



Financial Performance and Contracts Committee

9 October 2018

Title	Q1 2018/19 Contracts Performance Report
Report of	Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk

Summary

This report provides an overview of performance for the key strategic contracts, where information has not been reported to a Theme Committee, as part of the Q1 2018/19 Themed Performance Reports.

Officer's Recommendations

The Committee is asked to review the Q1 performance in relation to back office functions delivered by the Customer and Support Group (CSG) and to note any recommendations to Policy and Resources or Theme Committees on issues arising from this review.

1. PURPOSE OF REPORT

- 1.1 This report provides an overview of performance for the key strategic contracts, where information has not been reported to a Theme Committee, as part of the Q1 2018/19 Themed Performance Reports.
- 1.2 Contract performance for **The Barnet Group** (including Barnet Homes and Your Choice Barnet), **Cambridge Education** and **Regional Enterprise (Re)**, including relevant performance indicators and high level joint risks, has been reported to the Theme Committees. One matter in relation to the Re contract has been referred to this Committee, which has been set out in a separate paper.
- 1.3 As there is no Theme Committee that considers the back office functions delivered by the **Customer and Support Group (CSG)** - Finance, Human Resources (HR), Corporate Programmes, Customer Services, Information Systems, Procurement, Revenue and Benefits, and Safety, Health and Wellbeing - performance and risk information relating to this strategic contract is reported here. Budget forecasts have been included in the Q1 2018/19 Strategic Performance Report to Policy and Resources Committee on 23 October 2018. There is also a separate Chief Finance Officer report to this Committee.

Update on back office functions

- 1.4 The majority of CSG back office functions performed to satisfactory standards in Q1. However, the Grant Thornton report on the fraud identified failings in **financial controls**, and there have been issues in **pensions** and **payroll**. Action plans have been put in place to address all of these. An update on each of the CSG back office functions is provided below in paragraphs 1.41 to 1.48.

1.41 Finance

- There have been significant failings in respect of **financial control**, as detailed in the Grant Thornton report, which was commissioned following the identification of a significant fraud by a former member of Re staff. The review was undertaken to enable the council to fully understand the circumstances under which the fraud was allowed to happen and identify lessons learned. The findings will be reported to Audit Committee on 22 November 2018, along with progress on the immediate actions undertaken to tighten financial controls. The contractual issues in relation to these failings and subsequent action will be discussed as part of a separate item to this Committee on the contractual review and commercial matters. The Grant Thornton report is available online at:
<https://www.barnet.gov.uk/citizen-home/council-and-democracy/finance-and-funding/Financial-controls.html>.
- The **Accounts Closure** improvement plan was completed and a final progress report presented to Audit Committee in April 2018. The draft **Statement of Accounts** were presented to the Section 151 Officer for review in May 2018 and published on the statutory deadline of 31 May 2018. The external audit took place in June 2018 and the first draft Audit Completion Report was published for Audit Committee in July 2018. The Statement of Accounts were signed off on 31 July 2018.
- Whilst the Statement of Accounts were signed off prior to the date required by regulations, there were delays in the production of the **Pension Fund** accounts. This delay has had a consequential knock on impact to the completion of the audit, indeed at the time of writing, the audit is still ongoing. The delay is primarily as a result of issues around the quality and timeliness of membership data provided to enable the accounts to be put together. The

quality of membership data has improved over the past period but is still not at the required standard. Additionally, it should be recognised that audit firms in general are under advice to be more thorough in their testing of pension accounts.

