our air and water clean, counteracting the damaging effects of pollution.
- ③ Playing a vital role in flood risk management in terms of drainage and run-off by providing porous surfaces and water storage areas.

- ③ Supporting and improving the health and wellbeing of the population, including older people especially through physical activity.
- ③ Maintaining and boosting Barnet's reputation as a green, leafy borough and as a good place to live, work, and raise a family.
- ③ Improving resident satisfaction with Barnet as a place to live and with the council.
- ③ Creating places where small businesses and cultural activities are enabled to thrive.
- ③ Promoting economic growth that is balanced and also of direct benefit to the local community.
- ③ 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.



Approach to Portfolio Income

6.1

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/hold portfolio will be one that seeks to maximise rental income / yield wherever possible, notwithstanding that this approach need not necessarily conflict with the council's desire to support community uses.

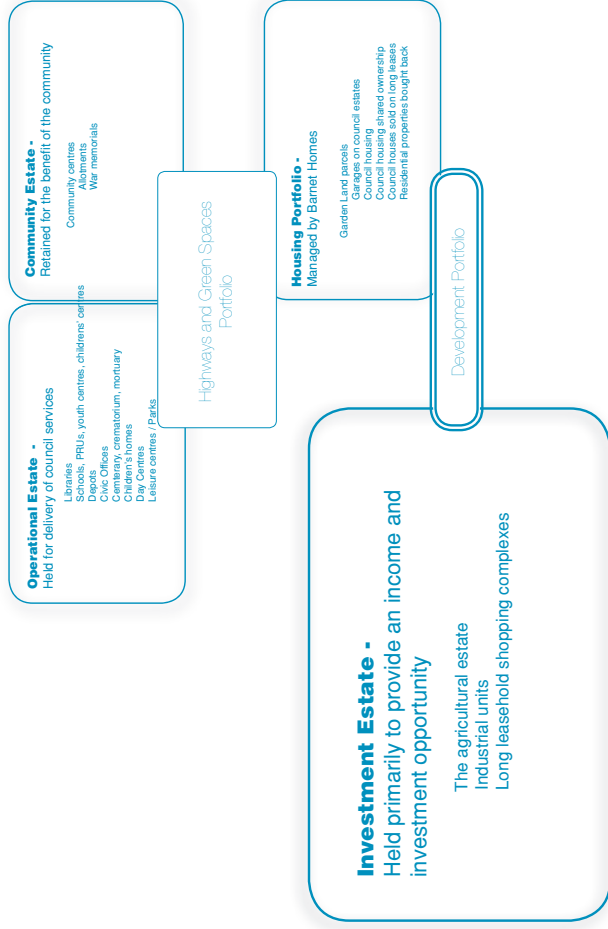
Investment Portfolio

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 Strategy

7.1

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.

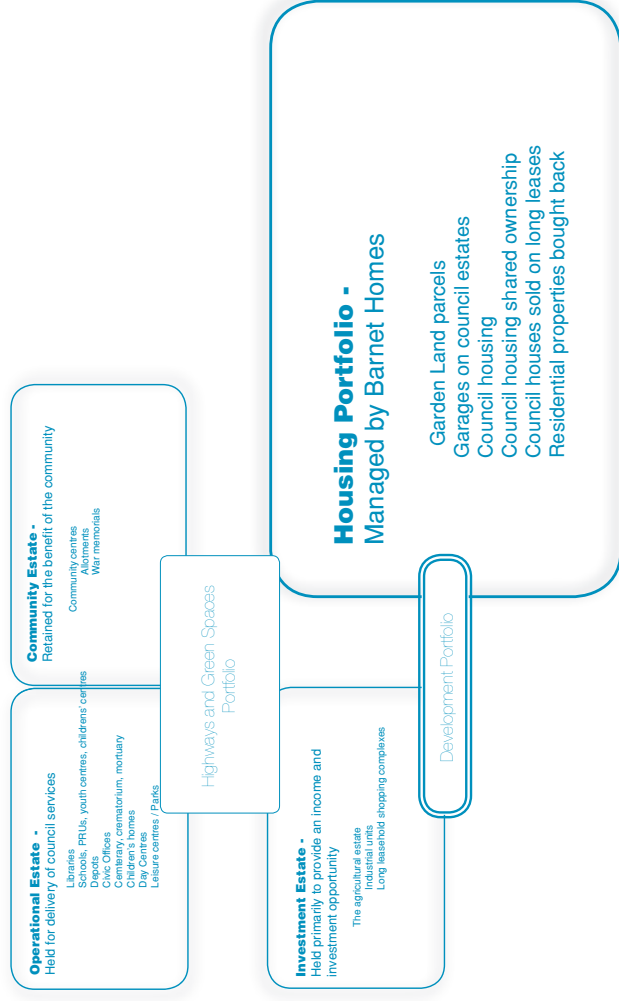
The council has focussed its housing strategy agenda at a strategic level on the Three Strands Approach, which seeks to protect and enhance the borough whilst recognising the need to accommodate growth where appropriate particularly as a means of improving less successful parts of the borough.

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 semi-detached. 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.



Development Portfolio

Building on the Council Track Record

8.1

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

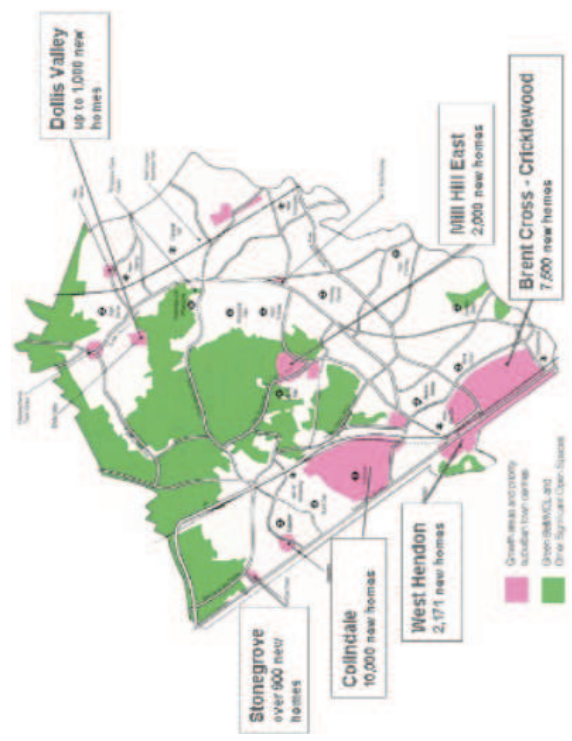
1. Delivering sustainable housing growth
2. Supporting people to have the right skills to access employment opportunities
3. Supporting enterprise (including town centres)
4. Supporting infrastructure delivery to keep Barnet moving
5. Ensuring a clean, green suburb

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.



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 Barnet 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

Delivering the Strategy

In This Section

9. Delivering the Strategy

10. Conclusions & Way Forward

9.1

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.

9.2

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

9.3

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.

It is now proposed to co-locate CCG with the council initially at the North London Business Park and afterwards alongside the council at whichever site is selected as the future medium / long term solution.

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.

9.3

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)

9.4

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

9.5

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.

Appendix 1 - Background Documents

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

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

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
Total	632	4,057,664

*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
Total	£3,977,353.22

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

Part 3

Delivering the Strategy

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



Assets, Regeneration & Growth Committee

8 September 2014

Title	Brent Cross Cricklewood – Project Update and Approval to Undertake Preparatory Work Relating to Land Acquisition
Report of	Enterprise and Regeneration Lead Commissioner
Wards	Childs Hill, Golders Green and West Hendon
Status	Public
Enclosures	Appendix 1: Plan of land and interests in respect which may be affected by the Brent Cross Cricklewood project
Officer Contact Details	Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563

Summary

This report provides an update to the Committee on progress on the Brent Cross Cricklewood regeneration scheme and seeks authority for a formal land referencing exercise to be carried out to identify all those with interests in the land shown on the plan at Appendix 1; and authority to allow the appropriate Chief Officers to negotiate and complete private treaty acquisitions of land and interests in the area shown on the plan at Appendix 1

Recommendations

1. That the Committee approve the following:
 - a) That the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests in the areas shown on the plan at Appendix 1 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.

b) That the appropriate Chief Officers be authorised to arrange for a land referencing exercise (including the service of statutory requisitions) to be undertaken to identify all parties with interests in the land shown edged red and shaded pink and shaded blue on the plan at Appendix 1

1. WHY THIS REPORT IS NEEDED

- 1.1 This report seeks to update the Assets, Regeneration and Growth Committee on the significant progress and milestones which have now been reached on the Brent Cross Cricklewood project, and to seek the Committee's approval to enter into negotiations and conclude agreements by private treaty with owners whose land or interests are required for the delivery of the project. Approval is also sought to undertake a land referencing exercise to identify all parties with interests in the land and with whom private treaty negotiations should be conducted. The early acquisition of properties will facilitate the delivery of the early stages of the comprehensive regeneration of Brent Cross Cricklewood. The extent of these early stages (including the land and interests likely to be needed for the delivery of significant infrastructure which will support the regeneration of the wider Brent Cross Cricklewood scheme) is shown edged red and shaded pink and shaded blue on the plan at Appendix 1.
- 1.2 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 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 should be considered as a tool of last resort after reasonable attempts have been made to acquire land and interests by private treaty. The preparatory work for which approval is sought in this Report is therefore also required to be in advance of any CPO, should it be necessary at a later date to seek the Committee's to use CPO powers. The Committee should note that a further report or reports will need to be brought back to the Committee seeking authority before any CPO is made and promoted.

2. UPDATE

- 2.1 On 23 July 2014, 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. As such, planning permission is now in place to take forward the scheme. The period for judicial review concludes on 3 September 2014. The Development Partners are now focusing on discharging the relevant conditions and preparing the necessary

reserved matters applications in respect of the shopping centre and critical infrastructure to be provided.

- 2.2 The Property Development Agreement and Co-operation Agreement (and an associated suite of documents) between the Development Partners and the Council, which deals with the delivery of the redevelopment and regeneration of the shopping centre and the land around it, and the delivery of the infrastructure needed for that and for the regeneration of the land to the south of the North Circular (“the Critical Infrastructure”), has been agreed by the parties and is in the process of being completed.
- 2.3 A 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, has been agreed and will be completed prior to progressing any CPO process.
- 2.4 The procurement process being run by the Council to select a developer partner for the area to the south of the North Circular has commenced and the initial formal expressions of interest received have revealed significant interest from a number of well-known and substantial developers in the market. The Council intends to shortlist between three and five developers in early October 2014 and select the preferred development partner in March 2015. The selection will be reported to Committee for approval.
- 2.5 The Council is also continuing discussions with Network Rail and HM Treasury to bring forward the station proposals to support the regeneration proposals. 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 be need to be acquired to facilitate the delivery of the project is shown on the plan at Appendix 1. 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 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. It is envisaged that offers will have been made to all owners and occupiers to acquire their interests by private treaty any report is brought back to Committee to seek authority for the use of CPO powers.

4. ALTERNATIVE OPTIONS

- 4.1 If the Council decides not to progress private treaty with owners, then the project will be delayed indefinitely because the Council and Development Partners will not have the necessary interest to deliver the scheme.

5. POST-DECISION IMPLEMENTATION

- 5.1 A specialist land referencing company (TerraQuest) will continue to seek to identify all parties with interests in the area likely to be required to facilitate the delivery of the project. This will ensure that private treaty negotiations can commence or 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 at 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.

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 a land referencing exercise, and these costs will be directly covered by the development partners. The Council has already appointed 'Terraquest' and they will commence work from mid-September.

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.

6.9 Risk Management

The key risks for this stage of work can be summarised as follows:

- 6.10 The CPO Indemnity Agreement is due to be signed shortly after the Commercial Agreements have been exchanged. 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.

Equalities and Diversity

- 6.13 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;
- 6.14 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.
- 6.15 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.
- 6.16 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.
- 6.17 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.
- 6.18 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.

- 6.19 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.
- 6.20 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.
- 6.21 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.
- 6.22 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.
- 6.23 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%).
- 6.24 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.
- 6.25 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.

- 6.26 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.
- 6.27 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

- 6.28 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.
- 6.29 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?CommitteId=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>

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	<p>Assets, Regeneration and Growth Committee</p> <p>8th September 2014</p>
<p>Title</p>	<p>Dollis Valley Estate Regeneration Scheme Bring Forward the Delivery of Phase 2</p>
<p>Report of</p>	<p>Director of Place (Re), Stephen McDonald</p>
<p>Wards</p>	<p>Underhill Ward</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix: 1. Site Location Plan Phase 2 – Drawing No. B/02349/14 Appendix: 2. Proposed Layout Plan Phase 2 – Drawing No.2378-A-121 Appendix: 3. Existing Layout Plan Phase 2a - Drawing No.H00373-103 Appendix: 4. Proposed Layout Plan Phase 2a - Drawing No. H00373-101 Appendix: 5. Existing Layout Plan Phase 2b - Drawing No.H00373-104 Appendix: 6. Proposed Layout Plan Phase 2b - Drawing No. H00373-102</p>
<p>Officer Contact Details</p>	<p>Tony Westbrook, Head of Regeneration (Re) – 020 8359 7381 Michael Spyrides, Senior Regeneration Officer – 020 8359 2941 – Michael.Spyrides@Barnet.gov.uk</p>

Summary

Phase 1 of the Dollis Valley Estate regeneration scheme is under construction and on programme, with the first units expected to be handed over in March 2015.

The reserved matters planning application for Phase 2 was unanimously approved by the members of the Planning Committee on the 30th July 2014.

The existing Phase 2 land parcel consists of blocks of flats, blocks of garages, grassed areas and verges, and is separated by Dollis Valley Way (Appendix 1). The Phase 2 demolition and building works programme consisting of 163 residential dwellings (Appendix 2) are scheduled to commence in March/April 2015.

The parties have revisited the building works programme, and it would be possible by splitting the Phase 2 land parcel into two, namely, existing non-residential areas (2a – Appendices 3 + 4) and existing residential areas (2b – Appendices 5 + 6) to commence the building works on 2a in September/October 2014, some 6 months earlier than planned. The advantages of this revision will bring forward the entire project, and in particular, much needed affordable housing elements which would also assist the decanting process generally. Also, the financial consequence to the Council is that it will receive part of the minimum land value payments for Phase 2 several months earlier than anticipated.

The Dollis Valley Regeneration officers together with the council's partners are now in a position to finalise the Phase 2 building works programme and method statement proposals.

This report seeks authority for the Strategic Director, Growth & Environment to;

- Agree and enter into a variation of the Regeneration Agreement to accommodate these proposals.
- Agree and enter into any other associated scheme documents, including building licences that may be required to accommodate these proposals.

Recommendations

- 1. That the Committee note the progress to date and approve the bringing forward of Phase 2 of the Dollis Valley Estate Regeneration Scheme.**
- 2. That the Committee delegate authority to the Strategic Director, Growth & Environment, acting in consultation with the Chairman of the Assets, Regeneration & Growth Committee, to agree and enter into a variation of the Dollis Valley Regeneration Agreement, and any other associated documents, including building licences, that may be required, to accommodate these proposals.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report seeks authority for the Strategic Director, Growth and Environment to agree, through negotiations with Countryside Properties (UK) Limited (CP) (the partner) and London & Quadrant Housing Trust (L&Q) (the RP), to ultimately bring forward the entire regeneration development project by no less than four to six months, by splitting the Phase 2 land parcel into two sections. This will also bring forward receipt of minimum land value payments that are due to the council under the terms of the Regeneration Agreement.
- 1.2 The Dollis Valley Regeneration Agreement became unconditional on the 4th February 2014, and sets out the proposed development to be constructed over 5 Phases and is estimated to be completed within 7 years. The construction works on Phase 1 commenced soon thereafter.
- 1.3 The proposed regeneration site consisted of 441 residential units, and a small number of commercial buildings.
- 1.4 A hybrid planning application was granted in October 2013 (Phase 1 Detailed and Phases 2-5 Outline – Reserved Matters) for the construction of up to 631 new residential units to be provided as a mix of houses and flats with 230 for social rent, 20 intermediate units and 381 units for private sale, together with a new community centre and associated café, community nursery school, open spaces, and a new central access road from Mays Lane.
- 1.5 This report seeks authority for the Strategic Director, Growth and Environment to vary the Dollis Valley Regeneration Agreement, and to enter into any other associated documents that may be required to accommodate these proposals.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As set out above, the recommendations will ultimately bring forward the entire regeneration development project by no less than four to six months. Revising the existing programme of works on Phase 2 has no impact at all on any of the contracted deliverables within the Regeneration Agreement. The entire design and layout of Phase 2 will remain intact, and will be in accordance with the planning consent obtained. The proposals merely relate to the methodology of construction and the timeframe for its delivery.
- 2.2 The entire proposed Phase 2 layout will consist of 163 residential dwellings comprising of 84 houses and 79 apartments (Appendix 2). The parties have revisited the anticipated programme of works, and it would be possible (by splitting the Phase 2 land parcel into two, namely, existing non-residential areas = parcel 2a - North of Dollis Valley Way (Appendices 3 + 4) and existing residential areas = parcel 2b - South of Dollis Valley Way (Appendices 5 + 6)) to commence building works on 2a in September/October 2014, some 6 months earlier than planned.
- 2.3 The advantages of this revision will bring forward the affordable housing elements in Phase 2 (63 units on phase 2 alone – 42% of total phase 2 units),

and in particular, much needed 4 bedroom units, which would also assist the decanting process generally. Also, the financial consequence to the Council is that it will receive part of the minimum land value payments for Phase 2 several months earlier than anticipated, under the regeneration agreement.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 *Do Nothing* – the scheme would continue to be delivered as per the existing phasing plan set out in the Regeneration Agreement. This would mean that the opportunity to bring forward the development, including affordable housing and land payments, would be missed.
- 3.2 Options to expedite the delivery of the project, without affecting the existing residents, nor the quality of the construction, will always be considered, as it is in all the parties best interests that the project is completed as soon as practicably possible.

