

**MEETING**

**POLICY AND RESOURCES COMMITTEE**

**DATE AND TIME**

**WEDNESDAY 17TH JUNE, 2020**

**AT 7.00 PM**

**VENUE**

**VIRTUAL MEETING: <https://bit.ly/2UrpjOK>**

**TO: MEMBERS OF POLICY AND RESOURCES COMMITTEE (Quorum 3)**

Chairman: Councillor Daniel Thomas BA (Hons)  
Vice Chairman: Councillor David Longstaff

**Councillors:**

Dean Cohen	Ross Houston	Barry Rawlings
Geof Cooke	Arjun Mittra	Gabriel Rozenberg
Val Duschinsky	Alison Moore	Peter Zinkin
Anthony Finn	Sachin Rajput	

**Substitute Members**

Jess Brayne	Melvin Cohen	Kath McGuirk
Reema Patel	Shimon Ryde	Alan Schneiderman
Mark Shooter		

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Friday 12<sup>th</sup> June at 10AM. Requests must be submitted to Anita Vukomanovic 020 8359 7034 [anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk)

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance**

Governance Service contact: Anita Vukomanovic 020 8359 7034  
[anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk)

Media Relations Contact: Tristan Garrick 020 8359 2454

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 12
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	13 - 16
7.	Covid-19 Recovery Planning	17 - 28
8.	Outturn 2019/20; Budget 2020/21 and Business Planning 2021-25	29 - 66
9.	Discretionary Small Business Support Grant post-decision scrutiny	67 - 100
10.	End of Year (EOY) 2019/20 Corporate Plan Performance Report	101 - 152
11.	Committee Forward Work Programme	153 - 158
12.	Any other item(s) the Chairman decides are urgent	
13.	Motion to Exclude the Press and Public	
14.	The impact of Supplier Relief on Council Contracts	159 - 182
15.	Any other exempt item(s) the Chairman decides are urgent	

---

### **FACILITIES FOR PEOPLE WITH DISABILITIES**

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Anita Vukomanovic 020 8359 7034 [anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk). People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

### **FIRE/EMERGENCY EVACUATION PROCEDURE**

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

This page is intentionally left blank

## Decisions of the Policy and Resources Committee

19 February 2020

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)  
Councillor David Longstaff (Vice-Chairman)

Councillor Dean Cohen	Councillor Sachin Rajput
Councillor Geof Cooke	Councillor Barry Rawlings
Councillor Val Duschinsky	Councillor Gabriel Rozenberg
Councillor Anthony Finn	Councillor Peter Zinkin
Councillor Arjun Mitra	Councillor Alan Schneiderman (In place of
Councillor Alison Moore	Councillor Ross Houston)

Apologies for Absence

Councillor Ross Houston

### 1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 6 January 2020 were agreed as a correct record.

### 2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Ross Houston for whom Councillor Alan Schneiderman was substituting.

### 3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

None.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

### 5. PUBLIC QUESTIONS AND WRITTEN COMMENTS (IF ANY)

Details of the questions asked and the answers provided were published and circulated at the meeting

### 6. MEMBERS' ITEMS (IF ANY)

None.

### 7. BUSINESS PLANNING - MEDIUM TERM, FINANCIAL STRATEGY 2020-25, BUDGET MANAGEMENT 2019/20 AND BUDGET FOR 2020/21

The Chairman introduced the report which sets out the Medium Term Financial Strategy (MTFS), savings and income generation plans and the Capital Programme and forms a key part of the budget setting process for 2020/21 onwards. It also provides the key budget headlines on both a local and national level and seeks to provide an update on the council's underlying financial strategy.

Upon being put to the vote the recommendations as set out in the report were declared carried. The vote was recorded as follows;

For	8
Against	5
Abstain	0

**RESOLVED – That the Committee;**

- 1. Approve the Policy and Resources Committee Delivery Plan for 2020/21 attached at Appendix O;**
- 2. Consider the issues that have emerged from the consultation when making their decisions. The Committee make the decisions below also being mindful of the equalities impact assessments including the cumulative equalities impact assessments;**
- 3. Recommend to Council for approval, the MTFS attached as Appendix A and the detailed revenue budgets in Appendices C1 and C2. The MTFS sets out all the budget changes over the period 2020-25, including assumptions around inflation, changes to levies, pressures, savings and income generation proposals and grant funding. It is the model around which the council's financial strategy is based;**
- 4. Recommend to Council that the budget for 2020/21 is prepared on the basis of an increase of 1.99% general Council Tax in 2020/21;**
- 5. Recommend to Council that the budget for 2020/21 is prepared on the basis of an increase of 2.00% Social Care Precept, to help fund care for the elderly;**
- 6. Recommend to Council the resolutions relating to Council Tax contained within Appendix B – Council Tax Resolutions;**
- 7. Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2020/21 as set out in Council Tax Resolution (Appendix B) 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2020/21.**
- 8. Recommend to Council that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 6 above within a period of 21 days following the Council's decision;**

9. Recommend to Council for approval the Capital Programme as set out in Appendix D, and that the Chief Officers be authorised to take all necessary actions for implementation;
10. Approves the changes to the existing Capital Programme in relation to additions as set out in paragraphs 1.6.2 to 1.6.13;
11. Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2020/21 and throughout the Capital Programme after the 2019/20 accounts are closed and the amount of slippage and budget carry forward required are known;
12. Recommend to Council the adoption of Flexible Use of Capital Receipts provisions as set out in paragraphs 1.6.23 to 1.6.26;
13. Recommend to Council the approval of the Capital Strategy as set out in Appendix J;
14. Recommend to Council the approval of the Treasury Management Strategy for 2020/21 as set out in Appendix K1
15. Notes the Treasury Management Performance reports set out in Appendices K2 and K3;
16. Recommend to Council the approval of the following in relation to the Housing Revenue Account:
  - a) The proposed rent be increased by CPI+1% for council dwellings as set out in paragraph 1.8.8 to take effect from 1 April 2020;
  - b) The proposed temporary accommodation rents are increased by in line with the LHA rate as in para 1.8.9 to take effect from 1 April 2020;
  - c) The proposed increases to service charges for council dwellings as set out in paragraph 1.8.13 to take effect from 1 April 2020; and
  - d) The proposed rent increase of 3% for council garages as set out in paragraph 1.8.13 to take effect from 1 April 2020.
17. Recommend to Council the approval of the Schools Budget of £351.626m for 2020-21 as per paragraph 1.5.46 to 1.5.55;
18. Approve Post 16 Funding of £5.209m as per para 1.5.45;
19. Recommend to Council that any changes to the Schools Budget reasonably required as a result of the final 2020/21 DSG and Post-16 settlement are delegated for decisions to the Strategic Director – Children & Young People in consultation with the Director of Finance;
20. Note the fees and charges as detailed in Appendix G;
21. Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 9. Appendix I provides the cumulative impact and individual Departmental assessments;

**22. Recommend to Council approval of the reserves and balances policy as set out in Appendix L and indicative amounts as set out in paragraph 1.5.64 and the Director of Finance's assessment of adequacy of General Fund Balances in section 1.5.70. The Committee recommend to Council that the Director of Finance is authorised to adjust balances in 2020/21 after 2019/20 accounts are closed and the amount of balances carry forward required are known;**

**23. Approve the underlying Financial strategy of the council as set out in paragraph 1.5.1 for referral to Council; and**

**24. Notes the Corporate Risk Register and recommend it to Council as set out in Appendix N**

**8. COUNCIL TAX SUPPORT 2020/21 - REVISION TO COUNCIL TAX REDUCTION SCHEME**

The Chairman introduced the report which provided the Committee with information relating to proposed changes to the Local Council Tax Reduction Scheme (LCTRS) scheme from April 2020, including analysis from the public consultation carried out between 9th December 2019 and 10th January 2020.

Councillor Goof Cooke, duly seconded move the following amendments to appendix A section 11 that proposed the following word/wording is added

**11. Discretionary Reduction see Part 3 of Schedule 1 of the default scheme (Discretionary Council Tax Hardship payment)**

An application to the authority for a reduction under section 13A(1)(c) of the 1992 Act must be made –

(a) In writing, **or;**

(b) By means of an electronic communication (see part 4 of Schedule 1)

**or;**

(c) Via LBB's website.

The applicant must state why the request is being made and supply such evidence and information as the Council may require in support of the request.

If for any reason the request is not in a form that LBB can accept then the applicant will be supplied with a suitable form.

Should an overpayment of CTS arise due to Local Authority or official error, whereby the local authority contributed to the retrospective reduction and deem it unreasonable to suggest the resident would have known they were receiving too much entitlement, residents can apply for a Discretionary Council Tax Hardship payment to offset the overpayment.



**Where practicable and the local authority is aware, the authority will make claimants aware of their ability to apply for support.**

Applications will be considered based on hardship and remain discretionary.

Upon being put to the vote the amendments proposed by Councillor Geof Cooke were declared carried. The vote was recorded as follows;

For	13
Against	0
Abstain	0

Upon being put to the vote the recommendation, subject the above amendment to Appendix A section 11 was declared carried.

**RESOVED – That;**

- 1. The proposed Barnet Local Council Tax Support Reduction Scheme as set out in Appendix A should be referred to Full Council for approval.**

## **9. PENSION FUND ADMINISTRATION**

The Chairman introduced the report which detailed for the Committee the measures put in place to enable alternative service provision arrangements for the pensions administration service. Further details were provided in the appended Full Business Plan and Indicative Transition Plan.

Upon being put to the vote the recommendations as set out in the report were declared carried.

**RESOLVED – That the Committee**

- 1. Notes the conclusion of the council’s engagement with Capita in respect of the future delivery of the pension fund administration function as set out in para 1.3;**
- 2. Agrees the cessation of the pension fund administration function from the ongoing wider Customer and Support Group (CSG) contract, subject to the outcome of the necessary financial due diligence, on the commercial principles as set on in para 1.4;**
- 3. Authorises the Director of Commercial and Customer Services to take necessary action to conclude negotiations and effect the transfer of this service from Capita;**
- 4. Notes the transition plan that will exist up to March 2021;**

5. **Agrees the appointment of Bradford City Council (as administrating authority of the West Yorkshire Pension Fund (WYPF)) as the pension fund administration provider;**
6. **Recommends to Council to, under S101 agreement, delegate the pensions administration function to WYPF**
7. **Authorises the Director of Finance to take necessary action to conclude discussions and effect the transfer to WYPF of this service.**

**10. QUARTER 3 (Q3) 2019/20 STRATEGIC PERFORMANCE REPORT**

The Committee considered the report which report which provided a strategic overview of performance for Quarter 3 (Q2) 2019/20 in relation to the corporate priorities in the new Corporate Plan (Barnet 2024).

Upon being put to the vote the recommendations as set out in the report were declared carried.

**RESOLVED – That the Committee**

1. **Scrutinised the Actions, KPIs and Risks related to the Corporate Plan (Barnet 2024), including the escalated high (15 to 25) level risks in the Corporate Risk Register at Appendix B.**
2. **Noted the revenue and capital forecasts for 2019/20.**
3. **Noted note the progress on savings for 2019/20.**

**11. TRANSFER OF 156 GENERAL FUND HOUSING ACQUISITIONS TO TBG OPEN DOOR LTD**

The Committee considered the updated business case which outlined the proposal to transfer street properties acquired through the first three phases of General Fund housing acquisitions from the Council, to Opendoor Homes Limited. The proposal would enable the Council to both deliver revenue savings to the Housing General Fund, whilst also affording Opendoor Homes Ltd, a subsidiary of the Barnet Group (a wholly owned company of the Council), to increase its asset base and support future growth.

Upon being put to the vote the recommendations as set out in the report were declared carried. The vote was recorded as follows;

For	8
Against	0
Abstain	5

**RESOLVED – That;**

1. **The Committee approves the revised business case for the transfer of General Fund Housing Acquisitions or any of them from the Council to TBG Open Door Ltd from Q1 2020/21 and acknowledges that otherwise the**

project may be progressed on the same basis as the decision 20 February 2019.

2. **The authority is delegated to the Deputy Chief Executive to approve a loan agreement between the Council and Opendoor Homes LTD with an on-lending margin of 1.24%.**
3. **The Council, as lender, approves Opendoor Homes LTD application to secure charitable status.**
4. **The Committee approves the transfer of the ownership of the properties listed in appendix 2 (in the accompanying exempt report) from the council to TBG Open Door Homes Limited**

## **12. BRENT CROSS SOUTH PROJECT AGREEMENT**

The Deputy Chief Executive introduced the report which sought approval to amend the BXS financial returns mechanisms within the BXS legal documentation to provide greater alignment of incentives between the joint venture partners, and improve returns to the council in recognition of the agreement to secure the Homes Building Fund Loan against the council's land interests.

Further approval was also sought to vary the project agreement and joint venture documentation and make consequential changes to other documents referred to therein and needed to implement the temporary open space works on 28 February and thereafter deliver plots as part of Mega Phase A.

Upon being put to the vote the recommendations as set out in the report were declared carried

### **RESOVLED – That the Committee**

1. **Agrees to authorise the Deputy Chief Executive in consultation with the Chairman of the Housing and Growth Committee to amend the financial returns mechanism within the BXS legal documentation on the basis set out in paragraph 2.2 of this report and paragraph 1.3 in the exempt report when finalising and agreeing the detail of the consequential changes to the BXS legal documentation as approved by the Housing and Growth Committee (formerly Assets, Regeneration and Growth Committee) on 27 November 2018 and 13 June 2019 and as referred to above.**

## **13. COMMITTEE FORWARD WORK PROGRAMME**

**RESOLVED - That the Committee noted the work programme**

## **14. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

**15. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

**RESOLVED** that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information

**16. TRANSFER PROPERTIES ACQUIRED BY THE COUNCIL TO TBG OPEN DOOR HOMES LIMITED**

**RESOLVED** that the Committee note the information set out in the exempt report

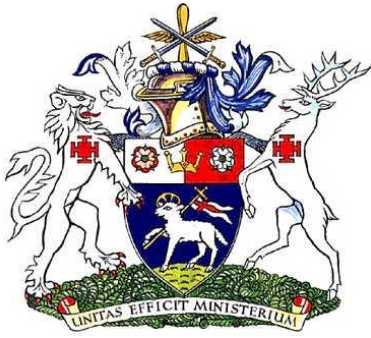
**17. BRENT CROSS SOUTH PROJECT AGREEMENT**

**RESOLVED** that the Committee note the information set out in the exempt report

**18. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 9.30 pm



# Policy and Resources

## Committee

17 June 2020

<b>Title</b>	<b>Member's Items</b> Cllr Barry Rawlings – Cost of the pandemic Cllr Alison Moore - Adults Social Care Councillor Arjun Mittra - Black Lives Matter and impact of Covid-19 on BAME communities
<b>Report of</b>	Head of Governance
<b>Wards</b>	All Wards
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Anita Vukomanovic, Senior Governance Officer <a href="mailto:Anita.vukomanovic@barnet.gov.uk">Anita.vukomanovic@barnet.gov.uk</a> 0208 359 7034
<b>Summary</b>	
The Committee is requested to consider the item and give instruction to Officers.	
<b>Officers Recommendation</b>	
That the Policy and Resources Committee instructions in relation to these Member's Items are requested.	

## 1. WHY THIS REPORT IS NEEDED

- 1.1 Members of the Committee have requested that the items tabled below are submitted to the Committee for considering and determination. The Committee are requested to provide instructions to Officers of the Council as recommended.

<p><b>Cllr Barry Rawlings</b></p>	<p><b>Cost of the pandemic</b></p> <p>Given the Government is reneging on its promise to pay 'whatever it costs' local authorities to deal with the Covid19 pandemic and its aftermath and given the need for increased spend in recovery plans, expected lower income and lower collection rates, council finances are in a parlous state. One London council has estimated this will be an equivalent of a 10% cut and will entail redundancies and reduction in services and perhaps the need for an in-year budget to manage the situation.</p> <p>In Barnet we need to be honest with residents and show leadership. I ask that the P&amp;R Committee agree to:</p> <ol style="list-style-type: none"> <li>1. Run a public campaign demanding the Government cover all Covid 19 costs.</li> <li>2. Bring forward fees and charges increase to the 1st January 2021 as proposed by the Labour alternative budget.</li> <li>3. Immediately begin the process of raising CIL contributions that have failed to keep up with inflation.</li> <li>4. Review existing contracts with suppliers to judge whether they provide value for money in these altered circumstances.</li> </ol>
<p><b>Cllr Alison Moore</b></p>	<p><b>Adults Social Care</b></p> <p>A meeting of the Adults &amp; Safeguarding Committee has not been scheduled therefore I ask that P&amp;R is given an update on the impact of the pandemic on the Adults Social Care service and budget, including:</p> <ul style="list-style-type: none"> <li>• the shortfall in Government funding to cover the cost of the pandemic in adults' social care and the wider implications for the Council's budget,</li> <li>• why care home residents were allowed to return from hospital without being tested,</li> <li>• why care homes were not prioritised for receiving PPE in the first instance,</li> <li>• what is being done to support a third of the social care workforce who are EU citizens and have not had their visas extended unlike health workers,</li> <li>• what the Council's lobbying position is for the future shape of social care post-pandemic</li> </ul>
<p><b>Cllr Arjun Mittra</b></p>	<p><b>Black Lives Matter and impact of Covid-19 on BAME communities</b></p> <p>Following the Black Lives Matter protests and the Public Health England report on the impact of Covid-19 on BAME communities, I ask that the Committee discusses and agrees the following:</p> <ul style="list-style-type: none"> <li>• That the Council seeks the views of its BAME communities on the issues arising from the Black Lives Matter protests and the PHE report,</li> </ul>

	<ul style="list-style-type: none"> <li>• That the Council reviews the PHE report and responds to the issues raised affecting Barnet's BAME communities,</li> <li>• That the Committee agrees to include dealing with structural inequality arising from the PHE report and the pandemic in its recovery planning,</li> <li>• That the Council considers how to support BAME staff already at work and those returning to work,</li> <li>• That the Council updates its Equalities Policy and Action Plan to address any racism or inequality found by the review of the PHE report or the consultation with Barnet's BAME communities,</li> <li>• That the Council issues a statement in support of the Black Lives Matter campaign and responding to the PHE report, as many other Councils have already done from RB Kensington &amp; Chelsea to LB Brent to LB Camden, to LB Havering.</li> </ul>
--	--

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 A Member (including Members appointed as substitutes by Council) will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a committee or Sub-Committee on which s/he serves. The matter must be relevant to the terms of reference of the committee.

5.3.2 The referral of a motion from Full Council to a committee will not count as a Member's Item for the purposes of this rule.

#### 5.4 **Risk Management**

5.4.1 None in the context of this report.

#### 5.5 **Equalities and Diversity**

5.5.1 Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

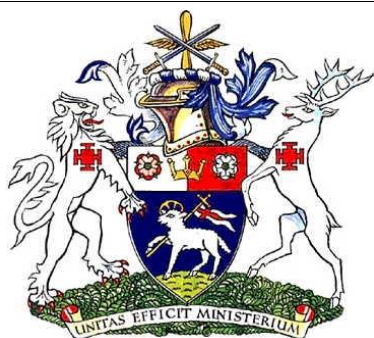
#### 5.6 **Consultation and Engagement**

5.6.1 None in the context of this report.

### 6. **BACKGROUND PAPERS**

6.1 Email received on the 5<sup>th</sup> June 2020 from the Members.





## Policy and Resources Committee

17 June 2020

<b>Title</b>	<b>Covid-19 Recovery Planning</b>
<b>Report of</b>	Councillor Daniel Thomas
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	Yes
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Cath Shaw, Deputy Chief Executive cath.shaw@barnet.gov.uk

### Summary

The purpose of this paper is to update Committee on Covid-19 recovery planning and to outline the council's proposed Recovery Framework. This is an organisation-wide effort involving all service areas, as well as key partners across the borough and beyond. The Framework focuses both on the council's external-facing role in the wider community and economy, as well as on internal operations. Over the longer-term, recovery efforts will directly shape and support delivery of the council's Corporate Plan objectives.

### Officers Recommendations

1. That the Committee approve the council's proposed Covid-19 Recovery Framework and the proposed next steps (as set out in Section 4).

## 1. WHY THIS REPORT IS NEEDED

- 1.1 Coronavirus, or Covid-19, is widely recognised as being the single biggest issue facing the country since the Second World War. There have been over 285,000 confirmed cases of the virus and over 40,000 associated deaths. The imposed lockdown, while necessary to protect health, has had widespread individual, social and economic impacts: the UK has experienced the sharpest economic contraction since the financial crisis in 2008 and, in March, the biggest single-month fall in output since records began. There have been over two million new claims for unemployment benefit and a 50% increase in the number of firms going bust since lockdown began.
- 1.2 Beyond the immediate cases, Covid-19 has had a considerable impact on health and wellbeing. There are negative effects of prolonged isolation on mental health, an increase in the levels of domestic violence during lockdown, as well as broader health impacts for those not accessing care for other health needs. As well as deaths directly associated with Covid-19, there will be increased mortality over the long-term.
- 1.3 In order to respond to the impacts of Covid-19, the council has mobilised resources across virtually all service areas (see Urgency Committee of 27 April 2020 for further detail on measures taken).
- 1.4 With the country now emerging from the worst of the health emergency, council officers have turned attention to recovery planning. A Covid-19 Recovery Planning programme has commenced, led by the council's Deputy Chief Executive and with input from all service areas as well as CSG, Re, The Barnet Group and Cambridge Education.
- 1.5 There are a number of objectives associated with the recovery programme, as summarised below. These are indicative only and will be refined over time following further engagement and consultation:
  - Facilitate the social and economic recovery of Barnet
  - Take opportunities for council and civic society to enhance and improve the borough
  - Ensure an effective, co-ordinated multi-agency and cross-sector approach to recovery
  - Review, update and embed organisational change
  - Restore (an updated set of) council services, full governance processes, project delivery and financial sustainability
  - Recognise the skills people have gained and support career change
  - Recognise effort and commitment of staff and community during crisis
  - Support the healing process, following the loss of friends and colleagues
  - Secure successful, timely step down of the recovery phase
- 1.6 It is too early to set out a firm timetable for recovery. We do not know yet whether there will be a second or subsequent peak in new infections, and we do not know at what speed the rate of infection in the community will decline. It is anticipated that the impact of Covid-19 will continue to be felt in health and care services for the next 18 months. Overall, the general phasing and approach that each service area is likely to go through is as follows:

- Phase 1 – Immediate response: Weathering short-term shock; establishing new services; business continuity
- Phase 2 – Living with uncertainty: Maintaining continuity; ensuring children are educated; protecting vulnerable groups (underlying conditions, those at risk of or experiencing domestic violence, risk of mental health conditions); planning for recovery
- Phase 3 – Exiting lockdown: Extending school openings; re-opening public buildings and open spaces; promoting on-going healthy behaviours and good public health; implementing contact tracing; supporting businesses to practice social distancing; supplementing data collection on impacts
- Phase 4 – Implementing short-term measures: Reviewing and learning from what works; solidifying responses to new patterns of demand; supporting business to succeed; retraining residents for new employment; some staff returning to on-site working; understanding long-term impacts; iterating and entrenching new ways of working
- Phase 5 – Responding to and harnessing long-term change: Maintaining emergency preparedness; embedding new practice and focus in partnerships; responding to economic impact; protecting the most vulnerable; normalisation (e.g. of remote working); remodelling town centres; utilising new regulatory powers

1.7 It is also recognised that many decisions will need to be made while there remains continued uncertainty. For example, some of the ‘known unknowns’ include:

- Future waves of the virus – number and severity;
- Public response to easing of lockdown;
- Extent to which businesses can adapt;
- Impact on unemployment and demand-led services, e.g. safeguarding, homelessness;
- Which communities are hit hardest, both by the virus and the related economic shock;
- Level of ongoing support required for the most vulnerable residents;
- The impact of the virus on council and partner finances; and
- Central government interventions and priorities for recovery.

1.8 Given this uncertainty, the process is unlikely to be linear. For example, it may become necessary to revert to an earlier phase should there be a second peak.

1.9 It is clear that – as well as being a pressing social and economic need – recovery provides an unparalleled opportunity for the council to work with partners to collectively re-think how we operate individually and together. There are numerous examples of positive changes that have been implemented throughout our response to Covid-19 that we should build upon and retain in the future. For this reason, the council’s Recovery Framework has been founded on the following three principles – the “3-Rs”:

- **Restore** – What do we want to return to the way they were? E.g. reopening libraries and play areas in parks or resuming routine highways maintenance.
- **Reinvent** – What do we want to bring back in a different way? What do we want to stop doing entirely? E.g. in relation to supporting the future vibrancy of town centres or developing new models for working with our partners in the NHS to deliver improved outcomes for residents.

- **Retain** – What do we want to keep? What advantages are there to the new arrangements and models of service delivery? Which activities are completely new that we would want to continue? E.g. closer working with the voluntary and community sector to meet community need, or maintaining integrated health and care services established through the pandemic.

1.10 The approach to recovery set out here reflects the fact that different geographical areas and tiers of government are working in a coordinated way to support recovery:

- At the **borough level** we are working to support individuals, communities and businesses to recover and thrive locally, for example by supporting people with the greatest immediate levels of need; assisting our town centres to respond to the impacts of Covid-19 and requirements for social distancing in the public realm; and working with health and community partners on ongoing support and care for vulnerable residents.
- At the **sub-regional level**, the council is coordinating with its partners at the West London Alliance group of local authorities, particularly in relation to our response to economic recovery, and with partners in the North Central London Sustainability and Transformation Partnership (NCL STP) in relation to health and care.
- At the **pan-London level** the council is engaged with a range of activity to support the response to Covid-19 and associated recovery, for example in relation to environmental services, health and care services.

1.11 At this stage, it is intended that the Recovery Framework will be in place for between six and 12 months. After this time, activities will be folded into Barnet's new Corporate Plan. This approach will act to embed recovery into the council's long-term vision for the borough.

1.12 It will be important to log lessons learned by the council and our partners into the approach taken to recovery, and to ensure these are applied to every aspect of the programme.

### **Financial sustainability**

1.13 Financial sustainability needs to be a central element to the recovery programme, which needs to deliver a robust MTFs in order to support the continuation of council's operations to support residents. All councils are experiencing significant, unplanned financial pressure and some organisations within the sector face a significant risk of failure, even with the current level of funding provided by the Government. The process will need to ensure the council, over a four-year horizon, needs to return to a balanced budget and live within its means throughout the MTFs.

1.14 The council set a robust and sustainable budget in March 2020 which resourced the corporate plan priorities. The MTFs presented to Council in March 2020 comprised a balanced position for 2020/21, with a £36.830m gap anticipated for 2021-2025. Current forecasts indicate a net potential impact of Covid-19 on 2020/21 budgets of £26.2m, £14.2m of which is expected to impact in 2020/21.

1.15 The council maintains balances and reserves in order to deal with unexpected fiscal events and manage risk. However, it is important to note that the impacts of Covid-19 are unprecedented in scale. Additionally, the sector has just emerged from a financially

challenging period of austerity and it is extremely difficult for organisations to free up significant resources.

- 1.16 The financial context of the organisation has fundamentally changed following the Covid-19 pandemic and whilst some likely impacts can be estimated at this point, others depend on variables which are still unknown. The remodelling of the MTFs will be co-designed with the borough's recovery plan to ensure that the Long Term Change phase delivers a balanced budget that allows for the investment needed to allow the borough to thrive. Each workstream will be responsible for contributing to the financial sustainability within the corporate budget setting process.

## 2. REASONS FOR RECOMMENDATIONS

- 2.1 In aligning the Recovery Framework with the new Corporate Plan, we propose to structure work around the four outcomes previously agreed by Council and to add additional workstreams focused on the way we work and prevention. The four outcomes are inherently cross-cutting and require input from a range of council committees and services. More detail of each theme is set out below alongside service/activity areas, an indication of the lead Committee and officer, and a summary of recovery priorities.

- **Outcome 1: Thriving**

Lead Committee: Housing & Growth

Lead officer: Deputy Chief Executive

*Service/Activity areas:* Housing & Development; Businesses & Town Centres; Employment & Skills; Infrastructure; Climate Change.

*Immediate priorities:* Gathering data/intelligence on health of economy and high streets; understanding differential impacts on economic sectors and identifying priorities for support; supporting town centre businesses by opening up public realm, managing space between different travel modes, queues and pavement trading; re-starting construction; stepping up existing employment, welfare support, and skills programmes; maintaining regular communication with businesses and networks, facilitating B2B support; ensuring safe re-opening of places of worship.

*Longer-term considerations:* Building upon and continuing to enhance relationships with the community, businesses and VCS; understanding and filling longer-term skills gaps; developing thinking on future role of high streets given changes in retail and that more people will be working from, or closer to, home; understanding long-term impacts on development of housing, commercial space and infrastructure, land use, and the economy, and supporting the emergence of new businesses and sectors including the low-carbon economy.

- **Outcome 2: Family Friendly**

Lead Committee: Children, Education & Safeguarding

Lead officer: Executive Director, Children's Services

*Service/Activity areas:* Education; Corporate Parenting; Help & Protection Services; Child Friendly City; Parks.

*Immediate priorities:* Transitioning children and young people back into school and the community; ensuring safe travel to and from school; delivery of the wellbeing programme; planning for a possible child poverty and mental health emergency; planning for the expected increase in demand for social care services post-lockdown; restoring face-to-face contact where needed/possible; restoring 0-19s hubs through 'school bubbles' approach; restoring friends and volunteer groups within parks.

*Longer-term considerations:* Continuing to transform operating models to meet community needs; identifying opportunities to reduce exclusion, improve educational outcomes and promote skills development through wider use of technology; delivering park improvements, including development of a forward plan and an enhancement of the programming offer within parks; continuing delivery of the Child Friendly City Initiative, led by UNICEF; reinventing our approach to placement sufficiency through retaining the pan-London placements programme.

- **Outcome 3: Healthy**

Lead Committee: Adults and Safeguarding

Lead officer: Executive Director – Adults and Health

*Service/Activity areas:* Promoting independence; boosting physical activity; tackling domestic abuse; poverty reduction; homelessness reduction; integrated health and care.

*Immediate priorities:* Determining future of essential supplies hub; restoring in-person social care assessments and reviews where urgent; restoring full respite offer including day support; adapting procurement and commissioning options; restoring user engagement; restoring full care quality services; continuation of integrated discharge functions; restoring Healthy Child Programme, Sexual Health clinical services and CYP Sexual Health Promotion; minimising the negative impacts of the pandemic through Adult Physical and Mental Health services, e.g. social isolation, mental ill health, lack of physical exercise; maintaining progress made in supporting vulnerable members of community including rough sleepers; reopening leisure centres and safe re-instatement of community sport and physical activities.

*Longer-term considerations:* Continued use of technology to transform service delivery and support as many residents as possible; reviewing service models to ensure services are as flexible and accessible as possible; preventing an increase in homelessness presentations; poverty reduction; working with government to maintain changes, e.g. to hospital discharge processes.

- **Outcome 4: Clean, Safe & Well Run**

Lead Committees: Environment; Policy & Resources

Lead officer: Interim Executive Director, Environment

*Service/Activity areas:* Streetscene, Customer Service; Enforcement; Safer Neighbourhoods; protecting and generating income.

*Immediate Recovery Priorities:* Restoring debt recovery and enforcement activities through a softer approach to businesses/residents; financial planning to underpin

recovery strategy, including capital programme; restarting birth registrations and weddings; restoring contact centre to full service; enhancement of street cleansing service; restoration of parking enforcement; restoring key programmes, including LED conversion, electrical vehicle charging and digital advertising installation; resuming highways maintenance, asset condition surveys, vehicle crossover service and development control service.

*Longer-term considerations:* Delivering long-term financial sustainability, recognising that council revenues may not return to pre-Covid-19 levels; move resources to support priority areas; determining long-term governance arrangements for virtual committees; ensuring sufficient emergency response capacity for future incidents; optimisation of recycling and waste collection rounds; review opportunities around greenspaces and leisure, including pitch hire and sponsorship.

- **Workstream A: The Way We Work**

Lead Committee: Policy & Resources

Lead officer: Director of Finance

*Service/Activity areas:* Office re-entry, Organisational Development, IT, Communications, Insight.

*Immediate Recovery Priorities:* Supporting continued home-working, re-opening LBB estate and defining requirements for buildings; ensuring building compliance; operational buildings; updating the council's recruitment strategy to account for remote working.

*Long-term considerations:* Maintaining a dynamic, skilled and flexible workforce through greater/different use of technology and other means; promoting and facilitating wellbeing and other benefits of home working among staff to ensure a healthy work-life balance; building on improved relationships with the VCS; greater use of insight.

- **Workstream B: Prevention**

Lead Committee: As appropriate

Lead officer: Director of Public Health and Prevention

*Service/Activity areas:* Development of a long-term prevention strategy, embedding prevention in health and social care partnerships, effective interventions to reduce demand on statutory services (e.g. social care, housing).

*Immediate recovery priorities:* Any prevention and early help services in the borough which are currently suspended due to Covid-19 pressures; building on improved relationships with the VCS, increased emphasis on prevention, enthusiasm for volunteering across the borough.

*Longer-term considerations:* Development of a long-term prevention strategy to improve outcomes for vulnerable residents, including homeless individuals, and to reduce cost and demand of statutory services.

- 2.2 The recovery planning process will be co-ordinated on a central basis by a core programme team. Each theme is being led by a member of the core programme team or a member of the wider recovery group, drawn from relevant service areas. The split into themes will allow for the wide-ranging nature of the recovery process, while the core team will help to ensure alignment, integration and consistency of approaches. Service areas will maintain any statutory roles or responsibilities.
- 2.3 Members' views and input will continue to be sought throughout recovery planning, through ongoing interaction with services. Formal decision-making will happen through regular governance arrangements, including consideration at theme Committees and in consultation with the Leader and Committee Chairmen as required.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 No recovery planning. The council could opt to respond to Covid-19 on a purely reactive or emergency basis. This would, however, miss opportunities to build on new ways of working and result in a less sustainable approach to recovery. There would also likely be greater insecurity for council revenues.
- 3.2 Waiting until lockdown is over. This option could increase the risk of a second wave as many of the measures being put in place to support recovery also mitigate against further spread of the virus.
- 3.3 Enabling services to plan and deliver recovery activities independently. This option would miss out on important opportunities for more effective delivery models that are integrated across service areas and would undermine dependencies across services. For example, with the Contact Centre, IT and distribution of PPE equipment. It would also reduce the important organisational development aspects of the Recovery Framework.
- 3.4 A council-only recovery framework. This option would downplay the significant impact of external partnerships in managing the response to Covid-19 and reduce the effectiveness of any future recovery, given the widespread nature of impacts on the community and economy.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Following Committee, actions will comprise:
- Further internal and external stakeholder engagement, including with end-users of council services
  - Continued activity planning across the themes; identification of key deliverables
  - Establish programme monitoring/reporting requirements
  - Continued monitoring of financial implications of recovery
  - Regular updates to Theme Committees and future Policy & Resource Committee meetings on the progress of the programme
- 4.2 Individual decisions on recovery actions by services will be taken by the appropriate Theme Committee, Chairman and Senior Officer in line with the relevant scheme of delegation.



## **5. IMPLICATIONS OF DECISION**

### **Corporate Priorities and Performance**

- 5.1 As noted, the Recovery Framework will directly shape the borough's new Corporate Plan.
- 5.2 Many of the measures taken already and those that will be taken in the next phases of recovery help to deliver strategic priorities identified prior to the virus, for example, as set out in the Growth Strategy, emerging Local Plan and Transport Strategy.

### **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.1 Officers will continue to ensure the costs of Covid-19 are forecast on a robust basis, will continue to engage with MHCLG proactively and will keep Councillors abreast of the emerging financial picture.
- 5.2 In order to regain the momentum in being a high performing organisation, financial stability must be achieved through the recovery planning process. This includes minimising the call on reserves and setting a balanced budget from 2021/22 onwards. This budget must deliver the required strategy in relation to reserves required to withstand future economic shocks.
- 5.3 Where there are financial implications or decisions associated with recovery activities, these will be addressed on a case-by-case basis. The delivery of the Recovery Framework will be undertaken within the existing capacity and resources of the council.

### **Social Value**

- 5.4 The council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. Social value is a core part of the Recovery Framework and will be maximised throughout.

### **Legal and Constitutional References**

- 5.5 Section 114 of the Local Government Finance Act 1988 sets out the duties of the responsible officer as regards reports:

(2) The chief finance officer of a relevant authority shall make a report under this section if it appears to him that the authority, a committee [of the authority, a person holding any office or employment under the authority, a member of [the relevant police force], or a joint committee on which the authority is represented—

(a) has made or is about to make a decision which involves or would involve the authority incurring expenditure which is unlawful,

(3A) It shall be the duty of the chief finance officer of a relevant authority .....in preparing a report in pursuance of subsection (2) above, to consult so far as practicable—

(a) with the person who is for the time being designated as the head of the authority's paid service under section 4 of the Local Government and Housing Act 1989; and

(b) with the person who is for the time being responsible for performing the duties of the authority's monitoring officer under section 5 of that Act.

5.6 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including: Treasury management Local taxation; Insurance; Corporate procurement; Grants; Writing-off debt; Virements; Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee and to note decisions taken by Theme Committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.

5.7 Under 7.5 of the constitution if any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear the report will be discussed and determined by The Policy and Resources Committee.

5.8 This is a cross cutting report and that is why it is before Policy and Resources Committee but as indicated in section 4 above the theme committees will be involved in the plan and decisions.

### **Risk Management**

5.9 The council has an established approach to risk management, which is set out in the Risk Management Framework. Strategic and operational risks are being reviewed in light of our response to Covid-19 and priorities for recovery and the new Corporate Plan. Managing risk will be an essential part of programme management and will be used to inform key decisions.

### **Equalities and Diversity**

- 5.10 The Equalities and Diversity Act, 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act, 2010;
  - Advance equality of opportunity between people of different groups; and
  - Foster good relations between people from different groups.
- 5.11 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 5.12 The council's Recovery Framework is intended to benefit all communities and groups who live, work and visit the borough, including those with protected characteristics. While there has been some consideration at national level of the impact of Coronavirus on different groups, the differential impacts of the economic shock are not yet known and will need to be fully reflected as we develop our thinking.
- 5.13 Where individual decisions are required in relation to the recovery programme, these will be considered on a case-by-case basis to ensure no group is disadvantaged or left behind. As required, officers will undertake Equalities Impact Assessments (EQIA) and review them in order to fully appraise the impacts associated with any proposed course of action.

### **Corporate Parenting**

- 5.14 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in all decision-making. These will be considered as specific plans for recovery are further developed.

### **Consultation and Engagement**

- 5.15 Officers are clear that the Recovery Framework cannot be developed in isolation if it is going to be fully responsive and effective in enabling the borough to emerge stronger from the Covid-19 pandemic. Consultation with partners, service users and the wider community is critical to ensuring that our recovery activities are focused on the end user.
- 5.16 External stakeholders, including Middlesex University, the Federation of Small Businesses and local Town Teams, have already begun to feed into development of the Recovery Framework and have indicated their willingness to continue to work in partnership throughout its development and delivery.
- 5.17 As noted above, sub-regional colleagues at the West London Alliance are coordinating a number of recovery activities focused on shared priorities for economic recovery that will be captured in Barnet's Recovery Framework as required. Workstreams include Town Centres, Housing and Infrastructure, Employment and Skills, Growth Sectors, Microbusinesses and the Self-Employed and Low Carbon Economy.
- 5.18 The council is similarly working closely with NHS partners and the four other councils in the NCL STP on recovery planning in health and care. This is considering the potential need for surge capacity for future peaks, models for expanded community health services, reinstatement of elective care while maintaining sufficient intensive care capacity,

increasing the use of digital and virtual working in health care, and primary care support to care homes.

- 5.19 The council will continue to consult and work with both the London Transition Board and the London Recovery Board to ensure that activities in Barnet are complementary to those elsewhere across the capital and that we benefit from lessons learned in other boroughs. I also think this should be referred to in the wider borough/London recovery. Through this work, officers will continue to promote the shift to remote working for employees across the borough, given the many health and well-being benefits which this brings.
- 5.20 Finally, council officers are working with central government ministries on a range of Covid-19-related workstreams that will feed into borough recovery planning. For example, joint work is underway with the Rough Sleeper Initiative and the Homeless Advice and Support Team to better understand the needs of Barnet's rough sleepers and to feed into the government's next steps strategy.

### **Insight**

- 5.21 There is an opportunity in the recovery phase to significantly improve the way in which we use data, insight and analysis to drive decision making and service delivery.
- 5.22 Officers are currently in the process of establishing a cross-service insight approach that will enable this to happen. At present we are mapping council-wide insight requirements and questions of each service in order to structure further insight and data analysis.

## **6. BACKGROUND PAPERS**

- 6.1 Urgency Committee, 27 April 2020: Approval of Emergency Decisions and Delegation to Chief Officers  
<https://barnet.moderngov.co.uk/documents/s58641/Urgency%20Committee%20-%20Emergency%20Decisions%20Final.pdf>

	<p align="center"><b>Policy &amp; Resources Committee</b> <b>17<sup>th</sup> June 2020</b></p>
<p align="right"><b>Title</b></p>	<p><b>Outturn 2019/20; Budget 2020/21 and Business Planning 2021-25</b></p>
<p><b>Report of</b></p>	<p>Chairman of Policy and Resources Committee</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>Yes</p>
<p><b>Key</b></p>	<p>Yes</p>
<p><b>Enclosures</b></p>	<p>Appendix A – Fees &amp; Charges</p>
<p><b>Officer Contact Details</b></p>	<p>Anisa Darr – Section 151 Officer <a href="mailto:Anisa.Darr@barnet.gov.uk">Anisa.Darr@barnet.gov.uk</a></p> <p>Paul Clarke – Deputy Section 151 Officer <a href="mailto:Paul.Clarke@barnet.gov.uk">Paul.Clarke@barnet.gov.uk</a></p>

<h2>Summary</h2>
<p>This report provides an overview of the council’s outturn for the 2019/20 financial year, an update on the current forecast impact of the Covid-19 pandemic on 2020/21 budget and the process for 2021/22 and future years budget setting.</p>
<p>Further, this report also seeks Committee approval for a series of budget management decisions for 2020/21 required as part of normal business in line with the organisation’s Financial Regulations. These include the proposed allocation methodology of confirmed government funding for Covid-19.</p>

## Recommendations

### **That the Committee:**

1. Notes the 2019/20 budget outturn as set out in 1.2;
2. Notes the current balances of reserves as set out in section 1.2.5;
3. Approves the allocation methodology of confirmed Covid-19 grants to services as set out in 1.3.14;
4. Approve that officers review current year expenditure plans to minimise the impact of Covid-19 including actions set out in 1.3.18 such as safely reintroducing income generating services, reducing expenditure and developing recovery plans. Officers will seek decisions or provide updates to Theme Committees as appropriate;
5. Approve that the MTFs and its assumptions be reviewed in light of Covid-19 and the potential economic/service impact (including New Homes Bonus, income generation, Council tax base growth and service pressures);
6. Approve that officers start to develop budget proposals for 2021/22 and delegate authority to the Section 151 officer to issue targets to officers to support the achievement of a balanced budget;
7. Notes the delegation given to the Section 151 officer by the Urgency Committee of the 27th April 2020 in relation to virements required as a result of Covid19 as set out in paragraph 1.4.6;
8. Approve the budget virements as detailed in Section 1.4.9;
9. Notes the budget virements as detailed in Sections 1.4.11-1.4.13;
10. Approve the changes to the existing Capital Programme in relation to additions as set out in paragraphs 1.4.19 in accordance with the virement rules;
11. Approve the use of Area Committee Funding to support revenue spend to assist services during this period of crisis as detailed in 1.4.20-1.4.22;
12. Approve a commitment to continue to support the council's charity (Live Unlimited) as set out in 1.4.23-1.4.24;
13. Approve the approach in working with central government on behalf of our residents and the sector as noted in 1.5.20; and
14. Notes the Environment fees and charges that were noted at relevant Theme Committee as detailed in Appendix A.

## WHY THIS REPORT IS NEEDED

### 1.1 Executive Summary

- 1.1.1 Covid-19 will have a detrimental financial impact on many of the Council's services and this will be significant across a number of these. The scale of the financial challenge is unprecedented in complexity, scale of the crisis and the number of uncertainties in play. It is affecting all local authorities and is not bound by geographical boundaries. It is going to test physical, mental and financial resilience intensely in not only managing, responding to the crisis but also in moving onto the recovery phase.
- 1.1.2 In response to the COVID-19 outbreak, the government has been making a series of ongoing policy announcements, initially at Budget 2020, and then throughout March, April and May. This has meant officers have had to respond quickly to new announcements and understand the financial implications arising.
- 1.1.3 A complex picture of initiatives has emerged, some of which have been supported by additional funding; some that will lead to reductions in both council tax and business rates receipts; some that require administration by local authorities of grants to businesses; and then a range of measures with wider financial implications.
- 1.1.4 Across the local government sector, councils are finding that the funding provided to councils so far is not sufficient to meet the additional demands or provide councils with security to budget for the future.
- 1.1.5 Since the Council set its budget in March 2020, there are a number of significant pressures which will fundamentally impact on the council's overall financial position. In addition, a number of savings across the MTFs period have been identified as at risk of delayed delivery. Current forecasts indicate a net potential impact of Covid-19 on budgets of £26.2m. £14.2m of this relates to a Collection Fund shortfall and will impact in 2021/22. This delay is because any in year surplus or deficit adjusts the amount of money available for the following year's budget.
- 1.1.6 As part of support measures that TFL have agreed with the Government, TFL have been asked to suspend free travel for children under 18. Paragraph 1.5.39 outlines the conditions under which local authorities are required to provide free transport for pupils. TFL have advised that any changes would come into effect in September 2020 and officers have estimated a pressure of £3.4m as detailed in 1.5.40.
- 1.1.7 The council's revenue outturn for 2019/20 was better than previously expected which means that reserves started 2020/21 a little higher. Revenue reserves at 19/20 outturn were £58.920m versus a forecast of £48.2m when the 20/21 budget was set. This improved revenue reserves position puts the council in a much more resilient position than was otherwise expected.

- 1.1.8 However, due to financial pressures resulting from Covid-19 reserves are likely to be relied on and drawn from more significantly than forecasted in the MTFs. The council is currently working on a longer-term forecast of its reserves position and will include this in the MTFs refresh in September.
- 1.1.9 Given the impact of the pandemic in terms of financial costs and disruption to the council, the process for medium term budget setting has been delayed. A revised methodology incorporates the recovery work (also seen on this Committee's agenda) together with the revised Corporate Plan.
- 1.1.10 As well as addressing strategic financial issues of the organisation, this Committee is required to consider for approval any virements, reprofiling of the capital programme or allocations from contingency. At the start of the financial year 2020/21, the council budgeted for £5.2m of contingency funding towards cost pressures and other occurrences. The council is expecting another £0.353m for the Reopening High Streets Safely Funds in response to Covid-19 which will be added to the contingency budget and is expected to be fully allocated out during the year. This brings the balance available to £5.599m. Of this, £0.250m has been distributed with a possible further £0.814m for pay inflation as detailed in para 1.4.2, £0.353m to be allocated for re-opening high streets and £0.500m for highways maintenance works. After these virements are posted a balance of £3.182m will remain as shown in 1.4.4.
- 1.1.11 Following many capital schemes across the region being paused due to social distancing restrictions it is likely that there will be a significant number of schemes which need to be slipped. An exercise is underway to understand this and further work will be undertaken over the summer and once more details are known about how the construction industry itself deals with ongoing requirements and restrictions. Capital additions of £10.95m are proposed in this paper for approval.

## 1.2 Outturn 2019/20 Revenue

- 1.2.1 A detailed analysis of the 2019/20 outturn will be presented to the Financial Performance and Contracts Committee in June 2020. However, Policy and Resources Committee are asked to note the high-level position. The General Fund final revenue position for 2019/20 was a net overspend of £0.051m as shown below:

Service Areas	Revised Budget	Outturn (before reserves)	Reserve Movements	Month 12 Outturn after reserve movements	Month 12 variation to revised budget	Month 11 variance	In-Month change
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Health	115,988	118,552	(285)	118,267	2,279	2,780	(502)
Children's Family Services	67,424	68,034	12	68,046	622	1,075	(453)



Environment	11,985	15,095	(1,481)	13,613	1,628	1,346	282
Growth and Corporate services	40,495	34,739	7,012	41,751	1,256	960	296
Assurance	5,688	6,273	(742)	5,531	(157)	70	(227)
Finance	59,518	43,557	10,384	53,941	(5,577)	(6,588)	1,011
<b>Total at Month 12</b>	<b>301,098</b>	<b>286,249</b>	<b>14,900</b>	<b>301,149</b>	<b>51</b>	<b>(356)</b>	<b>407</b>

1.2.2 This outturn position is after the contributions to and from reserves, which comprise a net contribution of £14.900m. This overall contribution is mainly the result of:

- The tranche 1 Covid 19 government funding received in late March (£9.4m (of which £8.8m was carried forward to 20/21), with a further tranche received in the new financial year);
- CIL/S106 contributions: the difference between amounts received and amounts spent carried to reserves at year end for future years; and
- Contributions to reserves funded by increased Housing Benefit Overpayment Recovery and an underspend within the Capital Financing budget.

