

	<p style="text-align: center;">Assets, Regeneration and Growth Committee</p> <p style="text-align: center;">12 March 2018</p>
<p style="text-align: right;">Title</p>	<p>Draft Corporate Plan 2018/19 addendum</p>
<p style="text-align: right;">Report of</p>	<p>Councillor Daniel Thomas</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>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Draft Corporate Plan 2018/19 addendum</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Rachel Williamson, Strategic Lead Rachel.williamson@barnet.gov.uk Susan Curran, Commissioning Lead Susan.curran@barnet.gov.uk Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk Hannah Chillingworth, Strategy Officer hannah.chillingworth@barnet.gov.uk</p>

Summary

In March 2015, a five year Commissioning Plan was approved up to 2020, which set out the *key activities* and *targets* for the Assets, Regeneration and Growth Committee across its core areas of responsibility. All Theme Committees agreed a Commissioning Plan. Each year the Commissioning Plans are refreshed and an addendum published. This year the Commissioning Plans have been incorporated as part of the Corporate Plan 2018/19 addendum, as appendices.

This report sets out the draft Corporate Plan 2018/19 addendum, with the appendix for Assets, Regeneration and Growth Committee. The Corporate Plan 2018/19 addendum, with all Theme Committee appendices, was considered by Policy and Resources Committee on 13 February 2018 before being ratified by Council on 6 March 2018.

Recommendations

That the Committee review the draft Corporate Plan 2018/19 addendum, and make any changes to any of the key activities and targets for the Assets, Regeneration and Growth Committee.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan was agreed by Council on 14 April 2015. It set the direction for the council up to 2020, including the corporate priorities and targets against which progress is measured. Each year the corporate priorities and targets are reviewed to ensure they remain focused on the things that matter most to the council; and these are published in an addendum to the Corporate Plan. Alongside this, each Theme Committee agreed a five year Commissioning Plan up to 2020, which set out the key activities and targets for its core areas of responsibility. These are also refreshed annually.
- 1.2 This year the Corporate Plan and Commissioning Plans have been streamlined into one document – the **Corporate Plan 2018/19 addendum (see Appendix A)**. The main body of the document has been slimmed down to focus on the council's purpose, corporate priorities, staff values and financial position. The key activities and targets for each Theme Committee (replacing the Commissioning Plans) have been set out in separate appendices (see Appendix B for the Assets, Regeneration and Growth Committee).

Corporate priorities

- 1.3 The corporate priorities for 2018/19 have been set out by Theme Committee, and include three corporate priorities that fall under the remit of the Assets, Regeneration and Growth Committee. These are:
- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross North – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406 and 800 homes, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of 6700 new home and a new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
 - **Increasing housing supply:** increasing the supply of housing in the borough is a key priority of the council; our Local Plan identifies more than 27,000 homes being delivered. This includes over 10,000 in Colindale and 7500 at Brent Cross along with the infrastructure to support these growing areas. The Council is also

delivering new homes on its surplus land in partnership with the Barnet Group, including more than 330 for affordable rent.

- **Helping people into work:** the council offers joined up employment support by working with partners such as Barnet Homes, JobCentre Plus, Cambridge Education, and local providers. We have active employment schemes available on our regenerations sites and specific support to help priority cohorts find work, such as care leavers and those claiming Universal Credit.

Key activities

1.4 In addition to the three corporate priorities above, the key activities have been reviewed, with the proposal that the Assets, Regeneration and Growth Committee focus on the following key activity in 2018/19:

- **Investing in key Town Centres and making Barnet the best place in London to be a small business:** we will work to distribute business rates relief to those businesses who are eligible as part of our efforts to get the basics right, which includes making sure business are clear about what business support available from the council. We are also developing materials for a business directory and inward investment portal to help attract the brightest and the best to the borough and support them to thrive. We will open of a series of workspaces in our libraries where we will support new start-ups to grow in the borough and make it their longer term home. We will develop a town centre strategy for Edgware town centre.

Targets

1.5 The suite of indicators for the Assets, Regeneration and Growth Committee has been reviewed in line with the corporate priorities and key activities for 2018/19 and condensed to ensure they remain focused on these. The proposed targets for 2018/19 (and any revisions to targets for 2019/20) have been presented in 'red' text (in Appendix B).

Next steps

- 1.6 Members are invited to review the key activities and targets in Appendix B and make any changes. The Corporate Plan 2018/19 addendum was considered at Policy and Resources on 13 February 2018 and approved by Council on 6 March 2018, subject to any changes made by the Assets, Regeneration and Growth Committee on 12 March 2018 or the Community Leadership Committee on 15 March 2018 to any of the key activities or indicators in those specific appendices. Any changes will be incorporated ahead of the final Corporate Plan 2018/19 Addendum being published.
- 1.7 The Corporate Plan will continue to be monitored by Performance and Contract Management Committee on a quarterly basis and the Assets, Regeneration and Growth Committee will receive a progress report at least annually on the key activities and targets.

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 have a Corporate Plan but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The refreshed Corporate Plan 2018/19 addendum was presented to the Policy and Resources Committee on 13 February 2018 and Council on 6 March 2018. Revisions to the Assets, Regeneration and Growth Appendix will be communicated internally and with key stakeholders ahead of publishing the Corporate Plan Addendum.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the key activities and targets for the Committee.

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. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.
- 5.2.2 The Corporate Plan 2018/19 addendum has been informed by the Medium Term Financial Strategy, which sets out the need to make savings of £39.492 million. £17.695 million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.724 million to infrastructure works, there is a remaining gap of £5.965 million. The savings proposals for the two years are:
- Efficiency savings through the council's accommodation strategy – moving from rented accommodation to a new, purpose-built office in Colindale, and further consolidation of council assets through implementation of the locality strategy
 - Generating income through regeneration schemes across the borough leading to an increase in the Council Tax base.

5.3 Social Value

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

5.4 Legal and Constitutional References

- 5.4.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.4.2 The Council's Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Council Committees. The responsibilities of the Assets, Regeneration and Growth Committee include:
- Responsibility for regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement
 - To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
 - To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
 - To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee
 - To determine fees and charges for services which are the responsibility of the committee

5.5 Risk Management

- 5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high level service/joint risks) is reported to Performance and Contract Management Committee as part of the Performance Monitoring Report.

5.6 Equalities and Diversity

- 5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to :
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advancement of equality of opportunity between people from different groups.

- Fostering of good relations between people from different groups.

5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 In order to assist in meeting the duty the council will:

- Take steps to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.7 Corporate Parenting

5.7.1 Not applicable.

5.8 Consultation and Engagement

5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.

5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has 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 Corporate Plan.

5.9 Insight

5.9.1 Not applicable.

6 BACKGROUND PAPERS

6.1 The Corporate Plan 2015-2020, along with the addendums for 2016/17 and 2017/18 are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>