

	<p>Assets, Regeneration and Growth Committee</p> <p>7 September 2015</p>
<p style="text-align: right;">Title</p>	<p>Community Asset Implementation Plan</p>
<p style="text-align: right;">Report of</p>	<p>Chief Operating Officer</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1: Community Asset Implementation Plan <i>(to follow)</i> Appendix 2: Community Asset Strategy</p>
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Summary

The Community Asset Implementation Plan sets out how the Community Asset Strategy, which is a key document that describes how the Council intends to utilise or re-provide buildings for community use over the next five years, will be implemented.

The implementation plan sets out 4 proposed solutions which will be dependent on individual situations:

- 1) Community assets delivered as part of regeneration zones,
- 2) Community assets covered by other reviews such as part of Sports and Physical Activity (SPA) and green spaces review,
- 3) Community Hubs
 - A. Test Pilots
 - B. Potential Future Opportunities
 - C. Management arrangement for New Community Hubs
- 4) Standardising lease arrangements and Assessment of Social Value.

The proposed Community Asset Implementation Plan is set out in Appendix 1. A copy of the Community Asset Strategy is attached as Appendix 2.

Recommendations

1. Approve Appendix 1 – The Community Asset Implementation Plan; and

2. Approve the continued work to implement the Community Asset Strategy.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Assets, Regeneration and Growth Committee agreed a draft of the Council's Strategic Asset Management Plan (SAMP) in September 2014. Following public and stakeholder consultation the SAMP was approved in December 2014. The SAMP contained principles for the governance of the Council's estate, and set out the need for a Community Asset Strategy (CAS) to decide how to govern these assets in the most effective way. The Community Asset Strategy was approved at the Asset, Regeneration and Growth Committee in June 2015 and a copy is attached at Appendix 2.
- 1.2 The Council recognises the social and economic contribution voluntary and community sector (VCS) organisations make to the Borough and the way in which assets can support their work, making their services more sustainable and able to provide better value for money in the long term.
- 1.3 Part of the Council's strategy for meeting the current and future financial challenges is to maximise the value it gains from its land and assets, by ensuring it receives the best possible income or value from Council-owned properties and lands which generate rent or which are sold. This will help it fulfil its Duty of Best Value, as set out under the Local Government Act 1999. The Council will therefore need to strike a balance between commercial use of its assets and opportunities to encourage community participation.

Defining the community estate

- 1.4 In considering the overall portfolio, the SAMP broke the asset base into six individual asset types to allow the portfolio to be reviewed and managed in a focussed way. The six asset types are:
- Operational estate – held for the delivery of Council services, such as libraries, schools, day centres, *etc.*
 - Community estate – retained primarily for the benefit of the community such as community centres and sport facilities.
 - Investment estate - held primarily in order to provide an income and investment opportunity
 - Housing portfolio – managed by Barnet Homes
 - Highways and green spaces
 - Development portfolio.
- 1.5 The document approved in December 2015 described the key principles that would be taken forward for consultation. This document proposed that community assets were buildings or land available to VCS organisations for community use such as: community centres and community halls; sport and

leisure facilities, and various other types of buildings let to community groups, such as shops or garages. However, it also noted the potential for a very broad definition of community assets, in which any public sector asset can be a community asset because of the social and community benefit it provides. This could, therefore, also include the Council's operational buildings.

- 1.6 The feedback from the consultation was that all Council owned buildings should be considered as community buildings and the use of the building should dictate whether it is considered to provide community benefit. In the Community Asset Strategy (Appendix 2) the Council has listened to this feedback and proposes that it does consider the majority of its assets as being used for community benefit and that where possible it will seek to promote local priorities through their use.
- 1.7 However, the measures set out in this Strategy relate most closely to, those buildings and land which are occupied by third parties and can both give and achieve the greatest benefit by using them to support VCS organisations. Therefore asset such as schools, for example, which clearly provide facilities for community use, have been excluded from the scope of this Strategy because at this time they are subject to a different set of governance arrangements. It is recognised that the list of buildings that fulfil these criteria is not fixed and that it will change as some buildings are taken out of use and others become available for community participation. In addition, when specific proposals for change in an area arise, the Council will be pragmatic about which buildings could be included for consideration (for example, the use of libraries and sports facilities).
- 1.8 The list of properties that presently have been considered as the assets being used for community benefit can be found in appendix 1 of the CAS document (Appendix 2 of this report). After feedback from the June 2015 Asset, Regeneration and Growth Committee we have made a number of minor amendments to the list of assets. These are:
- 18 post codes – 16 did not have the last three digits, these have now been added and there were only two which had errors in the 1st part of the postcode, Algernon Road, was a typo error, and Oakhill Park Bowls Club should be EN4 not EN5.
 - Two leases to one tenant have been combined.
 - Arts Depot and Frith Grange Camping Ground have been added.