1.2.3 Excluding Covid-19 funding, the overall use of reserves in the year was £3.4m, a reduction on previous expected levels of use by £2m.

1.2.4 Ordinarily the net variance would reduce the General Fund Balance however, in line with the financial strategy of the organisation, the variance will be deducted from the Financial Resilience Reserve and therefore maintain the General Fund Balance above £15m.

1.2.5 The council has set aside specific amounts as reserves for future policy purposes or to cover contingencies. As at 1 April 2019, the council held revenue reserves of £63.626m. The 19/20 budget had assumed a use of reserves of £8.057m to balance the budget. During the 2020/21 budget setting process, revenue reserves were expected to be £48.2m but the lower than expected use of reserves means that the Council will start the new financial year in a better financial position than was previously expected with revenue reserves at £58.92m (excluding £8.8m unspent COVID Grant).

Reserve Movements	Balance Brought Forward	Use of reserves agreed in budget setting	Resulting balance	Additional in-year use of reserves	Increases to Reserves	Resulting balance
	£000s	£000s	£000s	£000s		£000s
Revenue Reserves - non-earmarked	49,950	(8,057)	41,893	(4,658)	2,577	39,813
Revenue Reserves - earmarked	9,298		9,298	(1,201)	1,152	9,249

Total Revenue	59,248	(8,057)	51,191	(5,858)	3,729	49,062
Capital Reserves	4,378		4,378	(2,267)	7,747	9,858
Total All	63,626	(8,057)	55,569	(8,125)	11,476	58,920

## Capital

- 1.2.6 The capital outturn for 2019/20 capital investment programme is £274.260m, of which £230.260m relates to the General Fund programme and £44.000m relates to the HRA capital programme. This is £27.897m less than the budget.

Service Area	2019/20 Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	2019/20 Outturn	Variance from Approved Budget
	£000	£000	£000	£000	£000
Adults and Health	15,294		(1,972)	13,322	(1,972)
Children's Family Services	21,003	110	(429)	20,485	(518)
Growth and Corporate services	77,490	463	(23,146)	54,807	(22,683)
Environment	22,301	180	(2,185)	20,296	(2,005)
Brent Cross	101,312		10,163	111,475	10,163
Regional Enterprise (Re)	10,427		(552)	9,875	(552)
<b>General Fund Programme Total</b>	<b>247,827</b>	<b>753</b>	<b>(18,121)</b>	<b>230,260</b>	<b>(17,567)</b>
HRA	54,330	(542)	(8,181)	44,000	(10,330)
<b>Grand Total</b>	<b>302,157</b>	<b>211</b>	<b>(26,302)</b>	<b>274,260</b>	<b>(27,897)</b>

## 1.3 2020/21 Budget

- 1.3.1 The council set a robust and sustainable budget in March 2020 which resourced the corporate plan priorities and protected front line services. Since this budget was approved, significant events have unfolded. The impact of which are described within this section of the report.

### Impact of Covid19 on the organisation

#### Overall resources

- 1.3.2 The government issued two Covid19 related grants to support expenditure in relation to Social Care and other increases in expenditure or reduced income. Government has also made funding available to NHSE to support and fund discharges from hospitals to care homes. These amounts together with other funding amounts announced are set out below. As things stand, no other support has been announced.

- 1.3.3 The costs and lost income is expected to total £52.403m by the end of 2020/21. This is £26.2m in excess of Government & NHS funding provided meaning revenue reserves will be reduced by this value in year. The Council has a MTFS reserve which is to set aside an amount of money which can be drawn down to balance the council's budget when a budget deficit is unavoidable. This can be either through planned use or to top up the General Fund Balance when the council experiences an unplanned overspend. The strategy of maintaining a reserve specifically for financial resilience has enabled the council to navigate the immediate impact of the extra-ordinary cost pressures resulting from the Covid pandemic.
- 1.3.4 Following the anticipated impact of Covid19 the forecast for reserves and balances will be below that deemed sustainable as set out in the financial strategy and therefore require replenishing.
- 1.3.5 The council's revenue reserves at 19/20 outturn were £58.920m versus a forecast of £48.2m when the 20/21 budget was set, which provides a little more resilience than expected. Once more certainty exists in relation to ongoing impacts of Covid19, likely Government intervention and the council's ability to deliver savings and generate income, a fully revised MTFS will be produced which will prioritise the sustainable delivery of services and restoration of reserves to safeguard the financial security of the organisation.
- 1.3.6 The MTFS reserve has been renamed the Financial Resilience reserve to provide clarity that its primary purpose is to act as a buffer against economic shocks, providing resilience to the council.

#### Central Government Funding

- 1.3.7 A number of measures have been outlined by government to support local government during this period. For Barnet, the impact of the General Fund measures is shown below (NB small business grants and rate reliefs are excluded as they are not general fund items):

£m	2019/20	2020/21	2021/22	TOTAL
Covid Funding - 1st Tranche	£9.418			£9.418
Covid Funding - 2nd Tranche		£10.830		£10.830
£3.2m Homelessness Funding	£0.018			£0.018
Extended and Additional Business Rates Reliefs		£18.365	-£18.365	£0.000
Adults grant for infection control (25% of £3.5m)		£0.875		£0.875
Assumed cost recovery from NCL CCG		£5.075		£5.075
<b>TOTAL</b>	<b>£9.436</b>	<b>£35.145</b>	<b>-£18.365</b>	<b>£26.216</b>

- 1.3.8 Of the £9.4m received in 2019/20, commitments of only £0.6m occurred during that year. The remainder is available to spend in 2020/21 when the majority of impacts are being felt.
- 1.3.9 Reimbursement of the extended and additional Business Rates reliefs (£18.365m in the table above) is paid by MHCLG to authorities via a S31 grant. S31 grants must be accounted for in the year they are received as they are

received via the General Fund. The costs of the reliefs will not be borne in the Collection Fund until the following year. The £18.365m which will be received in 2020/21 is effectively a pre-payment for costs that will be incurred in 2021/22.

1.3.10 On 13<sup>th</sup> May, the government announced an additional £600 million to support providers through a new Adult Social Care Infection Control Fund. The fund is intended to support adult social care providers to reduce the rate of transmission in and between care homes and support wider workforce resilience. The allocation for the borough is £3.5m and 25% of this is included in the funding table in 1.3.7.

#### NCL CCG funding

1.3.11 In order to support the NHS capacity, arrangements to support speedy hospital discharges were put in place. The subsequent additional costs falling on the local authority are subject to reimbursement from NCL CCG. The costs of these packages are estimated at £6m and reimbursement is assumed at 85% of this total (i.e. not all costs are fully recovered, due to data quality/matching/NHS challenge process etc. Therefore £5.1m income from the CCG is assumed within the council's overall impact.

#### Track and Trace Services

1.3.12 The government have confirmed that local authorities will be required to work with the government to support track and trace services in their local communities. They have confirmed that £300m will be provided to all local authorities in England to develop and action their plans to reduce the spread of the virus in their area. Details on individual authority allocations are not yet known.

#### Hardship Fund

1.3.13 The Council also received £4.1m Hardship Fund which was intended mainly to provide all recipients of working age local council tax support ('LCTS') with a further reduction in their council tax bill and to support residents in hardship.

#### Allocation of Central Government funding to Covid-19 pressures

1.3.14 As outlined in Section 1.3.22, the grant funding provided by government will not be sufficient to cover all pressures. The majority of funding announced by government is not ring-fenced but intended to support Covid-19 related council pressures across all services. Where funding has been received for specific purposes, officers will ensure that funding is allocated in line with the guidelines set by the government. For non ring-fenced funding, it is proposed that funding be allocated as below:

- Prioritisation of funding will be based on 3 tiers
- Allocations will be made a tier at a time
- A pro-rata allocation may be made where funding is insufficient.

Priority Level	Covid Pressure Examples
<b>1</b>	<ul style="list-style-type: none"> <li>• Mandated costs (for example the Food Hub, PPE, housing of rough sleepers, enforcement of social distancing)</li> <li>• Increased demand for statutory services (eg Discharge from hospitals, Childrens Social Care)</li> <li>• Other costs supporting lockdown restrictions (e.g. supporting working from home)</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• Lost income resulting from Covid19 measures (eg Car Parking, Leisure Income, Registrars)</li> <li>• Additional costs incurred by services other than statutory areas (eg supplier reliefs, premiums charged by suppliers)</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>• Undelivered savings</li> </ul>

1.3.15 The rationale for the prioritisation is that:

- funding should go to additional demand because of Covid-19; and
- new services government asked us to stand up.

1.3.16 Allocation will be retrospective based on spend, after the quarter has completed.

1.3.17 After every quarter if spend is less than forecast for priority 1, there will be flexibility to move funding to priority 2 (and so on). Similarly, if the spend is more than forecast, funding would be taken from lower priorities to fund higher properties.

1.3.18 There is recognition that forecast costs exceed funding and therefore services are reviewing:

- income generating activities that have been suspended and how and when can these be (safely) reinstated;
- new services that can be stepped down quicker than forecasted;
- Maximisation of infection control funding; and
- Review savings resulting from Covid-19, e.g. running costs of estates to balance off against additional costs.

## Cost estimates and lost income

1.3.19 The key areas of cost pressures arising from Covid 19 response phase as well as those estimated for the remainder of the year are being presented to Financial Performance and Contracts Committee in June 2020.

1.3.20 For the purposes of monitoring, pressures have been grouped as:

- Funding losses (Council Tax and Business Rates)
- Additional costs
- Income losses

1.3.21 MTFs savings pressures have been assessed in all areas and these impacts are included where the impact has been quantified and remain under review.

1.3.22 The table below summarise current forecast pressures:

	<b>COVID-19 Impacts</b>	<b>Apr- June £000s</b>	<b>Jul- Sep £000s</b>	<b>Oct- Mar £000s</b>	<b>FYE total £000s</b>
<b>Service Pressures</b>	Adult Social Care	£5,662	£3,771	£4,718	<b>£14,151</b>
	Children's Social Care	£1,413	£1,063	£708	<b>£3,184</b>
	Education	£823	£0	£0	<b>£823</b>
	Housing	£608	£496	£647	<b>£1,750</b>
	Cultural and Related	£850	£0	£0	<b>£850</b>
	Environment and regulatory	£656	£443	£540	<b>£1,639</b>
	Finance and corporate	£598	£285	£0	<b>£883</b>
	Other	£545	£0	£0	<b>£545</b>
<b>Income Losses</b>	Income losses - services	£9,000	£4,574	£2,055	<b>£15,629</b>
	Income losses - Collection Fund	£3,588	£3,585	£5,777	<b>£12,950</b>
<b>TOTAL</b>		<b>£23,743</b>	<b>£14,217</b>	<b>£14,444</b>	<b>£52,403</b>

1.3.23 For context, the MTFs presented to March Council showed a net balanced position for 2020/21. This was after £16.3m of pressures and growth were funded and savings of £17.311m had been identified to address the gap as shown below:

<b>2020/21 Resources vs. Expenditure</b>	<b>£m</b>
Resources	309.235
Expenditure (incl £16.3m pressures)	326.546
<b>Net Surplus/(Deficit): before savings</b>	<b>(17.311)</b>
Savings identified	17.311
<b>Net Surplus/(Deficit) funded by reserves</b>	<b>0.000</b>

## Savings Delivery

1.3.24 Since the budget was set in March 2020, the pandemic has meant that a number of savings across the MTFS period have been identified as at risk of non-delivery. The impact of these is included in Section 1.3.22 and further detail is shown below:

- Leisure Services: a pressure of £1m is expected due to the 2020/21 MTFS saving relating to GLL achieving surplus income which is unlikely to materialise.
- Environment: the MTFS saving relating to increased parking income of £2.6m is currently deemed to be only partly achievable in this financial year.
- Highways income saving consisting £0.050m smart cities, £0.600m street lighting LED and £0.100m advertising could be subject to slippage which will result in not realising full benefit in 2020-21. £0.15m has been assumed in the impact modelling.

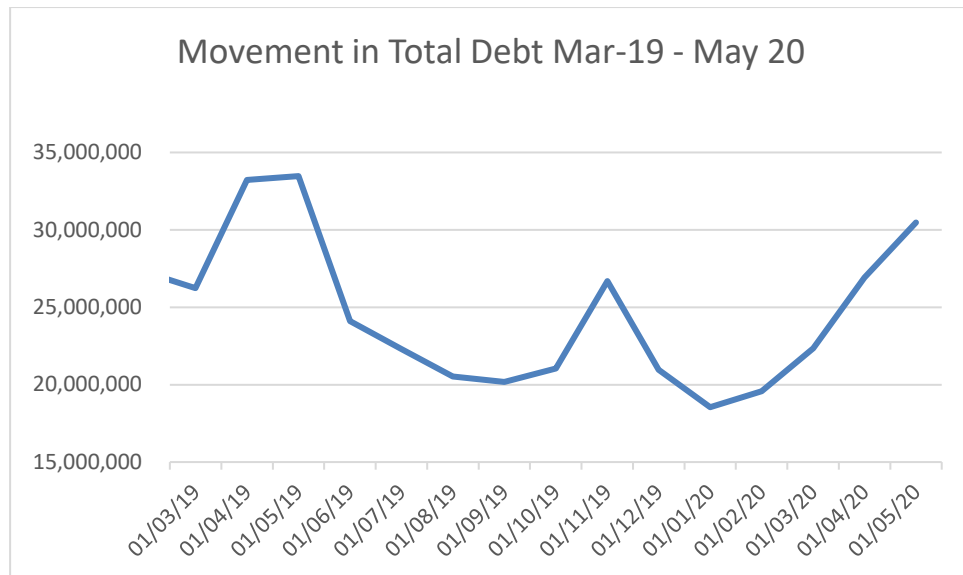
1.3.25 Officers are continuing to work on the impact that Covid-19 may have on MTFS savings and ways to mitigate these impacts.

1.3.26 Any savings which are not expected to be delivered following work by officers, will be presented to Theme Committees in November 2020 as part of the council's usual budget setting process. Equally, if after further due diligence, the saving is deemed to be deliverable it will be re-presented as such.

## Debt collection

1.3.27 Many residents and businesses have seen their financial position significantly impacted as a result of the public health measures taken by the Government. At the onset of the Covid19 impact and subsequent lock down situation the council made the decision to pause enforcement action. This combined with reduced funds of debtors means that the council's ability to recover money owed could be impaired. Between February 2020 and March 2020 overall debtors increased by £3.599m.

1.3.28 The graph below shows the movement in total debt from March 2019 to May 2020. It shows that, prior to the lockdown, bad debt was reducing due to work that officers were doing to recover outstanding debt. The onset of the pandemic in March 2020 has shown an increase in bad debt levels:



1.3.29 It is difficult to quantify the longer terms impact and likely recovery of outstanding debt as all debt enforcement activity has been suspended a result of the Covid-19 pandemic.

1.3.30 At 2019/20 year end, bad debt provision (for debtors excluding Council tax, business rates and housing benefit overpayments) was £23.2m. The provision was increased by 15% (£3.024m) due to COVID-19 and should provide a buffer for the impact of unrecoverable debt in 2020/21.

#### Capital delivery

1.3.31 In addition to the revenue impact, the council must review all its planned capital outlay to assure itself that it is both necessary and affordable with the required revised financial strategy.

1.3.32 Officers have undertaken an initial view across the Capital Programme. The feedback received so far suggests that 8 Live Projects within the allocated programme will have been impacted.

1.3.33 Work to assess the impact of the pandemic on the capital programme is on-going and the next steps are outlined below:

- Further Deep Dive into all projects within the programme to be assured on the view of the projects identified as having had no impact;
- Review of projects that have identified issues as a result of Covid19 so that an understanding can be reached of the true impact;
- Projects that have been in the initiation stages and therefore not part of the programme will need to reassess the landscape and assumptions around scheme viability; and



- View to be taken on relevance of current and pending Capital Portfolio.

1.3.34 A review of all capital projects which are in flight is taking place and a significantly reprogrammed capital strategy will be presented to Policy and Resources to approve the revised profile.

### **The council's financial position**

1.3.35 All Councils are experiencing significant, unplanned financial pressure and some organisations within the sector face a significant risk of failure, even with the current level of funding provided by the Government.

1.3.36 The Council maintains balances and reserves in order to deal with unexpected fiscal events however it is important to note that the Covid-19 response is unprecedented in scale. Additionally, the sector has just emerged from a financially challenging period of austerity and it is extremely difficult for organisations to free up significant resources without risking their long term sustainability.

1.3.37 Under s114 of the Local Government Finance Act 1988, the S151 officer has an obligation to ensure that revenues and expenditure for the General Fund are retained in balance, and, should there be a risk that total expenditure in the year (or a future period) cannot be fully funded from within approved budgets, government grants, and available reserves, they are under a legal obligation to declare this to Councillors.

1.3.38 This duty to declare exists when all other avenues to balance the budget have been exhausted. At present, it is the professional judgement of the S151 officer that the anticipated costs of the disruption remain within the available resources of the council, however without additional levels of funding, the council will move into significant risk of being unable to remain in balance should the period of disruption sustain.

1.3.39 This period of unprecedented uncertainty is difficult to forecast but the previous financial strategy adopted has meant that we have had sufficient resilience so far. There is concern about a second peak, recovery and the wider impact on the economy. Equally, while the current anticipated costs for a limited period of lockdown are within available resources, there will need to follow a significant effort to restore the council's reserves to a sustainable level.

1.3.40 Officers will continue to ensure the costs of Covid-19 are forecast on a robust basis; continue to engage with MHCLG proactively; and keep Councillors abreast of the emerging financial picture.

1.3.41 We will need to focus on the need to manage finances tightly and have a sustainable financial strategy to keep delivering services in the short-term. This includes looking at:

- services that have not been impacted by the disruption and which could weather future similar disruption;
- Services and income that have been impacted but where we expect the income to return (e.g. deferred business rates, income from registrars (weddings), planning applications); and
- Where income has stopped and will not be recovered, e.g. income from parking and leisure services.

1.3.42 In order to regain the momentum in being a high performing organisation financial stability must be achieved quickly. This includes minimising the call on reserves and setting a balanced budget in 2021/22 onwards. This budget must deliver the required strategy in relation to reserves required to withstand future economic shocks. In the initial response to the pandemic, many local authorities discussed the need to move to essential only services and in some cases, remaining in a slimmed down version will be a financial necessity.

## **1.4 Budget Management 2020/21**

1.4.1 There are a number of day to day decisions which require approval by this Committee in order to ensure the financial administration of the council remains robust. These are laid out within this section of the report.

### Pay Inflation

1.4.2 The budget that was set as part of the MTFs included an assumption for pay inflation of 2% resulting in £2.490m being allocated to services 20/21 budgets. After discussion with Trade Unions, Council employees have been offered an improved pay increase of 2.75% from 1 April 2020, plus an additional one day's leave which would increase the minimum entitlement from 21 to 22 days per year (Barnet's minimum annual leave is already above this therefore there would be no impact on LBB staff). The offer is subject to agreement by the Trade Unions but, if agreed, would represent an additional cost of £0.814m to the council which would be allocated to services from the contingency budget. Approval is sought for the allocation of this amount from the contingency budget should the pay offer be accepted by Unions.

### Allocations from Contingency

1.4.3 The contingency budget is a useful tool in the effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year. This allows the recognition and funding of costs over and above those included within the council's base budget. It is a more appropriate mechanism than the use of one-off funding, such as reserves, in meeting the costs of pressures as it enables the council to 'live within its means' both in the short and longer term. This therefore supports the delivery of the organisation's overall financial strategy.

1.4.4 At the start of the financial year 2020/21, the council budgeted for £5.2m of contingency funding towards cost pressures and other occurrences. The council is expecting another £0.353m for the Reopening High Streets Safely Funds in response to Covid-19 which will be added to the contingency budget and is expected to be fully allocated out during the year. This brings the balance available to £5.599m. Of this, £0.250m has been distributed with a possible further £0.814m for pay inflation as detailed in para 1.4.2; £0.353m to be allocated for re-opening high streets; £0.500m for highways maintenance works; and up to £0.500m for the Year 6/7 contract review. After these virements are posted a balance of £3.182m will remain as shown below:

Contingency budget 2020-21	Total
Contingency Budget B/f	921,238
MTFS	4,325,325
Reopening High Streets Safely Fund	352,546
Contingency Available	5,599,109
<b>Posted in 2020-21</b>	
Crisis Fund	-250,000
<b>Total Posted</b>	<b>-250,000</b>
<b>Total remaining</b>	<b>5,349,109</b>
Pay inflation budget increase to 2.75%	-814,117
Reopening High Streets Safely Fund	-352,546
Highways decapitalisation costs	-500,000
Year 6/7 contract review	-500,000
<b>Commitments (not posted on Integra)</b>	<b>-2,166,663</b>
<b>Total to be allocated</b>	<b>-2,166,663</b>
<b>Total remaining</b>	<b>3,182,445</b>

1.4.5 It is the Section 151 Officer's intention to allocate the remaining 2020/21 balance towards service pressures once the full implications of the Covid19 pandemic are known (subject to future Policy and Resources Committee approval).

1.4.6 In line with the delegation given at Urgency Committee on the 27<sup>th</sup> April 2020, any virements required directly in response to the Coronavirus pandemic or other related matters will be approved by the Section 151 officer and

subsequently reported to Policy and Resources Committee. This includes allocations from contingency.

### Virements

1.4.7 The constitution requires that any virements from contingency over £250k are approved by the Policy & Resources Committee. Further, any virements between services over £250k must also be approved by the Policy & Resources Committee.

1.4.8 The table below give details of virements by Department rather than committee as the Scheme of Financial Delegation delegates the authority to expend the Council's resources to Executive Directors of Departments.

1.4.9 The following virements presently require approval:

Service	Description	TOTAL
Growth & Corporate Services	CTax Court Costs Awarded	1,688,963
Finance	CTax Court Costs Awarded	(1,688,963)
Growth & Corporate Services	MHCLG Business Rates collection costs grant	422,830
Finance	MHCLG Business Rates collection costs grant	(422,830)
Public Health	Gross up of additional Public Health Grant	299,509
Corporate Accounting	Gross up of additional Public Health Grant	(299,509)

1.4.10 The virement will move the income budgets relating to Council Tax court costs awarded and the business rates collection grant from Growth & Corporate Services to Finance. This will result in the budget being moved to align to those responsible for commissioning the work and the recipients of the income.

1.4.11 P&R are also asked to approve the following virement from contingency in support of Highways maintenance works (linked to capital addition):

Service	Description	TOTAL
Environment (Highways)	Highways maintenance	£500,000
Central Expenses (Contingency)	Highways maintenance	(£500,000)

1.4.12 P&R are also asked to note the following virements from contingency in support of our Covid19 response:

Service	Description	TOTAL
Finance	Crisis Fund	£250,000
Central Expenses (Contingency)	Crisis Fund	(£250,000)

1.4.13 P&R are also asked to note the following virements between services:

Service	Description	TOTAL
Environment	Transfer 20/21 MTFs Saving from Fixed Penalty Notice littering contract in line with transfer of Community Safety from Environment to Assurance	£76,000
Assurance	Transfer 20/21 MTFs Saving from Fixed Penalty Notice littering contract in line with transfer of Community Safety from Environment to Assurance	(£76,000)

### Fees & Charges

1.4.14 Theme Committees have considered the level of Fees & Charges within their portfolios and these have previously been noted by P&R Committee. Appendix A shows further Fees & Charges approved by Environment Committee for 2020/21 for noting by P&R Committee.

### Changes to the Capital Programme

#### *Additions*

1.4.15 The following items are requested to be added to the Capital Programme:

- £7.0m Housing acquisitions Open Door
- £1.7m Transfer of properties to ODH
- £2.250m relating to Capitalisation of Highways Works

1.4.16 P&R in February 2019 saw the approval of a £163m loan to Open Door Homes (subsidiary of the Barnet Group) to purchase 500 affordable homes from the open market, and P&R in February 2020 saw the approval of a £43.3m loan for Open Door homes to purchase 156 affordable homes from the council's general fund. These figures were based on advised property values at the time of seeking P&R approval, however, the additional working-capital element was not requested.

1.4.17 P&R are asked to approve two additional working capital allocations for £7m and £1.7m respectively for the 500 and 156 property acquisitions along with the reprofiling of their delivery, whereby this working capital is required in the earlier years of operation when these properties are expected to be loss-making. The business cases and financial models have been re-considered in arriving at these figures and are confirmed to be still viable. This addition will be funded by borrowing and will attract the loan mark up in line with the loan agreement.

1.4.18 Highways capital works: The council sometimes undertakes significant repairs to highways which by their nature extend the useful life of the asset. As such the works are eligible to be treated as capital investment. The value of these works is £2.1m each year. As the number of large scale projects decreases the budgetary provision will need to revert to revenue from capital. This was

factored into the approved revenue MTFs and this addition provides for the capital element of the phased transition. This addition will be funded by borrowing and is linked to the contingency allocation within this report

#### *Total additions*

1.4.19 The profiling of the additions described above is set out in the summary table below:

<b>Addition</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Housing acquisitions Open Door	-8,300	0	0	15,300	<b>7,000</b>
Transfer of properties to ODH	1,700	0	0	0	<b>1,700</b>
Highways Additions	550	1100	600	0	<b>2,250</b>
<b>Total</b>	<b>-6,050</b>	<b>1,100</b>	<b>600</b>	<b>15,300</b>	<b>10,950</b>

#### Area Committee funding

1.4.20 A local decision was approved by P&R in July 2015 to limit spend by Area Committees to capital works.

1.4.21 Urgency Committee on 27 April 2020 delegated authority to the Chief Executive in consultation with the Chairman of the Policy & Resources Committee any decisions within the remit of that committee that need to be taken in response to the Coronavirus pandemic or other related matters, or in response to directions given by HM Government, London Strategic Coordination Group and London Local Authority Gold. In the event of the Chairman's absence, the Committee Vice-Chairman shall be consulted. Any and all such decisions shall be reported back to Committee for post-decision scrutiny.

1.4.22 Under this recommendation, P&R are asked to approve the decision to allow the use of Area Committee Funding to support revenue spend to assist services during this period of crisis.

#### Live Unlimited

1.4.23 Officers are recommending to P&R Committee that the council continues to support Live Unlimited despite the pressures the council is currently facing. Live Unlimited provides support to Barnet's looked after children and young care leavers by providing access to hobbies, training, learning opportunities, sport and leisure activities.

1.4.24 Funding and support consists of the cost of 1 part time post with an initial £5k start-up grant at the time of the charity's launch in February 2018, with IT and office space provided. In its inaugural year the charity was supported as one of

the Mayor's chosen charities by former Mayor Councillor Reuben Thompstone. Current funding is borne by the Strategy and Communications budget and confirmed on an annual basis.

1.4.25 Live Unlimited is asking the council for agreement to continue to support Live Unlimited on the current basis (i.e. the same arrangements as now) for a 4 year period, starting with 2020/21 with each year's commitment confirmed through the budget process.

1.4.26 This is to:

- provide a robust base for business planning (including (crucially) a long term income generation plan)
- Support funding and building the charity's profile.

1.4.27 Experience to date has shown that some donors, particularly National Lottery and Children in Need, require proof of long term financial sustainability before they will provide funding. While Live Unlimited has been successful in securing some funding to date (particularly for its Give a dongle campaign during the COVID crisis) it is our view that by being able to provide evidence that the council is committed to support the charity for the next 3-5 years, we will be in a much stronger position to bid for alternative funds.

1.4.28 We regularly evaluate our schemes to make sure our mission of meeting the individual needs and aspirations of children in care and care leavers is being fulfilled while also meeting the criteria of large trusts and foundations. This funding will enable us to continue to provide good outcomes for this very vulnerable group while at the same time working with a variety of funders to ensure their funding criteria is being met.

## **1.5 2021-25 Budget Setting**

### **Economic Context**

1.5.1 The world economy has fundamentally changed since the council set its budget and MTFs in March 2020. This section of the report sets out the context, potential impact and amendments required to inform the financial strategy of the organisation.

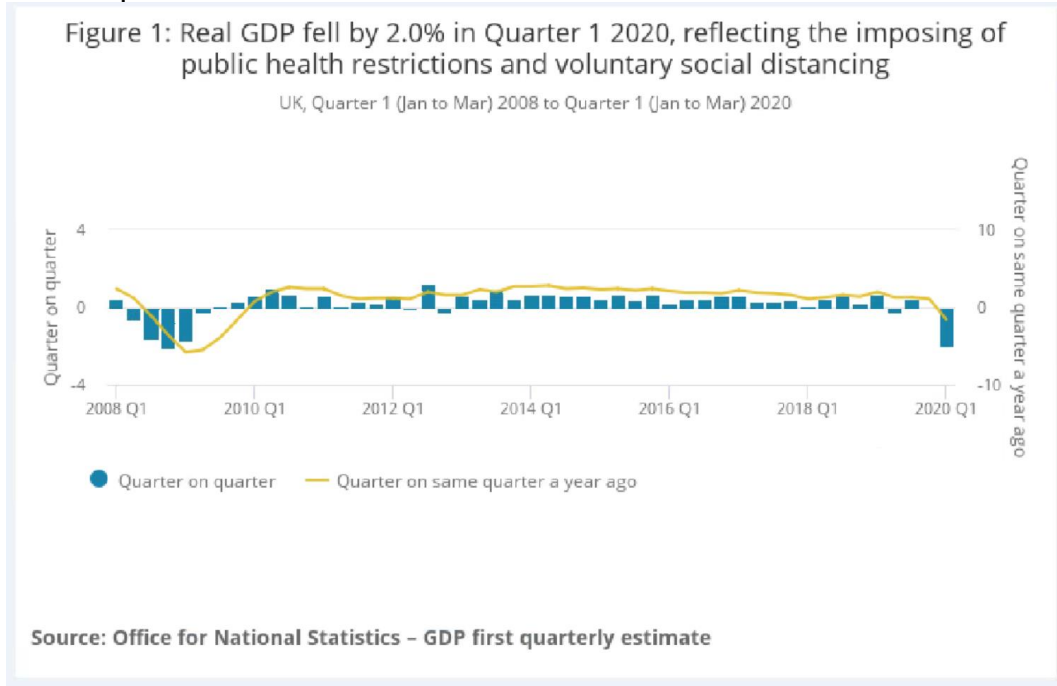
1.5.2 The coronavirus pandemic is expected to have a significant long-term impact on the UK public sector finances. These effects arise from both the introduction of public health measures and from government support to businesses and individuals across the country.

1.5.3 According to the Office for National Statistics (ONS), UK gross domestic product (GDP) fell by 2.0% in Quarter 1 (January to March) 2020, the largest quarterly fall since the final three months of 2008 (during the financial crisis).

1.5.4 This is the first quarterly ONS GDP release that captures some of the direct effects of the coronavirus pandemic and the subsequent lockdown (which came into effect on 23 March 2020). There were especially sharp falls in sectors

directly affected by major restrictions in March such as accommodation (negative 14.6%) and travel agents (negative 23.6%). Subsequent Government intervention was put in place to support these businesses.

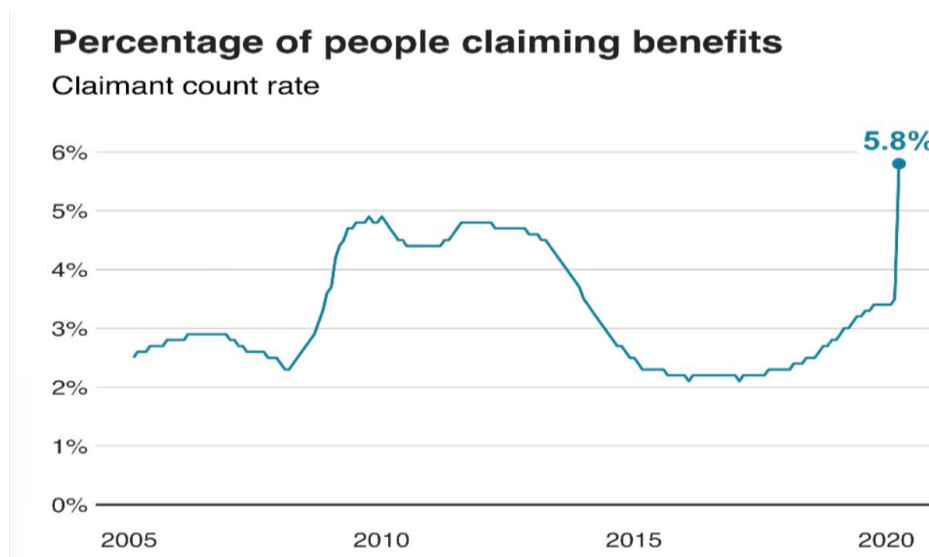
1.5.5 The chart below shows the quarter on quarter fall in GDP and the sharp impact that the pandemic has had.



1.5.6 The number of people claiming unemployment benefit in the UK rose to 2.1 million in April (the first full month of the coronavirus lockdown). This represents an increase of 856,500 people (ONS).

1.5.7 Before the lockdown began, employment had hit a record high and for January to March 2020 the estimated UK unemployment rate for all people was 3.9%.

1.5.8 The graph below shows the spike in the number of people claiming benefits in the first quarter of 2020:





- 1.5.9 A study commissioned with our WLA partners from the Oxford Economics Study has indicated that unemployment in Barnet is likely to go above 10% in Barnet as a result of Covid19 (compared to 4.5% at Dec 19). This will have an impact on demand pressures and income but is difficult to quantify at present.
- 1.5.10 As a result of the jump in borrowing, total public sector debt rose to £1,888bn at the end of April - £118.4bn higher than April 2019.
- 1.5.11 It means the deficit - the difference between spending and tax income - was larger last month than forecast for the whole year at the time of the Budget. The long-term impact of this could include increasing tax receipts, stimulating the economic growth or reducing expenditure.

### *Funding Reform*

- 1.5.12 The Government had previously announced a programme of reforms to the local government finance system. These reforms included:
- increasing the proportion of business rates retained by the sector, to ensure local authorities had more control over the money they raised and powerful incentives to grow and reinvest in their local economies;
  - introducing reforms to the business rates retention system, to increase stability and certainty;
  - reviewing the funding formula that determines funding allocations through the annual Local Government Finance Settlement, based on a fairer and more up-to-date assessment of councils' relative needs and resources, known as the 'Fair Funding Review'; and
  - addressing total levels of expenditure across all Government areas.
- 1.5.13 The Fair Funding review was intended to set a new baseline funding allocation for local authorities based on up-to-date needs and resources but was initially delayed in September 2019 with a consultation then set to take place this summer.
- 1.5.14 The government has confirmed a further delay to the Fair Funding Review for councils, due to the disruption caused by coronavirus. MHCLG have delayed the review to allow councils to focus on meeting the immediate public health challenge posed by the pandemic.
- 1.5.15 The government has stated that it will continue to work with councils on the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021/22 local government finance settlement.
- 1.5.16 MHCLG has also delayed the implementation of the 75% business rates retention scheme for 2021/22. If the delay in the implementation of the 75% business rates retention scheme hadn't occurred, the potential impact of the business rates reset would have been in the order of £2m for Barnet had it been implemented for 2020/21. This is ignoring any changes resulting from changing needs assessment.

1.5.17 The balance between incentive and needs-based funding is delicate. In Barnet, the council has lost Business Rates income to the benefit of a higher overall yield within Council Tax and New Homes Bonus. Any changes to this system has the potential to be a risk or an opportunity therefore accurate and timely modelling is essential.

#### *Business Rates Revaluations*

1.5.18 The proposed revaluation of business rates expected to take place in 2021 will no longer take place. Legislation had been introduced to bring the next revaluation forward by one year from 2022 to 2021.

1.5.19 The government has said that it remains committed to frequent revaluations to ensure that business rates receive bills that more accurately reflect up-to-date property rental values but, following the recent economic impacts of the coronavirus pandemic, the revaluation has been put on hold to ensure businesses have more certainty during this difficult time.

#### *Assistance requested from Government:*

1.5.20 Whilst the funding reforms discussed above have not yet been delivered, there are a number of strategic issues which the council intends on putting forward to central government on behalf of our residents and the sector more widely. The key points are as follows:

- Full funding of all Covid19 related costs. Government funding already received roughly covers the additional costs expected to be incurred by the Council as a result of Covid-19. The ask of government for 2020/21 is for additional funding to flow through to Councils to support lost income – in Barnet’s instance, a further £21m – roughly equivalent to the same amount of funding already allocated. If this funding was not received, it would deplete the Council’s “risk reserves”, leaving limited reserves available to manage any risks that emerge in the short term;
- There is an even greater concern for the setting of budgets for 2021/22 across Councils, many of whom will use any available contingencies and reserves to offset the current year impact of Covid-19. In early March when the budget and MTFs was set, there was a £12m budget gap for 2021/22, with the likely additional loss of income (parking, new homes bonus, leisure) this gap is likely now to be nearly £20m. The ask of government for 2021/22 is:
  - an increase in core funding for Councils across the country, with the distribution focused on population and on adult social care costs;
  - greater flexibilities that the government could consider, for example flexibility in use of Right to Buy receipts, local use of Strategic Infrastructure Fund, more local flexibility on Social Care precept increases over future years;
  - Other areas for consideration include local autonomy over all council tax discounts, contributions to TFL for concessionary fares, pan-borough municipal bond and time-limited freedom to borrow for revenue funding.

- It is vitally important that Councils know what the overall funding envelope for 2021/22 is very soon, so the ask is for funding certainty for future years to be provided soon after the summer; and
- Finally, the Covid response has forced Health and Social Care to work in an integrated fashion more than any previous incentive or crisis. Much of this improved joint working and funding flow must remain in the future to support the seamless system upon which many residents rely.

## **Underpinning Financial Strategy**

1.5.21 The level of reserves previously retained for financial resilience ensured that the council was not put into immediate acute financial distress following this unprecedented financial shock and the statements can equally be applied to funding the required rebuilding of services as previously applied to transforming services. The existing Financial Strategy statements are as follows:

- The council will set a legal budget, balancing recurrent expenditure with estimated income within the medium term in order that the council has a sustainable financial position;
- The council will plan over a medium term of at least 3 years in order that the council is fully informed as to future scenarios and can prepare appropriate action;
- A level of sustainable reserves will be maintained, this will be defined by the Section 151 officer during the budget setting process, considering prevailing risks and opportunities. For 2020, this has been identified as £15m for general fund balance and £30m for earmarked non-ringfenced revenue reserves;
- The council will seek to build resilience to economic shocks and insulate from the requirement for sudden cuts to vital services;
- The council is happy to use reserves to invest in one-off investment or transformation requirements but not to the point of the organisation being in distress;
- The council will ensure we have sufficient funding for on-going transformation and long-term changes;
- The council will provide a realistic amount of funding to support increasing demand, quickly addressing ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- The council will achieve the best possible outcomes within the funding available;
- The council will ensure that budgets are aligned to our Corporate Plan objectives and that we will actively disinvest where this is not the case;
- The council will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised, and;
- The council will act lawfully and protect the integrity of regulations, ring fences and accounting rules.

## Setting the 2021-2025 Budget

- 1.5.22 The MTFS presented to Council in March 2020 displayed a balanced position for 2020/21, with a £36.830m gap anticipated for 2021-2025. At that point the expectation was that colleagues from across the council would review options to deliver savings or generate income to meet the remainder of this gap through working collaboratively across services to deliver the council's Corporate Priorities. Recommendations to bridge this gap were expected to be presented to future Policy & Resources Committee meetings to recommend to Full Council.
- 1.5.23 This has since been overtaken by events beyond the council's control and the MTFS has fundamentally changed following the Covid-19 pandemic. Some likely impacts can be estimated at this point, but others depend on variables which are still unknown.
- 1.5.24 We will need to build a MTFS which will include finding ways to adapt to the post Covid-19 ways of working including taking opportunities to embrace the level of change that has happened during the period of disruption. This can be delivered by reviewing our investment in borough infrastructure, through factoring in our learning into future versions of our growth strategy and by harnessing the skills and innovation of our workforce and community.
- 1.5.25 The revised process for budget setting will be aligned to the council's Covid-19 Recovery Plan. This recovery planning process includes 5 phases. The remodelling of the MTFS will be aligned to the boroughs recovery plan and ensure that the Long-Term Change phase delivers a balanced budget that allows for the investment needed to allow the borough to once again thrive.
- 1.5.26 The process for balancing the MTFS will be shaped around the councils four key priorities:
- **Thriving**  
Within this priority, investment will focus on how we deliver housing & development, town centres, employment & skills, infrastructure and support climate change initiatives.  
Long-term considerations: Building upon and continuing to reframe relationships with the community, businesses and the voluntary and community sector; understanding long-term impacts on development, land use and economy.
  - **Family Friendly**  
Within this priority, investment will focus on education, corporate parenting, help & protection services and parks.  
Long-term considerations: Continuing to transform operating models to meet community needs; identifying opportunities to reduce exclusion, improve educational outcomes and promote skills development through wider use of technology.
  - **Healthy**

This priority focuses on promoting independence, boosting physical activity, tackling domestic abuse, poverty & homelessness reduction and integrated health & social care.

Long-term considerations: Ongoing support for homeless and other vulnerable members of community; determining future of essential supplies hub; poverty reduction.

➤ Clean, Safe and Well Run

Within this priority the focus is StreetScene, customer services, enforcement, safer neighbourhoods and the protecting and generation of income.

Long-term considerations: Delivering long-term financial sustainability while recognising that council revenues may not return to pre-Covid-19 levels.

1.5.27 All of these workstreams will be delivered in line with the principles of the council's The Way We Work Phase II programme. Specifically, this involves maintaining a dynamic, skilled and flexible workforce through greater/different use of technology and other means; building on improved relationships with the VCS; greater use of insight and an increased emphasis on prevention.

1.5.28 The recovery planning process will be co-ordinated on a central basis by a core programme team. Each workstream is being led by a member of the core programme team or a member of the wider recovery group, drawn from relevant service areas. The split into workstreams will allow for the wide-ranging nature of the recovery process, while the core team will help to ensure alignment, integration and consistency of approaches.

#### New MTFS risks identified

1.5.29 The existing MTFS contained a number of risks, some of which are impacting on the council's position, some which remain risks and others whose potential impact is now deemed lower than when the budget was drafted. In addition to these there are a number of new risks that have emerged as a result of Covid-19. These are detailed below and work will be undertaken to mitigate these risks in the revised MTFS.

#### *New Homes Bonus*

1.5.30 At present it is unclear if and for how long the New Homes Bonus will continue in future years. The MTFS presented to March 2020 Council assumes that it will either continue or be replaced in value by an alternative mechanism.

1.5.31 The impact of the pandemic on the construction sector is currently unknown and the assumptions applied in the modelling present a worst case scenario for planning. The time period for the construction sector to 'catch-up' on delays is uncertain and therefore 3 and 5 years have been used for the purposes of modelling. Critical to modelling the impact of a recession will be realistic

assumptions about the extent that construction sector new home completions are delayed.

1.5.32 Modelling suggests that potentially the recession could substantially impact forecast growth-related income over the MTF5 period. The modelling suggests a reduction in New Homes Bonus as shown below based on a 3 and 5 year recessionary impact:

New Homes Bonus Income	2020-21	2021-22	2022-23	2023-24
Baseline growth model	£9,993,423	£11,236,573	£11,102,224	£13,687,597
3-year recessionary impact	£9,993,423	£8,435,386	£7,005,319	£10,265,867
5-year recessionary impact	£9,993,423	£8,435,386	£6,333,236	£7,985,019

1.5.33 The Planning Service will undertake the annual survey of completions and commencements in summer 2020, and therefore by early Autumn 2020 the baseline data about site commencements and completions can be updated with the new information.

#### *Community Infrastructure Levy*

1.5.34 Subdued development within the borough owing to economic factors will result in less CIL and s106 receipts for the council. This investment is critical in funding our capital programme, ensuring the infrastructure and assets that residents value are in place. Less receipts may lead to an increase in borrowing costs or viability issues for future projects.

#### *LIP Funding*

1.5.35 The TFL allocation of LIP Funding has not yet been confirmed; the initial local implementation funding (LIP) that was previously announced has been stopped as a result of COVID. It is not yet clear what the revised allocation will be, but it will be used to input social distancing measures and to fund some previous committed works.

1.5.36 Capital LIP works are still ongoing however this service is running at a risk as these works may not be fully funded. TFL claims need to be made on invoices in line with TFL financial guidance but, given the current conditions, these invoices may not be available until the end of the year or may not be received due to companies potentially not reopening.

1.5.37 The LIP core fee is still expected to be paid to RE in order to keep cash flow to suppliers in line with the Department for Transport guidelines which may not be reclaimable from TFL. Discussions are ongoing between RE, LBB and TFL to determine the level of LIP funding that will be allocated, and what this will be for. As a result of COVID there is a significant risk TFL funding won't be

available to cover these fees which would result in a pressure against managed budgets totalling £1.111m.

### *PWLB Borrowing*

1.5.38 The Government has launched a consultation regarding the PWLB and its future lending terms. This is primarily related to Local Authorities borrowing to purchase investment property to obtain rental income, rather than for local regeneration. The Government proposes to “develop a targeted intervention to stop this activity while protecting the crucial work that local government does on service delivery, housing, and regeneration”. The Government also intends to lower the PWLB borrowing rate (subject to market conditions) once a new system is introduced that addresses what it terms as the “debt-for-yield” issue. There is a risk that the council’s financial strategy could be impacted by the proposed changes although it should be noted that it is likely the current capital programme would be compliant with the changes currently being consulted upon.

### *School Transport*

1.5.39 As part of support measures that TFL have agreed with the Government, TFL have been asked to suspend free travel for children under 18. Under the Education Act 1996, local authorities are required to provide free transport for all pupils of compulsory school age if their nearest suitable school is:

- beyond 2 miles for under-8s
- beyond 3 miles for those aged between 8 and 16

1.5.40 TFL have expressed a view that any changes would come into effect at the start of the new academic year (September 2020). Officers have estimated an additional pressure of £3.4m as shown below:

- £1.7m: children with an Education and Health Care Plan (EHCP): families with a child with an EHCP could apply for/claim travel assistance on the basis that walking or taking public transport would be unsafe for their child/children. In addition, families on low incomes with a child on an EHCP could apply for support and might meet the criteria for travel assistance; and
- £1.7m: children who don’t have an EHCP. The estimated costs is based on the assumption that every child travelling over the statutory distance would have an automatic entitlement to travel support. In general, the council does not offer school places beyond the 2 / 3 mile statutory distance unless the parent has requested the school as a preference (in the majority of cases where children travel further out to access school, their parents have selected the school as their top choice). Even though the school was a choice of the parent, if free travel is withdrawn, we would have to assume responsibility for travel costs for these children as the parents would not have known this when they expressed their school choices. The estimate is based on Secondary Transfer and new Reception data for 2020/21.

## REASONS FOR RECOMMENDATIONS

- 1.5.41 The council's MTF5 sets out the estimated overall financial position of the council over a period of time. This report recommends the noting of actions officers are taking to address the issues resulting from the Covid-19 pandemic and the revised process for budget setting which will be aligned to the council's Covid Recovery Plan.
- 1.5.42 Ongoing budget maintenance in the form of virements and the allocation of contingency funds support strong financial management.
- 1.5.43 The revisions to the capital programme ensure that the council's financial planning accurately reflects what is happening with scheme delivery. This ensures that the council can make effective decisions on the deployment of its scarce resources.

## ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 1.5.44 The council could consider alternative options to allocate contingency funding however these could result in service delivery problems or fail to address structural budget deficits.
- 1.5.45 The alternative option to reducing the capital programme would be to make revenue reductions in order to fund the cost of borrowing.

## POST DECISION IMPLEMENTATION

- 1.5.46 Following approval of these recommendations, the budget changes will be processed in the financial accounting system.

## IMPLICATIONS OF DECISION

### Corporate Priorities and Performance

- 1.5.47 This supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out our vision and strategy for the next 5 years. This includes the **outcomes** we want to achieve for the borough, the **priorities** we will focus limited resources on, and our **approach** for how we will deliver this.
- 1.5.48 Our 3 outcomes for the borough focus on place, people and communities:
- a pleasant, well maintained borough that we protect and invest in;
  - our residents live happy, healthy, independent lives with the most vulnerable protected; and
  - safe and strong communities where people get along well



1.5.49 The approach for delivering on this is underpinned by four strands; ensuring residents get a fair deal, maximising on opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.