4. POST DECISION IMPLEMENTATION

- 4.1 The Council together with its partners will seek to conclude all the necessary paperwork described above, as soon as practicably possible, and for the revised programme of works to commence very soon thereafter.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Dollis Valley Estate is designated as one of the Council's Priority Housing Estates for Regeneration in its Local Plan (Core Strategy) Development Plan Document (2012). It forms part of the Barnet's Place Shaping Strategy, the Three Strands Approach 'Protection, Enhancement and Growth' which seeks to guide regeneration in the Borough. There is a recognised need for physical improvements to the Estate in order to tackle the poor quality built environment and the current isolation of the estate from the surrounding area as well as its ability to deliver new housing and create a new revived neighbourhood. The redevelopment of the Estate (along with other similar housing estates within the Borough) has been a longstanding priority for the Council for many years.

5.1.2 The Dollis Valley Regeneration Scheme supports the Corporate Plan 2013 - 2016 priority of '*To maintain the right environment for a strong diverse local economy*' and the strategic objective under this priority is to sustain Barnet by '*promoting growth, development and success across the Borough*'.

5.1.3 The scheme also supports the corporate priorities and the Sustainable Community Strategy 2010-2020 through the following core values:

'Sharing opportunities for success' and *'choice and responsibility'* – the new

development will provide 631 new good quality homes as well as quality open spaces, improved parking provision, a new community centre with nursery school facilities and employment opportunities.

The scheme will establish a new and sustainable neighbourhood in which people want to live, work and prosper within a growing, mixed strong community.

The development will also 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.

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

5.2.1 By varying the Regeneration Agreement further to the recommendations above, the financial consequence to the Council is that it will receive its minimum land values payments for part of Phase 2 and, because of the bringing forward of the construction timetable, potentially also for each of the remaining four phases several months earlier than anticipated.

5.3 Legal and Constitutional References

5.3.1 Section 1 of the Localism Act 2011 provides local authorities with a broad power to do anything that individuals may do subject to any specific restrictions on local authorities contained in legislation. This legislation and the specific property disposal powers in the Local Government Act 1972 empowers the Council to enter into the additional documentation recommended in this report.

5.3.2 The development partners will continue to comply with the requirements of the Regeneration Agreement prior to transferring land comprised within the regeneration phases, including progressing applications for highways stopping up orders where necessary.

5.3.3 If the proposed changes to the phasing timetable require any variation to the Section 106 planning agreement for the scheme, then these will be progressed through the proper planning process.

5.3.4 Constitution, Responsibility for Functions, Membership and Terms of reference of Committees – the terms of reference of the Assets, Regeneration and Growth Committee includes:

5.3.5 Developing and overseeing a Regeneration Strategy;

5.3.6 Oversee major regeneration schemes – including those of key social housing estates; and

5.3.7 Asset management i.e. 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 The proposed scheme has 5 Phases of development and is estimated to be completed within seven years. The Phase 1 of the regeneration is now well under construction and on programme, with the first units expected to be handed over in March 2015. Not progressing with the recommendations above merely keeps the project on its original programme of works and timeframe, and this opportunity to bring the project forward will be missed.

5.5 Equalities and Diversity

- 5.5.1 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life of the borough. The Dollis Valley Regeneration Scheme will provide a mix of affordable, intermediate and private sale flats and houses. The new mixed tenure housing will improve the community cohesion in an area with a highly diverse population. It will provide increased choice and opportunity for Barnet residents. This supports the overall aim of the Council's Equalities Policy and the Council's duties under the Equality Act 2010.
- 5.5.2 Delivery of the regeneration scheme is being conducted in consultation with the Dollis Valley Partnership Board which represents the interests of all residents of the Dollis Valley Estates. The Partnership Board is consulted on all aspects of delivery including the planning process, scheme design, and decanting and estate management issues.

5.6 Consultation and Engagement

- 5.6.1 The Council together with its Regeneration Agreement partners have now met on several occasions and have discussed the proposals at length with HB Public Law, LBB Planning & Highways, and others including Barnet Homes, and next steps have been agreed between the parties to progress the proposal of bringing forward Phase 2.
- 5.6.2 The proposals have also been discussed at the Dollis Valley Partnership Board, which comprises of several estate residents who also represent the estate's residents, representatives from the Council, and its Regeneration Agreement partners. This Board is very supportive of these proposals, and the earlier loss of grassed areas which are not used for recreational purposes, together with disused garages, will not be missed. The wishes of the Dollis Valley Partnership Board are for the regeneration project to be completed as soon as practicably possible, and support escalating the project as proposed.
- 5.6.2 Amendments to the Dollis Valley Regeneration Agreement will need to be formally agreed by all the Dollis Valley Regeneration Agreement partners.

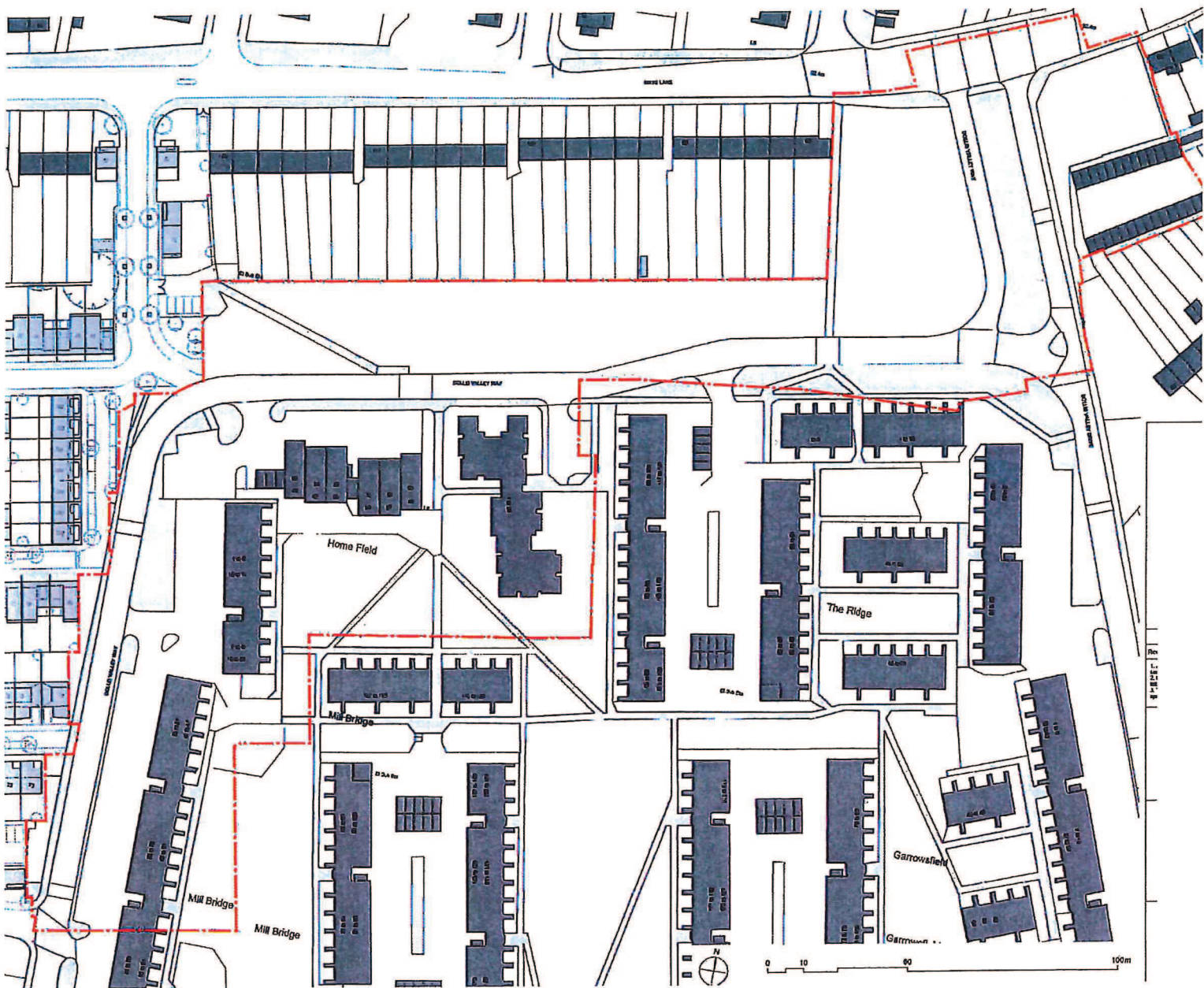
6. BACKGROUND PAPERS

- 6.1 In 2011, following a competitive dialogue process, Countryside Properties (UK) Limited (CP) (the partner) and London & Quadrant Housing Trust (L&Q) (the RP) were selected as Barnet Council's preferred development partners.
- 6.2 Cabinet Resources Committee, 11 November 2011 (Decision 5) approved amongst others:
 1. Countryside Properties (UK) Limited, London & Quadrant Housing Trust as the Council's preferred development partner for the regeneration of the Dollis Valley Estate; and authorised entering into a Regeneration Agreement between partners for the Dollis Valley Scheme.
- 6.3 Cabinet Resources Committee, 4 April 2012 (Decision 6) approved amongst other items the appropriation of land on the Dollis Valley site to planning purposes.
- 6.4 In 2012 (1st October), the Council entered into a Regeneration Agreement with Countryside Properties (UK) Limited and London & Quadrant Housing Trust for the delivery of the regeneration. Following the selection of Countryside Properties and London & Quadrant Housing Trust, officers were engaged in detailed pre-application discussions leading to the submission of a planning application for planning permission in February 2013.
- 6.5 In June 2013 (17th June), a Resolution to Grant Planning Permission (Detailed consent for Phase 1 & Outline Consent for Phases 2-5) was passed by the Planning & Environmental Committee. This was subject to the necessary Greater London Authority approvals, which have now been received.
- 6.6 In October 2013 (1st October), Full Planning Permission/Decision Notice for Phase 1 of the Dollis Valley proposed regeneration scheme was granted by the Planning & Environmental Committee.
- 6.7 The Compulsory Purchase Order was appropriately signed and sealed by the Council on the 29th July 2014.
- 6.8 The Reserved Matters Planning Application for Phase 2 was unanimously approved by the members of the Planning & Environmental Committee on the 30th July 2014.

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SITE LOCATION PLAN: Phase 2, Dollis Valley Estate, Barnet, Herts, EN5

REFERENCE: B/02349/14



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LEGEND:



PHASE 2
STAGE A

APPENDIX B.

<p>BDG DESIGN (SOUTH) Ltd Southway House 29 Southway, Colchester Essex, CO2 7BA Tel: 01206 561436 Fax: 01206 574821 E-Mail: cat@bdg-design.co.uk</p>	<p>CLIENT</p> <p>Countryside Properties</p>	<p>PROJECT</p> <p>DOLLIS VALLEY ESTATE - PHASE 2</p> <p>DRAWING TITLE CONVEYANCE PLAN PHASE 2 - STAGE A ON EXISTING SITE PLAN</p>	<p>DRAWING STATUS</p> <p>FOR INFORMATION</p> <p>REVISIONS</p>	<p>No dimensions are to be scaled from this drawing. All written dimensions to be checked by the contractor and any discrepancies notified immediately to BDG.</p> <p>SCALE 1:1250 DATE JULY '14 DRAWN SPE CHECKED BDG NUMBER H00373-CON-103 REV.</p>
	<p>PROJECT</p> <p>DOLLIS VALLEY ESTATE - PHASE 2</p> <p>DRAWING TITLE CONVEYANCE PLAN PHASE 2 - STAGE A ON EXISTING SITE PLAN</p>			<p>DRAWING STATUS</p> <p>FOR INFORMATION</p> <p>REVISIONS</p>

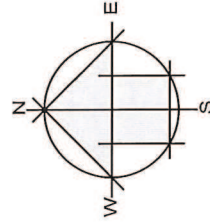


LEGEND:



PHASE 2
STAGE A

APPENDIX 4



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1:1250	JULY '14	SPE	BDG
NUMBER	REV.		
H00373-CON-101			

FOR INFORMATION

PROJECT: DOLLIS VALLEY ESTATE - PHASE 2

DRAWING TITLE:
CONVEYANCE PLAN
PHASE 2 - STAGE A
ON PROPOSED SITE LAYOUT

CLIENT:



Countryside
Properties

BDG DESIGN (SOUTH) Ltd
Southway House
29 Southway Colchester
Essex CO2 7BA
Tel: 01206 581436
Fax: 01206 574821
E-Mail: cat@bdg-design.co.uk

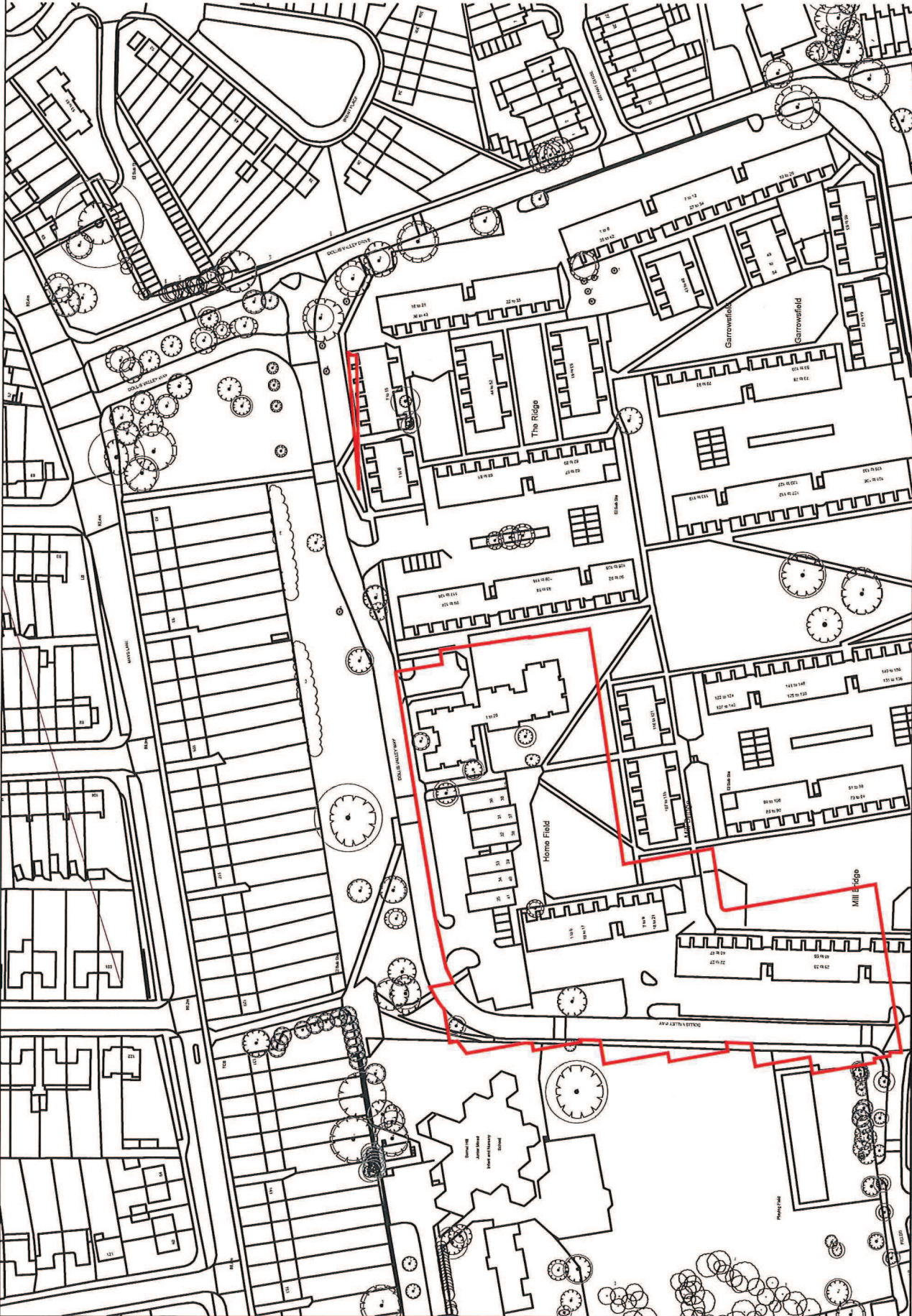
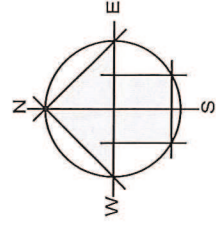


