

**LONDON BOROUGH OF BARNET  
CORPORATE ASSET MANAGEMENT PLAN (CAMP)  
THE GENERAL FUND PORTFOLIO**

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1. Introduction

The Growth Directorate is the main corporate engine for the Thriving priority, within The Barnet Plan. Growth brings together the council’s Regeneration, Planning, Housing, and Estates, Acquisitions & Development services, and is responsible for developing council infrastructure, such as schools and leisure centres. In addition, the directorate facilitates the delivery of skills and employment programmes, fosters economic development, and provides business support.

This Corporate Asset Management Plan (CAMP) helps ensure that the Councils land and buildings are structured to support the delivery of corporate priorities. Our current corporate estate comprises 1,128 assets. From our total estate, 604 are leased-out for a current rent roll of c.£4.4m (including HRA shops under flats) per annum. Going forward our priority is to reduce operational estate costs through several energy conservation initiatives and contract negotiations, and to generate income through fair and responsible rent reviews and lease renewals on the commercial estate. In addition, several development opportunities with income generating possibilities are being investigated, along with acquisitions for regeneration purposes that may also generate short-term income. The Council will also continue to utilise the One Public Estate programme to identify rationalisation and income generating opportunities, with our public sector partners.

The CAMP is based around committee themes and provides an overview of recent changes to the estate, plus proposed changes to the council's operational and commercial estate, over the next 2 years. Although occasionally referenced, exceptions from this paper are regeneration schemes, Housing Revenue Account funded new affordable homes, town centre plans and the development portfolio, all of which are reported to Housing & Growth Committee separately.

To assist with defining the council's plans for the estate, Barnet Estates asked CSG to produce this baseline portfolio paper - the CAMP. The paper looks at key corporate themes and provides an overview of key property programmes along with an analysis of property impacts, identifying those assets that will be impacted by individual programmes. The paper also provides an overview of the overall council property portfolio, breaking it into interests and types, providing the Council with a baseline from which to initiate projects.

Strategic plans within each of the directorates define why there may need to be changes made to the estate and the potential projects that define how those changes may look is captured in the Council's Infrastructure Development Plan (IDP). This CAMP provides a summary of proposed projects, planned for the next two years.

## 2. Vision for the management of the Property Portfolio

The LBB Estates / CSG Estates joint vision is to provide strategic and operational management of the LBB estate, in all its forms, to allow LBB to meet its operational obligations and provide all staff and customers with a working environment equal to or better than anything found in the UK public sector. The Estates team serves as a custodian of the council's land holdings and acts as corporate landlord for all the council's operational buildings. The team is therefore jointly responsible for ensuring that council assets are utilised in the most efficient way, both operationally and financially.

## 3. Asset Management Objectives

The priorities for the estate are to remain flexible and to accommodate the evolving needs of the council. This will be especially important during the recovery from Covid 19, and we will therefore continue to engage with directorates to understand their objectives and how the estate can best support them, whilst still exploiting asset rationalisation, savings and income generating opportunities. We have developed a consistent approach to decision making via an internal Property Review Programme Board, to ensure that demands on space are being prioritised, and diverse stakeholders' needs managed well. Providing flexible office space, whilst ensuring that business continuity can be maintained, also remains a priority and maintaining robust operational resilience to external incidents that may occur in the borough is vital. Our physical property and safety procedures clearly form part of this resilience.

Central Government is consulting on setting EPC building rating to a 'B' by 2030 (the minimum is currently 'E'), which will affect the non-domestic buildings the Council can lease – consultation came to an end in June 2021. The outcome of the consultation will impact the Estate as investment in buildings may be required prior to agreeing new leases. The council is coincidentally developing a Sustainability Strategy which will set out the council's aims and ambitions in relation to sustainability so the approach to reaching EPC B will be fundamental to it.

We continue to realise savings from exiting the leases for Barnet House (vacated March 2021) and North London Business Park Building 2 (vacated June 2020), we will also be reviewing energy contracts and delivering de-carbonisation projects that should result in further savings in 22/23. Additional income will be generated by renting out space in existing buildings, including the Colindale office, where it is appropriate to do so, and lease renewals

and rent reviews will be carried out promptly. Work to drive forward development schemes and site disposals will continue to be a priority, building on some excellent progress made in 20/21. These schemes, if successful, will result in a combination of short-term receipts and longer-term revenue that can be cycled back into council services. The Council will also continue to review the Community Benefit Assessment Tool (CBAT) arrangements and will present recommendations for potential improvements, to Policy and Resources Committee, once ready.

