

# **ASSETS, REGENERATION & GROWTH COMMITTEE**

## **Commissioning Plan 2015 – 2020**

### **2016/17 addendum & targets**

This document is an addendum to the **Assets, Regeneration & Growth Committee Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2016/17. The full Commissioning Plan can be found here: <http://barnet.moderngov.co.uk/documents/s19861/APPENDIX%20A%20141202%20Assets%20Regeneration%20Growth%20Commissioning%20Plan%20CLEARED.pdf>

## 1. CONTEXT FOR COMMISSIONING PLAN

### Unlocking the opportunities of growth

Barnet is a growing borough, driven by a combination of a strengthening national and local economy and locally led investment in regeneration, skills and economic development. Over the next five years, this growth will bring opportunities for residents, businesses and the council. The council will work to ensure that all residents can benefit from the opportunities that growth will bring – by helping people to help themselves – whilst protecting what people enjoy about Barnet: its parks and open spaces; its excellent schools; and its diversity.

All parts of the public sector face the same challenges of reduced budgets and increasing demand for services. As the money received from Government reduces to zero over the next few years, all councils will need to become financially independent and generate revenue locally – through Council Tax, Business Rates and, where appropriate, by becoming more commercially minded. This means that growth – as well as providing new homes, jobs, schools, transport infrastructure, parks, leisure centres and community facilities – is necessary to grow the local tax base and generate money to spend on local services.

### Living within our means, with a renewed focus on managing demand for services

Most residents and businesses will benefit from a growing economy without too much interaction with the council. For those people, it is our responsibility to get the basics right: To provide an attractive environment; empty the bins; keep the streets clean; and make it as easy as possible to make transactions such as paying Council Tax or requesting a parking permit online.

However, some residents will need a little extra help to take advantage of the opportunities of a growing economy and we're working more closely with our local partners, such as the NHS, Barnet Homes, Jobcentre Plus, and our local colleges and university, to provide that. By working more closely with other parts of the public sector, providing more homes and helping people into work, we can also help to manage demand for local services and relieve some of the pressure.

We tackled the £75 million budget gap we faced between 2010 and 2015 head on and managed the challenge without a big impact on frontline services. We embraced the need to do things differently and have made some bold decisions to live within our means. In order to close a further budget gap of £81 million by 2020 we will continue to look at how we can reduce bureaucracy but, increasingly, our focus will turn to how we can help manage demand for services.

### Transforming local services

Our 'Commissioning Council' approach means that we're not bound by the status quo. Our focus is less on who provides a service – the council, a private company, a national charity or group of local volunteers – and how it is provided, and more on ensuring that each service is necessary, meets the needs of residents and represents value for money. For every service, we'll consider the case for delivering them differently, focusing on the best outcomes for our residents.

For some services, this approach to service transformation has resulted in partnerships with the private sector, such as our contracts with Capita to provide our 'back office' and customer services,

and create a Joint Venture to provide our developmental and regulatory services – a model which sees a proportion of income generated by trading those services returned to the Barnet Taxpayer.

For other services, transformation means doing things differently with our in-house services, such as increasing the size and effectiveness of our foster care service to reduce the need for costlier residential care, or working in partnership with other parts of the public sector to deliver more intuitive services for residents which save us money, such as our joint employment programmes.

## Investing for the future

Despite needing to reduce our day to day spending, we will continue to invest in the essential infrastructure of the borough. Our financial strategy will see £550 million of capital investment between 2016 and 2020, funded from capital receipts, borrowing, revenue and external grants.

Resources will be invested in transport (including roads, pavements and a new Thames Link station at Brent Cross); housing – with 20,000 to be built over the next decade, the most in outer London; schools – to ensure we continue to provide places for those that need them, building on the 7,500 new places created over the last six years; leisure facilities – with new leisure centres built at Victoria Recreation Ground and Cophall, open spaces – through transformational investment in local parks, and community facilities – through the creation of new ‘community hubs’ across the borough.