- Challenges remain with the quality and consistency of **finance support**. There are two themes of work aimed at improving this and the service is progressing on its improvement journey:
 - The first stream is fundamentally looking at the **key processes underpinning financial management** within the council and putting in place improvements. There have been a number of issues raised with the quality of finance support over the past 18 months such as delays in producing the 2016/17 Statement of Accounts, significant movements in financial forecasts and internal service user satisfaction scores. The Deputy Section 151 Officer is leading on this stream of improvement work and is aiming to deliver at pace to improve the quality and reputation of the service. An example of this work is looking at the way that financial forecasts are produced and against what timetable, raising standards across the board and ensuring financial data is both timely and accurate.
 - The second stream of work relates to the **user experience**. A detailed action plan to improve customer satisfaction is being implemented. Actions in this workstream include improved support for Integra users, for example departmental specific user groups, drop in sessions and new face-to-face training courses on purchase to pay and general ledger/budget monitoring. Other improvements included in the plan are finance training for non-financial managers, improved communication and a project to resolve outstanding Integra issues. This work is being led by the Assistant Director of Finance (CSG).

1.42 HR

- A number of projects have progressed, including work to implement a new recruitment solution; procurement of a new temporary staff provider; and support to Family Services with the recruitment of social workers, including converting temporary workers to permanent roles. Slower progress has been made on implementation of a new e-recruit system.
- **Pensions** - In response to the regulatory intervention report issued by the Pensions Regulator in relation to the London Borough of Barnet Superannuation Fund, a service improvement plan was put in place to address the Pensions Administration deficiencies, which led to the notice on the 2016 Scheme Return. The Pensions Service has continued to be managed under this improvement plan, with monthly meetings in place. Recent priority/statutory activities have been the issuing of Annual Benefit Statements. Of the circa. 9,000 statements all were issued on time, except for 447 statements where queries are outstanding with employers (such as schools). The Pensions team and the council's lead officer for pensions continue to engage with these employers to encourage them to provide the necessary information to enable statements to be issued. The failure to produce 447 statements constitutes a breach of law and a report is being prepared for the Pensions Regulator that will identify the relevant non-compliant employers. The Local Pensions Board has also agreed to take a more robust approach - in line with the Administration Strategy - with employers who fail to comply with pensions regulations and the provision of employee information to the Pensions team. A workshop has been held between Finance, Pensions and the Scheme's actuary, Hymans Roberston to clarify roles and responsibilities between all parties and ensure future activity and projects have clear ownership of tasks and that learning is applied from previous events/projects. Work continues on the data cleanse to ensure scheme member data is up-to-date and planning

is underway between Pensions Administration, Finance and the Scheme actuary for the triennial valuation in early 2019.

- **Payroll** has continued to experience challenges with accuracy (also identified through the internal audit process) and remains a high priority for improvement. Work underway includes a workshop between Payroll and Street Scene to review processes between the services and streamline/simplify these to enable improved accuracy and reduce errors. Contractual levers are being applied (e.g. service credits) to incentivise improvement in performance. Payroll performance is monitored monthly and continues to be escalated through contractual mechanisms to address improvement.

1.43 Corporate Programmes

- CSG delivers the council's large-scale transformation and capital programmes and projects. Work delivered in Q1 included: continued design stages for primary, secondary and special educational needs school places; supported the management of the Strategic Construction Partnership; continued management of on-site construction at New Barnet and Copthall Leisure Centres, Tarling Road Community Centre, and Blessed Dominic and St James' Schools; completed the transfer of Public Health service back in-house; prepared for the transfer of Registrars service back in-house; continued activity to improve the customer experience through the Customer Transformation Programme; project managed the delivery of cloud-based productivity and collaboration applications to enable a more agile workforce; and continued project, change and technical support of The Way We Work (TW3) programme, including preparing for the council's move to new offices in Colindale.

