

<p style="text-align: center;"><u>MEETING</u></p> <p style="text-align: center;">POLICY AND RESOURCES COMMITTEE</p>
<p style="text-align: center;"><u>DATE AND TIME</u></p> <p style="text-align: center;">THURSDAY 9TH DECEMBER, 2021</p> <p style="text-align: center;">AT 7.00 PM</p>
<p style="text-align: center;"><u>VENUE</u></p> <p style="text-align: center;">HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ</p>

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

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

Councillors

Councillor Dean Cohen	Councillor Geof Cooke	Councillor Val Duschinsky
Councillor Geof Cooke	Councillor Ross Houston	Councillor Arjun Mittra
Councillor Caroline Stock	Councillor Sachin Rajput	Councillor Barry Rawlings
Councillor Gabriel Rozenberg	Councillor Peter Zinkin	

Substitute Members

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

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is **Monday, 6 December 2021 at 10AM**. Requests must be submitted to Faith Mwende faith.mwende@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: Faith Mwende faith.mwende@barnet.gov.uk
Media Relations Contact: Tristan Garrick 020 8359 2454

ASSURANCE GROUP

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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)	
7.	Business planning (Budget 2022/23, Medium Term Financial Strategy 2022-26), and Budget Management 2021/22	To Follow
8.	Annual Procurement Forward Plan [APFP] 2022/2023	13 - 30
9.	Sustainability Strategy Framework	31 - 74
10.	Recommendation from Financial Performance and Contracts Committee - Review of Capita Contracts	75 - 202
11.	Delivery and Outcomes Framework for the Barnet Plan - Q2 2021-22	203 - 250
12.	Social Value Policy 2021-25	251 - 276
13.	Annual Equalities Report 2020/21	277 - 326
14.	Telecare - Request for a 1-year contract waiver	327 - 334
15.	Committee Forward Work Programme	335 - 338
16.	Any other item(s) the Chairman decides are urgent	
17.	Motion to Exclude the Press and Public	

18.	Any other exempt item(s) the Chairman decides are urgent	
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FACILITIES FOR PEOPLE WITH DISABILITIES

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Decisions of the Policy and Resources Committee

30 September 2021

Members Present:-

AGENDA ITEM 1

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

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

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting dated the 20 July 2021 be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

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 COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

At the invitation of the Chairman, Councillor Alison Moore introduced the Member's Item.

Members Item Request:	Instruction from Committee
The Government's recently announced 1.25 per cent increase to national insurance contributions (NICs) will have an impact on budgets and services across the Council. The Council estimates the cost will be around £600,000 a year in their employers' contributions. Although the increase is intended to	No further action as the risk and impact would be included in the updated Business Planning Report that would come back to committee in December 2022.

<p>be cost neutral to the public sector the details of how this will be covered have not been announced. Officers expect costs to come back to the Council indirectly through the Council's supply chain. It is not acceptable for the Council to pay for this NIC increase by cutting services. For adults' social care the NIC increase will impact the sustainability of the care market with higher prices a likely outcome and a risk that some providers may stop trading altogether. It will also affect schools, particularly primary schools where the proportion of the budget accounted for by staffing costs is higher and where a significant proportion of our schools are already struggling to balance their budgets with a growing number using deficit budget arrangements.</p> <p>I request that the Committee consider these issues and agree that a report comes back to the next meeting setting out the likely impact on Council services and contractors, and how this will be addressed.</p>	
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At the invitation of the Chairman, Councillor Barry Rawlings introduced the Member's Item.

Members Item Request:	Instruction from Committee
<p>Following an independent report into the published viability assessment for the development at 84 West Heath Road, the Council have increased the affordable housing commuted sum payable to £6m. The Council had previously accepted the developer's proposal that only £900k was due. I request that the Committee agrees to ask Audit Committee to retrospectively investigate how much money in affordable housing commuted payments may have been lost to the Council from all planning applications where commuted sums were payable. I also request that this investigation reviews other developments where the proportion</p>	<p>Officers have been made aware of this issued and a study is being undertake and the findings of the study would be reported back to this Committee.</p>

of affordable housing has been reduced because of developer's viability assessments to see whether the assessments were fair/correct.	
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The Committee RESOLVED that the instructions as set out in the table above are noted.

7. RESPONSE TO MEMBERS ITEM IN THE NAME OF COUNCILLOR G COOKE - 8 FEBRUARY 2021

The Chairman introduced the report that provided a response to the Committee of a Member's Item posed at the Policy & Resources Committee on 8 February 2021.

Councillor Cooke commented on the response in the reports. The Committee then unanimously

The Committee RESOLVED:

- 1. To note the answer to the Member's Item in the report.**
- 2. To note that a follow-up to investigation of data matching exercise to be provided to a future Policy and Resources Committee**

8. BUSINESS PLANNING 2022-26 AND IN-YEAR FINANCIAL MANAGEMENT 2021/22

The Chairman congratulated the Council Finance team on their recent outstanding award.

The Chairman then introduced the report which provided an update for Business Planning and the assumptions for the Medium Term Financial Strategy (MTFS) for 2022-26, whilst giving an update on the expectation of savings required from Theme Committees.

The report sought approval for a number of routine financial management matters, in line with financial regulations, including budget virements and updates to the programme of capital investment.

The Committee noted that the following additional document had been published with the reports for this item:

Addendum to Business Planning: Amendment to Section 3 Routine Financial Matters (2021/22 Budget Management).

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	7
Against	0
Abstentions	6

The Committee RESOLVED:

That in respect of business planning for 2022-26:

1. To note the higher than usual uncertainty in the following three areas (para 2.7):
 - Estimates for ongoing service demand and income pressures due to the impact of Covid-19;
 - Flexibility around social care precept; and
 - Level of grant funding as a result of the Spending Review 2021.
2. to note the three scenarios (A, B – base case, and C) modelled for the Medium Term Financial Strategy for 2022/23 and the preliminary assumptions for future years (from para 2.12; also appendix A)
3. to requests theme committees to find savings based on MTFS scenario B (base case) taking into account any equalities impacts. These savings will then be referred to Policy and Resources for consideration and at a later stage be subject to public consultation and an updated equality impact assessment. In respect of routine financial matters for 2021/22:
4. to approve the proposed revenue budget virement for 2021/22; set out in paragraph 3.1 (£0.900m from contingency to the 18-25 years service).
5. .to approves the revised Capital Programme and financing of it; from paragraph 3.2 (also appendix B) including scheme slippage, accelerations, additions, and deletions.

9. PROPOSED DELIVERY AND OUTCOMES FRAMEWORK FOR THE BARNET PLAN 2021-25

The Chairman introduced the report which provides a strategic overview of the Delivery and Outcomes Framework that has been developed to enable residents and others to see whether we are achieving the objectives set out in the Barnet Plan 2021-25.

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

The vote was recorded as follows:

For	12
Against	0
Abstentions	1

The Committee RESOLVED:

1. To receive the report and provide comment on the enclosed appendices.
 2. To note the proposed reporting arrangements for the Delivery and Outcomes Framework at this Committee and the relevant Theme Committees.
- 10. BARNET'S LOCAL PLAN - SUBMISSION - TOWN AND COUNTRY PLANNING (LOCAL PLANNING) (ENGLAND) REGULATIONS (REG 22) AND BARNET'S LOCAL DEVELOPMENT SCHEME.**

The Chairman introduced the Draft Local Plan report which set out the planning policy framework that the Council will use to make decisions about how Barnet will change as a place over the next 15 years. The Draft Local Plan had undergone public consultation and was ready to be submitted for Examination in Public (EIP) by an Inspector appointed by the Secretary of State.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	7
Against	5
Abstentions	1

The Committee RESOLVED:

1. To note the responses to consultation on the Local Plan – Publication - Regulation 19 (as set out in Appendix B);
2. To refer the Draft Local Plan (at Appendix A) to the Council meeting of 19 October 2021 with the recommendation that the Plan (and its supporting documents) be submitted to the Secretary of State for independent examination in public;
3. To delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Policy and Resources Committee to make modifications to the Draft Local Plan as part of the Examination in Public and prior to public consultation and publication of the Inspector's Report; and
4. To approve the Local Development Scheme (as set out in Appendix C) as the new programme for production of the Local Plan, supporting documents and the Community Infrastructure Levy Charging Schedule.

11. WEST FINCHLEY NEIGHBOURHOOD PLAN - ADOPTION

The Chairman introduced the report on the Neighbourhood Plan which had now passed examination by an independent planning inspector as well as a confirmatory referendum on 8 July 2021. The Plan had also been endorsed by the community and was now in the final stage to be formally 'adopted'.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	13
Against	0
Abstentions	0

The Committee unanimously RESOLVED:

1. To note the contents of the Inspector's Report (Appendix B) and the results of the West Finchley Neighbourhood Plan referendum held on 8 July 2021 (Appendix C)

2. To approve the West Finchley Neighbourhood Plan (WFNP) (Appendix A) for reference to the meeting of Council on 19 October 2021 for formal adoption.

12. PROPOSED EXTENSION OF THE SHARED SERVICE AGREEMENT WITH HARROW FOR THE PROVISION OF LEGAL SERVICES (HBPL)

The Chairman introduced the report on the shared service agreement for legal services with Harrow Council which commenced on 1 September 2012 for a minimum of five years. The agreement was extended in 2016 for a further five years with the current arrangement due to expire on 31 August 2022. This report sought to extend the agreement for a further period of up to five years.

The Chairman asked committee members if there were any questions on the exempt appendix on this report. The Committee confirmed that there were no questions. There was therefore no requirement to move into exempt session

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	13
Against	0
Abstentions	0

The Committee unanimously RESOLVED:

1. That the Committee agree to extend the agreement with Harrow for a shared legal service for a further period of five years until 1 September 2027 (in accordance with paragraph 2.2 of the agreement).
2. That the Committee agree that the London Borough of Harrow discharge Barnet Council's function in respect of the delivery of legal services in accordance with section 101 of the Local Government Act 1972 and the inter authority agreement.
3. That the Committee delegate authority to the Executive Director Assurance to:
 - a) commence formal review of the arrangements;
 - b) seek agreement in principle to the extension from the London Borough of Harrow;
 - c) review the existing inter authority agreement to ensure that it is fit for purpose; and
 - d) negotiate and agree any amendments required.

13. ASSURANCE GROUP UPDATE

The Chairman introduced the report which gives an update on the recent changes to the strategic and operational expansion of the Assurance Group roles and responsibilities and approval to create, advertise and recruit to an Assistant Director in the Assurance Group.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	13
Against	0
Abstentions	0

The Committee unanimously RESOLVED:

1. To note the recent changes to the strategic and operational expansion of the Assurance Group that supports the vision and purpose of the 'Clean, Safe and Well Run' corporate priority.
2. To note (having commented) that the planned changes within the Assurance Group aim to support the corporate priority of Clean, Safe and Well Run which will include implementing the outcome of an organisation wide Enforcement review, restructure of the Community Safety Team and look to improve governance, oversight, assurance and compliance arrangements.
3. To note that following a formal staff consultation, the new proposed structure of the Community Safety Team will be reported to Constitution and General Purposes Committee for approval and implementation in January 2022
4. To note the prior recent change made to an existing post of Assistant Director of Community Safety and Regulatory Services to Assistant Director - Counter Fraud, Community Safety and Protection.
5. To Approve the creation of a new Assistant Director - Assurance, as set out in the report; and authorise the recruitment to that post on a permanent contract.

14. LOCAL CONTACT TRACING FOR COVID

The Chairman introduced the report which examines the two delegated power reports that were submitted to cover the council's approach in responding to the urgent requirement to establish large-scale local contact tracing service within the borough through the appointment of Capita Regional Enterprise (RE) to establish and operate a service on the council's behalf.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	13
Against	0
Abstentions	0

The Committee unanimously RESOLVED to note the decisions taken by Chief Officers (in consultation with the relevant Chairmen), via delegated powers in response to the Coronavirus Pandemic, specifically in regard to the local contact tracing service.

15. POST-DECISION SCRUTINY COVER REPORT FOR CARERS AND YOUNG CARERS SUPPORT SERVICES DPR WAIVER

The Chairman introduced the report which reported the reasons for the use of an emergency waiver under article 12.2 of the Contract Procedure Rules to extend the

carers and young carers support services contract past the initial extension term by a further 6 months from 3rd October 2021 until 31st March 2022.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The vote was recorded as follows:

For	13
Against	0
Abstentions	0

The Committee unanimously RESOLVED to note the waiver decision taken by the Chief Officer via the delegated powers report in consultation with the theme Committee Chairman.

16. COMMITTEE FORWARD WORK PROGRAMME

The Chairman introduce the Forward Work Programme and noted the large number of items due to come to the 9 December meeting. Having noted that upcoming items, the Committee agreed to the Chairman calling an additional meeting in January if necessary.

RESOLVED that the Committee note the Forward Work Programme.

17. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

18. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Chairman asked committee members if there were any questions on the exempt reports on the agenda. The Committee confirmed that there were no questions. There was therefore no requirement to move into exempt session.

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

None.

The meeting finished at 8.42 pm



Policy and Resources Committee

9 December 2021

Title

Annual Procurement Forward Plan [APFP] 2022/2023

Report of

Chairman of the Policy & Resources Committee

Wards

All

Status

Public

Urgent

No

Key

Yes

Enclosures

Appendix 1 – Annual Procurement Forward Plan 2022/23

Officer Contact Details

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Anisa Darr, Director of Finance
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Summary

This report sets out the detail of envisaged procurement requirements for 2022/2023 and, where known, for 2023/24, 2024/25. The council has prepared a list of proposed procurement activity. This can be found in Appendix 1.

This report seeks authorisation to enable commencement of procurement activity in accordance with the Council's Contract Procedure Rules, subject to confirmation of continued requirement, and any additional approvals required under the Council's Constitution.

The use of the Annual Procurement Forward Plan (APFP) is in line with the council's Constitution.

The approval of the APFP does not automatically provide approval for all procurement. Where appropriate, procurement activity will be referred to the relevant committee for approval as part of the council's overarching governance process.

Officers Recommendations

- 1. That members approve the Annual Procurement Forward Plan as a record of forward activity for 2022/23 – 2024/25.**
- 2. That members note the requirements for procurement activity to be subject to service confirmation of continued requirement of any additional approvals required under the Council's Constitution, including the Contract Procedure Rules, authorisation of Procurement Launch Document including identification of approved budget source.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Under paragraph 4.1 of the Council's Contract Procedure Rules any Procurement, including extensions and variations to contracts set out in the Annual Procurement Forward Plan (APFP) and approved by the Policy & Resources Committee, is deemed as authorised to commence, provided there is not an additional authorisation requirement identified, such as theme committee approval.
- 1.2 The APFP is set out in Appendix 1 and it includes all known procurements that are anticipated in the 2022-23 financial year. These have been identified against category of spend as follows:

Sub-£25k (£10,000-£24,999)
ITQ (£25,000-£189,329)
OJEU & Works (ITQ (> £189,330)
Framework Agreement

Each category value is subject to different governance authorisation requirements, as detailed within the Council Constitution Article 10 Table B and Contract Procedure Rules. The APFP includes all procurement exercises that are envisaged to be required during the year. The APFP provides greater oversight and better planning of procurement activity and should not be regarded as indicating approval (or otherwise) of the business case for any particular scheme or project. As an appendix to the committee report the APFP provides a good practice, transparent annual update to the market of envisaged procurement activity.

- 1.3 The APFP does not identify source of funding, as this is a service area responsibility. The procurement activity cannot commence without confirmed source of funding which is confirmed in the Procurement Launch Document.

- 1.4 The APFP contract title relates to topic of envisaged procurement activity this will be finalised upon authorisation of Procurement Launch Document (PLD) an prior to release of procurement activity to market.
- 1.5 The APFP Appendix identifies activities of £0.500m and above which require additional approval to proceed. The additional reporting requirements on the APFP relate to activities that are subject to one or more of the following criteria:
- provision of Full Business Case (FBC);
 - capital works funding;
 - high value projects/programmes, and;
 - any activity identified at point of APFP authorisation by Policy & Resources Committee.
- 1.6 Additional authorisation for values in excess of £0.500m will be sought by committee report to the following theme committees:

Service Area	Committee
Growth & Development	Housing and Growth Committee
Re	Housing and Growth Committee
Children's and Family Services	Children Education and Safeguarding Committee
Libraries Services	Community Leadership and Libraries Committee
Adults and Public Health	Adults and Safeguarding Committee
Environment including Street Scene	Environment Committee
Assurance, Commercial and Resources	Policy & Resources Committee

2. REASONS FOR RECOMMENDATIONS

- 2.1 To comply with the council's Contract Procedure Rules, which form part of the council's Constitution.
- 2.2 To avoid presentation of multiple individual service area requests for approval to procure values above £189,330 to council committees.
- 2.3 To provide visibility of individual service area requirements to procure lower values above £10,000 and beneath £189,329. Inclusion on the APFP provides both visibility and authorisation to procure, subject to budget confirmation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 To present individual requests to Policy & Resources Committee and other thematic committees as procurement activity comes due. This is not recommended owing to the administration burden it would place upon officers and members to prepare, consider and approve each activity.

4. POST DECISION IMPLEMENTATION

- 4.1 Officers will proceed with a review of the authorised APFP 2022-23.
- 4.2 Procurement activities will commence, where there is no additional approval mechanism, as CSG Procurement Business Partners confirm with service area leads/budget holders that the requirement to procure is still valid and a procurement launch document (PLD) is fully completed. The PLD provides an audit trail which confirms the requirement, authorisation for procurement is in place, the procurement option/strategy to be delivered, the budget for the contract, alignment with Council policies, collaboration, working with SMEs, apprenticeships, risks and procurement timeline.
- 4.3 Review of the APFP by CSG Procurement Business Partners and service areas will include potential aggregation of requirements across services and removal of items that are not being progressed and/or procurement has been concluded removing the need for authorisation to proceed within the financial period of the APFP.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The APFP will enable the Council to maintain an accurate oversight of procurement activity across the full range of services and support more commercial and efficient procurement practices. The APFP supports transparency and drives achievement of the Council's key priorities as set out in The Barnet Plan 2021-2025. The Council, working with local, regional and national partners, will strive to deliver the following outcomes:
- 1) Clean, Safe and Well Run : A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do
 - 2) Family Friendly : Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best.
 - 3) Healthy : A place with fantastic facilities for all ages, enabling people to live happy and healthy lives.
 - 4) Thriving : A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.
- 5.1.2 The APFP will enable identification of procurement activity in support of Barnet's Social Value Policy and the delivery of contracts which align with social value TOMs and provide evidence in support of community benefit through social value delivery of procured contracts.

5.1.3 The Council is a signatory to London Council's Procurement Pledge "to create jobs and training through its supply chain." It is to be noted, that the Social Value Policy paper elsewhere on the committee agenda captures the requirements typically expected through this pledge:

- Recruit a percentage of the workforce locally, for example by advertising with local Jobcentre Plus;
- Create apprenticeships;
- Offer a number of work placements to young people, graduates, or workless people;
- Offer additional training and qualifications opportunities to a percentage of their existing workforce;
- Work with their own supply chains to create additional opportunities;

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

5.2.1 The costs pertaining to the contracts contained within the Appendix to this report are contained within the individual service budgets of the Council.

5.2.2 Procurement will work with individual services to:

- confirm continuation of envisaged requirement as recorded on the published plan within the Appendix
- ascertain the budget source (capital/revenue/grant) for the contract which will result from the procurement exercise and achieve finance confirmation for budget spend
- consider aggregation opportunities across service requirements

5.2.3 Value for money is a key consideration; both when identifying opportunities to join up procurement activity across Barnet or as part of consortium arrangements, and in the tender evaluation process.

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold £189,330 from January 2020 service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

- (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area; and
- (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

5.3.2 The council has extended the Social Value Act's requirements through development of a Social Value Policy to support social value and sustainability delivery opportunities through all procurements at the Council, not just above threshold services contracts. This is discussed elsewhere on this committee's agenda.

5.3.3 Service areas will be asked to confirm that the development of specifications for all proposed procurements have taken these requirements into consideration. It should be

noted that such considerations could compromise the Council's ability to maximise the value for money it can achieve, so a balance will be sought wherever possible

5.4 Legal and Constitutional References

5.4.1 The Council's Constitution, Article 7 sets out the terms of reference of the Policy and Resources Committee including:

(1) To determine strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy and Corporate Plan to Full Council, Finance issues, Procurement Forward Plan, Local Plans, Information Technology, Strategic Partnerships, Customer Services and Resident Engagement, Emergency Planning and the effective use of resources.

5.4.2 The Council's Constitution, Article 17 (Contract Procedure Rules) sets out the authorisation process for entering contractual commitments. "Authorisation" is the approval required before quotations or tenders for supplies, services or works may be sought in accordance with Council Constitution Article 10 Table B.

5.4.3 The Council's Constitution Article 10 Table B summarises Authorisation and Acceptance Procedures, including that procurements of £500,000 and over may be authorised by the Annual Procurement Forward Plan:

- The aim is to speed up the procurement process by removing unnecessary bureaucracy – in this case, a duplication of the authorisation process.
- Any contract, including additions, extensions and variations, which have been included in a directorate or service's Budget and supporting plans and strategies or any other Committee approved plan is deemed as authorised irrespective of value.
- The Contract Procedure Rules at paragraph 4.3 states that there are separate reporting and authorisation conditions for certain procurement exercises, and these are set out in the Appendix 1 to this Report. This requirement means that Members will receive more detailed information on certain procurement activities before they are authorised.

5.5 Risk Management

5.5.1 If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money and the likelihood of delivering significant procurement savings. In addition, the Council will be unable to forward plan the need for appropriate resource to support the programme. Well planned processes will enable effective commercial negotiations to take place thereby driving lower costs from the portfolio of contracts put to market.

5.6 Equalities and Diversity

5.6.1 Pursuant to the Equality Act 2010, the Council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating

discrimination. All organisations that submit tenders for Council business are required to submit their Policy Statement regarding how they manage compliance with the Equality Act, or equivalent legislation.

5.7 Corporate Parenting

- 5.7.1 Identified service area procurements may have direct and/or indirect impacts on looked after children and care leavers. Procurement will work with service areas to identify any opportunities to support children in care and/or care leavers as part of the procurement process, as well as to identify and seek to mitigate any potential adverse impacts of a procurement.

5.8 Consultation and Engagement

- 5.8.1 Consultation and engagement will take place within individual procurement projects as appropriate to the product(s) or service(s) required. Service users will be engaged in the procurement process as part of a co-design approach where appropriate.

5.9 Insight

- 5.9.1 Insight data will be used to support the delivery of the Annual Procurement Forward Plan as it will enable preparation of market engagement with internal and external stakeholders prior to procurement exercises and that Barnet's community requirements are considered to inform these.
- 5.9.2 Post tender delivery insight data will be used to support contract management.