## More resilient communities

Doing things differently will require the council to change its relationship with residents over the next few years. Where it will not be possible for the council to do as much as it has done in the past, we will support residents and community groups to be more resilient and do more for themselves and their neighbours. Across all of our services, we will look at opportunities for residents to get more involved – whether it’s helping to maintain the borough’s parks and green spaces, or volunteering in one of the borough’s libraries.

## 2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

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

**The first is a focus on fairness:** Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled, and unemployed benefit from the opportunities of growth.

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

**The third is a focus on opportunity:** The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live, work and play. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the Borough.

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

### 3. CORPORATE PLAN PRIORITIES

We apply these principles to our **Corporate Plan priorities** of: **responsible growth and regeneration; managing demand for services, transforming services and more resilient communities.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision making.**

<p><b>Fairness</b></p>	<ul style="list-style-type: none"> <li>• Fairness for the Council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer.</li> <li>• <b>Managing demand for services</b> – 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.</li> <li>• This will require a step change in the council’s approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.</li> </ul>	<p>Fairness for Assets, Regeneration and Growth Committee is about ensuring that the council’s approach to regeneration supports people who live and work in the areas of greatest need in Barnet while enabling the wider population to benefit from the opportunities of growth. This includes:</p> <ul style="list-style-type: none"> <li>• Investing in roads and public transport, local cycle and pedestrian networks to improve access for those who live in regeneration areas and the surrounding communities.</li> <li>• Using regeneration to create cohesive communities that meet the needs of all who live there.</li> <li>• Ensuring regeneration programmes support delivery of wider outcomes such as education and health and wellbeing.</li> <li>• Providing new and replacement leisure, community, health and education facilities alongside new and improved open spaces for all residents to use.</li> <li>• Maintaining the built and natural environment of the borough and town centres to ensure Barnet is a great place to live and work.</li> </ul>
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		<ul style="list-style-type: none"> <li>Offering targeted support to ensure residents can work and benefit from growth using developer contributions and a multi agency approach.</li> </ul>
<b>Responsibility</b>	<ul style="list-style-type: none"> <li><b>More resilient communities</b> – 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.</li> <li>In doing so, the Council will change its relationships with residents, with residents becoming more resilient and doing more to keep Barnet a great place. All parts of the public service system must play their part in helping to achieve priority outcomes with reduced resources.</li> <li>The Council will continue to take responsibility for <b>getting the basics right</b> as we approach the challenges ahead. This means doing the things our residents expect, such as maintaining an attractive environment; emptying the bins; keeping the streets clean; and making it as easier to make transactions such as paying Council Tax or requesting a parking permit online.</li> <li>We will also invest in the infrastructure of the borough to ensure Barnet continues to be a great place to live and work – that means investment in transport; housing; jobs; school places; leisure centres and community facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Barnet’s approach to supporting town centres encourages residents and local businesses to play an active role in shaping their local area with a tailored offer of support to different town centres.</li> <li>The council’s approach to supporting local businesses involves signposting to existing business support networks and services in the borough.</li> <li>The council’s approach to community hubs makes the most of the local expertise, capacity and leadership of local community groups.</li> <li>Through the regeneration programme and Entrepreneurial Barnet strategy, the council is working closely with its public sector partners to deliver outcomes for Barnet.</li> </ul>
<b>Opportunity</b>	<ul style="list-style-type: none"> <li>The Council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income.</li> </ul>	<p>Making the most of the opportunities arising from regeneration and economic growth is at the centre of the council’s approach to Assets, Regeneration and Growth. This includes:</p> <ul style="list-style-type: none"> <li>Generating new jobs – 30,000 new</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Responsible growth and regeneration</b> is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. It is also necessary to generate more money to spend on local services as the money received directly from Government reduces to zero.</li> <li>• As we continue to deal with budget reductions to 2020, we will explore the opportunity this presents to <b>transform local services</b> and redesign them, delivering differently and better. We will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the Council and the wider public sector.</li> <li>• As we focus on how to transform services, we will take the opportunity to make them as efficient as possible to drive out savings.</li> </ul>	<p>jobs will be created in Barnet by 2030.</p> <ul style="list-style-type: none"> <li>• Delivering new homes – 25,000 new homes will be built through the regeneration programme and by building new homes on council land as part of the Development Pipeline Programme.</li> <li>• Providing residents and businesses with tools and support to prosper and grow, supporting young people and unemployed residents into work.</li> <li>• Making Barnet the best place in London to be a small business, ensuring businesses can deal with the council easily, access council contracts and have the support they need to grow.</li> <li>• Securing external investment in town centres to make them attractive places to live and work.</li> <li>• Working with partners to develop the labour market to ensure the skills and behaviours of the workforce meet employers’ needs.</li> <li>• Targeted support to find work and ensure that all residents benefit from growth.</li> <li>• Making best use of council assets to ensure they are used efficiently, offer value for money, and meet the needs of customers.</li> </ul>
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#### 4. VISION FOR ASSETS, REGENERATION & GROWTH