Responsible asset management will continue. Statutory building compliance remains a top priority and spending to improve the condition of buildings will take place, where it is prudent to do so. Repairs will be conducted promptly, and the implementation of a comprehensive corporate landlord management function will continue. This will centralise maintenance and utility budgets over time, so releasing directorates from the burden of managing buildings and increasing the opportunity to make savings through bulk contracts etc.

#### 4. The Property Portfolio

##### 1) Property Interests

The Council's property portfolio comprises the following interests:

Tenure	Total
Freehold	966
Leasehold	62
Other interests	100
Grand total	1,128

##### 2) Asset Types

As in the table on the next page, the Council's Property Interests are made up of the following Asset Types.

Asset Type	Total	Asset Type	Total
Advert Hoarding	7	Museum	2
Agricultural	12	Nature Reserve	11
Allotment	48	Nursery	2
Amenity Land	119	Office	20
Arts Centre	1	Open Space	129
Burial Ground	5	Other	1
Car Park	6	Park	38
Care Home	7	Playground	7
Caretaker's Residence	16	Playing Field	17
Children's Centre	4	Public Car Park	32
Children's Home	2	Pupil Referral Unit	3
Churchyard	4	Residential	82
College	2	Restaurant/Pub	1
Community Centre	44	School	142
Crematorium	1	Shop	80
Day Centre	8	Shop with flat above	28
Dentist	1	Sports Club	30

Depot	4	Theatre	2
Emergency Service	3	Training Centre	1
Equestrian Centre	3	University	4
Garage	8	Utility	126
Health Centre	1	War Memorials	6
Hospice	1	Warehouse	1
Industrial	8	Yard	4
Leisure	15	Youth Club	11
Library	17		
Monument	1		
Grand Total			1128

## 5. Themes Committees

The CAMP summarises current projects and initiatives, by the following Theme Committees:

- 1) Adults and Safeguarding
- 2) Children, Education & Safeguarding
- 3) Community Leadership & Libraries
- 4) Environment
- 5) Housing & Growth
- 6) Policy & Resources
- 7) Finance Performance & Contracts

## 6. Directorate Programmes that Impact the Property Portfolio

### 1) Adults & Safeguarding

#### Sport and Leisure Facilities

The vision for future provision of sport and leisure facilities across the Borough is set out in the Fit & Active Barnet (FAB) Framework alongside achieving the outcomes described within the Barnet Plan.

A key objective is to ensure that there is an adequate supply of good quality facilities offering a range of sport and activities to meet current and future levels of demand across the Borough.

Although the Borough has good sports facilities, there are some which are aging and will require replacement or refurbishment. In September 2019 the Council opened two brand new leisure facilities: Barnet Cophall Leisure Centre and New Barnet Leisure Centre. There is a commitment to re-provide Hendon Leisure Centre as part of the Brent Cross South Regeneration Scheme and longer-term aspirations to complete feasibility assessments for the remaining facilities and Finchley Lido Leisure Centre and Burnt Oak Leisure Centre.

Retaining the existing levels of community accessible sports halls, health and fitness as a minimum is important to ensure that provision is accessible for all residents and that participation levels can be sustained. Therefore, it will remain imperative that the Council continues to work with public and voluntary sector partners where agreements are in place (e.g., site specific Service Level Agreements) to ensure that access is enabled and where feasible, increased.

## Care Homes

Delivering Adult Social Care remains challenging, particularly in relation to the Covid19 pandemic which is creating pressure on service delivery and budgets. Following replacement of care provider Freemantle, Your Choice Barnet are now the provider delivering services at three care homes. Considering ongoing pressures, the service delivery model and assets are under constant review to ensure they are aligned with demand and Central Government's agenda. The Assets require both capital and revenue expenditure and this is being implemented where possible, whilst considering the future operating model and ownership of the assets.

The internal Care Home Board oversees the development of a long-term Care Home strategy. This is currently at the requirements definition stage and will ultimately include a review of the current service with a comparison to new models. Outline and Full Business Cases will then be used to inform project delivery strategy and capital bids.