At this time there are 141 properties identified as being used for the benefit of the community.

- 1.9 Properties within the Community Asset Strategy were classified into different categories to give us a better overall understanding of the constraints on the estate and to give focus when developing the Implementation plan. In June Asset Regeneration and Growth Committee Report section 4 - Post Decision Implementation - it was agreed that in order that effort could be focussed where it was most needed we had to prioritise those properties highlighted in the CAS as requiring action or having potential for community hubs. Therefore

not all 141 properties have been part of the initial review as they have limited or no opportunity for change in the next 5-10 years due to long leases or commercial use such as commercial sports facilities. However, all lessees regardless of the priority list were written to and invited to discuss the opportunity of working with the Council and were also invited to complete the on-line survey.

- 1.10 Further information about the proposed definition is set out at section 2 of Appendix 2.

Hubs and Co-location

- 1.11 Community hub is a term used in different ways but which usually refers to a location where a number of different organisations with a social or community focus work in close proximity to each other. Some community hubs contain a mix of any of the following: VCS groups, public services, social enterprises and small medium enterprises. Some are in a single building, while others may be a network of buildings.
- 1.12 The Council is keen to establish community hubs in Barnet as they offer an opportunity for the Council to realise capital receipts, reduce costs, transform and deliver community services to customers and citizens in an effective and efficient manner. By co-locating groups currently based in different buildings, the Council can rationalise the remaining community estate. Any capital or revenue receipts can be re-invested in Council buildings and /or services.
- 1.13 A more detailed description of community hubs can be found in section 4 of Appendix 2.

Consultation

- 1.14 Extensive consultation was carried out prior to the development of the Community Asset Strategy (appendix 2) and further consultation and engagement has been undertaken to underpin the Community Asset Strategy Implementation Plan (appendix 1).
- 1.15 Details of all consultation and engagement can be found in Section 5.7 of this report.

Criteria relating to support for community groups, and routes for engagement

- 1.16 The Council recognises the need to be consistent and transparent about the circumstances under which it will commit to supporting VCS groups through use of its assets and the level of support it is willing to give and what it expects in return. This is particularly important in the challenging economic climate, as part of the Council's focus on fairness, responsibility and opportunity.
- 1.17 The CAS aims to ensure that the Council's community estate is governed according to clear, consistent criteria. Historically, the portfolio has been administered on a case by case basis which has made it responsive to the needs of individual groups but which has made it difficult to implement a consistent approach or to ensure fair, common treatment for different groups.

- 1.18 The CAS contains four criteria which will aim to ensure that the Council can realise its objectives with regard to the community estate, as well as fair and consistent treatment for all community groups using Council assets.

The criteria relate to:

1. The type of services the group or organisation provides
2. The extent to which the organisation and its use of the asset supports community participation and involvement
3. The robustness and sustainability of the organization
4. The ability to maximise utilisation of the asset contributing to the commercial viability of the building.

- 1.19 The Council will operate a standard policy in which rental value of each of its community buildings is assessed on full market rental value for community use. Where the occupier is deemed to be contributing to local priorities and fulfilling other criteria for support, the Council may grant financial assistance to provide support (through an agreement with the occupier), at a level which reflects the community benefit the organisation is providing.

- 1.20 This Strategy is aimed at moving away from the previous *ad-hoc* arrangements to implementing a fair and consistent approach for all community building Occupiers. The increase to income the Council could potentially expect to see will be utilised to fund the grants needed to support those groups that meet the criteria for funding based on the social value and community benefits they are providing to the local residents.