6. BACKGROUND PAPERS

- 6.1 Policy and Resources Committee 5 December 2017 Agenda item 11 Annual Procurement Forward Plan 2018/19 Appendix 1 Procurement activity by service area for 2018/19
<https://barnetintranet.moderngov.co.uk/documents/s43785/Annual%20Procurement%20Forward%20Plan%20APFP%2020182019.pdf>
- 6.2 Policy and Resources Committee 13 February 2018 Agenda item 9 Annual Procurement Forward Plan Supplement 2018/19 Appendix 1 Annual Procurement Forward Plan Supplement 2018-19
- 6.3 <https://barnetintranet.moderngov.co.uk/documents/s44913/Annual%20Procurement%20Forward%20Plan%20APFP%20Supplement%2020182019.pdf>
- 6.4 Policy and Resources Committee 11 December 2018 Agenda Item 13 Annual Procurement Forward Plan 2019/20 Appendix 1 Annual Procurement Forward Plan 2019/20
<https://barnet.moderngov.co.uk/documents/s50126/Annual%20Procurement%20Forward%20Plan%20APFP%202019-2020.pdf>
- 6.5 Policy and Resources Committee 6 January 2020 Agenda Item 10 Annual Procurement Forward Plan 2020/21 Appendix 1 Annual Procurement Forward Plan 2020/21
<https://barnet.moderngov.co.uk/documents/s56939/Annual%20Procurement%20Forward%20Plan%20APFP%2020202021.pdf>

- 6.6 Policy and Resources Committee 8 December 2020 Agenda Item 13 Annual Procurement Forward Plan [APFP] 2021/22
<https://barnet.moderngov.co.uk/documents/s62441/Annual%20Procurement%20Forward%20Plan%20APFP%2020212022.pdf>

**Annual Procurement Forward Plan [APFP]
Procurement Activity 2022-23**

No.	Contract Requirement	Procurement Type (Please Select)	Delivery Unit/Service Area	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 and/or as identified by Policy & Resources Committee	Contract Term in Years <small>(Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months))</small>	Procurement Start Date (dd-mm-yyyy)	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
	Deputy Chief Executive								
	Growth - Development Portfolio								
1	Contracts to operate and manage a suite of rental properties, under a build-to-rent model, for a 40 year period deriving forecast net revenue benefits of £73m and capital receipts of £12m	New Procurement	Estates	£ 140,000,000	Yes	40 years	04/01/2022	01/04/2022	No
2	Development Consultancy (Development Pipeline) surveys	New Procurement	Estates	£ 200,000	No	2 Years	04/01/2022	01/04/2022	No
3	Development Valuations	New Procurement	Estates	£ 150,000	No	2 years	04/01/2022	01/04/2022	No
	Growth - Strategy and Requirements								
4	Library Expansion	New Procurement	Family Services	£ 6,000,000	Yes	5 years	01/05/2022	01/07/2022	No
5	Daws Lane Refurbishment	New Procurement	Estates	£ 4,000,000	Yes	2-3 years	01/05/2022	01/07/2022	No
6	Childrens Care Homes	New Procurement	Childrens	£ 3,500,000	Yes	5 years	01/05/2022	01/07/2022	No
	Growth - Future for Work								
7	Colindale Hybrid Working Floor Plate Reconfiguration Continued	Extension	Estates	£ 400,000	No	1 year	01/11/2021	01/04/2022	No
8	Integrated Desk Booking System	Extension	Estates	£ 54,000	No	1 year	01/12/2021	01/03/2022	No
9	Colindale Planters and Landscaping	Extension	Estates	£ 12,500	No	1 year	01/12/2021	01/03/2022	No
	Growth - PSDS								
10	Public Sector Decarbonisation Scheme (PSDS) 3	Extension	Estates (Special Projects)	£ 20,000,000	Yes	2-3 years	04/01/2022	04/01/2022	No
	Growth - Building Services								
11	SEN programme	New Procurement	Estates	£ 4,000,000	No	1 year	01/04/2022	10/06/2022	No
12	Covid Compliance works	New Procurement	Estates	£ 2,000,000	No	3 years + 12 months	04/01/2022	01/04/2022	No
13	School bulge classes	New Procurement	Estates	£ 2,000,000	No	1 year	01/04/2022	04/06/2022	No
14	Early years provision	New Procurement	Estates	£ 2,000,000	No	1 year	01/04/2022	09/06/2022	No
15	School roofs	New Procurement	Estates	£ 1,200,000	No	1 year	01/04/2022	02/06/2022	No
16	School Modernisation Programme - Mechanical Works	New Procurement	Estates	£ 1,000,000	No	1 year	01/04/2022	01/06/2022	No
17	School Modernisation Programme - Electrical Works	New Procurement	Estates	£ 1,000,000	No	1 year	01/04/2022	01/06/2022	No
18	Annual Work Plan Capital Programme	New Procurement	Estates	£ 1,000,000	No	2 year	01/03/2022	01/06/2022	No
19	Mains Water Capital works programme (inc Schools)	New Procurement	Estates	£ 1,000,000	No	2 year	04/01/2022	01/04/2022	No
20	Mechanical Project Works	New Procurement	Estates	£ 1,000,000	No	1 year	01/04/2022	01/06/2022	No
21	Electrical Project Works	New Procurement	Estates	£ 1,000,000	No	1 year	01/04/2022	01/06/2022	No
22	Surveys	New Procurement	Estates	£ 1,000,000	No	1 year	01/04/2022	05/06/2022	No
23	Asbestos	New Procurement	Estates	£ 1,000,000	No	1 year	01/04/2022	08/06/2022	No
24	Fabric Fire Services	New Procurement	Estates	£ 800,000	No	3 years + 12 months	04/01/2022	01/04/2022	No
25	Asbestos Removal	New Procurement	Estates	£ 700,000	No	1 year	01/04/2022	01/09/2022	No
26	School windows replacement	New Procurement	Estates	£ 700,000	No	1 year	01/04/2022	03/06/2022	No
27	Kitchen refurbishment	New Procurement	Estates	£ 700,000	No	1 year	01/04/2022	06/06/2022	No
28	School safety and security	New Procurement	Estates	£ 500,000	No	1 year	01/04/2022	07/06/2022	No
29	Water & Sewage Contract	New Procurement	Estates	£ 400,000	No	2 year + 24 months	01/04/2022	01/06/2022	No
30	Specialist Contractor - Fire Mechanical services	New Procurement	Estates	£ 250,000	No	3 years + 12 months	04/01/2022	01/04/2022	No
31	Churchyard Major Monument Repairs	New Procurement	Estates	£ 150,000	No	2 year	04/01/2022	01/04/2022	No
32	Churchyard Repairs identified from Condition Surveys	New Procurement	Estates	£ 120,000	No	2 year	04/01/2022	01/04/2022	No
33	Retrospective Utility Audit	New Procurement	Estates	£ 37,500	No	1 year	01/04/2022	01/06/2022	No
	Growth - Hendon Hub Delivery								
34	Contracts to deliver relocation for key services within the Hendon Hub masterplan as their current locations are regenerated	New Procurement	Estates	£ 3,100,000	No	1 year	01/01/2022	01/04/2022	No
35	Provision of new Scout Hut	New Procurement	Estates	£ 1,500,000	No	5 years	01/01/2022	01/04/2022	No
36	Employers Agent	New Procurement	Estates	£ 927,000	No	5 years	01/01/2022	01/04/2022	No
37	Communications	New Procurement	Estates	£ 300,000	No	5 years	01/01/2022	01/04/2022	No
38	Fund Monitor	New Procurement	Estates	£ 200,000	No	5 years	01/01/2022	01/04/2022	No
39	Investigation surveys	New Procurement	Estates	£ 180,000	No	3 years	01/01/2022	01/04/2022	No
40	Traffic and Drainage surveys	New Procurement	Estates	£ 130,000	No	3 years	01/01/2022	01/04/2022	No
41	RICS Survey measurements	New Procurement	Estates	£ 20,000	No	1 year	01/01/2022	01/04/2022	No

No.	Contract Requirement	Procurement Type (Please Select)	Delivery Unit/Service Area	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 and/or as identified by Policy & Resources Committee	Contract Term in Years <small>(Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months))</small>	Procurement Start Date (dd-mm-yyyy)	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
	Growth - Housing and Regeneration								
44	Future Regeneration Programme Feasibility Work	New Procurement	Housing and Regeneration	£ 500,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
45	Colindale West - Area Action Plan / Masterplanning	New Procurement	Housing and Regeneration	£ 320,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
46	Growth Projects - Consultancy Support	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
47	Growth Projects - Professional and Legal advice, support & svcs	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
48	Planning Policy - Supplementary Planning Document (Planning)	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
49	Planning Policy - Supplementary Planning Document (Transport - O	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
50	Digital Exclusion - Support Services	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
51	Digital Exclusion - Connections and Devices	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
52	Digital Infrastructure - Smart Cities Technologies/Innovation	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
53	Digital Infrastructure - Consultancy Support services	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
54	Development Advice (Development Pipeline) - Consultancy	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
55	Ope Programme - Osidge Lane and future rounds	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
56	Growth Strategy - Connected Borough Studies / Consultancy	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
57	Active Travel Corridor - walking & cycling routes	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
58	Growth Strategy - Great Borough to Live In and Visit Studies / Cons	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
59	Grahame Park North East	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
60	Sustainability Strategy - Consultancy Advice (Housing)	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
61	Sustainability Strategy - Business Cases (Housing)	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
62	Sustainability Strategy - Data Collection / Analytics (Housing)	New Procurement	Housing and Regeneration	£ 180,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
63	Local Plan Examination Support, Professional/Legal Services	New Procurement	Housing and Regeneration	£ 160,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
64	Local Plan - Further Evidence (climate adaptation)	New Procurement	Housing and Regeneration	£ 100,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
65	Colindale - Connecting Colindale Transport and Public Realm Delive	New Procurement	Housing and Regeneration	£ 100,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
66	Local Plan - Further Evidence (Biodiversity Action Plan)	New Procurement	Housing and Regeneration	£ 60,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
67	Colindale West - Feasibility Contribution to OPE bid	New Procurement	Housing and Regeneration	£ 50,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
68	Colindale - Mapping and Licenses	New Procurement	Housing and Regeneration	£ 26,000	No	3 years + 12 months	01/04/2022	01/07/2022	N/A
69	Colindale West - Colindale Engagement Programme	New Procurement	Housing and Regeneration	£ 25,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
70	Colindale - Feasibility Studies fund	New Procurement	Housing and Regeneration	£ 25,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
71	Colindale - Community and Cultural Programming	New Procurement	Housing and Regeneration	£ 20,000	No	2 years + 12 months	01/04/2022	01/07/2022	N/A
72	Grahame Park Estate Shop Front Improvements	New Procurement	Housing and Regeneration	£ 15,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
73	Colindale West - Economic Capacity Study	New Procurement	Housing and Regeneration	£ 10,000	No	1 year + 12 months	01/04/2022	01/07/2022	N/A
	Growth - Economic Development								
74	Burnt Oak Town Centre Strategy Phase 2 - Professional Services ar	New Procurement	Economic Development	£ 4,000,000	No	3 years	04/01/2022	01/05/2022	N/A
75	Finchley Central Town Centre Strategy Phase 1 - Capital Works	New Procurement	Economic Development	£ 3,000,000	No	1 years	04/01/2022	01/04/2022	N/A
76	Golders Green Town Centre Strategy Phase 1 - Professional Servic	New Procurement	Economic Development	£ 3,000,000	No	3 years	04/01/2022	01/05/2022	N/A
77	Chipping Barnet Town Centre Strategy Phase 2 - Professional Servi	New Procurement	Economic Development	£ 3,000,000	No	3 years	04/01/2022	01/08/2022	N/A
78	General Town Centre Strategic Works - Professional Services and C	New Procurement	Economic Development	£ 3,000,000	No	1 year	04/01/2022	01/04/2022	N/A
79	Cricklewood Town Centre Station House - Professional Services an	New Procurement	Economic Development	£ 2,000,000	No	1 years	04/01/2022	01/04/2022	N/A
80	West Hendon Broadway Town Centre Strategy Phase 2 - Professio	New Procurement	Economic Development	£ 2,000,000	No	3 years	04/01/2022	01/04/2022	N/A
81	Economic Development Projects - Technical Support	New Procurement	Economic Development	£ 1,500,000	No	1 year + 12 months	04/01/2022	01/06/2022	N/A
82	Business Support Projects - Technical Support	New Procurement	Economic Development	£ 1,500,000	No	1 year + 12 months	04/01/2022	01/06/2022	N/A
	Growth - Corporate Programmes								
83	CCTV Monitoring Services	New Procurement	Community Safety Corporate Estates	£ 4,000,000	No	3 years + 24 months	04/01/2022	01/08/2022	Yes
	Growth - Capital Delivery								
84	Strategic Construction Partner extension	New Procurement	LBB/CSG Estates	£ 150,000,000	No	3 Years	01/01/2022	01/06/2022	Yes
85	Contracts to deliver the construction of the Hendon Hub masterplan around The Burroughs in partnership with Middlesex University	New Procurement	LBB/CSG Estates	£ 90,000,000	No	7 years	04/01/2022	01/05/2022	N/A
86	SEN Provision Programme Construction	New Procurement	LBB/CSG Estates	£ 55,000,000	No	5 years	04/01/2022	01/05/2022	N/A
87	West Hendon 3FE School	New Procurement	LBB/CSG Estates	£ 23,000,000	No	4 years	25/06/2022	01/10/2022	N/A
88	Town Centres Programme	New Procurement	LBB/CSG Estates	£ 20,000,000	No	5 Years	04/01/2022	01/05/2022	N/A
89	Finchley Lido Specialist Construction Contractor	New Procurement	LBB/CSG Estates	£ 20,000,000	No	5 Years	04/01/2022	01/04/2022	N/A
90	West Hendon Playing Fields Construction	New Procurement	LBB/CSG Estates	£ 18,800,000	No	5 years	04/01/2022	01/05/2022	N/A
91	School Estate Strategy	New Procurement	LBB/CSG Estates	£ 10,000,000	No	5 years	25/06/2022	05/10/2022	N/A
92	Care Homes - condition improvements	New Procurement	LBB/CSG Estates	£ 7,500,000	No	2 year	01/02/2022	01/04/2022	N/A
93	Colindale Roundabout	New Procurement	LBB/CSG Estates	£ 7,000,000	No	3 years	04/01/2022	01/05/2022	N/A
94	St Michaels School	New Procurement	LBB/CSG Estates	£ 5,000,000	No	3 years	04/01/2022	18/01/2022	N/A
95	Finchley Square and Active Travel Construction	New Procurement	LBB/CSG Estates	£ 5,000,000	No	4 years	04/01/2022	04/10/2022	N/A
96	Finchley Square and Active Travel Specialist Support	New Procurement	LBB/CSG Estates	£ 5,000,000	No	4 years	04/01/2022	04/10/2022	N/A

No.	Contract Requirement	Procurement Type (Please Select)	Delivery Unit/Service Area	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 and/or as identified by Policy & Resources Committee	Contract Term in Years <small>(Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months))</small>	Procurement Start Date (dd-mm-yyyy)	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
97	Finchley Square and Active Travel Surveys	New Procurement	LBB/CSG Estates	£ 5,000,000	No	4 years	04/01/2022	04/10/2022	N/A
98	Finchley Square and Active Travel Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 5,000,000	No	4 years	04/01/2022	04/10/2022	N/A
99	West Hendon 3FE School Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 3,000,000	No	4 years	25/06/2022	03/10/2022	N/A
100	West Hendon Playing Fields Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 3,000,000	No	5 years	04/01/2022	01/05/2022	N/A
101	Town Centres Programme Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 3,000,000	No	5 Years	04/01/2022	01/05/2022	N/A
102	Town Centres Programme Specialist Support	New Procurement	LBB/CSG Estates	£ 3,000,000	No	5 Years	04/01/2022	01/05/2022	N/A
103	Town Centres Programme Surveys	New Procurement	LBB/CSG Estates	£ 3,000,000	No	5 Years	04/01/2022	01/05/2022	N/A
104	Streetscene Operational Bases - Construction	New Procurement	LBB/CSG Estates	£ 3,000,000	No	3 years	01/03/2022	01/06/2022	N/A
105	Oakleigh School hydrotherapy pool and associated works	New Procurement	LBB/CSG Estates	£ 2,000,000	No	1 year	01/03/2022	14/02/2022	N/A
106	Grahame Park NE	New Procurement	LBB/CSG Estates	£ 2,000,000	No	1 year	04/01/2022	01/06/2022	N/A
107	Care Homes - Construction/Fit Out	New Procurement	LBB/CSG Estates	£ 2,000,000	No	2 year	04/01/2022	01/06/2022	N/A
108	Care Homes - Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 2,000,000	No	2 year	04/01/2022	01/06/2022	N/A
109	Care Homes - Specialist Equipment	New Procurement	LBB/CSG Estates	£ 2,000,000	No	2 year	04/01/2022	01/06/2022	N/A
110	Care Homes - Surveys	New Procurement	LBB/CSG Estates	£ 2,000,000	No	2 year	04/01/2022	01/06/2022	N/A
111	Care Homes - FF&E	New Procurement	LBB/CSG Estates	£ 2,000,000	No	2 year	04/01/2022	01/06/2022	N/A
112	Care Homes - Specialist Support	New Procurement	LBB/CSG Estates	£ 2,000,000	No	2 year	04/01/2022	01/06/2022	N/A
113	Milespit Cemetery	New Procurement	LBB/CSG Estates	£ 1,500,000	No	1 year	04/01/2022	01/05/2022	N/A
114	Tennis Court Enhancements	New Procurement	LBB/CSG Estates	£ 1,500,000	No	1 year	04/01/2022	01/05/2022	N/A
115	PRU Ancillary Works	New Procurement	LBB/CSG Estates	£ 1,000,000	No	1 year	01/04/2022	18/01/2022	N/A
116	Family Friendly Hub fit out - Constructions/Fit Out	New Procurement	LBB/CSG Estates	£ 1,000,000	No	1 year	01/03/2022	06/01/2022	N/A
117	Family Resource Centre - Constructions/Fit Out	New Procurement	LBB/CSG Estates	£ 1,000,000	No	1 year	01/03/2022	06/01/2022	N/A
118	Streetscene Operational Bases - Specialist Equipment	New Procurement	LBB/CSG Estates	£ 1,000,000	No	3 Years	01/03/2022	01/06/2022	N/A
119	Streetscene Operational Bases - Surveys	New Procurement	LBB/CSG Estates	£ 1,000,000	No	3 Years	01/03/2022	01/06/2022	N/A
120	Streetscene Operational Bases - Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 1,000,000	No	3 Years	01/03/2022	01/06/2022	N/A
121	Condition Surveys	New Procurement	LBB/CSG Estates	£ 1,000,000	No	1 year	04/01/2022	01/06/2022	N/A
122	Cophall Masterplan design	New Procurement	LBB/CSG Estates	£ 1,000,000	No	4 year	04/01/2022	01/06/2022	N/A
123	Individual Project FF&E	New Procurement	LBB/CSG Estates	£ 1,000,000	No	3 Years	01/06/2022	01/09/2022	N/A
124	Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 1,000,000	No	3 Years	01/06/2022	01/09/2022	N/A
125	Small Works Construction	New Procurement	LBB/CSG Estates	£ 1,000,000	No	3 Years	01/06/2022	01/09/2022	N/A
126	CCTV Monitoring Services	New Procurement	Community Safety Corporate Estates	£ 750,000	No	4 years	04/01/2022	01/04/2022	N/A
127	CCTV Control Room Upgrade	New Procurement	Community Safety Corporate Estates	£ 750,000	No	4 years	04/01/2022	01/04/2022	N/A
128	West Hendon Playing Fields Surveys	New Procurement	LBB/CSG Estates	£ 500,000	No	5 years	04/01/2022	01/05/2022	N/A
129	West Hendon Playing Fields Specialist Support	New Procurement	LBB/CSG Estates	£ 500,000	No	5 years	04/01/2022	01/05/2022	N/A
130	Cophall Leisure Centre - Pitch works	New Procurement	LBB/CSG Estates	£ 400,000	No	1 year	04/01/2022	06/01/2022	N/A
131	West Hendon 3FE School Surveys	New Procurement	LBB/CSG Estates	£ 300,000	No	4 years	25/06/2022	01/10/2022	N/A
132	Sustainability Specialist Support	New Procurement	LBB/CSG Estates	£ 300,000	No	5 Years	04/01/2022	01/05/2022	N/A
133	Cophall Masterplan Specialist Support	New Procurement	LBB/CSG Estates	£ 250,000	No	4 year	04/01/2022	01/05/2022	N/A
134	Cophall Masterplan Surveys	New Procurement	LBB/CSG Estates	£ 250,000	No	4 year	04/01/2022	01/05/2022	N/A
135	Finchley Lido Multi Disciplinary Teams	New Procurement	LBB/CSG Estates	£ 250,000	No	5 Years	04/01/2022	01/05/2022	N/A
136	Finchley Lido Surveys	New Procurement	LBB/CSG Estates	£ 250,000	No	5 Years	04/01/2022	01/05/2022	N/A
137	Finchley Lido Specialist Support	New Procurement	LBB/CSG Estates	£ 250,000	No	5 Years	04/01/2022	01/05/2022	N/A
138	Specialist Support	New Procurement	LBB/CSG Estates	£ 250,000	No	3 Years	01/06/2022	01/10/2022	N/A
139	Surveys	New Procurement	LBB/CSG Estates	£ 250,000	No	3 Years	01/06/2022	01/10/2022	N/A
140	PRU Additional Technical Resources	New Procurement	LBB/CSG Estates	£ 200,000	No	1 Year	01/04/2022	18/01/2022	N/A
141	West Hendon 3FE School Specialist Support	New Procurement	LBB/CSG Estates	£ 200,000	No	4 years	25/06/2022	04/10/2022	N/A
142	Emergency Reactive Works (Legacy): Queenswell, Edgware, North	New Procurement	LBB/CSG Estates	£ 150,000	No	1 year	01/04/2022	01/07/2022	N/A
143	New Barnet Leisure Centre - Highways, lighting and fencing works	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	24/1/2022	N/A
144	Woodside Avenue Ancillary Works	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	04/01/2022	18/01/2022	N/A
145	Blessed Dominic/St James Ancillary Works	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/04/2022	18/01/2022	N/A

No.	Contract Requirement	Procurement Type (Please Select)	Delivery Unit/Service Area	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 and/or as identified by Policy & Resources Committee	Contract Term in Years <small>(Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months))</small>	Procurement Start Date (dd-mm-yyyy)	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
146	Family Friendly Hub fit out - Surveys	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
147	Family Friendly Hub fit out - Specialist Support	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
148	Family Friendly Hub fit out - Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
149	Family Friendly Hub fit out - FF&E	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
150	Family Resource Centre - Surveys	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
151	Family Resource Centre - Specialist Support	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
152	Family Resource Centre - Multidisciplinary Teams	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
153	Family Resource Centre - FF&E	New Procurement	LBB/CSG Estates	£ 100,000	No	1 year	01/03/2022	06/01/2022	N/A
Growth - Facilities Management									
154	Cleaning contract (including window cleaning at ORD)	New Procurement	CSG	£ 6,000,000	No	3 years + 24 months	01/01/2022	01/08/2022	Yes
155	Removals framework	New Procurement	CSG	£ 500,000	No	3 years + 24 months	01/02/2022	01/05/2022	No
156	Terrace/Southern Square maintenance	New Procurement	CSG	£ 500,000	No	3 years + 24 months	01/01/2022	01/04/2022	No
157	Building fabric maintenance	New Procurement	CSG	£ 500,000	No	3 years + 24 months	01/01/2022	01/04/2022	No
158	Barnet First Magazine	New Procurement	Estates	£ 135,000	No	2 years	01/01/2023	01/01/2023	N/A
159	Corporate internal planting and maintenance	New Procurement	CSG	£ 100,000	No	3 years + 24 months	01/01/2022	01/04/2022	No
Communications									
160	Residents Perception Survey	New Procurement	Strategy & Engagement	£ 180,000	No	2 years + 48 months	04/01/2022	01/02/2022	No
161	Young Persons Survey	New Procurement	Strategy & Engagement	£ 125,000	No	2 years + 48 months	04/01/2022	01/04/2022	No
162	Engage Barnet	New Procurement	Strategy & Engagement	£ 80,000	No	4 years	01/04/2022	01/06/2022	No
	Crowdfund Platform	New Procurement	Strategy & Engagement	£ 73,500	No	3 years	01/03/2022	01/06/2022	Yes
Commercial Programmes & Performance									
163	Performance, Risk and Programmes Reporting Software	New Procurement	Programmes, Performance & Risk	£ 200,000	No	4 years	01/04/2022	01/07/2022	No
Executive Director of Resources (S151)									
Resources (HR/Finance)									
164	PayPoint Contract	Retender	Exchequer	£ 400,000	No	3 years + 24 months	04/01/2022	31/05/2022	No
165	Consultancy Call-off for Investment Advice	Extension	Major Projects	£ 400,000	No	1 year + 36 months	10/06/2023	10/08/2023	Yes
166	Banking Contract	Retender	Exchequer	£ 367,500	No	5 years + 24 months	11/10/2021	01/04/2022	No
167	Empty Homes Review	Extension	Exchequer	£ 100,000	No	1 year + 12 months	01/06/2022	23/08/2022	Yes
168	Accounts and technical accounting support	Extension	Corporate Finance	£ 50,000	No	1 year	22/02/2022	21/02/2023	No
169	Tax Helpline Service	Extension	Corporate Finance	£ 31,500	No	2 years + 12 months	01/02/2022	01/04/2022	N/A
170	Procurement Strategy Support	New Procurement	Procurement	£ 25,000	No	1 year + 12 months	01/05/2022	01/09/2022	N/A
171	Treasury Management Software	New Procurement	Treasury and Income Generation	£ 22,500	No	2 years + 12 months	01/07/2022	01/12/2022	N/A
172	Debt Collection Contract	Retender	Exchequer	£ 9,000	No	2 years + 24 months	01/05/2022	01/11/2022	No
Executive Director of Assurance									
Assurance									
176	Cross Council Assurance Service	New Procurement	Internal Audit	£ 50,000,000	No	4 years+ 24 months	01/04/2022	01/04/2023	Yes
177	Non-Life Insurance - Liability, Motor and Associated Legal Costs, Property and Miscellaneous Risks	Retender	Org Resilience (Insurance)	£ 10,500,000	No	3 years + 24 months	01/01/2023	01/10/2023	No
178	Case management system	New Procurement	Business Development	£ 300,000	No	3 years	01/07/2022	01/04/2023	No
179	Offsite storage solution	Extension	Records & Information Management	£ 292,000	No	4 years	01/03/2022	01/08/2022	Yes
180	Body Cameras for CST Officers	New Procurement	Community Safety	£ 10,000	No	4 Years	20/09/2021	01/01/2022	
Executive Director of Environment									
Environment									
181	Delivery of Parks and Open Spaces Strategy - Design and Construction (including but not limited to: Sports Hub Master Plans, Colindale Parks Master Plans, Victoria Park, Victoria Recreation Ground, North West Greenbelt etc)	New Procurement	Greenspaces & Leisure	£ 31,000,000	No	2 year	01/01/2022	04/06/2022	N/A
182	Parks and Open Spaces Infrastructure (Including but not limited to; Play Area Construction, 3G Pitches, Fencing, Hard Surfacing etc)	New Procurement	Greenspaces & Leisure	£ 10,000,000	No	3 year + 12 months	01/01/2022	04/06/2022	N/A
183	EV Charge Points Major Roll Out Programme	New Procurement	Transportation & Highways	£ 5,000,000	No	15 years	01/01/2022	01/04/2022	N/A
184	Delivery of Parks and Open Spaces Strategy - Professional Services (including but not limited to: Sports Hub Master Plans, Colindale Parks Master Plans, Victoria Park and other professional services that support the development and management of parks and open spaces)	New Procurement	Greenspaces & Leisure	£ 1,800,000	No	2 year	01/01/2022	04/06/2022	N/A
185	Horticultural supply and service contracts	New Procurement	Greenspaces & Leisure	£ 1,000,000	No	3 year + 12 months	01/01/2022	04/06/2022	N/A
186	Arboricultural Services	New Procurement	Greenspaces & Leisure	£ 900,000	No	2 year	01/01/2022	04/06/2022	N/A