### **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

1.5.50 The report considers strategic financial matters and presents the current financial position of the council of the Covid-19 pandemic. It also presents the revised process for budget setting which will be aligned to the council's Covid Recovery Plan.

1.5.51 The council's financial regulations require that virements for allocation from contingency for amounts over £250,000 and capital programme additions must be approved by Policy and Resources Committee.

### **Social Value**

1.5.52 None applicable to this report, however the council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

### **Legal and Constitutional References**

1.5.53 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.

1.5.54 Under Section 114 of the Local Government Finance Act 1988, the chief finance officer (S151 Officer) of a relevant authority shall make a report under this section if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

1.5.55 Article 7 of the Council's Constitution sets out the terms of reference of the Policy and Resources Committee which include:

- Responsibility for strategic policy finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- To be responsible for the overall strategic direction of the Council including strategic partnerships, Treasury Management Strategy and internal transformation programmes.

- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

1.5.56 The council's financial regulations state that amendments to the revenue budget can only be made with approval as per the scheme of virement table below:

### Revenue Virements

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief 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 bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by 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

### Capital Virements

Policy and Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Financial Performance and Contracts Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

1.5.57 Article 4 sets out the role of Full Council “approving the strategic financing of the council upon recommendations of the Policy and resources committee, determination of financial strategy, approval of the budget, approval of the capital programme”.

### Risk Management

1.5.58 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.

The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.

1.5.59 The allocation of budgets from contingency seeks to mitigate financial risks which have materialised.

## **Equalities and Diversity**

1.5.60 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that policy and Resources Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

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

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

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

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

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

1.5.64 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- Tackle prejudice, and
- Promote understanding.

1.5.65 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

1.5.66 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.

1.5.67 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](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

### **Corporate Parenting**

1.5.68 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. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child.

1.5.69 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

### **Consultation and Engagement**

1.5.70 In terms of service specific consultations, the Council has a duty to consult on proposals to vary, reduce or withdraw services in the following circumstances:

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation.

- 1.5.71 Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equalities duties.
- 1.5.72 Consultation will take place on individual proposals linked to projects as they are developed, and the outcome of the consultation will need to feed into Committees as decision are taken.
- 1.5.73 The council will perform budget consultation during December 2019 through to January 2020. This consultation will cover any proposals to increase council tax together with seeking views on the council's budget overall.
- 1.5.74 There are no direct consultation implications from the decisions recommended within this report.

**Insight**

- 1.5.75 None in the context of this report.

## Background Papers

Committee	Item & Agenda	Link
Full Council 3 March 2020	Item 12.2 Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9956&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9956&amp;Ver=4</a>
Policy & Resources 19 February 2020	Item 7 Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9853&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9853&amp;Ver=4</a>
Policy & Resources 6 January 2020	Item 7 Business Planning 2020-25 and Budget Management 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=10084&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=10084&amp;Ver=4</a>
Policy & Resources 3 October 2019	Item 8 Business Planning 2020-25 and Budget Management 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9851&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9851&amp;Ver=4</a>
Policy & Resources 17 June 2019	Item 8 Business Planning 2020-24 and Budget Management 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9850&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9850&amp;Ver=4</a>
Full Council 5 March 2019	Item 11 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9456&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9456&amp;Ver=4</a>
Policy & Resources 20 Feb 2019	Item 8 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4</a>
Policy & Resources 11 December 2018	Item 8 Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9460&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9460&amp;Ver=4</a>

**Fees and Charges 2020/21**

Department: **Environmental health and Cem and Crem**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 1 Completion of Works	Environmental Health	To carry out work(s) in default of a notice recipient		All costs to be recorded on an hourly rate up to £87.14 from non compliance visit and charged accordingly	All costs to be recorded on an hourly rate up to £88.88 from non compliance visit and charged accordingly	£1.74	2.00%		
Re	EH 5 Housing Reports	Environmental Health	Inspection of house in multiple occupation and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£308 plus hourly rate up to £87.14 for revisits and/or additional advice.	£317 plus hourly rate of up to £88 for revisits and/or additional advice	£9.00	2.92%		
Re	EH 6 Housing Reports	Environmental Health	Housing Consultation fee	Each	£100 (additional hours charged – up to £61/hour)	£103 (additional fees charged over two hours at up to £62.61/hour)	£3.00	3.00%		
Re	EH 7 Housing Reports	Environmental Health	Rent Repayment Order Support Service	Each	£100 (additional hours charged – up to £61/hour)	£103 (additional fees charged over two hours at up to £62.61/hour)	£3.00	3.00%		
Re	EH 8 Housing Reports	Environmental Health	Inspection of single occupied dwelling and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£244 plus hourly rate up to £87.14 for revisits and/or additional advice	£253 plus hourly rate of up to £88.88 for revisits and/or additional advice	£9.00	3.69%		
Re	EH 9 Housing Reports	Environmental Health	HMO Set Up Advice Service	Each	£449 plus hourly rate up to £87.14 for revisits and/or additional advice	463 plus hourly rate of up to £88.88 for revisits and/or additional advice	£14.00	3.12%		
Re	EH 10 Housing Reports	Environmental Health	Fire risk assessment for standard HMO	Each	Up to £605 for a standard HMO plus hourly rate up to £87.14 for revisits and/or additional advice.	£617 for a standard HMO plus hourly rate of up to £88.88 for revisits and/or additional advice	£12.00	1.98%		
Re	EH 12 Housing Act	Environmental Health	Service of an Improvement Notice	Each	£503.00	£511.00	£8.00	1.59%		
Re	EH 13 Housing Act	Environmental Health	Service of a Suspended Improvement Notice	Each	£503.00	£511.00	£8.00	1.59%		
Re	EH 14 Housing Act	Environmental Health	Service of a Prohibition Order	Each	£431.00	£444.00	£13.00	3.02%		
Re	EH 15 Housing Act	Environmental Health	Service of a Suspended Prohibition Order	Each	£431.00	£444.00	£13.00	3.02%		
Re	EH 16 Housing Act	Environmental Health	Service of an Emergency Prohibition Order	Each	£431.00	£444.00	£13.00	3.02%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 17 Housing Act	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works up to hourly rate of £88.88	N/A	N/A		
Re	EH 18 Housing Act	Environmental Health	Taking Emergency Remedial Action	Each	£432 plus the cost of work	£446 plus the cost of work	£14.00	3.24%		
Re	EH 19 Housing Act	Environmental Health	Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs up to £51.00/hour.	N/A	N/A		
Re	EH 20 Housing Act	Environmental Health	Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs up to £51.00/hour.	N/A	N/A		
Re	EH 21 Housing Act	Environmental Health	Add on fee to notice/order cost if legal advice is obtained e.g. to interpret leasehold/freehold responsibilities	Each	Actual cost plus administration costs.	Actual cost plus administration costs up to £51.00/hour.	N/A	N/A		
Re	EH 22 Housing Act	Environmental Health	Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs up to £51.00/hour.	N/A	N/A		
Re	EH 24 Housing Act	Environmental Health	Review of Suspended Prohibition Order	Each	£323.00	£330.00	£7.00	2.17%		
Re	EH 25 Housing Act	Environmental Health	Review of Suspended Improvement Notice	Each	£321.00	£325.00	£4.00	1.25%		
Re	EH 26 Housing Act	Environmental Health	Hazard Awareness Notice	Each	£296.00	£300.00	£4.00	1.35%	Fee to be waived where there is evidence of financial hardship provided	
Re	EH 51 Mandatory HMO Licensing	Environmental Health	HMO Licensing pre inspection refund (to cover preliminary administration costs)	Each licence	Fee 2 will not be charged and a refund will be considered if a property has not been inspected. £57 will be retained of Fee 1 to cover the Council's administrative costs.	Fee 2 will not be charged and a refund will be considered if a property has not been inspected. £59 will be retained of Fee 1 to cover the Council's administrative costs.	£2.00	3.51%		
Re	EH 52 Mandatory HMO Licensing	Environmental Health	HMO Licensing post inspection, where no paperwork is drafted refund (to cover preliminary administration costs and inspecting officer costs)	Each licence	Fee 2 will not be charged. £272 will be retained of Fee 1 to cover the Council's administrative costs.	Fee 2 will not be charged. £282 will be retained of Fee 1 to cover the Council's administrative costs.	£10.00	3.68%		
Re	EH 53 Mandatory HMO Licensing	Environmental Health	HMO Licensing post inspection refund when the property is found not to be licensable (to cover preliminary administration costs and inspection)	Each licence	Fee 2 will not be charged. £164 will be retained of Fee 1 to cover the Council's administrative costs.	Fee 2 will not be charged. £170 will be retained of Fee 1 to cover the Council's administrative costs.	£6.00	3.66%		
Re	EH 55 Mandatory HMO Licensing	Environmental Health	HMO Licensing additional fee for failure to pay 2nd HMO licensing fee within 48 hours of request	Each licence	£15 on top of Fee 2	£15.50 on top of Fee 2	£0.50	3.33%		
Re	EH 81 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	New	Each	£105 application fee £395 licence fee	£105 application fee £410 licence fee	£15.00	3.00%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 82 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	Renewal	Each	£105 application fee £385 licence fee	£105 application fee £400 licence fee	£15.00	3.06%		
Re	EH 86 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	New licence	Each	£105 application fee £230 licence fee	£245 Application fee £100 licence	£10.00	2.99%		
Re	EH 87 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	Renewal licence	Each	£105 application fee £180 licence fee	£195 application £100 licence fee	£10.00	3.51%		
Re	EH 108 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - New Application	Each	Fee 1 £125 plus inspection fee 2 Annual fee £150	Fee 1 £129 plus inspection fee 2 Annual fee £155	£4.00	3.20%		
Re	EH 110 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Transfer	Each Applica tion	£125.00	£129.00	£4.00	3.20%		

This page is intentionally left blank



## Policy and Resources Committee

<b>Title</b>	<b>Discretionary Small Business Support Grant post-decision scrutiny</b>
<b>Report of</b>	Chairman of Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A - Discretionary Business Support Grant Policy delegated powers report. Appendix B – Discretionary Business Support Grant Policy Appendix C – Government Guidance
<b>Officer Contact Details</b>	Anita.Vukomanovic@barnet.gov.uk 020 8359 7034

### Summary

In response to the Coronavirus pandemic, the Urgency Committee on the 27<sup>th</sup> April 2020 provided delegation to Chief Officers (in consultation with the relevant Committee Chairmen) to take decisions on business-critical matters normally reserved to theme committees. The Committee resolved that any and all such decisions taken, shall be reported back to the relevant Committee for post-decision scrutiny.

# Officers Recommendations

**1. To note the decisions taken by Chief Officers via delegated powers in response to the Coronavirus Pandemic or related matters.**

## **1. WHY THIS REPORT IS NEEDED**

1.1 The Urgency Committee on the 27<sup>th</sup> April 2020, provided delegation to Chief Officers (in consultation with relevant Theme Committee Chairman) to take decisions within the remit of that Committee, that needed to be taken in response to the Coronavirus pandemic or other related matters. The Committee resolved that any and all such decisions taken, shall be reported back to the relevant Committee for post-decision scrutiny. This report is pursuant to that requirement.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 In response to the recommendations agreed by the Urgency Committee on the 27<sup>th</sup> April 2020.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 None.

## **4. POST DECISION IMPLEMENTATION**

4.1 N/A.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 During the emergency period where the Council have moved to delivering critical services only and undertake additional responsibilities required by Government, the Council will aim to continue to deliver as many elements of the Corporate Plan (Barnet 2024) as possible.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 As outlined in the Delegated Powers Report attached as an appendix.

### **5.3 Social Value**

5.3.1 As outlined in the Delegated Powers Report attached as an appendix.

### **5.4 Legal and Constitutional References**

5.4.1 The council's Constitution, Article 7 Committees, Forums, Working Groups and

Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including: Treasury management Local taxation; Insurance; Corporate procurement; Grants; Writing-off debt; Virements; Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

5.4.2 The Urgency Committee on the 27<sup>th</sup> April 2020 provided delegation to Chief Officers (in consultation with relevant Theme Committee Chairman) to take decisions within the remit of that Committee, that needed to be taken in response to the Coronavirus pandemic or other related matters.

5.4.3 Chief Officers making decisions using the delegations approved via the Urgency Committee report need to record all decisions via a Delegated Powers Report. Decisions should record that consultation has taken place with the relevant Chairman with a copy of the report published to the Council's website and circulated to members of the relevant committee for information.

## 5.5 Risk Management

5.5.1 Regularising emergency decisions taken and providing a delegation to officers to decide matters normally reserved to committees enables the business of the Council to continue whilst maintain the appropriate level of Member oversight and decision recording.

## 5.6 Equalities and Diversity

5.6.1 In making these decisions officers have had regard to the public-sector equality duty. Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that decision makers have regard to the statutory grounds in the light of all available material.

## 5.7 Corporate Parenting

5.7.1 As outlined in the Delegated Powers Report attached as an appendix.

## 5.8 Consultation and Engagement

5.8.1 As outlined in the Delegated Powers Report attached as an appendix.

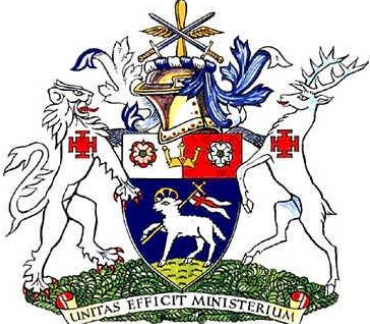
## 5.9 Insight

5.9.1 N/A

## 6. **BACKGROUND PAPERS**

6.1 Urgency Committee 27<sup>th</sup> April 2020, Approval of Emergency Decisions and Delegation to Chief Officers report:

<https://barnet.moderngov.co.uk/documents/s58641/Urgency%20Committee%20-%20Emergency%20Decisions%20Final.pdf>

	<h2>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</h2>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Discretionary Small Business Support Grant</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Chief Executive</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A – Discretionary Business Support Grant Policy Appendix B – Government Guidance</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Allan Clark – Head of Finance: Exchequer (Finance Service) 020 8359 2824 <a href="mailto:allan.clark@barnet.gov.uk">allan.clark@barnet.gov.uk</a></p> <p>Jamie Robinson – Head of Business Employment and Skills 020 8359 <a href="mailto:jamie.Robinson@Barnet.gov.uk">jamie.Robinson@Barnet.gov.uk</a></p>

## Summary

This report proposes to implement a temporary discretionary grant scheme in response to additional funding being provided by the Secretary of State for Business, Energy & Industrial Strategy in response to the Covid-19 pandemic.

The total value of this scheme is £3.270m and is targeted at small businesses with liabilities they are unable to meet without support from the scheme.

The policy underpinning the decision is in Appendix A and it is written to deliver maximum benefit to the small and micro businesses operating within the Barnet area.

## **Decisions**

- 1. To approve the policy within Appendix A to this report.**
- 2. To delegate authority to the Director of Finance (S151) to review and alter the policy and administration of the scheme as necessary to meet local requirements.**
- 3. To delegate authority to either the Deputy Chief Executive, Director of Finance (S151), Head of Business, Employment and Skills or Head of Finance: Exchequer to make decisions to award grants within the terms of the policy.**
- 4. To note the grant value of £3.27m and its disbursal under the policy at Appendix A.**



## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Government announced a new discretionary grants scheme for small businesses (not eligible for other Covid-19 related financial assistance) to be allocated to local authorities to disburse using local indicators to generate the best outcomes during the response to COVID-19.
- 1.2 Government have provided Barnet Council with funding totalling £65.405m for the Small Business Grants and Retail, Hospitality and Leisure Grants Fund. New Government guidance has confirmed that 5% of this allocation can be utilised to provide grants to a further group of businesses. If the original grant is under utilised, the Council should use these surplus funds up to a limit of 5%, which amounts to £3.270m. If the Council has fully utilised its original grant, the Government will provide an additional sum up to 5% of the original grant.
- 1.3 The Council has designed a policy to administer the scheme, attached at Appendix A. The Government guidance provided as a framework for local authorities is attached at Appendix B.

## **2. REASONS FOR DECISION**

- 2.1 Government has announced the scheme as part of the response to COVID-19. To ensure Barnet can administer the scheme and disburse monies to eligible businesses the policy requires approval and delegated authority for the Director of Finance (S151) to make alternations to the policy to allow for a nimble response to local situations. The ability to alter the policy will also allow the Council to bring its policy in line with other London Boroughs where appropriate. This decision has been taken in line with Government requirements.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 No alternatives have been considered. This is the result of Government guidance and a need to ensure a swift response to support our local small and micro businesses which had no access to previous funding for COVID-19 hardship.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 A team will be established within the Economic Development team to administer these grants.
- 4.2 Communications will be issued to promote this new scheme and encourage applications.
- 4.3 A web form will be made available on Barnet's website to enable businesses to apply.
- 4.4 A dedicated email address will be created to administer applications and ensure enquiries and support is not sent to other areas supporting the response to COVID-19.

4.5 The policy will be reviewed by the Director of Finance (S151) two weeks after launch to ensure the grants are reaching those businesses most in need. Any amendments to the policy will be recorded by a Chief Officer Decision and the updated policy will be published online.

4.6 Expenditure against the grant will be monitored and the Director of Finance (S151) will receive weekly updates on levels of use and a forecast of when the grant is likely to be exhausted.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 In addition to helping support businesses during the current Coronavirus pandemic, this funding helps to deliver the council's wider goals, as set out in the Corporate Plan and Growth Strategy. Specifically:

- Supporting local businesses to thrive
- Ensuring the council delivers its services in a way that supports businesses
- Delivering high quality workspace
- Building on existing strengths to create a thriving evening economy

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The total expenditure should equal 5% of the Government grant allocation for Covid 19 related business grants. This amounts to £3.270m. As such there is not an expectation that there will be a revenue pressure arising from the disbursement of the funding. The Government guidance has also confirmed that it will fund delivery costs and New Burdens costs.

5.2.2 If the Council has fully utilised its business grant allocation, the Government will top up this funding by 5% to meet the costs of the discretionary grants policy. As such, any unexpected pressures will need to be contained within existing resources.

5.2.3 The disbursement of funding is not anticipated to materially impact on the current MTFs and strategic financial direction of the Council. The disbursement of the funding will support the local economy and ensure the local taxation base remains stable into recovery from COVID-19. As such it represents value for money on both a tactical and strategic level.

5.2.4 Staffing requirements to administer the grant will be obtained from the staff redeployment pool.

5.2.5 IT will provide a webform and email address to facilitate the delivery of the grant scheme.

5.2.6 There are no expected implications arising for Property or Sustainability.

### **5.3 Social Value**

5.3.1 The decisions taken within this report will provide financial support, in line with

Government requirements, to local businesses in financial hardship and unable to obtain support from other schemes. These businesses provide employment opportunities to Barnet residents and may grow to be able to offer apprenticeships and local offers to increase social value in the borough.

## 5.4 Legal and Constitutional References

5.4.1 The Council has the power under s.1 Localism Act 2011 to make certain decisions. This includes the power to award grants subject to existing rules and restrictions. For example, the grants policy must not contravene state aid rules. The Government guidance provides detail of how small business grants can be provided within the de minimus thresholds to avoid such contravention. The grant has been provided to the Council in accordance with s.31 of the Local Government Act 2003. The Government has provided guidance which should be taken into account in setting the discretionary business grants policy, however local authorities should take account of local circumstances and collaborative with other authorities in determining its own policy.

5.4.2 The Urgency Committee on 27 April 2020 agreed to: “Delegate authority to Chief Executive in consultation with the Chairman of the Policy & Resources Committee any decisions within the remit of that committee that need to be taken in response to the Coronavirus pandemic or other related matters, or in response to directions given by HM Government, London Strategic Coordination Group and London Local Authority Gold. In the event of the Chairman’s absence, the Committee Vice-Chairman shall be consulted. Any and all such decisions shall be reported back to Committee for post-decision scrutiny.” The funding has been received from the Government in relation to the Coronavirus pandemic and this delegated powers report details the policy required to support local implementation. Consultation with the Chairman of the Policy & Resources Committee has taken place and this decision will be reported to that Committee for post-decision scrutiny.

## 5.5 Risk Management

5.5.1 No risks have been identified in this report.

## 5.6 Equalities and Diversity

5.6.1 The Equality Act 2010, section 149, outlines the provisions of the Public Sector Equality Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- advance equality of opportunity between people who share a relevant protected characteristic and people who do not
- foster good relations between people who share a relevant protected characteristic and people who do not

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

The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the

delivery of services.

As this grant is being provided to support businesses it is not believed that this decision will negatively impact any protected group. The aim of the policy is to support a wider group of small businesses within the Barnet area. It is anticipated that this will provide equality of opportunity and foster good relations between people with different protected characteristics. Small businesses are run by individuals from a variety of ethnic groups and ages and often provide essential services and employment opportunities for the local community. For this reason, it is likely that this policy will have a positive impact from an equality perspective.

## **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. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does.

5.7.2 It is not believed that the decisions within this report will negatively impact on our most vulnerable or the needs of children.

## **5.8 Consultation and Engagement**

5.8.1 The need to move quickly with these measures in response to the outbreak has meant there is no time to consult on these matters.

5.8.2 The Council has however engaged with the West London Alliance and Federation for Small Business on the design of its scheme.

## **5.9 Insight**

5.9.1 Not Applicable

## **6 BACKGROUND PAPERS**

6.1 Government guidance on the creation of this policy is contained within Appendix B

## **7. DECISION TAKER'S STATEMENT**

7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision-making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations. The decision is compliant with the principles of decision making in Article 10 of the constitution.*

**Chief Officer: John Hooton, Chief Executive**

**Signed:**

A handwritten signature in black ink, appearing to read 'John Hooton', written in a cursive style.

**Dated:**

**29 May 2020**

## REPORT CLEARANCE CHECKLIST

*(Removed prior to publication and retained by Governance Service)*

*Note: All delegated powers reports must be cleared by the appropriate Senior Officer, Legal, Finance and Governance as a minimum. Report authors should also engage with subject matter experts from other service areas where this is required (e.g. procurement, equalities, risk, etc.). The name and date that the officer has cleared the report must be included in the table below or the report will not be accepted.*

**Legal, Finance and Governance require a minimum of 5 working days to provide report clearance. Clearance cannot be guaranteed for reports submitted outside of this time.**

**AUTHOR TO COMPLETE TABLE BELOW:**

Who	Clearance Date	Name
Senior Officer		
HB Public Law	26/05/2020	Sarah Wilson
Finance	27/05/2020	Ashley Hughes
Governance	26/05/2020	Andrew Charlwood

# Discretionary Business Support Grant

## Introduction

In response to Covid-19, the government previously announced that there would be support for small businesses, and businesses in the retail, hospitality and leisure sectors, delivered through the Small Business Grant Fund and the Retail, Leisure and Hospitality Grant Fund. Additional funding has also been made available to businesses in other sectors and self-employed individuals.

On 1<sup>st</sup> May 2020, the Secretary of State for Business, Energy and Industrial Strategy announced a discretionary grant fund for local authorities to support businesses impacted by Covid-19 in their area. The London Borough of Barnet has named this 'Discretionary Business Support Grant'.

The scheme is due to run for the 2020/21 financial year only. The level of funding being made available to Barnet-based businesses by Government is £3,270,250.

This additional fund is aimed at small businesses who were not eligible for the Small Business Grant Fund or the Retail, Leisure and Hospitality Fund. The fund is intended to help cover fixed costs faced by businesses where they can demonstrate that they cannot meet these.

## Discretionary Business Support Grant Policy

### **Eligibility criteria**

In accordance with Government guidance, the London Borough of Barnet has set the following eligibility criteria. To qualify for support from this scheme, businesses must be able to demonstrate that they meet **all** of the conditions below.

- The Business must be a private enterprise trading as self-employed/sole trader, partnership or Limited Company.
- The Business must have ongoing, fixed building-related costs.
- The Business must be either a small or micro business (see below for definitions).
- The Business must have been trading on 11<sup>th</sup> March 2020.
- The Business must be able to demonstrate that it has suffered a fall in income of 50% or more due to the Covid-19 crisis.
- The Business must have a principal trading address within the London Borough of Barnet administrative area.

The London Borough of Barnet has a high proportion of small and micro businesses. To ensure that the discretionary grants are best suited to the local context and that available funding reaches more businesses, the council has limited the grant at £10,000. There are three levels of grant funding available to businesses: £10,000, £7,500 and £5,000.

Businesses can only receive a maximum of one grant, this applies even if they have multiple properties.

In addition to meeting the criteria above, eligibility for each funding level is as follows:

£10,000 grants	Businesses with a Rateable Value between £15,000 and £51,000 per annum that are not eligible for other grants.  <b>OR</b>  Businesses that do not pay Business Rates but which have an annual rent or mortgage payment between £15,000 and £51,000.
£7,500 grants	Businesses with a Rateable Value of £14,999 or less per annum that are not eligible for other grants.  <b>OR</b>  Businesses that do not pay Business Rates but which have an annual rent or mortgage payment between £5,000 and £14,999.
£5,000 grants	Micro businesses that do not qualify for a higher level of grant funding.

### Definition of small and micro business

To be a small business, under the Companies Act 2006, a business must satisfy two or more of the following requirements in a year:

- Turnover: Not more than £10.2 million
- Balance sheet total: Not more than £5.1 million
- Number of employees: a headcount of staff of less than 50

To be a micro business, under the Companies Act 2006, a business must satisfy two or more of the following requirements:

- Turnover: Not more than £632,000
- Balance sheet total: Not more than £316,000
- Number of employees: a headcount of staff of not more than 10

### Exclusions

This grant funding is for businesses that are **not eligible** for other support schemes regardless of whether or not they have applied for or received such funding. Businesses which have received cash grants from any central government Covid-19-related scheme are ineligible for funding from the Discretionary Grants Fund. This applies even where the grant eligibility is for a separate property that the business may operate out of. Such grant schemes include but are not limited to:

- Small Business Grant Fund



- Retail, Hospitality and Leisure Grant
- The Fisheries Response Fund
- Domestic Seafood Supply Scheme (DSSS)
- The Zoos Support Fund
- The Dairy Hardship Fund

Companies that are in administration, are insolvent or where a striking-off notice has been made are not eligible for funding under this scheme.

Self-employed individuals that work primarily from home and do not have additional ongoing, fixed building-related costs outside of their residential property costs will not be eligible for funding.

Businesses that have a registered address in the London Borough of Barnet but are neither based nor trade in the borough.

Businesses that have applied for the Coronavirus Job Retention Scheme **are eligible** to apply for this scheme.

Businesses who eligible for the Self-Employed Income Support Scheme **are eligible to apply for this scheme.**

In the unlikely event the business has received a significant amount of public funding then EU State Aid limitations may apply.

### **Application Process**

Applications must be made online via the council’s website and will include agreement that the applicant consents to all stipulated declarations. All applications must be supported by enough evidence to confirm that they meet the relevant criteria.

The list below provides examples of the types of evidence that will be acceptable. Please note, this list is not exhaustive and other forms of evidence will be accepted at the discretion of council officers.

Grants will only be paid when all eligibility criteria have been suitably evidenced.

<b>Criteria</b>	<b>Examples of acceptable evidence</b>
The Business must be a private enterprise trading as self-employed/sole trader, partnership or Limited Company	Companies House listing  Confirmation of self-employed status from HMRC
The Business must have ongoing, fixed building-related costs	A copy of the lease or licence for your premises showing the premises address  Evidence of rental payments  Utility bills e.g. electricity, telephone/internet
The Business must be either a small or micro business	Bank account statements

	<p>Payroll information</p> <p>Copy of filed accounts</p> <p>Self Assessment tax returns</p>
The Business must have been trading on 11th March 2020	<p>A copy of your company's February and March bank statements, showing the name, address and account details with <u>no transactions redacted</u>. This will be the account that funds are paid into.</p> <p>Invoices for the purchase of stock or services related to your business for February and March</p>
The Business must be able to demonstrate that it has suffered a significant fall in income due to the Covid-19 crisis	<p>A copy of the businesses' accounts or a copy of your self-assessment tax return for the last year</p> <p>A copy of your most recent management accounts or trading summary showing turnover figures</p> <p>Bank Statements for at least 12 months or if you have not been trading this length of time – bank statements since you started trading.</p>
The Business must have a principal trading address within the London Borough of Barnet administrative area	<p>A copy of the lease, licence or utility bills for your premises showing the address</p>
One form of identity documentation for the named applicant	<p>Passport</p> <p>Driver's licence</p>

Note that a single piece of evidence may be used to demonstrate more than one criterion.

### **Determination of applications**

Applications will be considered by a dedicated review team, overseen by the Economic Development team, and a recommendation will be made to a senior officer for approval.

Any award will be at the absolute discretion of any of the following and their decision will be final.

1. Head of Business, Employment and Skills
2. Head of Finance: Exchequer
3. Deputy Chief Executive
4. Director of Finance

## **Policy review**

To ensure that the Discretionary Business Support Grant reaches those businesses most in need, this policy will be reviewed by the Director of Finance two weeks after launch, following which the council reserves the right to modify eligibility criteria and funding thresholds.

## **Combatting fraud**

In order to ensure that Discretionary Small Business Support Grant is not subject to potential abuse, all submitted applications will require a statutory declaration of truth, a statement regarding data processing and a recovery of funds statement. This declaration allows for the council, through the Corporate Anti-Fraud Team, to carry out pre-payment checks in order to give greater assurance that the funds are being claimed correctly. Furthermore, the declaration carries warnings which further allow the Council to consider taking criminal action against persons who have been found to have deliberately made false applications for the funding. It also allows for the recovery of funds which have been paid which should not have been.

## **The award**

It is intended that all applications will be processed within eight working days of receipt of all required evidence and payments will be made via BACS only.

As funding is limited, it will be awarded to eligible businesses on a first-come-first-served basis. The council cannot commit to funding eligible businesses once all available government funding has been allocated.

## **Other information**

Grant income received by a business is taxable therefore funding paid under the Local Authority Discretionary Grants Fund will be subject to tax. However, only businesses which make an overall profit once grant income is included will be subject to tax.

This page is intentionally left blank



Department for  
Business, Energy  
& Industrial Strategy

# Grant Funding Schemes

Local Authority Discretionary Grants Fund –  
guidance for local authorities



© Crown copyright 2020

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](https://nationalarchives.gov.uk/doc/open-government-licence/version/3) or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: [psi@nationalarchives.gov.uk](mailto:psi@nationalarchives.gov.uk).

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

Any enquiries regarding this publication should be sent to us at: [enquiries@beis.gov.uk](mailto:enquiries@beis.gov.uk)

---

# Contents

About this guidance	4
Introduction	4
How will the grants be provided?	4
How much funding will be provided to businesses?	5
Who will benefit from these schemes?	6
Eligibility	7
Who will receive this funding?	8
Will these grant schemes be subject to tax?	8
Managing the risk of fraud	8
Post event assurance	8
Monitoring and reporting requirements	9
State aid	9
Annex A: Post-payment reporting	11
Annex B: State aid – Sample paragraphs that could be included in letters to grant recipients	12

## About this guidance

1. This guidance is intended to support local authorities in administering the Local Authority Discretionary Grants Fund announced on 1 May 2020. This guidance applies to England only.
2. This guidance sets out the criteria which local government should consider as they manage the Local Authority Discretionary Grants Fund. This does not replace [existing guidance](#) for the Small Business Grant Fund (SBGF) or the Retail Hospitality and Leisure Grant Fund (RHLGF).
3. Local authority enquiries on this measure should be addressed to [businessgrantfunds@beis.gov.uk](mailto:businessgrantfunds@beis.gov.uk). Businesses seeking information should refer to their local authority for further information on their discretionary scheme.

## Introduction

4. In response to the Coronavirus, COVID-19, the government announced there would be support for small businesses, and businesses in the retail, hospitality and leisure sectors, delivered through the Small Business Grant Fund and the Retail, Leisure and Hospitality Grant Fund.
5. This additional fund is aimed at small and micro businesses who were not eligible for the Small Business Grant Fund or the Retail, Leisure and Hospitality Fund.

## How will the grants be provided?

6. Local authorities will be responsible for delivering grants to eligible businesses. Section 1 of the Localism Act 2011 provides all local authorities with the vires to make these payments.
7. The cost to local authorities of these grant payments will be met in one of two ways:
  - Where they have or plan to spend all of the grants fund allocation for the Small Business Grants Fund and Retail, Hospitality and Leisure Grants Fund, they will receive an additional payment of 5% of their funding allocation (using a grant under section 31 of the Local Government Act 2003).
  - Local authorities that, having taken all reasonable steps to provide grants to eligible businesses for the Small Business Grants Fund and/or the Retail, Hospitality and Leisure Grants Fund, still have unspent initial grants funds allocation, will fund the grants from this unspent residual. Local authorities with a projected underspend of more than 5% cannot allocate awards above their 5% threshold.
8. In either case, we will continue to monitor each local authority's spend performance for the Small Business, Retail, Hospitality and Leisure Grants Funds and the Local Authority Discretionary Grants Fund and ensure they have sufficient funding and the correct 5% cap for the Discretionary Grants Fund and will top up funding where necessary.



9. We will use the data return from local authorities of Monday 4th May 2020, which includes a projection of spend totals for the Small Business and Retail, Hospitality and Leisure Grants Funds, as the baseline for calculating either:
  - The 5% funding envelope that each local authority can utilise to meet the costs of this discretionary grants scheme, where they have residual funding available;
  - Or, the allocation of the additional amount of grant to be paid to those local authorities expecting to have no residual funding or not enough residual funding from the initial allocation of Small Business and Retail, Hospitality and Leisure Grants Funds.
10. This is a baseline to provide the fixed minimum 5% allocation for each local authority, to give certainty. We do not want to penalise local authorities that subsequently manage to achieve a higher number of business hereditaments supported and grants awarded; their 5% allocation will be adjusted upwards.
11. We are committed to meeting the delivery costs to local authorities for this scheme and will meet associated New Burdens costs.
12. Local authorities that will be responsible for making payments to businesses and which will receive funding from government are billing authorities in England.
13. This grant scheme widens access to support to businesses who are struggling to survive due to the Corona virus shutdown but are unable to access other grant funding. Local authorities should make payments as quickly as possible to support struggling businesses. We anticipate that the first payments made under the scheme will be received by businesses by early June.

## How much funding will be provided to businesses?

14. Local authorities may disburse grants to the value of £25,000, £10,000 or any amount under £10,000. The value of the payment to be made to a business is at the discretion of the local authority.
15. Grants under the Local Authority Discretionary Grants Fund are capped at £25,000.
16. The next level payment under the Local Authority Discretionary Grants Fund is £10,000.
17. Local authorities have discretion to make payments of any amount under £10,000. It will be for local authorities to adapt this approach to local circumstances, such as providing support for micro-businesses with fixed costs or support for businesses that are crucial for their local economies. We expect that payments of under £10,000 may be appropriate in many cases.
18. In taking decisions on the appropriate level of grant, local authorities may want to take into account the level of fixed costs faced by the business in question, the number of employees, whether businesses have had to close completely and are unable to trade online and the consequent scale of impact of COVID-19 losses.
19. Bearing in mind the above, local authorities should set out clear criteria for determining the appropriate level of grant to give businesses clarity.

## Who will benefit from these schemes?

20. These grants are primarily and predominantly aimed at:
- Small and micro businesses, as defined in Section 33 Part 2 of the Small Business, Enterprise and Employment Act 2015 and the Companies Act 2006.
  - Businesses with relatively high ongoing fixed property-related costs
  - Businesses which can demonstrate that they have suffered a significant fall in income due to the COVID-19 crisis
  - Businesses which occupy property, or part of a property, with a rateable value or annual rent or annual mortgage payments below £51,000.
21. To be a small business, under the Companies Act 2006, a business must satisfy two or more of the following requirements in a year—
- Turnover: Not more than £10.2 million
  - Balance sheet total: Not more than 5.1 million
  - Number of employees: a headcount of staff of less than 50
22. To be a micro business, under the Companies Act 2006, a business must satisfy two or more of the following requirements—
- Turnover: Not more than £632,000
  - Balance sheet total: Not more than £316,000
  - Number of employees: a headcount of staff of not more than 10
23. We want local authorities to exercise their local knowledge and discretion and we recognise that economic need will vary across the country, so we are setting some national criteria for the funds but allowing local authorities to determine which cases to support within those criteria.
24. We are asking local authorities to prioritise the following types of businesses for grants from within this funding pot:
- Small businesses in shared offices or other flexible workspaces. Examples could include units in industrial parks, science parks and incubators which do not have their own business rates assessment;
  - Regular market traders with fixed building costs, such as rent, who do not have their own business rates assessment;
  - Bed & Breakfasts which pay Council Tax instead of business rates; and
  - Charity properties in receipt of charitable business rates relief which would otherwise have been eligible for Small Business Rates Relief or Rural Rate Relief.

25. The list set out above is not intended to be exhaustive but is intended to guide local authorities as to the types of business that the government considers should be a priority for the scheme. Authorities should determine for themselves whether particular situations not listed are broadly similar in nature to those above and, if so, whether they should be eligible for grants from this discretionary fund.
26. Where limits to funding available for this scheme require local authorities to prioritise which types of businesses will receive funding, it will be at the local authorities discretion as to which types of business are most relevant to their local economy. There will be no penalty for local authorities because of their use of discretion to prioritise some business types.
27. Local authorities should set out the scope of their discretionary grant scheme on their website, providing clear guidance on which types of business are being prioritised, as well as the rationale for the level of grant to be provided (either £25,000, £10,000 or less than £10,000).
28. Local authorities may wish to consider collaborating as they design their discretionary schemes to ensure there is consistency where they are working across a functional economic area (e.g. a Mayoral Combined Authority or Local Enterprise Partnership area) and may want to engage with MCAs and LEPs to ensure alignment and reduce duplication with other local discretionary business grants that may have been established.

## Eligibility

29. This grant funding is for businesses that are not eligible for other support schemes. Businesses which are eligible for cash grants from any central government COVID-related scheme (apart from SEISS) are ineligible for funding from the Discretionary Grants Fund. Such grant schemes include but are not limited to:
  - Small Business Grant Fund
  - Retail, Hospitality and Leisure Grant
  - The Fisheries Response Fund
  - Domestic Seafood Supply Scheme (DSSS)
  - The Zoos Support Fund
  - The Dairy Hardship Fund
30. Businesses who have applied for the Coronavirus Job Retention Scheme are eligible to apply for this scheme.
31. Businesses who are eligible for the Self-Employed Income support scheme (SEISS) are eligible to apply for this scheme as well.
32. Only businesses which were trading on 11 March 2020 are eligible for this scheme.
33. Companies that are in administration, are insolvent or where a striking-off notice has been made are not eligible for funding under this scheme.

## Who will receive this funding?

34. It is recognised that local authorities will need to run some form of application process.
35. This will allow local authorities to undertake proportionate pre-payment checks to confirm eligibility relative to their local scheme and to allow each local authority to determine how to use its discretion in relation to the appropriate level of grant. Prepayment checks must include confirming that by accepting payments recipients are in compliance with State aid rules.
36. Local authorities must use their discretion in identifying the right person to receive this funding, based on their application process.
37. The local authority must call or write to the business, stating that by accepting the grant payment, the business confirms that they are eligible for the grant scheme, including that any payments accepted will be in compliance with State aid requirements. Suggested wording for State aid declarations is included at [Annex B](#).

## Will these grant schemes be subject to tax?

38. Grant income received by a business is taxable therefore funding paid under the Local Authority Discretionary Grants Fund will be subject to tax.
39. Only businesses which make an overall profit once grant income is included will be subject to tax.

## Managing the risk of fraud

40. The government will not accept deliberate manipulation and fraud - and any business caught falsifying their records to gain grant money will face prosecution and any funding issued will be subject to claw back, as may any grants paid in error.
41. The government Grants Management Function and Counter Fraud Function will make their digital assurance tool, Spotlight, available to local authorities, and will offer support in using the tool and interpreting results. Alongside other checks conducted by local authorities, the tool can help with pre-payment and post payment assurance. We also want local authorities to work with us and each other in identifying and sharing good practice, including protecting eligible businesses which may be targeted by fraudsters pretending to be central or local government or acting on their behalf.

## Post event assurance

42. Post payment, the government Grants Management Function and Counter Fraud Function will support local authorities to carry out post-event assurance work to identify high risk payments.

## Monitoring and reporting requirements

43. Local authorities will be required to report on their progress in developing and delivering the Local Authority Discretionary Grant Fund weekly to BEIS alongside the existing reporting on the Small Business Grants Fund and Retail, Hospitality and Leisure Grants Fund. Criteria for local authority schemes must be published and shared with BEIS.
44. Once the scheme is developed and payments are made, reports from June onward will cover:
  - Numbers of businesses provided £25,000 grants
  - Numbers of businesses provided £10,000 grants
  - Numbers of businesses provided less than £10,000 grants
  - Total funding paid out in relation to the discretionary grant scheme paying less than £10,000
  - Expected date of completion of all grant payments to businesses
  - Issues encountered in implementing the scheme to allow BEIS to support development of solutions with local authorities.
45. We will also contact a sample of LAs each month to:
  - Check they are awarding in line with the mandatory criteria;
  - Understand the ways in which they are using their discretion.
46. Annex A contains information on Post Payment Monitoring requirements.

## State aid

47. The United Kingdom left the EU on 31 January 2020, nonetheless under the Withdrawal Agreement the State aid rules continue to apply during a transition period, subject to regulation by the EU Commission. The local authority must be satisfied that all State aid requirements have been fully met and complied with when making grant payments, including, where required, compliance with all relevant conditions of the EU State aid De-Minimis Regulation, the EU Commission Temporary Framework for State aid measures to support the economy in the current COVID-19 outbreak, the approved COVID-19 Temporary Framework for UK Authorities, and any relevant reporting requirements to the EU Commission.
48. Local authorities have a discretion to make payments to eligible recipients under either the De Minimis rules or the COVID-19 Temporary Framework for UK Authorities (provided all the relevant conditions are met).
49. Payments of up to and including £10,000 can be provided under the De Minimis rules, meaning applicants can receive up to €200,000 of aid within a three year period.
50. Payments of up to and including £25,000 (or £10,000 where the De Minimis threshold has been reached) should be paid under the COVID-19 Temporary Framework for UK Authorities. Local authorities should note the conditions attached to the Temporary Framework, including the €800,000 threshold per undertaking (€120 000 per

undertaking active in the fishery and aquaculture sector or €100 000 per undertaking active in the primary production of agricultural products), and requirement for recipients to declare they were not an undertaking in difficulty on 31 December 2019. An 'undertaking in difficulty' is defined by GBER (2014) as an undertaking in which at least one of the following circumstances occurs:

- a) In the case of a limited liability company (other than an SME that has been in existence for less than three years), where more than half of its subscribed share capital has disappeared as a result of accumulated losses. This is the case when deduction of accumulated losses from reserves (and all other elements generally considered as part of the own funds of the company) leads to a negative cumulative amount that exceeds half of the subscribed share capital.
- b) In the case of a company where at least some members have unlimited liability for the debt of the company (other than an SME that has been in existence for less than three years), where more than half of its capital as shown in the company accounts has disappeared as a result of accumulated losses.
- c) Where the undertaking is subject to collective insolvency proceedings or fulfils the criteria under its domestic law for being placed in collective insolvency proceedings at the request of its creditors.
- d) Where the undertaking has received rescue aid and has not yet reimbursed the loan or terminated the guarantee, or has received restructuring aid and is still subject to a restructuring plan.
- e) In the case of an undertaking that is not an SME, where, for the past two years:
  - i) The undertaking's book debt to equity ratio has been greater than 7.5 and
  - ii) The undertaking's EBITDA interest coverage ratio has been below 1.0.

51. Annex B of this guidance contains two sample declarations which local authorities may wish to use with either payments under the De Minimis rules or under the COVID-19 Temporary Framework for UK Authorities. Where local authorities have further questions about De Minimis or other aspects of State aid law, they should seek advice from their legal department in the first instance.

## Annex A: Post-payment reporting

### Background

1. Local authorities will be required to report weekly to BEIS on the Local Authority Discretionary Grants Fund, alongside the existing reporting on the Small Business Grants Fund and Retail, Hospitality and Leisure Grants Fund
2. Reports will cover:
  - Numbers of businesses provided £25,000 grants
  - Numbers of businesses provided £10,000 grants
  - Numbers of businesses provided less than £10,000 grants
  - Total funding paid out in relation to the discretionary grant scheme paying less than £10,000
  - Expected date of completion of all grant payments to businesses
  - Issues encountered in implementing the scheme to allow BEIS to support development of solutions with local authorities
3. The return will be completed using the DELTA Reporting system.

### Process

4. Local authorities are required to complete the weekly return for BEIS by 10am Monday (from early June), reporting on the previous Monday – Sunday period.
5. Each weekly report will only cover grants provided by local authorities to eligible business during the period of the previous week as per paragraph 4. The Cities and Local Growth Unit will consolidate the reports to create a cumulative total and monitor progress against the allocation of funding per local authority.

### Definitions

<b>Total number of grants provided under each level of the scheme (£25,000; £10,000; and less than £10,000)</b>	Number of grants paid (in that week) to the eligible businesses identified by the local authorities.
<b>Total funding paid out in relation to the discretionary grant scheme paying less than £10,000</b>	This should reflect the amount of money paid in grants against the under £10k grant in the reporting week under this scheme.
<b>Expected Date of Completing all payments to Eligible Businesses</b>	Date at which the local authorities believes it will have provided all grants under the scheme.
<b>Comments</b>	Highlight in this box issues that local authorities are encountering while implementing the schemes.

## Annex B: State aid – Sample paragraphs that could be included in letters to grant recipients

### Template to send to beneficiaries of aid awarded based on the UK COVID-19 Temporary Framework<sup>1</sup>

Dear [Name of Aid Recipient]

#### **Confirmation of State Aid received under the COVID-19 Temporary Framework for UK Authorities scheme**

Following the outbreak of the Coronavirus, the European Commission has approved schemes to aid businesses affected by the Coronavirus outbreak on the basis of their Temporary Framework, including the COVID-19 Temporary Framework scheme for the UK.

The maximum level of aid that a company may receive is €800 000 (€120 000 per undertaking active in the fishery and aquaculture sector or €100 000 per undertaking active in the primary production of agricultural products). This is across all UK schemes under the terms of the European Commission's Temporary Framework. The Euro equivalent of the Sterling aid amount is calculated using the Commission exchange rate<sup>2</sup> applicable on the date the aid is offered.

Any aid provided under this scheme will be relevant if you wish to apply, or have applied, for any other aid granted on the basis of the European Commission's Temporary Framework. You will need to declare this amount to any other aid awarding body who requests information from you on how much aid you have received. You must retain this letter for four years after the conclusion of the UK's transition from the EU and produce it on any request from the UK public authorities or the European Commission.

Aid may be granted to undertakings that were not in difficulty (within the meaning of Article 2(18) of the General Block Exemption Regulation<sup>3</sup>) on 31 December 2019, but that faced difficulties or entered in difficulty thereafter as a result of the COVID-19 outbreak<sup>4</sup>.

This aid is in addition any aid that you may have received under the De Minimis regulation allowing aid of up to €200,000 to any one organisation over a three fiscal year period (i.e. your current fiscal year and previous two fiscal years), and any other approved aid you have received under other State aid rules, such as aid granted under the General Block Exemption Regulation.

---

<sup>1</sup> Approval reference.

<sup>2</sup> [https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-infoeuro\\_en](https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-infoeuro_en)

<sup>3</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:02014R0651-20170710>

<sup>4</sup> If you are an undertaking in difficulty within the meaning of Article 2(18) of the General Block Exemption Regulation you may still be entitled to de minimis aid if you have received less than €200,000 in de minimis aid in the last three years. You should contact us if you consider that you may qualify for de minimis aid on this basis.



### **Confirmation of State aid received under x Scheme, and Undertaking in Difficulty status**

Please sign the attached statement confirming your eligibility, in principle, for aid.

I confirm that I have received the following aid under measures approved within the European Commission's Temporary Framework between March 2020 and December 2020.

I confirm that my undertaking was not in difficulty (within the meaning of Article 2(18) of the General Block Exemption Regulation) on 31 December 2019.

<b>Body providing the assistance/ aid</b>	<b>Value of assistance (in €)</b>	<b>Date of assistance</b>

### **Declaration**

<b>Company</b>	
<b>Company Representative Name</b>	
<b>Signature</b>	
<b>Date</b>	

## Template to send to beneficiaries of aid awarded based on De Minimis Rules

Dear [ ]

The value of the grant payment to be provided to [name of undertaking] by [name of local authority] is £ [ ] (Euros [ ]).