1.44 Customer Services

- A strategic service plan has been developed and strategic priorities were progressed. Root cause analysis packs were prepared for the high-volume services, with a view to engage with individual services and agree service priorities, including contribution towards the overall contact reduction ambition.
- A Web Performance Group has been formed to focus on improvements to the website, in response to the decline in public satisfaction reported since Q3 2017/18. The framework for the output has been agreed, where all stakeholders will contribute towards the web dashboard. The dashboard will allow the group to focus on improvements strategically and provide a holistic view of customer satisfaction, which will feed into how the website satisfaction indicator is designed in the future. A detailed report looking into the reasons for the decline in public satisfaction with the website and the actions being taken to address these, along with upcoming digital improvements enabled by the Customer Transformation Programme, is being presented to Committee in a separate paper. The report also provides a wider update on Customer Services and performance against a range of indicators, which in the main perform well. In Q1, all key performance indicators (KPIs) were achieved. Website satisfaction (downgraded to a PI for Q1 and Q2 whilst improvements are made) has continued to underperform and will be a focus of the web performance group.

1.45 Information Systems

- The total number of Major incidents was low at 21 (99.96% availability of critical applications). IT support over the elections period went according to plan. A structured and robust patching regime has continued to protect the IT estate from a global increase of malware and cyber-attacks.

- Office 365 mailboxes were migrated to the cloud from on-premise servers. Most staff have successfully moved over to Office 2016 and Skype for Business; and the Skype telephony roll-out has continued. Initial network issues have been mitigated by investing in core infrastructure (Azure Express route was deployed and the internet bandwidth was doubled). The network performance is being monitored. Monthly mobile device surgeries were made available to users at North London Business Park and Barnet House as a proactive measure, in light of the Android, iPad and Blackberry devices being configured for Office 365, to address any issues raised.
- A PwC health check in September 2017 on the Change Management process had one remaining action for Release Management. This has now been confirmed as implemented by Internal Audit.

1.46 Procurement

- A Procurement Open Day was held in May 2018 and was attended by over 40 staff. The agenda focused on addressing feedback from service areas, including procurement policy, governance, gainshare, market engagement and contract management. A contract monitoring checklist has been agreed for implementation in CSG (for managed and novated contracts) and across the council in tranches, which should give greater visibility around the quality of contract monitoring. Other work in Q1 included the Parking and Traffic Enforcement Service tender and re-procurement of the temporary staff provider. Work also took place to support the implementation of GDPR. A review and update of the council's contracts register is underway, and all contracts will be updated on the central contracts register during Q2.

1.47 Revenue and Benefits

- The Housing Benefit Subsidy claim was submitted on time; and the first and most substantial recovery runs took place. To address issues raised in the Housing Benefit Subsidy Audit, an action plan was put in place. All audit recommendations have been implemented or have agreed completion dates, which are on track for delivery.
- Additional resources and a new service tool from the Department of Works and Pensions (DWP) have helped to increase Housing Benefit Overpayment recovery by 53% compared to last year. This will mean a significant increase in income to the council.
- The introduction in May 2018 of Full Service Universal Credit in Barnet has added increased volumes of work to the Benefit Service. This is being monitored for long-term impacts, as this additional work is not funded by the DWP.
- Work has progressed to introduce a new suite of digital forms for Council Tax with an expected go-live date in the autumn 2018.

1.48 Safety, Health and Wellbeing (SHaW)

- The service has delivered support, guidance and advice to staff, as well as carrying out audits, inspections and investigations. SHaW has continued to actively engage and support managers. A risk profiling exercise has been undertaken to understand areas of high risk, so the allocation of resources can be prioritised. SHaW have fed into a wider programme looking at the Learning and Development offer; and managers have been encouraged to complete revised courses and regularly communicate with staff.

Key Performance Indicators (KPIs)

	Green	Amber	Red	Monitor only	Improved/Same	Worsened	No. indicators
KPIs ¹	21	0	2	1	14	8	24

1.5 24 KPIs were reported in Q1. Two did not meet the quarterly target.

- **Compliance with Authority policy (RAG rated RED)** – this KPI failed due to repeated failures to comply with information governance policies relating to the use of Integra. Capita has taken action to address these particular shortcomings and prevent future occurrence.
- **Payroll accuracy - error rates (RAG rated RED)** – 0.0013% against a target of 0.0012%. All issues were investigated and human error was established as the root cause. These errors were made by new staff, so additional coaching, quality checking and reporting controls have been put in place.