- Housing and employment are essential elements to achieving a good quality of life
- We want to ensure everyone in Barnet has access to a good job or a better job, and that people who contribute to the life of the borough are able to live here, in good quality homes they can afford, so that the borough remains a place where people want to live and work
- We want to make sure local businesses have the support they need to succeed, helping to create jobs and grow the economy
- Through responsible regeneration, we will revitalise communities and improve the quality of life for people living in the areas of greatest need in Barnet, while creating opportunities for residents and businesses across the borough

## 5. COMMISSIONING PRIORITIES

### Summary

- 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

### Assets, 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.

- **Barnet is the most populous London borough**, with 367,265 residents in 2015, and our population is growing, driven by a high birth rate, increased life expectancy and positive net migration
- We are ensuring that the supply of good quality, mixed tenure homes keeps pace with this growth. This will be achieved through **seven major growth and regeneration schemes**, including Brent Cross (7,500 homes), Colindale (10,170) and Mill Hill East (2,174)
- Through the Development Pipeline programme we are also **building new mixed-tenure housing on surplus council-owned land**. Through the Management Agreement with Barnet Homes there is the target to deliver 500 new homes for affordable rent and Barnet Homes are currently developing plans to deliver 320 of these by 2020. In addition we have submitted planning applications for the development of a mixed tenure scheme of 289 homes to be delivered by 2018/19
- Through the use of Section 106 agreements, we're **ensuring that developers invest in the borough** by providing apprenticeships and facilities for local communities
- Capital receipts and revenue income from development will **outstrip increased demand for services**, helping to ensure the financial sustainability of the council

### Economy and Town Centres

Barnet is established 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.

- A thriving local economy is essential to **maintaining the supply of jobs**, and income for the council, that will help to support the future prosperity of the borough
- The Entrepreneurial Barnet strategy aims to ensure that **Barnet is the most attractive place in London to start up and run a small business**, building on the high levels of skill, mobility and flexibility that characterise the local labour market