This award shall comply with the EU law on State aid on the basis that, including this award, [name of undertaking] shall not receive more than €200,000 in total of de minimis aid within the current financial year or the previous two financial years). The de minimis Regulations 1407/2013 (as published in the Official Journal of the European Union L352 24.12.2013) can be found at:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF>

Amount of de minimis aid	Date of aid	Organisation providing aid	Nature of aid

I confirm that:

- 1) I am authorised to sign on behalf of \_\_\_\_\_ [name of undertaking]; and
- 2) \_\_\_\_\_ [name of undertaking] shall not exceed its De minimis threshold by accepting this grant payment.

SIGNATURE:

NAME:

POSITION:

BUSINESS:

ADDRESS:

I confirm that I wish to accept the grant payment in relation to the above premises.

DATE:

---

This publication is available from: [www.gov.uk/beis](http://www.gov.uk/beis)

If you need a version of this document in a more accessible format, please email [enquiries@beis.gov.uk](mailto:enquiries@beis.gov.uk). Please tell us what format you need. It will help us if you say what assistive technology you use.

This page is intentionally left blank



## Policy and Resources Committee

17 June 2020

<b>Title</b>	<b>End of Year (EOY) 2019/20 Corporate Plan Performance Report</b>
<b>Report of</b>	Councillor Dan Thomas - Chairman of Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: Corporate Plan - EOY Position 2019/20 Appendix B: Children's Services Analysis Tool (ChAT) – February 2020
<b>Officer Contact Details</b>	Alaine Clarke, Head of Programmes, Performance and Risk <a href="mailto:alaine.clarke@barnet.gov.uk">alaine.clarke@barnet.gov.uk</a>

### Summary

This report provides an End of Year (EOY) position for delivery of the Corporate Plan (Barnet 2024).

### Officer Recommendations

The Committee is asked to note the report.

## PURPOSE OF REPORT

- 1.1 This report provides an End of Year (EOY) 2019/20 position statement and KPI results for the priorities set out in the Corporate Plan (Barnet 2024) – **see Appendix A.**
- 1.2 The Corporate Plan (Barnet 2024) was approved by Policy and Resources Committee on 5 March 2019 and sets out the priorities for achieving three outcomes for the place, people and communities of Barnet (see table 1).

**Table 1: Corporate Plan priorities**

A pleasant, well maintained borough that we protect and invest in (PLACE)	Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections
	Keeping the borough moving, including improvements to roads and pavements
	Getting the best out of parks and improving air quality by look after and investing in our greenspaces
	Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet's residents
	Investing in community facilities to support a growing population, such as schools and leisure centres
	Responsible delivery of major regeneration schemes
Our residents live happy, healthy, independent lives with the most vulnerable protected (PEOPLE)	Improving services for children and young people and ensuring the needs of children are considered in everything we do
	Integrating health and social care <b>and</b> providing support for those with mental health problems and complex needs
	Supporting our residents who are older, vulnerable or who have disabilities to remain independent and have a good quality of life
	Helping people into work and better paid employment
	Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing
	Ensuring we have good schools and enough school places so all children have access to a great education
Safe and strong communities where people get along well (COMMUNITIES)	Keeping Barnet safe
	Tackling anti-social behaviour and environmental crime
	Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime
	Ensuring we are a family-friendly borough
	Focusing on the strengths of the community and what they can do to help themselves and each other
	Supporting local businesses to thrive

- 1.3 Underpinning the Corporate Plan (Barnet 2024) was an Annual Delivery Plan for each Theme Committee. These set out the specific activities that would be undertaken in 2019/20 to deliver the priorities, along with a range of key performance indicators (KPIs) to help monitor progress. The plans were published on the website at:

<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/corporate-plan-and-performance>

- 1.4 Over the course of the year, the specific activities and KPIs were monitored and progress reported quarterly to the relevant Theme Committees and Policy and Resources Committee. The reports were published on the committee section of the website at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1>
- 1.5 This report rounds up the year, with an EOY position statement for each priority (with progress RAG rated), along with the KPI results - **see Appendix A.**
- 1.6 The most recently reported Children's Services Analysis Tool (ChAT) is also appended – **see Appendix B.**

## **2. REASONS FOR RECOMMENDATIONS**

2.1 The report provides an EOY position for delivery of the Corporate Plan (Barnet 2024).

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 None.

## **4. POST DECISION IMPLEMENTATION**

4.1 None.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The report provides an EOY position for delivery of the Corporate Plan (Barnet 2024).

5.1.2 Quarterly and EOY results for all KPIs in the Corporate Plan/Annual Delivery Plans are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

5.1.3 Relevant council strategies and policies include the following:

- Corporate Plan (Barnet 2024)
- Theme Committee Annual Delivery Plans
- Performance Management Framework.

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

5.2.1 The EOY budget position was reported to Financial Performance and Contracts Committee in June 2020.

### **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 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including: Treasury management Local taxation; Insurance; Corporate procurement; Grants; Writing-off debt; Virements; Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee and to note decisions taken by Theme Committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.

## **5.5 Risk Management**

5.5.1 The council's approach to risk management is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and high (15 to 25) level risks are reported to the Council Management Team (CMT), the relevant Theme Committee and Policy and Resources Committee.

## **5.6 Equalities and Diversity**

5.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: 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, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/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 Consultation on the new Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

## **5.9 Insight**

5.9.1 The report outlines key performance data in relation to the Corporate Plan (Barnet 2024).

## **6. BACKGROUND PAPERS**

6.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=162&MIId=9456&Ver=4>

# CORPORATE PLAN

## End of Year (EOY) Position 2019/20

A pleasant, well maintained borough that we protect and invest in		
<p>Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections</p>	<ul style="list-style-type: none"> <li>- Dialogue commenced with Barnet Homes to tackle hotspot fly-tipping locations and proposals are being developed to trial improved recycling provision within Barnet Homes estates. This has built on work undertaken to deliver waste minimisation communications for Barnet Homes tenants. A role was successfully recruited to and plans are being developed to support the priorities detailed in the Refuse Reduction Plan and NLWA Waste Prevention Plan.</li> <li>- Work was undertaken to update and improve the Street Scene section of the website and enhance social media activity and service profile with specific communications issued about waste services. This work will continue in line with the councils Customer Transformation Programme.</li> <li>- Additional funding was provided to support the improvement of the street cleansing service, including trials of un-obstructive cleansing. Additional staff were recruited and training of new and existing staff took place on mechanical sweepers to enable deployment of these units. To tidy up town centres, time banded collections were implemented in Mill Hill and Burnt Oak. An assessment of bin provision was also undertaken to optimise the location of bins across the borough.</li> <li>- The new Subscribed Garden Waste Service subscription take-up started during 2019/20 and the service went live in May 2020. Circa. 32,000 customers had signed up to the service by end May 2020.</li> <li>- Progress towards the end of the year was affected by the impact of Covid-19 and the need to divert resource to the council's response to this. Significant efforts were made to keep all critical frontline services operational and residents aware of service updates during this period.</li> </ul>	<p>Satisfactory progress</p>
<p>Keeping the borough moving, including improvements to roads and pavements</p>	<ul style="list-style-type: none"> <li>- A draft long-term Transport Strategy was developed and a public consultation carried out between 14 February and 17 May 2020. The results will inform the final strategy, which will be taken to Environment Committee for approval in the autumn.</li> <li>- Year 5 of the Network Recovery Plan (NRP) was implemented, including 178 highway schemes. In response to Covid-19, some restrictions were imposed for health and safety reasons, which had an impact on completion of all planned works. Discussions are taking place for specific NRP backlog to be progressed in 2020/21.</li> </ul>	<p>Satisfactory progress</p>

## A pleasant, well maintained borough that we protect and invest in

<p>Getting the best out of parks and improving air quality by look after and investing in our greenspaces</p>	<ul style="list-style-type: none"> <li>- Improvement schemes were carried out at Montrose Playing Fields and Silkstream Parks and at a series of smaller parks. Montrose and Silkstream parks make up one of the largest greenspaces in Barnet. As part of £5m investment, a significant upgrade was made to the facilities and landscape of the parks, which were re-opened to the public in March 2020. Colindale Park and Rushgrove Park also form part of the 'Colindale Parks Improvement Plan'. A report presented to Environment Committee in September 2019 included draft masterplan proposals for these locations and requested the approval to co-ordinate a full public consultation. The public consultation took place in 2019/20, the results of which have been reviewed and will be presented back to a future meeting along with the Outline Business Case for delivery.</li> <li>- Public consultation was carried out on the Cophall Sports Hub/Mill Hill Open Spaces, West Hendon Playing Fields, and Barnet Playing Fields/ King George V Playing Fields Masterplans and all were approved by Environment Committee.</li> <li>- The Victoria Park Masterplan was approved and contractors appointed to deliver a new play area; and refurbish three tennis courts/multi-use games area. The Childs Hill Park Masterplan was also approved, in consultation with the Friends of Childs Hill, and an improvement programme (value £210,000) commenced for a new picnic area, upgrade to the play surface and landscaping.</li> <li>- A new leisure centre was opened within Victoria Recreation Ground, which also included a new play area, landscaping improvements and tree planting within the park.</li> <li>- The council won the London Tree and Woodland Award for the Barnet Tree Policy, which outlines best practice management of trees and woodlands, and includes the target planting of 900 trees per year contributing towards improved air quality. In 2019/20, 1126 new trees were planted for green infrastructure, urban heat, in streets and parks and open spaces.</li> </ul>	<p>Good progress</p>
<p>Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet's residents</p>	<ul style="list-style-type: none"> <li>- The draft Local Plan (Reg 18) with 51 policies and 67 site proposals and new Local Development Scheme (LDS) setting out priorities for area based Supplementary Planning Documents (SPDs) at Middlesex University and the Burroughs, and the Edgware Growth Area were approved by P&amp;R Committee.</li> <li>- Barnet Homes continued to make good progress on delivering affordable housing on council land. Budgetary approval was given, as part of the MTFs, for sites linked to additional affordable housing in Barnet.</li> </ul>	<p>Satisfactory progress</p>
<p>Investing in community facilities to support a growing population, such as schools and leisure centres</p>	<ul style="list-style-type: none"> <li>- Work progressed on the Infrastructure Delivery Plan, including plans for community facilities as part of Brent Cross South and Grahame Park/Colindale and West Hendon regeneration schemes.</li> <li>- The design for Claremont School commenced and a Schools Strategic Partnering Board was set up to give guidance on the delivery of schools within the Brent Cross Cricklewood projects.</li> <li>- A new planning application for Grahame Park was submitted. This has an amended phasing plan, with the health centre being demolished in 2025 and children's and community centres later still.</li> </ul>	<p>Good progress</p>

## A pleasant, well maintained borough that we protect and invest in

Responsible delivery of major regeneration schemes

- Construction started on Phase 4 at West Hendon, which will deliver 611 residential units (418 private and 193 affordable) with completion expected in 2023.
- The accelerated decant of Marsh Drive in West Hendon was considered by H&G Committee on 27 January 2020, along with a report to secure authority to vary the Principal Development Agreement (PDA) to allow the development partners to further develop proposals for Phases 5 and 6 and submit them to Planning in mid-2020.
- Demolitions took place at Granville Road and Dollis Valley.
- The Barnet Group (TBG) was commissioned to develop mixed tenure residential development schemes comprising affordable rent, shared ownership and private sale homes across the five Tranche 1 sites. Planning consent for the first of these sites, Hermitage Lane, was secured.
- The contract for Brent Cross West Station was awarded to Volker Fitzpatrick; and the design work started in January 2020.
- The Train Operating Company (TOC) building works were completed. The demolitions at Claremont Industrial Estate, required for Brent Cross South, progressed and Argent Related placed the first significant infrastructure contract in January 2020 to commence infrastructure works by mid-2020. This will enable development to commence on Plot 12 in early 2021.
- The council continued to progress the critical infrastructure workstreams to deliver the highway improvements to the junctions of Claremont Road / Cricklewood Lane and Cricklewood Lane / A5 Edgware Road (known as the Southern Junctions). The first tranche of works commenced in January 2020.
- The new Growth Strategy was approved by H&G Committee in January 2020.

Good progress

## A pleasant, well maintained borough that we protect and invest in

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections						
Kilogram of residual HH waste produced per household (q)	Smaller is better	612 kg/HH	Not available	Not available	617.2 kg/HH	No benchmark available
Kilogram of total HH waste produced per household (q)	Smaller is better	970 kg/HH	Not available	New for 19/20	New for 19/20	No benchmark available

## A pleasant, well maintained borough that we protect and invest in

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Targeted communications with landlords and agents to reduce 'throw away' culture (Annual)	Bigger is better	3	3 (G)	New for 19/20	New for 19/20	No benchmark available
Time banded collections rolled out	Bigger is better	5	0 <sup>1</sup>	New for 19/20	New for 19/20	No benchmark available
<b>Keeping the borough moving, including improvements to roads and pavements</b>						
Emergency defects rectification timescales completed on time	Bigger is better	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is better	100%	66.6% (R)	↓ W	78.8%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is better	100%	61.1% (R)	↓ W	69.2%	No benchmark available
<i>Comments: Highways performance was impacted by significant IT issues. A new interface was developed to try and resolve the technical issues between the Exor and Icon IT systems. Due to ongoing IT issues, a decision was subsequently made to replace the Exor IT system. A new IT System (Confirm) is being implemented and will be launched in July 2020.</i>						
<b>Getting the best out of parks and improving air quality by look after and investing in our greenspaces</b>						
Total value of investment secured (£)	Bigger is better	100k	191k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum (bi-annual)	Bigger is better	1126 <sup>2</sup>	1126 (G)	New for 19/20	New for 19/20	No benchmark available
<b>Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet's residents</b>						

<sup>1</sup> The time banded collections project was suspended whilst the remedial works at Oakleigh Depot were carried out.

<sup>2</sup> Target Increased in Q3 from 900 to 1126.

## A pleasant, well maintained borough that we protect and invest in

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
New homes completed across the borough by all providers (q) <sup>3</sup>	Bigger is better	Monitor	1744	↑ I	830 <sup>4</sup>	No benchmark available
Affordable housing completions across the borough by all providers (q)	Bigger is better	Monitor	463	↑ I	211 <sup>5</sup>	No benchmark available
Affordable housing delivered on council owned land (c)	Bigger is better	35 <sup>6</sup>	19 <sup>7</sup> (R)	New for 19/20	New for 19/20	No benchmark available
<i>Comments: Affordable housing completions due in March 2020 were impacted by Covid-19 when sites were closed on health and safety grounds.</i>						
<b>Responsible delivery of major regeneration schemes</b>						
Delivery of regeneration projects (q)	Bigger is better	90%	100% (G)	↑ I	90%	No benchmark available

<sup>3</sup> This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

<sup>4</sup> This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.

<sup>5</sup> This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.

<sup>6</sup> The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

<sup>7</sup> The Q3 result was incorrectly reported as 24. The EOY result was 19.

## Our residents live happy, healthy, independent lives with the most vulnerable protected

Improving services for children and young people and ensuring the needs of children are considered in everything we do

- In response to the Ofsted ILAC report, the Placements Team has ensured young people in care are aware of how to access advocacy services; Practice Development Workshops have been completed with Social Workers and Team Managers in the Duty and Assessment and Intervention and Planning teams to ensure staff understand expectations in providing information to the MARAC; and Practice Standards and an audit template have been developed to reflect practice expectations for the timely integration of actions arising from the Vulnerable Adolescents at Risk Panel (VARP), Sexual Exploitation and Missing (SEAM) Strategy Meetings, and MARAC into children's plans.
- A new Autism Strategy was drafted in conjunction with practitioners, parents, carers and young people; and the new draft Life Chances Strategy 2020-24 set out a renewed commitment to improving outcomes for children, young people and families.
- The new Woodside Avenue Children's Home received planning approval and work commenced on site.
- Since Live Unlimited launched in February 2018, more than 70 looked after children and care leavers have been supported through the Imagination Trust small grants scheme; and three care leavers have passed their driving tests through the Driving Ahead scheme (in partnership with the AA).
- Over 5,000 members have joined Uitas Youth Zone since it opened in June 2019, of which 21% are eligible for free school meals, and just under 10% have additional needs.
- Following a recommissioning of short breaks, more than 525 families took up short breaks in 2019/20 (compared to 460 in 2018/19).
- Opendoor Homes completed 38 properties as part of its family sized affordable housing schemes.
- Children's membership of libraries remained steady at 25,484; and children's use of libraries increased over the past two years since the library reorganisation.
- The multi-agency 0-19 model has facilitated co-ordinated services for families; and an increase in referrals to all locality areas. Barnet Integrated Clinical Services (BICS) has positively contributed to integrated mental health support within the 0-19 Early Help offer alongside the Resilience Schools programme
- Through a partnership with MAC UK, Growing Against Violence and Art Against Knives work was delivered with young people at risk of exploitation (including in relation to gangs). This work is being built on through a successful bid to the Home Office's Trusted Relationships programme.
- The work of the REACH team has demonstrated a positive impact on reducing missing episodes, offending and family breakdown and supporting young people back to employment, education or training.
- Youth Endowment Funding has been granted to two projects one to establish a Transition Hub for children new to and on the edge of care; and the second to deliver protective and connecting mentoring programme for children aged 10-14 years who have a sibling involved in offending behaviours.
- The Children and Young People Mental Health Transformation Plan was submitted outlining ambitions to transform services in line with the THRIVE principles for system change.

Satisfactory progress



## Our residents live happy, healthy, independent lives with the most vulnerable protected

	<ul style="list-style-type: none"> <li>- The Clinical Commissioning Group committed to the expansion of the Acute Care Team (delivered by Barnet, Enfield and Haringey Mental Health Trust) with two further clinicians to expand to Royal Free Hospital and enable the service to support GPs and schools in a preventative capacity.</li> <li>- Significant improvements were made on the Healthy Child Programme (HCP), including improved rates of HCP reviews and breastfeeding.</li> <li>- The Healthy Schools Programme expanded support to schools, with PSHE and Home Start continuing to provide good value for money. From November, Brook was commissioned to provide a sexual health and healthy relationship promotion service, which included initiating a C-Card scheme.</li> <li>- The Healthy Weight programme, run by GLL, initiated the Xplore programme focusing on promoting a healthy weight and lifestyle among children of primary school age.</li> <li>- The National Child Measurement Programme data showed that Barnet compared favourably to other boroughs on excess weight in primary school aged children. A recent evaluation of the healthy weight lifestyle service in Barnet highlighted areas for further improvement, including how teenagers are supported to achieve and maintain a healthy weight. These will be worked on with the service provider when normal service resumes.</li> <li>- The Resilient School programme expanded significantly to 57 schools. The programme promotes the link between physical activity and mental health, providing resources to encourage 20 minutes of additional physical activity a day in schools (including the Mayor's Golden km). 74 schools have at least one trained mental health first aider. 90 mental health first aiders have been trained, with a further 12 staff due to complete their training.</li> <li>- Public Health continued to work with stakeholders from a range of organisations to lead cross-sector working to improve child health in areas such as breastfeeding, healthy weight, childhood immunisations, and PSHE.</li> <li>- All providers continued to provide virtual services during Covid-19.</li> </ul>	
<p>Integrating health and social care and providing support for those with mental health problems and complex needs</p>	<ul style="list-style-type: none"> <li>- Adults and Health worked with the GP Federation, NHS Barnet Clinical Commissioning Group (BCCG) and NHS providers on the development of primary care networks (PCNs), which aim to deliver primary and community health care closer to people's homes. Seven PCNs<sup>8</sup> were implemented in Barnet. Some PCNs took a specialist focus, such as diabetes and frailty, with council staff involved.</li> <li>- Adults and Health developed the social prescribing model with NHS partners, including training and a week-long induction programme for new Social Prescribing Link Workers, which are now embedded in each PCN and working closely with the Prevention and Wellbeing Team and Public Health.</li> <li>- The number of people benefiting from mental health recovery support has increased with the Network (the mental health enablement service), doubling the number of referrals it has managed over the last year. The intensive enablement team has developed awareness</li> </ul>	<p>Satisfactory progress</p>

<sup>8</sup> Primary Care Networks are groups of GP practices working closely together with other primary and community care staff and health and care organisations to provide integrated services to their local populations.

## Our residents live happy, healthy, independent lives with the most vulnerable protected

	<p>and training programmes for providers of supported accommodation, with the team working with staff in these services to enhance resident safety and reducing their risk of social exclusion.</p> <ul style="list-style-type: none"> <li>- The Barnet Integrated Learning Disability Service (BILDS) continued to support the 'progression' of people with learning disabilities to increased independence through in-depth reviews. The service worked with six care providers to enable commissioned services to be more flexible in responding to people's needs as they became more independent.</li> <li>- Work was undertaken on setting up a Shared Lives Scheme for launch in 2020/21.</li> <li>- Work continued with NHS partners on the development of integrated care models as part of the North London Sustainability and Transformation Partnership's (NCL STP) move to form an integrated care system, made up of five local integrated care partnerships (ICPs). The pace of this work was impacted by Covid-19 but work will resume in 2020/21 as part of the recovery phase of the response.</li> <li>- Close working took place between Adults and Health, BCCG and NHS Provider Trusts to manage the acute and community urgent care pathways, with hospital social work staff and team managers focused on facilitating discharges of long length of stay patients with multiple complex needs. The council continued to work closely with providers on ensuring capacity and quality of care to support hospital discharge.</li> <li>- GP practices implemented a new brief intervention for people with pre-diabetes and referral to the National Diabetes Prevention Programme (NDPP), which should continue to increase referrals from Primary Care. Referrals to NDPP are slightly below target (75%, against target of 80%). Practice Facilitators are being recruited and other interventions explored.</li> <li>- Virtual clinics in all practices were completed for Atrial Fibrillation (AF). Provisional data shows that AF prevalence rates have risen, meaning more people are being detected and given appropriate treatment. Support is being provided to lower performing practices.</li> </ul>	
<p>Supporting our residents who are older, vulnerable or who have disabilities to remain independent and have a good quality of life</p>	<ul style="list-style-type: none"> <li>- Ansell Court, a dementia friendly extra-care scheme with 53 flats, was completed and all flats were allocated and residents moved in over the course of the year. Two additional extra care sites are in development, with one due to commence build in 2020.</li> <li>- The Care Technology service continued to grow, with an additional 1,440 user installations by year-end.</li> <li>- The Prevention and Wellbeing Service (PWS) continued to undertake a community development role and identify opportunities for the VCS and adult social care to work together to enhance prevention and community activities for disabled people. The PWS led a quarterly forum for VCS providers which work with adults in the borough, with around 40 organisations in attendance. The team continued to support the work of other partners and key community contacts including BOOST, Social Prescribing Link Workers, Community Together Network, commissioned and non-commissioned organisations.</li> <li>- The Specialist Dementia Support Service provided tailored activity courses to people with dementia and a bespoke training course to carers of people with dementia. The course was designed to build knowledge and confidence when providing care for loved ones at home. Due to Covid-19, the final session took place online.</li> </ul>	<p>Good progress</p>

## Our residents live happy, healthy, independent lives with the most vulnerable protected

<p>Helping people into work and better paid employment</p>	<ul style="list-style-type: none"> <li>- Employment schemes were put in place on the regeneration estates (Dollis Valley, West Hendon and Grahame Park) and new initiatives continued to be developed with partners. Employment and skills delivery for Plots 10, 11 and 12A of Grahame Park were agreed and a partnership established with Barnet and Southgate College to deliver Adult Education on the West Hendon Estate.</li> <li>- The council continued to engage with private developers on major schemes to secure employment and skills outcomes. Work continued with developers to secure apprenticeship and training opportunities through development, including further preparation for Brent Cross Cricklewood employment and skills delivery.</li> <li>- A project with Cambridge Education to offer 'Access for All' routes for residents Not in Employment, Education or Training (NEET) was launched. This engaged 13 development sites, with eight offering work experience placements to NEET individuals and Care Leavers.</li> <li>- Barnet Homes leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via outreach at South Friern and Chipping Barnet libraries and a monthly work club at the Probation Service. By the end of the year, BOOST services had achieved 11,479 visitors and supported 246 people into work, 74 of whom were under 25.</li> <li>- The Welfare Reform Task Force also led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition onto Universal Credit. By the end of the year, 155 clients had moved off the Benefit Cap as a result of finding work; 80 households had moved to more suitable accommodation; 1226 clients had been provided with benefit advice; and Discretionary Housing Payments at a total value of £1.72m had been awarded to 915 people.</li> </ul>	<p>Good progress</p>
<p>Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing</p>	<ul style="list-style-type: none"> <li>- Completion and opening of two brand new leisure facilities - New Barnet Leisure Centre (30 Aug 2019) and Barnet Copthall Leisure Centre (1 Sep 2019). Both facilities offer a diverse mix of facilities and programming and collectively achieved over 431,000 attendances between September 2019 and March 2020. The total number of visits to all Barnet leisure facilities (up to 21 March 2020) was 1,165,408.</li> <li>- More than 27,000 residents signed up for a Fit and Active Barnet (FAB) Card, including c.50% junior members (5-16 years). This represented a 29% increase from last year.</li> <li>- The council's leisure management contract with GLL (Better) continued to deliver a range of programmes to support the achievement of Public Health outcomes including weight management (children and adults); support for those with cancer; diabetes and falls prevention; dementia cafe etc. 651 participants were engaged in targeted initiatives. The council continued to co-ordinate and deliver the Disability Sports Network, diversifying the membership through further stakeholder engagement.</li> <li>- The Sugar Smart Barnet campaign was launched, focusing on early years and schools. The aim was to reduce sugar intake by promoting healthy choices and enabling people to make informed decisions about their sugar intake.</li> <li>- The final two (of 6) healthy heritage walks and their accompanying audio were published in Barnet First. The Healthy Heritage Walks webpage was the most visited webpage on the Health &amp; Wellbeing section of the website in March 2020.</li> <li>- £25,000 Area Committee funding was secured to install Active Trails across parks and open spaces within Chipping Barnet.</li> </ul>	<p>Good progress</p>

## Our residents live happy, healthy, independent lives with the most vulnerable protected

	<ul style="list-style-type: none"> <li>- The Barnet Health Walks Programme (7 weekly walks) was implemented, with two additional walks now offered from leisure facilities</li> <li>- Two new weekly parkrun events were established in Friary Park and Sunnyside Park.</li> <li>- The annual London Youth Games were co-ordinated, with over 400 young people representing Barnet in competition against other London Boroughs.</li> <li>- 1,800 young people were engaged in the SHAPE physical activity Programme (14-19 years) led by the council.</li> <li>- In collaboration with the Young Barnet Foundation, the VCS was helped to secure funding from Sport England for 37 satellite clubs and 35 sportive programmes.</li> <li>- £90k investment was secured from the TfL LIP to support Active Travel projects in partnership with GLL and Middlesex University.</li> </ul>	
<p>Ensuring we have good schools and enough school places so all children have access to a great education</p>	<ul style="list-style-type: none"> <li>- The percentage of Primary, Secondary and Nursery schools rated Good or better is 96.8%. 100% of Secondary schools are rated Good or better by Ofsted. The percentage of children attending a Good or Outstanding primary, secondary or Nursery school in Barnet is 96.6%.</li> <li>- Barnet's Progress 8 in 2019 ranked the 2<sup>nd</sup> best Local Authority in the country (out of 151 LAs) in 2019. These results gauge the progress made by students during their time at secondary school. The average 'Attainment 8' score in Barnet is 56.9 points, compared to the national average of 46.7 points, and an increase of 0.9 points in Barnet from the results in 2018. Our Attainment 8 was the 2<sup>nd</sup> best in the country (up from 5<sup>th</sup> in 2018).</li> <li>- Final validated DfE data shows the attainment of disadvantaged pupils at KS2 for 2019 is in the top 10% of LAs for maths (8<sup>th</sup>), GPS (13<sup>th</sup>), reading (13<sup>th</sup>) and in the top 10% for Reading, Writing and Mathematics combined (ranked 9<sup>th</sup> out of 151 LAs).</li> <li>- Educational attainment at KS2 (RWM) in 2019 for children and young people with SEN Support is in the top 10% of LAs nationally and for children and young people with an EHCP is in the top 15% of LAs. Progress at KS2 for SEN Support pupils is in the top 10% of LAs for reading and maths. Progress at KS2 for children with an EHCP is in the top 10% of LAs for maths, and in the top 20% for reading.</li> <li>- At Key Stage 2, Barnet is 7<sup>th</sup> in the country for the number of pupils reaching the expected standards in Reading, Writing and Maths combined. Maths results were particularly strong (4<sup>th</sup> best LA in the country).</li> <li>- Two new dedicated 'zones' for young people, SENCo Zone and Young People Zone, have been established on the local offer. Data analytics show that the SENCo Zone is particularly well used.</li> <li>- There were sufficient school places in primary and secondary schools for all Barnet children and young people who needed one. Extra secondary places at the newly-opened Ark Pioneer Academy and the expanded St. James Catholic High School enabled growing secondary demand to be met.</li> </ul>	<p>Good progress</p>

## Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Improving services for children and young people and ensuring the needs of children are considered in everything we do						
Number of schools participating in Resilient Schools programme (c)	Bigger is better	40	57 (G)	New for 19/20	New for 19/20	No benchmark available
Number of schools completed Mental Health First Aid training (q)	Bigger is better	122 <sup>9</sup>	101 (R)	New for 19/20	New for 19/20	No benchmark available
Emotional wellbeing of looked after children aged 5-16 that is of no concern (Annual)	Bigger is better	70%	76.4% (G)	New for 19/20	New for 19/20	London 66.6%
Proportion of children in care with up to date immunisations (Annual)	Bigger is better	95%	87.5% (A)	New for 19/20	New for 19/20	No benchmark available
Waiting times for Autistic Spectrum Disorder assessments (q)	Bigger is better	<18 weeks wait	32 weeks wait (R)	New for 19/20	New for 19/20	No benchmark available
<i>Comments: (1) The final youth Mental Health First Aid training sessions were suspended due to Covid-19. The service is re-evaluating how to deliver these sessions going forward and ongoing support to schools and families. (2) Demand/capacity issues affected waiting times for ASD assessment. Barnet CCG has been working with providers to resolve with extra funding provided.</i>						
Integrating health and social care and providing support for those with mental health problems and complex needs						
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is better	511 <sup>10</sup>	528.3 (A)	Not comparable	334.4 <sup>11</sup>	CIPFA Neighbours 389.2 London 430 England 580 (NASCIS, 2018/19)

<sup>9</sup> The target represents all state schools in Barnet.

<sup>10</sup> The annual target has been adjusted to 511 (from 490) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

<sup>11</sup> 18/19 EOY result changed from 381.4 to 334.4.

## Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is better	13.0 <sup>12</sup>	11.8 (G)	Not comparable	9.5 <sup>13</sup>	CIPFA Neighbours 8.9 London 9.6 England 13.9 (NASIS, 2018/19)
New admissions to residential care for working age adults, per 100,000 population, MH only (q)	Smaller is better	7.5	Not available	New for 19/20	New for 19/20	No benchmark available
Adults with mental health needs who live independently, with or without support <sup>14</sup> (s)	Bigger is better	83% <sup>15</sup>	68.3% (R)	↓ W	71.9% <sup>16</sup>	CIPFA Neighbours 71.5% London 62% England 58% (ASCOF, 2018/19)
Adults with learning disabilities who live in their own home or with their family (s)	Bigger is better	74%	83.3% (G)	↑ I	77.5% <sup>17</sup>	CIPFA Neighbours 73.7% London 75.1% England 77.4% (ASCOF, 2018/19)
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care <sup>18</sup> (s)	Smaller is better	7.19 <sup>19</sup>	9.14 <sup>20</sup> (R)	Not comparable <sup>21</sup>	7.2 <sup>22</sup>	CIPFA Neighbours 6.1 London 6.3 England 10.3 (ASCOF, 2018/19)

<sup>12</sup> The annual target has been adjusted to 13.0 (from 12.0) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

<sup>13</sup> 18/19 EOY result changed from 9.1 to 9.5.

<sup>14</sup> 'Living independently with or without support' refers to accommodation arrangements where the occupier has security of tenure or appropriate stability of residence in their usual accommodation in the medium-to-long-term, or is part of a household whose head holds such security of tenure/residence. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set (MHSDS) and is reported from national submission from health partners. Social care does not hold these datasets and relies on partner submission.

<sup>15</sup> Data provided by Barnet, Enfield, Haringey Mental Health Trust. NHS England have been working with all Mental Health Trusts to improve the quality of this data. As this work continues this may lead to variations in reported performance and the target may be revised accordingly.

<sup>16</sup> 18/19 EOY results changed from 80.9% to 71.9%.

<sup>17</sup> 18/19 EOY result changed from 78% to 77.5%.

<sup>18</sup> The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

<sup>19</sup> The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 7.19 (from 6.87) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

<sup>20</sup> Result is for February 2020. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

<sup>21</sup> EOY 19/20 result is not comparable with EOY 18/19 result due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

<sup>22</sup> 18/19 EOY result changed from 9.45 to 7.2.

## Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only <sup>23</sup> (s)	Smaller is better	2.07 <sup>24</sup>	2.49 <sup>25</sup> (R)	Not comparable <sup>26</sup>	1.7 <sup>27</sup>	CIPFA Neighbours 1.9 London 2.0 England 3.1 (ASCOF, 2018/19)
People who feel in control of their own lives <sup>28</sup> (Annual)	Bigger is better	75.8% <sup>29</sup> (within conf. interval)	72.4% (G)	↑	72.2% <sup>30</sup>	CIPFA Neighbours 72.8 London 71.4 England 77.6 (ASCOF, 2018/19)
People signposted to information, advice and guidance (c)	Bigger is better	Monitor	3991	New for 19/20	New for 19/20	No benchmark available
Referrals to voluntary sector organisations at first contact (c)	Bigger is better	Monitor	2215	New for 19/20	New for 19/20	No benchmark available
Attendance at first group of National Diabetes Prevention Programme <sup>31</sup>	Bigger is better	85%	75% (R)	New for 19/20	New for 19/20	No benchmark available
Proportion of patients diagnosed with atrial fibrillation that are treated (anticoagulated) in a timely manner (Annual)	Bigger is better	85%	Not available <sup>32</sup>	New for 19/20	New for 19/20	London 81.3% England 84.0% (2017/18 data)

<sup>23</sup> The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production.

<sup>24</sup> The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 2.07 (from 2.03) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

<sup>25</sup> Result is for February 2020. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

<sup>26</sup> EOY 19/20 result is not comparable with EOY 18/19 result due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

<sup>27</sup> 18/19 EOY results changed from 2.01 to 1.7.

<sup>28</sup> This survey indicator has a confidence interval of +/-4.2%pts.

<sup>29</sup> All indicators based on the Adults Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

<sup>30</sup> 18/19 EOY result changed from 75.8% to 72.2%.

<sup>31</sup> This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board, which was approved by Health and Wellbeing Board on the 3 October 2019. The previously reported indicator 'Number of people referred to National Diabetes Prevention Programme' has been closed.

<sup>32</sup> Data due in November 2020.

## Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
All social prescribers appointed by Primary Care Networks (Annual) <sup>33</sup>	Bigger is better	8	8 (G)	New for 19/20	New for 19/20	No benchmark available
Number of people referred by Social Prescribers/ Prevention and Wellbeing co-ordinators <sup>34</sup>	Bigger is better	Monitor	609	New for 19/20	New for 19/20	No benchmark available
<p><i>Comments: (1) Adults with mental health needs who live independently is a national indicator that includes the cohort of all adults supported by NHS mental health services under the care programme approach, which is significantly broader than those receiving ASC. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set and the data reported comes from the national submission made by health partners. As people progress with their recovery, move into stable accommodation and then stop receiving support with their mental health, they are no longer included in the dataset. The measure is intended to improve outcomes for adults with mental health problems by demonstrating the proportion in stable and appropriate accommodation and staying well. (2) DTOC targets were not met for February 2020. ASC performance has been negatively impacted by a change in the national reporting guidance, where Central London Community Healthcare NHS Trust started reporting non-acute delays from Adams Ward (in Finchley Memorial Hospital) from September 2019 onwards. These patients follow 'Pathway 3 - Discharge to Access', which means that clients are moved from a hospital bed to a community ward where the clients are assessed. Any days in this ward are counted towards the overall DTOC performance for Barnet.</i></p>						
Supporting our residents who are older, vulnerable or who have disabilities to remain independent and have a good quality of life						
Number of Extra Care beds in Ansell Court which are filled (c)	Bigger is better	53	53 (G)	New for 19/20	New for 19/20	No benchmark available
Proportion of people receiving reablement who go on to require a long-term service (SALT)	Smaller is better	Monitor	13.5%	New for 19/20	New for 19/20	No benchmark available
Clients receiving preventative reablement services enabling them to live in the community for longer	Bigger is better	Monitor <sup>35</sup>	408	New for 19/20	New for 19/20	No benchmark available
Utilisation of 'Good Thinking' platform (Annual)	Bigger is better	10000	11451 (G)	New for 19/20	New for 19/20	No benchmark available
Proportion of infants breastfed at 6-8 weeks (developmental target) (q)	Bigger is better	60%	41.9% (R)	New for 19/20	New for 19/20	England 42.7% (2017/18 data)

<sup>33</sup> This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

<sup>34</sup> This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

<sup>35</sup> The 19/20 data will be used to establish a baseline.



## Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Proportion of physically active adults that meet Chief Medical Officer guidelines (e.g. 150 minutes of moderate activity a week) (Annual) <sup>36</sup>	Bigger is better	65%	59.4% (2018/19)	New for 19/20	New for 19/20	London 66.4% England 66.3%
Childhood excess weight (overweight and obesity) prevalence for Reception pupils. (Annual)	Smaller is better	19%	19.2% (2018/19)	New for 19/20	New for 19/20	London 21.8%
Childhood excess weight (overweight and obesity) prevalence for Year 6 pupils. (Annual)	Smaller is better	30%	34.3% (2018/19)	New for 19/20	New for 19/20	London 37.7%
Number of schools participating in Mayors Golden Km <sup>37</sup>	Bigger is better	Monitor <sup>38</sup>	38	New for 19/20	New for 19/20	No benchmark available
Number of schools contacted about MGK and Daily Mile (c) <sup>39</sup>	Bigger is better	Monitor <sup>40</sup>	98	New for 19/20	New for 19/20	No benchmark available

*Comments: The breastfeeding rate was impacted by poor recording of data and attendance at reviews. Breastfeeding rates were significantly higher amongst those who attended a review. There has been ongoing work with the health visiting teams and primary care to improve uptake of the 6-8 weeks health visitor review, which is in addition to the 6-8 weeks GP review; and attendance was improving towards the end of the year.*

### Helping people into work and better paid employment

Unemployment (of people on out of work benefits) (r)	Smaller is Better	Monitor	4.5% <sup>41</sup>	↑	4.7% <sup>42</sup>	London 4.6% National 3.9% (Jan 19 – Dec 19, NOMIS)
--	-------------------	---------	--------------------	---	--------------------	--

### Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing

<sup>36</sup> This PH KPI differs to that reported under A&S. It captures the two main sources of physical activity data taken from the Health Survey for England (HSE) and the Active Lives Survey (ALS) to give an overall combined score.

<sup>37</sup> From September 2019 this data will be routinely collected as part of the Resilient Schools Programme. A baseline figure will be provided in Q3 19/20 to inform the physical activity strategy due in 2020. The target will be confirmed once the baseline is established e.g. number of schools participating in 20 mins extra physical activity.

<sup>38</sup> The KPI will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

<sup>39</sup> This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

<sup>40</sup> The KPI will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

<sup>41</sup> Rolling 12 months to Dec 2019.

<sup>42</sup> Rolling 12 months to Dec 2018.

## Our residents live happy, healthy, independent lives with the most vulnerable protected

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Adults (16+) taking part in moderate activity at least 150 minutes per week (Bi-annual) <sup>43</sup>	Bigger is better	60%	64% (G)	New for 19/20	New for 19/20	Rank 19 (out of 32 London Boroughs) (Sport England, 2019)
FAB card holders following FAB2 campaign (c)	Bigger is better	22000	27017 (G)	New for 19/20	New for 19/20	No benchmark available
Participants engaged in targeted programmes (q)	Bigger is better	690	651 (A)	New for 19/20	New for 19/20	No benchmark available

\*Additional KPIs are reported to Children, Education and Safeguarding Committee via the Children's Services Analysis Tool (ChAT). The most recently reported ChAT (February 2020) is appended – **see Appendix B**. This shows:

### Improving services for children and young people and ensuring the needs of children are considered in everything we do

- The rate of Children Looked After (CLA) remained below the England and Statistical Neighbour average at 18 CLA per 10,000 children. The number of children coming into care remained relatively stable with approximately 320 children being in care at any one time.
- Timeliness of visits to children in care remained high with 85% of children visited on time.
- The percentage of UASC is significantly higher than Statistical Neighbours and England average at 23%, although numbers of UASC remained in line with target allocation of this cohort of young people (66 versus a target of 68); the majority of UASC are male (91%).
- Placement stability for CLA continued to be high with 70% of children remaining in the same placement or more, which is higher than Statistical Neighbours and in line with the England average.
- The percentage of children who had three or more placements moves in the previous 12-months was lower than the previous year, 6.8% versus 8.8% at the same period in 2018/19.
- The majority of children remained in care until the age of 18 (83%), with most remaining with foster carers.
- Accommodation suitability remained high and significantly above Statistical Neighbour and England averages; the majority of Care Leavers had more semi-independent or independent living, and a high number remained with their foster carers.
- Although the data for care leavers in employment, education and training looked low at 56%, this was higher than Statistical Neighbour and England averages; the service continued to work on this indicator to ensure opportunities for young people were identified and supported.

<sup>43</sup> KPI is reported from the Sport England Active Lives Adult Survey, which is undertaken twice a year. This uses the Chief Medical Officer guidelines as a measurement. This measurement is slightly different to the KPI reported under the HWBB.

## Improving services for children and young people and ensuring the needs of children are considered in everything we do

- Contacts coming into the MASH continued to increase following a decline in December 2019 which was expected with the holiday season, 34% of these were referred to either children's social care or early help services.
- The re-referral rate fell to 16%, which was significantly lower than Statistical Neighbour and England averages.
- The majority of children were seen during an assessment, 96%, with most assessments being completed within 45-working days (79%); there continued to be strong management oversight where assessments were not completed on time.
- ICPC timeliness (within 15 days of s47 start date) was in line with Statistical Neighbour and England averages (86%).
- The rate of both open Children in Need Plans (CIN) and Children on a Child Protection Plan (CPP) remained significantly lower than Statistical Neighbours and England averages, 184 per 10,000 and 20 per 10,000 respectively.
- Children were visited in a timely manner with most children on a child protection plan (86%) seen in the previous four-weeks, 72% were seen within 10-working days.
- The majority of children who were reported missing were offered and provided a return home interview (80%).
- The health data for children looked after continued to improve, with 89% of open CLA having had an up-to-date health assessment.
- The percentage of dental checks for the same cohort was lower than Statistical Neighbours and the England average, 58% for the previous six-months.

## Safe and strong communities where people get along well

Keeping Barnet safe	<ul style="list-style-type: none"> <li>- The Barnet Safer Communities Partnership has helped keep Barnet safe by delivering a co-ordinated multi-agency response for victims of repeat anti-social behaviour (ASB). This work has been coordinated through the Community Safety MARAC, where over 65 complex repeat ASB cases have been problem solved during 2019/20 (outperforming the EOY target of 30).</li> <li>- In addition, Barnet has continued to support and utilise the OWL (Online Watch Link) app, so that more residents can receive crime prevention advice and updates from their local Neighbourhood Policing Teams. The EOY target was met with over 20,000 residents using OWL to receive crime prevention updates.</li> </ul>	Good progress
Tackling anti-social behaviour and environmental crime	<ul style="list-style-type: none"> <li>- The Barnet Safer Communities Partnership has been working with the Police and other partner agencies to deliver a co-ordinated response to tackle anti-social behaviour and environmental crime. This has included utilising Public Space Protection Orders to tackle ASB linked to street drinking and other ASB issues. There are five PSPOs live (exceeding the EOY target of 3). The evidence indicates that the PSPOs are effective in reducing the types of ASB that they have been targeting and there has been a reduction in alcohol related calls to the London ambulance service in the street drinking PSPO areas.</li> <li>- In addition, there are 13 multi-agency action plans in place to address high impact ASB and environmental crime areas (exceeding the EOY target of 6).</li> <li>- The volume of ASB calls to Police increased, reflecting a similar trend across London (over 65,000 more ASB calls to Police in London during 2019/20 compared to the previous year). Increased capacity within the '101' call handling system, which reduced the average waiting time for '101' calls to picked up, has been a major contributory factor to the increase in recorded calls.</li> </ul>	Good progress
Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	<ul style="list-style-type: none"> <li>- The Barnet Zero Tolerance to Hate Crime project is part of the Barnet Safer Communities Partnership's commitment to working together to improve access to justice for victims of hate crime and to make it easier for people to report Hate Crime and get the support that they need. Barnet's reported incidence of racist and religious Hate Crime remains below the London average (there were 781 Racist and Religious crimes reported in Barnet in the last 12 months). However, Hate Crime continues to be underreported both locally and nationally.</li> <li>- 270 residents and staff in Barnet signed up to become Hate Crime Reporting Champions (exceeding the EOY target of 50). In addition, 99 partnership staff received Hate Crime reporting training (1 short of the EOY target of 100).</li> <li>- The project also had a target to increase the number of Reporting Centres from 9 to 10 during 2019/20. Staff have been preparing an additional 6 centres to join the scheme, but these have been delayed due to Covid-19.</li> </ul>	Good progress
Ensuring we are a family-friendly borough	<ul style="list-style-type: none"> <li>- In the British Youth Council 'Make Your Mark' consultation, Barnet received 12,399 votes, with 'Put an end to Knife Crime' voted as the top devolved issue and the UK issue being 'Protect the Environment'.</li> <li>- As part the UNICEF Child Friendly Communities partnership, the council worked with the 'Real Play Coalition' to deliver three workshops with 150 children, families and young people to seek views about how to make Barnet more play friendly.</li> <li>- The Youth Assembly was relaunched with elections for Youth Ambassadors to chair Youth Assembly running alongside the UK Youth Parliament elections in March. There were 7,368 votes and two UKYPs and Youth Ambassadors were elected.</li> </ul>	Good progress

## Safe and strong communities where people get along well

	<ul style="list-style-type: none"> <li>- A UNICEF staff survey was promoted to find out what staff and partners' understanding of children's rights was. The results are being analysed by UNICEF.</li> <li>- New safeguarding partnership arrangements were published, which place a shared and equal duty on the local authority, the Police and Clinical Commissioning Group to safeguard and promote the welfare of children. Red Quadrant was appointed to undertake independent scrutiny of the arrangements. As part of the new safeguarding partnership arrangements, Professional &amp; Young People's Forums (PYPF) were delivered on mental health, knife crime and harmful practices.</li> <li>- The Young People's Perception Survey conducted face-to-face interviews with 500 young people. The results will be presented at the next CES Committee.</li> <li>- A mental health campaign strategy is being developed to raise awareness of mental health issues and signposting to access support services. Stress, anxiety and depression were identified as the priority mental health challenges for children and young people in the borough.</li> </ul>	
<p>Focusing on the strengths of the community and what they can do to help themselves and each other</p>	<ul style="list-style-type: none"> <li>- Delivery against VCS performance indicators has been satisfactory throughout the year, and the council's engagement with the community has seen real improvement. Covid-19 has given rise to a huge amount of community participation with residents coming together to help each other in ways the borough has never previously seen. At the heart of this is the Community Response programme, led by the Barnet Together partnership. This has seen the VCS lead organisations take the initiative to drive and co-ordinate their sector to meet the needs of vulnerable residents. In order not to disrupt this work, it was agreed to extend until March 2021 the VCS development contracts that were due to elapse in the autumn.</li> </ul>	<p>Good progress</p>
<p>Supporting local businesses to thrive</p>	<ul style="list-style-type: none"> <li>- Local businesses have been supported through the construction contracts that form part of the regeneration schemes, with increased inclusion of Local Supply Chain obligations in Planning Agreements for Grahame Park, Silkstream (Sainsbury's), Finchley Gate and TfL sites across the borough and ongoing planning for supply chain engagement on Brent Cross Cricklewood.</li> <li>- Ongoing support has been provided to the established Town Teams (Chipping Barnet, Edgware, Cricklewood) and work started on the Chipping Barnet Community Plan, which will develop a comprehensive vision for the area. A procurement was launched for a design team to deliver a detailed design and community engagement for Finchley Square (Finchley Central). The Chipping Barnet pavement build-out was completed. There was continued development of North Finchley Town Centre revitalisation, with a focus on identifying the funding strategy.</li> <li>- Work progressed to identify workspace for small and micro businesses, including potential workspace at the NIMR site in Mill Hill.</li> <li>- A strengthened commitment to workspace was identified in the new Growth Strategy.</li> <li>- The Pop Up Business School was delivered in November 2019, with circa 90 people attending the two weeks event.</li> </ul>	<p>Good progress</p>

## Safe and strong communities where people get along well

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
<b>Keeping Barnet safe</b>						
Complex repeat ASB cases to be problem solved through Community Safety MARAC (q)	Bigger is better	30	30 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up to OWL (s)	Bigger is better	>20000	24351 (G)	New for 19/20	New for 19/20	No benchmark available
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is better	Monitor	71.7 <sup>44</sup>	↑	74.12 <sup>45</sup>	London 92.1 (Apr 19 – Mar 20, Met Police)
Overall rate of burglary in Barnet (r)	Smaller is better	Monitor	9.64 <sup>46</sup>	New for 19/20	New for 19/20	London 8.70 (Apr 19 – Mar 20, Met Police)
<b>Tackling anti-social behaviour and environmental crime</b>						
PSPOs implemented (s)	Bigger is better	3 <sup>47</sup>	5 (G)	New for 19/20	New for 19/20	No benchmark available
Volume of ASB calls to police (r)	Smaller is better	7855 <sup>48</sup>	11362 <sup>49</sup> (R)	New for 19/20	New for 19/20	No benchmark available
Multi-agency action plans in place to address high impact ASB and environmental crime areas (s)	Bigger is better	6 <sup>50</sup>	13 (G)	New for 19/20	New for 19/20	No benchmark available
Community engagement and communication campaigns delivered per year (Annual)	Bigger is better	2	2 (G)	New for 19/20	New for 19/20	No benchmark available

<sup>44</sup> Rolling 12 months to March 2020 (1 April 2019 to 31 March 2020).