Indicator ²	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18
				Target	Result	DOT	Result
Compliance with Authority policy	Bigger is Better	Fail	Pass	Fail	Fail (R)	↓ W	Pass
Payroll accuracy - error rates	Smaller is Better	0.3%	0.1%	0.1%	0.0013 % (R)	↓ W +8.3%	0.0012 %
Payroll - correct pay date	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Facilities management incident resolution	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Customers who rate phone calls, emails and face-to-face service as good (GovMetric)	Bigger is Better	90.3%	89%	89%	89.9% (G)	↓ W -0.6.6%	90.5%
Customers satisfied following case closure	Bigger is Better	69.2%	65%	65%	71.8% (G)	↓ W -3.75%	74.6%
Customer Services closing cases on time	Bigger is Better	97.4%	94%	94%	98.3% (G)	↓ W -1.5%	99.8%
Customer Services closing cases on time (Customer Advocacy Service)	Bigger is Better	100%	98.3%	98.3%	100% (G)	→ S	100%
Cases/transactions completed via self-service channels	Bigger is Better	New for 2018/19	77%	77%	77.3% (G)	New for 2018/19	New for 2018/19

¹ Includes indicators in the Corporate Plan reported to P&R Committee.

² No benchmark data available for any CSG KPIs

Indicator ²	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18
				Target	Result	DOT	Result
Budget forecasting - variance to budget	N/A	Fail	Pass	Pass	Pass (G)	→ S	Pass
Savings implemented	Bigger is Better	Pass	Pass	Pass	Pass (G)	→ S	Pass
DBS verification audits	Bigger is Better	99.7%	100%	100%	100% (G)	→ S	100%
Absence projects and interventions	N/A	Pass	Pass	Pass	Pass (G)	→ S	Pass
Critical system availability	Bigger is Better	99.9%	99.5%	99.5%	100% (G)	↓ W -1.8%	99.8%
Incident resolution	Bigger is Better	92.8%	91%	91%	91.4% (G)	↓ W -2%	93.3%
Contract compliance - new contracts over £25k ³	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Contract compliance - legacy contracts over £25k ⁴	Bigger is Better	99.9%	99.8%	99.8%	99.9% (G)	→ S	99.9%
Effective contract management - complex legacy contracts (Contract Procedure Rules)	Bigger is Better	60%	60%	60%	100% (G)	→ S	100%
London Procurement Pledge - cumulative apprenticeships ⁵	Bigger is Better	65	60	50	65 (G)	↑ I +54.7%	42
London Procurement Pledge - cumulative work experience ⁶	Bigger is Better	258	240	200	258 (G)	↑ I +58.2%	163
Speed of processing new claims	Smaller is Better	22	22	22	21 (G)	→ S	21
Speed of processing changes	Smaller is Better	5	6	6	6 (G)	↓ W +20%	5
Accuracy of benefit assessments	Bigger is Better	96.4%	95%	95%	96.4% (G)	↑ I +0.2%	96.2%

³ Percentage of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation.

⁴ Percentage of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation.

⁵ Cumulative refers to the start of the contract - September 2013.

⁶ Cumulative refers to the start of the contract - September 2013.

Indicator ²	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18
				Target	Result	DOT	Result
Statutory compliance with civic estate	Bigger is Better	Pass	100% (2052)	Monitor (388)	238	N/A	N/A ⁷