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187	Parking Infrastructure delivery	New Procurement	Transportation & Highways	£ 500,000	No	2 year	01/01/2022	04/06/2022	N/A
188	Fabrication, Bespoke Metalwork, Maintenance and Masonry contrac	Extension	Greenspaces & Leisure	£ 400,000	No	2 years	01/01/2022	01/04/2022	Yes
189	Skips enforcement	New Procurement	Transportation & Highways	£ 300,000	No	3 year	01/01/2022	01/04/2022	N/A
190	Controlled Parking Zone Implementation	New Procurement	Transportation & Highways	£ 180,000	No	1 year	01/01/2022	04/06/2022	N/A
191	Professional Services Consultancy (Parking Services)	New Procurement	Transportation & Highways	£ 180,000	No	1 year	01/01/2022	04/06/2022	N/A
192	Moving Traffic Contraventions	New Procurement	Transportation & Highways	£ 180,000	No	2 year	01/01/2022	04/06/2022	N/A
193	Water Stations on the Public Highway	New Procurement	Transportation & Highways	£ 175,000	No	5 years	01/01/2022	01/04/2022	N/A
194	Rapid Charge Points Concession Contract	New Procurement	Transportation & Highways	£ 175,000	No	15 years	01/01/2022	01/04/2022	N/A
195	Controlled Parking Zone Design and Implementation	New Procurement	Transportation & Highways	£ 135,000	No	1 year	01/01/2022	04/06/2022	N/A
196	Car Clubs	New Procurement	Transportation & Highways	£ 100,000	No	2 year	01/01/2022	04/06/2022	N/A
197	Controlled Parking Zone Strategy and Engagement	New Procurement	Transportation & Highways	£ 45,000	No	1 year	01/01/2022	04/06/2022	N/A
198	Parking Penalty Charge Notice (PCN) Rebanding - specialist legal a	New Procurement	Transportation & Highways	£ 30,000	No	1 year	01/01/2022	04/06/2022	N/A
Street Scene									
199	Transport purchase of vehicle/plant/machinery/ equipment for Council services	New Procurement	Transport	£ 9,000,000	No	5 years	01/01/2022	01/04/2022	N/A
200	Transport Vehicle Hire Contract (inc Spot Hire and vehicle lease)	New Procurement	Transport	£ 4,500,000	No	2 years	01/01/2022	01/04/2022	N/A
201	Supply, repair and maintenance of receptacles	New Procurement	Commercial Development Team	£ 3,000,000	No	4 years	01/10/2022	3103/2023	N/A
202	Provision of fuel	New Procurement	Transport	£ 3,000,000	No	2 years	01/01/2022	01/04/2022	N/A
203	Equipment, parts and services	New Procurement	Transport	£ 2,800,000	No	2 year + 24 months	01/10/2021	01/01/2022	N/A
204	Transport Workshop Repairs and Maintenance Services	New Procurement	Transport	£ 2,625,000	No	3 year + 24 months	01/01/2022	01/04/2022	N/A
205	Recycling and waste bulking and haulage	New Procurement	Street Scene Management Team	£ 1,000,000	No	3 years	01/10/2022	31/03/2023	N/A
206	Supply and Fitting of Tyres	New Procurement	Transport	£ 800,000	No	2 year + 24 months	01/02/2023	01/07/2023	N/A
207	Recycling and waste infrastructure for flats/estates	New Procurement	Commercial Development Team	£ 410,000	No	1 year	01/10/2022	31/03/2023	N/A
208	Bins/Bags/Bin liners	New Procurement	Street Scene	£ 400,000	No	1 year	01/10/2022	31/03/2023	N/A
209	Consultancy cost to aid specific grant applications, project delivery and community involvement	New Procurement	Street Scene Management Team	£ 300,000	No	1 year + 6 months	01/10/2022	31/03/2023	N/A
210	H&S and other training	New Procurement	Street Scene Management Team	£ 300,000	No	1 year	01/10/2022	31/03/2023	N/A
211	Clinical waste service	New Procurement	Street Scene Management Team	£ 300,000	No	3 years	01/10/2022	31/03/2023	N/A
212	In cab and technology, mobile working devices and equipment	New Procurement	Street Scene Management Team	£ 200,000	No	3 years	01/10/2022	31/03/2023	N/A
213	Bin Stickers - production and distribution	Retender	Service Support Team	£ 200,000	No	4 years	01/10/2022	31/03/2023	N/A
214	Fleet IT system	New Procurement	Transport	£ 200,000	No	4 years	01/01/2022	01/04/2022	N/A
215	Transport Vehicle Washing	New Procurement	Transport	£ 180,000	No	2 years	01/04/2022	25/09/2022	N/A
216	Optimisation software and consultancy support	New Procurement	Street Scene Management Team	£ 150,000	No	1 year	01/10/2022	31/03/2023	N/A
217	Supply of Grounds Materials small machinery, tools and plant	New Procurement	Grounds Maintenance	£ 150,000	No	1 year	01/01/2022	31/03/2023	N/A
218	Provision of Road Tax and Statutory Services	New Procurement	Transport	£ 140,000	No	2 years	01/01/2022	01/04/2022	N/A
219	Vehicle Tracking system and monitoring equipment	New Procurement	Transport	£ 129,000	No	3 years	01/01/2022	01/04/2022	N/A
220	Stray dog collection/management service	New Procurement	Street Scene Management Team	£ 125,000	No	3 years	01/10/2022	31/03/2023	N/A
221	Supply of cleansing tools and equipment	New Procurement	Street Scene Management Team	£ 100,000	No	3 years	01/10/2022	31/03/2023	N/A
222	Time Management System	New Procurement	Street Scene	£ 75,000	No	3 years	01/10/2022	31/03/2023	N/A
223	Supply of small tools and equipment, machinery	New Procurement	Transport	£ 75,000	No	2 years	01/01/2022	01/04/2022	N/A
224	Workshop Technical Services /Specialist labour	New Procurement	Transport	£ 50,000	No	1 year	01/01/2022	01/04/2022	N/A
225	Purchase and maintenance of workshop equipment	New Procurement	Transport	£ 50,000	No	2 years	01/01/2022	01/04/2022	N/A
226	Compliance related Supplies & Services	New Procurement	Transport	£ 50,000	No	3 years	01/01/2022	01/04/2022	N/A
227	Transport Workshop Goods/Services Supplies	New Procurement	Transport	£ 40,000	No	2 years	01/01/2022	01/04/2022	N/A
228	Commercial Services ancillary supplies and services	New Procurement	Street Scene	£ 30,000	No	3 years	01/10/2022	31/03/2023	N/A
229	Training Establishment	New Procurement	Street Scene	£ 25,000	No	1 year	01/10/2022	31/03/2023	N/A
230	Workshop/ Transport staff training	New Procurement	Transport	£ 25,000	No	1 year	01/01/2022	01/04/2022	N/A
231	Tacho Analysis	New Procurement	Transport	£ 18,000	No	2 year + 24 months	01/01/2022	01/04/2022	N/A

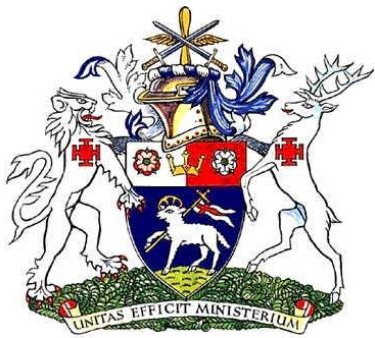
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232	Workshop staff overalls & cleaning service	New Procurement	Transport	£ 15,000	No	3 years	01/01/2022	01/04/2022	N/A
233	Subscription and affiliation	New Procurement	Transport	£ 10,000	No	2 years	01/01/2022	01/04/2022	N/A
234	Transport for London Highway Maintenance and Projects Framework - Term Maintenance contract extension	Extension	Re Highways	£ 100,000,000	No	4 years	01/01/2022	01/10/2023	Yes
235	Transport for London Surface Transport Infrastructure Construction Frameworks (STIC)	New Procurement	Re Highways	£ 20,000,000	No	4 years	01/01/2022	01/04/2022	N/A
236	Road Surfacing	New Procurement	Re Highways	£ 20,000,000	No	4 years	01/01/2022	01/04/2022	N/A
237	Traffic Management	New Procurement	Re Highways	£ 2,000,000	No	4 years	01/01/2022	01/04/2022	N/A
238	Footway Relay	New Procurement	Re Highways	£ 2,000,000	No	4 years	01/01/2022	01/04/2022	N/A
239	Drainage and Gully Emptying Operations	New Procurement	Re Highways	£ 2,000,000	No	4 years	01/01/2022	01/04/2022	N/A
240	Specialist Drainage Services	New Procurement	Re Highways	£ 2,000,000	No	4 years	01/01/2022	01/04/2022	N/A
241	Highways Asset Management Surveying	New Procurement	Re Highways	£ 1,000,000	No	4 years	01/01/2022	01/04/2022	N/A
242	Transport for London Professional Services Contract Framework (Access to Framework)	New Procurement	Re Highways	£ 1,000,000	No	4 years	01/01/2022	01/04/2022	N/A
243	Road Signing Lining and Guarding	New Procurement	Re Highways	£ 1,000,000	No	4 years	01/01/2022	01/04/2022	N/A
244	Professional Drainage Design and Engineering Services	New Procurement	Re Highways	£ 1,000,000	No	4 years	01/01/2022	01/04/2022	N/A
245	Project Management Services	New Procurement	Re Highways	£ 1,000,000	No	4 years	01/01/2022	01/04/2022	N/A
246	Muswell Hill Flood Alleviation Scheme (Design and Build)	New Procurement	Re Highways	£ 600,000	No	1 year	01/05/2022	01/09/2022	N/A
247	Highways Minor Works Framework	New Procurement	Re Highways	£ 600,000	No	4 years	01/01/2022	01/04/2022	N/A
248	Silk Stream Flood & Resilience Innovation (SSFRI) Project-Construction	New Procurement	Re Highways	£ 500,000	No	3 years	01/09/2022	01/01/2023	N/A
249	Colindale Park Improvement	Extension	Re Greenspaces	£ 500,000	No	1 year	01/01/2022	01/04/2022	N/A
250	Materials sampling and testing services (including coring)	New Procurement	Re Highways	£ 400,000	No	4 years	01/01/2022	01/04/2022	N/A
251	Geo Technical Surveys	New Procurement	Re Highways	£ 400,000	No	4 years	01/01/2022	01/04/2022	N/A
252	Salt Supply	New Procurement	Re Highways	£ 300,000	No	4 years	30/09/2022	01/04/2024	N/A
253	Hendon Cemetery and Crematorium Ground Maintenance Building Replacement	New Procurement	Cem & Crem	£ 300,000	No	1 year	10/04/2022	10/07/2022	N/A
254	Cycle training and cycling related activities	New Procurement	Re Highways	£ 250,000	No	1 year + 36 months	01/01/2022	01/04/2022	N/A
255	Silk Stream Flood & Resilience- Community Engagement	Retender	Re Highways	£ 100,000	No	1 year	01/01/2022	01/04/2022	N/A
256	Reactive Maintenance and Out of Hours Service	New Procurement	Re Highways	£ 100,000	No	4 years	01/01/2022	01/04/2022	N/A
257	Cost Consultancy	New Procurement	Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2024	No
258	Surveying support	New Procurement	Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2024	No
259	Legal Services	New Procurement	Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2024	No
260	Independent Tenant Advisors	New Procurement	Regeneration	£ 100,000	No	2 years	01/01/2024	01/04/2024	No
261	Weather Station Maintenance and Bureau Service	New Procurement	Re Highways	£ 80,000	No	4 years	01/07/2022	30/09/2022	N/A
262	IT specialist support for our Asset Management System	New Procurement	Re Highways	£ 80,000	No	2 years + 24 months	01/01/2022	01/04/2022	N/A
263	Silk Stream Flood & Resilience- M&E	Existing-TKJV	Re Highways	£ 50,000	No	2 years	01/01/2022	01/05/2022	N/A
264	Weather Forecasting	New Procurement	Re Highways	£ 40,000	No	4 years	30/09/2022	01/10/2023	N/A
265	West Hendon Community Hub	Extension	Re	£ 40,000	No	1 year + 6 months	01/06/2022	01/07/2020	Yes
	Executive Director of Children's Services								
	Children's & Family Services								
266	Children's Social Care placements including: Residential homes,	New Procurement	Placement Team	£ 40,000,000	No	6 years	01/04/2022	01/07/2022	Yes
267	Children's Integrated Therapy Services	New Procurement	Family Services	£ 17,000,000	No	3 years + 24 months	01/09/2022	01/09/2023	No
268	Lots 1-5 Short Breaks for disabled children	Retender	Social Care	£ 3,780,000	No	4 year + 24 months	01/01/2022	01/06/2022	Yes
269	Child and Adolescent Mental Health Services (CAMHS) contracts -	Retender	Commissioning	£ 2,850,000	No	2 years + 12 months	01/06/2022	01/04/2023	
270	IT Contracts / Licenses	Retender	Performance & Improvement	£ 2,150,000	No	4 years	01/01/2022	01/04/2022	No
271	Child and Adolescent Mental Health Services (CAMHS) contracts -	Extension	Commissioning	£ 1,900,000	No	1 year + 12 months	01/12/2021	01/04/2022	yes
272	Workforce development	New Procurement	Workforce Development	£ 1,650,000	No	4 years	01/04/2022	01/04/2022	No
273	Lot 6 Specialist Overnight Respite for disabled children and	Retender	0-25 Service	£ 1,620,000	No	4 year + 24 months	01/01/2022	01/06/2022	Yes
274	Independent and specialist social workers and specialist	Retender	Children in Care	£ 1,600,000	No	4 years	01/05/2022	01/04/2023	Yes
275	Travel Management Contract	Extension	Commissioning	£ 1,250,000	No	4 years	01/01/2022	01/04/2022	No
276	0-19 Early Help Service DfE Funding - HAF Programme	New Procurement	0-19 Early Help Service	£ 1,200,000	No	1 year	01/04/2022	01/04/2022	
277	Emergency Duty Team (EDT)	Retender	Early Help	£ 1,150,000	No	5 years	01/04/2022	01/04/2023	No
278	Specialist Mentoring	New Procurement	Commissioning & Business Improvement	£ 1,000,000	No	2 years + 24 months	01/01/2022	01/11/2022	n/a
279	Transformation	New Procurement	Family services	£ 1,000,000	No	3 years	01/04/2022	01/04/2022	No
280	0-19 Early Help Service Delivery Contracts	New Procurement	0-19 Early Help Service	£ 800,000	No	3 years	01/01/2021	01/04/2022	No
281	0-19 Early Help Service Delivery Contracts	New Procurement	0-19 Early Help Service	£ 650,000	No	3 years	01/01/2021	01/04/2022	No
282	Domestic Violence & Abuse Services	Retender	Intervention and Planning	£ 615,057	No	3 years + 12 months	01/01/2022	31/07/2022	No

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283	Independent Reviewing Officer - Approved List	Retender	Family Services	£ 600,000	No	4 years + 12 months	22/04/2022	22/04/2022	Yes
284	Independent Living Housing Management	New Procurement	Family Services	£ 600,000	No	6 years	01/04/2022	01/04/2023	No
285	701653 Parenting Programmes (BELS & Mencap)	Retender	Family Services	£ 412,000	No	2 years + 24 months	01/01/2022	01/04/2023	No
286	Age Assessments	New Procurement	Children in Care	£ 400,000	No	4 years + 12 months	01/01/2022	01/08/2022	N/A
287	Workforce development: Recruitment	New Procurement	Workforce Development	£ 400,000	No	3 years	01/04/2022	01/04/2022	No
288	Forensic Assessments	New Procurement	Intervention & Planning	£ 400,000	No	2 years + 24 months	01/06/2022	05/06/2023	No
289	Floating support for children and young people	Retender	Placements	£ 400,000	No	4 years	01/05/2022	01/09/2022	No
290	Advocacy Services	Retender	Social Care	£ 350,000	No	4 years + 24 months	01/02/2022	04/02/2023	No
291	Family Group conferences	Extension	Intervention & Planning	£ 300,000	No	2 years + 24 months	01/10/2022	01/04/2023	Yes
292	Independent Visitors Scheme	Retender	Social Care	£ 260,280	No	4 years + 24 month	01/04/2022	05/10/2022	No
293	Escort - Passenger Transport Assistant	New Procurement	0-25 Service	£ 250,000	No	3 years	01/04/2022	01/10/2022	n/a
294	Return Home Interviews	Retender	Family services	£ 250,000	No	5 years	01/01/2022	01/11/2022	No
295	Research Framework	New Procurement	Family services	£ 180,000	No	2 years	01/04/2022	01/04/2022	No
296	701652 Information, Advice & Guidance Services	Retender	Family Services	£ 180,000	No	2 years + 24 months	01/01/2022	01/04/2023	No
297	Advocacy Services	Extension	Social Care	£ 150,000	No	1 year + 24 months	01/01/2022	04/02/2022	No
298	0-19 Early Help Service Delivery MOPAC Funding	New Procurement	0-19 Early Help Service	£ 145,000	No	1 year	01/04/2022	01/04/2022	
299	Voice of the Child	New Procurement	Voice of the Child	£ 140,000	No	3 years	01/04/2022	01/04/2022	No
300	Autism Support Services	New Procurement	Family Services	£ 140,000	No	2 years	20/09/2021	01/01/2022	No
301	Children's Services Procedures Manual	Retender	IT Data & Systems	£ 135,000	No	2 years + 24 months	01/04/2022	08/12/2022	Yes
302	Leaving Care Support Services (Moving Forward)	New Procurement	Placements	£ 135,000	No	3 years	20/09/2021	01/01/2022	No
303	Independent Visitors Scheme	Extension	Social Care	£ 130,140	No	1 year + 24 months	01/01/2022	05/10/2022	No
304	Appropriate Adults Age Assessors	New Procurement	Children in Care	£ 100,000	No	4 years + 12 months	01/01/2022	02/08/2022	N/A
305	Immigration Support	New Procurement	Children in Care	£ 100,000	No	2 years	01/04/2022	01/09/2022	no
306	Youth Offending System	Extension	Performance & Improvement	£ 97,000	No	3 year + 12 months	01/01/2022	01/05/2022	Yes
307	Youth Offending System	Retender	Performance & Improvement	£ 97,000	No	3 year + 12 months	01/01/2022	01/05/2022	Yes
308	701652 Information, Advice & Guidance Services	Extension	Family Services	£ 90,000	No	1 year + 12 months	01/01/2022	01/04/2022	Yes
309	Independent Scrutineers	Retender	Family Services	£ 75,000	No	3 years + 24 months	01/02/2022	01/02/2023	No
310	701653 Parenting Programmes	Extension	Family Services	£ 70,000	No	1 year + 12 months	01/01/2022	01/04/2022	Yes
311	Appropriate Adults	Retender	Youth Offending Service	£ 60,000	No	3 years + 12 months	01/06/2022	01/07/2023	No
312	Appropriate Adults	Extension	Youth Offending Service	£ 45,000	No	2 years + 12 months	01/04/2022	01/07/2022	Yes
313	Partnership Working with Orthodox Jewish Community	Retender	Commissioning	£ 45,000	No	3 years	01/04/2022	01/04/2022	No
314	Community Engagement	New Procurement	Family Services	£ 40,000	No	2 years	01/04/2022	01/04/2022	No
Libraries Services									
315	Stock: Central Buying Consortia (Books/AV)	Extension	Libraries	£ 1,500,000.00	No	2 years + 24 months	01/09/2021	01/04/2022	Yes
316	CCTV monitoring & maintenance	New Procurement	Libraries	£ 550,000.00	No	3 years + 24 months	01/01/2022	01/07/2022	No
317	Cleaning of library buildings and windows	Retender	Libraries	£ 450,000.00	No	3 years + 24 months	01/01/2022	01/08/2022	No
318	Furniture and fittings and library building upgrade works	New Procurement	Libraries	£ 200,000.00	No	2 years + 24 months	01/01/2022	01/04/2022	No
319	Online periodicals	Retender	Libraries	£ 150,000.00	No	2 years + 24 months	01/10/2021	01/05/2022	No
320	Library furniture	New Procurement	Libraries	£ 150,000.00	No	1 year +36 months	01/04/2022	01/07/2022	No
321	Libraries Arts Project (Grant Funded)	New Procurement	Libraries	£ 90,000.00	No	3 years	01/02/2022	01/08/2022	No
322	Film streaming service	New Procurement	Libraries	£ 40,000.00	No	1 year + 24 months	01/06/2022	01/03/2023	No
323	Classical Music Audio streaming service	New Procurement	Libraries	£ 40,000.00	No	1 year + 36 months	01/06/2022	01/03/2023	No
324	Popular Music Audio Streaming Service	New Procurement	Libraries	£ 40,000.00	No	1 year + 36 months	01/04/2022	01/09/2022	No
325	Online Family History Resource	New Procurement	Libraries	£ 40,000.00	No	1 year + 36 months	01/04/2022	01/09/2022	No
326	Open + entry technology Colindale Library	Retender	Libraries	£ 40,000.00	No	3 years	01/04/2022	01/07/2022	No
327	Doors maintenance	New Procurement	Libraries	£ 30,000.00	No	5 years	02/01/2022	01/04/2022	No
328	Photocopying	Retender	Libraries	£ 30,000.00	No	3 years + 24 months	01/04/2022	07/09/2022	Yes
329	Classical Music Video Streaming Service	Retender	Libraries	£ 20,000.00	No	2 years + 24 months	01/11/2021	01/04/2022	No
330	Additional stock and works	New Procurement	Libraries	£ 20,000.00	No	2 years + 24 months	01/04/2022	01/09/2022	No
BELS									
331	Catering Service	Retender	Education	£ 342,000	No	3 years	01/04/2022	01/04/2023	Yes
332	Home Tuition	Tender	Education	£ 300,000	No	1 year + 12 months	01/01/2022	01/04/2022	No

No.	Contract Requirement	Procurement Type (Please Select)	Delivery Unit/Service Area	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 and/or as identified by Policy & Resources Committee	Contract Term in Years <small>(Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months))</small>	Procurement Start Date (dd-mm-yyyy)	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
	Executive Director of Adults & Health								
	Adults								
333	Home and Community Support Services	Retender	Adults and Health	£ 100,000,000	No	6 years	01/04/2022	01/08/2023	Yes
334	Procurement of three care homes and the two day centres	Retender	Adults and Health	£ 25,000,000	No	3 years + 24 months	01/04/2022	01/04/2022	Yes
335	Enablement Services	Extension	Adults and Health	£ 25,000,000	No	3 years + 24 months	01/04/2022	01/04/2022	No
336	Enablement Services	Retender	Adults and Health	£ 25,000,000	No	3 years + 24 months	01/04/2022	01/04/2022	No
337	Extension to Your Choice Barnet contracts	Extension	Adults and Health	£ 25,000,000	No	3 years + 24 months	01/04/2022	01/04/2022	Yes
338	Extra Care Housing Support Provider for Goodwin Court	Extension	Adults and Health	£ 16,000,000	No	3 years + 24 months	01/04/2022	01/06/2022	Yes
339	Respite services	New Procurement	Adults and Health	£ 15,000,000	No	3 years + 24 months	01/04/2022	01/04/2023	N/A
340	Respite services approved provider list	New Procurement	Adults and Health	£ 15,000,000	No	3 years + 24 months	01/04/2022	01/04/2023	N/A
341	Extra Care Housing Care and Support - Cheshire House new	New Procurement	Adults and Health	£ 13,000,000	No	5 years + 24 months	01/04/2022	01/06/2023	N/A
342	Nursing blocks	New Procurement	Adults and Health	£ 12,000,000	No	3 years + 24 months	01/04/2022	31/05/2022	N/A
343	Extra Care Housing Care and Support - Stag House new provision	New Procurement	Adults and Health	£ 10,000,000	No	5 years + 24 months	01/04/2022	01/05/2022	N/A
344	Specialist Accommodation and Support	New Procurement	Adults and Health	£ 10,000,000	No	2 years + 24 months	01/04/2022	01/04/2022	No
345	Care Technology (telecare)	Retender	Adults and Health	£ 8,456,621	No	3 years + 12 months +	01/04/2022	01/04/2022	No
346	Care Technology	Retender	Adults and Health	£ 8,000,000	No	3 years + 24 months	01/04/2022	01/10/2022	No
347	Mental Health Community Rehabilitation Supported	New Procurement	Adults and Health	£ 3,600,000	No	3 years + 24 months	01/04/2022	01/04/2022	N/A
348	Nursing and complex care block arrangements	New Procurement	Adults and Health	£ 3,500,000	No	4 years + 12 months	01/04/2022	01/04/2022	Yes
349	Extra Care Housing Support Provider for Wood Court	Extension	Adults and Health	£ 3,131,880	No	4 years + 12 months	01/04/2022	01/06/2023	Yes
350	Discharge to assess, community services, nursing and complex	New Procurement	Adults and Health	£ 3,000,000	No	2 years + 24 months	01/04/2022	30/10/2022	No
351	Neighbourhood Services Older Adults	Retender	Adults and Health	£ 3,000,000	No	3 years + 24 months	01/04/2022	01/04/2023	No
352	Prevention and progression support, employment and day	Retender	Adults and Health	£ 3,000,000	No	3 years + 24 months	01/04/2022	01/04/2023	No
353	Day services - Approved Providers	Retender	Adults and Health	£ 2,500,000	No	3 years + 24 months	01/04/2022	01/11/2023	Yes
354	Supported Employment Advisors / Approved Providers	New Procurement	Adults and Health	£ 2,500,000	No	3 years + 24 months	01/04/2022	01/06/2022	No
355	Autism support	New Procurement	Adults and Health	£ 2,500,000	No	3 years + 24 months	02/04/2022	01/09/2022	N/A
356	Day services - Approved Providers	Extension	Adults and Health	£ 2,265,000	No	3 years + 24 months	01/04/2022	01/11/2022	No
357	Carers and Young Carers Support	New Procurement	Adults and Health	£ 2,100,000	No	5 years	01/04/2022	01/04/2023	No
358	Housing Related Services	New Procurement	Adults and Health	£ 2,000,000	No	3 years + 24 months	01/04/2022	01/04/2023	Yes
359	Wellbeing Centre development	New Procurement	Adults and Health	£ 1,600,000	No	1 year + 24 months	01/04/2022	30/10/2022	N/A
360	Respite services	New Procurement	Adults and Health	£ 1,600,000	No	3 years + 12 months	01/04/2022	01/04/2023	N/A
361	Nursing care development	New Procurement	Adults and Health	£ 1,500,000	No	1 year + 24 months	01/04/2022	30/10/2022	N/A
362	Specialist dementia Enablement Support	New Procurement	Adults and Health	£ 1,500,000	No	3 years + 12 months	01/04/2022	01/04/2022	N/A
363	Dementia Community Services	New Procurement	Adults and Health	£ 1,300,000	No	3 years + 24 months	01/04/2022	01/04/2023	N/A
364	emarkeplace and supporting self directed support	New Procurement	Adults and Health	£ 1,250,000	No	3 years + 24 months	01/04/2022	01/04/2022	No
365	out of hours preventative support and triage	New Procurement	Adults and Health	£ 1,250,000	No	3 years + 24 months	01/04/2022	01/04/2022	No
366	Assertive enablement outreach	New Procurement	Adults and Health	£ 1,200,000	No	2 years + 24 months	01/04/2022	01/04/2022	N/A
367	Deprivation of Liberties Services (DOLS)	New Procurement	Adults and Health	£ 1,200,000	No	3 years + 24 months	01/04/2022	01/09/2022	N/A
368	Liberty Protection Safeguards (LPS)	New Procurement	Adults and Health	£ 1,200,000	No	3 years + 24 months	01/04/2022	01/09/2022	N/A
369	Learning Disabilities (LD) Enablement	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 12 months	01/04/2022	01/04/2023	N/A
370	Specialist Autism support	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 12 months	01/04/2022	01/04/2023	N/A
371	Mental Health enablement	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 12 months	01/04/2022	01/04/2022	N/A
372	Crisis intervention - Mental Health (MH)	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 12 months	01/04/2022	01/04/2022	N/A
373	Transition support - Mental Health (MH)	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 12 months	01/04/2022	01/04/2022	N/A
374	Specialist Homecare	New Procurement	Adults and Health	£ 1,000,000	No	2 years + 12 months	01/04/2022	01/09/2022	N/A
375	Live-in Care	New Procurement	Adults and Health	£ 1,000,000	No	2 years + 124months	01/04/2022	01/10/2023	N/A
376	Passenger Transport Assistant Service	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 24 months	01/04/2022	01/04/2023	Yes
377	Electronic call monitoring system	New Procurement	Adults and Health	£ 1,000,000	No	3 years + 24 months	01/04/2022	01/09/2022	N/A
378	Independent Mental Capacity Advocacy (IMCA)/ Deprivation of	New Procurement	Adults and Health	£ 800,000	No	3 years+ 24 months	01/04/2022	01/11/2022	Yes
379	Provision for Healthwatch Services	Retender	Adults and Health	£ 640,000	No	3 years + 24 months	01/04/2022	01/04/2023	Yes
380	Pre-paid Cards supporting Adults Services delivery	Extension	Adults and Health	£ 571,649	No	5 years	01/04/2022	01/04/2022	Yes
381	Independent Health Complaints Advocacy Service (IHCA)/ NHS Complaints	Retender	Adults and Health	£ 466,455	No	3 years + 24 months	01/04/2022	01/11/2022	Yes
382	Direct Payment Managed Accounts Payroll	New Procurement	Adults and Health	£ 350,000	No	3 Year + 24 months	01/04/2022	01/04/2022	No
383	Enablement Flat	New Procurement	Adults and Health	£ 200,000	No	2 years + 12 months	01/04/2022	01/04/2022	N/A