<sup>45</sup> Rolling 12 months to February 2019.

<sup>46</sup> Rolling 12 months to March 2020 (1 April 2019 to 31 March 2020).

<sup>47</sup> The target is three PSPOs implemented at any point in time.

<sup>48</sup> A 5% reduction vs. 2017/18 baseline of 8,268 calls.

<sup>49</sup> Rolling 12 months to March 2020 (April 2019 to 31 March 2020).

<sup>50</sup> The target is to have at least six active plans in place at any point in time.

## Safe and strong communities where people get along well

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime						
Racist and religious hate crime reported (r)	Not applicable	Monitor	781 <sup>51</sup>	Not applicable	729 <sup>52</sup>	No benchmark available
Hate Crime Reporting Centres in Barnet (s)	Bigger is better	10 <sup>53</sup>	10 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up as Hate Crime Awareness Champions (c)	Bigger is better	50	271 <sup>54</sup> (G)	New for 19/20	New for 19/20	No benchmark available
Training sessions delivered across the partnership (c)	Bigger is better	10	10 (G)	New for 19/20	New for 19/20	No benchmark available
Number of staff to receive training across the partnership (c)	Bigger is better	100	99 (A)	New for 19/20	New for 19/20	No benchmark available
Number of Hate Crime Awareness Workshops delivered (c)	Bigger is better	5	9 (G)	New for 19/20	New for 19/20	No benchmark available
Number of CTN meetings held per year (q)	Bigger is better	4	2 (R)	New for 19/20	New for 19/20	No benchmark available
<i>Comments: The CTN did not take place in Q3 or Q4 due to pre-election regulations for the General Election and Covid-19.</i>						
Focusing on the strengths of the community and what they can do to help themselves and each other						
Number of hours of 121 surgeries (q)	Bigger is better	36	26 (R)	New for 19/20	New for 19/20	No benchmark available

<sup>51</sup> Rolling 12 months to March 2020 (1 April 2019 to 31 March 2020).

<sup>52</sup> Rolling 12 months to February 2019.

<sup>53</sup> The target is for minimum of 10 Hate Crime Reporting Centres to be in operation at any one time.

<sup>54</sup> During National Hate Crime Awareness week in October 2019, more than 200 residents and partnership staff signed up to become Hate Crime Reporting Champions, bringing the total this year to 271.

## Safe and strong communities where people get along well

Indicator	Polarity	19/20 Target	EOY 19/20		EOY 18/19	Benchmarking
			Result	DOT	Result	
Number of Funders Fairs (bi-annual)	Bigger is better	2	2 (G)	New for 19/20	New for 19/20	No benchmark available
Number of new residents registering to be a volunteer (c)	Bigger is better	750	4362 (G)	New for 19/20	New for 19/20	No benchmark available

*Comments: A series of 121 surgeries were scheduled to take place in Q4 but these were not held due to Covid-19.*



Developed as a part of the collaborative **Data to Intelligence Project** between Waltham Forest Council, Hackney Council, Tower Hamlets Council, and Ofsted



# Children's services Analysis Tool (ChAT)

Based on Ofsted's ILACS Annex A dataset (2019)

## Barnet

06 February 2020

Headline figures	Page 3
Contacts in the last 6 months	Page 4
Early Help in the last 6 months	Page 4
Referrals in the last 6 months	Page 5
Assessments in the last 6 months	Page 6
Section 47 enquiries in the last 6 months	Page 7
Children in Need (CIN) - total, started, and ceased in the last 6 months	Page 8
Children in Need (CIN) with an open episode of need	Page 9
Child Protection Plans (CPP) started and ceased in the last 6 months	Page 10
Child Protection Plans (CPP) currently open	Page 11
Children Looked After (CLA) started and ceased in the last 6 months	Page 12
Children Looked After (CLA) with an open episode of care	Page 13
Children Looked After (CLA) placements	Page 14
Children Looked After (CLA) health and missing/absent from placement	Page 15
Care leavers currently in receipt of leaving care services	Page 16
Care leavers accommodation suitability and type	Page 17
Care leavers activity (Education, Employment, or Training)	Page 18
Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months	Page 19
Adoption benchmarking	Page 20
Prospective adopters in the last 12 months	Page 21
Demographics of children across all areas of children's social care	Page 22
Comparisons of headline figures and performance data to published statistics	Page 23

Headline figures

**Contacts**

Contacts in the last 6 months 9,118

**Early Help / Common / Targeted Assessments**

Early Help in the last 6 months 1,473

**Referrals**

Referrals in the last 6 months 1,334

**Social Care Assessments**

Total assessments in the last 6 months 1,904

Assessments completed in the last 6 months 1,445

Ongoing assessments 459

**Section 47 enquiries and Initial Child Protection Conferences (ICPCS)**

Section 47 enquiries in the last 6 months 355

ICPCs that started from an S47 in the last 6 months 80

**Children in Need (CIN)**

Total CIN in the last 6 months 2,933

CIN started in the last 6 months 1,317

CIN ceased in the last 6 months 1,246

Current children in need (snapshot) 1,687

**Child Protection Plans (CPP)**

Total CPP in the last 6 months 284

CPP started in the last 6 months 82

CPP ceased in the last 6 months 101

Current children subject of a child protection plan (snapshot) 183

**Children Looked After (CLA)**

Total CLA in the last 6 months 402

CLA started in the last 6 months 82

CLA ceased in the last 6 months 70

Current children looked after (snapshot) 332

**Care leavers**

Care leavers currently in receipt of leaving care services 320

**Adoptions**

Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months 32

Children adopted in the last 12 months 10

Children waiting to be adopted (snapshot) 22

Children with decision reversed in the last 12 months 0

**Adopters**

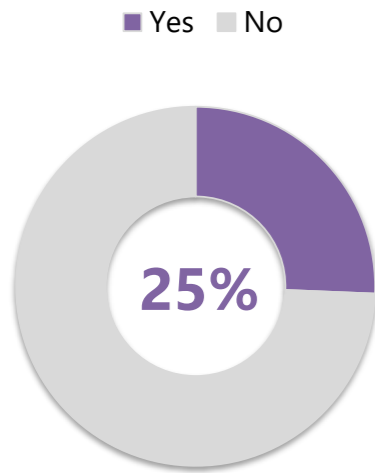
Prospective adopters in the last 12 months 0

Contacts in the last 6 months

from 07/08/2019 to 06/02/2020

9118 contacts

Contacts that also appear on the Referrals list



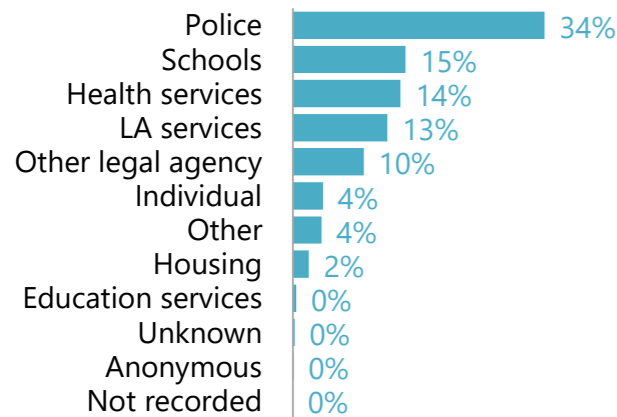
Age and gender



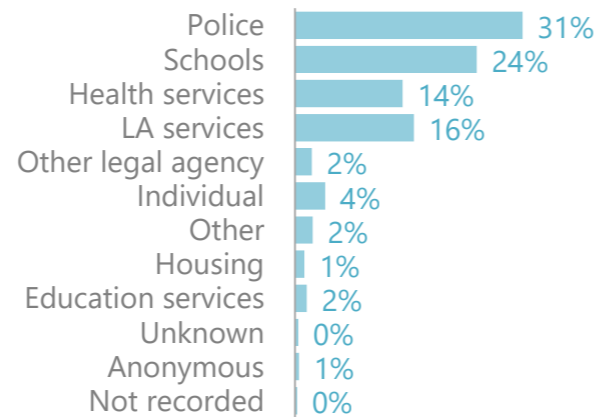
Other' includes not recorded, not stated, or neither M/F

Source of contacts compared to source of referrals

Contact source



Referral source comparison



Children with multiple contacts in period



Ethnic backgrounds

White	26%
Mixed	11%
Asian or Asian British	6%
Black or black British	14%
Other ethnic group	10%
Not stated	28%
Not recorded	2%

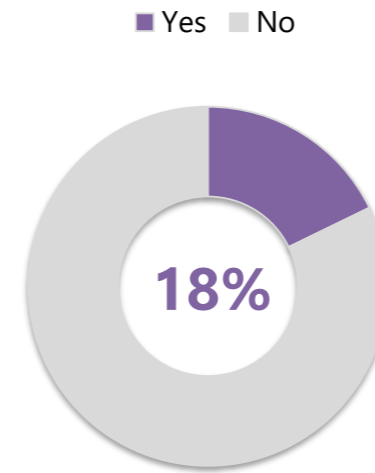
See page 20 for comparisons

Early Help in the last 6 months

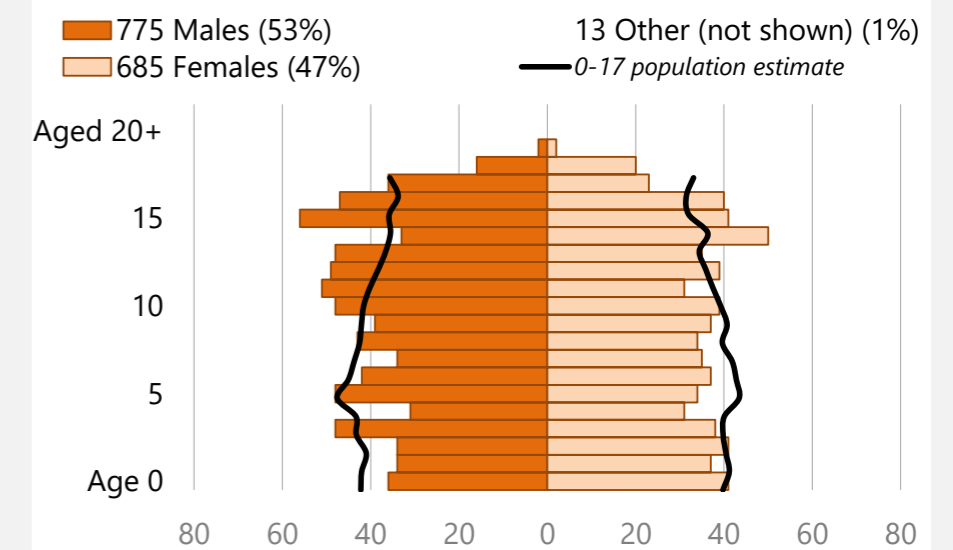
from 07/08/2019 to 06/02/2020

1473 Early Help / Common / Targeted Assessments

Early Help cases that also appear on the Referrals list

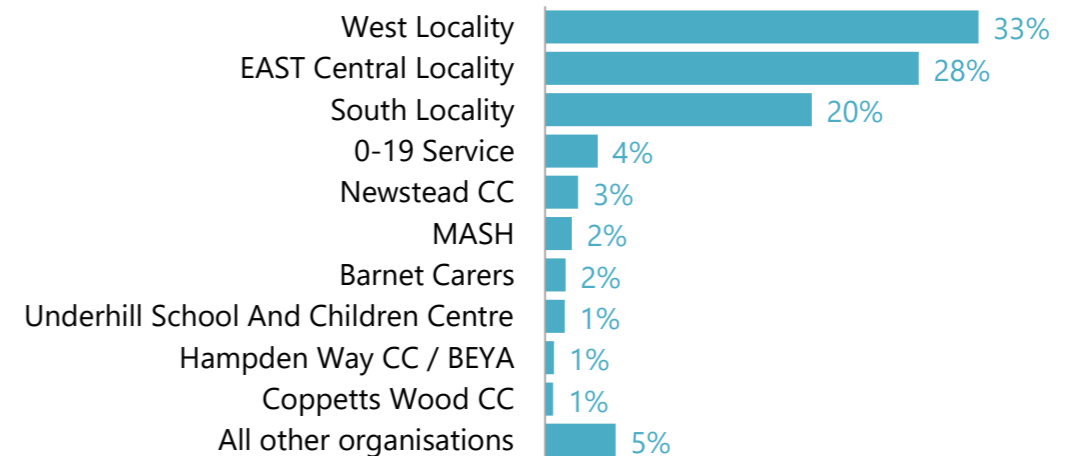


Age and gender

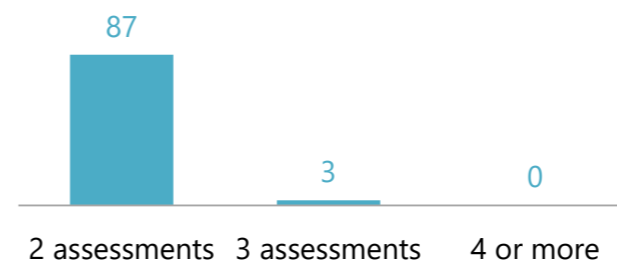


Other' includes not recorded, not stated, or neither M/F

Organisation completing assessment



Children with multiple records in period



Ethnic backgrounds

White	35%
Mixed	11%
Asian or Asian British	7%
Black or black British	16%
Other ethnic group	8%
Not stated	18%
Not recorded	1%

See page 20 for comparisons

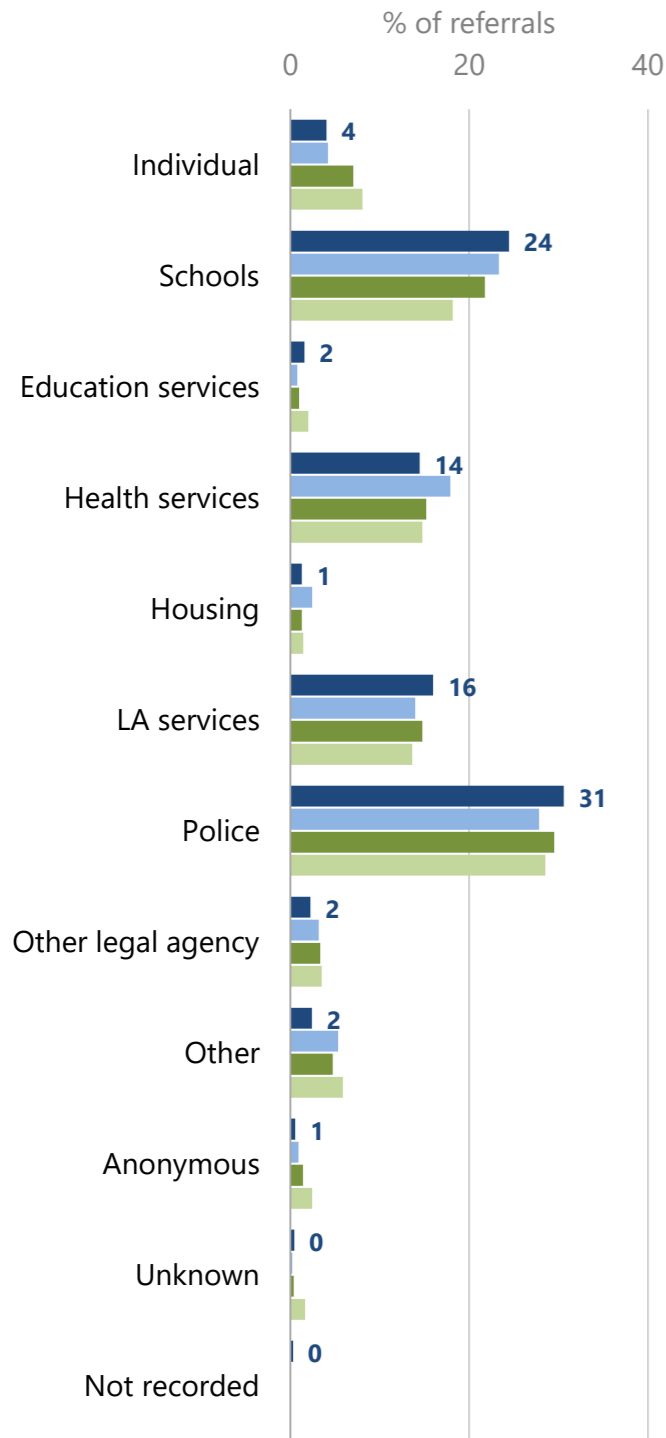
Referrals in the last 6 months

from 07/08/2019  
to 06/02/2020

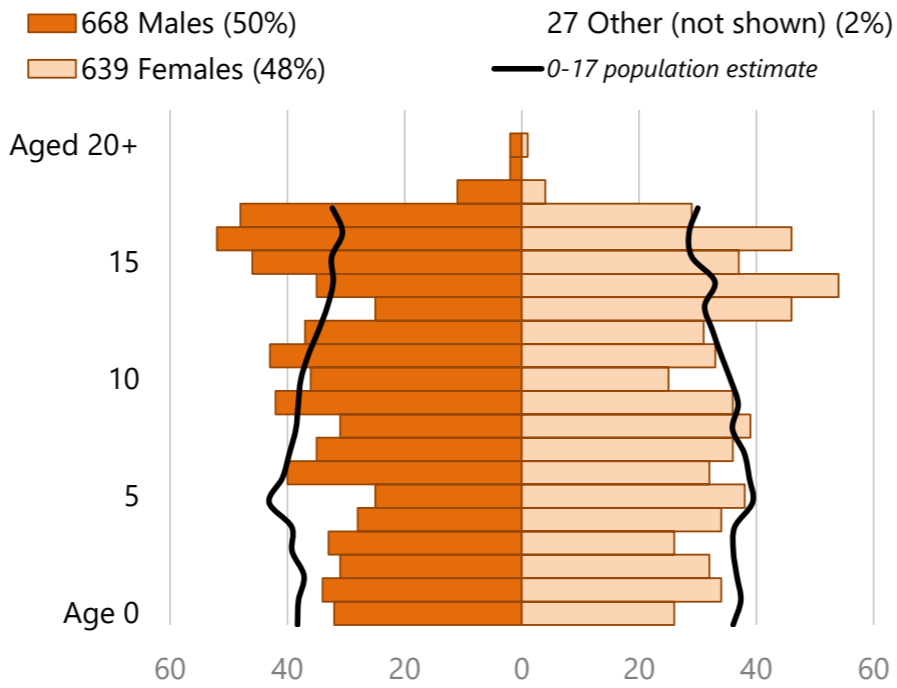
1334 referrals

Source of referral

■ Last 6 months ■ LA 17-18 ■ SNs 17-18 ■ Eng 17-18



Age and gender



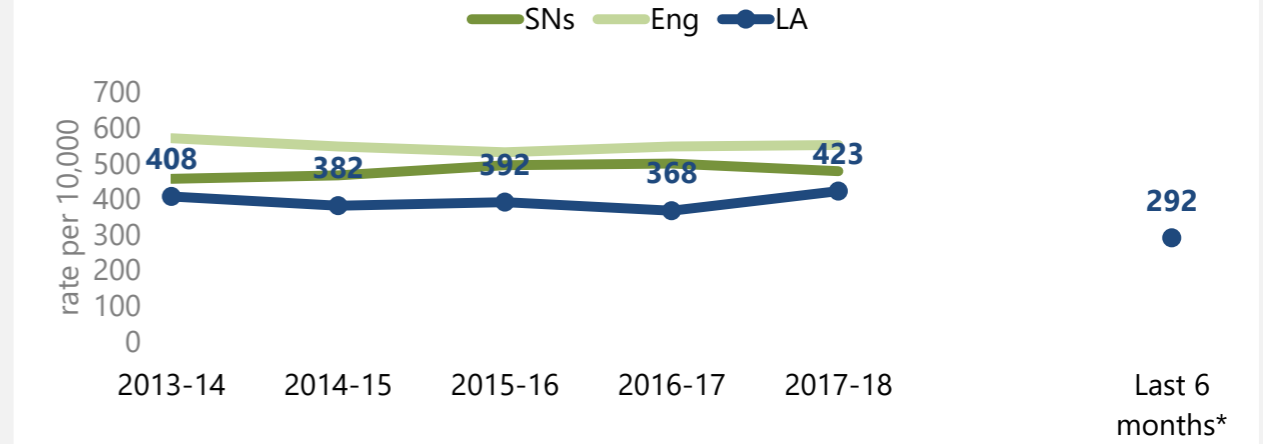
Other' includes not recorded, not stated, or neither M/F

Ethnic backgrounds

White	30%
Mixed	13%
Asian or Asian British	9%
Black or black British	16%
Other ethnic group	14%
Not stated	15%
Not recorded	0%

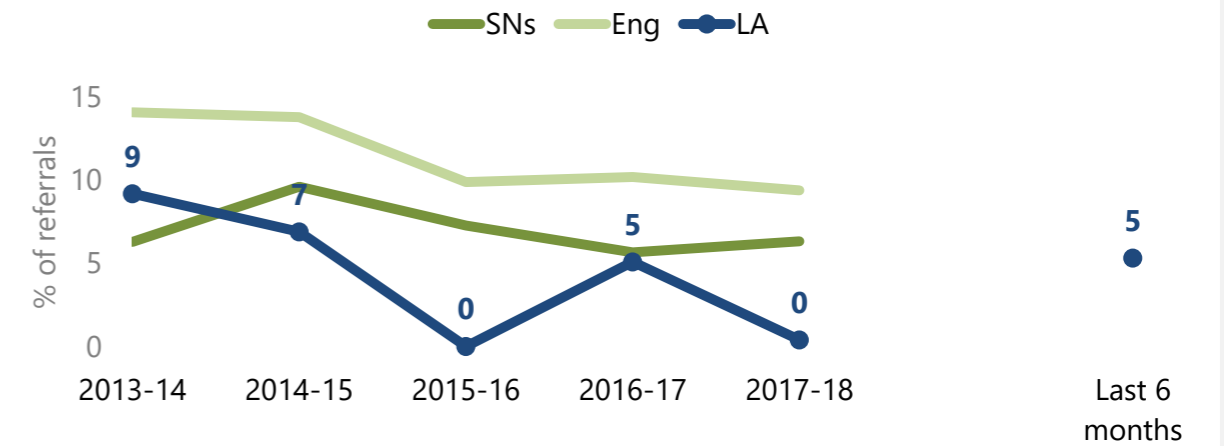
See page 20 for comparisons

Rate of referrals per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

Referrals with No Further Action (NFA)

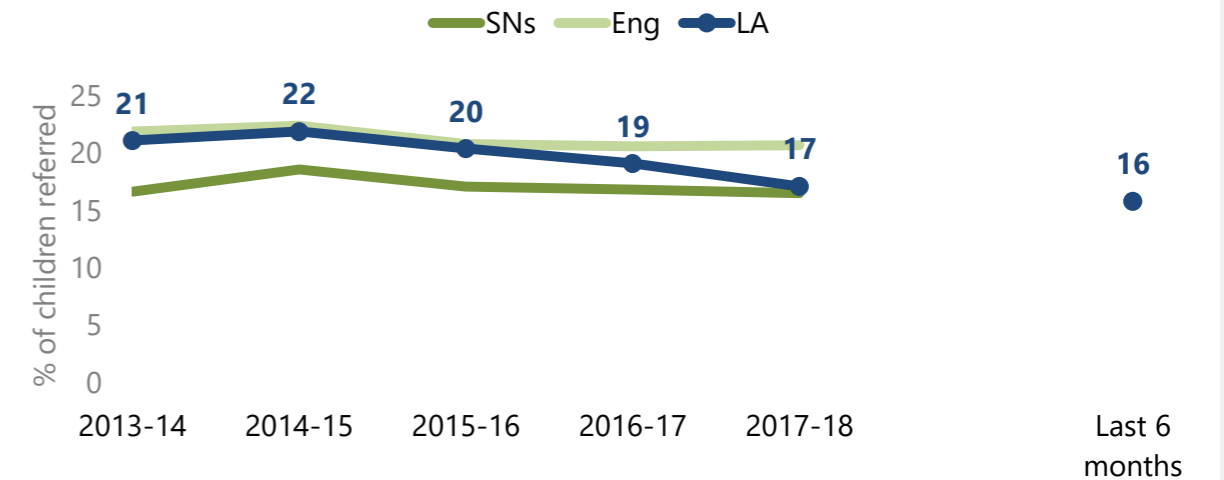
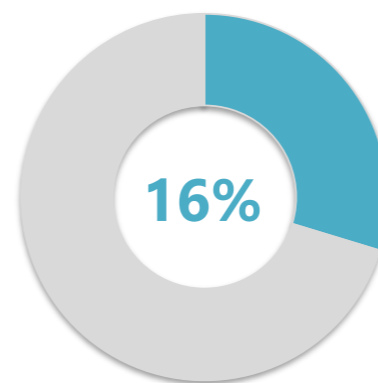


Re-referrals: children with a previous referral within 12 months of their latest referral

202 children with previous referrals within 12 months of latest referral

■ Re-referral ■ First referral □ Not recorded

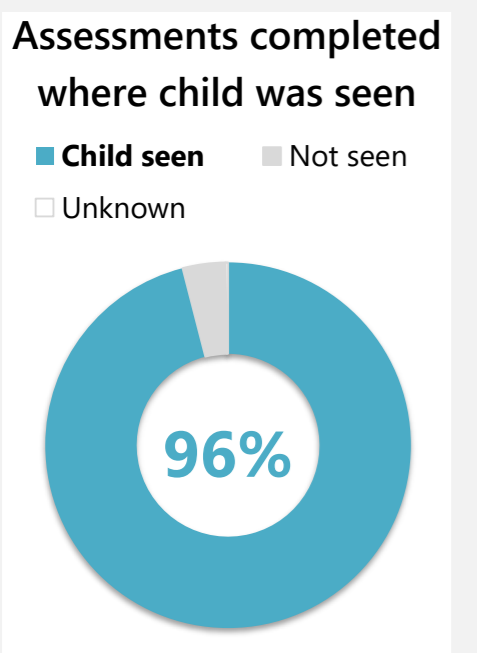
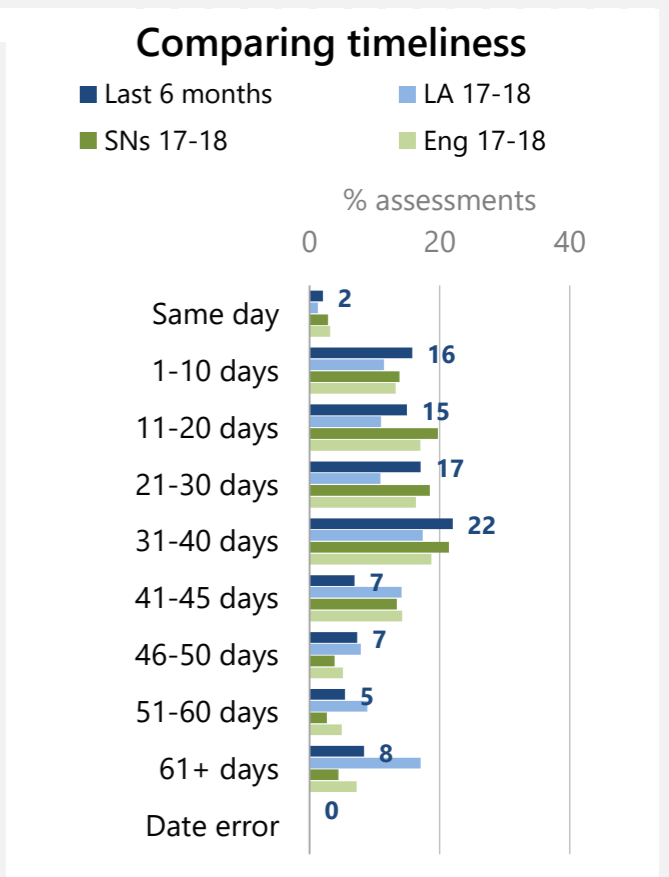
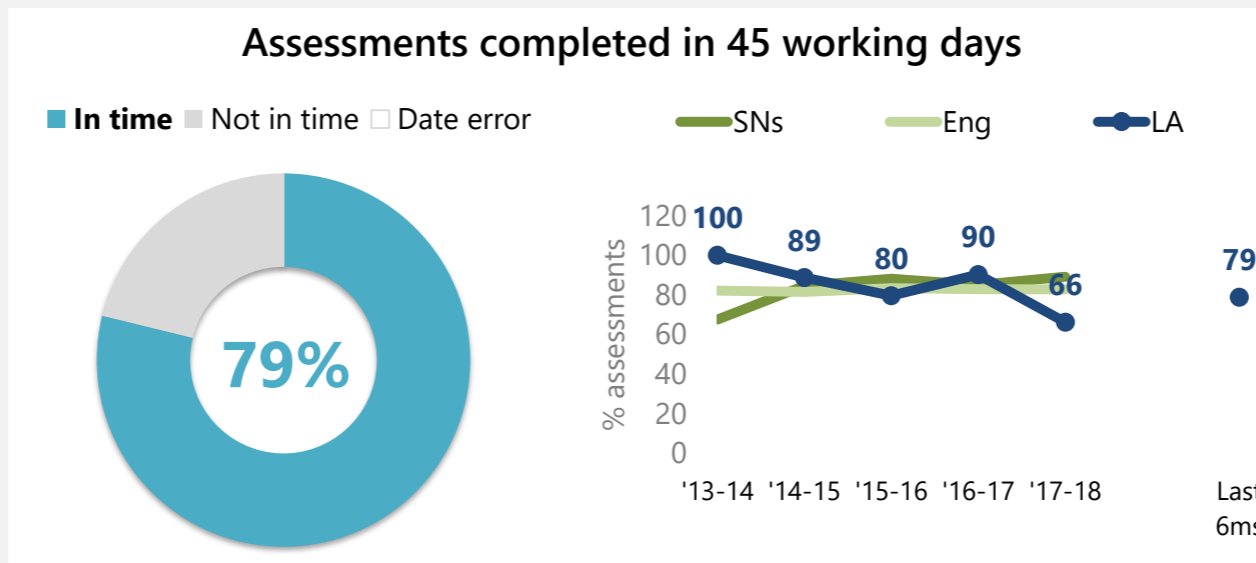
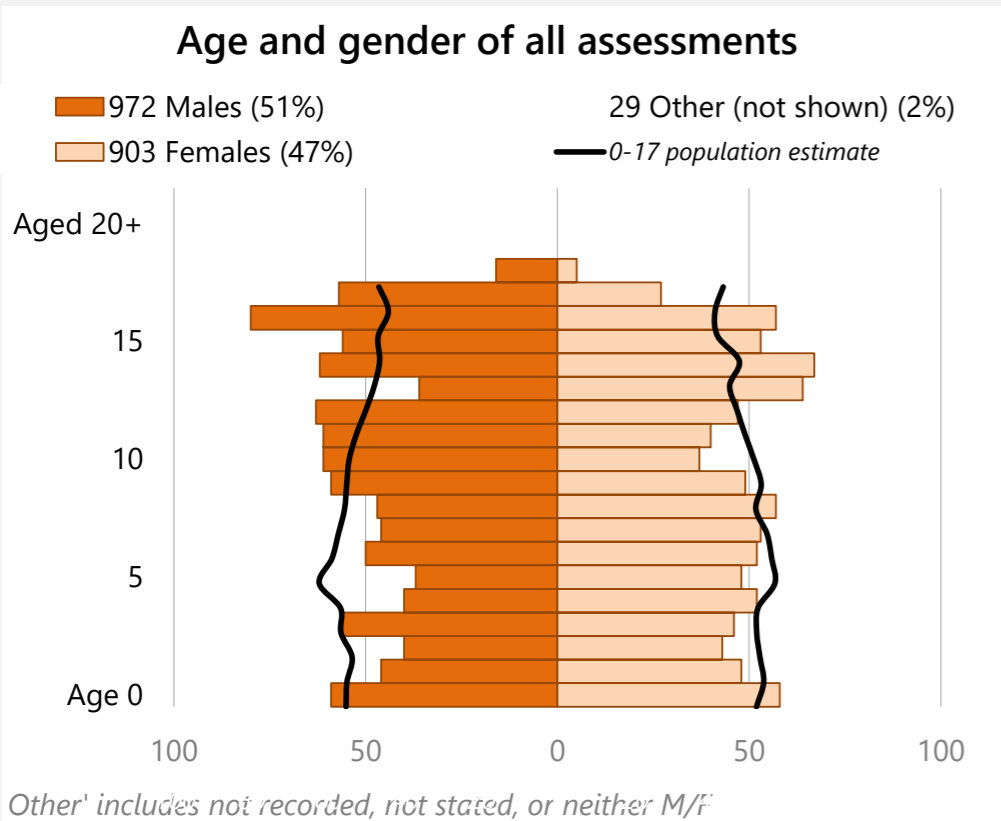
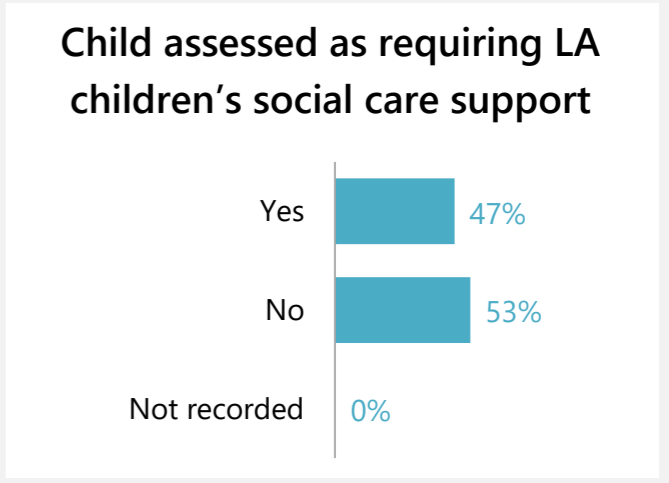
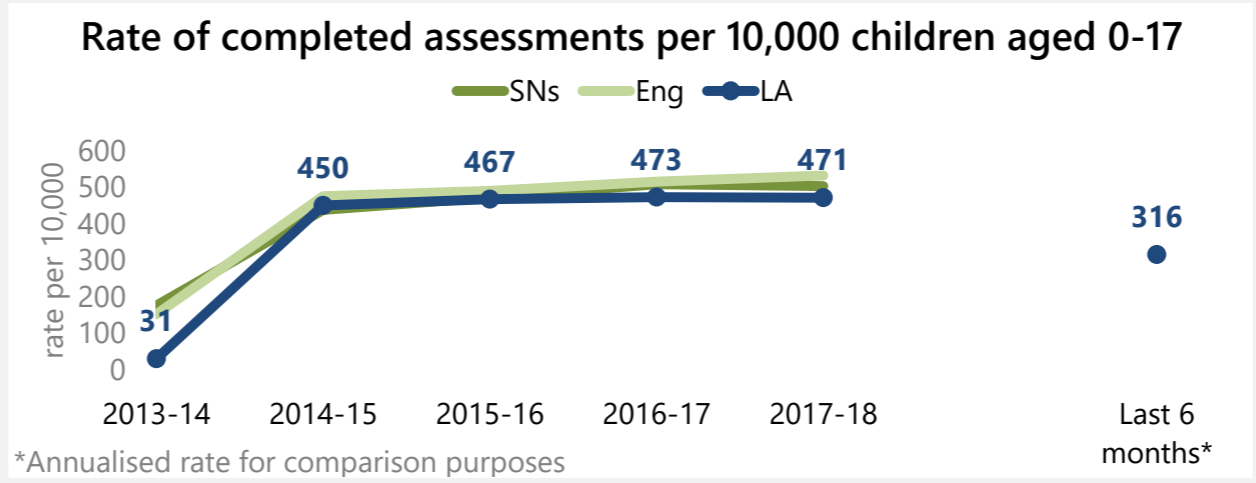
First referral	1,075
1 prev referral	142
2 prev referrals	55
3 prev referrals	5
4+ prev referrals	0
Not recorded	0



Assessments in the last 6 months

from 07/08/2019  
to 06/02/2020

1904 total assessments  
459 open assessments  
**1445 completed assessments**

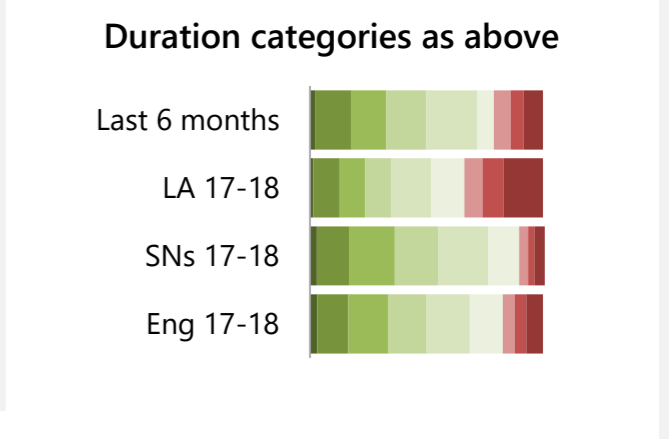
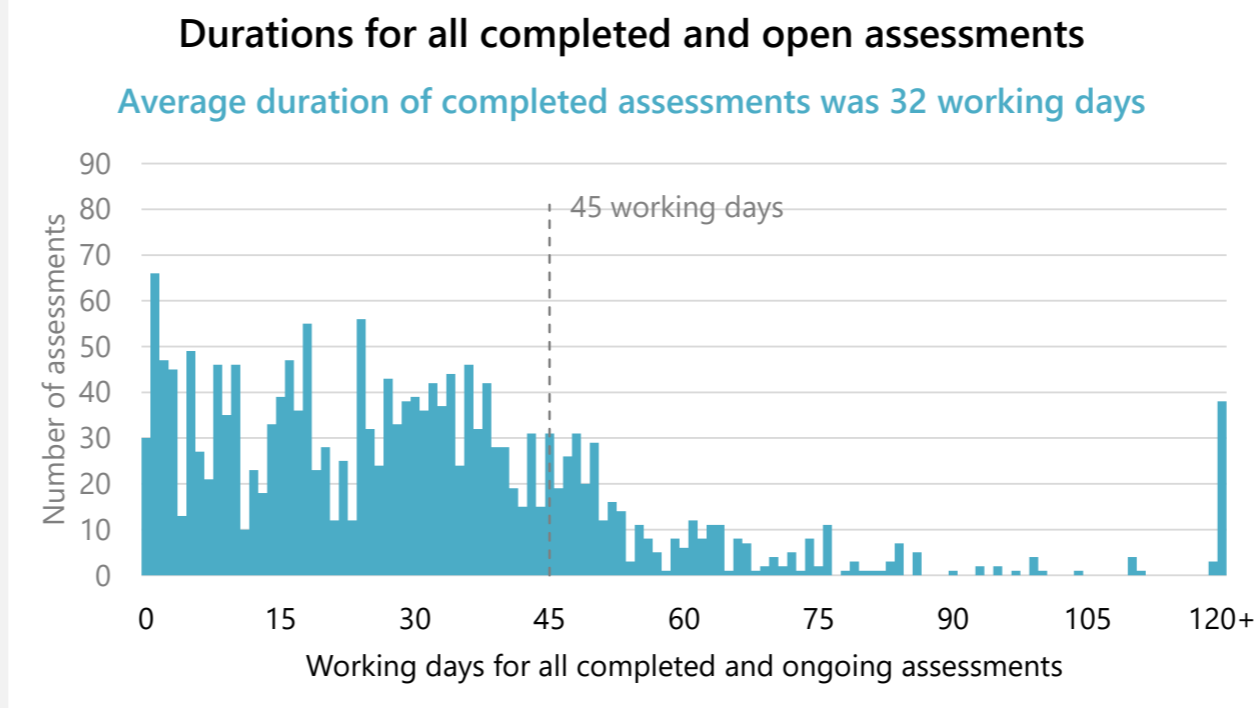


### Ethnic background

White	33%
Mixed	17%
Asian or Asian British	7%
Black or black British	17%
Other ethnic group	15%
Not stated	8%
Not recorded	0%

See page 20 for comparisons

92 assessments (5%) for children with a disability

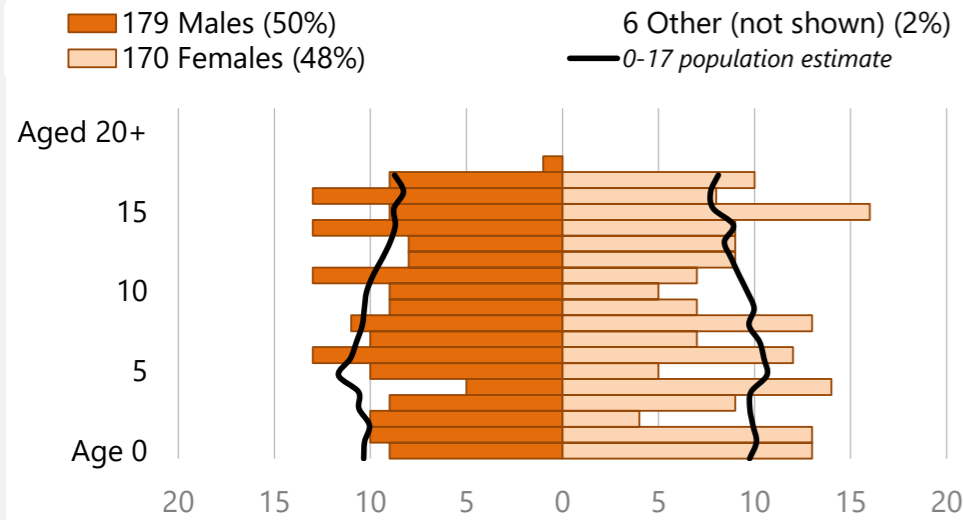


Section 47 enquiries in the last 6 months

from 07/08/2019  
to 06/02/2020

### 355 Section 47 enquiries

#### Age and gender



Other' includes not recorded, not stated, or neither M/F

### 80 Initial Child Protection Conferences (from S47 in period)

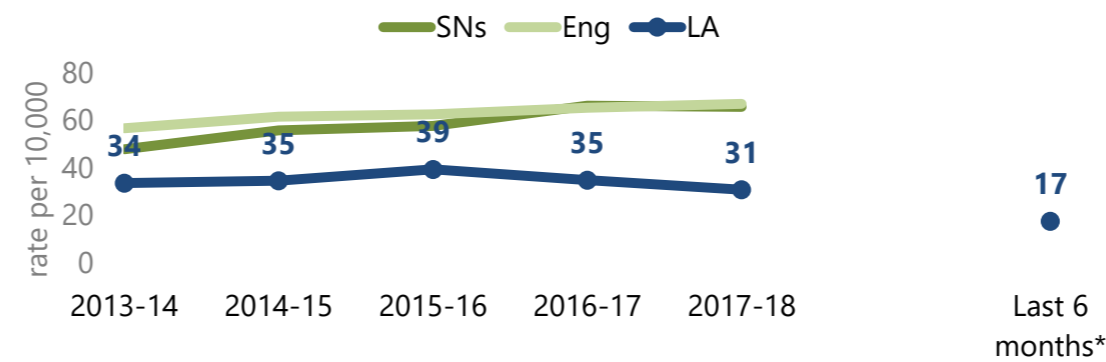
**75%** of completed S47s **did not require an ICPC**

ICPC not required may include S47s for open CPP where ICPC was not required, and may exclude children where an ICPC was required but has not yet occurred

0 child(ren) with a repeat ICPC within 12 months of latest

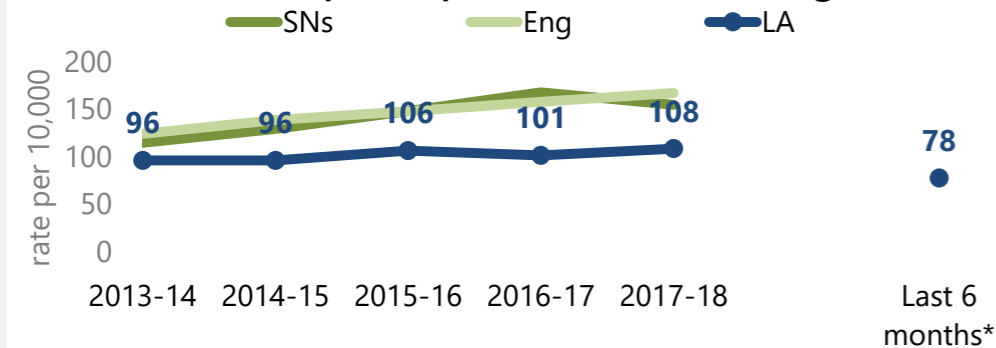
**75%** of ICPCs resulted in a child protection plan

#### Rate of ICPCs per 10,000 children aged 0-17



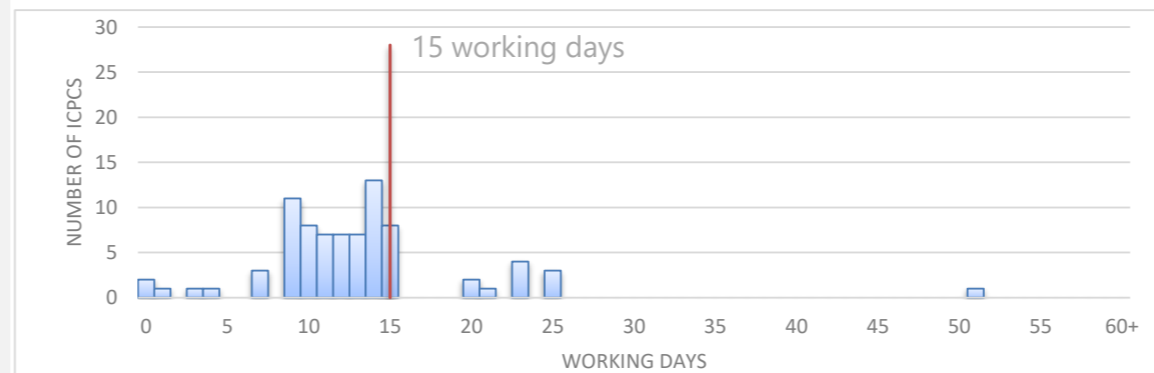
\*Annualised rate for comparison purposes

#### Rate of S47 enquiries per 10,000 children aged 0-17

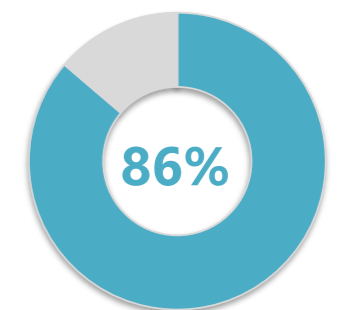


\*Annualised rate for comparison purposes

#### ICPCs occurred within 15 working days of the strategy discussion date

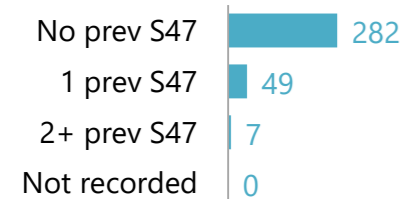


**86%** In time  
Not in time  
Date error



### 19 S47s (5%) for children with a disability

#### Children with a repeat S47 within 12 months of latest

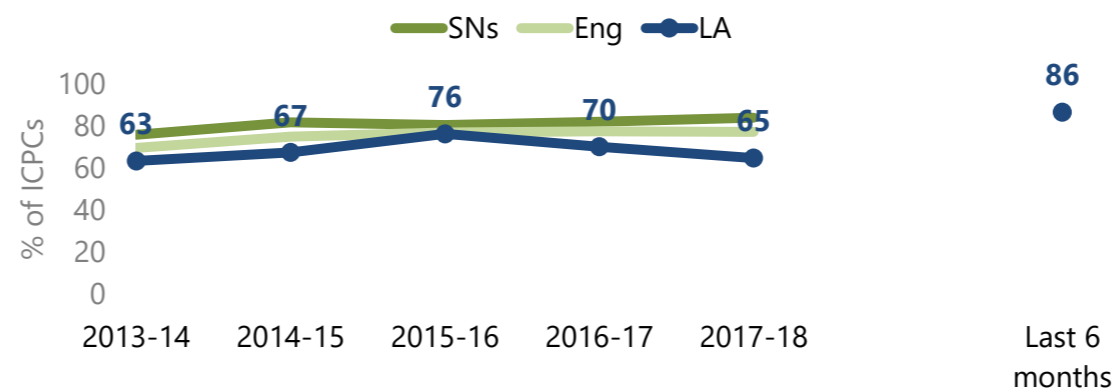


#### Ethnic background

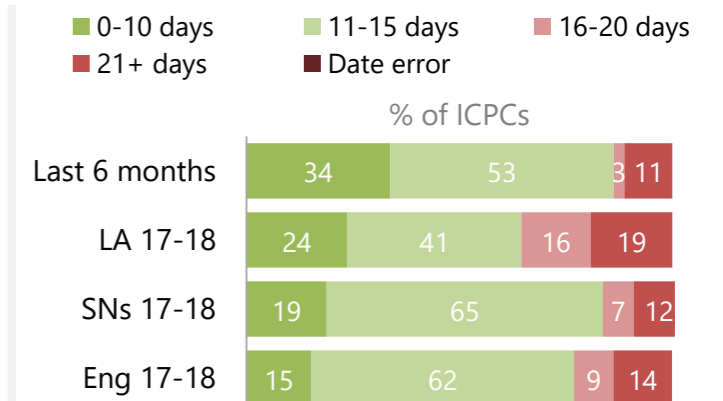
White	32%
Mixed	19%
Asian or Asian British	6%
Black or black British	22%
Other ethnic group	15%
Not stated	4%
Not recorded	0%

See page 20 for comparisons

#### Trend of ICPC timeliness (within 15 days of S47 start)



#### Comparing ICPC durations



Children in Need (CIN) - total, started, and ceased in the last 6 months

from 07/08/2019  
to 06/02/2020

### 2933 total CIN in 6 months\*

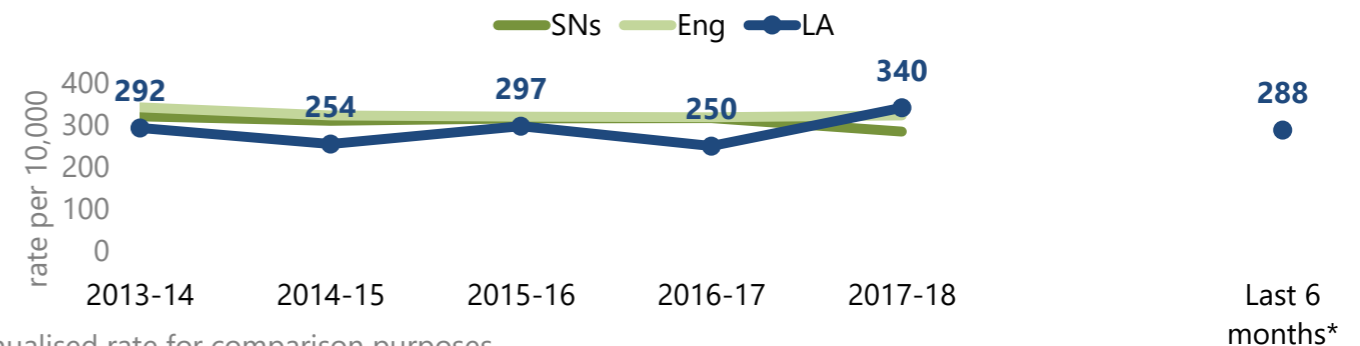
\*Note: the numbers of children in need reported in ChAT are not directly comparable to published CIN census statistics due to an undercount of referrals and care leavers.