- Getting the basics right so **businesses are able to access information about council services easily and at first contact** wherever possible, and at times that suit them, will help to create an entrepreneurial environment which is supportive of growth
- **Investing in our town centres** is a key part of this, ensuring that they are well-connected and accessible using a range of transport options, and the public realm is attractive with a **sustainable mix of retail, leisure, business and residential uses**
- We will work to understand the **impacts and opportunities of expected devolution of business rates** in 2020 on the local business community
- Supporting local business will help to ensure that the number of good quality jobs – of which we expect **30,000 to be created in the borough over the next 20 years** – keeps pace with population growth; however **some residents will need extra help** to take advantage of the employment opportunities that growth will bring
- To this end, we have put in place a range of initiatives aimed at creating the conditions for a **thriving local labour market**, where residents have the skills employers need and access to support with overcoming any issues they may face
- The Welfare Reform Task Force – a co-located, multi-agency service made up of council, Barnet Homes and Jobcentre Plus staff – **helped 693 Barnet residents into work between June 2013 and December 2015**. Every £1 invested in the service, which **engaged with 97% of residents affected by the Benefit Cap and helped 36% into work**, returns £3 to the public sector through reduced welfare spending
- BOOST, a localised version of the Task Force operating in Burnt Oak (the area of Barnet with the highest level of unemployment), **helped 112 residents into work between May 2015 and January 2016**. The service was **co-designed with its users** so it is better suited to their needs and, ultimately, more likely to be successful
- Helping people into work and suitable accommodation helps to **manage demand on other public services**, such as the NHS and the council’s housing needs service

## 6. TRANSFORMATION PROGRAMME

The Council’s *transformation programme* will help to deliver the £81 million savings required by the Medium Term Financial Strategy. The key benefits of the Assets, Regeneration & Growth Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

### Key benefits

Area	Key benefit
Employment and skills	Support people to find work through continued investment in the multi-agency employment support team in Burnt Oak, as well as new investment in a similar model in another area
Development Pipeline	Contribute to the Council’s target for delivering new homes by building mixed tenure housing on smaller Council Owned sites across the borough
Community Asset Strategy	Support community and voluntary sector organisations to make best use of the Council’s property portfolio, including the development of new Community Centres, whilst ensuring that financial and community benefits are maximised

## Programme cost and financial benefits

Project	Total cost	Total financial benefit
<b>WLA Project</b> Working People, Working Places (BOOST)	£152,000 (2015/16) £340,000 (2016/17)	Savings to public purse from increased employment
<b>WLA Project</b> Skills Escalator	£112,060	Savings to public purse from increased employment
<b>WLA Project</b> Opportunities for Young People	£172,940	Savings to public purse from increased employment
<b>Estates Projects</b>	Investment from Capital Programme	Changes to the council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1,000,000 by 2017. In addition the move to Colindale should generate savings of approximately £1,000,000 per annum by 2017.
<b>Development Pipeline Programme</b>	Investment from Capital Programme	At least £1,000,000 from capital receipts and additional Council Tax revenues by 2017/18.
<b>Regeneration Schemes</b>	Investment from Regeneration Schemes	The council's regeneration schemes are projecting an increase in Council Tax and Business Rates of £10,795,000 over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the council's budget.
<b>Total</b>	<b>£777,000</b>	

## 7. INDICATORS FOR 2016/17

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: Fairness - managing demand for services; Responsibility – more resilient communities; and Opportunity - transforming services and maximising the benefit of growth and responsible regeneration, along with the basket of indicators that will be used to monitor progress against these within the Corporate Plan (CPIs) and key indicators within Contracts and Management Agreements (SPIs).

**Key:**  
CPI = Corporate Plan Indicator  
SPI = Service Indicator

### Opportunity: Making the most of growth and responsible regeneration

**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.**

- 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

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	Re/S11 (Annual)	Number of new homes provided in Barnet each year (net)	Annual	1,253	<b>1,203</b>	10,840 <sup>1</sup>	Re
CPI	Re/S12 (Annual)	Total number of new homes created through regeneration schemes	Annual	1,423	<b>462</b>	5,457 <sup>2</sup>	Re
CPI	Re/S13 (Annual)	Number of affordable homes created through regeneration schemes	Annual	248	<b>169</b>	1,795 <sup>2</sup>	Re