No.	Contract Requirement	Procurement Type (Please Select)	Delivery Unit/Service Area	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Subject to additional authorisation in accordance with CPRs 4.3 and/or as identified by Policy & Resources Committee	Contract Term in Years <small>(Initial Contract Term in Years plus any extensions in months (e.g. 1 year + 12 months))</small>	Procurement Start Date (dd-mm-yyyy)	Start date of new contract or extension (dd-mm-yyyy)	Extension available in contract and not already exercised (Yes/No)
384	Shared Lives Service Development	New Procurement	Adults and Health	£ 150,000	No	0.5 year + 6 months	01/04/2022	01/07/2022	Yes
385	Active Travel Intervention	New Procurement	Green Spaces and Leisure	£ 150,000	No	1 year + 12 months	01/04/2022	TBC	No
386	Specialist Learning Disabilities (LD) Practice Development	New Procurement	Adults and Health	£ 100,000	No	1 year	01/04/2022	01/04/2023	N/A
387	Adults Transformation Expertise	New Procurement	Adults and Health	£ 100,000	No	1 year + 12 months	01/04/2022	01/04/2022	N/A
388	Recruitment	New Procurement	Adults and Health	£ 100,000	No	2 year + 12 months	01/04/2022	01/04/2022	N/A
389	Physical Activity Intervention	New Procurement	Green Spaces and Leisure	£ 100,000	No	1 year + 12 months	01/04/2022	TBC	No
390	Services for people with visual impairments	Extension	Adults and Health	£ 81,657	No	1 year + 12 months	01/04/2022	01/04/2022	Yes
391	Fit & Active Barnet Campaign	New Procurement	Green Spaces and Leisure	£ 40,000	No	1 year + 12 months	01/04/2022	TBC	No
392	Care market place spend/performance activity dashboard	New Procurement	Adults and Health	£ 24,999	No	3 years + 24 months	02/04/2022	01/09/2022	N/A
393	Deep clean service	Extension	Adults and Health	demand led - paid via POs	No	3 years + 24 months	02/04/2022	01/09/2022	Yes
Director of Public Health & Prevention									
Public Health									
394	Integrated GUM and Reproductive Health service, Emergency	Extension	Public Health	£ 3,700,000	No	5 years + 12 months +	01/01/2022	01/04/2022	Yes
395	Local contact tracing	New procurement	Public Health	£ 792,000	No	1 year	01/04/2022	31/03/2023	n/a
396	Insight and Intelligence Support	New Procurement	Insight & Intelligence	£ 567,990	No	1 year	01/09/2022	01/01/2023	n/a
397	Healthy Schools and Healthy Early Years Support	Retender	Public Health	£ 480,000	No	4 years	01/12/2020	01/08/2021	No
398	Resilience Schools Programme	Retender	Public Health	£ 356,000	No	4 years	01/04/2021	01/04/2022	No
399	Enhanced Adult Weight Management	New Procurement	Public Health	£ 165,000	No	1 year	01/12/2021	01/11/2022	Yes
400	Covid 19 Bereavement Service	New Procurement	Public Health	£ 120,000	No	1 year	01/10/2021	01/04/2022	No
401	Teenage Lifestyle Service	New Procurement	Public Health	£ 100,000	No	1 year	01/03/2021	01/09/2021	n/a
402	Provision of PVP Register	New Procurement	Public Health	£ 100,000	No	1 year	01/01/2021	01/04/2021	n/a
403	Community Health Screening	New Procurement	Public Health Commissioning	£ 100,000	No	1 year	01/12/2021	01/04/2022	No
404	Subscription to London Office of Technology and Innovation (LOTI)	Extension	Insight & Intelligence	£ 90,000	No	1 year	01/01/2022	01/06/2022	Yes
405	Community Health Champions	Extension	Public Health	£ 85,460	No	1 year	01/01/2022	22/09/2022	n/a
406	Purchase of Data Segmentation Tool	New Procurement	Insight & Intelligence	£ 70,000	No	1 year + 12 months	01/01/2022	01/04/2021	Yes
407	H&S Risk Management/Auditing - software	New Procurement	SHaW/Public Health	£ 50,000	No	1 year	01/04/2022	01/06/2022	n/a
408	Drinkcoach	Extension	Public Health	£ 21,000	No	1 year	01/01/2022	01/04/2022	No
409	Social Prescribing co-ordinator (contribution)	Extension	Public Health	£ 21,000	No	1 year	01/01/2022	01/04/2022	No
410	Software for Social Prescribing	Extension	Public Health	£ 20,000	No	1 year	01/01/2022	02/04/2022	No
Annual Procurement Forward Plan [APFP] 2023-24									
Adults & Health									
1	Care Technology (telecare)	Retender	Adults & Health	£ 8,456,621	No	3 years + 12 months +	01/04/2023	01/04/2024	No
2	Care Technology @ Ansell court	Retender	Adults & Health	£ 8,000,000	No	3 years + 24 months	01/04/2023	01/10/2023	No
3	Passenger Transport Assistant Service LD	New Procurement	Adults & Health	£ 1,000,000	No	3 year + 24 months	01/04/2022	01/04/2024	No
4	Deep Clean	Retender	Adults & Health	demand led - paid via POs	No	3 years + 24 months	02/04/2023	01/09/2023	Yes
5	Neighbourhood support	Retender	Adults & Health	TBC	No	TBC	TBC	TBC	TBC
6	Bright Futures	New Procurement	Adults & Health	TBC	No	TBC	TBC	TBC	TBC
Children's Services - Libraries									
7	eBooks	Extension	Libraries	£ 250,000	No	2 years + 24	01/01/2023	01/09/2023	Yes
8	eAudiobooks	Extension	Libraries	£ 250,000	No	2 years + 24	01/01/2023	01/09/2023	Yes
9	Stock: Periodicals (Central Buying Consortium)	Retender	Libraries	£ 180,000	No	2 years + 24	01/10/2023	01/04/2024	No
10	Additional stock and Works	New Procurement	Libraries	£ 20,000	No	2 years + 24	01/04/2023	01/06/2023	No
Annual Procurement Forward Plan [APFP] 2024-25									
Growth - Capital Delivery									
1	Claremont SEN Reprovision	New Procurement	Education	£ 2,000,000	No	TBC	TBC	TBC	TBC
2	Whitefield SEN Reprovision	New Procurement	Education	£ 1,858,000	No	TBC	TBC	TBC	TBC
Children's Services - Libraries									
3	Stock: Central Buying Consortia (Books/AV)	Extension	Libraries	£ 1,500,000	No	2 years + 24	01/09/2023	01/04/2024	Yes
4	Online reference resources	Retender	Libraries	£ 990,000	No	4 years	01/10/2023	01/04/2024	No
5	Online periodicals	Extension	Libraries	£ 112,000	No	2 years + 24	01/01/2023	01/05/2024	Yes
6	Audiobooks	Retender	Libraries	£ 55,000	No	4 years	01/10/2023	01/04/2024	No
7	Graphic novels	Retender	Libraries	£ 45,000	No	4 years	01/10/2023	01/04/2024	No
8	Large Print	Retender	Libraries	£ 25,000	No	4 years	01/10/2023	01/04/2024	No
9	Additional stock, Transformation and Works	New Procurement	Libraries	£ 20,000	No	2 years + 24	01/04/2024	01/06/2024	No
10	Specialist stationary and promotional materials	Retender	Libraries	£ 20,000	No	4 years	01/10/2023	01/04/2024	No
11	Classical Music Video Streaming Service	Retender	Libraries	£ 18,000	No	2 years + 24	01/12/2024	01/04/2025	Yes
12	Maps	Retender	Libraries	£ 15,000	No	4 years	01/10/2023	01/04/2024	No

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Policy & Resources Committee

AGENDA ITEM 9

9 December 2021

Title	Sustainability Strategy Framework
Report of	Chairman of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A – Sustainability Strategy Framework Overview of Commitments
Officer Contact Details	<p>Geoff Mee – Executive Director Environment Geoff.Mee@Barnet.gov.uk</p> <p>Cara Elkins – Environment Strategy and Programme Manager Cara.Elkins@Barnet.gov.uk</p> <p>Robert Poole – Environment Strategy and Project Officer Robert.Poole@Barnet.gov.uk</p>

Summary

The report provides Policy & Resources Committee with an overview of the Sustainability Strategy Framework which will be used to scope and inform the forthcoming Sustainability Strategy. This framework builds on existing sustainability action the Council is taking and has been written in the context of the agreements reached at COP26 and the Environment Act 2021.

We have prepared an overview of the borough's carbon baseline. We note the range of existing actions taken to address sustainability across the borough and within the Council as an organisation. The report also proposes a series of commitments by the Council in relation to reaching net zero carbon.

The report identifies:

- Why the Sustainability Strategy and Framework are needed, and the work undertaken so far to develop and produce the Strategy.

- The Net Zero ambitions of the Council, including a commitment to reach Net Zero as an organisation by 2030, and as a borough as soon as possible after this and in advance of the government's 2050 target.
- The carbon baseline for the borough and the organisation, as well as the findings of the report and what they mean for the Council's sustainability work.
- The areas for action the Council should initially focus.
- The Strategy Framework which informs the production of the Sustainability Strategy. This will focus on the areas with the highest carbon cost, as identified in the carbon baseline, and provides an overview of the actions taken to date to address sustainability across the borough and an initial set of high-level targets and workstreams that can be imminently implemented to facilitate immediate progress towards our Net Zero targets.

The development of the wider Sustainability Strategy has an important part to play in Barnet Council's role of improving the lives of residents and businesses across the borough. Through investing in sustainability, the Council will be able to deliver long and short term improvements in the lives of residents. Implementation of this strategy will also be beneficial for residents financially, for example through lower household utility bills and lower vehicle running costs in the future.

Officers Recommendations

- 1. That Committee approve the net zero ambitions laid out within the report, including the Council's target of being a net zero organisation by 2030, and for Barnet as a place to be net zero as soon as possible following this and by 2050 at the latest**
- 2. That Committee note the carbon baseline and its findings (section 1.4-1.6)**
- 3. That Committee note the actions already taken to date that have helped to begin addressing carbon emissions within the Council and across the borough, and the communications activity that has taken place**
- 4. That Committee approve the Sustainability Strategy Framework (section 1.9-1.11), which will form the basis of the Sustainability Strategy**
- 5. That Committee instruct officers to begin work on conducting feasibility studies and implementing the workstreams (section 1.9-1.11), and delegate authority to the Executive Director of Resources in order to take the necessary actions to look at the funding and resource requirements needed to deliver on these ambitions, and authority to proceed with procurements for the development of the Sustainability Strategy**

1. Why this report is needed

1.1 Why is a Sustainability Strategy needed?

- 1.1.1 This report outlines Barnet's Sustainability Strategy Framework which provides the groundwork for the forthcoming Sustainability Strategy by defining the scope of the work, by asking that Committee approve the Council's net zero ambitions, and an overview of the boroughs carbon baseline. The carbon baseline will allow the Council to take a data led approach to tackling, and mitigating the impacts of, climate change and targeting sustainable interventions. The framework also outlines a series of high-level targets to be adopted which will form the basis of the Sustainability Strategy, which will be presented to Policy & Resources Committee in the new year. The Strategy will build upon the targets and actions included below and outline the approach the Council will take to ensure their delivery.
- 1.1.2 Barnet's Sustainability Strategy will then bring together the work of existing strategies, build upon existing projects and activities, and propose new workstreams to enable us to meet our ambitious targets, which are based on the government's targets; while also detailing how we can empower residents, businesses and partners to similarly make meaningful changes.
- 1.1.3 There is a clear case for the development of a Sustainability Strategy to draw together the sustainability aspects of existing strategies and plans, such as the Growth Strategy, the Long-Term Transport Strategy, the draft Local Plan, and the Air Quality Action Plan, and coordinate a comprehensive approach to sustainability. It is an opportunity for the Council to commit to the intended environmental outcomes and be explicit about the measures required to achieve them.
- 1.1.4 The Sustainability Strategy will serve to outline the Council's response to existing and emerging legislation, such as the Environment Act 2021, and the emerging legislation detailing how the measures in the Act will be implemented, and the Government's Net Zero Strategy. We will create a framework that will assist in the development of future strategies, and the review of existing strategies. We will need to clarify our plans and vision for ensuring sustainability in the borough and provide a basis to support applications for funding.
- 1.1.5 The Sustainability Strategy will look specifically at the ways in which the Council can work to improve the lives of residents, in both the short and long term. By becoming more sustainable, the Council will be able to drive through tangible improvements for residents and businesses, such as cleaner air, reducing the reliance on petrol and diesel vehicles and, in many cases, reducing energy consumption.
- 1.1.6 The Resident Perception Survey, carried out in Autumn 2020, highlighted that 87% of residents strongly agree/tend to agree that tackling environmental issues should be included in the Council's priorities and future plans. Additionally, protecting the environment was the fifth highest priority in the most recent Youth Perception Survey 2019. The responses to the Growth Strategy, Long Term Transport Strategy, and Local Plan all highlighted that matters of sustainability were of particular concern to residents.

1.2 Net zero ambitions

- 1.2.1 As was highlighted by the Prime Minister at the opening of COP26, the evidence for manmade climate change is now overwhelming, with the need to take action becoming

ever more urgent. This sentiment was echoed in the Leader of Barnet Council's recently released statement on sustainability, which made clear the Council's ambition of being at the forefront of London's programme to tackle climate change. The statement recognises the importance of doing so if we are to match the government's ambition and play our part in supporting the government's commitment of being net zero by 2050 and cutting emissions by 78% by 2035, compared to 1990 levels. Net zero means that the UK's total greenhouse gas emissions would be equal to or less than the emissions the UK removed from the environment (based on the 1990 baseline). This can be achieved by a combination of emission reduction and emission removal¹, by carbon capture, sequestration, or offsetting.

- 1.2.2 The Sustainability Strategy Framework sets out how the Council intends to respond to climate change and the agreements reached at COP26. It sets out ambitious targets for the Council to be net zero by 2030, and Barnet as a place to be net zero as soon as possible following this, and by 2050 at the latest.
- 1.2.3 We are aware of the scale of this challenge for the Council, particularly with regard to those areas which we do not directly control but can influence, such as our supply chain. However, we are committed to using all the levers at our disposal to help our suppliers transition to a net zero future.
- 1.2.4 It is important for the Council to show leadership in relationship to sustainability and demonstrate this through the setting of an ambitious net zero target. The Council will promote and enhance its community leadership role, not just by setting a good example in the way we deliver our services and manage our resources, but also through working with residents and businesses, and supporting them on their journey to net zero.
- 1.2.5 The Council can impact wider emissions across the borough through its influencing role to encourage residents to make more sustainable changes within their own lives and businesses. The availability of government funding alongside national and local regulatory controls, such as planning policies, will be key to enabling faster outcomes, alongside wider innovation, and technological and societal change.

1.3 **Update on the development of the Sustainability Strategy**

- 1.3.1 Following the update report to the Environment Committee in March 2021, Officers began work on the preparation of a carbon baseline for the organisation and the borough, to ensure a data led approach to identifying the areas in which targeted support is most needed. This work to date has led to the production of the Sustainability Strategy Framework included within this report.

1.4 **Creating Barnet's carbon baseline**

- 1.4.1 The Council intends to build a robust and deliverable plan to achieve net zero ahead of the government's target – bringing with it the benefits associated with promoting a green economy and the creation of 'green jobs', the improvement of social outcomes, securing cost efficiencies, and the protection and enhancement of Barnet's greenspaces and public realm.

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<https://www.ons.gov.uk/economy/environmentalaccounts/articles/netzeroandthedifferentofficialmeasuresoftheuksgreenhousegasemissions/2019-07-24>

- 1.4.2 To achieve this, the Council worked to produce a holistic carbon baseline which will ensure informed decision making and an empirical approach to the tracking of progress. It will also allow the Council to target interventions where they are most needed to ensure we derive the greatest return on investment, both financially and environmentally
- 1.4.3 The work to produce the carbon baseline required the collection and collation of substantial data, covering the breadth of activities and services delivered by the Council, together with our supply chains (services that are operated on behalf of the Council) and support functions that facilitate this work; this has provided a carbon baseline for Barnet as an organisation
- 1.4.4 Alongside work on a baseline for the organisation, data was collated for the whole borough of Barnet, covering all place-based emissions where the Council may not have direct control, but could provide a key influencing role. To ensure comparability with other local authorities and areas, data for the Department of Business, Energy and Industrial Strategy (BEIS) Scatter tool was used, this identifies emissions by local authority area.
- 1.4.5 An overview of the carbon baseline is provided in the sections below, this is split between Barnet Council as an organisation and Barnet as a place.

1.5 The Council (as an organisation) carbon baseline

- 1.5.1 To calculate the emissions of the Council, three years' worth of data were collated in order to take account of any anomalies that otherwise may have arisen due to the impact of the COVID19 pandemic. The total emissions produced by the Council over a three-year period equates to approximately 547,000 tCO₂e, steadily increasing over the three years. 2020/21 was the highest emitting year, producing close to 200,000 tCO₂e. The Council's direct emissions, excluding the supply chain, are on a downward trend, reducing 15% from 2018 to 2019. The total organisational emissions can be seen below in Figure 1.

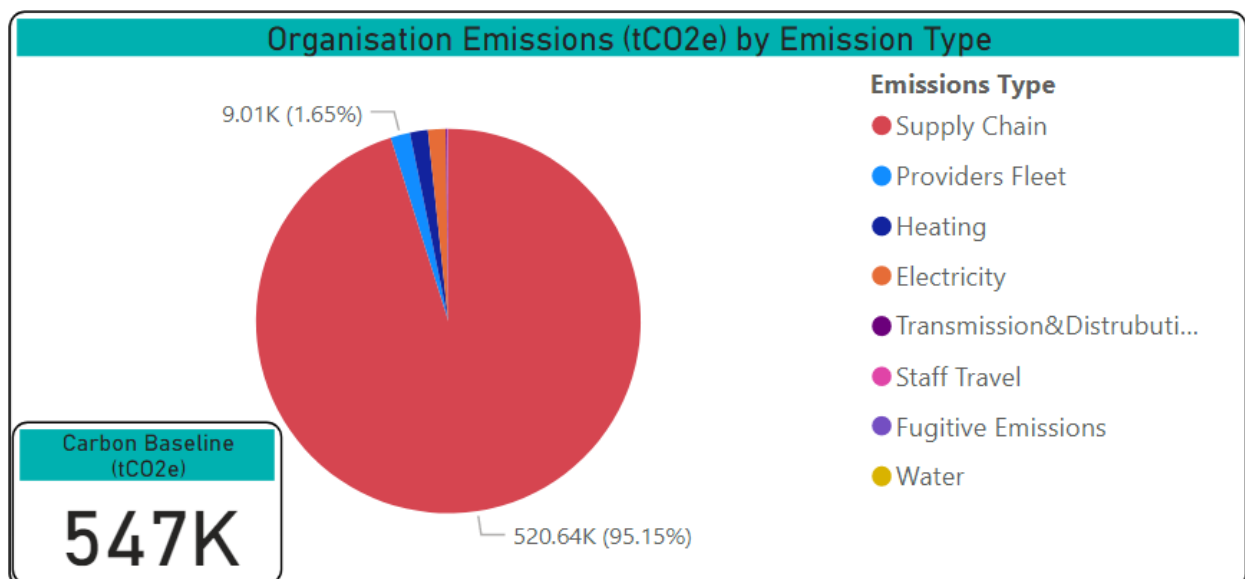


Figure 1 - The Council's organisational emissions by emissions type

- 1.5.2 The Council's supply chain equates to over 95% of the total emissions, at over 520,000 tCO₂e over the three-year period from 2018-21. This is also on an upward trend year on year, which is primarily due to the expansion of the Council's capital works programme, including infrastructure investments alongside the increased scale of regeneration and development activities across the borough; additionally, the impact of COVID19 and the

additional services that the Council has provided throughout this period may have also impacted the 2020/21 carbon emissions.

- 1.5.3 The BEIS categories in Figure 2 tell us that the majority of the Barnet supply chain emissions come from organisations related to 'Construction', 'Services to Buildings', 'Social Care', 'Waste Collection, Treatment and Disposal', and 'Employment Services'. These figures are estimates based on applying BEIS emissions conversion factors to the Council's finances and annual spend, so will include large capital projects such as Brent Cross.

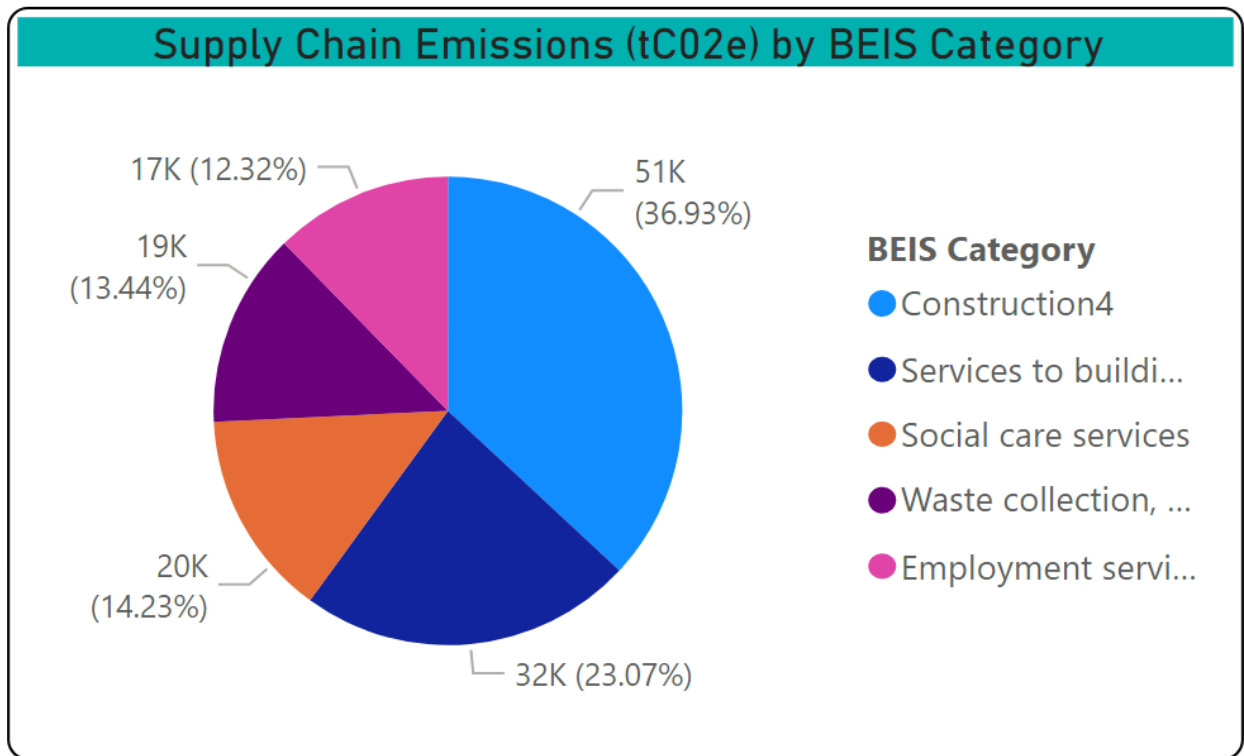


Figure 2 – the Council's supply chain emissions by BEIS category

- 1.5.4 The total Council emissions, excluding the supply chain, can be seen below in Figure 3. This shows that the majority of remaining emissions come from the operation of our buildings, through utilities purchasing, including heating, electricity and water. With transport also acting as a major contributor from both our fleet operations and staff business use.