The children in need census includes any child referred to children's social care services in the year as well as any open case for whom the local authority was providing services. Ofsted's Annex A List 6 largely covers this cohort, with the exception of those with only an open referral and those accessing leaving care services.

For this reason the published children in need census statistics are not directly comparable to ChAT, however there is considerable overlap with ChAT undercounting the true value as it excludes open referrals and care leavers.

### 1317 CIN started in 6 months

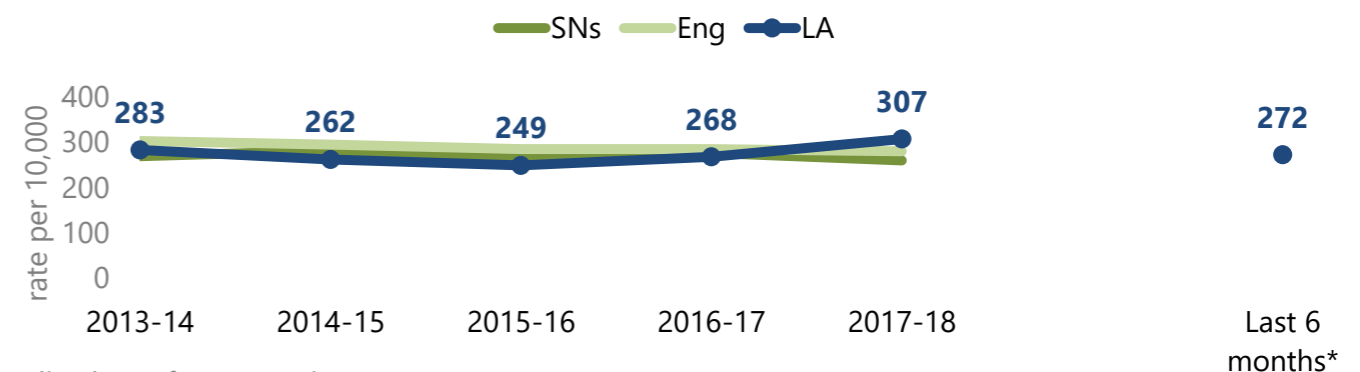
Rate of children who started an episode of need per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

### 1246 CIN ceased in 6 months

Rate of children who ended an episode of need per 10,000 children aged 0-17

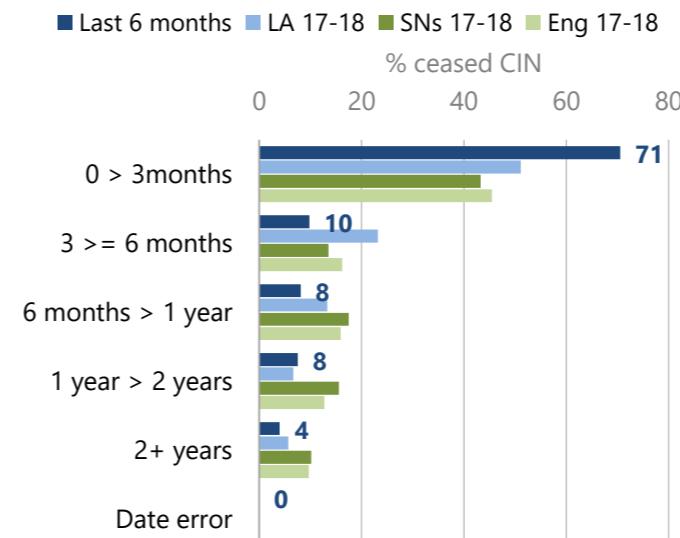


\*Annualised rate for comparison purposes

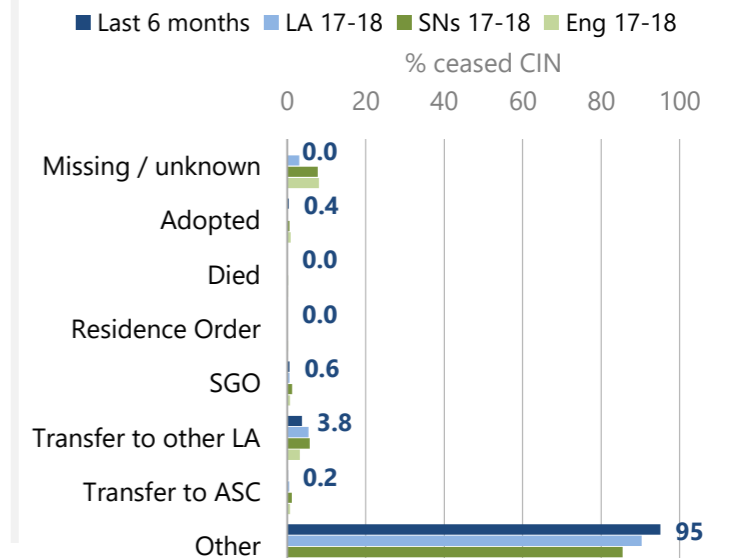
#### Cases included in Annex A / ChAT

Case status of children on CIN list	Number	Percentage
Looked after child	328	11%
Child protection plan	178	6%
Child in need plan	508	17%
Open assessment	363	12%
Closed episode	1,246	42%
Case status not recorded	310	11%
<b>Total</b>	<b>2,623</b>	<b>89%</b>

#### Comparing CIN ceased durations



#### Comparing CIN ceased reasons





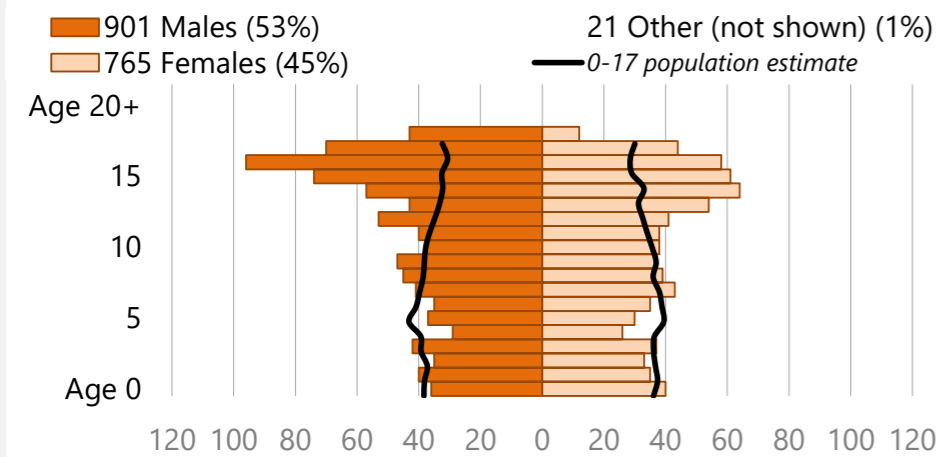
Children in Need (CIN) with an open episode of need

Snapshot 06/02/2020

# 1687 Children in Need with an open episode of need\*

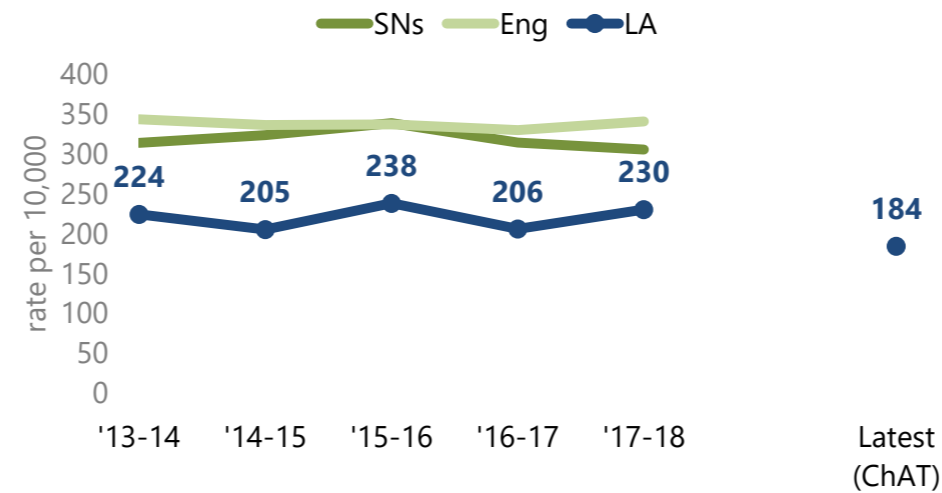
\*Note: Annex A figures in this section are not directly comparable to the published Children in need census statistics (see note on page 8)

## Age and gender

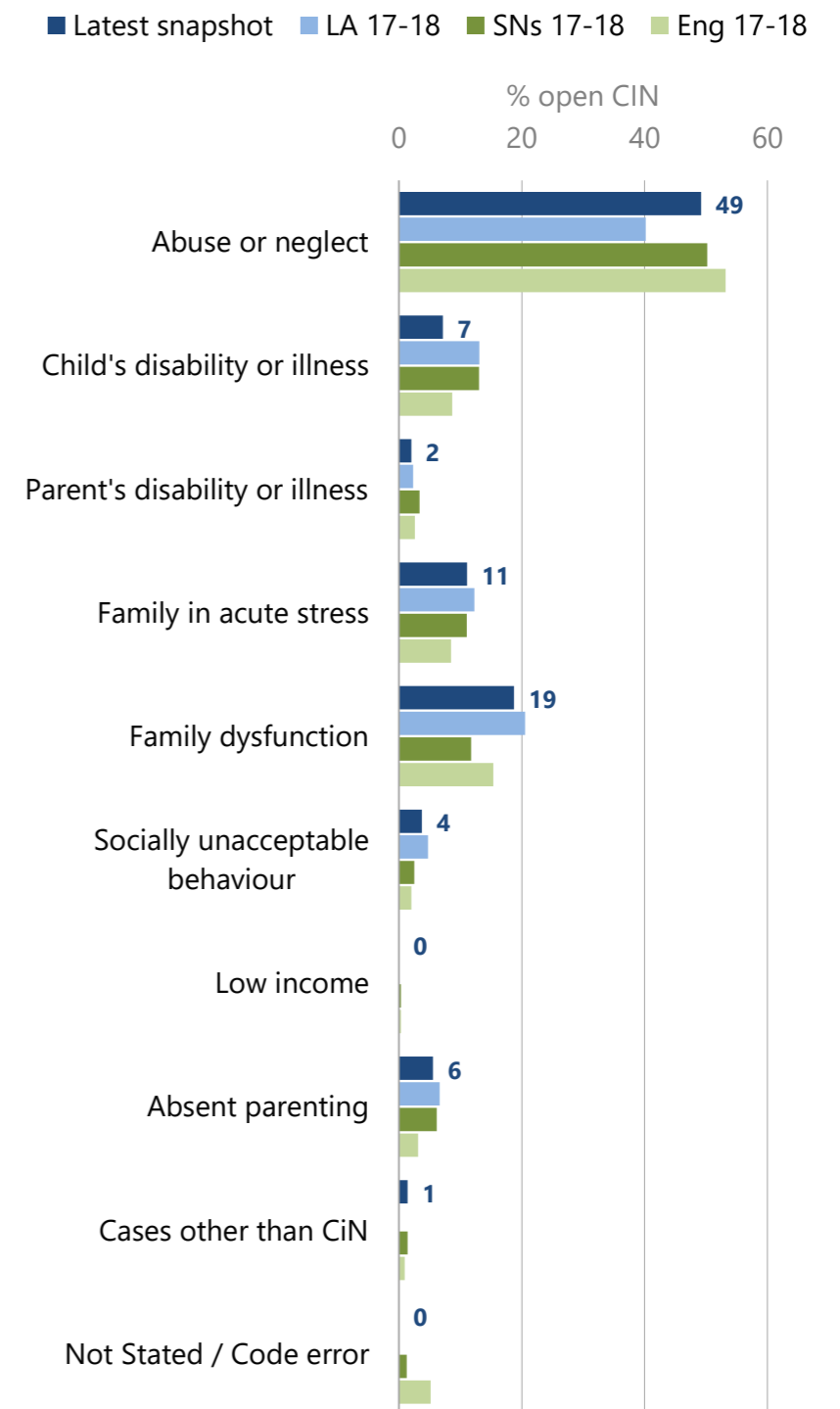


Other' includes not recorded, not stated, or neither M/F

## Rate of open CIN per 10,000 children aged 0-17\*

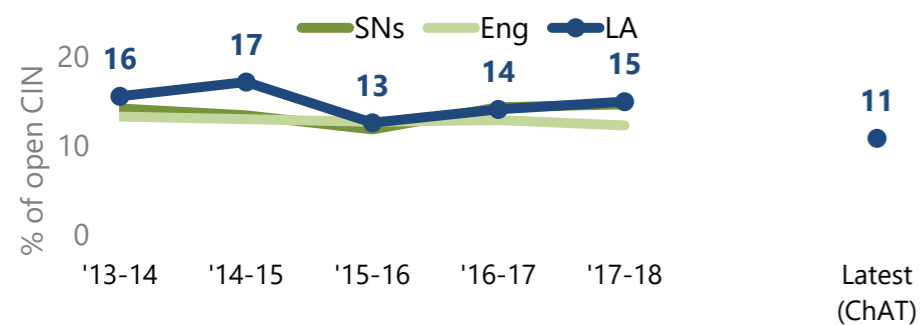


## Comparing primary need of open CIN

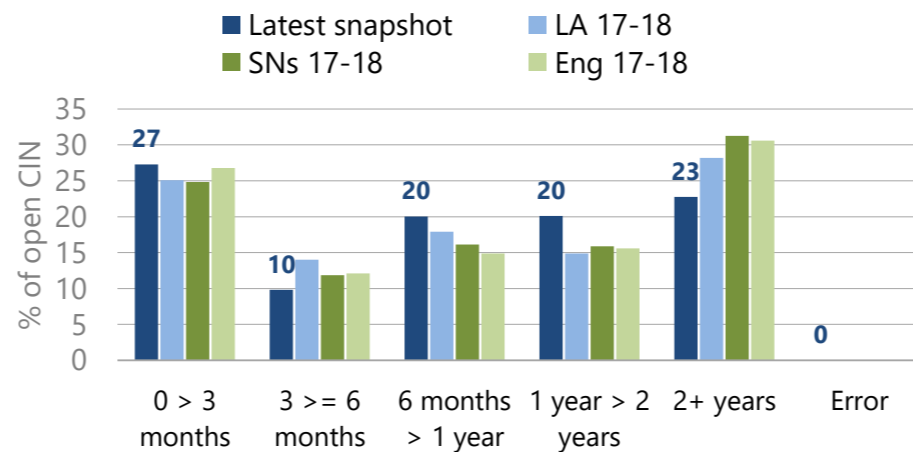


## 183 children (11%) with a disability

### CIN with an open episode of need with a disability



## Comparing episode duration of open CIN

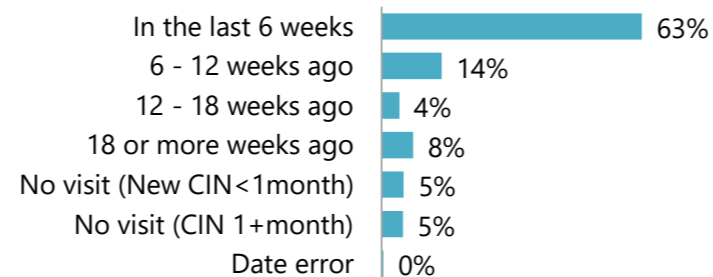


## Ethnic background

White	35%
Mixed	18%
Asian or Asian British	6%
Black or black British	16%
Other ethnic group	15%
Not stated	8%
Not recorded	0%

See page 20 for comparisons

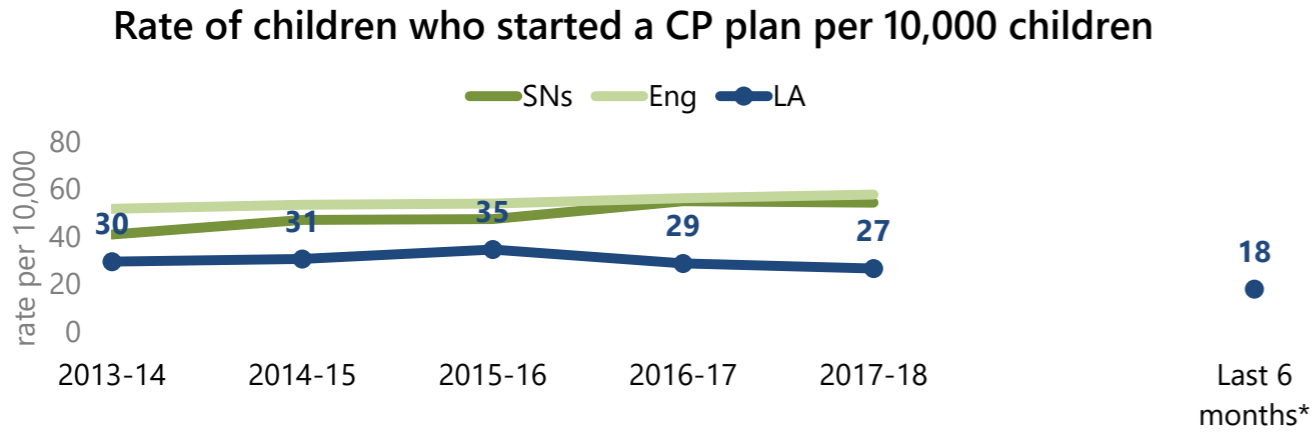
## Time since the child's latest social worker visit



Child Protection Plans (CPP) started and ceased in the last 6 months

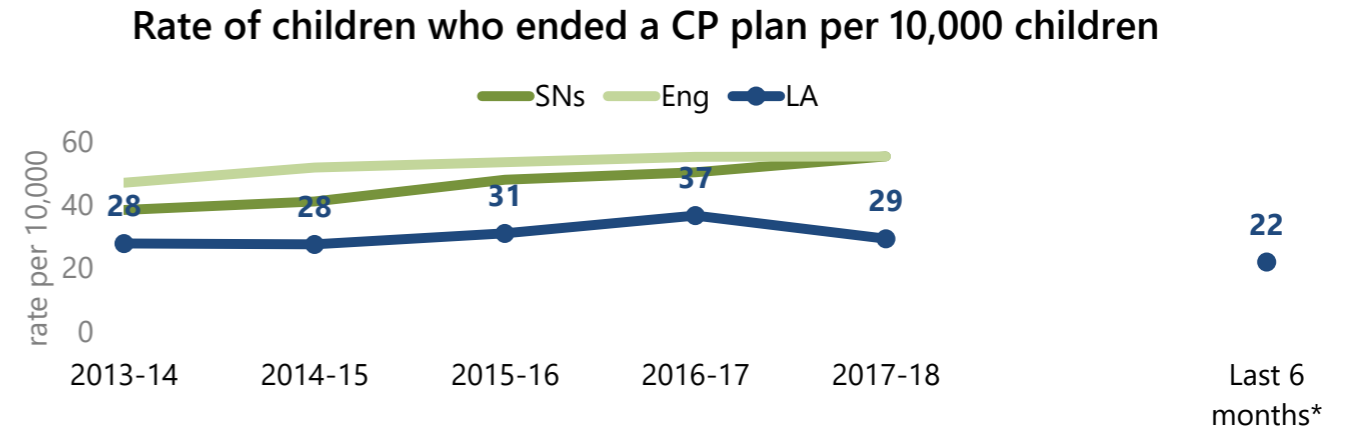
from 07/08/2019  
to 06/02/2020

### 82 CPP started in 6 months



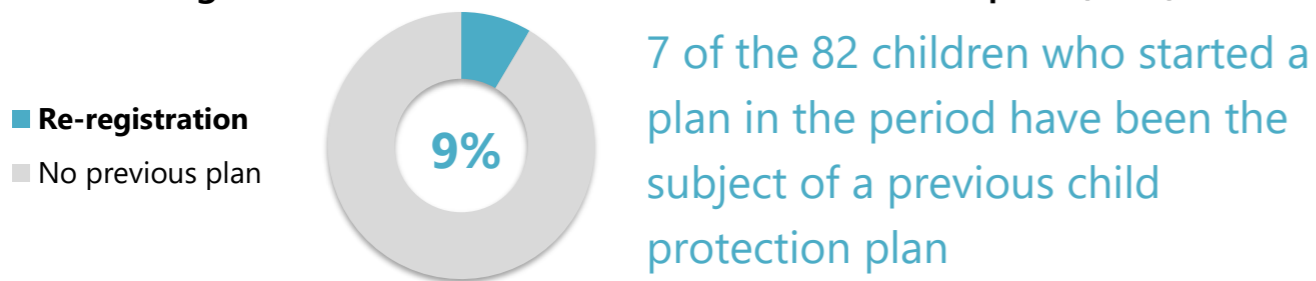
\*Annualised rate for comparison purposes

### 101 CPP ended in 6 months

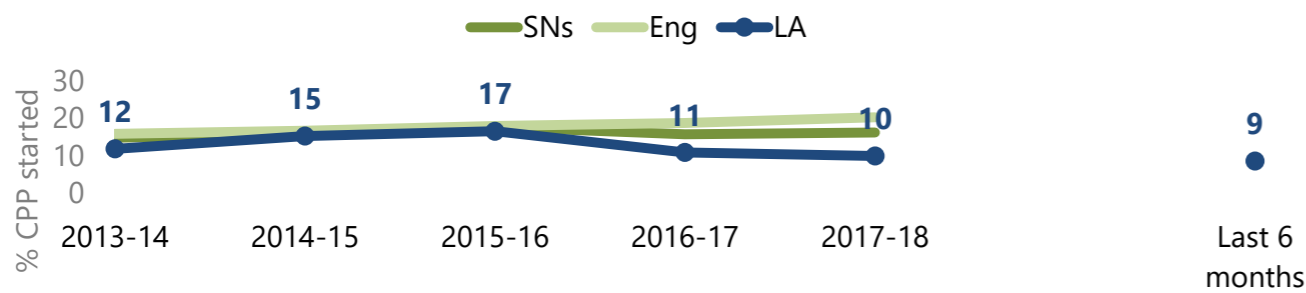


\*Annualised rate for comparison purposes

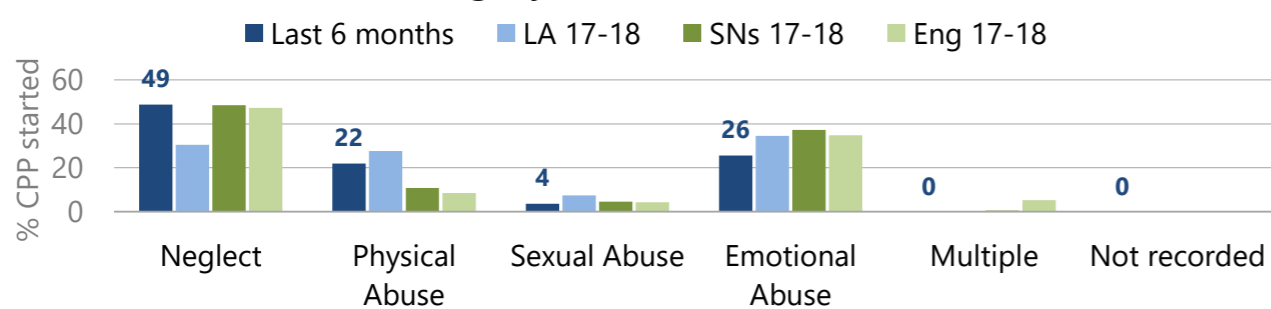
### Re-registrations for children who started on a CP plan (ever)



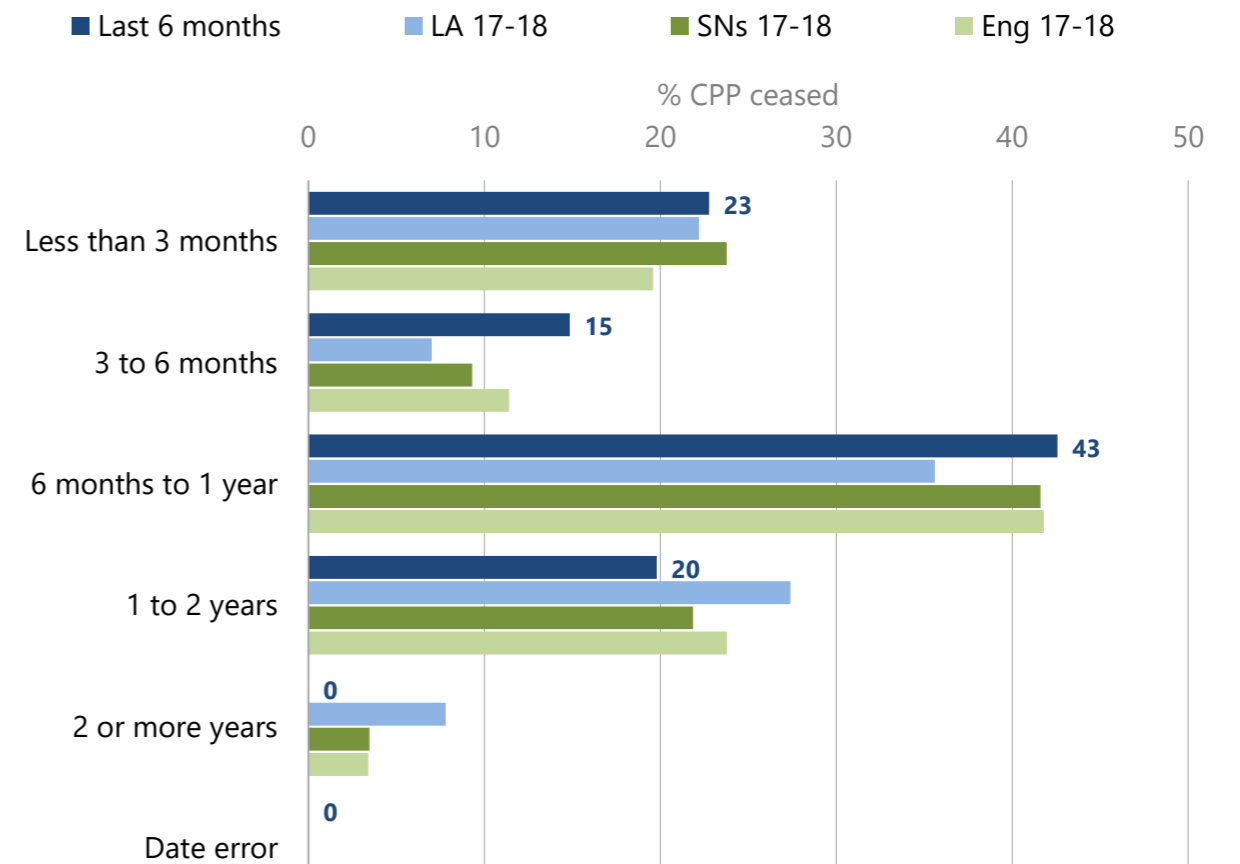
### Comparing re-registrations for CPP started



### Initial category of abuse for CPP started



### Comparing plan durations for CPP ended



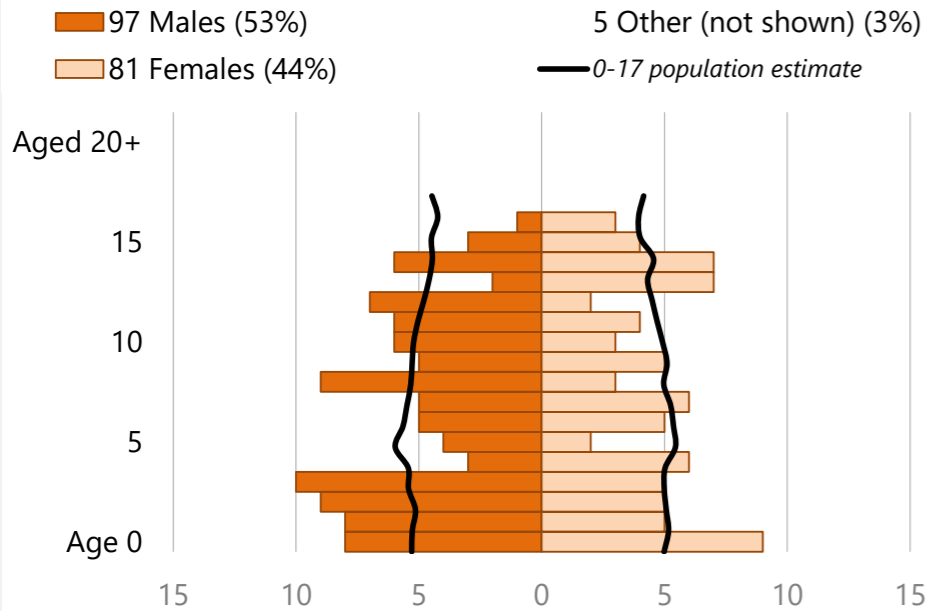
0 of 101 children ended a CP plan after 2 years or more

Child Protection Plans (CPP) currently open

Snapshot 06/02/2020

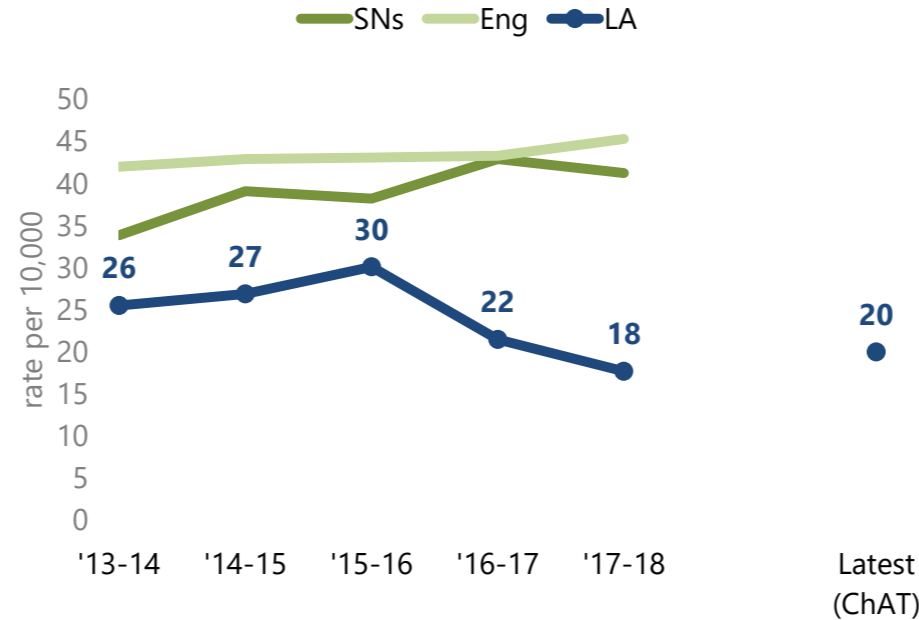
# 183 children currently subject of a Child Protection Plan (CPP)

### Age and gender

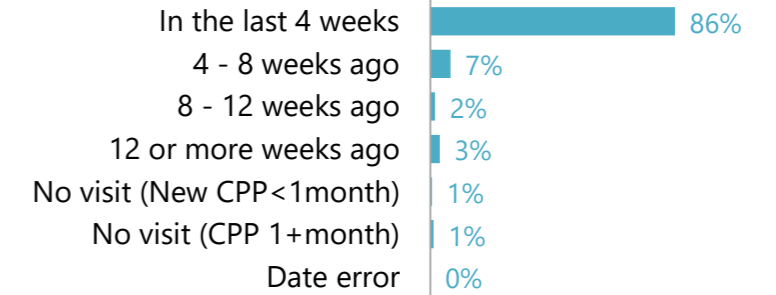


Other' includes not recorded, not stated, or neither M/F

### Rate of CPP per 10,000 children aged 0-17

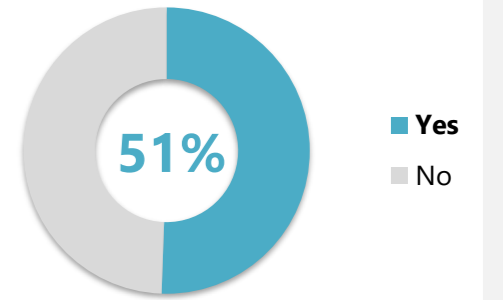


### Time since the child was last seen



Open CPP **seen alone** at their last social work visit

(excludes Not recorded or N/A)



### Ethnic background

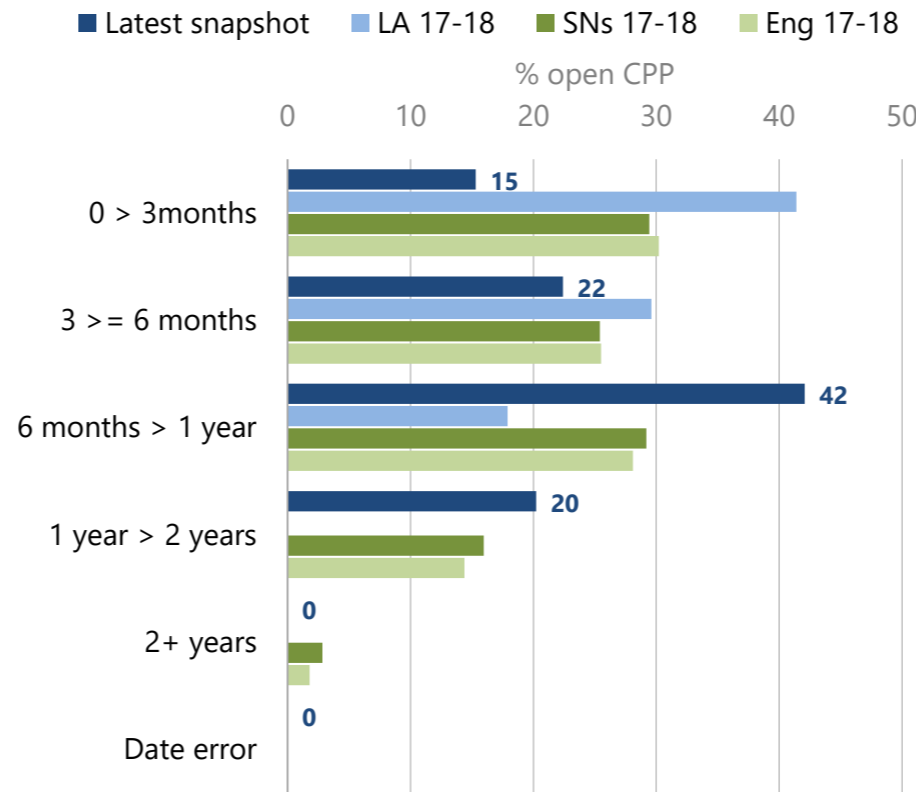
White	32%
Mixed	22%
Asian or Asian British	0%
Black or black British	15%
Other ethnic group	22%
Not stated	2%
Not recorded	0%

See page 20 for comparisons

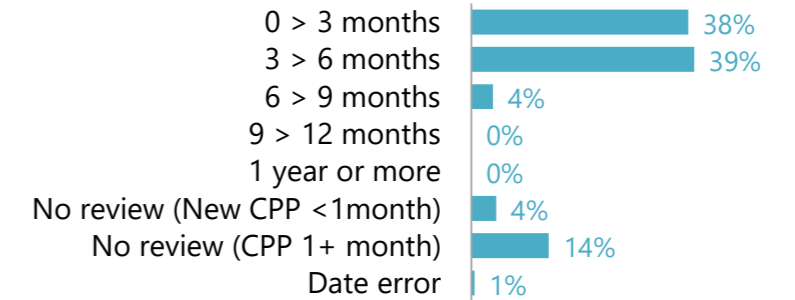
14 children (8%) with a disability

4 open CP subject to Emergency Protection Order or Protected Under Police Powers in last 6 months

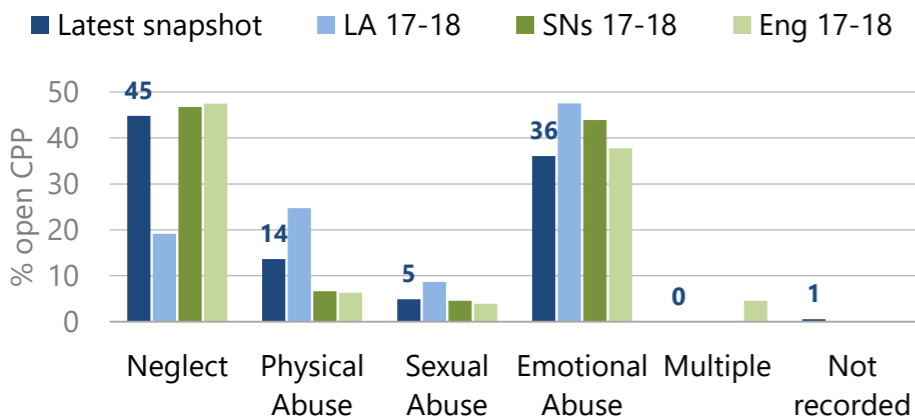
### Comparing duration of open CP plans



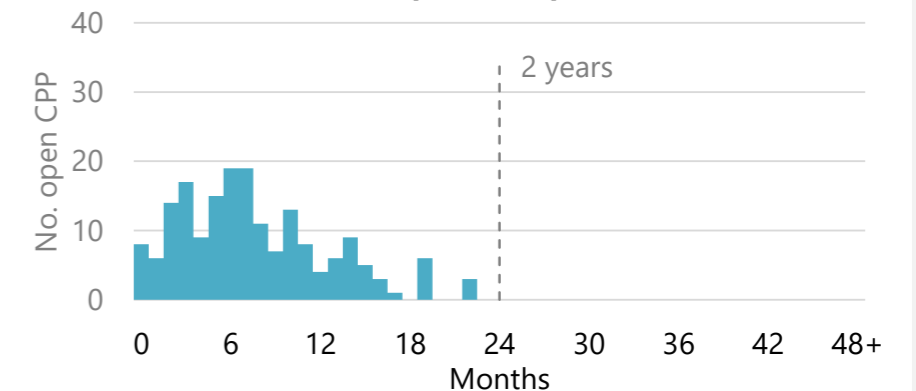
### Time since the child's latest review



### Latest category of abuse for current CP plans



### Duration of current open CP plans (in months)

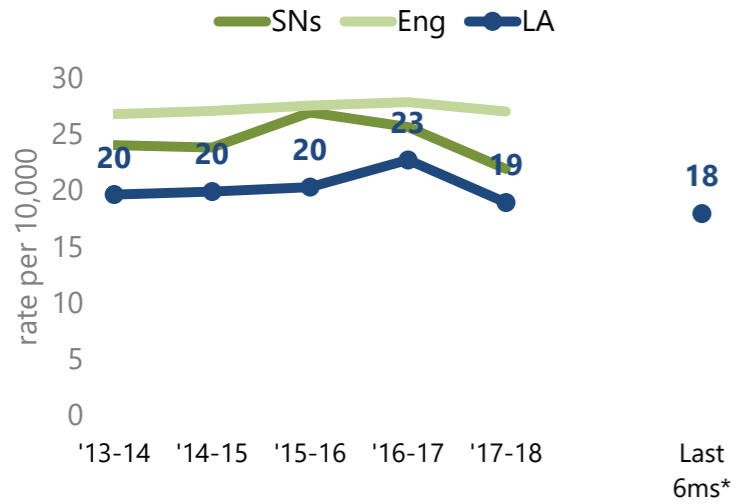


Children Looked After (CLA) started and ceased in the last 6 months

from 07/08/2019  
to 06/02/2020

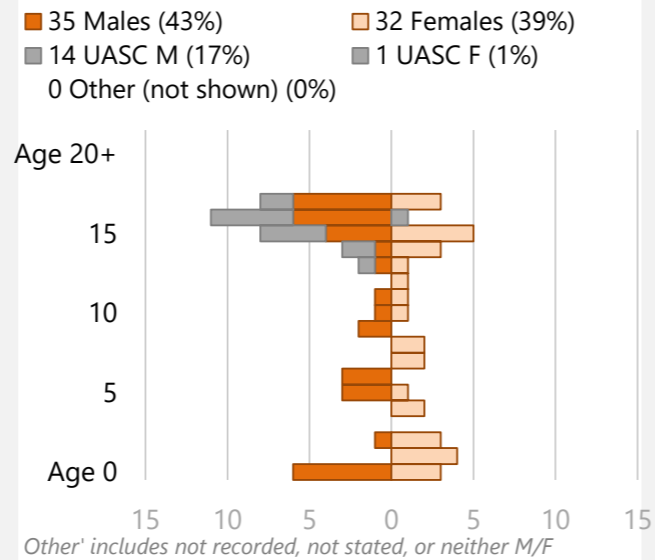
### 82 CLA started in the last 6 months

Rate of CLA started per 10,000 children



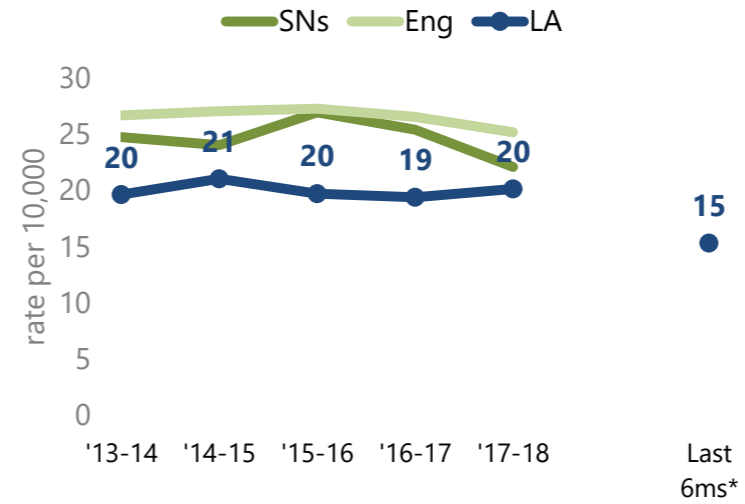
\*Annualised rate for comparison purposes

Age and gender



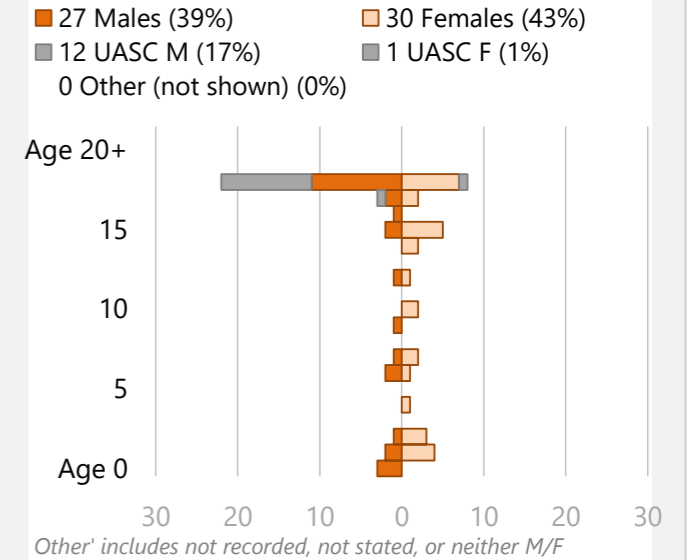
### 70 CLA ceased in the last 6 months

Rate of CLA ceased per 10,000 children



\*Annualised rate for comparison purposes

Age and gender



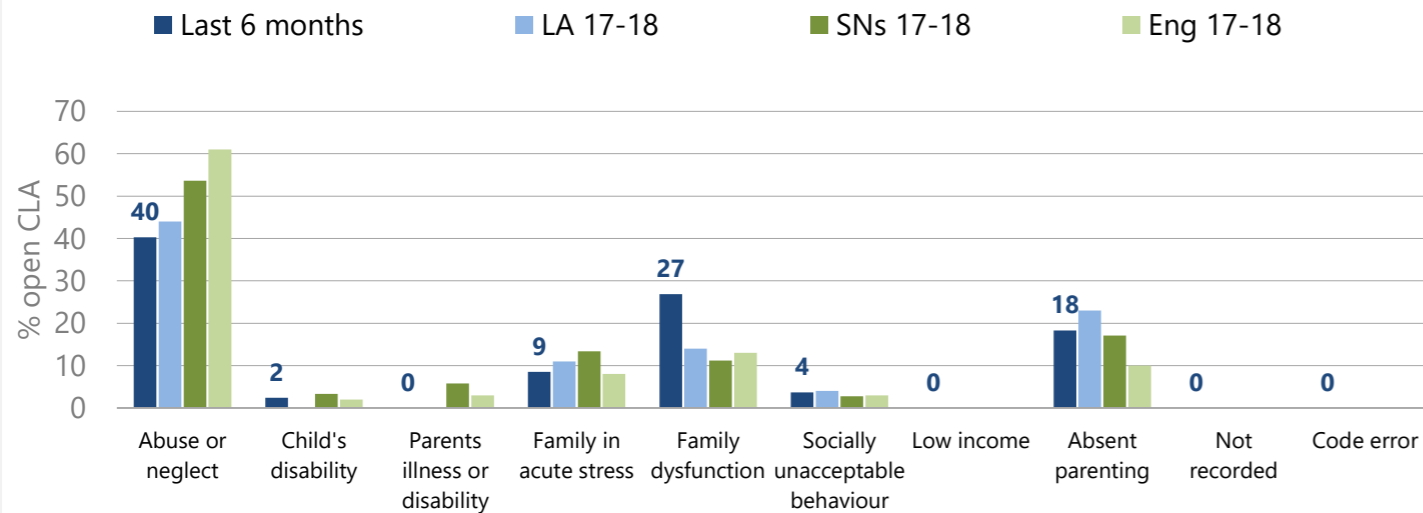
15 of the 82 CLA starters were unaccompanied asylum seeking children (UASC)