High level risks

- 1.6 There were three high level risks (scoring 15+) on the joint risk register with CSG, which are being managed in accordance with the council's risk management framework.
- CSG07 - Quality of CSG finance support falls below required standard (residual risk score 20 – increased from 9).** Challenges remain with the quality and consistency of finance support. Additional capacity has been commissioned to focus on internal controls and the Brent Cross project; as well as the revenue and capital budget monitoring processes to improve the accuracy of financial forecasts. The team should also benefit from additional capacity from October 2018, with the recruitment of secondees from central government. However, risks remain within the capital programme and budget monitoring processes. Improved support is also being provided to Integra users, including on purchase to pay and general ledger/budget monitoring.
 - CSG056 - Pension scheme member data inaccurate (residual risk score 16).** The conditional data analysis has been completed and work has continued on the data cleanse to ensure scheme member data is up-to-date. The quality of membership data has improved but is still not at the required standard; and there remain issues with the timeliness in provision of membership data to enable the accounts to be put together. Planning is underway between Pensions Administration, Finance and the Scheme actuary for the triennial valuation in early 2019.
 - CSG057 - Pension administration getting accurate data (residual risk score 16).** A communication plan was approved by the Local Pension Board in June 2018. 447 of circa 9,000 Annual Benefit Statements were not issued on time due to outstanding queries with employers (e.g. schools). The Pensions team and the council's lead officer for pensions continue to engage with these employers to encourage them to provide the necessary information to enable statements to be issued. An employer forum is scheduled for October 2018 and the website is being updated with procedures manuals for employers and FAQ for scheme members. The Local Pensions Board has also agreed to take a more robust approach with employers who fail to comply with pensions regulations and the provision of employee information to the Pensions team.

2 REASONS FOR RECOMMENDATIONS

- 2.1 The report provides an overview of performance for the key strategic contracts, where information has not been reported to a Theme Committee, as part of the Q1 2018/19 Themed Performance Reports. The Committee is asked to review the Q1 performance in relation to back office functions delivered by CSG, which are not reported to any Theme Committee.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

⁷ 2017/18 programme covered five buildings. Q1 2017/18 result not available. 2018/19 programme covers 95 buildings.

3.1 None.

4 POST DECISION IMPLEMENTATION

4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 Budget, performance and risk information for the key strategic contracts in relation to the priorities in the Corporate Plan have been reported to the relevant Theme Committees. One matter in relation to the Re contract has been referred to this Committee, which has been set out in a separate paper.

5.1.2 The Q1 2018/19 results for all KPIs are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.

5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
- Medium Term Financial Strategy
- Performance and Risk Management Frameworks

5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

5.2.1 The budget outturns for CSG and Re are included in the report. More detailed information on financial performance will be provided to Committee in separate papers.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 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. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

5.4 Legal and Constitutional References

5.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.

5.4.3 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Financial Performance and Contracts Committee as being Responsible for the oversight and scrutiny of:

- The overall financial performance of the council
- The performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Assets, Regeneration & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; Environment Committee; or Housing Committee
- The council's major strategic contracts including (but not limited to):
 - Analysis of performance
 - Contract variations
 - Undertaking deep dives to review specific issues
 - Monitoring the trading position and financial stability of external providers
 - Making recommendations to the Policy & Resources Committee and/or theme committees on issues arising from the scrutiny of external providers
- At the request of the Policy & Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee
- To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.

5.4.4 The council's Financial Regulations can be found at:

<https://barnet.moderngov.co.uk/documents/s47388/17FinancialRegulations.doc.pdf>

5.4.5 Section 2.4.3 states that amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to and including £250,000 must be approved by the Chief Finance Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the approved bottom line are approved by the Service Director
Virements between services (excluding contingency allocations) up to and including a value of £50,000 must be approved by the relevant Chief Officers
Virements between services (excluding contingency allocations) over £50,000 and up to and including £250,000 must be approved by the relevant Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee.

5.5 Risk Management

- 5.5.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 5.5.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

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 equalities in:
- 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:
- Try 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.
- 5.6.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.7 Corporate Parenting

- 5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

5.8 Consultation and Engagement

- 5.8.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement.

5.9 Insight

- 5.9.1 The report identifies performance and risk information in relation to the back office functions provided by CSG.

6 BACKGROUND PAPERS

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>
- 6.5 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>