APPENDIX B

LEGEND:



PHASE 2
STAGE B



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SCALE	DATE	DRAWN	CHECKED
1:1250	JULY '14	SPE	BDG
NUMBER	REV.		
H00373-CON-104			

FOR INFORMATION

PROJECT: DOLLIS VALLEY ESTATE - PHASE 2

DRAWING TITLE: CONVEYANCE PLAN PHASE 2 - STAGE B ON EXISTING SITE PLAN

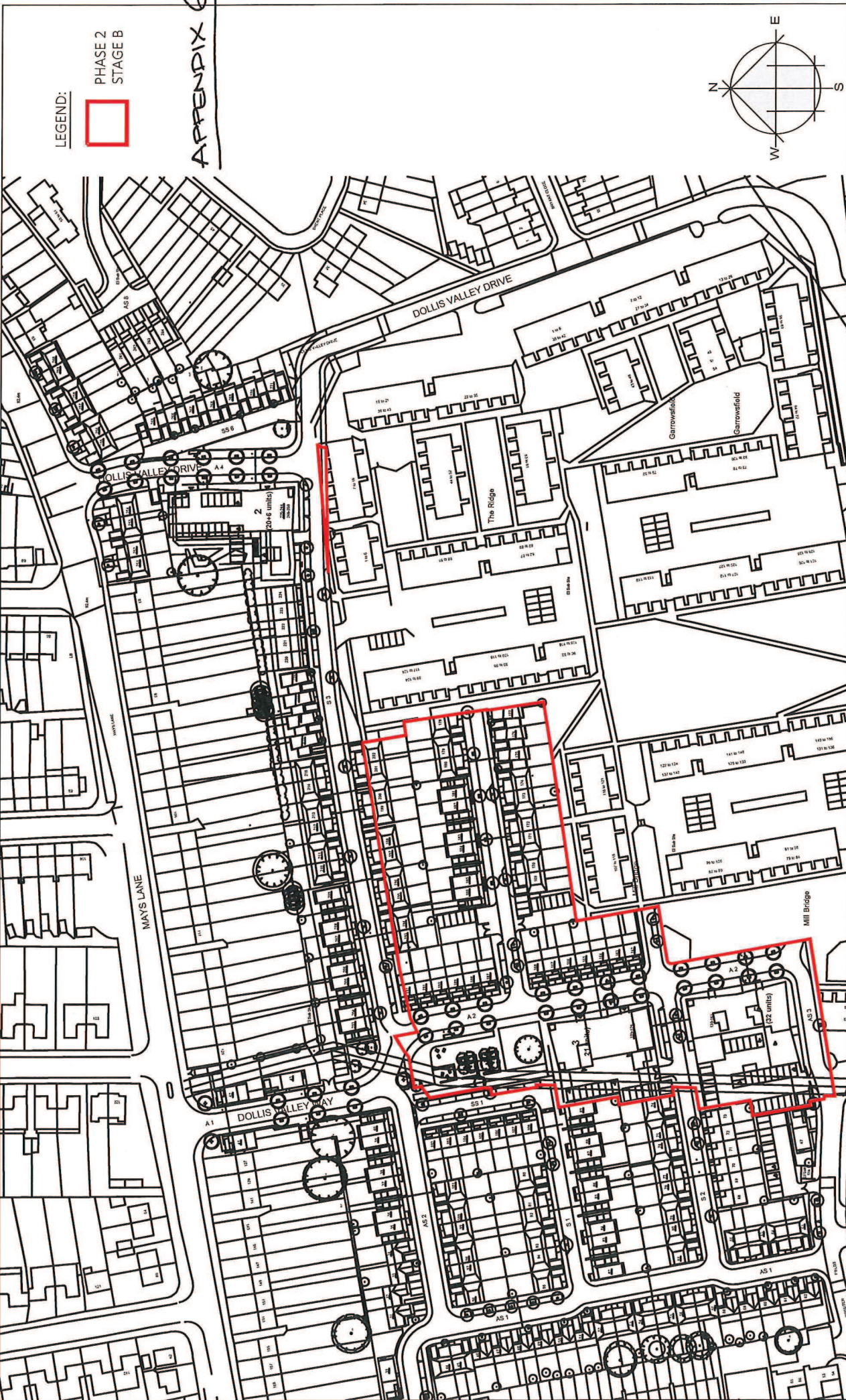
CLIENT



Countryside
Properties

BDG DESIGN (SOUTH) Ltd
Southway House
29 Southway, Colchester
Essex CO2 7BA
Tel: 0206 574821
Fax: 01206 574821
E-Mail: cad@bdg-design.co.uk



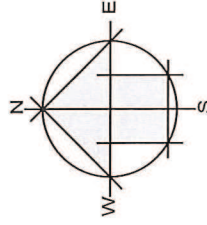


LEGEND:



PHASE 2
STAGE B

APPENDIX 6



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NUMBER	H00373-CON-102			REV.			


DRAWING STATUS	FOR INFORMATION
REVISIONS	

PROJECT	DOLLIS VALLEY ESTATE - PHASE 2
DRAWING TITLE	CONVEYANCE PLAN PHASE 2 - STAGE B ON PROPOSED SITE LAYOUT

CLIENT	 Countryside Properties
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	<p>AGENDA ITEM 12</p> <p>Assets, Regeneration & Growth Committee</p> <p>8 September 2014</p>
<p>Title</p>	<p>Barnet Development Pipeline</p>
<p>Report of</p>	<p>Director of Place (Re), Stephen McDonald</p>
<p>Wards</p>	<p>Edgware, Hale, High Barnet, Coppetts.</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Site plans. Appendix A - Appendix E</p>
<p>Officer Contact Details</p>	<p>Stephen McDonald, Director of Place (Re) Stephen.McDonald@barnet.gov.uk. 0208359 7607 Judith Ellis, Valuation Manager (CSG) Judith.ellis@barnet.gov.uk 0208359 7364</p>

<p>Summary</p> <p>The Assets, Regeneration and Growth Committee approved at its meeting on 9 July 2014 the approach to, and the principles underpinning, the creation of a Development Pipeline, and that an initial list of potential development options and projects be tabled at the September Committee.</p> <p>The report proposes the first five sites, including a mix of large and small sites, out of a pipeline of around 50 surplus sites with potential for housing development. These are:</p> <ul style="list-style-type: none"> • Land adjacent to Broadfields, Northway/ Fairway and Whittings Hill schools. • Land at Moxon Street High Barnet. • Land at Coppetts Close, Finchley <p>It is further recommended that the Assets Regeneration and Growth Committee approve these sites to be taken forward for planning, following consultation with Ward Members. In seeking to obtain planning consent the Council can optimise its planning and housing policy objectives rather than rely on the planning process to achieve these having</p>
--

disposed of its sites to a third party developer.

Specific recommendations for the development model to take forward each of these schemes are being worked up and which will be presented to the Assets, Regeneration and Growth Committee in due course. Informing the choice of development model is recognition of the potential benefits available to the Council from undertaking direct development. In disposing of a site as-is the Council would typically receive around 25-30% of the developable value of the site. By developing sites itself the Council can capture the full development benefit.

Further work is also being undertaken to review and revise the remaining pipeline of surplus land and further sites identified to take forward for planning and potential development. These will be subject to future reports to Committee.

Recommendations

- 1. That the Committee approve that consultation with Ward Members on the potential development opportunities at Broadfields, Whitings Hill, Northway/Fairway Moxon Street, and Coppetts Road as outlined in red on the diagrams at Appendices A-E, be taken forward.**
- 2. Following consultation with Ward members, further consultation with residents is undertaken prior to the submission of a planning application.**
- 3. That the Committee note that a further report will be presented to a future meeting recommending the next tranche of surplus sites suitable for taking forward for planning and/or development.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Committee approved at its meeting on 9 July 2014 the approach to, and the principles underpinning, the creation of a Development Pipeline, and that an initial list of potential development options and projects be presented to the September Committee meeting for consideration.
- 1.2 This report seeks further authority for the Council to take forward specified sites to obtain planning permission for housing development.

2. REASONS FOR RECOMMENDATIONS

- 2.1.1 In order to maximise the potential value of these sites, whatever disposal or development route the Council chooses at a future date, it has significantly increased value in relation to these sites; particularly as obtaining a planning consent eliminates one of the major risk elements that discount the price received on the disposal of land unconditionally to a third party developer. In taking forward the sites for planning a number of variables will be considered in designing the scheme, notably:

- The range of housing typologies (houses, flats)
- The types of tenure (private-for-sale, affordable-for-rent and shared ownership)
- The distribution of housing types and tenures across the portfolio of sites.

These variables will be considered in conjunction with the design and pre-application process to ensure that the Council's housing and planning objectives are being fully achieved at the same time as the Council maximises the value from each site.

2.1.2 Five sites have been selected accordingly:

- Land adjacent to Broadfields, Northway/ Fairway and Whitings Hill schools. These sites have been declared surplus to requirements and received Section 77 & 35a consent from the Department of Education to permit disposal of the sites. These sites were released from education use in 2007, with a view to selling them to fund the rebuilding of the adjoining schools. Due to the weak market the sites were not sold and the schools were rebuilt using borrowing. It is now proposed to maximise receipts, which are needed to repay the borrowing, by securing planning on the sites. Despite the pressure on school places, these sites are not currently deemed suitable for providing additional educational capacity because of the impact on the adjoining schools and local residents. Subject to planning, our current assessment suggests that these sites could accommodate over 200 new homes.
- Moxon Street High Barnet. The site is surplus to operational requirements. It is currently leased to a commercial operator who is holding over under a lease that has expired. Subject to planning, the estimated capacity on that site is around 10 homes. At the same time, we will also look to enter into negotiations with the adjoining land owner to assemble a more valuable development opportunity.
- Land at Coppetts Road, Finchley. The recommendations will allow the Council to consider opportunities for the site which formerly housed a community building occupied by the Somali Bravenese community, which was destroyed by fire in 2013. This will be subject to the re-provision of a community facility in an alternative location which is currently being investigated.

2.1.4 The recommendation will allow the council to take forward for development the sites in a way that is fully consistent with the Council's planning and housing policy objectives including 40% affordable housing, at the same time as facilitating the maximum financial return from these sites. The following illustration exemplifies the point should the Council decide to develop sites on its own account.

Sample Site
(based on a the Council undertaking direct development)

Scheme capacity:	100 units	(assuming 60% market/40% affordable)
Land value	£6.7m	(as per District Valuer valuation)
Benefits created through direct development:		
Additional capital value from development	£9.4m	
Retained value from shared ownership	£0.7m	(25% ownership retention)
Revenue stream p.a. from affordable housing	£0.4m*	

* NB: rent can be capitalised to create an added benefit of £5.3m (assuming 7% discount rate)

In this example directly developing its own site has increased the potential benefit to the Council by over £10m (150% increase), plus provide an annual revenue stream. However, with additional return comes additional risk. In assessing whether to take surplus sites forward for direct development, a full risk assessment will be undertaken and reported to the Committee at a future meeting.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The five recommended sites are the first to be put forward out of a pipeline of surplus sites under ongoing review.
- 3.2 Disposal of the first five sites as-is has been considered. However, taking the sites through to planning consent eliminates planning risk associated with the acquisition of these sites by a would-be developer (should the Council subsequently decide to dispose of these sites) and therefore significantly increases the disposal value.
- 3.3 Each site will be subject to an options appraisal. A report will be presented to a future meeting of the Committee that will compare the financial and other benefits from disposing of the sites with planning consent at that point compared to taking them forward for direct development (including in a joint venture with a suitable third party developer).
- 3.4 Continuing to hold the sites in their existing condition could result in unlawful occupation, management costs in maintaining security and fails to realise the value of the land which will assist in delivering other corporate objectives. The development of these sites for residential purposes will provide much needed accommodation in the Borough.

4. POST DECISION IMPLEMENTATION

- 4.1 The Council will enter into pre-application discussions on suitable designs for each of the five sites, which will include consultation with Ward members and local residents.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2013-16 has a strategic objective to “promote responsible growth, development and success across the Borough “
- 5.1.2 The Council’s Estates Strategy 2011 – 2015 sets out our commitment to continually review the use of Council Assets so as to reduce the cost of accommodation year on year.
- 5.1.3 Consideration of the proposed Strategic Asset Management Plan is also being considered by Assets Regeneration and Growth Committee, which if approved will form the basis of decisions for the council’s property portfolio.

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

- 5.2.1 The development pipeline will support both the ability of the Council to generate income to meet the budget gap, and generate additional capital receipts for use on future capital projects.

5.2 Legal and Constitutional References

- 5.2.1 Council Constitution, Responsibility for Functions, Annex A – The Assets, Regeneration and Growth Committee has responsibility for “Asset Management – all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.”
- 5.2.2 Council Constitution, The Management of Assets, Property and Land Rules, Section 2.8 states that the “Strategic Asset Management Plan will govern decisions on the future direction and development of the Council’s Built Environment” and “An Annual Work Plan will govern decisions on whether to:
i) dispose Local authorities are given the general power under Section 123 of the Local Government Act 1972 (as amended) to dispose of land held by them in any manner they wish. The only constraint is that, except with the consent of the Secretary of State, a council cannot dispose of land, other than for the grant or assignment of a lease not exceeding seven years, for a consideration less than best that can reasonably be obtained.
- 5.2.3 Council Constitution, The Management of Asset, Property and Land Rules, Appendix 2, Table B sets out the acceptance thresholds which provides authority for the action. Financial arrangements in excess of £100,000 must be approved by Assets, Regeneration and Growth Committee.
- 5.2.4 Council Constitution, Responsibility for Functions – 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”.

5.3 Risk Management

- 5.3.1 Retaining these sites while the Council undertakes outline design and planning submission subjects the Council to increased market risk. The current housing market is strong and the Council would get considerable market interest should it seek to dispose of these sites as is. However, if the Council were to dispose of these sites for maximum value now, the contract would likely be subject to planning, and therefore the price would reflect that uncertainty. By undertaking the planning itself, the Council and Re are best placed to manage this risk and capture the value uplift. The Council will seek to mitigate the risk by taking forward the sites for planning once Committee approval is given; and therefore should submit its plans for consideration by the Planning Committee in spring 2015.