- 1.21 The Council is also fully aware that it needs to minimise disruption to Community Groups and therefore will continue to engage with lessees to gather feedback on how the Community Asset Strategy will impact on their circumstances and establish the preferred future arrangements.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It has been recommended that the Community Asset Implementation Plan is approved because it is important that the Council takes a strategic approach to its community asset portfolio and the way in which it can be fully utilised with as many local residents and VCS groups taking full advantage of Council owned buildings and land. The Community Asset Strategy (Appendix 2) which was approved in June 2015 sets out the guidelines and criteria in relation to the overall management of the asset and will be used as a reference point for future decisions relating to community assets, their use and commercial arrangements.

- 2.2 The Implementation Plan (Appendix 1) is the route to being able to achieve the aspirations of the Community Asset Strategy and it is therefore important that the engagement with users for community building, which has begun in order that the plan can be developed, continues during the coming years within a strategic approach and not on the *ad hoc* basis of the past. It is also

essential that whilst implementing the strategy the Council is cognisant and minimises disruption to community groups.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could decide to continue to manage its community assets on an *ad hoc* basis, considering each building and its use in isolation, but this would fail to address the current inconsistencies, or deliver a better utilised and compliant community estate in accordance with the Council's priorities.

4. POST DECISION IMPLEMENTATION

- 4.1 The Council will continue to use the Implementation Plan (Appendix 1) to engage with users of the community buildings and gathering more detailed knowledge of the condition of the asset base.
- 4.2 In engaging with the users we will seek to understand how the CAS will impact on their own circumstances and ascertain how or if a community hub would be appropriate for the individual groups.
- 4.3 We will carry out, where necessary a full condition survey of the building in order that we can build a detailed picture of the level of investment that may be needed. Based on the limited condition survey information we have it is felt that a high level of investment will be needed. The approach will be on a locality basis which will address the requirement of individual areas and how the asset and potential development opportunities will improve and deliver the Community Strategy, eventually building a picture of all the community assets across Barnet.
- 4.4 The council is in the process of establishing how it will measure social value through a fair, open and transparent process which is in line with the criteria set out in the CAS document attached at Appendix 2. Presently we are out to tender for organisation to put forward a proposal for how they would help the Council build a social value measurement tool. The tool will establish how the assessment will be made and how the users of community buildings will be engaged in the process.
- 4.5 In addition, a resource is being made available to provide support work to the building occupiers and to establish the role of a facilitator in the development of individual business cases. These business cases will need to demonstrate financial sustainability, full utilisation of the building and support for local priorities. When appropriate an Equality Impact Assessment will also be carried out.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2015-20 states that the council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

1. of opportunity, where people can further their quality of life
2. where people are helped to help themselves, recognising that prevention is better than cure
3. where responsibility is shared, fairly
4. where services are delivered efficiently to get value for money for the taxpayer.

5.1.2 The Community Asset Strategy Implementation Plan will help meet these objectives by aiming to maintain the right environment in order that VCS groups and individuals have facilities where they can provide the services and activities needed to meet the well being of the local community. The plan also incorporates the provision of a resource to assess value for money for the tax payer and a tool to measure the social value provided to the local community.

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

5.2.1 The recommendations to approve the CAS and continue to implement the plan for engagement with users of community buildings will enable the development of a detailed, evidence-based Implementation Plan highlighting resource and financial implications likely to be required to implement the Strategy.

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

5.2.3 An initial desktop study has been carried out and where it is deemed necessary for full condition and compliance surveys these will be carried out and the estimated cost for this is believed to be in the order £400k. This will be funded from existing reserves.

5.2.4 Based on the limited condition survey information we have, it is felt that a high level of investment will be needed. It is the Council's intention to work closely with the individual user of each building and, if necessary due to the condition of the building or for other reasons, to re-provide an appropriate facility.