### Barnet Mencap.

Mencap have been based at Sherrick House, in Hendon. The Mencap provision is commissioned by ASC and has changed its service model to reflect the changing demand of the community. Mencap are relocating to 154 Station Road which is a semi-detached house previously occupied by The Network. The premises will be shared with Dementia Support which is another service commissioned by ASC and is run by Age UK.

### Meridian Wellbeing (formally Chinese Mental Health Association).

The Meritage Centre building is currently managed by Meridian Wellbeing and discussions are currently taking place with them, and Adult Social Care (ASC) to move this service to brand new facilities within the Hendon Hub development scheme.

### HRA Extra Care Programme.

Barnet Homes are delivering three Extra Care developments on behalf of the council. Ansell Court in Mill Hill completed in January 2019 (53 extra care units). Stag House on Burnt Oak Broadway is currently onsite (51 units) and a further 75 units will be delivered as part of the Upper and Lower Fosters regeneration scheme.

## 2) Children, Education & Safeguarding

### Education

In line with usual practice in the sector, day to day management of School Sites sits with the Governing Body of each school. Should schools decide to, they can opt to buy into the Traded Service offered by Capita Building Services for Building Compliance. Alternatively, they can choose their own service provider.

The approved school's places strategy informs the asset management strategy over the medium term. CSG have completed a headline review of school premises and provided a basic assessment of condition and the education team are now considering a more comprehensive condition assessment, to identify capital works required to maintain asset condition and extend asset life to inform the Schools Modernisation Programme as per below.

### SEN Programme

The proposed programme consists of various projects to expand the existing SEN teaching capacity identified and determined by the most needed priorities within the LA. Current projects include new modular buildings, extensions, and internal remodelling for new teaching provision.

#### Schools Modernisation Programme

Education and Skills commission an annual programme of work to modernise and maintain community schools. The programme consists of various projects, such as new replacement roofs, new windows, internal refurbishment, new modular buildings, and extensions for new teaching space.

#### Pupil Referral Unit

The Pavilion Study Centre is a Pupil Referral Unit (PRU) situated within Dame Alice Owen's Playing Fields. Following an Ofsted report on the condition of the school, it was agreed to undertake a series of works to demolish the existing buildings and replace with a fit-for-purpose facility accommodating 73 students and staff. The project involves the design and construction of a new school building, sports pavilion, and external works, including enhancements to the adjacent playing fields. Works began on site in October 2020 and are expected to conclude in spring 2023. A temporary facility has been provided on site for teaching to continue for the duration. The assets affected are: Main school building (currently undergoing demolition), Pavilion building (demolition imminent) and the Caretaker's house (demolished end of 2020).

#### Post 16 Technical Provision

This is a new area of work that requires a new site or building where a school can run post 16 technical vocational training. The exact requirement is currently being clarified, prior to identifying sites that may be able to accommodate.

#### Caretakers Homes

Officers have begun a review of the caretaker homes portfolio, with a view to informing rental arrangements and the responsibility for maintenance and repair.

### 3) Community Leadership & Libraries

#### Family Services

Due to the decrease in number of children in care, there is a move towards exploring alternative types of accommodation as part of the Placements Programmes to support our children, young people, and families. The Family Services Placement Board oversees the Placement Strategy and residential settings supporting our children and young people.

Family Services have two residential homes with a total capacity of up to 12-13 beds, both properties are to be repurposed.

Foster care is Barnet's preferred option for children in care, with 64% placed in foster care. Aligned with the national trend, for a minority of our children in care (14%-12% in England), a residential setting can be an opportunity to provide extensive support and meet complex needs. Over the last 5 years, Barnet has had an average of 44 children in residential placements. The majority are placed in external residential settings (average of 33%, 10% of all children in care).

## Libraries

The Infrastructure Delivery Plan identifies a need to look for new premises in several locations. A review of Burnt Oak, Edgware and Osidge Libraries will be undertaken in line with development plans for the local area and opportunities for reprovision will be considered. Relocation of Hendon Library is being considered as part of the Hendon Hub programme, the School Libraries Resources Service will be moving to the former Quinta Club.

## 4) Environment

### Green Spaces

Barnet is largely characterised by its greenspace and it is important that a geographical distribution of facilities within parks supports existing and future demand. This is recognised within key strategic documents such as the Parks and Open Spaces Strategy (2016) and the Playing Pitch Strategy (2017). Both these documents outline a strategic approach to informing the management and development of parks across the borough, taking into consideration assets which are located within parks (such as sports pavilions / nurseries / cafes) and assessing opportunities for improvement and utilisation.