5.4 Equalities and Diversity

- 5.4.1 Under the Equality Act 2010, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.
- 5.4.2 At this stage the proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation. No immediate equality impacts are anticipated as a result of this proposal. It is not considered that the proposals in this report

5.5 Consultation and Engagement

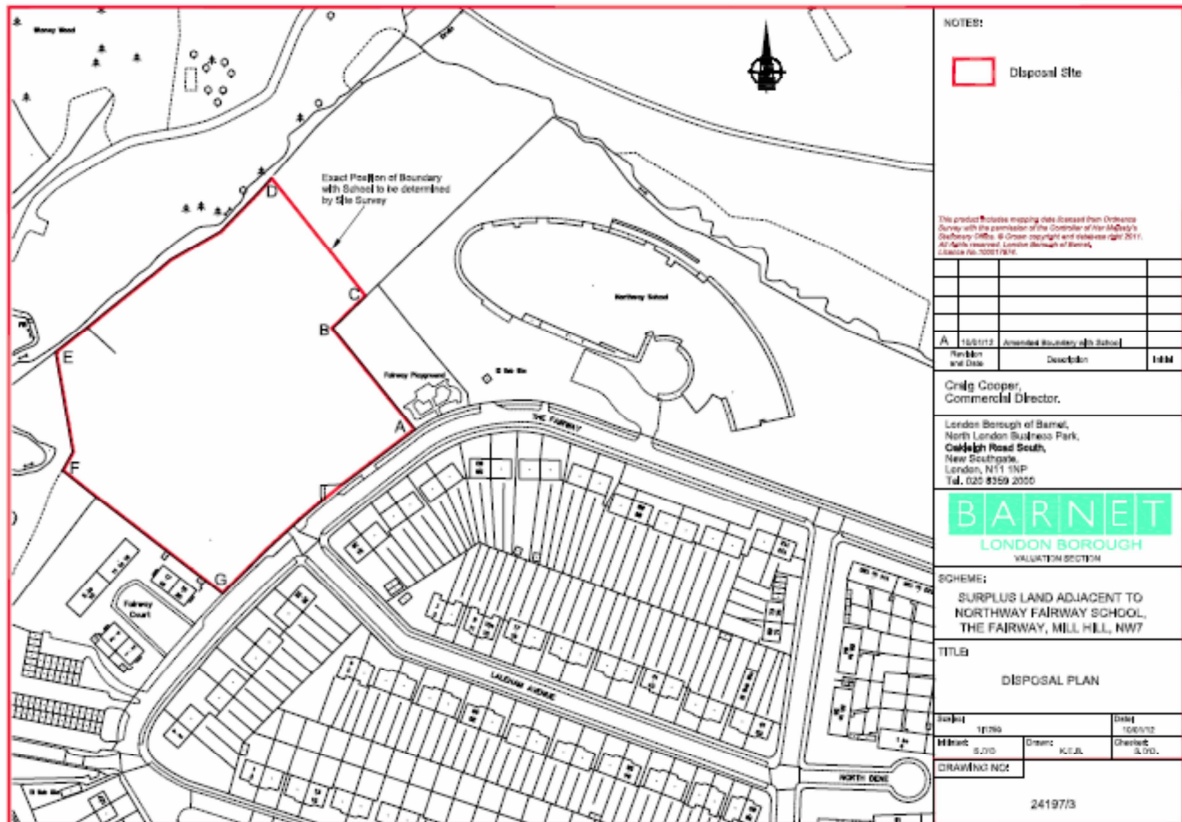
- 5.5.1 None to date. Consultation with Ward Members will form part of the next stage in the process, and in accordance with best practice consultation with the local community will form part of the development process, prior to submission of planning applications.

6. BACKGROUND PAPERS

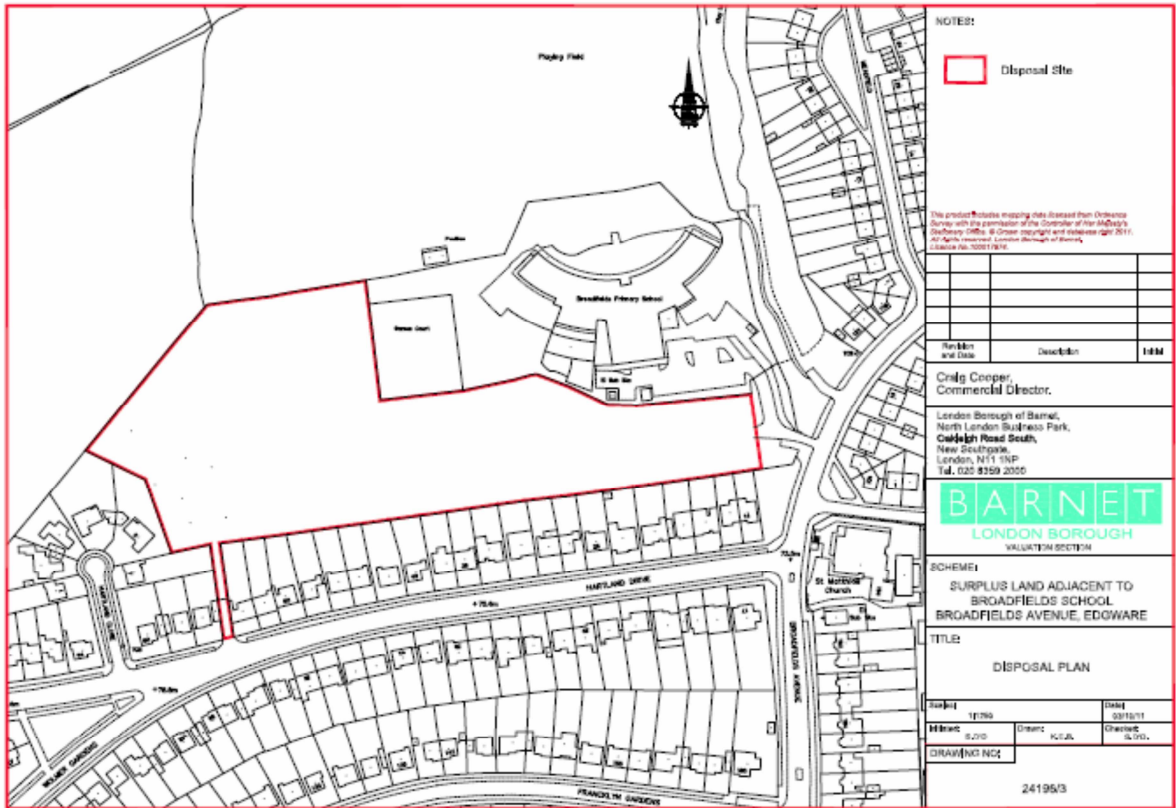
Assets Regeneration and Growth Committee, 9th July 2014, Strategic Asset Management Plan:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=696&MIId=7960&Ver=4> .

APPENDIX A - LAND ADJOINING NORTHWAY/FAIRWAY SCHOOL.



APPENDIX B – LAND ADJOINING BROADFIELDS SCHOOL.



NOTE:

Disposal Site

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Revision	Description	Date

Craig Cooper,
Commercial Director.

London Borough of Barnet,
North London Business Park,
Colindale Avenue South,
New Southgate,
London, N11 1SP
Tel: 020 8359 2000

BARNET
LONDON BOROUGH
VALUATION SECTION

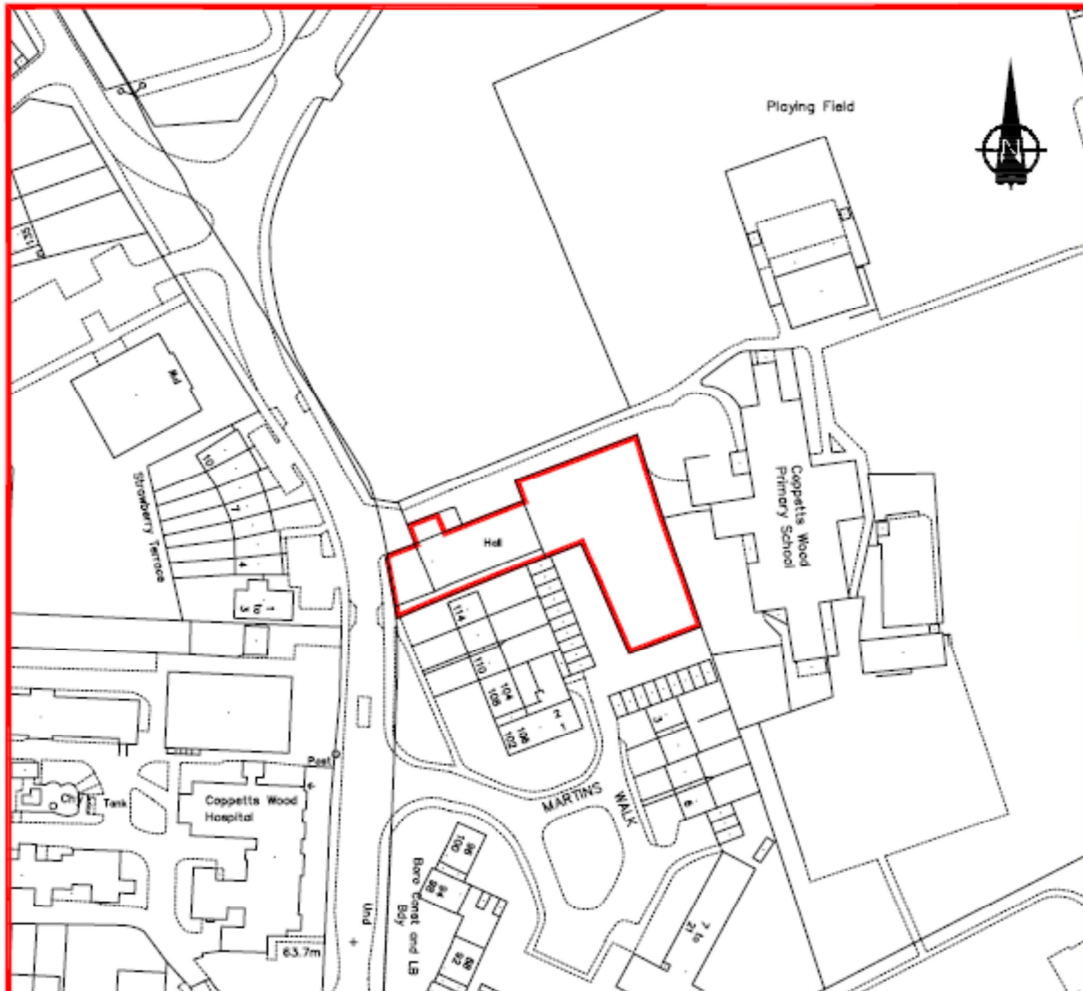
SCHEME:
SURPLUS LAND ADJACENT TO
BROADFIELDS SCHOOL
BROADFIELDS AVENUE, EDWARE

TITLE:
DISPOSAL PLAN

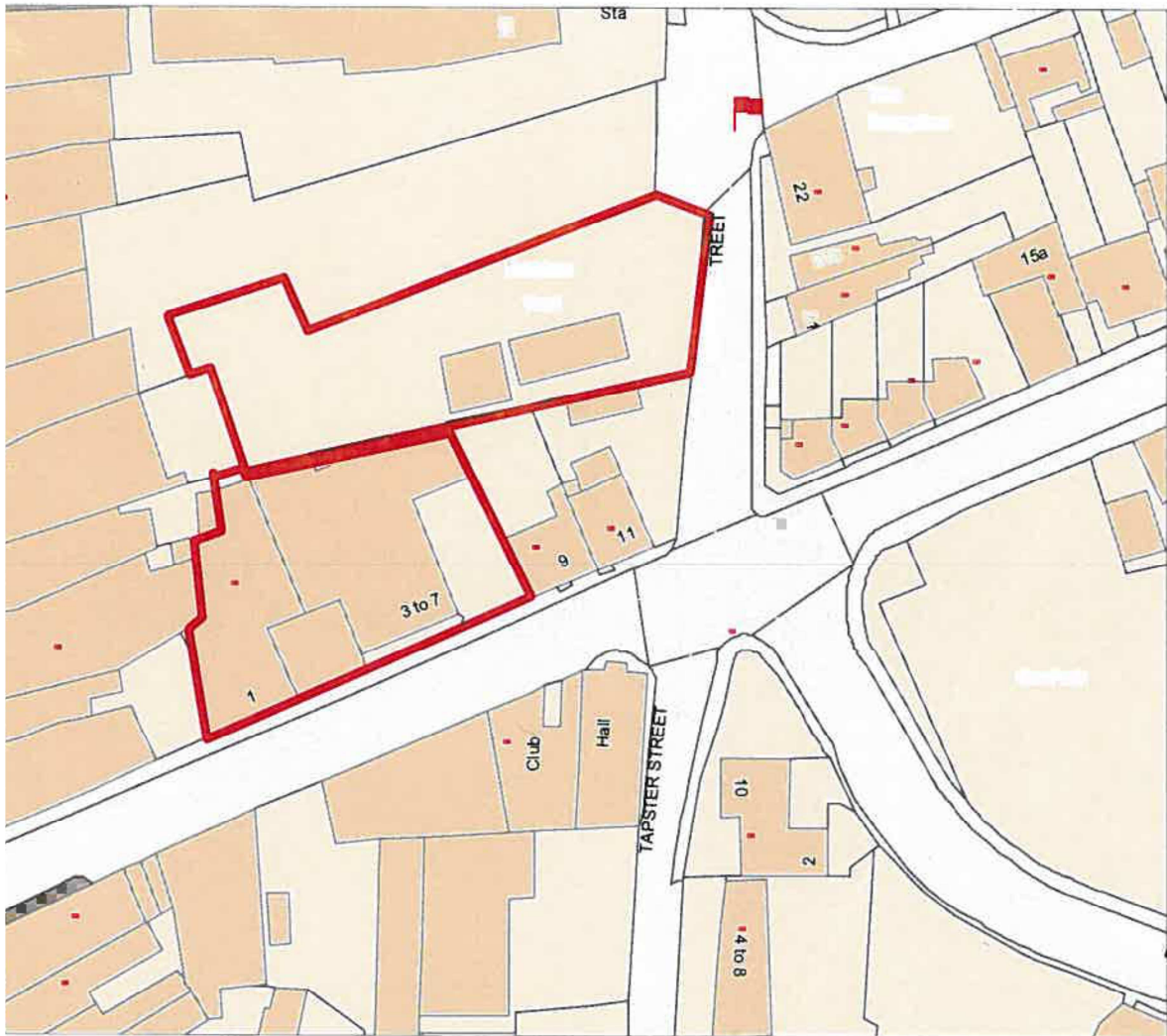
Project:	1E196	Date:	03/10/11
Market:	6.210	Drawn:	FJ/LA
Checked:		Checked:	

DRAWING NO:
24195/3


APPENDIX D- LAND AT COPPETTS ROAD.



APPENDIX E- LAND AT MOXON STREET.



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	AGENDA ITEM 13 Assets, Regeneration and Growth Committee 8 September 2014
Title	Grahame Park Regeneration Update
Report of	Enterprise & Regeneration Lead Commissioner Director of Place, Re
Wards	Colindale
Status	Public
Enclosures	Annex A: Masterplan options paper Annex B: Risk Assessment
Officer Contact Details	Martin Smith Martin.smith@Barnet.gov.uk 020 8359 7419

<h2>Summary</h2>
<p>This report provides an update on the progress of the Grahame Park Regeneration programme, and seeks agreement to the next steps. The Programme is divided into two stages. Stage A is currently on site; this report sets out the recommended way forward for Stage B.</p> <p>Specifically the report proposes that the existing Stage B Masterplan is no longer appropriate given the changed housing mix in the area; and that should be replaced with a Supplementary Planning Document (SPD) which recognises the need for family housing in Colindale. The report proposes measures which the Council and partners Genesis Housing Association (GHA) will need to implement to deliver the programme, including an SPD and a Resident Engagement Strategy.</p> <p>The report also sets out proposals to enter into negotiations with GHA to carve out the piece of land in Stage A required to keep open the option of developing a new council office block in Colindale, as addressed in the separate report on the Strategic Asset Management Plan.</p>

Recommendations

That the Committee:

- 1. Confirms its commitment under the terms of the exclusivity agreement in the Principal Development Agreement (PDA) to Genesis Housing Association (GHA) as its development partner for the delivery of Stages A and B of the Grahame Park Regeneration Programme**
- 2. Agrees to preparation of a supplementary planning document to guide the development of Stage B of the Grahame Park Regeneration Programme, to be progressed in accordance with the council's established process for the development and approval of new planning policy documents**
- 3. Agrees to develop and implement, with Barnet Homes and GHA, a comprehensive Resident Engagement Strategy and updated governance arrangements to ensure successful delivery of the remainder of the programme**
- 4. Authorises the Chief Executive to negotiate with GHA to deliver a 'carve out' from the PDA of land to facilitate the development of office facilities in accordance with the separate report to this Committee on the Strategic Asset Management Plan; and notes that the final terms of any carve out will be agreed by the Committee as part of a future decision on the delivery of new office facilities.**

1. WHY THIS REPORT IS NEEDED

- 1.1 In January 2001 the Council embarked upon a scheme for the regeneration of the Grahame Park estate which aimed to transform it into a thriving, mixed tenure community with improved transport links and enhanced community facilities. In 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). To avoid confusion this report will only refer to GHA but the PDA specifically references CFGP.
- 1.2 The Grahame Park Regeneration Programme is divided into two distinct stages; A and B. Stage A is currently underway and Stage B is currently subject to review. Stage A is divided into a number of phases (1-9). The tenure breakdown of the 677 homes built or planned to date in Stage A is 325 (48%) for private sale or rent and 352 (52%) affordable.
- 1.3 Plot 8 on Stage A (Formerly A1) was scheduled in the original masterplan to deliver around 90 private units with community uses on the ground and first floors. However the Authority is considering the site for new office accommodation and Committee approval is now needed to begin formal negotiations with GHA about potentially 'carving out' this site from the PDA. If the principal parties agree to this course of action a variation would need to be agreed which would release both parties from their PDA obligations and agree

the level of compensation payable to GHA to offset the loss of profit from sales of private housing planned for the site.