5.2.5 As part of preparing the Implementation Plan a high level review of future market rental value has been undertaken. It was not possible in the time available to visit all properties so this figure has been based on a statistical view of what is known. Uplift in rental value has been calculated by taking current rent compared to potential estimated market rental. This is estimated to be in the order of £685k; however, as previously stated this figure is based on a desk top review of potential rental value and not an actual measured valuation. This increase income will be utilised to fund discounted rents which will be calculated by measuring social value assessed to benefit the local community. The level of discount is not known but in some cases it could be significant.

5.2.6 Resources will also be required to:

- Support the Council and voluntary and community groups in facilitating the development of business cases that demonstrate financial sustainability, full utilisation of the building and support for local priorities.
- Develop the criteria, building and implementing the tool and supporting the process for assessing how the Council will consider the relationship between financial value obtained from the community estate and the social and community benefit delivered by its occupiers, informing the Council's potential decision to offer financial assistance in the form of a rebate in any individual case.
- The Council will consider whether or not a community liaison post may be required to carry out these functions. If the decision is to go ahead with this post it will be funded from council's existing resources.

5.3 **Social Value**

5.3.1 An external agency will be retained to design and prepare a methodology or tool by which to assess the benefit to the community or various community organisations.

5.3.2 The aim is to develop a methodology which assesses various organisations against criteria to be agreed in order to arrive at an assessment or rating to reflect the value they add to the local community. This will then inform the allocation of appropriate levels of funding and priorities for accommodation

5.3.3 As part of this process the agency will meet groups and Council officers to develop criteria and review the council's aims and objectives, crafting these into a tool following which they will work with one or two pilot groups to develop business cases as a trial.

5.3.4 An additional resource will be directed toward working with community groups on an ongoing basis to review and develop business cases including use of the evaluation tool once developed.

5.4 **Legal and Constitutional References**

5.4.1 Council Constitution, Responsibility for Functions, Annex A – sets out the Terms of Reference for the Assets, Regeneration and Growth Committee this includes:

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

5.5 **Risk Management**

5.5.1 There is a risk that if the proposed CAS and corresponding Implementation Plan is not approved and used as a document to allow engagement with users of community buildings, it will not be possible to come to an accurate

assessment of the cost and benefits of the proposed Strategy on an area by area basis.

5.5.2 The combined engagement and evidence-based data gathering of market value and building condition as described in the Implementation Plan is designed to mitigate the above risk.

5.5.3 There is a risk that the delay to the approval of the final Strategy and Implementation Plan may have negative consequences for the Council's relationship with local voluntary and community groups who are keen to engage on the subject of asset use and ownership. Engagement with groups, likely to be affected, has already begun following the approval to engage with occupiers of community buildings at the June Asset, Regeneration and Growth Committee. This action has mitigated the impact and continues to maintain a positive relationship.

5.6 Equalities and Diversity

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

5.6.2 The Corporate Plan 2015 – 2020 sets out how we will meet the Public Sector Equality Duty in delivering services and the Council's priorities and this is reflected in our Strategic Equalities Objective (SEO). Our SEO is that *"Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer."* The Community Asset Strategy also reflects the Council's 2015 Community Participation Strategy, which highlights the Council's determination to enable residents to get more involved in local priorities, to engage all Barnet's diverse communities in design and delivery of services and in achieving our Corporate Plan priorities and our commitment that our assets should be used for the benefit of all Barnet's diverse communities.

The Community Asset Strategy reflects the requirements of the PSED and is aligned with the Council's Strategic Equalities Objective and the Community Participation Strategy. In particular it:

- Aims to ensure that the management and use of community assets reflect the needs and aspirations of Barnet's diverse communities and are used for the benefit of the whole community
- Aims to promote active engagement with all Barnet's diverse communities
- Pays due regard to cultural and religious difference where locations/facilities

- are shared by different members of the community
- Builds on community strengths to promote strong, cohesive communities and local resilience.

5.6.3 Where applicable, Equalities Impact Assessment will be carried out as part of the next steps within the Implementation Plan which will assist the Council in meeting the requirements of the Public Sector Equalities Duty.

5.6.4 The Council will ensure that the consultation and engagement process for the Strategy is accessible to all and engages with a wide variety of voluntary and community groups.