The Council has been developing proposals focused on creating 'strategic sports hubs' located at West Hendon Playing Fields, Barnet Playing Fields / King George V and Copthall / Mill Hill Open Spaces in which all masterplan proposals have all been approved by Environment Committee. Each masterplan is assessed individually, subject to its own respective Business Case and will be presented to Committee for approval and implementation.

West Hendon Playing Fields has presently advanced to Outline Business Case approval (Policy & Resources – June 2021), with a current timetable for anticipated delivery by 2024/25.

Significant progress continues to be made in delivering the Colindale Parks Improvement Plan: in which the £5m investment into Silk Stream Park and Montrose Playing Fields completed in May 2020. A £1.1m investment into Colindale Park commenced in April 2021 and is scheduled for completion by October 2021. Future proposals for improvements to Rushgrove Park have been devised and submitted to planning for approval, with an anticipated delivery by 2023/24. A future £2m investment into Heybourne Park remains in design development and is anticipated for delivery by 2024/25

Other regeneration proposals comprise of Brent Cross Parks as part of the Brent Cross South Regeneration, in which Claremont Park will be invested in and improved. In addition, Clitterhouse Playing Fields will be transformed and redeveloped, creating an attractive destination for residents and communities. The proposals for both these schemes are currently at design development stage, with anticipated planning submissions by 2022. Victoria Park Masterplan is being delivered in line with agreed proposals that were presented to Full Council acting as trustees of Victoria Park.

### Unregistered land and Fly Tipping

Where fly tipping exists within Council-owned land (that is not otherwise identified as under the responsibility of a Council service such as Greenspaces, Highways, Barnet Homes etc), it is the responsibility of Estates to clear and install preventative fly tipping measures. As a result, a member of the LBB Estates team stands ready to respond to incidents of fly-tipping

and sits on various fly tipping meetings to ensure good coordination with other departments. In 2020 fencing was installed in the Burnt Oak area to prevent fly tipping access to Silk Stream.

#### Depot Consolidation

With Streetscene services currently located at different sites including out of borough, there have been impacts on service operations and delivery, presenting several strategic risks for the council. As a result, there is an ambition and operational requirement to consider opportunities to site services in one location, the preference being Oakleigh Road Depot and adjacent land parcels. Whilst the exact scope is to be determined, there will be a space planning exercise, which could include the potential for demolition and relocation of existing site assets.

### 5) Housing & Growth

#### Office Accommodation

Following Government lockdown due to Covid19, the Authority established the Re-entry to Corporate Asset Programme, to facilitate the re-opening and readiness of Authority owned and occupied office buildings. The delivery of the programme allowed services to the public to safely resume, whilst protecting staff and visitors, and supporting staff in the adoption of new working practices. Phase 1 covered the period from the commencement of lockdown (March 2020) to end August 2020. Phase 2 covered the period from September to December 2020.

In line with the rationalisation of the council's offices and the move into the new office at Colindale, during 2019, the Authority disposed of its major leasehold interest in offices at North London Business Park in June 2020. In late 2020 the Council also entered negotiations with the landlord at Barnet House to agree an early end to its lease on 31 March 2021.

As a result of further rationalisation of space in the Colindale office, it has been possible to free up the 8<sup>th</sup> floor of the building for a commercial tenant. Accordingly, in September 2021, a lease with a sub-contractor to Job Centre Plus, for the 8<sup>th</sup> floor, is due to complete. This will bring in significant annual income to assist with covering the running costs of the building.

Re-configuration of the 4<sup>th</sup> floor of the Colindale Office is underway, to better support hybrid and collaborative working by staff. Fit-out of the ground floor space designated for Housing Options will take place by the end of 2021 and the café space at the front of the building will also be fitted-out, by the Autumn, to accommodate a new café provider.

#### Community Assets

Barnet has a large community portfolio and for several years, the Council has used the Community Benefit Assessment Tool (CBAT), to calculate rental subsidies for tenants who provide services to the community and are accommodated in designated community assets. Many community tenants were occupying based on expired leases and the programme provided an opportunity to fairly regularise the arrangement, providing security to both the tenant and Council.

A review of the CBAT is underway, as was specified should happen when it was first approved at Policy and Resources Committee in June 2016. Any recommendations for



improvements to the tool and accompanying assessment process will be presented to P&R Committee, when ready.