- 1.4 The PDA anticipated viability problems for the programme and proposed that a review of Stage B should be undertaken. The review proposed that the existing masterplan needed to be updated as follows:
- A new emphasis on family homes, traditional streets
 - A better mix of housing in the area
 - Density similar to original masterplan
 - Demolition of concourse an early priority
 - A better environment for residents
 - Amenities focused on three smaller neighbourhood centres
 - Smaller, well managed open spaces & private gardens, rather than large open spaces

Funding

- 1.6 The Stage B review identified a significant viability gap & the need for public sector investment. In March 2014 the Estate Renewal Fund (ERF) was announced in the budget and GHA were invited to submit an expression of interest. This was submitted and GHA is now preparing a major bid to the Fund. If successful this will deliver:
- a low-cost loan, repaid at end of 20 years
 - secured initially against Genesis stock elsewhere
 - speeding up demolition of the concourse (est. start on site 2017/18)
 - no requirement for Council investment beyond that already committed through Phase A

Accelerating demolition of the Concourse

- 1.7 A clear requirement of the ERF is that expenditure should be completed within around four years of approval. Whilst this is helpful in meeting the Council's commitment to an accelerated programme for the concourse demolition it is extremely challenging and requires the careful management of a number of GHA and LBB work-streams. For the purposes of the accelerated programme the concourse has been divided into three phases.
- 1.8 A key factor in being able to deliver the accelerated programme will be the Council's capacity to re-house the significant numbers of Non-Secure Tenants (NSTs) currently residing in the concourse. There are an estimated 570 NST's residing in the concourse area and Barnet Homes is at present revising its corporate decant programme to accommodate this large additional cohort. Early indications are that the Council has the capacity to deliver the decant of the NSTs but will require additional resources.
- 1.9 Site 11 in the concourse also retains most of the retail units and community uses. LBB and GHA are currently undertaking an audit of all of the affected non-residential facilities to understand how best to negotiate existing commercial leases and plan for the removal and re-provision of large community uses (Flight-ways, health centre etc).

Replacing the existing masterplan

- 1.10.1 Following discussion between GHA and LBB and in response to the recommendations of the stage B review (para.1.4 refers) it is proposed that the existing masterplan should be replaced with a Supplementary Planning Document (SPD). The existing masterplan with its emphasis on flats is considered out-dated given the emerging requirement of family homes and the large number of flats already being delivered by a range of developers in the area.
- 1.10.2 Both parties agree that the SPD will provide the policy certainty and flexibility necessary for the delivery of Stage B via individual, phased planning applications. GHA have received formal board approval to commission key elements of the SPD from LBB/Re. Both parties will agree the detailed delivery arrangements and costs via an exchange of correspondence and subsequent legal agreement.
- 1.10.3 Compulsory Purchase Orders (CPOs) are expected to be required to secure the accelerated demolition of the concourse. These will need to be carefully timed when sufficient certainty is provided through the development and planning (SPD) processes to ensure that a successful outcome is achieved.

2 REASONS FOR RECOMMENDATIONS

- 2.1 An SPD linked to an accelerated programme funded through a low cost Government loan is considered the only route able to deliver policy certainty and financial viability.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 A summary of the options is available at Annex A.
- 3.2 In brief, the Council considered a full masterplan and rejected the proposal as it was considered too costly, time consuming and inflexible to deliver the requirements of the accelerated programme. The Council also considered use of Local Development Orders (whereby permitted development is granted for particular types of development) but concluded that the Council's ownership of the site and its existing commitment to the full redevelopment via the PDA gave sufficient control and planning certainty. Also the Council's partners, GHA, are already fully committed to bidding, with the full support of the Homes and Communities Agency (HCA), GLA and government Treasury Department to the ERF.. An attempt to secure funding through a new government funding route could weaken the existing bid.

4 POST DECISION IMPLEMENTATION

- 4.1 The agreement will facilitate the Council's immediate start on the SPD which will take between 15 - 18 months to complete and will require statutory consultation and consideration by Policy and Resources Committee in due

course. The full 'carve out' proposal for A1/Plot 8 will be considered as part of proposals for new Council office accommodation, and may also require Policy and Resources Committee approval.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 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'.

5.1.2 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.

5.1.3 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.

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

5.2.1 When the Council and GHA negotiated the original PDA they both reached a conclusion that Stage B of the regeneration was not viable (as of 2007). In order to progress matters both parties accepted that there would have to be a fundamental review of Stage B of the Grahame Park development. Clause 33 of the PDA sets out the requirements of that Stage B Review.

5.2.2 The clause permits a comprehensive review of implementing Stage B and includes the possibility of amending arrangements to introduce one or more new "stages" to accompany A and B. However, neither party can be required to accept any "Major Change" arising from that review unless they expressly consent to it.

5.2.3 The PDA does not dictate the methodology which GHA or the Council should adopt in respect of the Stage B review. Therefore if the Council and GHA thought the best way to proceed was to adopt a plan based on an SPD then this would be acceptable. If the parties divide Stage B into more new stages then it is likely the PDA should be amended to repeat the Stage B review for any of those new stages which are not viable at the date the review is completed.

- 5.2.4 The PDA does not dictate whether the Council or GHA or both should appoint advisers to undertake the review. It is therefore open to GHA and the Council to make a joint appointment and/or for one party to rely upon the proposals or recommendations issued by the other party's advisers. The PDA does require both parties to agree what the budget should be for the costs of the review and these are to be treated as a Total Development Cost. The Council would be able to appoint an advisor that they had a relevant contractual arrangement with and/or had been procured to a Council framework.
- 5.2.5 The Council will therefore contract directly with Genesis for the delivery of the SPD which will be undertaken on behalf of the Council by Re (Regional Enterprise) Ltd; its DRS contract regeneration partner. These costs will be agreed between GHA and LBB and incorporated within the Planning Performance Agreement (PPA). LBB will commission Re to manage the contractual delivery of the SPD.
- 5.2.6 The Resident Engagement Strategy and consultation costs associated with the SPD, Ground 10A consultation, CPO and all other development costs will be allocated in accordance with the PDA which may need to be reviewed to meet the needs of the new scheme. Furthermore, a new CPO Indemnity Agreement between LBB and GHA will have to be agreed for stage B as the existing agreement is limited to stage A.
- 5.2.7 The proposed 'carve out' of site A1 (plot 8) will be subject to a detailed business case which will be presented separately at the Policy and Resources Committee as part of the consideration of proposals for new office accommodation.
- 5.2.8 The impact on revenue budgets of bringing forward concourse demolition is being modelled, in particular in relation to costs relating to temporary accommodation.

5.3 Legal and Constitutional References

- 5.3.1 Local authorities have a powers under sections 120 and 123 of the Local Government Act 1972 to acquire and dispose of land by agreement. A local authority also has a general power of competence under the Localism Act 2011 to do anything which an individual can do, subject to the provisions of other enactments.
- 5.3.2 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.
- 5.3.3 Council Constitution, Responsibility for Functions, Annex A states the terms of reference of the Policy & Resources Committee which includes the approval of the Local Development Framework (LDF) and associated

documents. Although Supplementary Planning Documents do not have the same status as full Development Plan Documents (DPDs) as formal planning policy documents they nevertheless require approval of the Policy & Resources Committee.

- 5.3.4 Council 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.

5.4 Risk Management

- 5.4.1 See attached at Annex B

5.5 Equalities and Diversity

- 5.5.1 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 protracted characteristics and those without. The Authority has an agreed policy on how it will comply with its obligations. The 'protected characteristics' are 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 SPD.

- 5.5.2 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..

5.6 Consultation and Engagement

- 5.6.1 The Council conducted a consultation exercises with secure tenants for the original masterplan and delivery of Stage A.
- 5.6.2 Consultation does have a legal effect. Without undertaking that consultation the Secretary of State would not have given his approval to the redevelopment. The approval permits the use of Ground 10A to evict tenants who refused voluntarily to move from their homes at Grahame Park.
- 5.6.3 A requirement of the Secretary of State's approval is that if the proposals materially change (as is potentially the case with respect to AI/plot 8) then the local authority should re-consult and seek an approval for the amendment. For Stage A this consultation included a commitment to existing secure tenants that if they wanted to move to a new home at Grahame Park then they would be permitted to do so.

- 5.6.4 Furthermore, 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.
- 5.6.5 In addition the various work-streams required to deliver the regeneration (SPD, CPO, re-housing, Ground 10A etc) all have a requirement for consultation and these strands must be properly coordinated to minimise overlap and repetition. GHA, in full consultation with LBB, will develop a Resident Engagement Strategy to address all these needs.
- 5.6.6 LBB and GHA already have resident engagement and consultation structures in place to assist in 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 and LBB and GHA will shortly review our resident engagement structures to ensure we support the residents throughout the new accelerated programme

6 BACKGROUND PAPERS

- 6.1 None

Annex A Grahame Park Update

Draft Report – Justification for use of SPD to guide future development of the Grahame Park Estate

27/06/2014

Background

Genesis Housing Association is in partnership with LB Barnet (the Council) for the delivery of the Grahame Park Estate regeneration scheme. Stage A of this development, comprising Phases 1A and 1B is either complete or in progress. Stage B (the remainder of the masterplan) is however considered to be unviable and undeliverable, with the existing masterplan and outline planning permission being no longer fit for purpose. This will therefore be reviewed and a revised masterplan prepared.

Options

In late 2013, planning consultants Nathaniel Lichfield and Partners (NLP) were commissioned to prepare a report exploring the possible options to take forward the future planning and development of the Estate. The 3 options discussed by NLP are set out below:

New masterplan and outline planning application for the whole site

This is the route adopted previously, a tried and tested one well known to Genesis and the Council. The disadvantages of this approach is that any revised outline permission will again become out of date after a relatively short period of time into what is expected to be a 15-20 year programme. Whilst a greater amount of flexibility could be built into the masterplan, it must still form a basis for Environmental Impact Assessment (EIA) of the proposals.

Policy based approach

This would involve the preparation of some kind of policy document, which once adopted would be followed by full planning applications for individual phases, rather than an outline planning application for the whole estate. This could take a number of forms, including a Supplementary Planning Document (SPD) or Planning Brief, although the only SPDs in Barnet are topic specific rather than site specific. However, the Council is experienced in the preparation of such documents and provided this could be done quickly (say, 12 months) it need not necessarily take longer than the outline application approach. Any such document would have to be prepared by the Council and compliant with other parts of the statutory development plan, including the Colindale AAP. The document cannot be used to introduce new, or revise existing policies. The document would also be subject to the Strategic Environmental Assessment Directive, as well as subsequent applications being subject to EIA.

Hybrid approach

This would involve Genesis preparing a masterplan or framework within some form of document prepared by Genesis, in consultation with the community, and then presented to the Council for endorsement. Once endorsed, applications could then come forward in phases against the background of the strong policy guidance that already exists. However,

this would not provide the same level of certainty or carry the same weight as a Council-adopted SPD. NLP recommend that this is pursued in the context of a bespoke Planning Performance Agreement (PPA).

Local Development Order

In addition, the possibility of a Local Development Order (LDO) has been considered by the Council. LDOs were introduced to the UK planning system in 2004. An LDO grants permission for certain types of development, in a specific area, subject to conditions and limitations, without the need for planning permission.

Considerations

The NLP report does not conclude which is the appropriate way forward, rather it presents the options as choices and gives the benefits and drawbacks of each. From the Council's point of view, a balance must be struck between the desire to retain control over future development and the need to make the development deliverable. Public relations and consultation is also an important consideration.

It is with these considerations in mind that the hybrid approach suggested by NLP can be ruled out. This does not provide the Council with adequate control over the content of the masterplan and would not result in a document that would carry any meaningful weight in the decision making process.

The LDO option, whilst not suggested by NLP, has been carefully considered by the Council. However, these tools are intended primarily to support economic growth in areas such as Enterprise Zones and employment areas. Essentially, they are not intended for such a large and potentially contentious project. The Council would want to retain a high level of control and this would result in a drawn out preparation process with technical studies and a complicated LDO document. This approach would also reduce income from planning fees, as the amount required for a pre-notification application would only be token in nature. There would also be complications in terms of obtaining planning obligations.

The outline planning application is traditionally the normal route taken by developers for such long term, phased schemes. The disadvantages of this approach are well known, as once the original masterplan has become outdated it must be amended through a new planning application. This has had to be done on a number of occasions already for Grahame Park and, 7 years on from the original consent, it is not possible to amend Stage B to make it deliverable. The Council acknowledges that greater flexibility is required in order to give Genesis the certainty to progress and deliver a successful scheme.

The policy based approach suggested by NLP would involve the preparation of a site specific SPD, which would set parameters for the consideration of future planning applications for individual scheme phases. The parameters would control matters such as scale, layout, density, uses and car parking levels. Design guidance would also be incorporated into the document. This document would be prepared by the Council and adopted through statutory processes, becoming a material consideration in the determination of relevant applications, along with the rest of the statutory development plan. It would therefore ensure that the Council would have adequate control over future phases of development, whilst ensuring that there would be enough flexibility in its application to

ensure that it will not need to be amended. Public consultation would take the form of a 6 week statutory consultation, along with any other consultation deemed necessary. This is considered to be preferable to yet another planning application notification process, which residents have gone through on a number of occasions.

Conclusion

Whilst a new outline masterplan would be the traditional route for the re-masterplanning of the remainder of the estate, the inflexibility of such an approach (as evidenced by the existing situation at Grahame Park) gives rise to concerns both from Genesis and the Council about the long term deliverability of the project. The hybrid approach, as suggested by NLP, and the LDO approach, as considered by the Council, are not appropriate for the reasons set out above. The preparation of a development specific SPD would ensure adequate control over future development by the Council, whilst ensuring flexibility for the developer going forward. This is the preferred choice of both Genesis and the Council and would be taken forward in a timely manner, having regard to all statutory planning processes and EU Directives, to produce a robust document that can be relied upon for decision making on future phases of the Grahame Park Estate.

There are a number of examples of site specific development SPDs, including Earls Court (joint SPD between Royal Borough of Kensington and Chelsea and Hammersmith and Fulham) and the Aylesbury Estate in Southwark. There is therefore clear precedent for this approach being used, particularly for large regeneration schemes. It is therefore recommended that this is the correct approach.

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Decision, Action or Escalate	Description	Cause/Consequence	Action(s) in place	Assigned To	Nature	Prob	Impact	Score
	Community is not engaged effectively for Stage B review/SPD	Lack of confidence and community unrest, political difficulties	Effective consultation strategy developed as part of SPD process	Project Manager	Reputational	Possible	Major	12
	Unable to decant non-secure tenants within the Concourse area to facilitate accelerated programme	Delay in delivery	Corporate Decant strategy has been updated to incorporate GP requirements. Additional costs associated with GP delivery are being identified and negotiated with GHA.	Project Manager	Financial	Possible	Major	12
	Viability of Stage B is not achieved	Future scheme is put on hold	A viability appraisal is an essential element of the SPD which will be produced by LBB. However viability projections have been enhanced by the offer of a regeneration loan from the Treasury. This is subject to a bidding process which is now underway and should conclude by December 2014.	Project Manager	Financial	Possible	Major	12
	Long delays and failure to deliver will damage the confidence of residents and stakeholders in the ability of the Council and Genesis	Serious reputational damage	Effective communication to residents and stakeholders and clear evidence of on-going delivery on site. Participation and support for the CCT	Project Manager	Reputational	Possible	Major	12
	Conflict of interest issue that arises with Capita both acting as the Authority's regeneration consultant and it having a separate relationship with GHA.	Delays and reputational damage	Conflict has already been flagged in the DRS COI; however it does need further communication especially given the non-related commitment proposal by Capita through the CSG contract to	Project Manager	Reputational	Possible	Major	12

Annex B Grahame Park Update

Decision, Action or Escalate	Description	Cause/Consequence	Action(s) in place	Assigned To	Nature	Prob	Impact	Score
			consolidate the Authority's office accommodation in Colindale on this development.					