5.6.5 The policy proposals set out in the Strategy are designed to ensure fair and equitable treatment of all Barnet's communities in relation to their access to community assets.

5.7 Consultation and Engagement

5.7.1 The CAS and Implementation Plan have drawn on past consultation and engagement which is detailed in Section 1 of this report.

5.7.2 Prior to development of this Strategy the Council engaged with the community formally and informally in a number of ways, including:

- A general survey about civil society and community activism carried out by CommUNITY Barnet in 2009
- A qualitative needs assessment in 2010
- A review of compliance issues across the estate in 2012
- A stakeholder engagement meeting in 2013
- Consultation exercises relating to the Council's Priorities and Spending Review, carried out in 2013 and 2014
- A series of informal interviews with a range of voluntary and community groups in 2014
- Barnet internet on-line survey, December 2014 to March 2015, which was advertised in the local press and through letters sent to community building users asking them to complete the survey and indicate if they would be interested in participating in workshops
- Three workshops were organised and facilitated by an independent company during February/March 2015. They were held on different evenings and across the borough so that it was convenient for as many people to participate as possible. Community building users were invited by letter and those accessing the on-line survey were given a telephone number to register their interest. 45 people attended these sessions.

5.7.3 The consultation carried out between December 2014 and March 2014 was designed to seek stakeholders' and the general public's response to the following specific key areas:

- The definition of community buildings.

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

5.7.4 The online survey, launched in December 2014, on the Engage Barnet website resulted in 19 responses to the questionnaire by the closing date of Friday 13th February 2015. The questionnaire closing date was extended by two weeks and those participating in the workshop were encouraged to take part but there were no further responses received. The responses are summarised in the table below:

Question	Strongly agree/Tend to agree	Strongly disagree/ Tend to disagree	Neither agree nor disagree/ Don't know
Are these the right objectives?	11	5	3
Will the aims ensure we meet our objectives?	10	5	2
Have we considered right areas for our governance principles?	7	4	2
Will support criteria help achieve the aims of the strategy?	8	4	1

5.7.5 In addition the themes that emerged from the three workshops undertaken jointly by LBB, Capita and Futuregov, an independent company who facilitated the events, were:

- Community Assets should be given a broad definition.
- The Community Asset Strategy should focus on community need.
- That LBB should ensure it “gets the basics right” with a focused customer service.
- That the Council should increase the capacity of the community assets over a longer term taking an enabling role.
- That the Council should continue to work with the broader community to better match needs with services including the potential for community hubs.

5.7.6 The output and summary of the consultation exercises can be found in the CAS (Appendix 2) section 3 and a copy of the report detailing the output from the workshops, prepared by Futuregov, can be found as appendix 2 of the CAS (Appendix 2) of this report.

5.7.7 Since the June Asset, Regeneration and Growth Committee further

consultation has taken place which is in line with the proposed post decision implementations steps outlined in the June report. This consultation was used to engage with users of community buildings to further improve the information about building condition that will underpin the Implementation Plan (Appendix 1 of this report).

5.7.8 Within the Community Asset Strategy we classified the portfolio into different categories (see 2.3 of Appendix 2) to give us a better overall understanding of the constraints on the estate in order that we could develop an Implementation Plan. This was just an initial rating. However as agreed at the June Committee we have used the rating to engage with occupiers of our community buildings as described below.

- Writing to the occupiers with a copy of the Strategy, requesting feedback and questions and asking for comments on how they would see this impacting their own circumstances;
- Prioritising the review of those properties highlighted in the CAS as requiring action or having potential for community hubs;
- For those we prioritised we requested preliminary discussions on individual arrangements where they are occupied and the lease has expired;
- We have begun to build a profile of our users working together to meet local needs and ensure the building are used for the benefit of the community.

5.7.9 In addition, we continued to review the data that was available on the asset base, including information on the condition and compliance of buildings, along with the need for community facilities across Barnet.

5.7.10 For assets where condition and compliance surveys of the buildings were not currently available, we have established a plan for gathering the data in order to further inform our analysis of the financial implications of delivering the Strategy. Where we have been able to meet with the Occupiers at the building we have taken a high level view of the work that may be needed. This is pending the full condition surveys and compliance testing that we will endeavour to do as part of the next steps identified in the Implementation Plan Appendix 1.