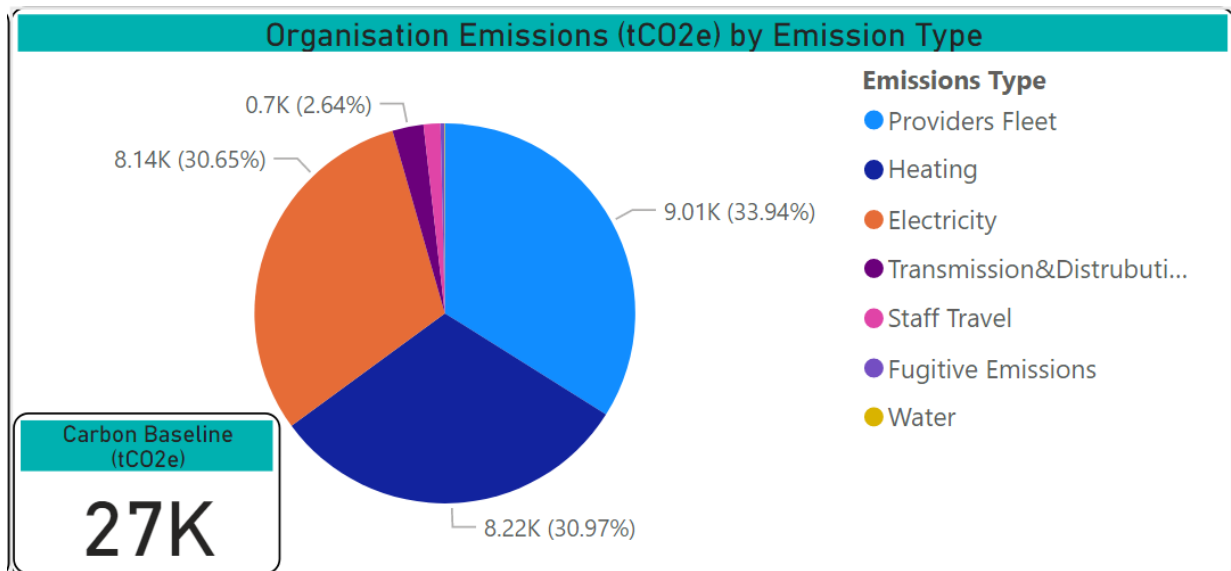


Figure 3 – The Council's emissions excluding supply chain

- 1.5.5 Utilities emissions have been tracked across 147 Council sites (including council offices and libraries) in relation to heating, lighting and a water supply; it also includes streetlighting. The total emissions across the three-year period was 16,000 tCO₂e, split evenly across electricity (8,100 tCO₂e) and gas (8,200 tCO₂e). Streetlighting was found to account for over two-thirds of the Council's electricity emissions; however, this has fallen significantly over the past few years due to the switchover to LED lighting across the Council's 26,000 streetlights; emissions have fallen from almost 5,000 tCO₂e in 2015/16 to under 1,300 tCO₂e in 2020/21.
- 1.5.6 Heating accounts for the majority of emissions from buildings, at over 8,000 tCO₂e compared with 1,000 tCO₂e produced by electricity. Several potential actions can be taken to reduce this, including retrofitting buildings to the highest energy efficiency standards and replacing current heating arrangements with low carbon solutions; some of these carbon reduction activities have already been initiated.
- 1.5.7 Fugitive emissions (for example methane or refrigerant gases), such as leakages from air conditioning units, are currently very low; however, these may increase over the coming years as we move away from conventional heating systems and towards alternatives, such as heat pumps which contain such gases, in a bid to decarbonise.
- 1.5.8 Additionally, transport is classed as one of the most carbon emitting activities, with the Council's fleet having a relatively high impact; the fleet includes a variety of vehicles including waste vehicles, such as recycling and waste collection vehicles, street sweepers, and passenger transport minibuses. The combined fuel use of the Council's fleet over the three-year period totals 3.54 million litres, which equates to approximately 9,000 tCO₂e. While diesel vehicles are the most fuel efficient, they are also one of the most carbon emitting.
- 1.5.9 When it becomes time for the Council's fleet vehicles to be replaced, sustainable alternatives will be considered; the latest fleet vehicles purchased are all Euro 6 standard, this ensures they are ULEZ compliant and have contributed to improving air quality. Currently the electric vehicle market for waste vehicles is embryonic, but it is our belief that by the next replacement cycle, even more sustainable vehicles will be available and affordable.

1.5.10 Travel by staff using their own vehicles for work (excluding travel to work) also makes up a proportion of the Council's carbon baseline, which tells us that over the three-year period 1.3 million miles have been claimed for 414 vehicles – this equates to 380 tCO₂e. These claims have fallen over recent years with the advent of the pandemic, technology and flexible working, but it is yet to be seen if this trend will continue long term. While a range of vehicles have been claimed for, medium and large vehicles produce 70% of the total staff travel emissions. It is therefore important that smaller, or low emissions, vehicles are used wherever possible, alongside greater use of the Councils existing fleet of hybrid pool cars.

1.6 Barnet as a place

1.6.1 The carbon emissions baseline provides us with insights into the current level and source of carbon emissions in Barnet. The total emissions for a one-year period across the geography of Barnet equates to 1.76 million tonnes of carbon emissions (tCO₂e); this would fill StoneX Stadium over 15,000 times.

1.6.2 Of these emissions, the largest emitter was stationary energy (primarily buildings) with 58% of the borough's emissions. The remaining emissions are 35% from transportation, 4% from waste, and 3% from Industrial Processes and Products Used (IPPU) (primarily manufacturing). Further detail on these emissions is detailed in Figure 4.

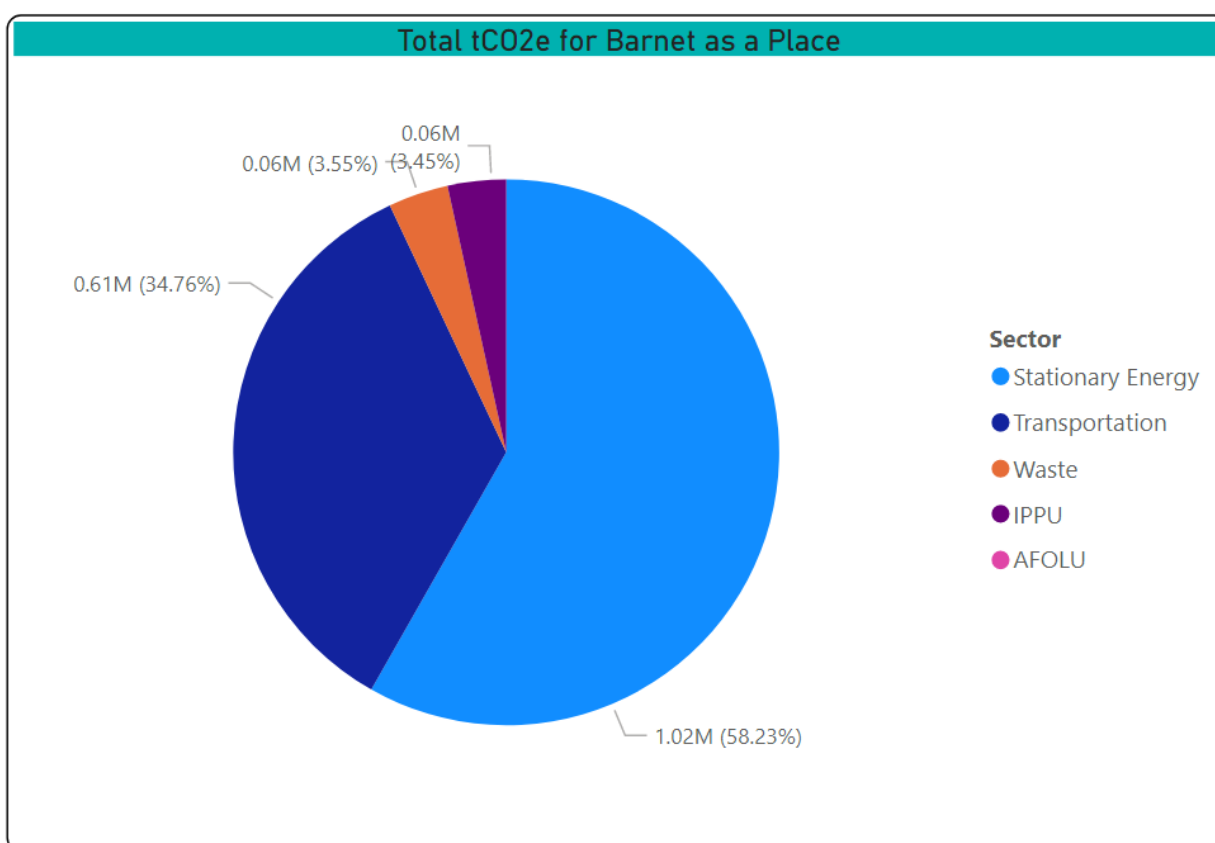


Figure 4 – Total boroughwide emissions

1.6.3 Two-thirds of Barnet's stationary energy emissions is produced by residential buildings, with industrial and commercial buildings following at a much smaller percentage (Figure 5). Tackling residential emissions should therefore be a priority for the Council. In terms of transportation emissions, most are produced by on-road travel, followed by aviation.

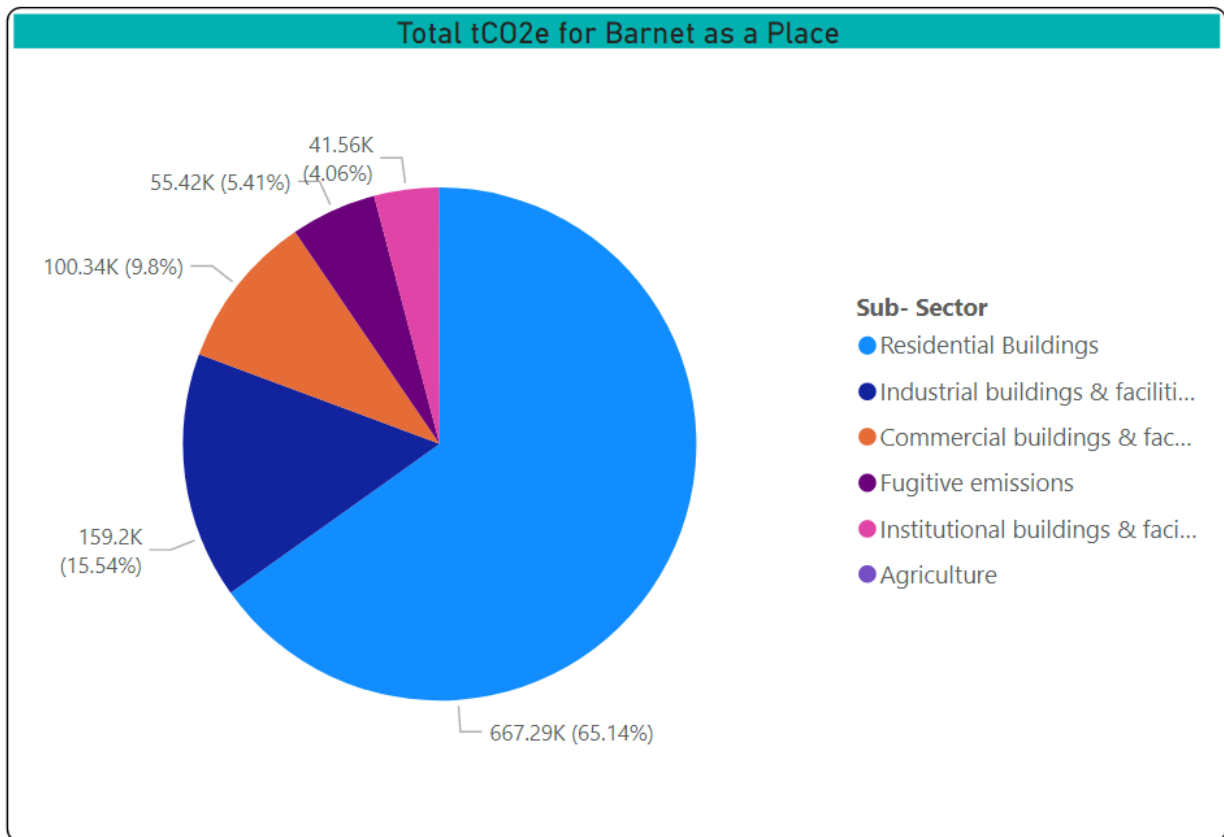


Figure 5 – Boroughwide stationary emissions by type

1.6.4 Carbon emissions are produced either directly (e.g. fuel combustion), indirectly (eg grid energy) or from other CO₂ sources outside the borough (e.g. flights); across Barnet, 60% of emissions are produced directly.

1.7 Insights from the baseline

1.7.1 Following the production of the carbon baseline we have identified seven key areas that require a variety of interventions in the Council's efforts for a more sustainable future. This is not an exhaustive list, but is designed to provide insight as to the areas which will require intervention and therefore which the Council can target in order to maximise the impact they can have on addressing sustainability within Barnet.

1.7.2 Due to the breadth of the issues identified by the carbon baseline, it is therefore important that the Sustainability Strategy is holistic and comprehensive in nature. However, by utilising a data led approach the most impactful and meaningful interventions can be prioritised; the carbon baseline highlights several key areas that warrant attention and action for both the Council and Barnet as a place.

Sustainable supply chain

1.7.3 As identified through the carbon baseline, the supply chain makes up the largest contribution to the Council's carbon emissions. It is therefore imperative that the Council works with its supply chain to increase sustainability. This will require improving our access to data, embedding sustainability within the procurement process, and working collaboratively with existing partners and third parties.

1.7.4 Work is required to improve the data maturity of the Council's supply chain. Better and more visible carbon emissions data will allow for more detailed and accurate analysis of supplier's emissions; once this is done best practice can be identified in order to build a

more sustainable supply chain. The Council should ensure sustainability is properly considered and embedded within the procurement process. This can be done through embedding sustainability targets within major contracts, focusing particularly on those with the highest carbon impact, such as major works.

Sustainable partnering

- 1.7.5 In addition to working with the supply chain, the Council should look to partner with other organisations across both the public and private sector in order to facilitate a greater impact on shared environmental objectives. Partners may have greater access to the necessary networks, technologies, and infrastructure to support innovation and encourage knowledge sharing. Similarly, impactful change will require broader research and development, policy change, and technological innovation. It is therefore important that, alongside carbon reduction measures, the Council continues to engage with national and regional government to facilitate the required transformational changes.
- 1.7.6 The Council already has several successful local partnerships through forums such as the Barnet Partnership Board, Children and Young Peoples Partnership Board, and the Health and Wellbeing Board; as well as regional partnerships through the London Environment Directors Network (LEDNet) and the West London Alliance (WLA). It is therefore important that these partnerships are used effectively, in order to secure the open sharing of knowledge and expertise to achieve success.

Net zero property

- 1.7.7 The asset base and property portfolio make up the Council's largest directly controllable source of emissions. Over the past year most organisations, including the Council, have moved to more hybrid and dynamic modes of working, including working from home. Current lower occupancy levels make this a good time to start decarbonising the estate. Utilities from the Council's corporate estate are one of the top contributors to the organisations carbon emissions; additionally, they are under the Council's direct control, and the right technology is already available to mitigate many of the issues they pose.
- 1.7.8 While the Council already has substantial knowledge of much of the corporate estate, particularly the newer council office buildings, it is important that the Council gain a full understanding of the entire corporate estate, and the current efficiency measures in place, in order to fully define the appropriate target across the estate. Energy modelling can then help identify options, which will then need to be analysed further to determine the investment required and expected outcomes. Colindale has demonstrated how much more efficient a new build can be, as well as the potential for interventions such as retrofitting.
- 1.7.9 Additionally, while several energy saving and efficiency measures have already been put in place, there will always be significant emissions arising from the production of the energy used. Barnet's current energy mix, procured through the LASER Energy framework on behalf of the Council, schools and social housing, should be as sustainable as it can be. It is therefore important we explore renewable options when looking at the potential for energy production opportunities.

Fleet replacement programme

- 1.7.10 The Council's fleet is the second largest contributor of Council emissions. The current fleet is heavily reliant on diesel fuelled vehicles which, while cost effective, is less sustainable than low emissions alternatives. However, electrification offers the opportunity to make transportation more sustainable and improve residents' health and wellbeing. This will require significant investment in not only low emission vehicles, but also in ensuring there is the necessary infrastructure and grid capacity, as well as technological advancements

for large vehicles such as electric waste vehicles.

- 1.7.11 The recent ULEZ expansion expedited the need to upgrade much of the Council's fleet of waste vehicles, with another significant proportion due for replacement within 6-7 years. Additionally, the switch to more sustainable fleet options is expected to become more cost effective and financially viable as more electric vehicles are manufactured and the technology improves, for example upfront costs will decrease due to reduced battery costs and an increased variety of vehicles on the market. It is therefore likely that a replacement programme will become increasingly viable over the next decade.

Sustainable staff travel

- 1.7.12 It is important to consider employee travel behaviour, both for commuting to and from work, and also travel around the borough whilst at work. Over the past three years staff travel claimed under business mileage has remained static, with over 1.3 million miles claimed over the three-year period; yet the use of the Council owned hybrid pool cars remains relatively low. The recent consolidation of all Council services to Colindale, as well as the onset of the pandemic has meant that hybrid working has become business as usual for the Council, reducing staff commuting, and thus transport emissions.
- 1.7.13 Encouraging staff to make better use of pool cars will reduce the Council's impact on the environment and lower operating costs. However, we cannot rely solely on changing the vehicles that people drive. The uptake of low and zero emissions vehicles by staff, and how the current fleet of pool cars are managed needs to be considered, as well as encouraging car sharing. Alongside this, efforts to encourage the shift away from car usage and reduce the overall demand for travel across the borough are required, for example through improving public transport and active travel modes, as well as utilising technology so that where possible work can take place via video calls/phone calls rather than requiring staff to travel.

Make residential buildings more sustainable

- 1.7.14 The largest contributor to carbon emissions across the borough are the residential buildings. 75% of these emissions come from heating and water, which are mostly powered by fossil fuels; with the rest produced by lighting appliances and water, which are mostly powered by grid electricity. According to the Green Building Council, approximately 80% of the homes that will be occupied in 2050 in the UK have already been built; the majority of the challenge will therefore be in retrofitting the existing stock to meet future efficiency standards.
- 1.7.15 Although, as a local authority, Barnet Council has limited influence over privately owned homes and buildings, there is still the potential for action through signposting and supporting residents to access and utilise government schemes. Additionally, the Council has been successful in working to retrofit a proportion of its social housing, with the potential for further funding to arise to assist with similar action from private landlords and homeowners. It is therefore important we do as much as possible to ensure that both new and existing buildings are built to the highest efficiency standards. Also, where grid electricity is used, a key priority should be to explore sourcing it from renewable supplies and identifying ways to reduce demand.

Data management

- 1.7.16 While the carbon baseline provides a comprehensive overview of the emissions across the organisation and borough, it has also highlighted several other key areas where data is lacking. This is most notable within the housing and buildings realm, where significant work needs to be undertaken in order to holistically understand where our interventions need to

be targeted, as well as the level of work required to hit internal and national targets, for example those relating to EPC ratings.

- 1.7.17 Additionally, the carbon baseline highlighted the fact that, while not currently significant, fugitive emissions are going to play an increasingly important role in the Council and the boroughs journey to net zero. There is currently little data held on the fugitive emissions released by the Council and, as technology such as heat pumps usually do not require planning permission provided the planning conditions are met, there is even less knowledge on the figures for the private sector. It is therefore important we look to address this and build up a knowledge base that will allow us to assess the needs of the borough both now and for years to come.

1.8 Strategy framework

- 1.8.1 The Council has already undertaken several major pieces of work in order to improve the sustainability of the organisation and the borough. Officers have begun work on mapping out these projects, as well as other work that is being done through existing strategies and action plans; this will allow us to identify areas where action is required and therefore where the Council must look to focus its energy in order to chart a comprehensive route to net zero. It is therefore important that we look to conduct further analysis in order to gauge the extent to which these actions will enable us to meet net zero as a Council by 2030 and, as a borough, as soon as possible, as well as how they can be scaled up to meet these targets.
- 1.8.2 The carbon baseline has allowed us to recognise the areas which have the largest carbon impact and therefore take a data led approach to tackling these emissions and prioritising resources. In the new year we will look to implement an initial programme of actions; we will then follow this with a more detailed action plan and strategy in 2022.
- 1.8.3 This initial programme of actions will allow us to take advantage of significant grant opportunities that we expect to arise shortly, following COP26 and the Environment Act.
- 1.8.4 The following sections outline the key themes that will form the basis of the Sustainability Strategy, including areas related to both the Council and Barnet as a place. The themes will detail the actions already taken to tackle climate change, as well as a series of targets and actions to address the key findings of the carbon baseline. The ambitions of the strategy framework, detailed below, are all subject to funding, as well as feasibility and delivery plans. An executive summary and overview of the framework's ambitions is included in Appendix A.

1.9 The Borough of Barnet – the Council's (place) leadership

- 1.9.1 As identified in the carbon baseline it is important that we look to tackle, not only our own emissions as the Council, but also act as a leader in tackling emissions across the borough. The baseline identified several areas where action should be focused in order to hit net zero as quickly as possible, and within the given timeframes of national legislation. We are therefore proposing to target action around these areas, as detailed below.

Housing and buildings

- 1.9.2 The carbon baseline identifies that the majority of emissions within Barnet (58.23%) come from stationary energy sources, namely buildings, with almost two-thirds of this relating to residential buildings. The majority of the challenge will be about the need to retrofit the

existing building stock to meet future standards.

- 1.9.3 Only 41% of homes in Barnet are well insulated (at least EPC C-rated)², with the average expected to be EPC D-rated. Currently all privately rented dwellings must meet an EPC E-rating, but this will potentially rise to an EPC C-rating by 2028. There are currently no regulatory controls on private dwellings; however, reducing energy waste must be a priority to tackle both greenhouse gas emissions and help residents and businesses reduce their energy bills. The Council has a further role to help address and target incidences of fuel poverty, with almost one in ten households in Barnet living in fuel poverty³.
- 1.9.4 For buildings that are yet to be built, sustainable development is the cornerstone of the National Planning Policy Framework (NPPF), and the London Plan and related guidance, alongside the Council's existing Local Plan and emerging draft Local Plan. These principles and associated policies are further supported by building regulations that collectively set the ground rules for energy efficiency both within new buildings and for improvement projects to existing buildings. As the Council's draft Local Plan is taken forward, through public examination in Spring 2022, its policies are expected to be rigorously assessed against net zero targets and commitments.
- 1.9.5 The wider construction industry is moving towards net zero developments, both for construction processes and the whole life operation of new buildings. Furthermore, while there is currently a cost differential between the standard approaches to construction and building to net zero standards, this is rapidly decreasing; it is especially starting to change as the perception of risk associated with the financing of development schemes changes. Yet equally the global cost of construction materials has significantly increased in recent years which is placing further pressure on the viability of construction. The Council will continue to take a holistic view of development viability and local priorities.
- 1.9.6 As was noted at Council on 19 October 2021, we are already taking significant actions to address energy inefficiency, including:
- Green Homes Grant: through the West London consortium the Council secured funding of over £1m towards the cost of retrofitting social housing in Barnet. This will include the installation of energy saving and carbon reduction measures such as external and cavity wall insulation, underfloor insulation, and heating controls.
 - Brent Cross Town: the new Brent Cross Town development is committed to achieving net zero carbon by 2030, through low carbon construction, renewable power, circular economy principles and carbon offsetting. It will empower residents and businesses to make their own low carbon lifestyle choices through the creation of a 15 minute town, meaning that all amenities and services are within 15 minutes travel for residents by foot.
 - Growth Strategy 2020-2030: Barnet's Growth Strategy sets out 'Guiding Principles' for delivering growth and development within the borough, including ensuring that development is sustainable. This followed consultation feedback highlighting a desire from residents for the Council to do more to address climate change.
- 1.9.7 While it is clear that significant action is already being taken, a more comprehensive approach needs to be embedded to ensure the Council can achieve its net zero targets. Such work will need to ensure that both new and existing residential buildings are made as efficient as possible. We are therefore proposing to introduce a number of new

² [Live tables on Energy Performance of Buildings Certificates - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/live-tables-on-energy-performance-of-buildings-certificates)

³ [Sub-regional fuel poverty data 2018 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/sub-regional-fuel-poverty-data-2018)

workstreams, including:

Local Plan and other planning documents

The issue of construction emissions and sustainable design practices is increasingly prescient in light of the recent consultation responses to the draft Local Plan, which made significant reference to climate change. We will commit to providing a further submission to the inspector that will set out the net zero targets and framework proposed in this report. Where appropriate, draft policy text will be strengthened to reflect commitments set out in this report, the proposed actions of the Council, and government announcements associated with COP26 and their Net Zero Strategy.

The updated local development scheme has set out the Council's intentions to review planning guidance documents, including for sustainable design and construction. Additionally, proposals to the Council's own housing and infrastructure capital investment programmes will focus on a more rapid transition to net zero. Such leadership will enable the Council to apply greater influence within the local development sector. Updates to other supporting documents, such as the Infrastructure Delivery Plan (IDP), may be required to reflect the cost implications of revised commitments to sustainability in construction.

Retrofit Barnet's social housing stock to an average of EPC B by 2030, and net zero as soon as possible

We have already undertaken improvements to the energy efficiency of our social housing through funding secured under the Green Homes Grant. However, it is important that we continue to increase the pace of action to improve the efficiency and sustainability of the Council's own housing stock to kickstart retrofitting activity in the borough. Additional benefits secured through this process include helping to address fuel poverty, improving health and air quality, and providing green jobs and opportunities for local businesses to innovate.

There is a need to establish a stronger dataset relating to the energy performance of the current Council housing stock, including how energy is used within that stock and what would be required to upgrade the whole stock to meet emerging and future energy performance standards. While the existing programme was set to fully assess the stock over a period of five years, officers are currently considering ways to secure required data for planning for the upgrade of the stock over the coming year.

Through the Retrofit London Housing Action Plan⁴, and the joint ambitions of the Transport and Environment Committee (TEC), and London Environment Directors Network (LEDNet)⁵, Barnet has joined with all London boroughs in the bold ambition of working to retrofit London's building stock to an average level of EPC B by 2030. As a Council we are committing to ensure that all of Barnet's social housing will not just be retrofitted to an average level of EPC B by 2030, but we will seek to understand how the Council can get to whole life net zero as soon as possible after that.