	AGENDA ITEM 14 Assets, Regeneration & Growth Committee 8 September 2014
Title	Compulsory Purchase of property at 146 Colindale Avenue
Report of	Lead Commissioner, Enterprise & Regeneration Director of Place, Re
Wards	Colindale
Status	Public
Enclosures	Appendix 1 - Site Plan – The Peel Centre Appendix 2 – Title Plan of 146 Colindale Avenue (CPO Boundary Plan)
Officer Contact Details	Martin Smith, Regeneration Manager, 020 8359 7419 Abiodun Kolawole, HB Public Law

<h2>Summary</h2>
<p>This report seeks a resolution from the Committee to authorise officers to make a Compulsory Purchase Order (CPO) in respect of a non-Council owned property at 146 Colindale Avenue which falls within the former Peel centre site, owned by the Mayor's Office for Policing and Crime (MOPAC) as shown edged red on the attached Site Plan</p>

Recommendations

That the Committee authorise:

- i. the making of a Compulsory Purchase Order (CPO) pursuant to the powers contained in Section 226 (1) (a) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) in respect of the property at 146, Colindale Avenue (the Property) shown edged in red on the Title Plan (CPO Boundary Plan) at Appendix 2**
- ii. that a Compulsory Purchase Order Indemnity Agreement be entered into between the Council and MOPAC to ensure MOPAC indemnify the Council for the full financial costs of the making confirmation and implementation of a CPO in respect of the Property**
- iii. the Strategic Director for Growth and Environment (or such other appropriate Chief Officer) to issue and serve all necessary orders, notices and certificates in connection with the making, confirmation and implementation of the CPO**
- iv. the Strategic Director for Growth and Environment (or such other appropriate Chief Officer) to make General Vesting Declarations (GVD) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to issue notices to treat and notices of entry if required following confirmation of the CPO**
- v. the Strategic Director for Growth and Environment (or such other appropriate Chief Officer) to transfer the Property and/or proprietary interests acquired pursuant to the CPO to MOPAC**
- vi. the Strategic Director for Growth and Environment (or such other appropriate Chief Officer) to take any further necessary actions to secure the making, confirmation and implementation of the CPO including:**
 - a. authorisation to approve any agreements with owners of interests in the CPO land in order to secure the withdrawal of their objection**
 - b. authorisation to confirm the CPO should no objections be received and the Secretary of State confirms that the Council may do so**
 - c. agreeing to confirmation of the CPO with modifications if it appears expedient to do so in order to secure the CPO land**
 - d. if the question of compensation is referred to the Upper Tribunal, to take all necessary steps in relation thereto**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Colindale Area Action Plan (AAP), adopted in March 2010, is a statutory planning document which forms part of the Barnet Local Development Framework. It provides policies and guidance which will be used in the consideration of development proposals in Colindale, and will be a material consideration in the determination of planning applications in the AAP area.
- 1.2 The purpose of the Colindale AAP is to ensure that development in Colindale takes place in a balanced and co-ordinated manner by setting out a comprehensive framework to guide, over the next 10 to 15 years, the delivery of:
 - housing
 - employment
 - leisure
 - associated community facilities
 - infrastructure
 - transport initiatives
 - environmental enhancement.
- 1.3 Colindale is identified in the London Plan as an Opportunity Area and this AAP provides a framework within which 10,000 new homes, a new heart for the area to provide retail, commercial and community facilities, 1,000 jobs and significant public transport and highways improvements will be delivered.
- 1.4 The AAP will ensure that growth in Colindale is focused around an accessible and attractive new neighbourhood centre that serves the everyday needs of local people combined with an exciting transport interchange at Colindale underground station. To respond to this Colindale avenue itself will undergo significant changes, to support the creation of a traffic calmed mixed use boulevard providing a range of new retail and residential facilities on the site.
- 1.5 For the Peel Centre site, this means:
 - A predominantly residential neighbourhood, for people at all stages of their lives.
 - A mix of housing with a choice of tenure types;
 - Contributing creatively to Barnet's reputation for academic excellence, whether through modern educational facilities, student accommodation or nationally recognised vocational training;
 - Excellent connectivity, both to the new Neighbourhood Centre centred around Colindale Tube Station, and to the wider area; and
 - A green, leafy neighbourhood, with access to open spaces.
- 1.6 Redevelopment of the Peel Centre site should realise the Council's vision for the site. It is proposed that development on the Peel Centre site should comprise the following:
 - Demolition of all existing buildings.

- Residential (the principal land use), to include a mix of unit types, sizes and tenures that respond to local needs/requirements, complement existing and pipeline local supply, and contribute to achieving a mixed and balanced new community in Colindale.
 - The main part of a new Neighbourhood Centre along Colindale Avenue (the full extent of which includes part of the adjacent Grahame Park, Colindale Hospital, and British Library Newspaper sites), which should include a new supermarket (of a sufficient scale to meet main food-shop needs of the AAP area)
 - New student housing to meet the accommodation requirements of Middlesex University.
 - A new 3-form entry primary school.
 - Public open space to provide new sport, play and amenity facilities for new residents, and complement/contribute to Colindale's network of linked green infrastructure.
 - The provision of a new Colindale Station building on the far west of this site (to replace the existing station building) will be supported in principle, but is not an essential requirement. Acceptable development proposals will be expected to be able to demonstrate that due consideration has been given to this potential opportunity through discussions with TFL.
- 1.7 Following on from the AAP, GVA prepared a Planning Parameters Document in May 2013 building on the content of the AAP but addressing the Peel Centre site specifically. Whilst this document does not have the status of planning policy, it was endorsed by stakeholders including the landowners (MOPAC), the GLA, TfL and the Council in its capacity as planning authority. The Planning Parameters Document sets out detailed guidance on the land uses that will be sought for the Peel Centre site and the vision and objectives for any scheme that may come forward. Further, it specifically notes in relation to third party land that the Council has powers of compulsory purchase which could be used to aid land assembly.
- 1.8 The Peel Centre site in Colindale extends to approximately 27.5ha (69 acres). It is owned by the Mayor's Office for Policing and Crime (MOPAC) and is occupied by the Metropolitan Police Service (MPS) and the Home Office. The MPS is in the process of rationalising its estate requirements at the site which involves consolidating its activities into new accommodation taking up part of the site only, allowing surplus land to be released for redevelopment (around 22ha).
- 1.9 The Peel Centre Site is bound by Colindale Avenue (west), Aerodrome Road and land to be retained by MOPAC (north), railway lines (east), and railway line (Northern Line) (south). The Colindale Station Site straddles the Northern Line and is bound by Colindale Avenue to the east, the Colindale Hospital redevelopment site to the south and west, and residential development to the north
- 1.10 Part of the Peel Centre site has been retained by MOPAC (the remainder is contracted to be sold to Redrow). On 23 April 2013 MOPAC applied for planning permission to demolish the existing buildings on its retained part of

the Peel Centre site in order to provide a new training and operational facility. This was in the form of new buildings and the provision of parking spaces, a replacement parade ground, a new memorial garden and the relocation of listed structures. Planning permission for this development (ref: H/01571/13) was granted by the Council on 23 September 2013.

- 1.11 Redrow is currently in discussions with the Council on a proposed planning application to be submitted in respect of the remainder of the Peel Centre site. They will be carrying out a second phase of consultation on June 27 and 29 and the Council anticipates receiving the formal planning application by the end of August 2014. The application is proposed to be a 'hybrid' comprising a detailed application for phase 1 and an outline application for the rest of the site.
- 1.12 Although MOPAC aims to acquire 146 Colindale ave through negotiation, this might not be possible and to date the owner has proved reticent to sell his interest. The Council may therefore, have to exercise Compulsory Purchase Order(s) powers to secure and facilitate the delivery of the scheme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Property, whilst only a small area when compared to the wider Peel Centre site regeneration project, is an important part of that scheme. This is not least because the wider regeneration envisages a new high street along Colindale Avenue which will be part of the gateway into the Peel Centre, Beaufort and Grahame Park. It is vital therefore that the Property is acquired either through private treaty or compulsory acquisition.
- 2.2 Although MOPAC aims to acquire the Property through negotiation, this might not be possible and to date the owner has proved reticent to sell his interest. The Council may therefore, have to exercise Compulsory Purchase Order(s) powers to secure and facilitate the delivery of the scheme

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As set out in this report, MOPAC have already engaged the owner of the Property to be subject to the CPO in negotiations but have not managed to acquire the Property by private treaty. The above resolution is sought to authorise officers to make a CPO in the event that the Property cannot be acquired voluntarily by private treaty. It is also hoped that the resolution will assist in negotiations to acquire the property by private treaty, as Circular 06/2004 on Compulsory Purchase and the Crichel Down Rules recognises.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval the indemnity agreement will be completed and a specialist land referencing company will be appointed to identify all parties with interests in the Property covered by the CPO, so that they will be served

with the appropriate notices and be involved in the process if they so wish. All interests in the Property will be identified in a detailed schedule and a map which are required by law to be prepared along with the CPO.

- 4.2 After the CPO is made, it will be submitted to the Secretary of State for confirmation. A statutory notice will be served on all affected parties, advertised in the local press and placed on the Property. The notices served on those affected will be accompanied by a statement of reasons, which sets out the Council's case and justification for using its CPO power. Following service of the notices those affected and members of the public will be given a period in which to make representations to the Secretary of State.
- 4.3 If there are no objections, or if all objections are withdrawn then the Council may be authorised by the Secretary of State for Communities and Local Government to confirm the CPO itself. If there are objections and these are not withdrawn then the Secretary of State will arrange a public inquiry and appoint an inspector to hold it. After the inquiry the Secretary of State will decide whether or not to confirm the CPO.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The CAAP 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 is to sustain Barnet by '*promoting growth, development and success across the borough*'.

5.1.2 Redevelopment of the Peel Centre site also supports the corporate priorities and the Sustainable Community Strategy 2010-2020 through the following core values:

'Sharing opportunities for success' and *'choice and responsibility'* – the new development will provide good quality homes. The development will also 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.

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

5.2.1 Finance

- 5.2.2 Compensation costs (including Home Loss & Disturbance) and any other associated costs will be recoverable under the proposed Compulsory Purchase Order Indemnity Agreement (CPOIA) to be entered into.

5.2.3 Procurement

- 5.2.4 Independent Valuer's Costs, Referencing Agent's Costs and all other associated costs, will be recoverable under the CPOIA.

5.3 Legal and Constitutional References

- 5.3.1 The Council has power through various enactments to make a Compulsory Order and to apply to the Secretary of State for confirmation of the order.
- 5.3.2 The power commonly used by local authorities is Section 226(1) (a) of the Town and Country Planning Act 1990, as amended by the Planning and Compulsory Purchase Act 2004. 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.
- 5.3.3 The regeneration of the former Peel site meets these requirements, as this report explains and as is set out in more detail in the draft Statement of Reasons
- 5.3.4 Council Constitution, Responsibility for Functions, Annex A –Membership and Terms of Reference of Committees – terms of reference for the Assets, Regeneration and Growth Committee includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.
- 5.3.5 Council Constitution, Management of Asset, Property and Land Rules provide the governance structure under which the Council may acquire assets.

5.4 Risk Management

- 5.4.1 A Compulsory Purchase Order (CPO) is essential in the event that satisfactory private treaty completion of proprietary interests in the Property cannot be obtained. Whilst it is hoped that all interests in the Property can be acquired by negotiation, the Council's vision for the development of the Peel Centre site may not be realised if negotiations are not successful. To avoid this potential risk, authority is sought to make a CPO in respect of the Property.
- 5.4.2 If a CPO is made and confirmed by the Secretary of State, the Council will be exposed to compensation from the owner of the Property. If the owner of the Property objects to the making of the CPO the Council may also be exposed to the costs of a public inquiry. An indemnity agreement will be entered into with MOPAC which provides for full reimbursement of Council costs in promoting and implementing the CPO, including professional fees incurred to date. MOPAC will also continue their negotiations with the owner of the Property in order to reach a point whereby the Property can be acquired without the need for CPO powers.

5.4.3 The CPO, when confirmed, ceases to be exercisable after the expiration of three years from the date of first publication of confirmation of the Order. However, it is anticipated that should the CPO be confirmed, it will be implemented as soon as possible in order that the Property can be vested in the Council before being transferred to MOPAC.

5.5 Equalities and Diversity

5.5.1 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life of the borough. The development of the Peel Centre site will provide a mix of affordable and private sale properties. The new mixed tenure housing will improve the community cohesion in an area with a highly diverse population. It will provide increased choice and opportunity for Barnet residents. This supports the overall aim of the Council's Equalities Policy and the Council's duties under the Equality Act 2010. Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the European Convention on Human Rights. Various convention rights are likely to be relevant to the CPO, including:

- Entitlement to a fair and public hearing in the determination of a person's civil and political rights (Article 6 of the Convention). This includes property rights and can include opportunities to be heard in the consultation process.
- Rights to respect for private and family life and home (Article 8 of the Convention). Such rights may be restricted if the infringement is legitimate and fair and proportionate in the public interest.
- Peaceful enjoyment of possessions (First Protocol Article 1). This right includes the right to a peaceful enjoyment of property and is subject to the state's right to enforce such laws as it deems necessary to control the use of property in accordance with the general interest.

5.5.2 The European Court has recognised that regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole. Both public and private interests are to be taken into account by the Council in exercising its powers and any interference with a convention right is authorised by law so long as the statutory procedures for making and confirming the CPO are followed and there is a compelling case in the public interest for making the CPO, and any interference with the convention right is proportionate.

5.5.3 It is believed that a fair balance will be struck between the interest of those whose convention rights would be affected by the making of the CPO and the public interest in making the CPO. Further, appropriate compensation will be available to those entitled to claim it under the relevant provisions of the compensation code. Objections can also be made to the CPO which will be considered at a public inquiry or through written representations.