18%

8 of the 82 CLA starters have previously been looked after

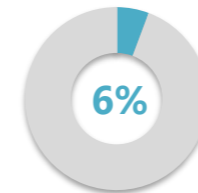
10%

Comparing the primary need of CLA starters



Reason episode of care ceased

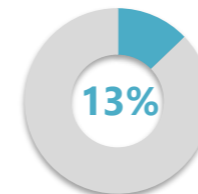
Adopted



Last 6 months  
6%

2017-18 (published)  
LA 7% SNs 9% Eng 13%

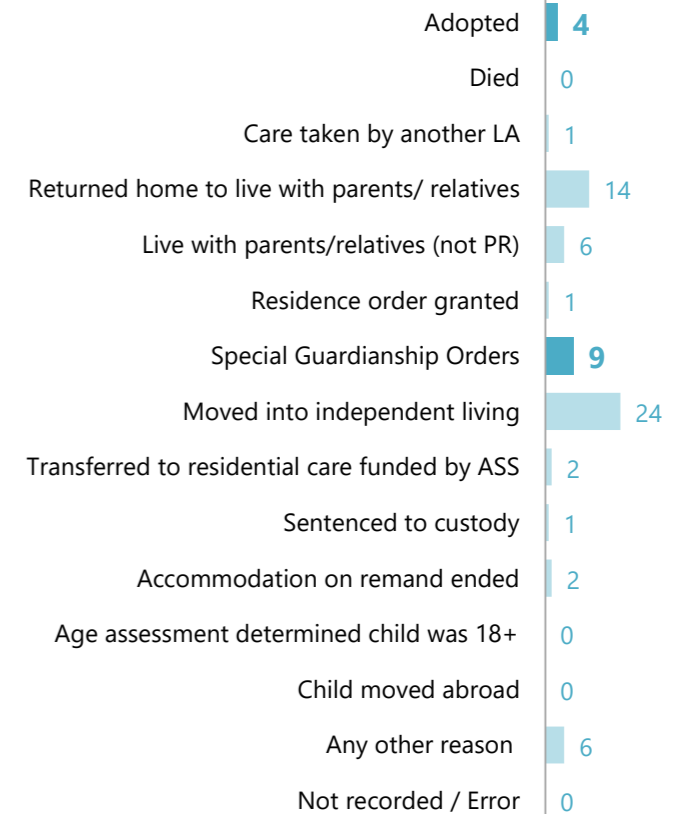
Special Guardianship Order



Last 6 months  
13%

2017-18 (published)  
LA 13% SNs 20% Eng 11%

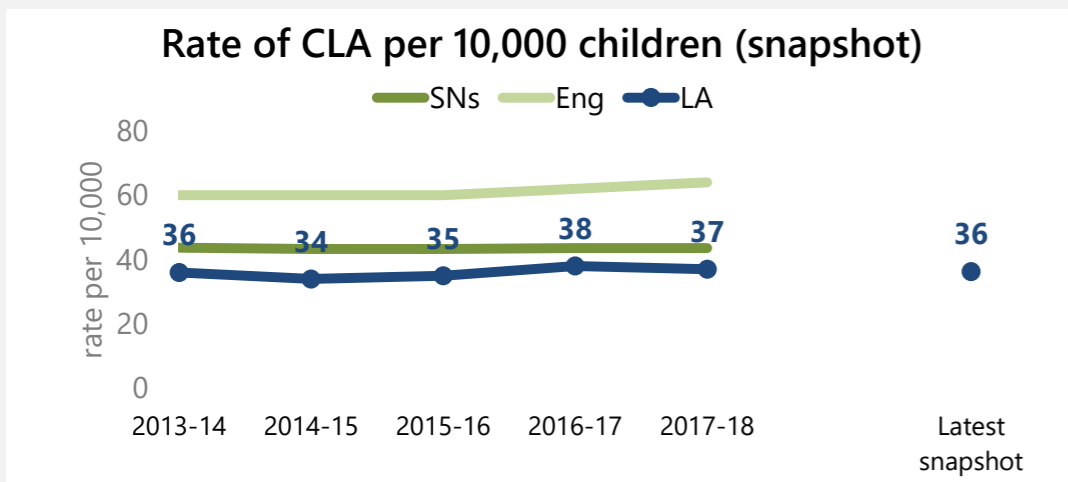
Number of CLA ceased by reason in the period



Children Looked After (CLA) with an open episode of care

Snapshot 06/02/2020

### 332 Children Looked After (CLA) with an open episode of care



#### Ethnic background

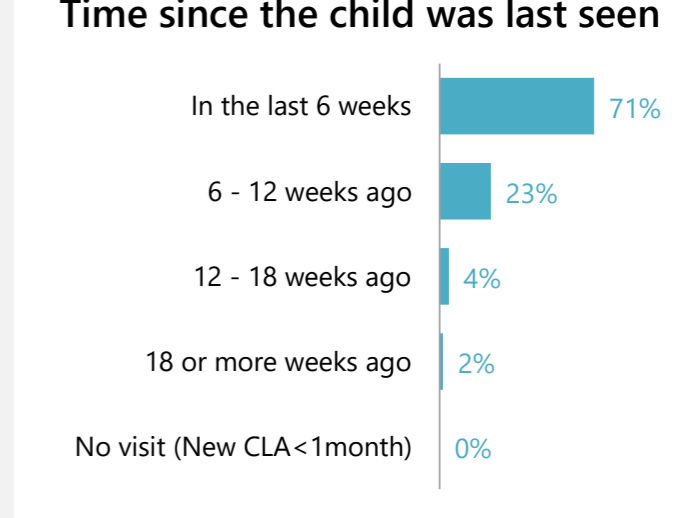
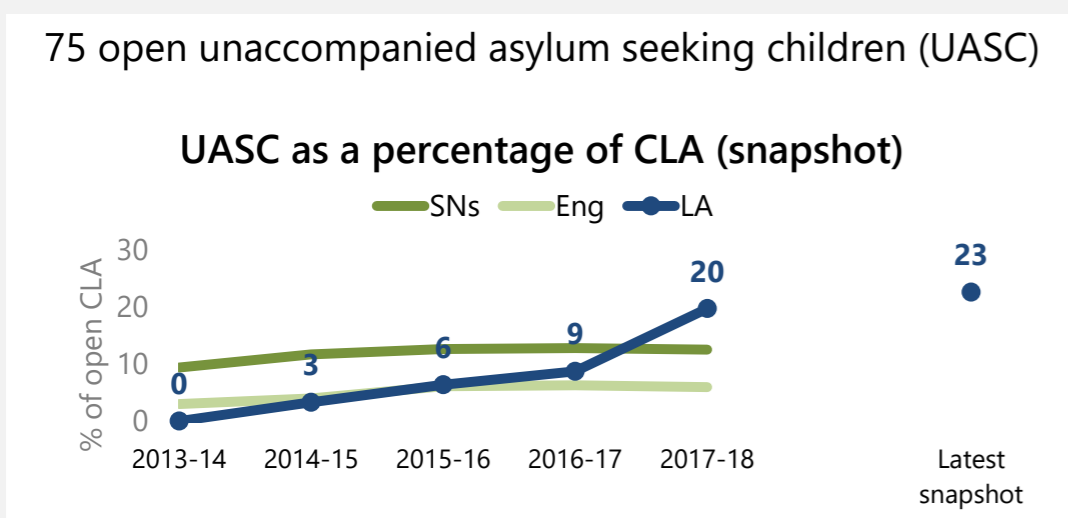
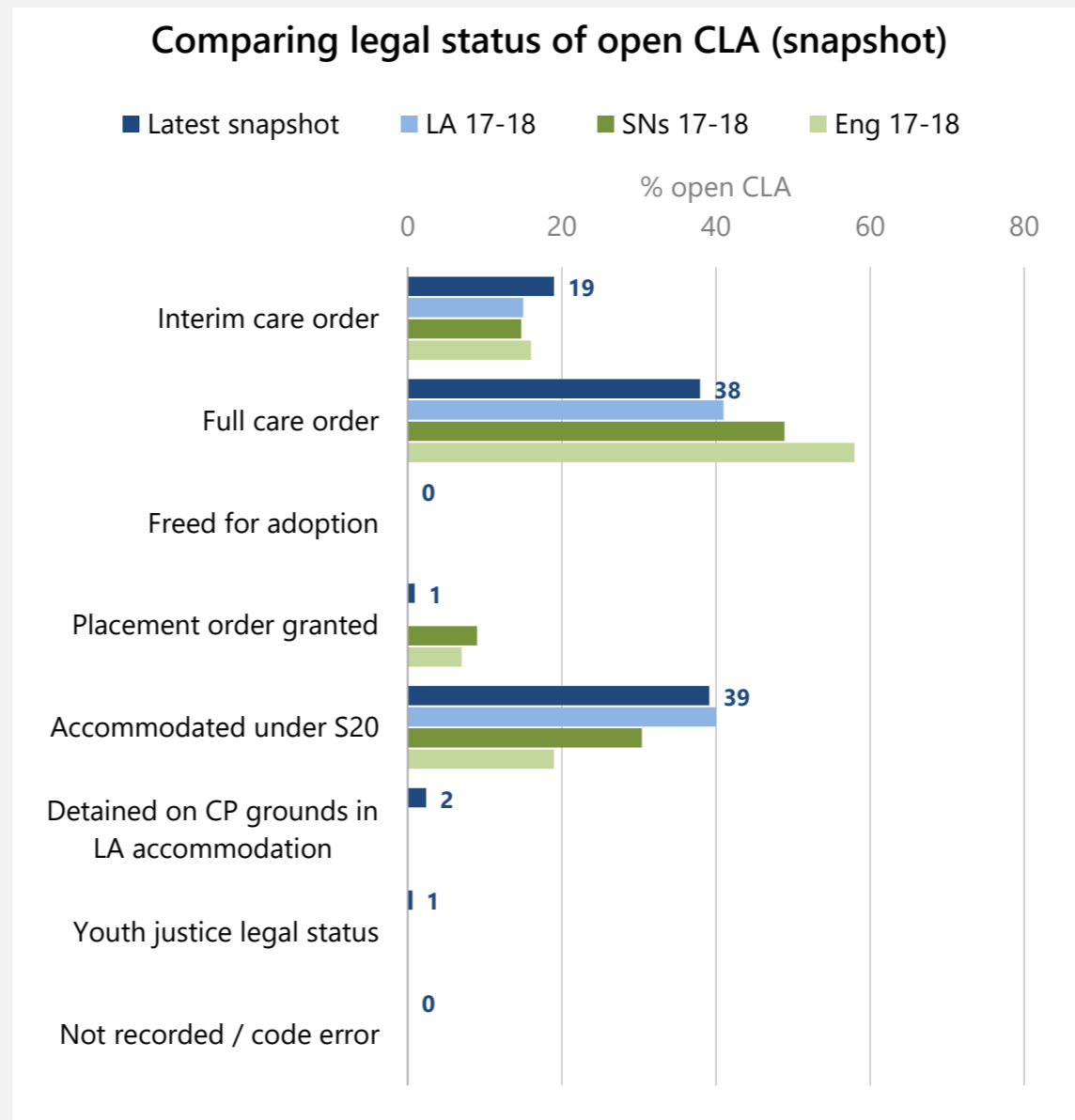
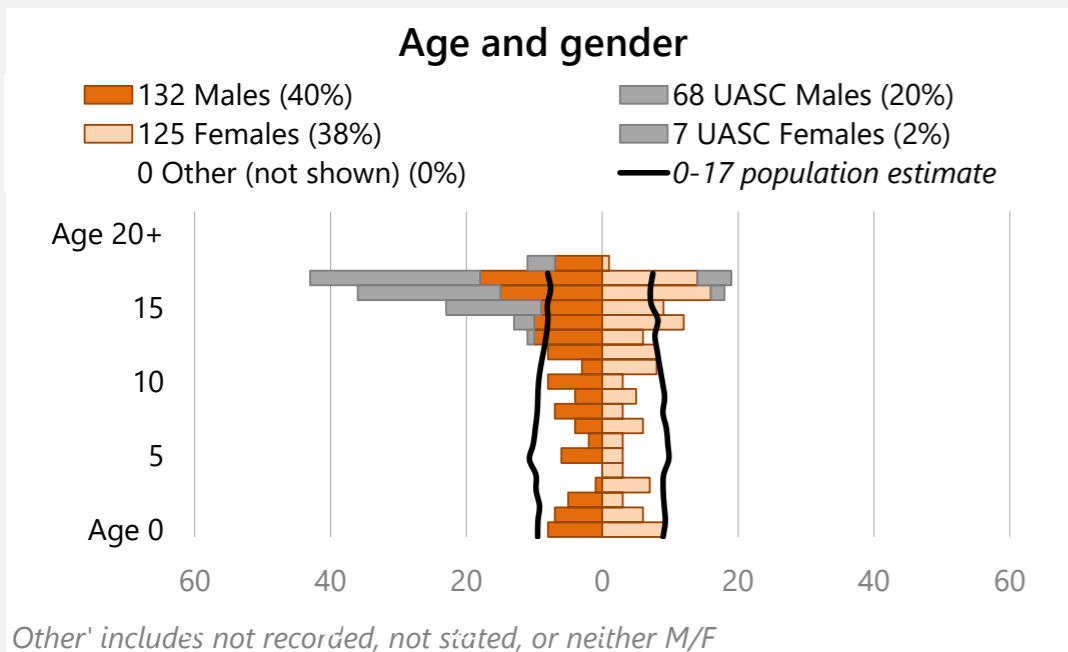
	All CLA	Not UASC	UASC
White	41%	50%	8%
Mixed	20%	25%	1%
Asian or Asian British	6%	3%	18%
Black or black British	15%	17%	9%
Other ethnic group	17%	4%	59%
Not stated	1%	0%	4%
Not recorded	0%	0%	0%

*See page 20 for comparisons*

35 children (11%) with a disability

#### Permanence plan

	Number	%
Return to family	0	0%
Adoption	0	0%
SGO/CAO	0	0%
Supported living	0	0%
L/T residential	0	0%
L/T fostering	0	0%
Other	0	0%

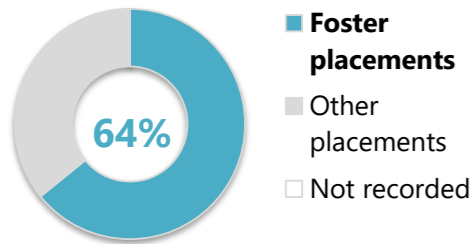


Children Looked After (CLA) placements

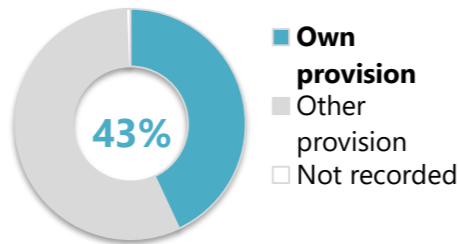
Snapshot 06/02/2020

CLA placements by type and provision

Foster placements



Own provision

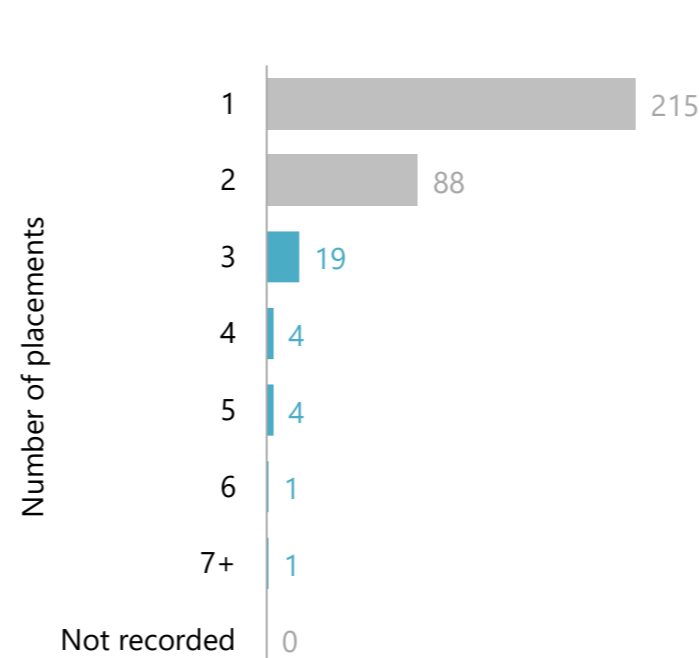


LA 2017-18 61%  
SNs 2017-18 72%  
Eng 2017-18 73%

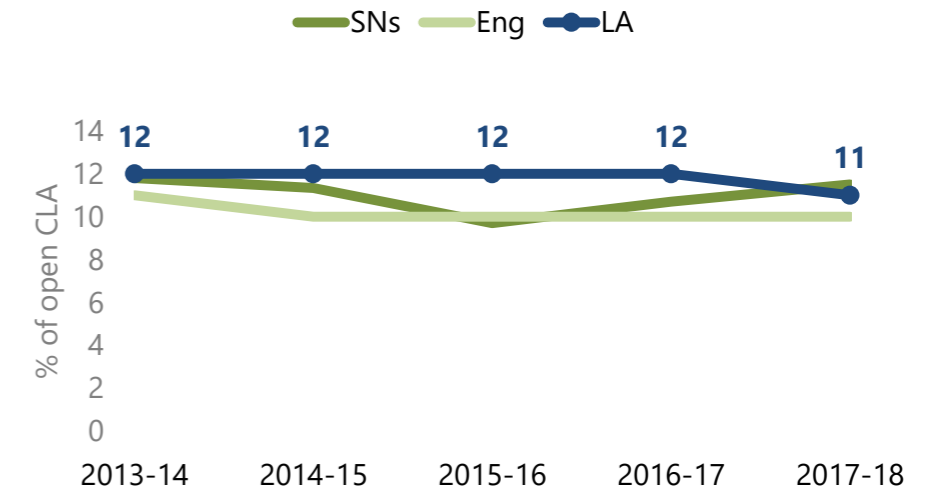
LA 2017-18 45%  
SNs 2017-18 42%  
Eng 2017-18 53%

Placement type (open CLA)	Own LA	Private	Other	Total
Foster placement	119	88	6	213
Placed for adoption	11	0	1	12
Placed with parents	0	0	5	5
Independent living	0	0	0	0
Residential employment	0	0	0	0
Residential accommodation	1	45	0	46
Secure Children's Homes	0	1	0	1
Children's Homes	12	31	3	46
Residential Care Home	0	0	0	0
NHS/Health Trust	0	1	0	1
Family Centre	0	2	0	2
Young Offender Institution	0	1	1	2
Residential school	0	4	0	4
Other placements	0	0	0	0
Temporary placement	0	0	0	0
Total placements	143	173	16	332

Number of placements in the last 12 months

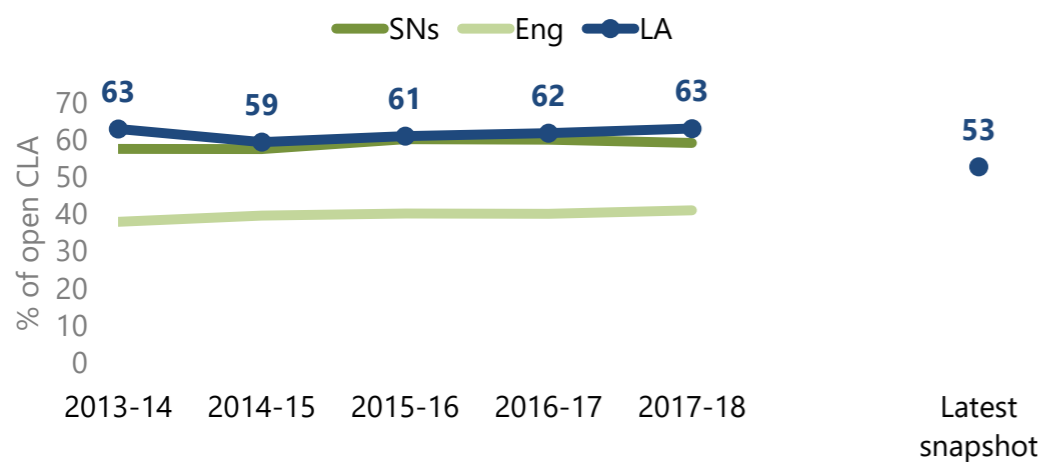


Comparing short term placement stability



Due to limited data in the Annex A dataset, ChAT does not present short-term stability alongside published statistics

CLA placements out of borough

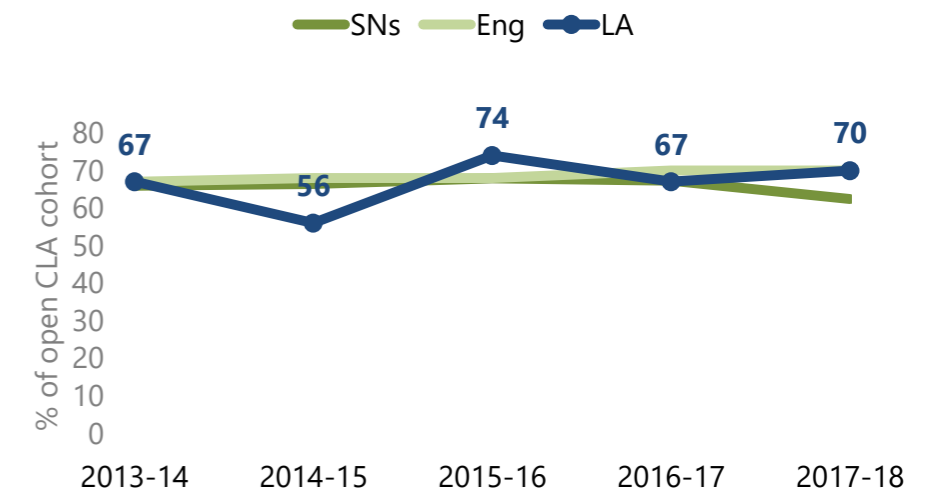


Duration of placements

Duration of latest placement for each current CLA aged under 16 who have been looked after for 2½ years or more



Comparing long term placement stability



Due to limited data in the Annex A dataset, ChAT does not present long-term stability alongside published statistics

Children Looked After (CLA) health and missing/absent from placement

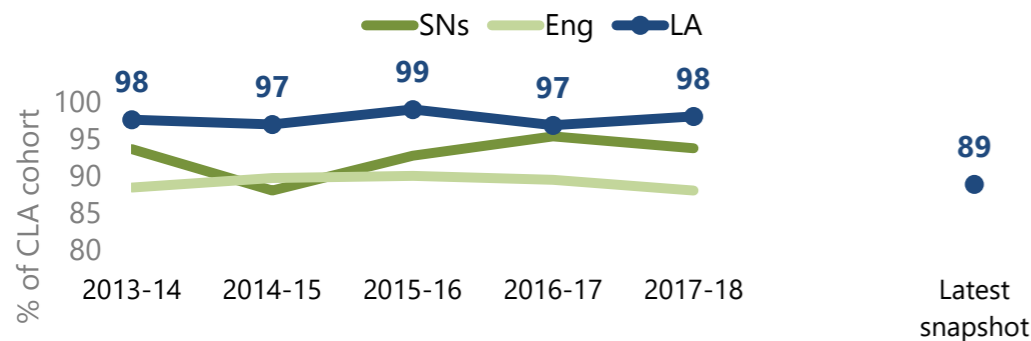
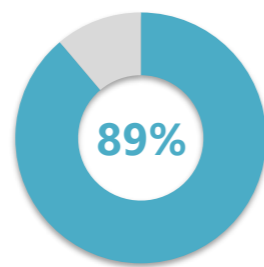
Snapshot 06/02/2020

### Health

197 current open CLA looked after for at least 12 months

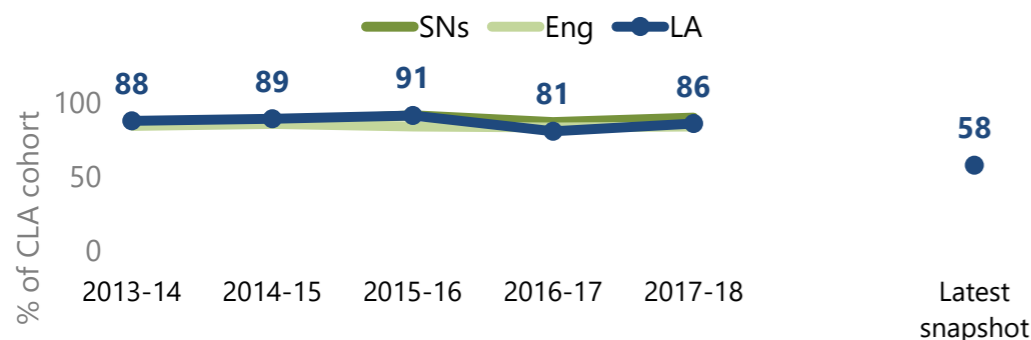
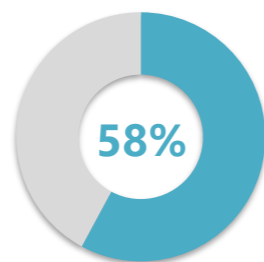
#### Health assessments

Current open CLA who have been looked after for at least 12 months with an up to date health assessment (in the last 6 months for CLA aged under 5, and in the last 12 months for CLA aged 5-plus)



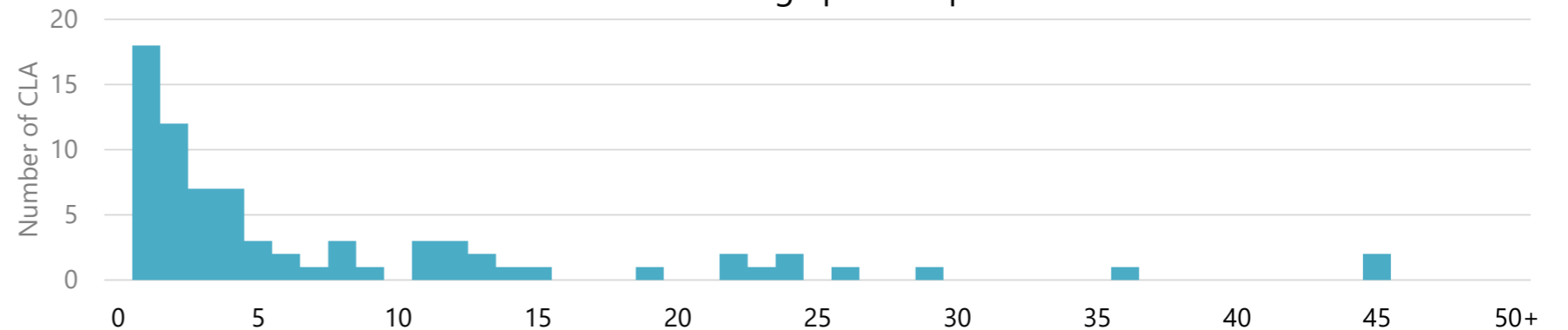
### Dental checks

Current open CLA who have been looked after for at least 12 months who have had a dental check in the last 12 months.



### Missing from placement

Number of missing episodes per CLA

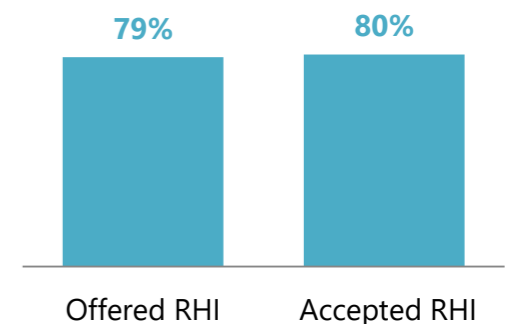


75 of 402 looked after children had a missing incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with a missing incident	75 of 402	88		
Percentage of all CLA with a missing incident	19%	17%	13%	11%
Total number of missing incidents for all CLA	597	579		
Average number of incidents per CLA who went missing	8.0	6.6	5.8	6.1

#### Missing incidents - return home interviews

	Latest data	
Missing children offered return interview	59 of 75	79%
Missing children not offered return interview	14 of 75	19%
Missing children return interview offer not recorded	2 of 75	3%
Missing children where return interview was n/a	0 of 75	0%



	Latest data	
Missing children accepted return interview	47 of 59	80%
Missing children not accepted return interview	12 of 59	20%
Missing children return interview acceptance not recorded	0 of 59	0%

### Absent from placement

50 of 402 looked after children had an absent incident in the last 12 months

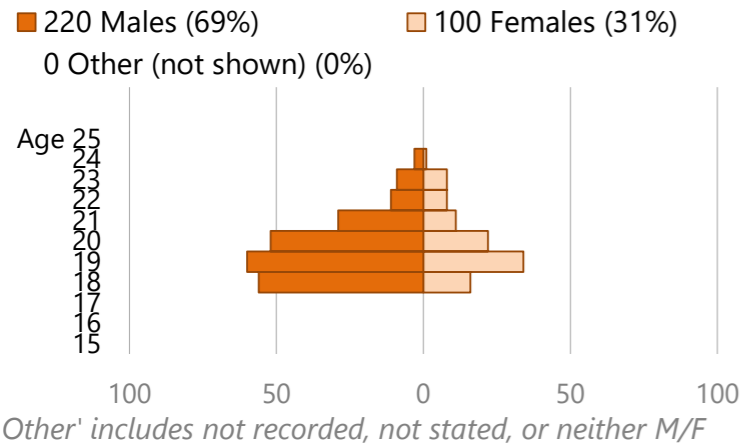
	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with an absent incident	50 of 402	46		
Percentage of all CLA with an absent incident	12%	9%	7%	4%
Total number of absent incidents for all CLA	242	260		
Average number of incidents per CLA who were absent	4.8	5.7	2.9	4.0

Care leavers currently in receipt of leaving care services

Snapshot 06/02/2020

### 320 care leavers

#### Age and gender



#### Ethnic background

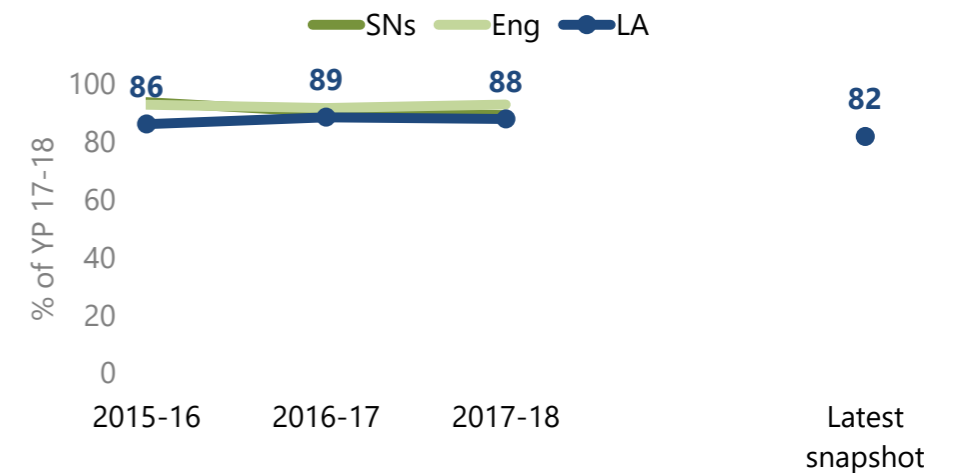
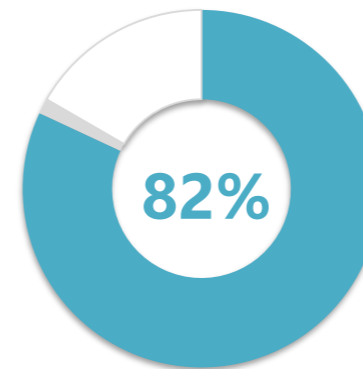
White	32%
Mixed	13%
Asian or Asian British	11%
Black or black British	25%
Other ethnic group	19%
Not stated	0%
Not recorded	0%

See page 20 for comparisons

35 (11%) care leavers with a disability

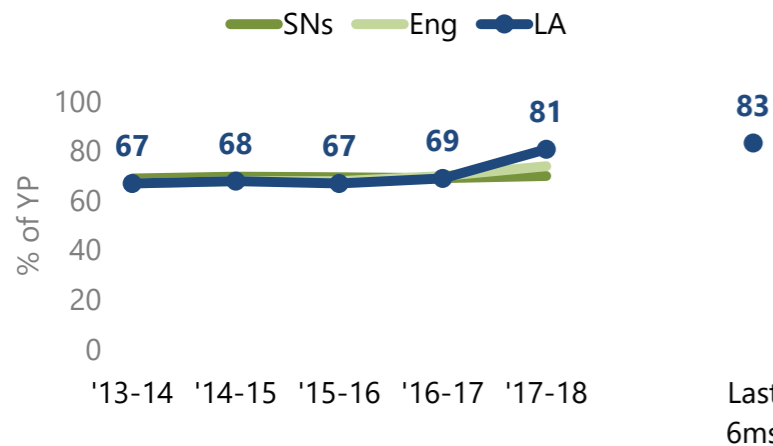
#### LA in touch with 17-18 year olds

ChAT	Aged 17	Aged 18	Total
Numbers in cohort	0	72	72
LA in touch with YP	-	82%	82%



#### Remained in care until aged 18

YP who ceased to be looked after aged 16-plus who were looked after until their 18th birthday



#### Eligibility category

Relevant	0
Former relevant	316
Qualifying	3
Other	0
Not recorded	1

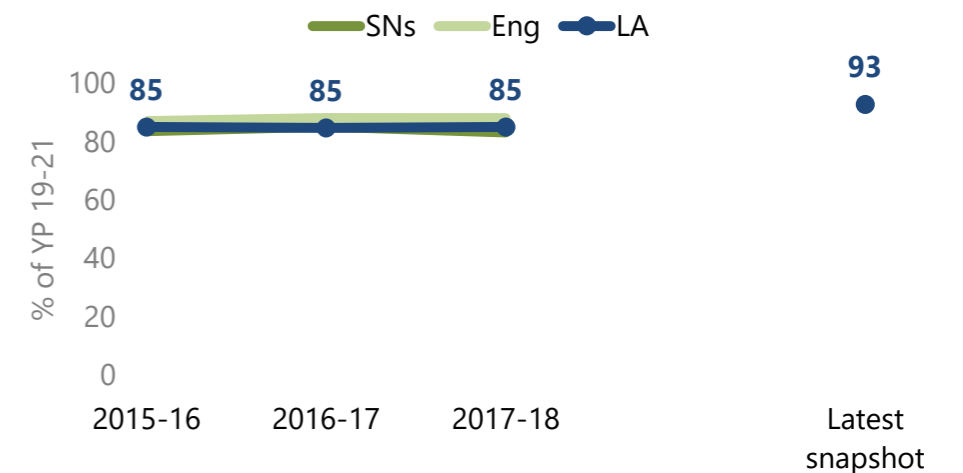
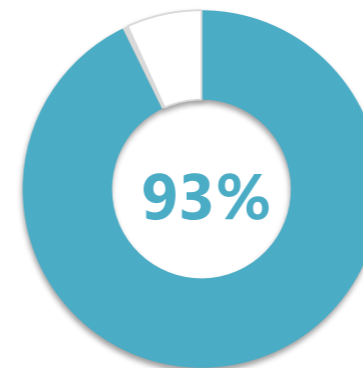
Relevant = YP aged 16-17 no longer looked after and eligible for leaving care services.

Former relevant = YP aged 18-25 eligible for leaving care services.

Qualifying = YP aged 18-25 in receipt of support but not eligible for full leaving care services.

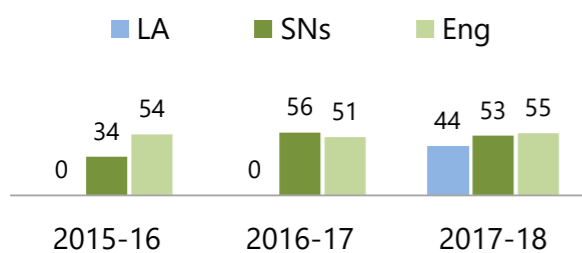
#### LA in touch with 19-21 year olds

ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	93	74	40	207
LA in touch with YP	92%	95%	90%	93%

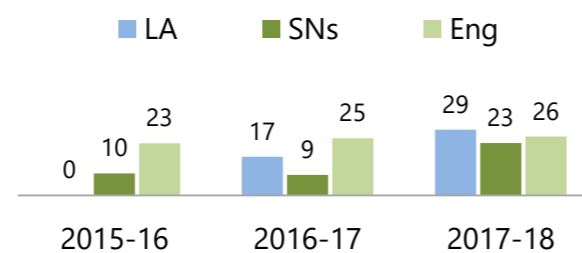


#### Remain with former foster carer

##### Aged 18



##### Aged 19-20

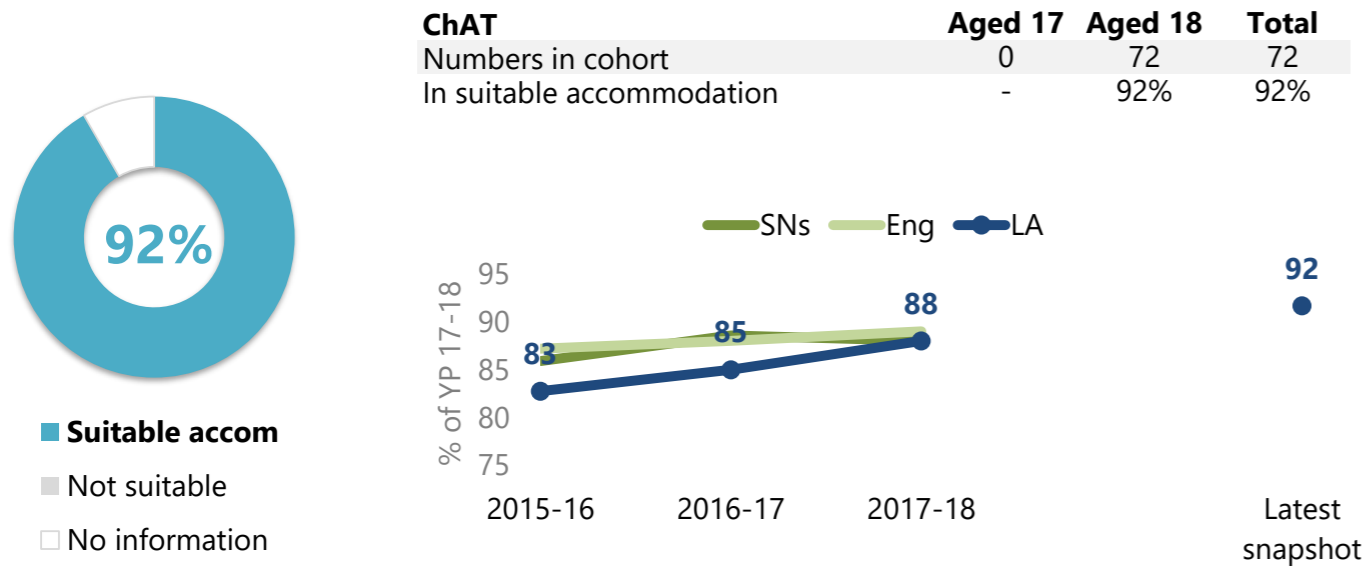




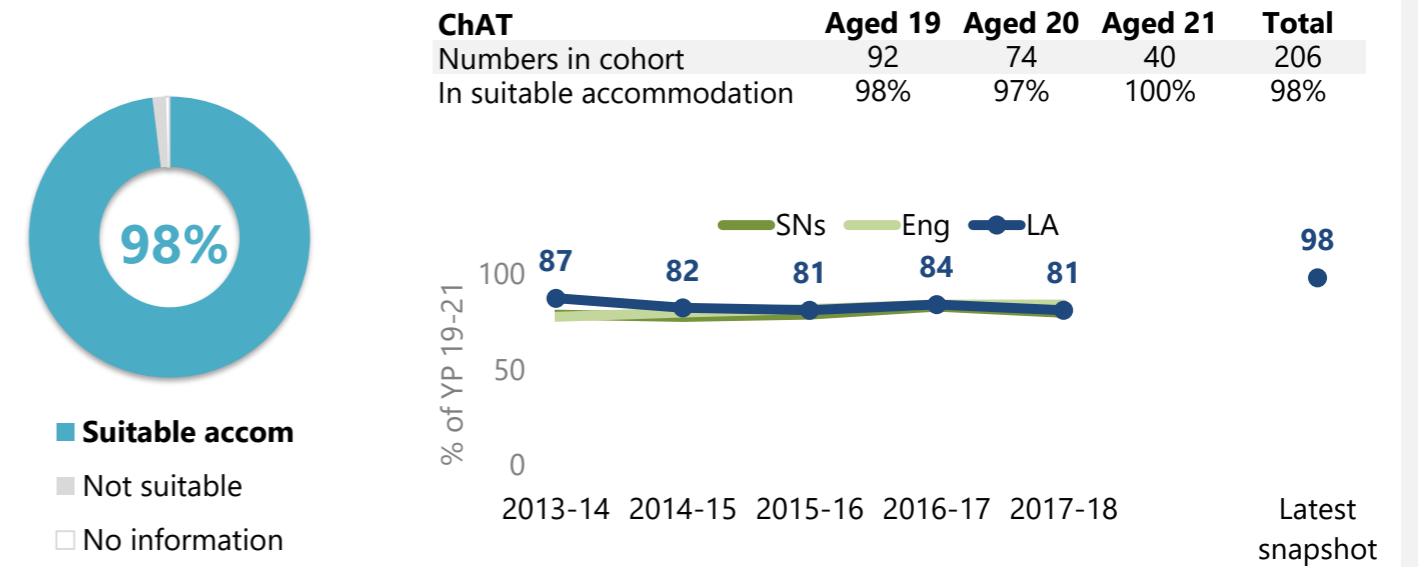
Care leavers accommodation suitability and type

Snapshot 06/02/2020

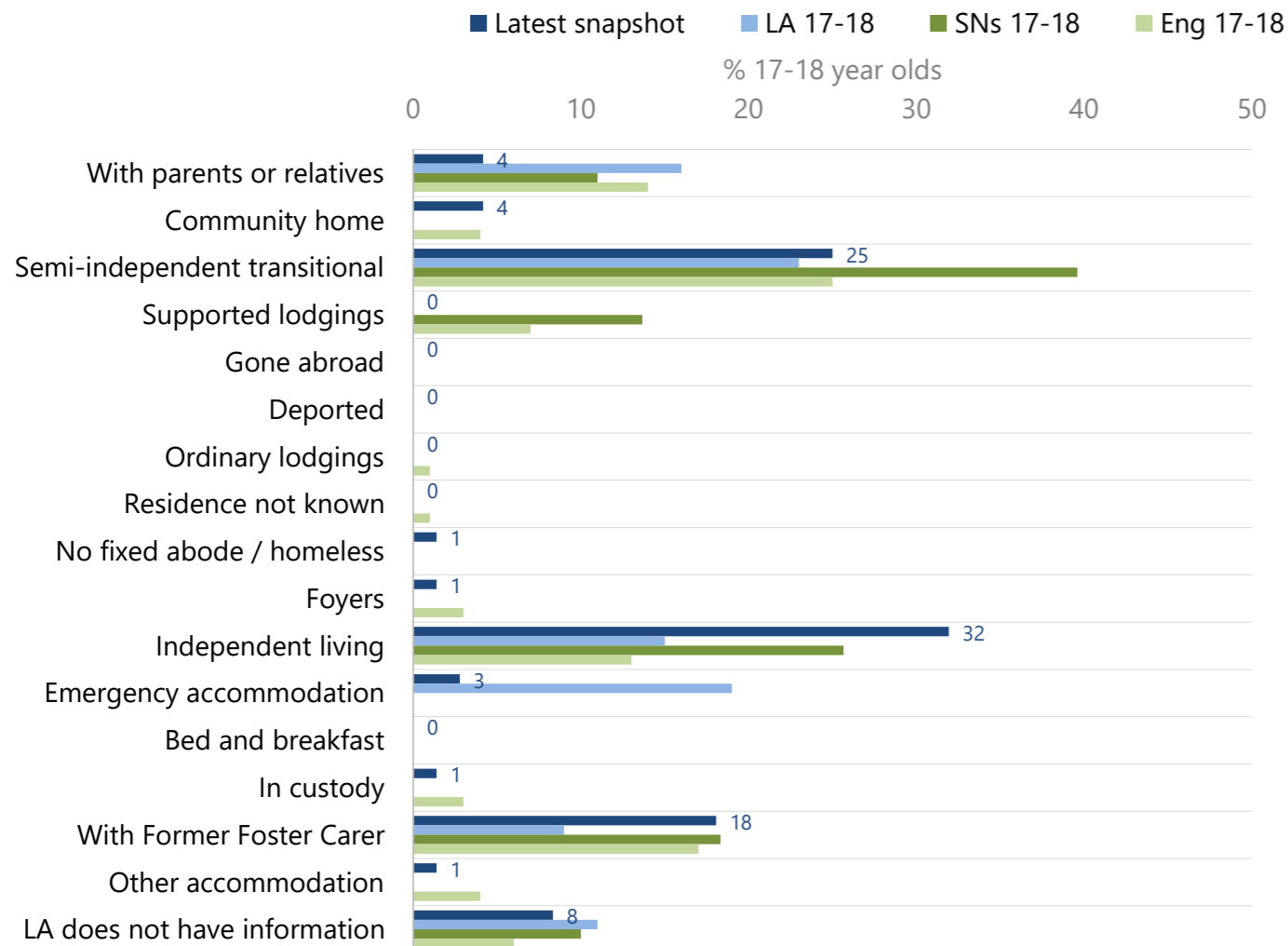
Accommodation suitability of 17-18 year olds



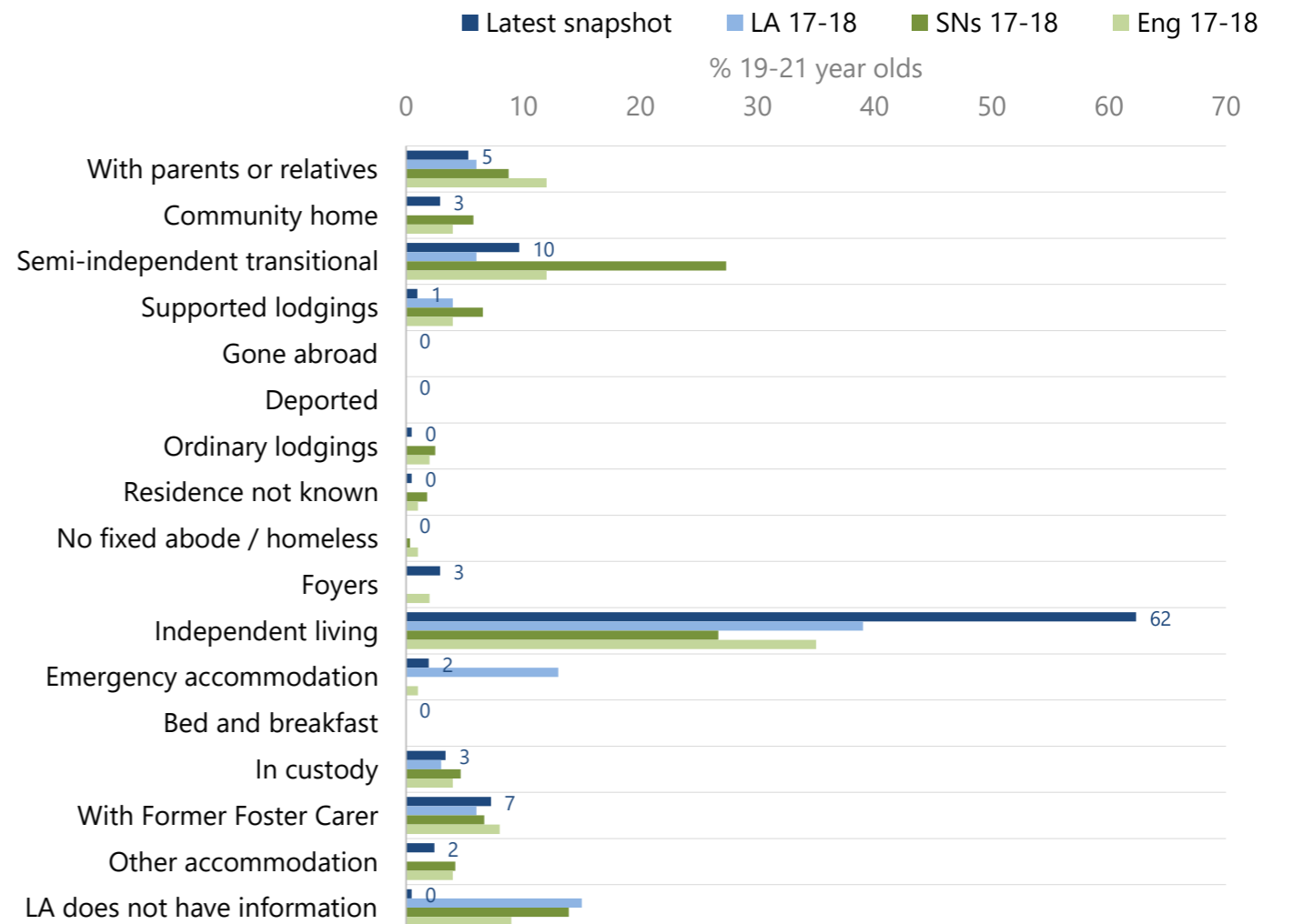
Accommodation suitability of 19-21 year olds