We recognise that this commitment will bring with it significant financial challenges, both in terms of the identification of the energy efficiency issues and necessary measures required to rectify them, but also in terms of capital spend. However, this

⁴ [Retrofit London Housing Action Plan | London Councils](#)

⁵ [London Councils Housing Forum Executive Meeting](#)

change is both necessary and important, it is therefore logical and prudent that we look to undertake this shift as soon as possible so that we will be able to reap the rewards of reduced energy bills for years to come. Moreover, as has already been shown through the Public Sector Decarbonisation Scheme, the government has made a commitment to supporting this agenda through grant funding, a commitment we expect to increase with emerging changes to funding and financing. There may then still be some match funding requirements, and additional funding gaps to fill to complete this energy efficiency programme, but this remaining funding will need to be found through future reviews of the HRA Business Plan and the Council's future capital programme.

New build housing developed on behalf of the Council to be built to at least EPC B, using sustainable methods where possible

New build social housing will be built to at least EPC B. The potential for using cross laminated timber (CLT) to assist the buildings in acting as a carbon sink for those aspects of the development programme that it would not be possible to decarbonise will be explored. The government's Net Zero Strategy aims to support action in the construction sector by improving resource efficiency, in particular highlighting the role of material substitution to timber as a way of reducing embodied carbon – and this is likely to be promoted through the provision of financial support and increased research activity⁶.

Work with development partners to ensure housing developments are net zero by 2030

We will work with our existing development partners to ensure they are working towards the highest building standards. Through the development of Brent Cross Town, which will be net zero carbon by 2030 as well as creating the UK's largest 15 minute town, we have seen the potential for sustainable growth within the borough. It is important that we look to continue to hold all developers to high standards to ensure developments in the borough move rapidly towards whole life net zero carbon by 2030.

New build council commissions from 2025 to be planned for net zero

It is important that we look to codify our ambition to ensure that all future council new build commissions target the highest sustainability standards. Construction activity brings with it huge emissions that we will look to minimise and offset the impact of through the lifetime of the building. We are therefore setting the aspirational target for any new LBB and future The Barnet Group commissions after 2025 to be planned as net zero. This will require significant work in terms of assessing the scale of the challenge and mapping out a journey to ensure this commitment can be delivered.

Assist residents within private sector housing to make their homes more sustainable

While the Council has greater direct authority over social housing, within the privately owned sector, and especially where such properties are rented, an influencing role will be key to encouraging and supporting residents to make the required material changes to support energy efficiency and renewable energy installations within their own properties. The government's Net Zero Strategy highlights the importance of maximising opportunities to improve energy performance of owner occupier homes by

⁶ [Net Zero Strategy: Build Back Greener - October 2021 \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/97820/net-zero-strategy-build-back-greener-october-2021.pdf)

working with owners to help them understand and access ways of improving the quality of their homes.

Additionally, since 1 April 2020, under the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015, it is unlawful for landlords to let, or continue to let, properties with an EPC rating below E, without a valid exemption in place. These Minimum Energy Efficiency Standards (MEES) are expected to be increased further, and the Department for Business, Energy and Industrial Strategy recently undertook a formal consultation on further raising the energy performance of privately rented homes to EPC Band C for new tenancies from 2025, and all tenancies from 2028. The introduction of the proposed new Additional Licensing Scheme, recently out for public consultation, will support the Council's Private Sector Housing Team in promoting landlord compliance with energy standards, and ensure healthy and safe conditions for all tenants.

The success of efforts to decarbonisation private residences will be largely reliant on factors outside the Council's control, such as BEIS' efforts to further decarbonise the grid. However, funding has previously been made available through the Green Homes Grant, which for a short period allowed residents to apply for funding to make energy improvements to their home, as well as the new Boiler Upgrade Scheme, which offers homeowners up to £5,000 to install low carbon heating systems in place of existing gas or oil heating. The government has promised that further green finance will be provided in order to make these wholesale retrofits more accessible. The Council could help to promote and strengthen delivery programmes by securing appropriate partners to assist residents and businesses in accessing future grants.

It is also important that we look to educate residents and inform them of the changes that will be required to hit the government's, and the borough's, net zero target dates. We will therefore also look to highlight best practice where possible; in order to do this, we will publish and publicise a comprehensive guide explaining how residents will be able to green their own home, this will highlight the different age of typical homes within the borough, bringing in elements of heat pumps, insulation and double glazing.

Additionally, we will explore options such as the use of a show home, as has been successful elsewhere, to highlight the sustainable improvements that are possible, and how they can be implemented, and communicate any demand side measures that can be used to help residents reduce their energy bills and dependence on grid energy.

Commission projects to improve and collate organisational and boroughwide data

While the carbon baseline provides a comprehensive overview of the emissions across the organisation and borough, it has highlighted several key areas relating to housing and building where data is both crucial and currently lacking. This is most notable in relation to:

- Energy performance (EPC) ratings for Council housing, and the cost of retrofit.
- Energy performance (EPC) ratings and their correlation with the private rented sector to understand the extent to which minimum standards are being met.
- Energy performance (EPC) ratings for the Council's corporate estate and the cost to effectively retrofit the wide range of buildings used for a variety of purposes.
- Fugitive emissions, both relating to the Council but also the borough as a whole

- Data to support effective uptake within the privately owned sector, to enhance the targeting and effective utilisation of grant funding.

We will therefore commission projects and, where necessary, procure specialist resources in order to gain a fuller understanding of the boroughwide picture and where best to target interventions to maximise our return on investment.

Make schools more sustainable

The Council has already explored many ways in which our schools can become more sustainable and decarbonise, predominantly through the retrofitting of energy efficiency measures; this is increasingly prescient due to the age of a lot of the school buildings across the borough. Through the annual school modernisation programme, the Council is prioritising the replacement of single glazed windows with double glazing to reduce heat loss, and any works to replace school roofs will automatically include the provision of additional insulation. In addition, all modular buildings that have been replaced since 2012 have been replaced with sustainable buildings fitted with solar PV.

Additionally, the catering provider for our schools, ISS, has taken several sustainable steps. Within schools all disposable cutlery, plates and cups are biodegradable, and their food suppliers use local ingredients wherever possible. ISS were winners of the Waste-Zero awards for their reduction in wasted food in 2020, and their main food supplier, Bidfood, aims to be achieve scope 1 and 2 net zero by 2030.

Furthermore, over the past couple of years all schools in Barnet have been reviewing and revising their curriculum. Some schools already had Eco-Councils (a representative group of pupils looking at the environmental issues that are pertinent to their school), but these have been refreshed and extended due to COP26 and the need to decarbonise. Moreover, good practice in schools is being shared in meetings and forums and a survey is being undertaken to evaluate the extent of the work within each school.

We will continue to work with schools to ensure their buildings are as sustainable as possible. This will predominantly be done by playing a coordinating role in facilitating schools to apply for government funding, with a particular focus on those buildings which remain under Council control; this will include investigating the inclusion of energy generation, including solar PV.

Transport

- 1.9.8 Transportation makes up over a third of boroughwide emissions, as well as a major part of the Councils internal emissions, through the fleet usage and staff travel. Additionally, nationally, transport is the largest emitting sector of the UK greenhouse gas emissions and, whereas other sources are decreasing, emissions from transport continue to increase. The Department for Transport's 'Decarbonising Transport: Setting the Challenge' report in January 2020 sets out the challenges facing the sector⁷.
- 1.9.9 Barnet's Long Term Transport Strategy 2020-2041, adopted by Environment Committee in October 2020, sets out Barnet's vision for transport over the next two decades, as well as its response to the Mayors Transport Strategy. It includes strategic goals and high-level actions for achieving this vision, including proposals for encouraging the use of active

⁷ [Decarbonising Transport: Setting the Challenge \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/864247/Decarbonising-Transport-Setting-the-Challenge.pdf)

travel mode shares, as well as making car travel and the movement of freight around the borough more sustainable. Noted below are several projects to make transport more sustainable:

- Electric vehicle charge point programme: Barnet has an ambitious electric vehicle charge point programme, which has installed over 150 charge points to date based on resident request, as well as freestanding town centre units and community charging hubs in car parks across the borough. Additionally, officers have recently been successful in securing a sum of £3,549,600 for the installation of around 500 on-street charge points, in roads where it has been identified that an alternative solution is required due to the street lighting column not being available for this purpose.
- Experimental road resurfacing: the Council has experimented with innovative new techniques with the aim of reducing waste, including trialling a new road surface that uses over 240 recycled tyres, removing the amount of waste going to landfill
- School streets: Barnet has implemented a number of school streets, with the aim of creating a safer environment for pupils to walk and cycle to school, and to deal with the high traffic volumes around schools at certain times of the day; the schemes work to reduce traffic volume and improve air quality.
- School travel planning: All schools are encouraged to have an updated School Travel Plan, which promotes sustainable methods of transport. It promotes walking, cycling, car sharing and public transport use and aims to reduce the number of car journeys to and from schools. The Council also has a Sustainable Modes of Travel Strategy for children and young people, which aims to develop sustainable travel and transport infrastructure, improve Barnet's environment, increase health of children and improve transport safety.
- Cycle schemes: implemented a largely segregated, commuter focused, cycle lane along the A1000. This provides a safer north-south sustainable transport link from Finchley Town Centre to the borough with LB Haringey that, working with Haringey we hope will form part of an extended route across both boroughs. We are closely monitoring the effectiveness of the cycle lane with the view to making a decision on its future in the new year. We have also commenced a study on the provision of a leisure focused cycle route parallel to the A5, utilising the developing green spaces within the parks to the east of the A5, connecting these and other leisure, commercial and residential destinations. This will form part of the developing Barnet Loop⁸.

Electric vehicle charge points

The Barnet electric vehicle charge point programme is one of many positive steps Barnet has already made in decarbonising residential transport and supporting more sustainable travel methods. However, it is important that we continue to increase the rollout of charge points across the borough in order to support a more sustainable future for our residents and support them in adapting to the expanded Ultra Low Emissions Zone (ULEZ). Barnet already benefits from high electric vehicle ownership as can be seen below⁹.

⁸ [Committee Report \(moderngov.co.uk\)](https://moderngov.co.uk)

⁹ [All vehicles \(VEH01\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Borough	2021 Q2	2021 Q1
Hillingdon	4,737	3,978
Barnet	4,452	4,146
Westminster	4,019	3,626
Ealing	3,777	3,305
Wandsworth	2,990	2,453

Although currently making up just 1.8% of all new vehicle registrations in the UK, projections indicate that there will be well over 100,000 Ultra Low Emissions Vehicles (ULEVs) on London roads by 2025. It is forecasted that this demand will only continue to grow in the period leading up to 2030, when new petrol and diesel vehicles will no longer be available; the National Grid's Future Energy Scenarios¹⁰ forecasts that there could be up to 128,450 electric vehicles in Barnet by 2030, with 45% of these residents not benefitting from off-street parking. It is important that we continue to deliver electric vehicle charging infrastructure to support this shift and prepare for the future demand that will be placed on our charging network. We will therefore shortly be bringing forward our first Electric Vehicle Strategy which will detail the anticipated growth of our charging network, as well as the variety of charging options that the Council will consider to ensure that there is a network that not only caters to the needs of residents, through the installation of a variety of charging methods and speeds, but is also financially viable and offers value for money. Following this, we will continue to install a comprehensive network of charge points, containing a range of charging solutions, that will support the borough in being fully battery electric vehicle (BEV) by 2030.

The main focus of Barnet's electric vehicle charge point programme has been, and will continue to be, lamp column mounted charge points due to their reliability and cost effectiveness. However, they are not suitable for all locations, including where the lamp column is located at the back of the footway. It is therefore important that we look at other ways in which we can provide suitable residential charging solutions, without creating cumbersome and often unnecessary street clutter. Consequently, officers have explored the EV market to identify a potentially decluttered charge point solution. A grant application was submitted to the Office of Zero Emissions Vehicles (OZEV) to support an ambitious trial project of this type of charging technology for the purpose of installing around 500 on-street charge points. Through this process Barnet has been successful in securing a sum of £3,549,600, which is 75% of the cost of the project and the maximum sum available under the grant – this is also by far the largest OZEV award made to date.

Work with TfL and other partners to bring forward investment in orbital travel

The Long Term Transport Strategy 2020-2041 highlights the importance of improving orbital travel across the borough. Orbital journeys in Barnet by public transport are currently very difficult, with existing bus routes often slow and unreliable, due to the poor bus service and routes offered in Barnet compared to inner London boroughs. An efficient orbital service would link key town centres across the borough, as well as future infrastructure such as Crossrail 2 and West London Orbital. It would also reduce the reliance on the car of many residents, consequently reducing carbon emissions and

¹⁰ [download \(nationalgrideso.com\)](https://nationalgrideso.com/)

improving air quality across the borough. It is therefore important that, once funding is restored, we look the lobby TfL, as well as central and regional government sources for the increased investment required to make the orbital travel envisioned in the Long Term Transport Strategy a reality. We are currently at early stages of work with TfL to produce a feasibility study for orbital bus connections.

School streets

Since the start of the pandemic a priority area for Barnet has been in making our streets safer and cleaner, particularly on the roads around our schools, in order to facilitate walking and cycling. This will improve the overall health of our children and young people, reduce the impact of school travel on climate change, and improve the air quality of the borough. We will therefore continue to make use of available funding to install school streets wherever possible and appropriate across the borough.

Active travel

Alongside the more concrete steps taken above, it is important that we also look to make tangible changes and improvements to the ways in which residents travel around the borough. Through the implementation of the Long Term Transport Strategy, we have gone some way to improving the available opportunities for active travel around the borough, for example through supporting cycling and walking through the schemes listed above.

However, it is important that we continue to promote active travel opportunities within Barnet. Among other proposals, this will include continuing to implement the Barnet Loop, a 17-mile recreational active travel loop around the borough which will link town centres, leisure facilities and transport hubs. We have also recently begun work on a proposal to install step free access at Mill Hill Broadway, this will improve the accessibility and inclusivity of the station and active travel.

Car clubs

Car clubs are a pay as you drive system providing access to cars for registered members, who can book cars from a variety of locations across the borough. This provides benefits for both users and society more generally. They are often cheaper and more convenient than private car ownership, and also mean a reduced number of vehicles on the Barnet highway. Moreover, car club provision is highlighted in the Long Term Transport Strategy for the benefits it will have on achieving our vision for the future of transport in the borough.

While there are already car clubs operating within many of Barnet's developments, there is not currently an on-street solution for residents. We will therefore introduce an, at least partially, electric vehicle car club operator in coordination with the wider parking review and Electric Vehicle Strategy. We will work to ensure that this car club is comprised entirely of low or zero emissions vehicles by 2025.

Renewable Energy and Waste

- 1.9.10 London's linear economy is unsustainable, with around seven million tonnes of waste coming from London's homes, public buildings and businesses each year; only 41% of which is currently recycled. The recent Environment Act, and Resources and Waste

Strategy will shape how and what councils collect, and recycling and waste in the future. This includes determining future performance measures, moving away from weight-based measures, providing consistency among local authorities in what should be collected for recycling, and placing additional responsibility on those who produce the materials which go on to become waste. This will consequently drive producers to reduce the materials which become waste. The government is also considering the implementation of a Deposit Return Scheme to encourage recycling on the go. It has been carrying out consultation on all these matters. We will be reviewing our waste policies and practices following the passage of the Environment Act and the publication associated legislation.

1.9.11 The proportion of our electricity produced by renewable energy has increased hugely over the past decade to around a third; however more must be done – only 8% of total heating and cooling demand is currently derived from renewable sources¹¹. Much of this additional renewable energy will come from offshore wind, supported by the government’s ambition to quadruple the amount the country produces to 40GW by 2030.

1.9.12 We have already achieved much through the implementation of:

- LED street lighting: We have undertaken a wholesale change in streetlighting, converting the entire network to LED lighting. This will result in a drop in our lighting related emissions from almost 5,000 tCO₂e in 2015/16 to under 1,300 tCO₂e in 2020/21, as well as significant cost savings over the next decade.
- Existing waste policies: in 2018 Barnet agreed a new set of recycling and waste policies, these were developed to maximise waste prevention and recycling, and to improve the street scene. Barnet’s Reduction and Recycling Plan (RRP) sets out key actions for cutting waste and boosting recycling for the period 2018-22. The RRP is used to drive and promote local activity that will also play an important role in helping to achieve the Mayor’s London-wide targets. These policies and the RRP will need to be reviewed following the publication and adoption of the Environment Act and associated legislation.
- North London Heat and Power Project (NLHPP): development has recently begun on the NLHPP, a ten-year £1.2 billion project to build an Energy Recovery Facility (ERF) and associated development. The current Energy from Waste Facility has served North London for 45 years and has diverted 21 million tonnes of waste from landfill but is coming to the end of its life; it is the oldest facility of its type in Europe. The new ERF will generate around 70 megawatts of electricity, enough to power around 127,000 homes, and will provide heat and hot water to at least 20,000 local homes and businesses. The facility will help convert up to 700,000 tonnes of waste per annum, to energy from the seven North London boroughs.

1.9.13 However, it is important that Barnet continues to show leadership in this area and commits to meeting the government’s ambitions in terms of increasing the role renewables can play in meeting our energy needs.

Solar panels

In the Road to Zero Strategy, Central Government set out that all new cars and vans should be effectively zero emission by 2040. Making sure the electricity system is ready to meet the future demand created by electric vehicles will be vital if we are to achieve this. We are developing a proposal to install and generate electricity from solar panels

¹¹ [Digest of UK Energy Statistics \(DUKES\): renewable sources of energy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/digest-of-uk-energy-statistics-dukess-renewable-sources-of-energy)

utilising opportunities within LBB's real estate portfolio, while providing increased capacity and access to EV charge points on LBB's estates supports the Central Government strategy. Additionally, new build projects often incorporate solar panels and low carbon technology which have included a number of school projects and the Oakleigh Road Depot – in addition, net zero buildings have also been utilised in school modular projects where practical. We will therefore commit to taking the opportunities for energy generation across the corporate estate, including the installation of solar panels across LBB's existing real estate portfolio, as well as including solar panels where possible on any new development run by Barnet. We will also continue to explore alternative opportunities and methods of energy generation across the borough where feasible.

District heating networks

Decarbonising heating and cooling is a central part of the government's Net Zero Strategy and must also be integral to Barnet's strategy to reach net zero, heat networks can play an important role in achieving this. They are a proven, cost-effective way of providing reliable, efficient, low carbon heat to a large number of residents, by utilising energy released as heat from a range of energy sources and connecting to energy consumers through a system of highly insulated pipes. The geographic opportunities for low carbon heat network deployment across London and the country as a whole can be found in BEIS' 'Opportunity areas for district heating networks in the UK' study¹².

While Barnet does not currently make wide use of district heating, BEIS' analysis highlights the potential for its growth across London. It is therefore important that we look at the potential for its implementation, particularly within our new developments where it will be easier to integrate. We will therefore begin work to explore the viability of the implementation of such schemes, including gaining a better understanding of the cost to the Council, and the proposed financial and environmental benefits to residents, as well as the efficacy of a wider rollout of district heating.

Business, skills and partner organisations

- 1.9.14 In our role as an influencer and leader of place it is important that we not only look to work with residents to ensure they can be more sustainable, but also explore ways in which we can encourage Barnet businesses and partner organisations to improve and act more sustainably. A significant proportion of our boroughwide emissions will be produced through the operation of businesses across the borough. Of our stationary energy emissions, 15% comes from the operation of industrial buildings and almost 10% comes from the commercial use of buildings; similarly, the significant emissions come from the movement of transport around the borough, with a significant proportion of this attributed to freight and logistical travel.
- 1.9.15 The role of business and industry is given particular consideration in the government's Net Zero Strategy¹³, which aims to decarbonise industry in line with the wider net zero goals, while similarly attracting inward investment, future proofing businesses, and securing high wage, high skill jobs. It will seek to support industry in switching to cleaner fuels, help them improve their resource and energy efficiency, and drive decarbonisation through carbon

¹² [Research and analysis overview: Opportunity areas for district heating networks in the UK: second National Comprehensive Assessment - GOV.UK \(www.gov.uk\)](#)

¹³ [Net Zero Strategy: Build Back Greener - October 2021 \(publishing.service.gov.uk\)](#)

pricing.

1.9.16 There is already some work being undertaken in this area, both in terms of Barnet as a borough and an organisation, including

- E-cargo bikes: we have recently secured external funding to trial the implementation of e-cargo bikes within some of Barnet's town centres. This will enable small businesses to make easy last mile deliveries in an affordable and sustainable way. Additionally, with the help of Mayor of London Air Quality funding, the Council is offering local businesses a 50% discount on their first month using the new cargo bikes.
- Addressing wasted food: the recent winners of the 2021 Entrepreneurial Barnet competition, Bulkify, have developed an app which allows people to buy discounted quality, sustainable food by grouping purchases. This increases the access to sustainable food sources, as well as reducing unnecessary travel across the borough. Additionally, the Barnet Food Hub has grown over recent years and works to reduce wasted food and build resilience within the circular economy.
- Sustainable temporary classrooms for bulge classes: temporary school classrooms have been built with the target of being net zero, including comprehensive insulation and solar panels.
- Green skills: We have continued to engage with education and skills providers to ensure that children and young people across the borough are equipped with the correct skills to make use of the jobs of the future, as well as retraining and upskilling to existing workforce where necessary

1.9.17 It is also important that we continue to work alongside partners to deliver environmental and sustainability outcomes. This will include directly engaging with businesses and promoting the work of our partner organisations, including external organisations such as West London Business and the Federation of Small Businesses, as well as the borough's schools and further education facilities.

- Better Futures: the Better Futures programme aims to make London a beacon of cleantech, low carbon and resource efficient industry, as well as rewarding carbon cutting businesses. As part of this WLB are providing coordination, corporate engagement and workspace support to businesses across West London.
- Race to Zero: the UK government and UN Race to Zero campaign aims to encourage local businesses to set Science Based Targets for when and how they will achieve net zero carbon emissions. WLB and FSB are supporting this through promotion and providing access to resources, tools and information to help small businesses prepare for change, go green, and become more sustainable.
- Federation of Small Businesses resources: the FSB has a number of resources to assist small businesses in taking their first steps to becoming a net zero business, including advice on how to calculate their carbon footprint, sustainable procurement, cutting vehicle use, and carbon offsetting.

1.9.18 We will work to support and promote the work of our partner organisations and small businesses within the borough, including working alongside West London Business and the Federation of Small Businesses to ensure that all Barnet businesses have access to

the necessary information and support required to develop and implement their own net zero plans. Similarly, it is important that we continue to look for new ways to build resilience within Barnet businesses and support them in becoming more sustainable.

Library of things

We will work to install and implement a library of things within a Barnet town centre to help reduce consumption emissions; this will be used as a trial to support the expansion of further schemes. A library of things acts much like a regular library, but rather than borrowing books, it offers residents the opportunity to borrow items that would otherwise rarely be used, such as drills, sound systems and sewing machines. Installing a library of things within a Barnet town centre would make it easy for residents to borrow the household items they need, while saving money and reducing waste. This will help to reduce consumption emissions and waste – in Crystal Place the scheme has saved almost 16,000kg of waste from going to landfill.

Green skills

In order to deliver on many of the schemes outlined throughout this report, we will need to continue to work to strengthen our education sector, particularly the skilling and reskilling of green skills; this work will be required to facilitate programmes such as retrofitting and the installation of electric vehicles charge points. It is also important that we look to build resilience within the borough's workforce through upskilling to prepare for future changes within the job market. If we do not do so there is a risk that existing employment opportunities will be put under threat. Additionally, the government's Net Zero Strategy aims to support the creation of up to 54,000 jobs in green industry; to ensure that Barnet is able to make the most of this job creation, it is important that we continue to look at ways in which residents can be supported in preparing for the jobs of the future. We will:

- Continue to monitor the skills gaps highlighted by employers to inform future plans. The current gaps reported nationally include heat pump installation, installation of external wall insulation and other building upgrades for energy efficiency, and electric vehicle charge point installation.
- Work with and encourage local training providers, including further education providers, such as Barnet and Southgate College, and independent training providers to develop courses; for example, employers across multiple sectors have expressed the need to create more short, bootcamp style, courses. Barnet and Southgate College have already established a Sector-Based Work Academy in external wall insulation.
- Maintain a focus on future growth areas, including greenspace management and bike repair.
- Actively engage with, and support the setting up of, an Academy Hub, supported by the GLA, for green skills in West London.

Natural environment and biodiversity

1.9.19 Barnet has a well-deserved reputation for being one of London's greenest boroughs, with significant green belt open space, highly regarded parks, wetlands including the Darlands Wetlands, and 20-30% tree cover. We have an important role to play in protecting and enhancing the borough's biodiversity, helping London to respond to the changing climate,

and helping to mitigate and reduce carbon production through green infrastructure and offsetting. It is important we continue to have a natural environment that enhances biodiversity, provides significant protection against flooding and which helps to mitigate overheating in London. Trees also play an important role in removing carbon dioxide from the atmosphere and storing it as carbon.

- Tree planting: Barnet's Tree Policy 2017-22 outlines the role of trees within the borough, including the costs and benefits of different trees, as well as a targeted approach to street tree planting. The Tree Policy aims to contribute to the biodiversity of the borough and ensure Barnet is a leader in tree planting in London by committing to planting 900 trees a year for the duration of the policy. We have also recently focused on woodland creation, with the implementation of two tiny forest schemes which will be planted over this winter; we will review their efficacy in the new year, which will inform future woodland creation schemes.
- Greenspace Information for Greater London (GiGL) membership: GiGL works to mobilise, curate and share data on London's natural environment. Our membership will allow us to make informed decisions in policy and practice, and will inform the creation of a Biodiversity Action Plan.
- Silk Stream Flood and Resilience Innovation (SSFRI) project: Together with Harrow we have secured £6m to reduce river and surface water flooding in the Silk Stream catchment area; the project aims to build nature based and sustainable schemes within the area.

