

	Assets, Regeneration and Growth Committee 17 March 2016
Title	Assets, Regeneration and Growth Committee, Commissioning Plan - 2016/17 Addendum
Report of	Commissioning Director, Growth and Development Director of Resources
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Assets, Regeneration and Growth Committee Commissioning Plan - 2016/17 addendum
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Summary

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

This report presents updated targets for 2016/17 in an addendum to the Commissioning Plan (Appendix A).

Recommendations

1. That the Committee review and approve the addendum to Assets, Regeneration and Growth Committee Commissioning Plan for 2016/17 (Appendix A).

1. WHY THIS REPORT IS NEEDED

1.1 The council's **Corporate Plan** 2015-20 was agreed by Full Council in April 2015. It sets out the strategic priorities and direction for the council to 2020 and targets against which progress is measured. These targets will be refreshed for 2016/17 and will be presented to Full Council in April for agreement. The Corporate Plan is structured around the council's priorities of:

- **Responsible growth and regeneration** – which is essential for the borough, to revitalise communities and provide new homes and jobs – and for the council to generate revenue to spend on local services. The council will approach regeneration in a responsible way – replacing what needs to be replaced and protecting the things that residents love about the borough, such as its green spaces.
- **Managing demand for services** – with a growing population, demand for services is increasing which puts pressure on resources. Since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently. In order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services.
- **Transforming services and doing things differently** – we will continue to look at how local services can be redesigned to make them more integrated and intuitive for the user, and more efficient to deliver.
- **Community resilience** – as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.

1.2 Last year, each Theme Committee agreed a five year Commissioning Plan covering the period 2015-20. Commissioning Plans set out the strategic priorities and outcome performance measures for each Committee, with targets to be refreshed annually. On 15 December 2014, the Assets, Regeneration and Growth Committee agreed its five year Commissioning Plan, which set out the following priorities:

1.2.1 Regeneration

- Regeneration schemes are delivered to a high standard, maximising benefits to the community.
- New communities at Brent Cross Cricklewood and Colindale are desirable and attractive places to live, work and spend time, which set the standard for future development across London.
- Regeneration and growth schemes are supported by appropriate, high quality infrastructure.

1.2.2 Economy

- Barnet is established as the best place in London to be a small business. In particular:
 - 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.

1.2.3 Town centres

- Key town centres are thriving, with reduced numbers of vacant units.
- Residents and local businesses play an active role in shaping their High Street as a place to live, work, shop and spend leisure time.

1.2.4 Assets

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

1.2.5 Housing Growth

- 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.

- 1.3 As we move into the second year of delivery of these Plans, each Theme Committee will be asked to agree a 2016/17 addendum to their plans, which sets out the Q3 position against 2015/16 targets and updated targets for 2016/17. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. The addendum to the Assets, Regeneration and Growth Committee Commissioning Plan for 2016/17 is provided at Appendix A.

- 1.4 Following the Chancellor's Autumn Budget Statement in November 2015 and the provisional Local Government Funding Settlement in December 2015, the council's overall budget forecast to 2020 worsened slightly. The updated 2016/17 targets, therefore, reflect the need for the Committee to make a more significant contribution to the council's overall savings in the next four years than previously anticipated.

Summary of Q3 position against 2015/16 targets

- 1.5 Progress is continuing on schemes within the Regeneration programme, including the Supplementary Planning Document for Grahame Park; and work continues on Brent Cross South, with a final business case being considered by government. Progress has been made within Tranche 1 of the Development Pipeline programme to develop mixed tenure housing. Daws Lane and Tarling Road Community Hub capital schemes were recommended to Committees to proceed to the next stage. Schemes such as the Welfare Reform Task Force, BOOST project and Brent Cross Retail Job Shop have had particular success in creating job opportunities for Barnet residents. Work is progressing on Entrepreneurial Barnet to make Barnet the best place in London to be a small business.
- 1.6 Key areas of focus for improvement include increasing the number of Barnet Council apprenticeships and improving the borough's business survival rate.

Summary of the 2016/17 priorities and targets

- 1.7 The commissioning priorities for Assets, Regeneration and Growth Committee are as follows:
- We're building **more than 20,000 new homes by 2025 – the most in outer London** – across our **seven major regeneration sites**, and more through a **pipeline of future brownfield redevelopment**
 - We're ensuring that the number of **good quality jobs keeps pace with population growth** and that residents are supported to access them
 - We're **investing in our key Town Centres** and making **Barnet the best place in London to be a small business** by making transactions with the council simpler
- 1.8 Targets for 2016/17 have been identified across two key areas: Growth and Regeneration; and Economy and Town Centres.
- 1.9 **Growth and Regeneration:** The council's asset portfolio is managed as a whole and used to support longer term growth and regeneration, with schemes delivered to a high standard, maximising benefits to the community, and supported by appropriate, high quality infrastructure. Key activities include:
- Ensure the supply of good quality, mixed tenure homes, achieved through major growth and regeneration schemes
 - Bring forward mixed tenure housing development on land owned by the council including homes for private sale, private rented and affordable housing

- Through the use of Section 106 agreements, ensure that developers invest in the borough by providing apprenticeships and facilities for local communities

- 1.10 **Economy and Town Centres** - Barnet is establishing as the best place in London to be a small business. Our key town centres are thriving, with residents and local businesses playing an active role in shaping them as a place to live, work, shop and spend leisure time. Key activities include:
- Ensure businesses can access information about council services easily and at first contact
 - Invest in town centres, including supporting town teams to lead change in their local areas,
 - Supporting residents to develop the skills needed to access local jobs, creating the conditions for a thriving local labour market

Next steps

- 1.11 The proposed addendum to the Assets, Regeneration and Growth Committee Commissioning Plan, including updated targets for 2016/17, is set out in Appendix A. Members are invited to review and agree the document.
- 1.12 Following agreement, the Committee will receive a progress report during the year against this Plan and associated in-year targets. The Committee will be asked to agree updated targets for 2017/18 in March 2017 and this process will continue through to 2020.
- 1.13 Performance and Contract Management Committee will continue to review progress against the Council's Corporate Plan, and overview of the performance of both internal and external Delivery Units. This Commissioning Plan will enable Performance and Contract Management Committee to focus on the key areas of performance for different service areas.

2 REASONS FOR RECOMMENDATIONS

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

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to publish Committee Commissioning Plans but it is considered to be good practice to have comprehensive business plans in place for each Committee – which set out priorities and how progress will be

measured – to ensure that the council’s vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

4.1 Revisions to the Commissioning Plan will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 This report invites Members to review and approve the addendum to the Commissioning Plan for 2016/17.

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

5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. Specifically the young and very old population groups are increasing in the borough which creates an unprecedented challenge for the organisation’s finances.

5.2.2 The Commissioning Plan has been informed by the council’s Medium Term Financial Strategy, which sets out the need to make savings of £81m by 2020.

5.3 Social Value

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

5.4 Legal and Constitutional References

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

5.4.1 The Council Constitution under Responsibility for Functions 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 authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out on the Contract Procedure Rules.

5.4.2 The council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

- Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family Services; Education and Skills; Streetscene; Public Health; Commissioning Group; and Assurance.
- Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- Specific responsibility for the following function within the Council:
 - Risk Management
 - Treasury Management Performance
- Note the Annual Report of the Barnet Group Ltd.

5.5 Risk Management

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

5.6 Equalities and Diversity

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

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice; and promote understanding.

5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

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

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

- Create a stronger link between strategy, priorities and resources

- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.6.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2016/17 has been undertaken following Policy and Resources Committee on 16 December 2015.

6 BACKGROUND PAPERS

6.1 None.