<sup>1</sup> 2019/20 target is cumulative

<sup>2</sup> 2019/20 targets are cumulative. Excludes Brent Cross and Colindale

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	NEW	Total number of new homes created through the development pipeline programme	NEW	NEW	<b>37</b>	609	Re and Barnet Homes
SPI	NEW	Total number of affordable homes created through the development pipeline programme	NEW	NEW	<b>37</b>	424	Re and Barnet Homes
SPI	TBC	Running costs of estate (designated civic buildings only) <sup>3</sup>	£6.8m	£6.8m	Decrease	Decrease	CSG Estates
SPI	TBC	Income from the estate <sup>4</sup>	£2.2m	£2.2m	Increase	Increase	CSG Estates

**ECONOMY AND TOWN CENTRES - Barnet is established 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.**

- Ensure businesses can access information about council services easily and at first contact
- Invest in town centres and ensure the public realm is attractive with a sustainable mix of retail, leisure, business and residential uses
- Develop interventions to create the conditions for a thriving local labour market

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	NEW	Percentage of total spend with local businesses	New Corporate Indicator	New Corporate Indicator	<b>Monitor</b>	Monitor	Commissioning Group
CPI	Re/S14 (Annual)	Business satisfaction with the Council and area (local survey)	TBC	TBC	<b>TBC<sup>5</sup></b>	TBC	Re

<sup>3</sup> There is an aspirational commitment to manage all council owned buildings under a single corporate landlord model. If this proves to be practicable, targets will be calculated and adjusted accordingly.

<sup>4</sup> Income targets are agreed annually and are managed as part of contract performance

<sup>5</sup> New methodology for survey to be confirmed

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	Re/S1 (Annual)	Proportion of new businesses which survive in Barnet compared with other local authorities	57.5% <sup>6</sup> (59% Outer London average)	2%pts more than comparable boroughs	<b>4%pts more than comparable boroughs</b>	5%pts more than comparable boroughs	Re
CPI	Re/S3 (Annual)	Vacancy rates on high street	4.64% (2014/15 Experian data) <sup>7</sup> 6.34% (2013 Re town centre survey)	Equal to comparable boroughs (no higher than 5.81%)	<b>2.5% better than comparable boroughs</b>	2.5% better than comparable boroughs	Re
CPI	CG/S1 (Quarter)	Unemployment (of people on out of work benefits)	6.6%	Monitor	<b>Monitor</b>	Monitor	Commissioning Group
CPI	Re/S2 (Annual)	Youth Unemployment	Annual	0.5%pts less than comparable boroughs	<b>1%pt better than comparable boroughs</b>	2%pts better than comparable boroughs	Re
TBC	TBC	Barnet Council Apprenticeships	NEW	NEW	<b>15</b>	TBC	CSG

<sup>6</sup> Three-year business survival rate for businesses started in 2011 (ONS Business Demography 2014)

<sup>7</sup> Compared with 5.45% for Brent, 4.63% for Ealing and 4.58% for Harrow (Experian)

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	Re/S1 (Annual)	Business survival rate	57.5% <sup>8</sup> (59% Outer London average)	Increase by 2%pts more than the average increase in business survival rate achieved by comparable boroughs	<b>Increase by 4 %pts more than the average business survival rate achieved by comparable boroughs</b>	Increase	Re
SPI	Re/S3 (Annual)	Vacant high street properties	115 (2014/15 Experian data) 136 (2013 Re town centre survey)	Maintain the baseline	<b>0.5%pts less than the average of comparable boroughs</b>	Decrease	Re
SPI	TSLKPI02	Appropriate response to statutory deadlines in relation to the Licensing and Gambling Act (dealt with to pre-set standards)	100%	90%	<b>100%</b>	Sustain	Re
SPI	Re/C35	Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days)	2.11	3 days	<b>3 days</b>	Sustain	Re
SPI	Re/C5 (Annual)	Re – Service satisfaction	Annual	54.83% (based on 7.5% average improvement)	<b>80%</b>	Increase	Re

<sup>8</sup> Three-year business survival rate for businesses started in 2011 (ONS Business Demography 2014)