Marketing of the CBAT to other (predominantly public) bodies is underway and so far, London Borough of Greenwich and Waltham Forest have signed licencing agreements with LBB, for them to be able to use the tool.

### Commercial Portfolio

Most of the commercial asset portfolio dates to when housing estates were first built with various inclusive retail units. Recently though, some space in existing corporate assets has also been re-purposed to provide space for commercial organisations and generate some additional income.

The current portfolio comprises, for the most part, shops under flats, office space in Hendon, space in libraries, agricultural land, sports facilities and now parts of the Colindale office. The whole portfolio is currently being reviewed to ensure that all assets are managed as efficiently as possible over the medium and longer-term.

### Voids and Vacant Schedule

To ensure visibility and proactive management of council asset, a schedule of vacant and underutilised properties has been produced and is regularly reviewed, to reduce empty space to a bare minimum. The schedule provides comprehensive information regarding assets, enabling better cost control and the rapid assessment of the suitability of premises to meet known requirements (from both internal and external customers). Assets that don't meet known requirements will be marketed to attract tenants or (subject to committee approval) declared surplus and marketed for disposal.

### Sustainability

#### RE: FIT

Administered by Salix, RE: FIT was funded by an interest free loan of circa £390,000. Measures included installing boiler optimisers, valve wraps, fridge voltage optimisers, improved temperature control, LED lighting, BMS optimisation and solar PV. The assets included in the programme were: Oakleigh Road Depot, Hendon Town Hall, Hendon Library, Chipping Barnet Library, Burnt Oak Library, Edgware Library, Mill Hill Library, North Finchley Library, East Finchley Library, Golders Green Library, Oak Hill Park Pavilion, Canada Villa, and the Family Resources Centre.

#### Public Sector Decarbonisation

Administered by Salix, the Public Sector Decarbonisation Scheme provides grants for public sector bodies to improve the energy efficiency of public sector buildings. £1.38m was awarded in February 2021 for a programme of improvements between March to September/December 2021. Measures include installing air source heat pumps, solar PV, battery storage, LED and BMS. The assets included in the programme are Childs Hill Library, Edgware Library, Family Resources Centre, Finchley Youth Theatre, Friary House, Friary Park – Bowls Pavilion, Greentop Centre, Meadway Pupil Referral Unit, Mill Hill Library, New Park House Children's Home, Newstead Children's Centre, North Finchley Library, Osidge Library, Parkfield Children's Centre, Colindale Office, and Whittings School. A further grant offer is expected this year and a further review of assets that could benefit is being undertaken, in preparation.

## Other Initiatives

The One Public Estate programme is an established National programme delivered in partnership by the Local Government Association and the Office of Government Property within the Cabinet Office. The programme is designed to encourage partnering across public sector organisations, with the aim to identify opportunities for rationalisation of the public estate, to free up land for housing. The Council was one of a few of the first partners that joined the programme this enabled the formation of projects such as the Hendon Hub and key worker housing at Finchley Memorial Hospital.

The Council continues to bid for funding in each OPE funding round and plans to bring other opportunities forward as they are identified.

## Heritage Assets

The Heritage Programme and the War Memorial Trust Grant this includes grants for Small Grants Scheme, the English Heritage, and the Wolfson Foundation scheme as well as other awards distributed by the charity. The Authority has received grant funding for 6 eligible War Memorials for general works to protect and preserve the assets. Works to the Totteridge War Memorial will begin in 2021/22, with the remaining five war memorials to be restored in 2022/23 – these are the East Barnet War Memorial, Friern Barnet Parishioners War Memorial, Hendon War Memorial, Men of Mill Hill War Memorial and New Barnet War Memorial. The Council is also planning to restore the Friary Park Peace Statue in 2021/22, and the Henrietta Barnet Memorial in 2022/23.

## Asset Acquisition

The Council has an approved Asset Acquisitions Strategy, which was approved at Housing and Growth Committee, in January 2021. The approved approach has been developed in line with extant CIPFA guidance for Local Authorities and will be subject to regular review, to react to changes in guidance over time. Any assets acquired for regeneration will be formally added to the asset portfolio and managed accordingly, until such time as land assembly becomes possible, for them not to impact negatively on the general fund.

## The Covid 19 Local Response

In response to the Covid 19 pandemic the Council has been asked for assistance by Health Partners to identify Testing and Vaccination Sites. In 2018, the Council purchased 11 acres of land with Planning Permission for a cemetery in Milesplit Hill and, as a result of planning for excess deaths during the pandemic, the delivery temporary and then permanent development of the site was undertaken.