1.9.20 We still need to do more to help build resilience and do what we can to offset the emissions already being produced within the borough

Biodiversity Action Plan and ecology

It is important that we continue to build upon Barnet's reputation as a green borough by maximising the available opportunities to improve and enhance the green infrastructure of the borough and develop a stronger link to biodiversity and ecological improvement. Through developing an ecologist service and Biodiversity Action Plan it will allow us to better protect and restore biological systems across the borough, particularly those which may have been affected by the borough's growth and development.

Gain a better understanding of the borough's canopy cover

The Mayor of London's Environment Strategy and Barnet's draft Local Plan commit to increasing London's green cover, making over half of London green and increasing canopy cover by 10% by 2050. If we are to hit these targets it is important that we first gain a better understanding of the canopy cover that already exists within the borough, not just that from street trees, and where we need to focus action. We will therefore conduct a Treeconomics iTree study to gain an in depth understanding of a ward level breakdown of the total canopy cover across the borough. This will allow us to better focus interventions and planting, as well as inform the refresh of the Barnet Tree Policy.

Implement appropriate 'greening' and biodiversity improvements

To help tackle the problem of emissions arising from housing and buildings within the borough, and their implications for urban heating, it will be important to not only consider

the energy efficiency of buildings, but also look much more closely at the way the landscaping of both public and private outdoor spaces are designed, to support tree and shrub planting, alongside a wide variety of measures to support and enhance biodiversity. New developments in particular will need to meet a minimum of a 10% uplift in biodiversity as a result of development, this will be especially challenging for smaller sites to achieve without innovation around the approach to such sites.

There are many tools at our disposal when looking at this, including Urban Greening Factor (UGF) and Biodiversity Net Gain (BNG) requirements. UGF is a tool to evaluate the quality and quantity of urban greening, it enables major developments to demonstrate how they have included urban greening as a fundamental element of site and building design. BNG delivers measurable improvements for biodiversity by creating or enhancing habitats in association with development. Following the adoption of the full requirements of the Environment Act, we will work to integrate both urban greening and biodiversity net gain into the planning and design process and consider site specific constraints and opportunities, including the potential to link onsite greening into the wider green infrastructure network.

Improve water management within Barnet

It is important that we not only look to tackle climate change, but also mitigate against many of the detrimental effects it will have on the borough, such as an increased risk of flooding. We will therefore commit to delivering a boroughwide study to provide a baseline of nature based sustainable drainage opportunities for flood risk management to enable targeted delivery of flood risk management and wider benefits; as well as developing a better understanding of our drainage assets on ordinary watercourses through surveying and mapping. It is equally important that we embed water management within other council functions, including through reviewing and improving processes, informing stronger flood risk policies to deliver quality and timely responses on planning consultations, and encouraging the delivery of sustainable drainage measures delivering multiple benefits.

Communication activity

- 1.9.21 It is also key that we look to engage residents and businesses along the way. We have therefore recently published a series of sustainability webpages which lays out the work the Council is already undertaking to ensure the borough is more sustainable, as detailed in this report, as well as information on the work being taken to produce the Sustainability Strategy and advice for residents on how they can become more sustainable in their own life.
- 1.9.22 The launch of the webpages was supported by a communications plan, which highlighted the information that could be found on the webpages and the wider work being undertaken by the Council to ensure a sustainable future for the borough. The communications plan also links to the wider national picture, and specifically the work being undertaken by the Government at COP26 and within the recently launched Net Zero Strategy. It is also important that we look to continue to communicate and engage with those groups with a particular interest in this area, such as the many residents with a focus on this area and engaging with children and young people through schools.
- 1.9.23 Moreover, a statement from the Leader of the Council has been published on the website. This outlines the ambition of the Council in developing a Sustainability Strategy that will

contribute to the government meeting, or even exceeding, their net zero targets.

1.9.24 It is vital that we continue to support residents in making sustainable changes within their own lives and catalyse the shift towards a net zero future. As highlighted in this report, we have already done much to assist residents in making this shift, from building a comprehensive network of electric vehicle charge points to signposting a number of government grants. These schemes will make tangible differences in improving the lives of residents and businesses across the borough, through improving air quality, reducing the reliance on fossil fuels, such as oil and gas, and building resilience within the natural environment.

1.9.25 We will therefore continue to communicate with residents, to not only make them aware of the work of the Council, but also so that they can feed in and contribute to the development of the Sustainability Strategy. An overview of the communications and engagement that will be undertaken throughout the development of the strategy can be seen below.

Immediate communications, following Policy & Resources Committee

- Communications will be undertaken to share the ambitions and commitments noted within this framework. We will also continue to communicate the sustainability actions already undertaken by the Council. This will utilise existing communications channels, such as press releases, social media, and Barnet First magazine articles.
- Barnet's sustainability webpages will be updated to reflect the development of the strategy, as well as providing further information including a summary of the Council's sustainability commitments (as noted in this report and Appendix A) and some frequently asked questions. We will also improve signposting to ensure residents are able to make use local and government resources to reduce carbon emissions and become more sustainable within their own lives.

Engagement and communications, January – March 2022 (prior to the pre-election period)

- Public engagement with residents to provide them with the opportunity to help shape the development of the Sustainability Strategy and test the content of this framework; this will include events with a representative group of residents and sessions with young people.

Consultation, engagement and communications, May 2022 – strategy adoption by P&R Committee

- Officers will conduct a public consultation to gather feedback and inform the development of the Sustainability Strategy.
- Communications to highlight and signpost to the public consultation will be undertaken via a number of channels. We will continue to highlight the sustainability actions already undertaken by the Council, as well as the adoption, and subsequent implementation, of the strategy. This will be undertaken via communications channels such as social media and Barnet First magazine articles.

1.10 Barnet as an organisation

1.10.1 The carbon baseline identified that 547,000 tCO₂e were produced by the Council over a three-year period, at an average of 182,333 tCO₂e each year, with the majority of these arising from goods and services we procure. We are therefore proposing the actions below to address our own emissions, with a focus on our largest emitter – our supply chain.

Supply chain

1.10.2 Barnet's carbon baseline identified the Council's supply chain as the single largest contributor to the organisation's emissions, with over 95% of carbon emissions being attributed to it. It is therefore important that, when looking to reduce our own emissions, we first look at our supply chain as a matter of priority. Through working to reduce our existing supply chain, as well as embedding sustainable procurement practices to reduce the emissions of future contracts, we will be able to drive a greater carbon return on investment than action in other areas. While there is still more work to be done, the Council has begun to act on embedding sustainability into its supply chain through policy, such as:

- Social Value Policy: Barnet's Social Value Policy is due to be adopted at this meeting as a separate agenda item; it will lay out how Barnet will seek to secure wider social, economic and environmental benefits through its procurement activities. The underpinning terms of measurement include improved biodiversity and air quality measures as potential offers from contracting partners.

1.10.3 While the Social Value Policy will bring positive outcomes across the borough, including in the sustainability realm, it is important that we continue to do more to integrate sustainability considerations into everything we procure. We are therefore suggesting the workstreams below for implementation over the next year.

Sustainable procurement policy

Over the next six months, the Council will be updating its Procurement Strategy to reflect changes in approach around service delivery requirements, social value and its aspirations on net zero. This will reflect requirements that sustainability be integral to future procurement and commitments to sustainability will be a key plank of prospective bidders' submissions. The updated strategy is timetabled to be presented to a future P&R Committee in line with the Sustainability Strategy. All future procurements from this date will have sustainability considerations embedded within them. When reviewing contracts, to drive efficiency, we will initially focus on works contracts for above Public Contracts Regulation threshold tenders. The intention is that upon the successful delivery for these works contracts, this will then be rolled out to lower value works and finally all procurement exercises.

Initial work will need to be undertaken to understand the potential value of updating the Procurement Strategy for procurement activities, including looking at examples of other boroughs where such a policy as worked and learning from good practice, as well as gaining a better understanding of the scope of the work and the resource required in producing a policy. Procurement and Finance teams will need to jointly lead on the work to ensure the policy complements existing procurement policy and practice, as well as the new Social Value Policy.

Data collection and monitoring of our supply chain

Through the production of the carbon baseline, we have been able to gain a deeper understanding of our supply chain and where our emissions come from; however, it has also highlighted areas where this information is lacking and where more can be done to make the data collection easier, and the data collected more thorough and complete. With this in mind, it is important that we review our financial management systems in order to ensure that the categorisation and classification of spend is easy to monitor and consistent with other data sets used by the Council, such as the BEIS standard conversion factors used to calculate the borough's supply chain emissions. This will be done in line with the Strategic Contract Review process, the current contract expires in September 2023.

Council operations

1.10.4 Excluding the Barnet supply chain, the Council produced total scope 1 and 2 emissions of 27,000 tCO₂e over the three-year period measure. This is not a large proportion in the context of the wider borough emissions, however it is still significant, not only in terms of fulfilling our role as a leader of place and acting as an exemplar for residents, but also because they are the emissions over which we exercise the greatest control. We have already done much to reduce these emissions through significant investment and capital programme works, as identified below, but more must still be done in order to hit net zero within the agreed timeframe.

- RE:FIT project: installed energy saving measures on the corporate estate, such as libraries and council offices, including the town hall. Measures include boiler optimisers, LED lighting and solar photovoltaic panels. The CO₂ savings of this project are estimated at 139 tCO₂e per year.
- Public Sector Decarbonisation Scheme (PSDS): the Council is currently finalising the PSDS project, which is a £1.38m grant to work towards decarbonising some of the Council's buildings. Energy saving measures include installing heat pumps, solar photovoltaic panels, battery storage, LED light and Central Management Systems (CMS); this will also result in a reduction in gas use in favour of electricity, a greener alternative. The project is expected to lead to savings of 288 tCO₂e per year, as well as financial savings due to reduced energy costs for the buildings.
- ULEZ compliant fleet: over the past few years we have undertaken changes to ensure the entire Barnet fleet is more sustainable and fits the tighter emissions standards brought in with the expansion of the Ultra Low Emissions Zone (ULEZ). This included investing £15m in ensuring our waste vehicles are more fuel efficient and with lower emissions – this brings with it improvements in carbon emissions and air quality.
- Carbon Reduction Commitment: under the Council's reporting for the Carbon Reduction Commitment, the CO₂ emissions based principally on the corporate non-education estate reduced by 59% between 2014/15 – 2018/19. This has been the result of a number of factors including a reduction in emissions associated with grid electricity generation, and reduction in the corporate estate and construction.
- Reduction in the corporate estate: over the past few years we have successfully reduced the carbon emissions from our estate through the use of more modern buildings (e.g. Oakleigh Depot). We have also recently exited Barnet House and fully

moved services across to our new council office building in Colindale; this has had the effect of both reducing the number of corporate offices we use, while also moving into a more energy efficient building. For example, by no longer operating from Barnet House we have been able to save approximately 500 tCO₂e per year.

- 1.10.5 As stated above, despite the comparatively minor scope 1 and 2 emissions¹⁴ produced by the Council, it is important in our role as a leader of place that we look to act and hit the proposed target of net zero by 2030. We are therefore proposing the below workstreams.

Net zero buildings by 2030

Excluding supply chain emissions, as noted previously Barnet's largest source of emissions comes from the corporate estate through its use of utilities such as heating, as well as electricity, water and fugitive emissions. While much has already been done to ensure that our corporate estate is more energy efficient, through better insulation and the use of cleaner methods of heating, more must be done. We are therefore committing to ensuring that all of the buildings on our corporate estate are operational net zero by 2030. This change will require significant investment from the Council in terms of both retrofitting and further renewable energy generation investments. Regulatory changes will shift the Council's ability to sign new leases for the corporate estate where buildings do not meet a minimum energy performance threshold, and therefore a targeted approach within appropriate timeframes will be required to maximise opportunities and ensure income from the estate is not affected by the emerging standards highlighted in the Corporate Asset Management Plan in September 2021. The Council will therefore explore retrofitting operational and commercially let Barnet owned buildings up to EPC B, in order to significantly reduce emissions.

Renewable energy

The Council's energy is currently sourced through a framework contract, which supplies the Barnet corporate estate, as well as several other public sector buildings within Barnet, such as schools, libraries and community centres, with a 'grid mix' of electricity and gas – meaning the fuel sources are currently not 100% REGO renewable. We will therefore explore the possibility of switching suppliers and move to a green tariff for this energy procurement; this will clearly signal the Council's ambition to promote change across the organisation and the borough.

Although this will not mean that the energy consumed by the Council will necessarily be renewable, as it will still be dispatched by the National Grid, it will encourage the uptake of further green energy within the national supply as a green energy tariff means the designated supplier will need to match the energy used by the Council with renewable energy, which it will then feed back into the National Grid. The greater the demand for green energy tariffs, the faster the percentage of green energy in the national supply will increase.

Officers will begin work on exploring the feasibility and scoping out a business case for the project following Committee approval, with the commitment of switching sources by the beginning of financial year 2023/24 at the latest.

¹⁴ Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the Council's value chain.

Fully electric fleet by 2030

Through the replacement of our waste vehicles with ULEZ compliant alternatives we have gone some way to reducing the emissions of our fleet, leading to an improvement in air quality across the borough. However, our fleet emissions still make up approximately a third (33.94%) of the Council's total scope 1 and 2 emissions (emissions excluding our supply chain). If we are to hit net zero by 2030, it is important that we prioritise looking at decarbonising our transport and increasing the usage of zero and low emissions vehicles.

There is not currently the required technology available in order to facilitate a wholesale switch to a zero emissions fleet, but technology in this sector is changing and improving rapidly, with the use of electric vehicles becoming increasingly viable. The large recycling and waste collection fleet is next due for renewal in 2028, by which time electric, or at least plug-in hybrid, options are likely to be available on the market. We will therefore, where possible and subject to the emergence of the required electrical infrastructure and technology, replace our fleet with zero or low emissions vehicles, with the ambition of achieving a net zero fleet by 2030.

However, for many of our smaller fleet vehicles, alternatives already exist; we will therefore begin the process of switching to low or zero emissions vehicles for much of the Council fleet in advance of the 2030 target.

Additionally, a significant hurdle will be in ensuring that charging is possible and cost effective. We will therefore work with UKPN to ensure that, where necessary, there is the available grid capacity in place to facilitate charging.

The cost implications of the fleet replacement programme will be factored into the Council's capital programme.

Sustainable staff travel

As was highlighted in the carbon baseline, 1.3 million business miles were claimed over the past three years, which does not include the additional emissions arising from commuting to and from work. It is therefore important that we look to support staff to make sustainable changes where possible, in an effort to reduce the contribution transport makes to our carbon emissions. We will continue to explore efforts to make staff travel more sustainable, including through the promotion of hybrid working, and of the Council's hybrid pool cars, and exploring the opportunities for carsharing and parking charges at the Colindale office.

Responsible investment and sustainability of staff pensions

The impact of climate change is a major risk that requires active management to reduce carbon exposures and offers opportunities to invest in new technologies that will enhance the sustainability of the fund. Our belief that well managed companies will generate superior returns encapsulates all aspects of environmental, social and governance issues; in addition to reducing carbon emissions, we will seek out good social and governance practices when selecting investments. Actions taken in 2021 include transitioning the equity portfolio to low emission investments and committing funds to renewable energy. In advance of setting decarbonisation targets the fund will work with appointed fund managers to measure the carbon footprint of the fund during

2022 and to map the extent to which current investments are net zero aligned. These findings will be published and updated on an annual basis.

Refocus treasury management

We can further influence our sustainability objectives through our investments and treasury management. As a responsible investor, the Council should be committed to considering environmental, social and governance issues. While the first priorities of the treasury must remain security, liquidity and yield, we will also have a particular focus on taking action against climate change and pursuing activities that have a positive social impact. With these priorities kept in place, steps will be taken to:

- Ensure an understanding of the degree to which investments may contribute towards climate change – this may take the form of measuring the carbon footprint or similar measures.
- Identify and understand the extent to which investments are exposed to risks driven by climate change.
- Keep abreast of new investment opportunities that have regard to ethical investing and climate change.
- Understand the ESG policies of funds when considering new investment opportunities.

1.11 Finance and resourcing

1.11.1 In order to implement the workstreams included in this report, we will continue to apply for additional funding and grants as they arise, such as Public Sector Decarbonisation Scheme (PSDS) Phase 3, the emerging Social Housing Decarbonisation Fund and the Sustainable Warmth Competition. We will also continue to look at invest to save opportunities, innovative green funding models and, where possible, maximise carbon and financial return on investment. It is expected that further funding will be made available in light of the Environment Act 2021 and other government legislation and policies. As we further develop this programme of work and prepare the Strategy, we will fully consider the resourcing requirements and, where necessary, the engagement of specialist expertise required to facilitate this work. Any funding for specific proposals will be explored in the forthcoming Sustainability Strategy and will be sought in accordance with the existing budgetary approval frameworks.

1.11.2 The resources required to deliver upon the commitments proposed in this report haven't, in their entirety, been factored into the MTFS as, for the most part, there is an expectation that some of this funding will be made available by national and regional governments, as well as other third parties.

2. Reasons for recommendations

2.1 Recommendation 1: as was highlighted by the Prime Minister at the opening of COP26, the evidence for manmade climate change is now overwhelming, with the need to take action becoming ever more urgent. This sentiment was echoed in the Leader of Barnet Council's recently released statement on sustainability, which made clear the Council's ambition of being at the forefront of London's programme to tackle climate change, and playing its part in supporting the government's commitment of being net zero by 2050. While we have already taken action in this area, it is important that we continue to show leadership and navigate a route to becoming a net zero borough.

- 2.2 Recommendation 1: additionally, by setting the ambitious net zero target of 2030 as an organisation, and as soon as possible after this for the borough, it will allow the Council to promote and enhance its role as being an exemplar in better managing our resources and delivering our services sustainably, as well as working with residents and businesses to help them also play their part in tackling climate change.
- 2.3 Recommendation 2: this report provides an overview of the holistic carbon baseline produced by Ernst & Young, on behalf of the Council. It provides an overview of how the baseline was produced, the findings and insights developed in the process, a summary of the baseline, and an articulation of ways in which the Council could move forward in reducing its carbon impact.
- 2.4 Recommendation 3: the Council has already taken significant steps to ensure the borough is more sustainable for residents now, as well as future generations to come. Most notably, this has been done through the securing of major government grants, as well as working with other Councils to deliver shared investment programmes. However, more must be done to ensure that we meet the government's ambitious net zero targets, both as an organisation and as a borough.
- 2.5 Recommendation 3: in the lead up to COP26, the Council implemented a communication campaign, aimed at highlighting the work the Council is already doing and raising awareness of the wider national picture. This campaign included posters and social media posts, as well as the release of sustainability webpages and a statement from the Leader of the Council.
- 2.6 Recommendation 4: as explained above, this initial Sustainability Strategy Framework is designed to lay the groundwork for, and form the basis of, the Council's Sustainability Strategy. It proposes immediate actions to address climate change, assist the Council in meeting its net zero targets, and ensure the Council is able to make the best use of the available government funding. It is important that the Council maintains its sustainability momentum, as well as demonstrate to residents and businesses its wider intention in terms of developing an ambitious programme of actions. It is therefore recommended that Committee approve this Strategy Framework.
- 2.7 Recommendation 5: the Sustainability Strategy Framework outlined above would allow the Council to make use of the momentum created by COP26 and the government's Net Zero Strategy, as well as make immediate improvements to the borough and the Council's carbon footprint. While the majority of the work at present will consist of utilising existing resources, some additional resources may be required to explore the scope of the work and analyse the projected costs and benefits. It is therefore recommended that Committee delegate the Executive Director of Resources the authority to make progress towards the objectives of the Sustainability Strategy Framework, as set out in this paper, and in line with previous, related decisions of this Committee, in advance of the formal adoption of the full detailed Sustainability Strategy in 2022.
- 2.8 Recommendation 5: areas of activity which may need to be undertaken include bidding for external funding, and spending in line with the objectives of this funding; repurposing existing delegated budgets in both Environment and Growth and Corporate; and advancing corporate resources in line with financial regulation and the objectives set out in the framework in this paper.
- 2.9 Recommendation 5: this will not only allow us to demonstrate our commitment to the programme of work, but also allow time for scoping work, and comprehensive feasibility

and delivery studies to be produced, which will enable the mapping and prioritising of sustainability investments to chart the required path the net zero for the Council, in advance of the formal adoption of the Strategy.

3. Alternative options considered and not recommended

- 3.1 Recommendation 1: Committee could choose to not set a net zero target date for the organisation or the borough; however, this is not recommended. The government's Net Zero Strategy makes clear that tackling climate change will require a coordinated approach, working across local and national government, and with businesses and civil society organisations¹⁵. If we are to decarbonise as a society then it is important that we continue to set ambitious targets in order to drive and facilitate the innovation required.
- 3.2 Recommendation 4: Committee could choose to not approve the Sustainability Strategy Framework. This would not be recommended as it would not allow Committee to set the direction of travel in advance of the Strategy. The approval of the strategy framework and the implementation of the immediate set of actions and targets is important if Barnet is to fulfil its ambition of being the leading London borough in relation to sustainability.
- 3.3 Recommendation 5: Committee could choose to not approve the programme of works – this is not recommended. If Barnet is to fulfil its obligations with regard to recent legislation, make the most of emerging grant funding, and achieve its Net Zero ambitions, it is important that the sustainability programme is resourced to enable the production of an ambitious and comprehensive Sustainability Strategy.

4. Post decision implementation

- 4.1 If the Committee is minded to approve the recommendations in this report, then the Council will start to progress by undertaking feasibility studies and considering the implementation of the proposals noted in the Strategy Framework above. Officers will continue to engage with stakeholders to chart the Council's route to net zero, engaging with specialist resources where required, and draft a Sustainability Strategy which takes a data led approach to achieving net zero

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2021-25 sets out four priorities for the Council, they are:
- Clean, safe and well run – a place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do.
 - Family friendly – creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best.
 - Healthy – a place with fantastic facilities for all ages, enabling people to live happy and health lives.
 - Thriving – a place fit for future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.
- 5.1.2 The Sustainability Strategy Framework contributes to all four priorities of the Barnet Plan, but in particular will deliver against the Thriving priority.

¹⁵ [Net Zero Strategy: Build Back Greener - October 2021 \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/94421/net-zero-strategy-build-back-greener-october-2021.pdf)

5.1.3 The Sustainability Strategy Framework will support the delivery of outcomes from adopted Council strategies, including the Joint Health and Wellbeing Strategy, the Growth Strategy, the Long Term Transport Strategy, the Local Plan, and the Parks and Open Spaces Strategy.

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

5.2.1 Finance & Value for Money: the issues of funding and implementation of any proposals noted within this report will be considered further in the Sustainability Strategy, and feasibility studies and delivery plans, which will follow the approval of this report. These will include estimated costs, including staffing costs, and potential sources of funding. There are a range of funding opportunities, including CIL and s106, in addition to the grant funding that the government is expected to make available. The Council has already secured a number of external funding sources and grants, as outlined in this report; however, we will explore the resource requirements further throughout the development of the Sustainability Strategy.

5.2.2 Procurement: any procurement proposals identified within this report in support of strategy delivery will be subject to procurement in accordance with the Council's Contract Procedure Rules. Additional procurement requirements arising from the development of the strategy will be authorised in accordance with value and as appropriate under the delegated authority of the Executive Director of Resources, subject to the approval of this report; the full cost of this will be analysed further following approval of this report, and will be detailed in the forthcoming Sustainability Strategy which will be brought back to this committee for approval.

5.2.3 Staffing: key stakeholders have been considered as part of the creation of this report, and will be engaged as part of the development of the strategy and for each proposal's delivery/feasibility study. Resources will be required post approval of this report, to develop the proposals, manage projects and support with the development of the strategy. This will be undertaken via delegation to the Executive Director of Resources as noted in Recommendation 5 of this report. Specialist resources may also be required to provide support for the development of the strategy, for example support with public engagement and to help further develop the proposals. The funding and resource requirements will continue to be considered throughout the development of the Sustainability Strategy.

5.2.4 IT: at this time there are no implications

5.2.5 Property: the implications of proposals regarding property as noted within this report will need to be considered further in the development of the Sustainability Strategy, and associated feasibility studies and delivery plans, which will follow the approval of this report.

5.2.6 Sustainability: the report specifically notes the positive impact on Sustainability. The implications of individual proposals noted within this report will be considered further in the development of the Sustainability Strategy, and feasibility studies and delivery plans, which will follow the approval of this report.

5.3 Legal and Constitutional References

National legislation

- 5.3.1 The Climate Change Act 2008 introduced a legally binding target for the UK to reduce greenhouse gas emissions by 80% by 2050 compared to a 1990 baseline. In June 2019, the target was updated to reach net zero by 2050. In April 2021, the UK government committed to reducing emissions by 78% by 2035 compared to 1990 levels. The Environmental Act 2021 gained Royal Assent on 9th November 2021 with an aim to develop similar legally binding targets for biodiversity, air quality, water, and waste.
- 5.3.2 Section 40 of the Natural Environment and Rural Communities Act 2006 places a general duty on the Council to conserve and enhance biodiversity and it must from time to time consider what action the authority can properly take, consistent with the proper exercise of its functions, to further the general biodiversity objective. After that consideration the authority must (unless it concludes there is no new action it can properly take), determine such policies and specific objectives as it considers appropriate for taking action to further the general biodiversity objective, and take such action as it considers appropriate, in the light of those policies and objectives, to further that objective.
- 5.3.3 The Localism Act 2011 includes a 'general power of competence' which gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited
- 5.3.4 In London, the Mayor is required to prepare and publish a London Environment Strategy by the Greater London Authority Act 1999 (as amended).

International legislation

- 5.3.5 The Paris Agreement set the international target to limit global temperature rise to well below 2°C with the aim of 1.5°C above pre-industrial levels. The IPCC's follow up report stated that this requires a global reduction in greenhouse gas emissions of 45% by 2030¹⁶.
- 5.3.6 Legal challenges to governmental policies on carbon management have been made in the European Court of Human Rights, particularly by Dutch environmental pressure groups, relying on provisions in the European Convention on Human Rights which are given effect to in UK domestic law by the Human Rights Act 1998, particularly the provisions relating to the right to life, private and family rights, and the right to effective remedies. The European Court on Human Rights has consistently rejected the proposition that the European Convention on Human Rights confers general rights to environmental protection (*Kyrtatos v Greece* and *Fadeyeva v Russia*). The Dutch Supreme Court has, however, found that the state is responsible for excessive emissions, triggering positive emissions reduction obligations, based on the provisions in the European Convention on Human Rights relating to right to life and privacy and family life. Such a position has not yet been established in the UK, although it has been found that the establishment of a direct 'causal nexus' between a 'real and immediate threat' to individual rights may trigger a positive obligation on a state to take action (*Osman v UK*).