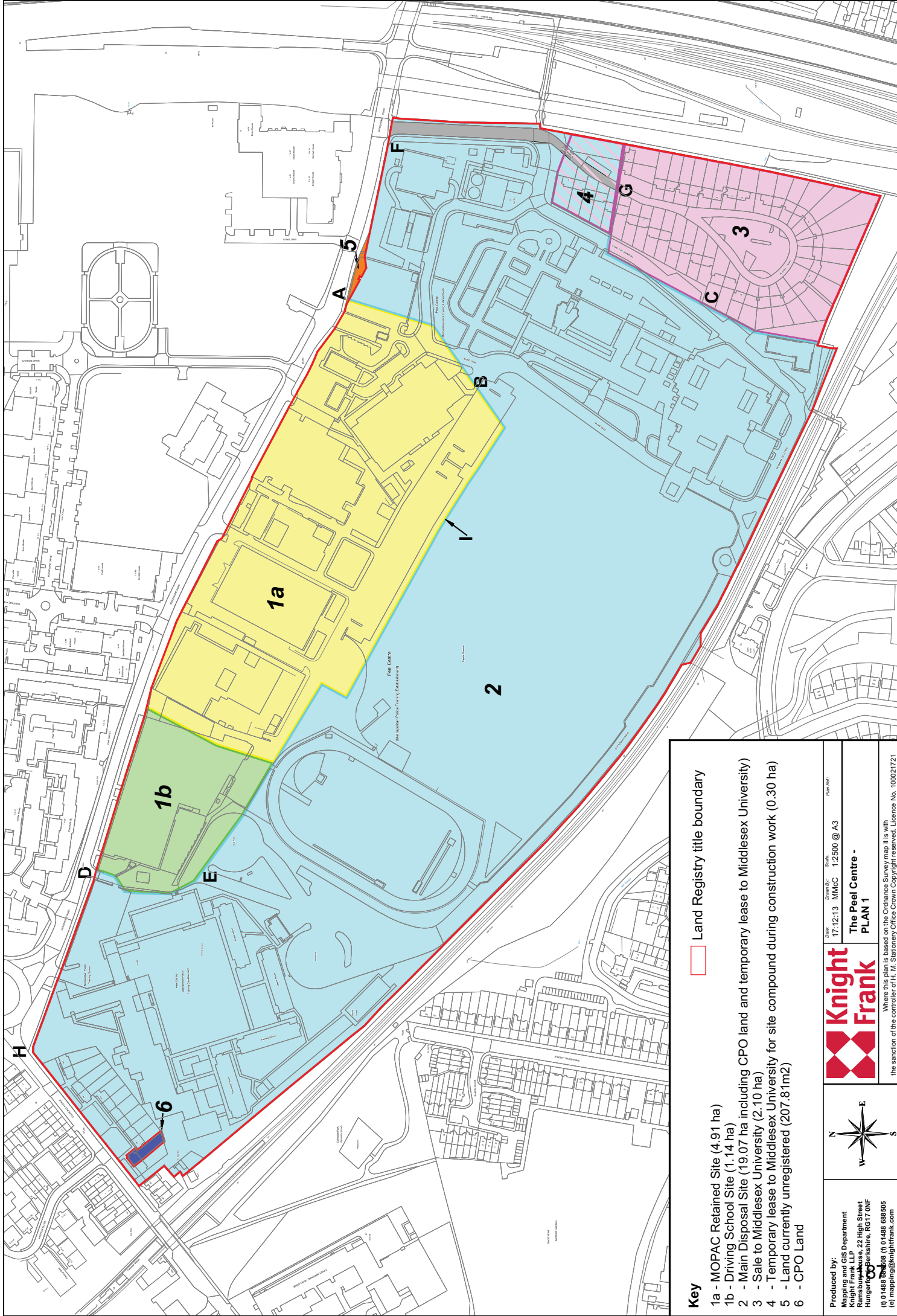
5.6 Consultation and Engagement

5.6.1 Redrow have completed two public consultation exercises in support of the planning application to be submitted in respect of the remainder of the Peel Centre site. The second event concluded on July 5 2014. Further statutory consultation will be undertaken in connection with the planning application and is likely to commence in September and conclude in October 2014

6. BACKGROUND PAPERS

6.1 None

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Key

- 1a - MOPAC Retained Site (4.91 ha)
- 1b - Driving School Site (1.14 ha)
- 2 - Main Disposal Site (19.07 ha including CPO land and temporary lease to Middlesex University)
- 3 - Sale to Middlesex University (2.10 ha)
- 4 - Temporary lease to Middlesex University for site compound during construction work (0.30 ha)
- 5 - Land currently unregistered (207.81m2)
- 6 - CPO Land

□ Land Registry title boundary

<p>Produced by: Mapping and GIS Department Knight Frank LLP Ramsbury House, 22 High Street Hungerford, Berkshire, RG17 0NF (t) 01468 555000 (f) 01468 688505 (e) mapping@knightfrank.com</p>	<p>Drawn by: Scale: 1:7,12:13 MIMCC - 12500 @ A3 File Ref:</p>
<p>The Peel Centre - PLAN 1</p>	
<p>Where this plan is based on the Ordnance Survey map it is with the sanction of the controller of H. M. Stationary Office Crown Copyright reserves. License No. 100021721</p>	

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	AGENDA ITEM 15a Assets, Regeneration and Growth Committee 8 September 2014
<p style="text-align: right;">Title</p>	<p>Haldane Close N10 - Appropriation</p>
<p style="text-align: right;">Report of</p>	<p>Lesley Meeks, Interim Assistant Director, Commercial Assurance, Procurement and Estates</p>
<p style="text-align: right;">Wards</p>	<p>Coppetts Ward</p>
<p style="text-align: right;">Date added to Forward Plan</p>	<p>N/A</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Drawing Number 24377/3 Site Plan Appendix B – Lease Plan of Electricity Transformer Site</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Judith Ellis, Manager, Property Services, judith.ellis@barnet.gov.uk George Church, Principal Valuer, Property Services. george.church@barnet.gov.uk</p>

<h2>Summary</h2>
<p>Haldane Close is a Council owned residential estate situated between Cromwell Road and Hampden Road and is shown as Appendix A, drawing 24377/3 forming part of this report. The estate has a garage block which has access from Pembroke Road. In 1965 a small part of the garage block was sold to the then Eastern Electricity Board for the site of an electricity transformer and cable rights were granted over parts of the housing estate. Access to the transformer from Cromwell Road was granted along the centre of the garage block as shown shaded blue on the attached plan which is shown as Appendix B. The owner of the transformer site is the successor company of the Eastern Electricity Board, which is UK Power Networks, (UKPN) Newington House, 237 Southwark Bridge Road, London SE1 6NP</p>

The garage block is unutilised, and on 24 June 2013 Cabinet Resources Committee resolved that Barnet Homes should progress the construction of much needed affordable homes on the subject garage block.

To enable the development of the site with a three-storey block of flats fronting Cromwell Road, with access to the rear of the development for car parking, it is planned to move the access way to the electricity transformer from the centre of the garage block to its western side. This new access way will give full access to the electricity transformer and the new affordable flats.

To enable the access rights of the electricity company to be moved from the centre of the site to its western boundary, authority is required to appropriate the site of the garage block from being held in the Council's Housing Revenue Account to planning purposes and to return it to its existing status of Housing Revenue Account land on completion of the development.

Recommendations

- 1. That authority is granted to appropriate the site shown on drawing number 24377/3 to planning purposes to assist the building of new affordable homes in accordance with the planning permission for the site and to return it to its existing status of Housing Revenue Account land on completion of the development.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Without authority to appropriate the land for the purpose for which planning consent will be granted, the electricity company have it in their power to prevent the proposed development, insisting on their rights to pass and re-pass at all times and for all purposes down the centre of the site as shown on the attached plan, shaded blue. Subsequent to the development, the site should be returned to the Council's Housing Revenue Account to enable it to continue to benefit from that status.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To enable the development.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 To agree a variation of the access way with the electricity company who own the electricity transformer site and have the right of way over the subject site. This course of action has been attempted but agreement has not been possible Because the company require to take a significant share of the development value of the site. As the site is not being sold by the Council, such a payment would add to the Council's cost of completing the scheme.

4. POST DECISION IMPLEMENTATION

- 4.1** The Council will utilise its powers under Section 237 of the Town and Country Planning Act 1990 (as amended) to appropriate the site for planning purposes.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** The Corporate Plan 2013-16 has a strategic objective to “promote responsible growth, development and success across the Borough”
- 5.1.2** The Council’s Estates Strategy 2011-2015 sets out our commitment to continually review the use of council assets so as to reduce the cost of accommodation year on year.

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

- 5.2.1** Appropriation of the land will cause UK Power Networks (UKPN) to have its ability to enforce its right of way over the land to be converted into a right to be compensated for any actual loss which they suffer as a result of its right being overridden. As a suitable right of way is being provided to the electricity transformer from the public highway, it is not envisaged that any significant loss will arise. Any compensation theoretically payable to UKPN will be less the loss to the council should that part of the development not be built due to the presence of the existing right of way as currently claimed by UKPN. Thereby further reducing the chance of payment having to be made to UKPN.

5.3 Legal and Constitutional References

- 5.3.1** Barnet will utilise its powers under section 237 of the Town and Country Planning Act 1990 (as amended) to appropriate the site for planning purposes. The effect of this section is to convert UKPN’s right of way into a right to be compensated for any actual loss which UKPN suffers as a result of its right being overridden.
- 5.3.2** Section 19 of the Housing Act 1985 stipulates that an appropriation of HRA land comprising dwellings and appurtenant land to other purposes can only take place with the consent of the Secretary of State. Such an application will not be required as the subject land does not comprise or include dwellings.
- 5.3.3** Council Constitution, Responsibility for Functions, Annex A – the Assets, Regeneration and Growth Committee has responsibility for “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 The Council faces the risk of higher expenditure to vary the route of the right of way over the site if the property is not appropriated to planning purposes. The proposed course of action reduces this risk.

5.5 Equalities and Diversity

- 5.5.1 Under the Equality Act 2010, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.
- 5.5.2 The proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation. No immediate or later equality impacts are anticipated as a result of this proposal.

5.6 Consultation and Engagement

- 5.7.1 None

6 BACKGROUND PAPERS

- 6.1 None

7.1 PREVIOUS DECISIONS

- 7.1 24 June 2013 Local Authority New Housing Programme. This paper considered the business case and sought approval for the funding and property arrangements for Barnet Homes to build new affordable homes on behalf of the Council. The Haldane Close site, the subject of this report, was included as a site for the provision of these new affordable homes.

Appendix A

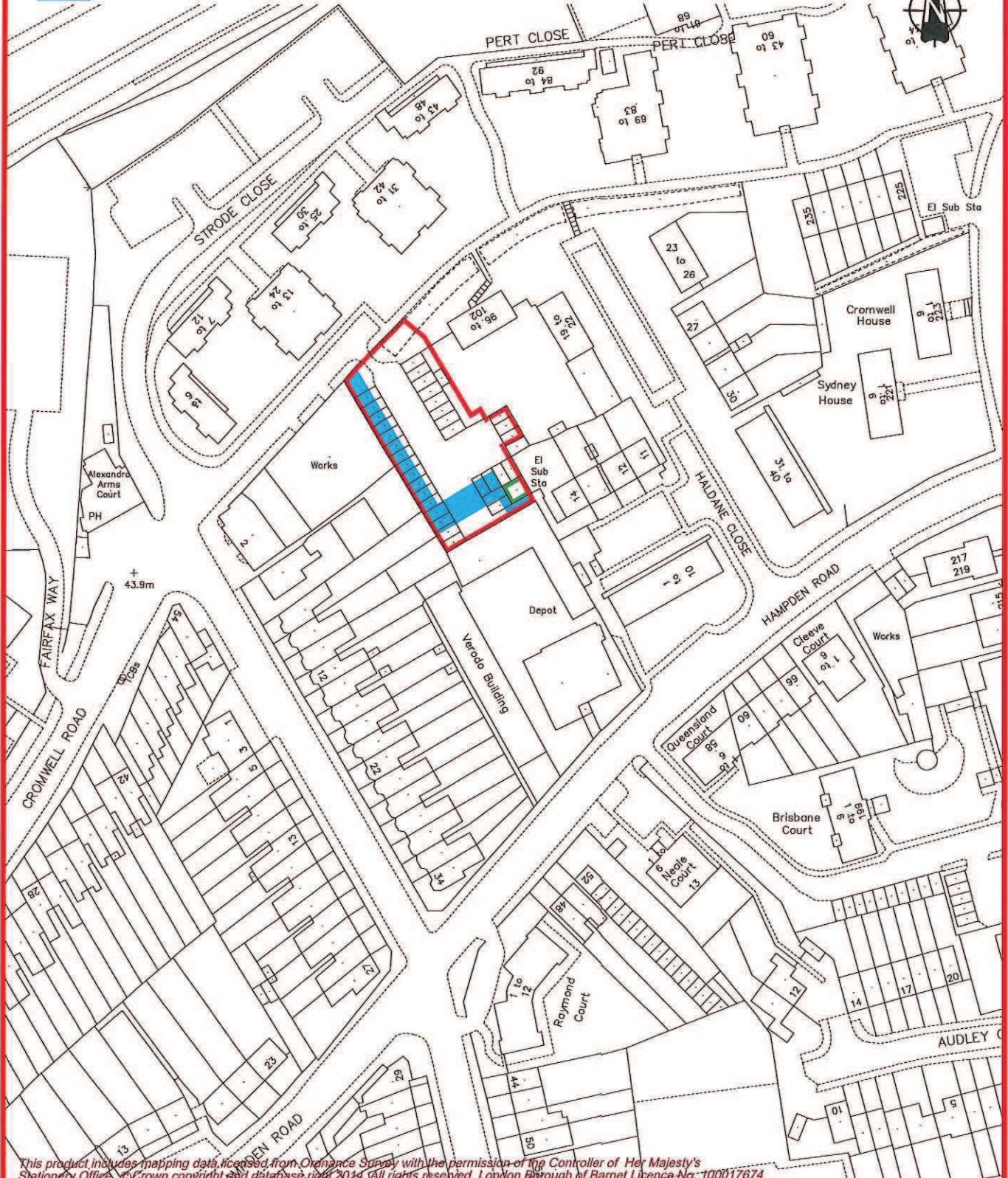
Key:-



Substation



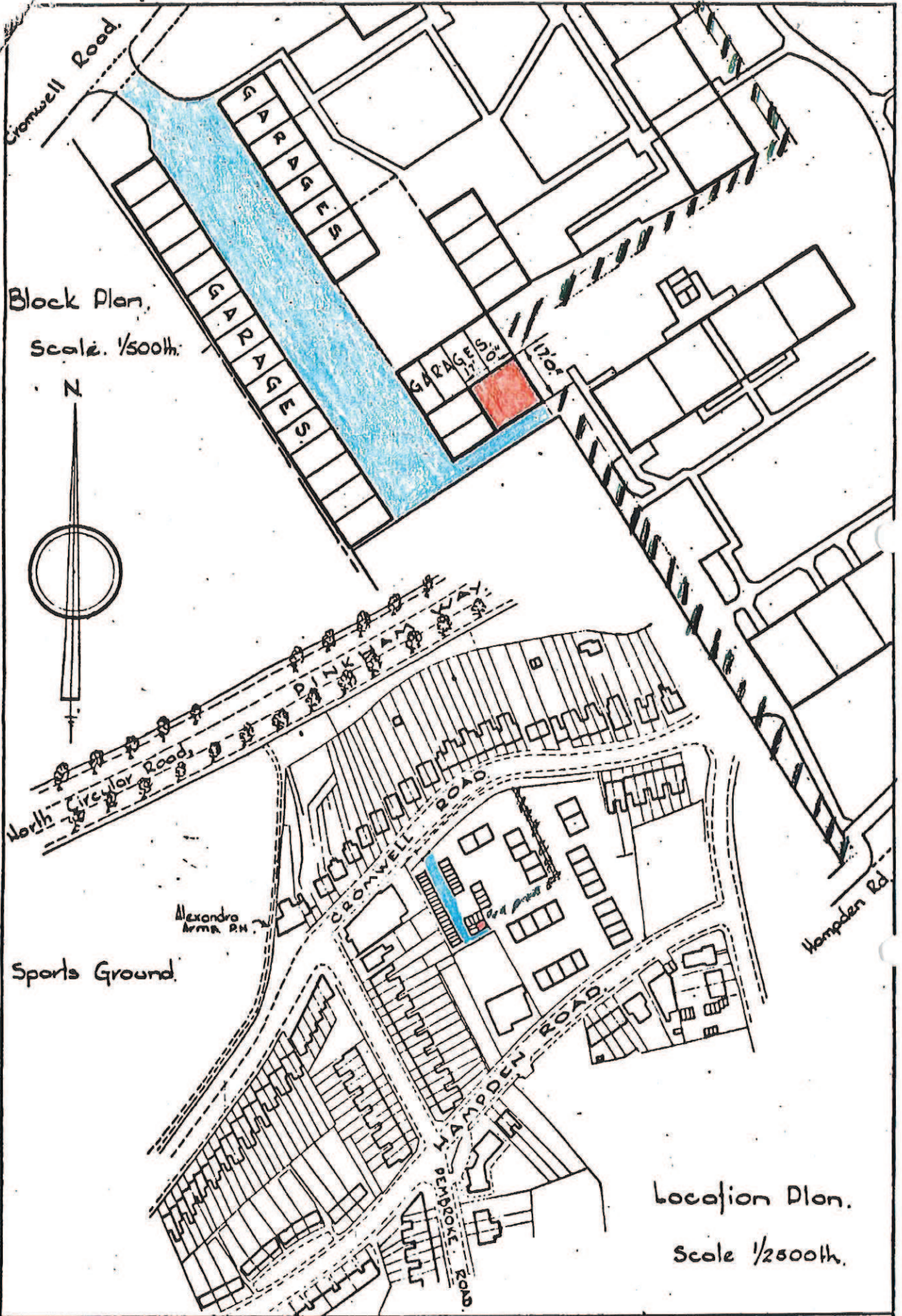
Revised Access Route



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Initiated by	SCHEME: GARAGE BLOCK AT HALDANE CLOSE, N10	Lesley Meeks, Assistant Director of CSG	
Drawn by K.E.B.			
Checked by	TITLE: APPROPRIATION PLAN AND REVISED ACCESS FOR UK POWER NETWORKS	London Borough of Barnet, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1NP. Tel. 020 8359 2000	DRAWING No.
Date 18/08/14			Scales 1:1250

Appendix B



KEY	EASTERN ELECTRICITY BOARD		C.A.F. No.
	Northmet Sub-Area		DATE 26th May. 64.
O.S. REF.	TITLE Sub-station Site. New Housina Site.		SCALE AS Indicated.
G.P.O. LINES SUBSTATION		DR'N BY J.M.	APPR. BY
		ISSUE	

	AGENDA ITEM 15b Assets Growth and Regeneration Committee 8 September 2014
Title	Former Church Farm Museum Report
Report of	Deputy Chief Operating Officer
Wards	Hendon
Date added to Forward Plan	16 June 2014
Status	Public (with accompanying Exempt Report)
Enclosures	Appendix 1 – Plan No 24323
Officer Contact Details	Suzanna Lewis – Principal Valuer Suzanna.lewis@barnet.gov.uk Judith Ellis – Valuation Manager Judith.ellis@barnet.gov.uk

<h2>Summary</h2>
<p>The former Church Farm property has been vacant since the museum service terminated on the 22 June 2012 (following the CRC approval 28 July 2011). The property was marketed and following a CRC decision in 18 April 2013 resulted in approval to let the demise to Middlesex University (MU) for a term of four years. Further to the approval to occupy further surveys resulted in the cost of the work to occupy the building significantly increasing. The Council has reassessed the options and put forward the preferred solution which allows for a slightly longer lease term of six years and 364 days and an increased contribution from MU to the cost of the investment in this Grade II* listed building which will be subject to planning permission for educational meeting room use. At the end of the lease the Council will be able to reconsider the future of this refurbished building which will offer better letting and disposal opportunities.</p> <p>The property continues to attract strong local interest which include regular enquiries and maintenance demands. The property is being monitored by English Heritage (EH) due to the special historic status, and is subject to regular site inspection work where repairs are</p>

identified. EH are in support of the proposal to work with MU in order that the building is refurbished and whilst they are satisfied that the building will be refurbished it has been recorded as 'vulnerable' on the Heritage at Risk database albeit currently does not meet the criteria for inclusion on the published Register. English Heritage will be reviewing the situation in December 2014 especially if the building is still empty and there are important repairs that need to be undertaken, and then further statutory action may be taken.