In March 2020 the Council established and operated an Essential Supplies Hub at the RAF Museum, with the invaluable generosity and assistance of the Museum. In late 2020, responsibility for the hub was transferred to Barnet Together and the hub moved to the old East Barnet Library, which was modified for the purpose, to maintain supplies to food hubs operating in the borough. The hubs tenure in this location will expire when the site is developed in late 2022 / early 2023.

In mid-2020 a Personal Protective Equipment (PPE) Hub was established in the Colindale Office, which has become a somewhat enduring requirement. To de-conflict with the increased use of the office, the hub will be moved to an alternative location by October 2021.

## 6) Policy & Resources (P&R) Committee

## Infrastructure Development Plan (IDP)

The IDP provides the strategic framework for the creation and development of council assets and has listed prioritised projects for the next 5 years. These were approved at P&R Committee on 21 July 2021 and requirements for each project will now be defined, in accordance with those priorities, for projects to be initiated.

### 7) Financial Performance and Contracts Committee (FPCC)

#### Capital Programme

The status of live projects within the current capital programme was reported to FPCC on 8 June 2021.

### 7. Delivery

The responsibility for managing the corporate property portfolio is split between LBB Estates (part of the Growth Directorate), who have a strategic management and clienting role, and Capita CSG Estates, who are responsible for transactional services.

#### 1) LBB Estates

The Heads of four Services report into the Assistant Director Estates. The heads comprise: Head of Property Strategy, Head of Asset Management and Requirements, Head of Development Delivery and Head of Property Acquisitions. The Heads of Services are supported by additional resources, within their own teams.

#### 2) CSG Estates

The Capita CSG Estates function is a long-standing contract arrangement between Barnet and Capita, the contract is into year 6/7. The CSG Estates Department is led by the Director of Estates to whom four Services leads report, along with an Associate Director. The Heads of Services comprise: The Assistant Director Strategic Property; The Head of Property Services and Valuation; the Head of Building Services; and the Facilities Management Team Leader.

The Assistant Director Strategic Property is responsible for managing transactions that involve a change in the way assets are used, including land assembly and cleaning sites in preparation for redevelopment, in some form.

The Head of Property Services and Valuation is responsible for management of the Council's leased portfolio, largely comprising the commercial estates and civic sites. The Service will provide all property related services required for effective management.

The Head of Building Services is responsible for managing the Managed Estate, providing a building compliance service, including planned, reactive, and programmed cyclical works. In addition to the Managed Estate the service also provides a traded service to schools, enabling them to buy into building compliance services.

The Facilities Management Lead is responsible for managing what was defined as the Civic Estate at the commencement of the contract. This is a small but important portfolio of large Office and Depot sites, including a property in Friary Park. The Service provides operational Facilities Management comprising custodian services, cleaning, and security management. A review of the scope of the FM service is underway, to better direct resources to where they can best serve the needs of staff.

The Associate Director – Estates is responsible for ensuring the Directorate’s work is in line with contractual provisions between LB Barnet and Capita, including performance management.

On a need’s basis, LB Barnet also buy into Capita’s Building Surveying, Project Management, and wider offering. For example, the Hendon Hub project team.

## 8. Conclusion

To continue to provide all LBB directorates with the assets they need, improve sustainability and to minimise LBB’s property related financial liability, the following is planned:

- A full review of the asset database to ensure that it is fully up to date and that asset use is correctly documented.
- Implementation of a Corporate Landlord model, whereby building running costs are, as far as is practicable, centralised, to achieve greater efficiencies and improved customer service.
- Further improvements to customer services.

Contribute to the developing Sustainability Strategy and implementation of related initiatives and projects.

- Engagement with the Capital Delivery team to facilitate resource planning to support the timely delivery of the capital programme and effective handover of assets to business as usual, ensuring new asset are well managed and maintained.
- Review of this CAMP in 2023

## 9. Next Steps

In line with the Growth Directorate’s strategic intent and LBB’s IDP, this CAMP provides an overview of the overall council property portfolio, broken down into interests and types, providing an asset baseline. The CAMP also provides an overview of key corporate approved programmes that have a property impact and captures all property activity in one document. It provides an update to the Strategic Asset Management Plan, published in 2014.