5.7.11 In the last two months the Estates team have visited 18 properties to ascertain how the Community Asset Strategy would impact on their future plans and if they would be willing to share a building in a community hub. Also establishing what would be needed to make the Community Hub approach work for them as a community service provider. These engagement meetings will continue as we work towards developing a more comprehensive view of our building users and their needs.

5.7.12 Feedback from the meetings has been mixed however some common themes have emerged:

- In general there was support for the CAS in principle however some occupiers which operated on a more commercial basis felt it to be of less relevance to them.
- It was felt that the CAS would promote and encourage better involvement and engagement with the local communities and potentially increase the number of people the services reached.
- Whilst several saw benefits to and advantages of co location of groups many were defensive of the space and facilities that they currently occupied and did not wish to see co location reducing this. Some organisations which had specialist facilities or equipment were resistant to co location as they felt their specialism could not readily be accommodated within a mixed use facility.
- It was felt that the CAS may present opportunities for redevelopment of locations which was seen as a potential positive by some organisations however, this was again qualified by a desire to maintain or improve the current level of service.
- Organisations also identified that the CAS may facilitate a review of services within an area and possible amalgamation of groups however this was expressed together with a desire to remain the predominant service supplier.

5.7.13 We also carried out an on-line survey to gain information from the wider community. The survey was live from 1st July 2015 until 24th August 2015. This was advertised on Twitter, Facebook and Engage Barnet. Community Barnet was also asked to send the link to their list of VCSs and the Estates team included it in all the letters sent to occupiers of community buildings asking them to participate. After three weeks there was little response so we run a second reminder on Facebook and Twitter.

5.7.14 Considering the direct approach, as well as the social media advertising the response to the on-line survey was disappointing. Only 7 people took part. The survey was designed to ascertain how users of buildings would feel about sharing and what barriers and advantages they could see from co-locating. Some of the comments received have been included in the Implementation Plan (Appendix 1).

5.7.15 When asked if they would be willing to share a building 6 out of the 7 said they would. Barriers were listed as lack of availability of the building at peak times and willingness of groups to work together. Advantages were listed in the main as shared cost of the running of a building and that it has the potential to keep facilities/services open. However, as stated this was a small sample of participants.

5.7.16 Whilst it was a small sample it was good to see that Community Hubs were seen as a positive way forward. We will continue to engage with local

community groups to gather feedback on how the Community Asset Strategy will impact on their circumstances and to build on the data received in the on-line survey.

5.7.17 Further engagement will be carried out as described in the Implementation Plan at Appendix 1 of this report.

5.8 Insight

5.8.1 The Implementation Plan (Appendix 1) and Community Asset Strategy (Appendix 2) have undergone direct community engagement through workshops and individual meetings. Prior to any decision being made on community hubs full use of the Insight tool will be used to underpin any decisions taken that would impact the local community.

6. BACKGROUND PAPERS

6.1 Approval of the draft Strategic Asset Management Plan, Assets, Regeneration and Growth Committee, 8th September 2014.

<http://barnet.moderngov.co.uk/documents/s17304/Strategic%20Asset%20Management%20Plan%20-%20Report.pdf>

6.2 Approval of the Strategic Asset Management Plan, Assets, Regeneration and Growth Committee, 15th December 2014.

<http://barnet.moderngov.co.uk/documents/s19855/Community%20Asset%20Strategy%20-%20Publish.pdf>

6.3 Approval of Key Principles supporting the Community Asset Strategy – Draft proposals of Key Principles for consultation, Assets, Regeneration and Growth Committee 15th December 2014.

<http://barnet.moderngov.co.uk/documents/s19855/Community%20Asset%20Strategy%20-%20Publish.pdf>

6.4 Approval of Community Asset Strategy and noted that, following engagement with existing occupiers of community buildings, an Implementation Plan will be presented back to the Committee - Assets, Regeneration and Growth Committee on 1st June 2015.

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?MIId=8309>