Accommodation types of 17-18 year olds



Accommodation types of 19-21 year olds

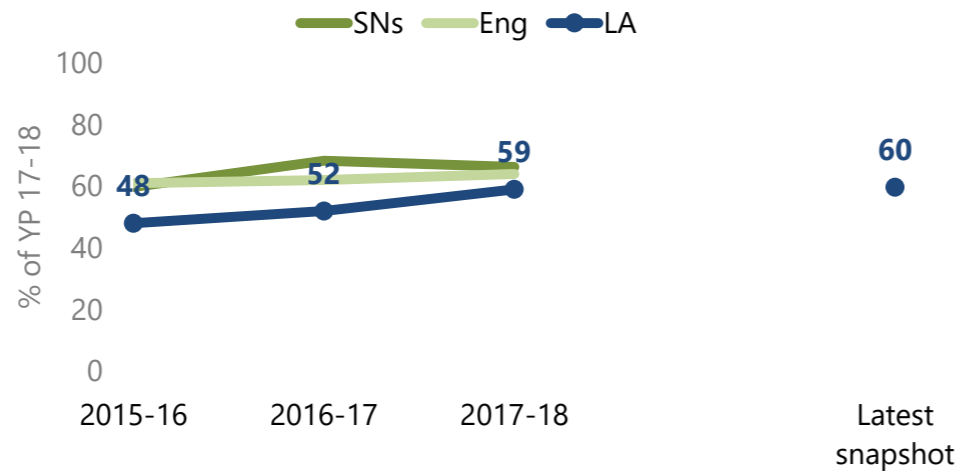
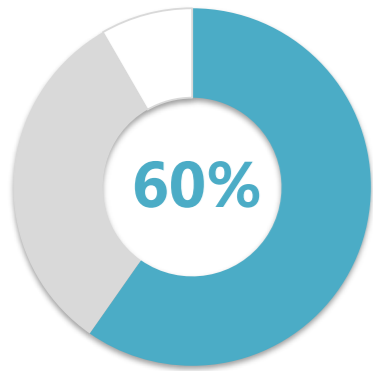


Care leavers activity (Education, Employment, or Training)

Snapshot 06/02/2020

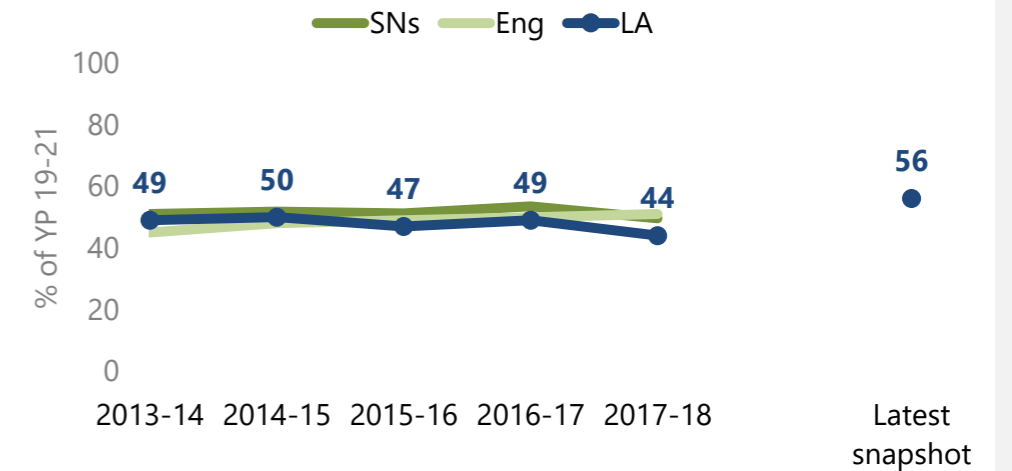
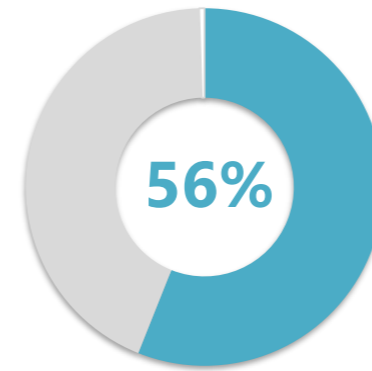
Education, Employment, or Training (EET) of 17-18 year olds

ChAT	Aged 17	Aged 18	Total
Numbers in cohort	0	72	72
In EET	-	60%	60%

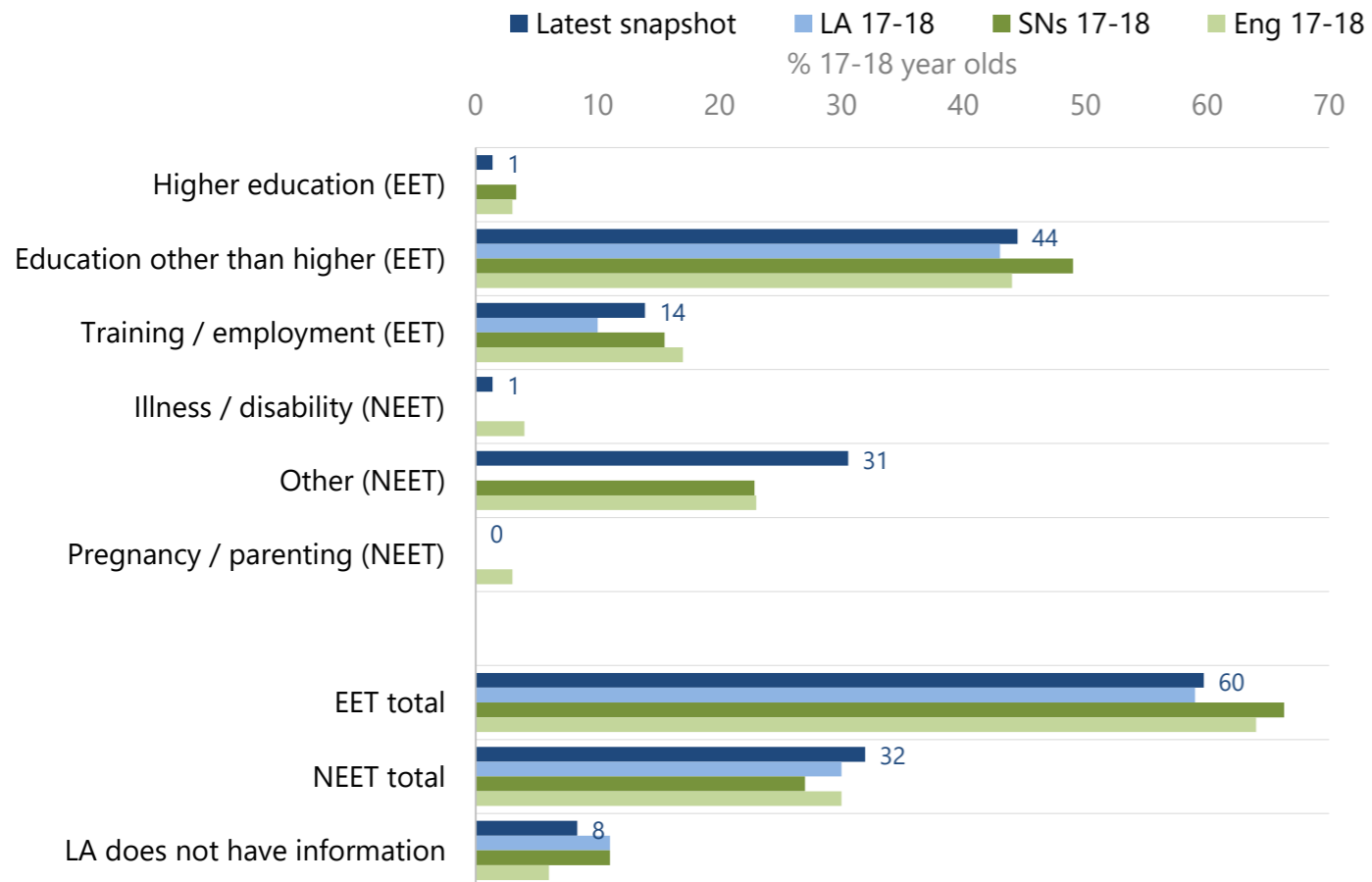


Education, Employment, or Training (EET) of 19-21 year olds

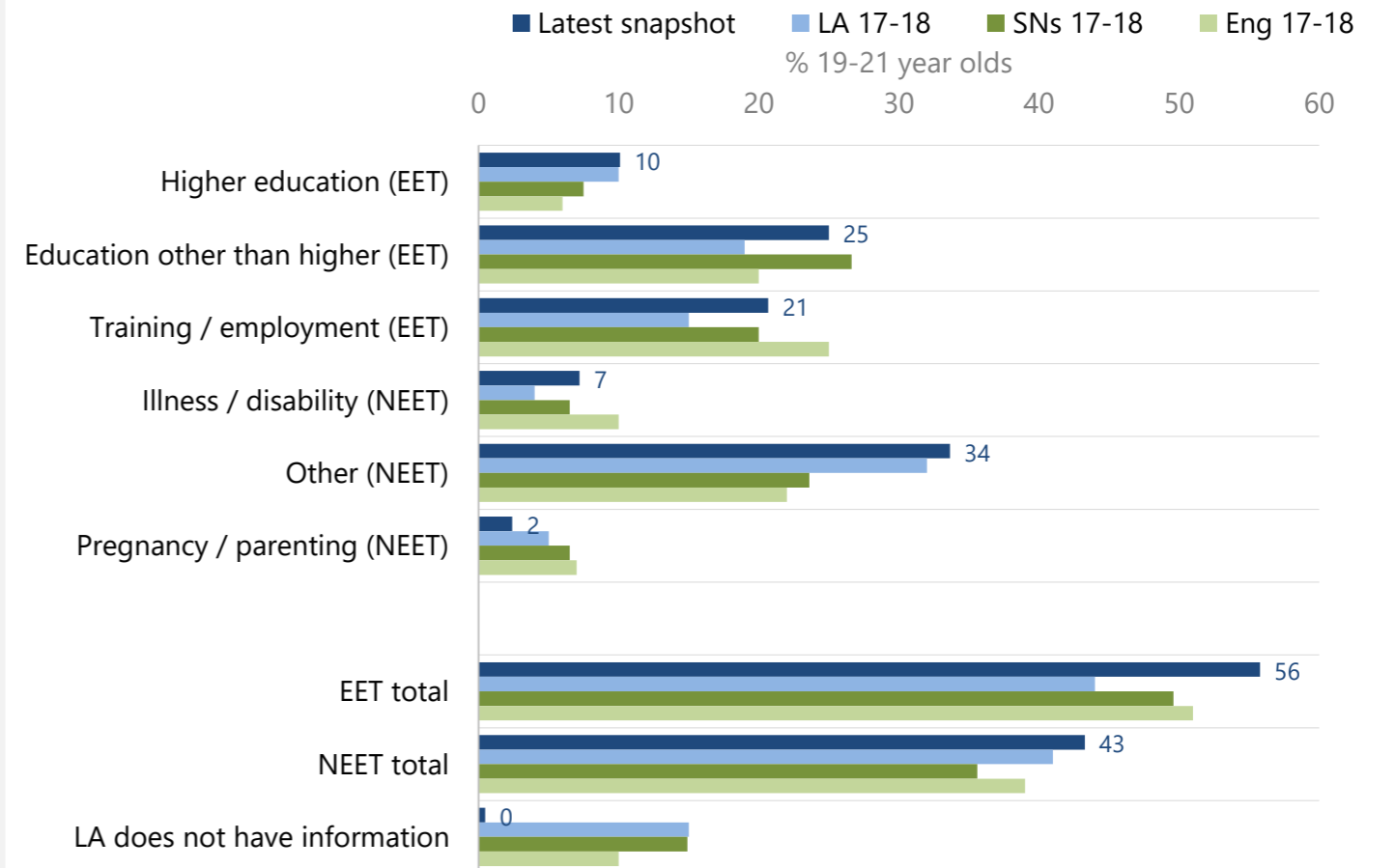
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	93	74	40	207
In EET	49%	64%	58%	56%



Activity types of 17-18 year olds



Activity types of 19-21 year olds



Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months from 07/02/2019 to 06/02/2020

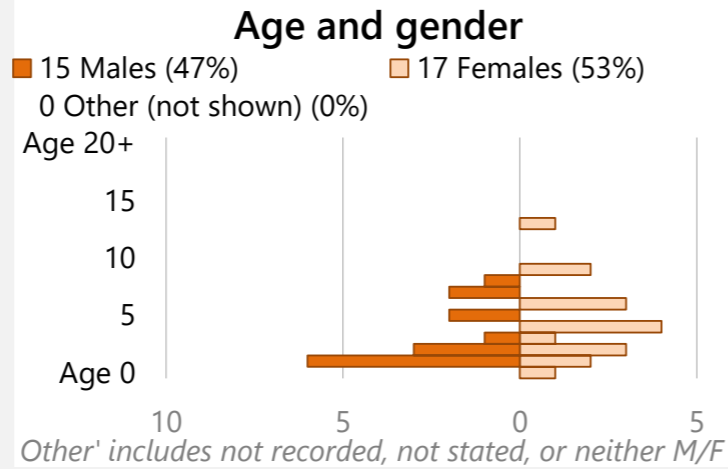
### 32 children

- 10 Child/ren adopted last 12 months
- 22 Child/ren waiting to be adopted
- (20 Child/ren waiting with placement order)
- 0 Child/ren with decision reversed

#### Ethnic background

White	66%
Mixed	25%
Asian or Asian British	3%
Black or black British	6%
Other ethnic group	0%
Not stated	0%
Not recorded	0%

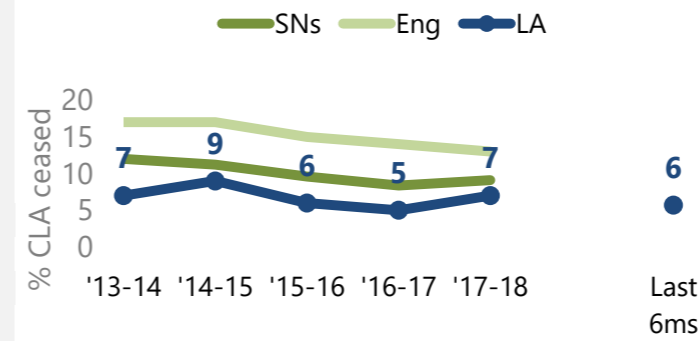
See page 20 for comparisons



0 children (0%) with a disability

### Of the 70 children who ceased to be looked after in the last 6 months, 4 was/were adopted (6%)

#### Children ceased who were adopted



#### Children aged 5-plus who were adopted

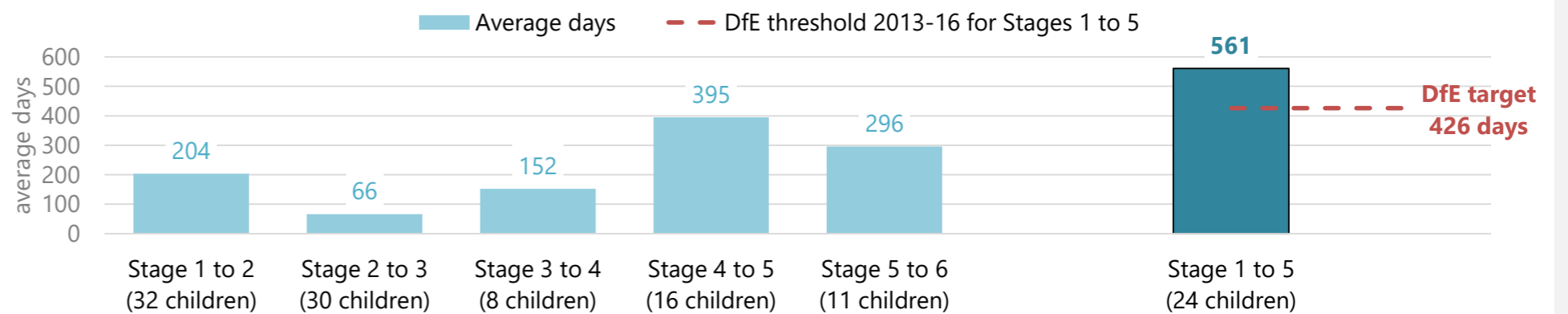
0% 0 of the 56 children aged 5-plus who ceased to be looked after in the last 6 months were adopted

#### Comparing 5-plus adoptions

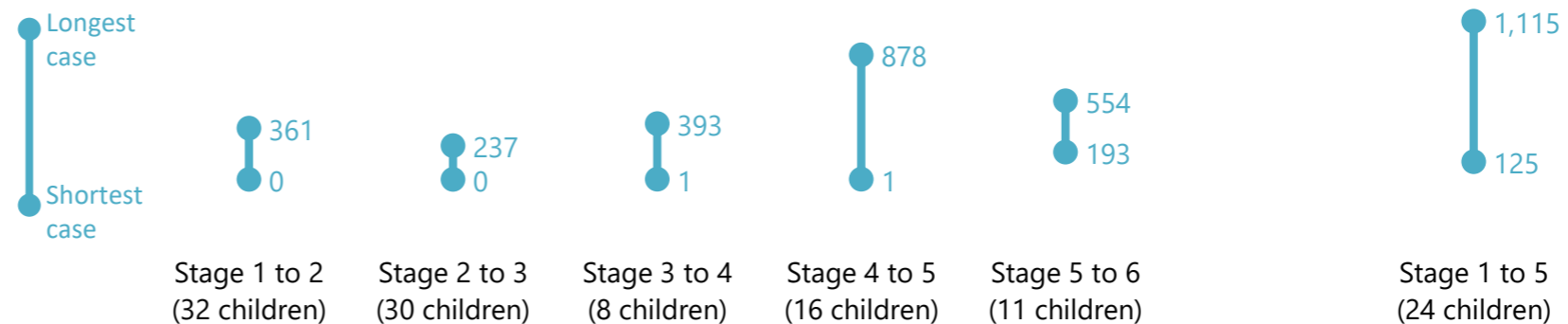
LA last 6 months	0.0%
LA 2013-16 (3 yr average)	2.0%
SNs 2013-16 (3 yr average)	5.0%
Eng 2013-16 (3 yr average)	5.0%

### Timeliness of each stage of the adoption process

#### Average duration of each stage (number of days)



#### Range in days between shortest and longest cases at each stage

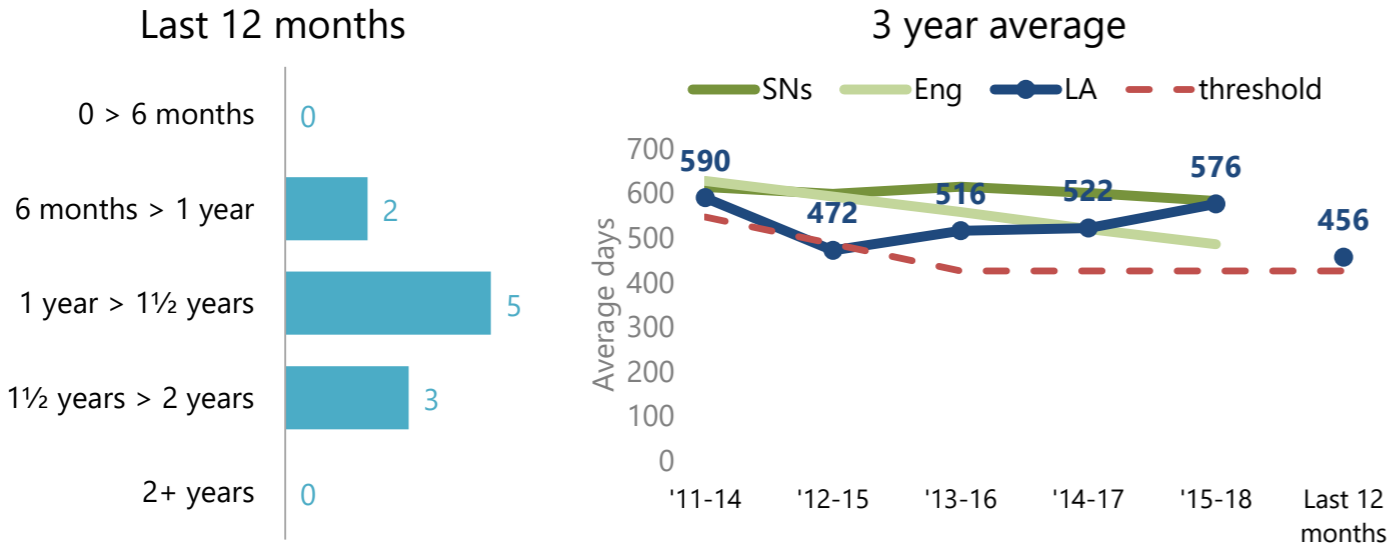


Adoption benchmarking

from 07/02/2019  
to 06/02/2020

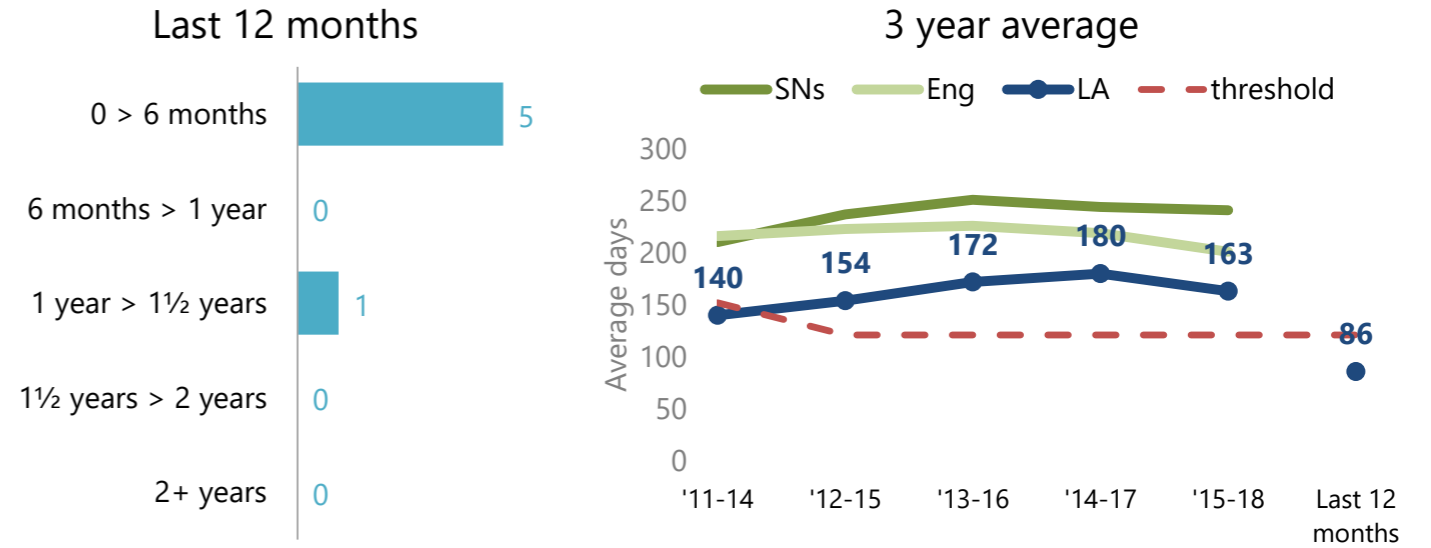
(A1) Time between entering care and placed with family for adopted children

**456 days** The average number of days from the date the child entered care to the date the child moved in with their adoptive family for adopted children  
10 children



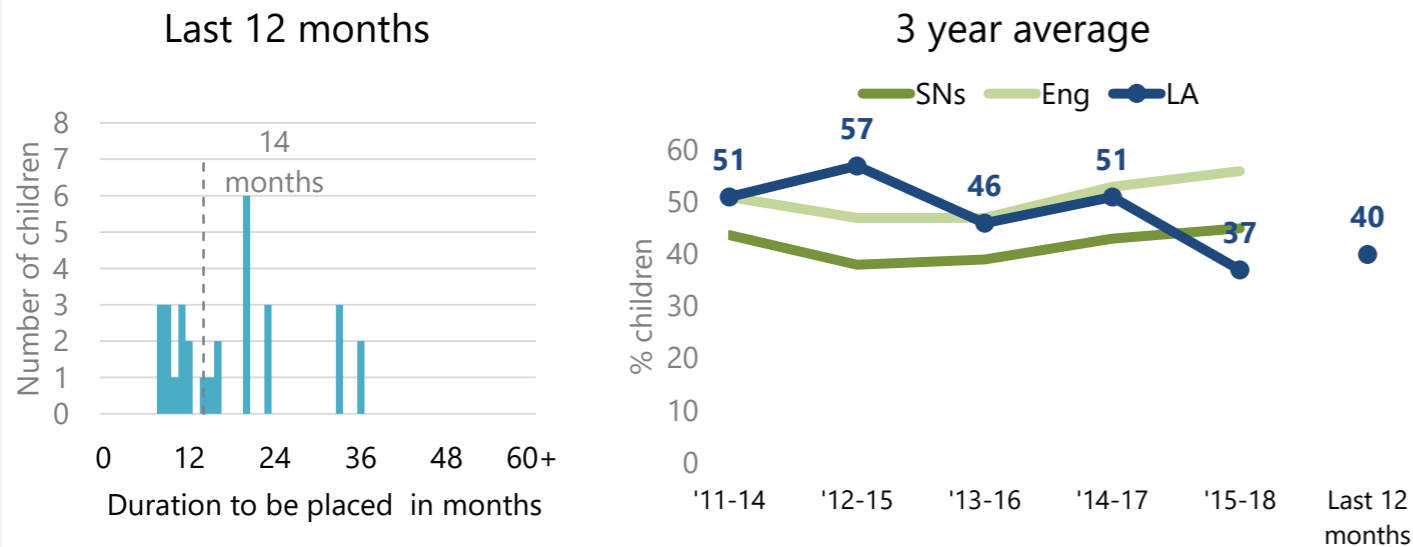
(A2) Time between placement order and deciding on a match

**86 days** The average number of days from the date of the placement order to the date the child was matched to prospective adopters  
6 children



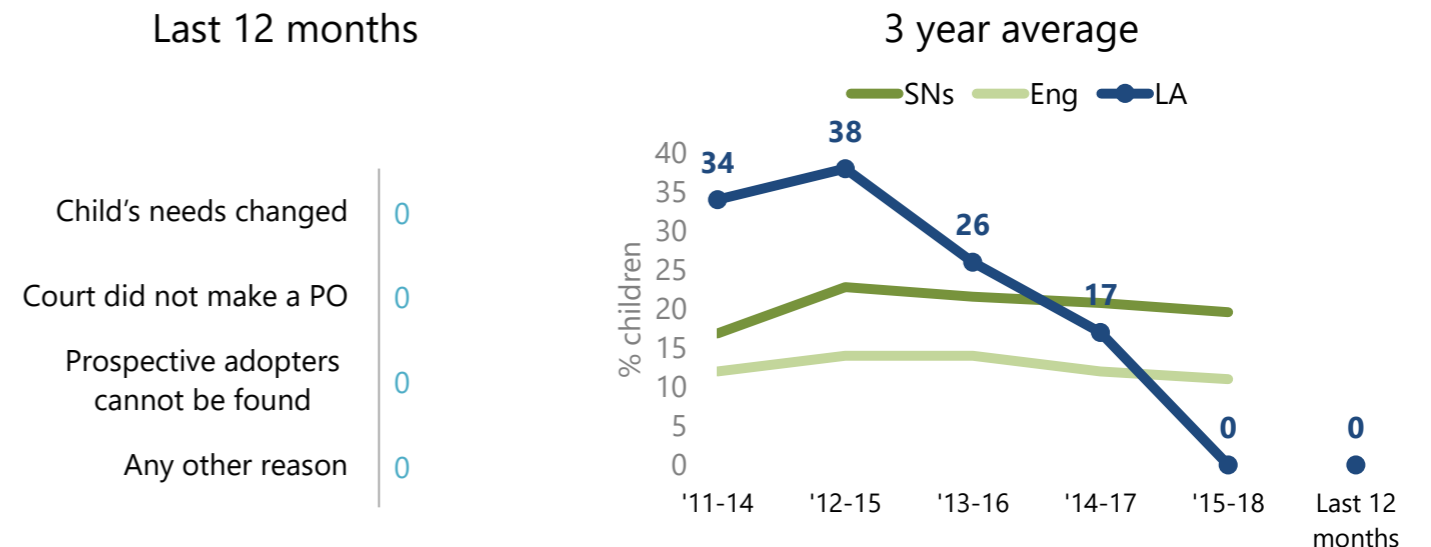
(A3) Time between entering care and placed for adoption

**40%** Children placed who waited less than the threshold between entering care and being placed for adoption (threshold: 14 months for 2013-16)  
12/30 children



(A5) Permanence decision changed away from adoption

**0%** Children where there was a decision that the child should no longer be placed for adoption  
0/32 children



Prospective adopters in the last 12 months

from 07/02/2019  
to 06/02/2020

**0 prospective adopters (0 families)**

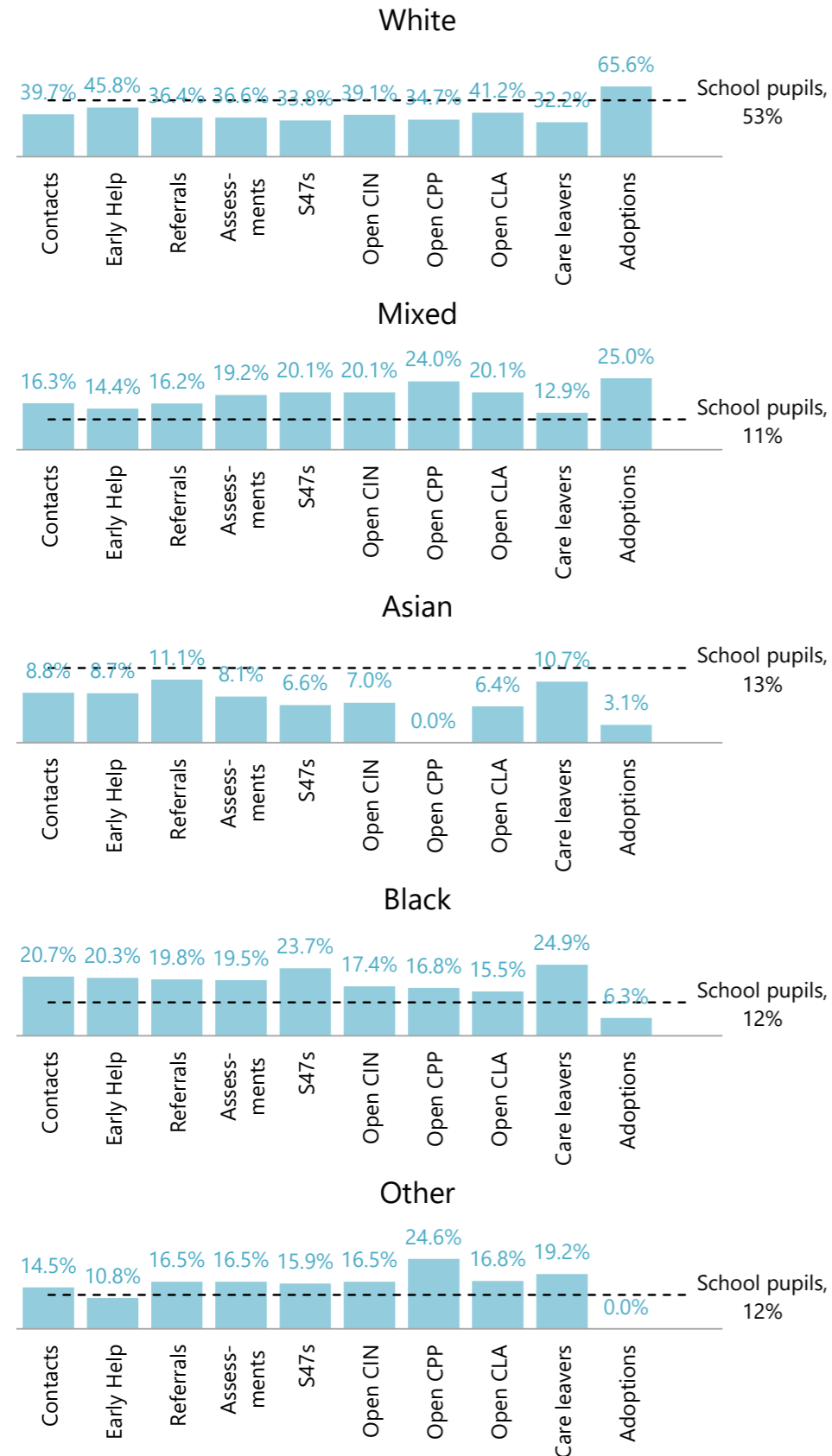
**DATA NOW HELD BY THE REGIONAL ADOPTION AGENCY**

Demographics of children across all areas of children's social care

Snapshot 06/02/2020

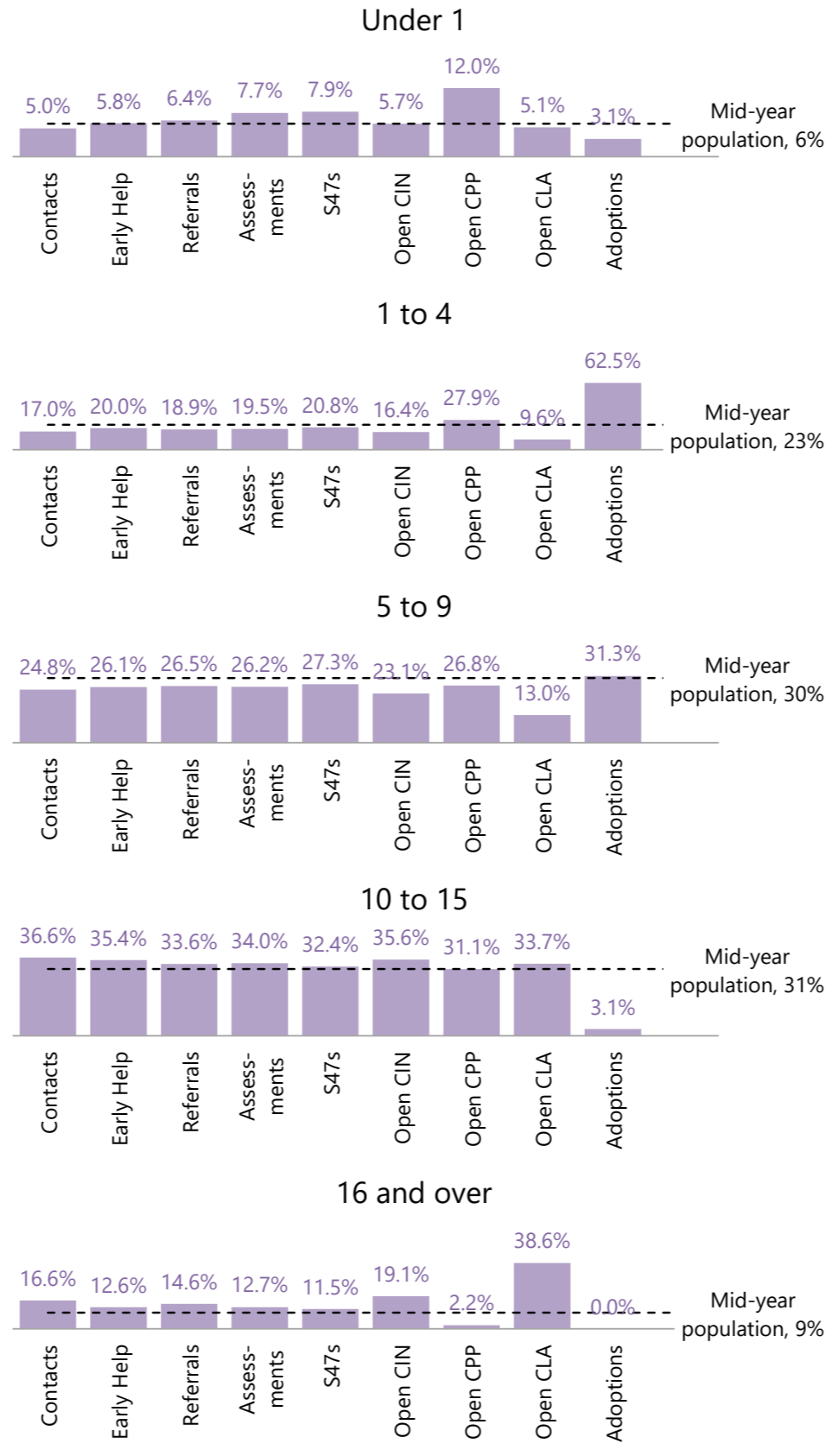
**Ethnicity**

ChAT\* compared to pupils in the LA's primary and secondary schools (Jan-18)  
\*percentage of known ethnicity only



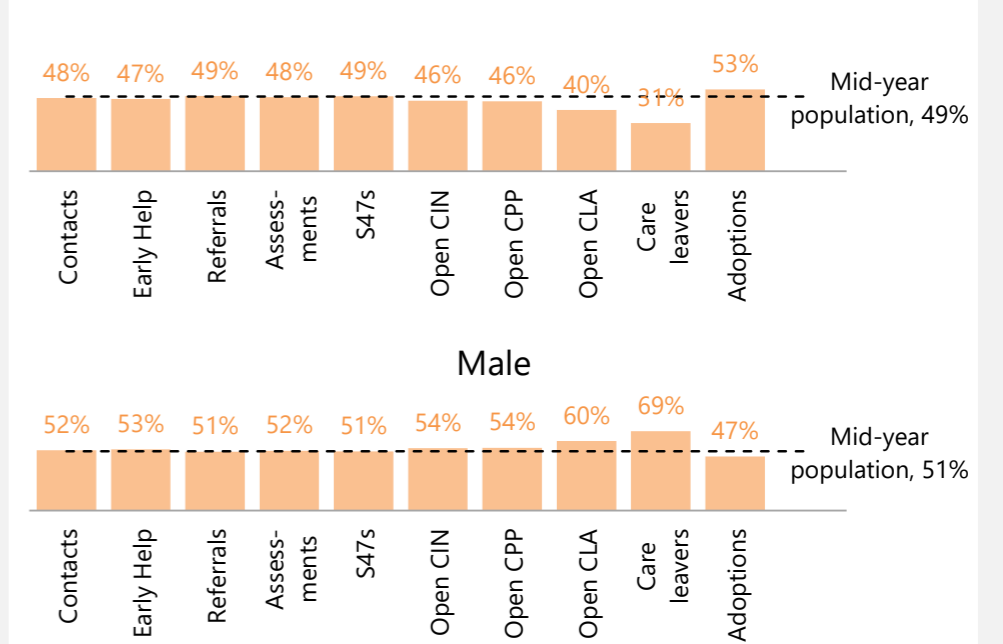
**Age**

ChAT\* compared to mid-year population estimates (ONS-2017)  
\*percentage of known age only



**Gender**

ChAT\* compared to mid-year population estimates (ONS-2017)  
\*percentage of Male / Female genders only, excludes Other



**Comparing CLA demographics**

CLA figures compared to published population statistics

**Ethnicity**

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
White	41	53	lower -23%	39	53	lower -26%	75	75	no dif 0%
Mixed	20	11	higher 87%	19	11	higher 79%	9	6	higher 54%
Asian	6	13	lower -52%	9	13	lower -31%	5	11	lower -55%
Black	16	12	higher 31%	18	12	higher 54%	7	6	higher 22%
Other	17	12	higher 39%	16	12	higher 34%	3	2	higher 27%

**Age**

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Under 1	5	6	lower -11%	7	6	higher 21%	6	6	higher 9%
1 to 4	10	23	lower -59%	7	23	lower -70%	13	23	lower -44%
5 to 9	13	30	lower -57%	9	30	lower -70%	19	29	lower -36%
10 to 15	34	31	higher 8%	37	31	higher 18%	39	32	higher 23%
16-plus	39	9	higher 308%	40	9	higher 324%	23	10	higher 122%

**Gender**

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Male	60	51	higher 17%	62	51	higher 21%	56	51	higher 9%
Female	40	49	lower -18%	38	49	lower -22%	44	49	lower -10%

Comparisons of headline figures and performance data to published statistics

The table below shows the Local Authority's latest data for each indicator as calculated in ChAT, and the direction of travel since the latest published statistics (where available).

Decreasing, low is good

Increasing, high is good

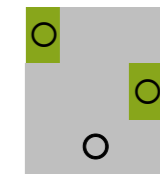
No change, not RAG rated



Lowest 25% quartile, low is good

Highest 25% quartile, high is good

Mid 50% range, not RAG-rated



Indicator	Latest data (ChAT)			Latest published statistics for all local authorities					Date
	LA	Direction of travel		LA	SNs	Eng	LA compared to mid-50% range of all LAs		
Referrals received (annual rate per 10,000 of children)	292	Decrease	←	423	479	553	Lower	○	2017-18
Referrals to social care that were within 12 months of a previous referral (%)	16	Decrease	←	17	17	21	In range	○	2017-18
Assessments completed (annual rate per 10,000 of children)	316	Decrease	←	471	503	532	In range	○	2017-18
Assessments completed within 45 working days (%)	79	Increase	→	66	89	83	Lower	○	2017-18
Children subject to section 47 enquiries (annual rate per 10,000 of children)	78	Decrease	←	108	155	167	Lower	○	2017-18
Children subject of an initial child protection conference (annual rate per 10,000 of children)	17	Decrease	←	31	66	67	Lower	○	2017-18
Initial Child Protection Conferences held within 15 working days of the start of the section 47 enquiry (%)	86	Increase	→	65	84	77	Lower	○	2017-18
Children in need (snapshot rate per 10,000 children)	184	Decrease	←	230	306	341	Lower	○	2017-18
Children who are the subject of a child protection plan (snapshot rate per 10,000 children)	20	Increase	→	18	41	45	Lower	○	2017-18
Children who became the subject of a CP plan for a second or subsequent time (%)	9	Decrease	←	10	16	20	Lower	○	2017-18
Children who ceased to be on a CP plan whose plan lasted 2 years or more (%)	0	Decrease	←	8	3	3	Higher	○	2017-18
Children who are looked after (snapshot rate per 10,000 children)	36	Decrease	←	37	44	64	Lower	○	2017-18
Children looked after who had a missing incident in the period (%)	19	Increase	→	17	13	11	Higher	○	2017-18
Children looked after who were away without authorisation in the period (%)	12	Increase	→	9	7	4	Higher	○	2017-18
Children looked after who had their teeth checked by a dentist in the last 12 months (%)	58	Decrease	←	86	90	84	In range	○	2017-18
Children looked after who had their annual health assessment (%)	89	Decrease	←	98	94	88	Higher	○	2017-18
Children who ceased to be looked after in the period who were adopted (%)	6	Decrease	←	7	9	13	Lower	○	2017-18
Children who ceased to be looked after in the period due to a Special Guardianship Order (%)	13	Increase	→	13	20	11	In range	○	2017-18
Children leaving care over the age of 16 who remained looked after until their 18th birthday (%)	83	Increase	→	81	70	74	Higher	○	2017-18
Care leavers aged 19-21 in suitable accommodation (%)	98	Increase	→	81	80	84	In range	○	2017-18
Care leavers aged 19-21 in education, employment, or training (%)	56	Increase	→	44	50	51	Lower	○	2017-18
A1 - Average time between entering care and moving in with family for children who were adopted (days)	456	Decrease	←	576	583	486	Higher	○	2015-18
A2 - Average time between LA receiving placement order and LA deciding on a match with family (days)	86	Decrease	←	163	241	201	In range	○	2015-18

This page is intentionally left blank



**London Borough of Barnet  
Policy and Resources  
Committee Work Programme**

**2020 - 2021**

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
<b>17 June 2020</b>			
Covid-19 Recovery Planning	Report to update Committee on Covid-19 recovery planning and to outline the council's proposed Recovery Framework	Deputy Chief Executive	Key
Discretionary Small Business Support Grant post-decision scrutiny	In response to the Coronavirus pandemic, the Urgency Committee on the 27 <sup>th</sup> April 2020 provided delegation to Chief Officers (in consultation with the relevant Committee Chairmen) to take decisions on business-critical matters normally reserved to theme committees. The Committee resolved that any and all such decisions taken, shall be reported back to the relevant Committee for post-decision scrutiny.	Head of Governance	Non-Key
Outturn 2019/20; Budget 2020/21 and Business Planning 2021-25	<p>This report provides an overview of the council's outturn for the 2019/20 financial year, an update on the current forecast impact of the Covid-19 pandemic on 2020/21 budget and the process for 2021/22 and future years budget setting.</p> <p>Further, this report also seeks Committee approval for a series of budget management decisions for 2020/21 required as part of normal business in line with the organisation's Financial Regulations. These include the proposed allocation methodology of confirmed government funding for Covid-19.</p>	Section 151 Officer	Key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
End of Year (EOY) 2019/20 Strategic Performance Report	To note End of Year (EOY) 2019/20 Strategic Performance Report	Director of Finance (Section 151 Officer and Chief Finance Officer)  Director of Commercial and Customer Services	Non-key
The impact of supplier relief on Council contracts	Exempt Item – This report outlines the impact of supplier relief on Council contracts	Executive Director, Children and Young People	Key
<b>24 September 2020</b>			
Q1 2020/21 Strategic Performance Report	To receive a report on the strategic overview of performance for the Quarter	Director of Finance (Section 151 Officer and Chief Finance Officer)  Director of Commercial and Customer Services	Non-key
<b>8 December 2020</b>			
Business Planning	To approve the Business Planning report prior to a period of public consultation	Director of Finance (Section 151 Officer and Chief Finance Officer)	Key
Q2 2020/21 Strategic Performance Report	To receive a report on the strategic overview of performance for the Quarter	Director of Finance (Section 151 Officer and Chief Finance Officer)  Director of Commercial and Customer Services	Non-key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Procurement Forward Plan 2021/22	To approve the Forward Plan	Director of Finance (Section 151 Officer and Chief Finance Officer)  Director of Commercial and Customer Services	Key
<b>8 February 2021</b>			
Business Planning	To approve and recommend the Budget and Medium Term Financial Strategy to Full Council on 2 March 2021.	Director of Finance (Section 151 Officer and Chief Finance Officer)	Key
Q3 2020/21 Strategic Performance Report	To receive a report on the strategic overview of performance for the Quarter	Director of Finance (Section 151 Officer and Chief Finance Officer)  Director of Commercial and Customer Services	Non-key
<b>14 April 2021</b>			
End of Year (EOY) 2020/21 Strategic Performance Report	To note End of Year (EOY) 2020/21 Strategic Performance Report	Director of Finance (Section 151 Officer and Chief Finance Officer)  Director of Commercial and Customer Services	Non-key
<b>Items to be Allocated</b>			
Greenspaces Assessment Report	Committee to consider and approve the proposals for the alternative use of greenspaces.	Executive Director - Environment  Strategic Lead: Greenspaces & Leisure	Non-Key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Edgware Supplementary Planning Document	To the draft Edgware Supplementary Planning Document for a period of public consultation	Deputy Chief Executive	
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Deputy Chief Executive	Non-key

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 14

Document is Restricted

This page is intentionally left blank