Recommendation

- 1. That the Committee approve the grant of a 6 year and 364 day lease for the former Church Farm Museum to Middlesex University and a contribution towards to the investment in the regeneration of the building.**
- 2. That the Committee approve a contribution £280,000 as part of the cost towards the refurbishment of the property. Full commercial details of the arrangement are in the exempt report.**

1. WHY THIS REPORT IS NEEDED

- 1.1 To enable the regeneration of an important Heritage Asset that has fallen into disrepair. Further to the approval to lease the property in April 2013 Middlesex University (MU) undertook specialist surveys needed for this Grade II* listed building to identify the work that would be needed before they could occupy the building. These surveys identified a significant increase in the cost of the works. These costs were submitted to the Council who have independently assessed the work and agree that the work is necessary before the building can be fully functional. The extra cost has necessitated a different investment and lease arrangement.
- 1.2 To put a vacant property asset into a building compliant condition.
- 1.3 To enable occupation and better use of a property asset.
- 1.4 To protect an important Heritage property asset.

2. REASONS FOR RECOMMENDATION

- 2.1 This property was closed and has been vacant since June 2012. It was put up for sale on the open market from January to May 2012, only 3 bids were received which were presented to the Cabinet Resources Committee meeting in April 2013. The recommendation was made and approved to enter into an arrangement with MU. MU agreed to undergo the work to put the building back into good condition with a four year rent free letting period. The estimated value of the work at this time is in the exempt report.

- 2.2 After approval was given MU were able to undertake intrusive specialist building condition surveys. These surveys showed that the arrangements agreed with MU were not financially sustainable given the amount of investment they would have to make.
- 2.3 Further negotiations took place between MU and the Council until an agreement could be reached on an arrangement that is financially acceptable to both parties.
- 2.4 Due to the amount of extra work that is needed to return the property to a good and compliant condition, it has been established that the best value for money is for the Council to contribute £280,000 to the total cost of the building repairs. In return for their investment MU will receive a 6 year and 364 day lease rent free.
- 2.5 This will allow the Council to work with a partner organisation with a good reputation for handling this type of specialist building in this locality. MU will pay the building and maintenance costs for the grounds in consultation with the Council on the basis that they are still available to the public. MU will use the building for educational meeting rooms and the arrangement also includes the building is made available for community use from Monday to Friday evenings from 7 pm and Saturday and Sunday from 9 am and this will be incorporated into the lease agreement.
- 2.6 This partnership arrangement and cost contribution represents best value for money. The building is being put into a useable and compliant state, and will provide wider service benefits in the short and longer term. Commercial and financial options are reported in the exempt paper.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council does not contribute to the cost but grants a longer lease, potentially 23 years, to MU on a rent free basis which allows them to spread the full costs of the repairs over the term granted. This is not the best commercial arrangement. See the associated exempt report for Net Value assessment.
- 3.2 The Council carries out the work bearing the full cost and associated risk taking into consideration the lack of expertise in this type of building works, leasing the building to MU or other interested parties at completion of the work. This is not the best commercial arrangement. See exempt report for assessment.

- 3.3 The Council dispose of the property. Previous experience from the marketing campaign resulted in non-viable bids due to planning challenges which could leave the property vulnerable and empty over a long period of time. See previous Cabinet Resources Committee report April 2013.

4. POST DECISION IMPLEMENTATION

- 4.1 The lease documentation will be amended and completed to reflect the longer term.
- 4.2 A works licence to be granted to MU to enable immediate access to the building and transfer security and grounds maintenance obligations in line with terms agreed.
- 4.3 Project Management is put in place to monitor expenditure reporting from MU.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2013-16 has a strategic objective to “promote responsible growth, development and success across the Borough”
- 5.1.2 The Council’s Estates Strategy 2011 – 2015 set out our commitment to continually review the use of Council Assets so as to reduce the cost of accommodation year on year.

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 to the building work the details are set out 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 only constraint is that, except with the consent of the Secretary of State, a council cannot dispose of land, other than for the grant of a term not exceeding seven years, for a consideration less than best that can reasonably be obtained. As the term of the proposed lease is six years 364 days, the Council may accept a consideration less than the best obtainable.
- 5.3.2 Council Constitution, Responsibility for Functions – 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”
- 5.3.3 Council Constitution, The Management of Asset, Property and Land Rules,

Appendix 2, Table B sets out the acceptance thresholds which provides authority for the action. Financial arrangements in excess of £100,000 must be approved by Assets, Regeneration and Growth Committee.

5.4 Risk Management

5.4.1 There is a risk that costs could increase. LBB will be contributing towards the cost of the refurbishment work with MU paying the remainder for a rent free lease period. LBB will work closely with MU to ensure that the work is completed and there is close management control.

5.4.2 The property remains vacant and there is further building deterioration and would result in further Council action to enforce proper protective management at an unknown cost. This recommendation would mitigate this risk.

5.5 Equalities and Diversity

5.5.1 Under the 2010 Equality Act, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act: b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion and belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.5.2 The proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation. No immediate equality impacts are anticipated as a result of this proposal.

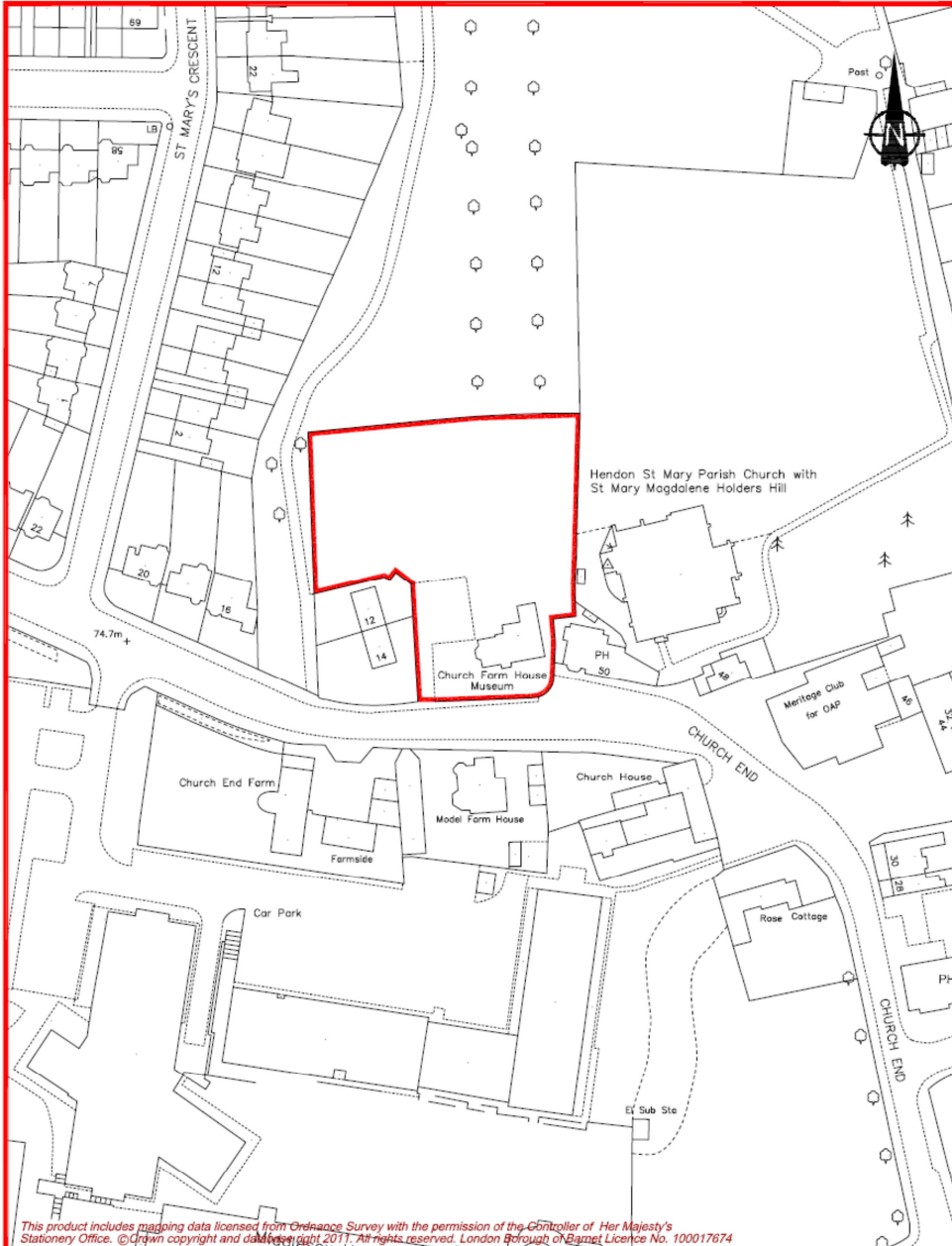
5.6 Consultation and Engagement

5.6.1 None.

6. BACKGROUND PAPERS

- 6.1 Cabinet Resources Committee 28 July 2011 – (Decision Item 7) – resolved: (1) That the Council’s freehold interest in Church Farm House Museum be declared surplus to its requirements; (2) That the disposal of the freehold interest be advertised on the open market to seek details of proposed schemes and initial bids; and (3) That the appraisal and results of the open market testing be reported to a further meeting of the Cabinet Resources Committee for further consideration:
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=151&MeetingId=455&DF=28%2f07%2f2011&Ver=2>
- 6.2 Cabinet Resources Committee 18th April 2013 – (Decision) – resolved: To grant a lease of the former Church Farm House Museum to Middlesex University Higher Education Corporation on terms set out:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=6759&Ver=4>

Appendix 1 – Plan No: 24323



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Initiated by S.E.	SCHEME: CHURCH FARM HOUSE MUSEUM, GREYHOUND HILL, NW4	Craig Cooper, Commercial Director.	
Drawn by K.E.B.	TITLE: SITE PLAN	London Borough of Barnet, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1NP, Tel. 020 8359 2000	
Checked by S.E.			24323
Date 06/07/11	Scales 1:1250		

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	AGENDA ITEM 16
	<p>Assets, Regeneration and Growth Committee</p> <p>8 September 2014</p>
Title	Assets, Regeneration and Growth Committee Work Programme
Report of	Enterprise and Regeneration Lead Commissioner Deputy Chief Operating Officer
Wards	All
Status	Public
Enclosures	Committee Work Programme September 2014 – May 2015
Officer Contact Details	Andrew Charlwood, Governance Team Leader andrew.charlwood@barnet.gov.uk , 020 8359 2014

Summary
The Committee is requested to consider and comment on the items included in the 2014/15 work programme

Recommendations
That the Committee consider and comment on the items included in the 2014/15 work programme

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
September 2014 - May 2015**

Contact: Andrew Charlwood 020 8359 2014 andrew.charlwood@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)
8 September 2014			
Members' Item	To consider a Members' Item in the name of Councillor Philip Cohen in relation to small business support	Head of Governance	
Business Planning	To consider five year commissioning priorities, proposals for meeting financial targets set out in the MTFs and proposed Management Agreements	Deputy Chief Operating Officer, Enterprise & Regeneration Lead Commissioner	
Entrepreneurial Barnet	To approve a consultation draft of "Entrepreneurial Barnet" which sets out the proposed approach to creating an environment in which businesses can thrive	Enterprise & Regeneration Lead Commissioner	Commissioning & Policy Advisor (Economist)
Strategic Asset Management Plan	To approve the Strategic Asset Management Plan for consultation	Deputy Chief Operating Officer, Enterprise & Regeneration Lead Commissioner	Interim Assistant Director, Commercial Assurance, Procurement and Estates
Brent Cross Cricklewood – Update and Approval to Undertake Preparatory Work Relating to Land Acquisition	To provide an update on progress of the Brent Cross Cricklewood Regeneration Scheme and seek agreement to begin the process of assembling land needed to deliver the regeneration of Brent Cross Cricklewood	Enterprise & Regeneration Lead Commissioner	

Subject	Decision requested	Report Of	Contributing Officer(s)
Dollis Valley Regeneration Scheme	To approve a variation to the Dollis Valley Regeneration Scheme Section 106 Agreement to bring forward commencement of Phase 2 of the scheme	Director of Place (Re)	Programme Manager (Re)
Development Pipeline	To agree a pipeline of development on surplus Council land	Partnership Director, Re	Deputy Chief Operating Officer / Enterprise & Regeneration Lead Commissioner / Property Services Manager (Capita)
Grahame Park Stage B	To agree the approach to delivering the next phase of regeneration.	Enterprise & Regeneration Lead Commissioner	Regeneration Manager (Re)
Compulsory Purchase of Property at 146 Colindale Avenue	To seek a resolution from the Committee to authorise officers to make a Compulsory Purchase Order (CPO) in respect of a non-Council owned property at 146 Colindale Avenue.	Enterprise & Regeneration Lead Commissioner	Regeneration Manager (Re)
Assets, Land and Property Transactions for Approval	To approve transactions relating to individual buildings and sites including: <ul style="list-style-type: none"> • Haldane Close N10 • Church Farm Museum, Hendon 	Deputy Chief Operating Officer	Property Services Manager (Capita)

Subject	Decision requested	Report Of	Contributing Officer(s)
15 December 2014			
Strategic Asset Management Plan and Community Asset Strategy	To approve the final Strategic Asset Management Plan following consultation; and to approve a draft Community Asset Strategy for consultation	Deputy Chief Operating Officer	Interim Assistant Director, Commercial Assurance, Procurement and Estates
Brent Cross Cricklewood (South)	To provide an update on the Brent Cross Cricklewood South Regeneration Scheme and agree to make Compulsory Purchase Order(s) to support land assembly	Deputy Chief Operating Officer Enterprise & Regeneration Lead Commissioner	BXC Programme Director (Re)
Entrepreneurial Barnet Strategy	To approve the Entrepreneurial Barnet Strategy following a period of public consultation	Enterprise & Regeneration Lead Commissioner	
Commissioning Priorities	To agree commissioning priorities 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	
16 March 2015			
Annual Regeneration Report	To approve the Annual Regeneration Report including an update report on the Growth & Regeneration Programme	Enterprise & Regeneration Lead Commissioner	

Subject	Decision requested	Report Of	Contributing Officer(s)
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	
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 19

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