Council constitution

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

¹⁶ <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

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

5.3.8 The subject matter of this report falls within the terms of reference of this Committee

5.4 Insight

5.4.1 The production of the Strategy Framework has been informed by the Carbon Baseline which includes data and insights into the emissions of the Council, as well as a high-level overview of the boroughwide emissions of Barnet as a place. Data has been provided internally by the Council as well as using publicly available external data sources such as BEIS conversion factors to analyse scope 3 (supply chain) emissions, and BEIS Scatter for boroughwide data. An overview of the Carbon Baseline is included above section 1.4-1.6.

5.5 Social Value

5.5.1 The Council must take into account the requirements of the Public Services (Social Value) Act 2012 to consider how what is to be procured might improve the social, economic and environmental wellbeing of the area and how it might act to secure such improvement in conducting procurement. Environmental wellbeing is a core part of social value considerations and the Sustainability Strategy Framework will seek to maximise the sustainability impact of the forthcoming Social Value Policy.

5.6 Risk Management

5.6.1 The Council has an established approach to risk management, which is set out in the Risk Management Framework. Managing risk will be an essential part of programme management and will be considered in the development of the Sustainability Strategy. Risk will also be considered at the feasibility stage for specific projects.

5.6.2 There is a risk that there will be resistance from the community with regards to some of the proposals included in this report. However, the Council will allow for ongoing community and stakeholder engagement throughout the development of the Sustainability Strategy and the delivery of these projects.

5.7 Equalities and Diversity

5.7.1 Equality and diversity issues are a mandatory consideration in the decision making of the Council. Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

5.7.2 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.
- advance equality of opportunity between persons who share a relevant

protected characteristic and persons who do not share it.

- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7.3 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.

5.7.4 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.

5.7.5 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.

5.7.6 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

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

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

5.7.9 We are in the process of producing an Equalities Impact Assessment, which will be presented to Committee with the Sustainability Strategy. Each proposal will consider equalities and be cognisant of the fact that some protected characteristics could be affected more than others. Due to the breadth of issues and projects covered in this report, it is not possible to provide all the necessary impacts and information at this time. As appropriate, individual Equalities Impact Assessments will be undertaken as the proposals are developed.

5.8 Corporate Parenting

- 5.8.1 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. 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.
- 5.8.2 Climate change will hold greater implications for children and young people, and future generations than it does current adults residing in Barnet. Our surveys of children and young people highlight the strength of feeling they have around climate action. The Corporate Parenting Principles have been considered in the development of this report and will continue to be considered in the development of the strategy; they will also be considered in the development of the Equalities Impact Assessment.

5.9 Consultation and Engagement

- 5.9.1 The Council has recently published a series of sustainability webpages which lay out the work the Council is already taking to ensure the borough is more sustainable, as well as information on the work being taken to produce the Sustainability Strategy and advice for residents on how they can become more sustainable in their own life.
- 5.9.2 The launch of the webpages was supported by a Communications Plan, which highlighted the information that could be found on the webpages and the wider work being undertaken by the Council to ensure a sustainable future for the borough.
- 5.9.3 Engagement with officers from across the Council has been undertaken to inform the work undertaken to date. Initial engagement was carried out with some partners and key stakeholders, and the Council has been involved in boroughwide discussions regarding sustainability. In addition, discussions were had with the Barnet Youth Board in October 2021 and enabled initial insights of young people about Sustainability and Climate Change to be gathered and to inform the communications campaign and this report.
- 5.9.4 A full public consultation will be undertaken in 2022 to inform the development of the Sustainability Strategy. Further information of the communications and engagement activity that will be undertaken throughout the development of the strategy can be found in section 1.9.26.

5.10 Environmental Impact

- 5.10.1 The proposals included in this report aim to improve the sustainability of Barnet's environment, and will have wide ranging environmental impacts which should provide a net positive impact. The potential benefits of the proposals are detailed throughout the report, and their environmental impact will be assessed on a project-by-project basis when conducting feasibility studies and delivery plans.

6. Background papers

- 6.1 Update on Barnet Sustainability Strategy – Environment Committee, 11 March 2021 <https://barnet.moderngov.co.uk/documents/s64151/Sustainability%20Strategy%20Update.pdf>

Sustainability Strategy Framework Executive Summary

Appendix A - Overview of Commitments

Net zero ambitions

The Sustainability Strategy Framework sets out how the Council intends to respond to climate change and the agreements reached at COP26. It sets out ambitious targets for Barnet, including:

- Barnet Council as an organisation to be net zero by 2030
- Barnet as a place to be net zero as soon as possible following this, and by 2050 at the latest.

Sustainability Strategy Framework commitments

As noted within the framework, the below provides a high level summary of the actions already taken to address sustainability, as well as future commitments. It outlines the key themes that will form the basis of the draft Sustainability Strategy, including areas related to both the Council and its supply chain, and Barnet as a place. Please refer to the Strategy Framework for further information. The fast pace of change in both technology and available funding means that delivering on the ambitions of the Strategy Framework will require further work to develop delivery plans.

	We have	We will work to
Barnet (place) leadership		
Housing and buildings	<ul style="list-style-type: none">• Secured over £1m through the Green Homes Grant• Made a commitment that the new Brent Cross Town development will be net zero carbon by 2030• Adopted Growth Strategy 2020-2030	<ul style="list-style-type: none">• Strengthen the draft Local Plan and other planning documents through the Examination in Public process• Retrofit Barnet's existing social housing stock to EPC B by 2030, and net zero as soon as possible• Ensure new housing developed on behalf of the council is built to at least EPC B, using sustainable methods where possible• Ensure, with development partners, that new build developments are net zero by 2030• Ensure new build council commissions from 2025 will be planned for net zero

		<ul style="list-style-type: none"> • Assist residents within private sector housing to make their homes more sustainable • Retrofit commercially let Barnet owned buildings up to EPC B, in order to significantly reduce emissions • Commission projects to improve and collate organisational and boroughwide data • Make schools more sustainable
Transport	<ul style="list-style-type: none"> • Installed over 150 electric vehicle charge points to date • Experimental road resurfacing using over 240 recycled tyres • Implemented the first tranche of school streets • Implemented cycle schemes 	<ul style="list-style-type: none"> • Bring forward an Electric Vehicle Strategy in 2022 that will detail how we will implement a comprehensive charge point network by 2030 • We have recently secured 75% funding of over £3.5m to trial a discrete charging solution to support Barnet's growing electric vehicle ownership – the second highest in London • Bring forward investment in orbital travel with TfL and other partners • Install further school streets wherever appropriate • Implement active travel improvements • Reintroduce a car club and work to ensure it is comprised of low or zero emissions vehicles by 2025
Renewable energy and waste	<ul style="list-style-type: none"> • Converted the entire streetlighting network to LED • Implemented waste policies for maximising waste prevention and recycling • Begun work on the North London Heat and Power Project 	<ul style="list-style-type: none"> • Develop a proposal to install and generate electricity from solar panels on Barnet's buildings, we will also explore alternative energy generation • Assess the potential for the implementation of district heating
Business, skills and partner organisations	<ul style="list-style-type: none"> • Secured external funding to trial the implementation of e-cargo bikes 	<ul style="list-style-type: none"> • Install and implement a 'library of things' so residents can borrow items they may only occasionally require

	<ul style="list-style-type: none"> • Begun addressing wasted food through the Barnet Food Hub in partnership with Barnet Together, and the 2021 Entrepreneurial Barnet competition • Made use of sustainable temporary classrooms for bulge classes • Implemented Green skills training 	<ul style="list-style-type: none"> • Continue to strengthen our education sector, particularly the skilling and reskilling of green skills • Ensure, through continued working with West London Business (WLB) and the Federation of Small Businesses (FSB) that all Barnet businesses have access to the information and support required to develop and implement net zero plans
Natural environment and biodiversity	<ul style="list-style-type: none"> • Planted 3,700 trees over the past three years and invested in woodland creation • Became members of Greenspace Information for Greater London (GiGL) • Silk Stream Flood and Resilience Innovation (SSFRI) project 	<ul style="list-style-type: none"> • Develop a Biodiversity Action Plan and work to improve ecology • Gain a better understanding of the boroughs canopy cover to allow us to increase cover by 10% by 2050, with an emphasis on creating street shade to mitigate the heat island effect. • Implement appropriate 'greening' and biodiversity improvements within the built environment • Improve water and flood management
Communication activity	<ul style="list-style-type: none"> • Launched new webpages to advise residents on how they can become more sustainable • Raised awareness of sustainability, using COP26 as a hook • Issued a strong statement from the Leader of the Council confirming the Council's commitment to tackling carbon emissions 	<ul style="list-style-type: none"> • Engage with residents, businesses, interested groups, schools, and children and young people • Ensure that residents have access to the information they need to make sustainable choices
Barnet as an organisation		
Supply chain	<ul style="list-style-type: none"> • Developed a Social Value Policy to secure environmental benefits through procurement 	<ul style="list-style-type: none"> • Update the Procurement Strategy to take account of sustainability criteria by the end of 2022 • Improve data collection and monitoring of our supply chain by 2024

Council operations	<ul style="list-style-type: none"> • Through the RE:FIT project, installed energy saving measures on the corporate estate • Secured £1.38m grant to decarbonise Council buildings from the Public Sector Decarbonisation Scheme • Upgraded our fleet to be fully ULEZ compliant • Reduced CO2 emissions under Carbon Reduction Commitment by 59% between 2014/15 – 2018/19 • Reduced the corporate estate • Agreed 30% of the pension fund to transition to sustainable investment and a 50% reduction in exposure to fossil fuel reserves 	<ul style="list-style-type: none"> • Ensure all our corporate estate buildings are net zero by 2030 • Switch to a REGO renewable energy supplier by the beginning of financial year 2023/24 • Transition to a fully electric fleet by 2030, where technology allows • Improve the sustainability of staff travel • Ensure the responsible investment and sustainability of staff pensions. • Refocus treasury management and influence our sustainability objectives through our investments and treasury management.
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Policy and Resources Committee

9 December 2021

Title

Recommendation from Financial Performance and Contracts Committee – Review of Capita Contracts

Report of

Chairman of the Policy and Resources Committee

Wards

All

Status

Public (except Appendix 1C, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, because it contains information relating to the financial and business affairs of Capita and the Council)

Urgent

No

Key

Yes

Enclosures

Annex 1 – Report to Financial Performance and Contracts Committee, 23 November 2021, Review of Capita Contracts
 Appendix 1A – Evaluation Criteria
 Appendix 1B – Performance Packs
 Appendix 1C (exempt) – Financial Assessment
 Annex 2 – Report to Financial Performance and Contracts Committee, 23 November 2021, Review of Capita Contracts Public Engagement
 Appendix 2A – ORS Report

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Summary

The Financial Performance and Contracts Committee at its meeting on 23 November 2021 considered the reports on the Review of Capita Contracts and Review of Capita Contracts – Public Engagement.

Following consideration of the reports, the Committee agreed to make recommendations to Policy and Resources Committee as set out in reports attached at Annex 1 and Annex 2.

Full Council has within its responsibilities the power to make decisions on matters normally reserved to committees where the matter is so significant that it requires all Members to determine. Given the financial value and strategic importance of the Re and CSG contracts, the Chairman of the Policy & Resources Committee has agreed that this decision should be taken by Council.

Officers Recommendations

- 1. That the Policy and Resources Committee recommend to Council that:**
 - a. the council does not seek to extend those elements of the RE and CSG contracts that relate to the Procurement service, Regulatory Services (Trading Standards, Licensing, Environmental Health), the regeneration service and highways;**
 - b. upon expiry of those elements of the contract, these services be returned to the Council;**
 - c. the future strategy for the Highways service should be the subject of a separate report to the Environment Committee;**
 - d. the Recruitment service be returned to the Council in February 2022; and**
 - e. the Chief Executive be authorised to take the necessary action relating to any transfers or actions associated with the services, subject to the conclusion of the necessary due diligence.**
- 2. That the Policy and Resources Committee recommend that Council notes the direction of travel for each service that was agreed previously as set out in section 1.8 of the report (Annex 1) including the services listed for further review, with short extension: Accounts Payable/Integra, HR/Core HR*, Estates* (*with some element of the service potentially returning to the Council upon expiry of the contract) and Cemetery and Crematorium.**
- 3. That the Policy and Resources Committee recommend that Council notes the content of the Review of Capita Contracts Public Engagement report (Annex 2) and ORS Report (Appendix 2A).**

1. WHY THIS REPORT IS NEEDED

- 1.1 Following consideration of the Review of Capita Contracts reports the Financial Performance and Contracts Committee on 23 November 2021 agreed to make the recommendations as set out above for consideration by the Policy and Resources Committee.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As set out in the substantive report.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 As set out in the substantive report.

4. POST DECISION IMPLEMENTATION

4.1 As set out in the substantive report.

4.2 Subject to committee approval, this report will be referred to Council on 25 January 2022 for determination.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As set out in the substantive report.

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

5.2.1 As set out in the substantive report.

5.3 Legal and Constitutional References

5.3.1 As set out in the substantive report.

5.3.2 Under Article 7 (Committees, Forums, Working Groups and Partnerships) of the Council's Constitution, the terms of reference of the Financial Performance and Contracts Committee includes the following responsibilities:

1. Responsible for the oversight and scrutiny of:
 - a) the overall financial performance of the council
 - b) the performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; or Environment Committee
 - c) the council's major strategic contracts (Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law) including (but not limited to):
 - Analysis of performance
 - Contract variations
 - Undertaking deep dives to review specific issues
 - Monitoring the trading position and financial stability of external providers
 - Making recommendations to the Policy & Resources Committee and/or theme committees on issues arising from the scrutiny of external providers

5.3.3 The terms of reference of the Policy & Resources Committee includes:

- a) Information Technology
- b) Strategic Partnerships

c) Customer Services and Resident Engagement

5.3.4 Article 4 of the Council's Constitution sets out the role and function of Full Council which includes the following responsibilities:

- Make decisions on matters normally reserved to committees (except for planning and licensing matters) where an urgent decision is required or where the matter is so significant that it requires all Members to determine. Determination of whether a matter is urgent or significant will be made by Mayor and Chairman of relevant committee in consultation with Leader and relevant chief officer.

5.4 **Insight**

5.4.1 As set out in the substantive report.

5.5 **Social Value**

5.5.1 As set out in the substantive report.

5.6 **Risk Management**

5.6.1 As set out in the substantive report.

5.7 **Equalities and Diversity**

5.6.1 As set out in the substantive report. In addition, officers have conducted a high-level review of equalities and have concluded that there are no impacts on any of the protected characteristics. As outlined in the report to Financial Performance and Contracts Committee individual equality impact assessments will be conducted on each returning service.

5.8 **Corporate Parenting**

5.7.1 As set out in the substantive report.

5.9 **Consultation and Engagement**

5.9.1 As set out in the substantive report.

6. **BACKGROUND PAPERS**

6.1 N/A

	<p style="text-align: center;">Financial Performance and Contracts Committee</p> <p style="text-align: center;">23 November 2021</p>
Title	Review of Capita Contracts
Report of	Chief Executive
Wards	All
Status	Public (except Appendix C, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, because it contains information relating to the financial and business affairs of Capita and the Council)
Urgent	No
Key	No
Enclosures	Appendix A – Evaluation Criteria Appendix B – Performance Packs Appendix C (exempt) – Financial Assessment
Officer Contact Details	John Hooton – Chief Executive john.hooton@barnet.gov.uk 020 8359 2460 Deborah Hinde – Director, Commercial and Customer Services deborah.hinde@barnet.gov.uk 020 8359 2461
Summary	
The purpose of this report is to provide an update on the Review of Capita contracts and to confirm the proposed return of services to the council.	

Officer Recommendations

That the Financial Performance and Contracts Committee:

- 1. Notes that extension proposals have been received from Capita;**
- 2. Notes the evaluation approach that will be applied to those proposals, as set out in paragraphs 2.1 to 2.6;**
- 3. Notes the content of the performance packs attached at Appendix B;**
- 4. Makes the following recommendations to the next meeting of the Policy and Resources Committee:**

That the Policy and Resources Committee agrees that:

- a. the council does not seek to extend those elements of the RE and CSG contracts that relate to the procurement service, regulatory services, the regeneration service and highways;**
 - b. upon expiry of those elements of the contract, these services be returned to the council;**
 - c. the future strategy for the highways service should be the subject of a separate report to the Environment Committee;**
 - d. the recruitment service be returned to the council in February 2022; and**
 - e. the chief executive be authorised to take the necessary action to transfer the recruitment service back to the council, subject to the conclusion of the necessary due diligence, and to prepare for the transfer of other returning services in 2023; and**
- 5. Notes the next stages of activity, as set out in paragraphs 4.1 and 4.2.**

1 WHY THIS REPORT IS NEEDED

- 1.1** At its meeting on 8th June 2021, the Financial Performance and Contracts Committee agreed the proposed direction of travel for services currently provided by Capita, through the Customer and Support Group (CSG) contract and the Regional Enterprise (RE) contract. The proposed direction of travel was based on dealing with services in three categories:

- 1. Retained services – interim extension of two-three years for key technology-based services, where return in-house would be unlikely to be a viable option and a reasonable extension would generate additional investment. The agreement of any extension would be dependent upon robust investment and improvement proposals from the service provider;**
- 2. Returning services – confirm contract will expire in 2023 for services where there is unlikely to be much scope for the service provider to add**

- further significant value, the market for re-procurement is limited and the financial case can be made to return them to the council; and
3. Further review services – interim extension of one-two years for services where the case for returning, re-procuring or extending is unclear and a more detailed review is required to determine the best strategic option.
- 1.2 Recommendations on the categorisation of services were based on the following factors:
- Overall performance
 - Scope for further investment and innovation
 - Scope for service provider to further add value
 - Logistical considerations
 - Financial viability of returning the service in-house
 - Clarity of strategic direction for the service
- 1.3 The report identified that there remained a considerable amount of work to be done before firm recommendations on the future delivery model for each service could be made.
- 1.4 For those services where the proposed direction of travel involved contract extension, whether for one year or three, the focus of attention would be on continuing the joint working with Capita to ensure that their proposals for the future development of the services align with council's vision and requirements. Discussions would also continue to further understand and agree the rationale, scope and any wider impacts or interdependencies, where a partial return of services has been suggested.
- 1.5 The June report stated that, where the proposed direction of travel was to return services to the council, work would continue on confirming the business cases for so doing. It was also reported that Capita had confirmed that they are keen to work closely with the council on maintaining the delivery of these services over the remaining life of the contract and ensuring a smooth transition back to the council in due course.
- 1.6 Where it was identified that further review is required before the future delivery model can be determined, work would continue on identifying and assessing the options, including carrying out further market research where appropriate.
- 1.7 A further progress report was considered by the Committee at its meeting on 7th October 2021.
- 1.8 The following table summarises the direction of travel that was agreed for each service:

Service	Retain	Return	Further review, with short extension
IT	✓		
Customer Services	✓		
Revenues and Benefits	✓*		
Procurement		✓	
Accounts Payable/Integra			✓
HR/Core HR			✓*
Estates			✓*
Planning and Development Control	✓*		
Building Control	✓		
Land Charges	✓		
Regulatory Services		✓	
Regeneration		✓	
Highways		✓	
Cemetery and Crematorium			✓

** with some element of the service potentially returning to the council upon expiry of the contract*

2 REASONS FOR RECOMMENDATIONS

Retained and further review services

- 2.1 Capita's extension proposals have now been received by the council. Whilst this is not a procurement exercise in the usual sense, a rigorous evaluation process has been developed that is consistent with normal tender evaluation procedures. The process involves colleagues from the commercial and financial teams, as well as client leads.
- 2.2 The procurement service, which is not part of the extension proposals, has advised on the design of the process, as agreed with Capita, but will not be part of the evaluation process.
- 2.3 The evaluation process will apply the following weightings, in line with the criteria previously applied during the 2018/19 review:

Strategic control	20%
Quality	35%
Value for money	35%
Social value	10%

- 2.4 The detailed sub-criteria that will be considered are attached at Appendix A, which also provides examples of items that would contribute to Social Value.
- 2.5 The process will be conducted in two stages, with feedback being provided to Capita following the first stage to enable modifications to provide a “best and final offer”. The council has reserved the right to reject the proposals at any point.
- 2.6 One aspect that will be considered in the evaluation process is the extent to which the proposals address known performance issues, as set out in a series of performance packs that have produced to support the process. The packs that relate to “retained services” have been scrutinised by the informal cross-party working group and are attached at Appendix B. Members of the Committee are asked to note the contents of the packs. The packs that relate to “further review” services will be published after they have been subjected to the same scrutiny.
- 2.7 At this stage, the Committee is asked to note that extension proposals have been received and to note the evaluation process. It is anticipated that a full report on the outcomes of the evaluation will be brought to this Committee on 1st February 2022.
- 2.8 In respect of “further review” services, some work is continuing in the background on identifying and assessing the longer-term options for services, in particular in respect of the review of core IT systems requirements (accounting/HR/procurement), including consideration of an ERP solution. However, it should be noted that the function of the proposed one-year extensions is to allow additional time for that review work to take place, so it is not anticipated that this work will be completed until much later in the process.

Returning services

- 2.9 For services where the proposed direction of travel was to confirm that the contract will expire, at which point the service will return to the council, the primary focus of the work has been on confirming that this an affordable and deliverable option.
- 2.10 That work has now been completed in respect of the following services:
- Procurement
 - Regulatory Services
 - Regeneration
 - Highways
- 2.11 It has been concluded that, across the four services, the financial impact of returning them to the council would be affordable and, overall, will not result in

additional costs to the council in delivering those services. The detailed financial analysis is set out in Appendix C, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, because it contains information relating to the financial and business affairs of Capita and the Council. Publishing this information would compromise the council's negotiating position and this consideration outweighs the public interest in disclosing the information at this stage.

- 2.12 Alongside the financial assessment, client leads for the procurement service, regulatory services and the regeneration service have also considered whether or not there would be any benefits in adopting an alternative delivery model, such as re-procuring these services from an alternative provider. They have concluded that the rationale for the proposed direction of travel set out in the 8th June report, i.e. allowing the contracts for these services to expire in 2023 and returning them to the council, is sound and the Review outcomes in respect of these services should now be confirmed.
- 2.13 In respect of the highways service, the 8th June report stated that *“it would not be appropriate to extend the current arrangement, so the proposed direction of travel is that the contract should be allowed to expire in 2023. Whilst it is anticipated that the bulk of the service currently provided through the RE contract will transfer back to the council, Highways is a particularly complex service, so there may be some elements that will continue to require third party input, particularly specialist design work. Further work will, therefore, be required to determine the detail of the most appropriate model going forward. It is proposed that the detailed future roadmap for the service and the associated business case will be developed through the Barnet/RE Highways Transformation Programme.”*
- 2.14 Work has continued through the Highways Transformation Programme to consider a range of options for the future delivery of the service. That work is nearing completion and it is anticipated that a proposal on the future strategy for highways will be presented to the Environment Committee in January 2022, with a subsequent report to the Policy and Resources Committee. Notwithstanding the ongoing work on developing that operating model, it is clear that this will not involve an extension of the existing commercial arrangements and any future third party input, whether from Capita or another provider, will require procurement with separate commercial arrangements.
- 2.15 It is, therefore, proposed that it is now confirmed that the highways element of the RE contract should not be extended and that the service should return in-house.
- 2.16 The 8th June report identified that there may be some benefit in returning the recruitment element of the HR/payroll service to the council upon expiry of the contract, to further strengthen the client/contract relationship. Through subsequent discussions, it has been concluded that, with the imminent expiry of the contract for Vacancy Filler software, the most appropriate course of action is to return the service to the council in February 2022 and for the council to contract directly with Vacancy Filler. The service comprises three

staff and discussions have commenced in respect of the TUPE implications of a service transfer.

- 2.17 Any resulting contract price change would be based on the current actual cost of providing the service, which could result in a small budget pressure due to increased pension costs. The financial details are set out in Appendix C, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, because it contains information relating to the financial and business affairs of Capita and the Council. Further due diligence, including consideration of any equalities impact, is required prior to implementation of the transfer.
- 2.18 It is therefore recommended that the Financial Performance and Contracts Committee make the following recommendations to the next meeting of the Policy and Resources Committee:

That the Policy and Resources Committee agrees that:

- a. the council does not seek to extend those elements of the RE and CSG contracts that relate to the procurement service, regulatory services, the regeneration service and highways;
 - b. upon expiry of those elements of the contract, these services be returned to the council;
 - c. the future strategy for the highways service should be the subject of a separate report to the Environment Committee;
 - d. the recruitment service should be returned to the council in February 2022; and
 - e. the chief executive be authorised to take the necessary action to transfer the recruitment service back to the council, subject to the conclusion of the necessary due diligence, and to prepare for the transfer of other returning services in 2023.
- 2.19 The proposals set out in this report have been considered and scrutinised by the informal cross-party working group.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The reasons for not recommending extensions of the contracts for these services were considered by this Committee on 8th June 2021.

4 POST DECISION IMPLEMENTATION

- 4.1 Evaluation of Capita's extension proposals is underway and the outcome of that will be reported to the next meeting of this Committee.
- 4.2 In respect of returning services, both parties are committed to continuing their joint working approach, which will be essential to ensure a smooth transition to the new arrangements. Maintaining the cohesiveness of these services and maximising the retention of skilled and experienced staff is an absolute

priority for the Programme. To this end, detailed planning for the exit from the contract and transfer of services is underway. This will cover matters such as the transfer of staff, assets, licences etc. The exit plan will also set out how the parties will work together to maintain service delivery and support staff through the process.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The aims of this Review are consistent with the council's Corporate Plan, Barnet 2024, in that it aims to ensure high quality, good value services.

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

- 5.2.1 The Capita contracts collectively have a value of approximately £80m per annum (including core fee, income and special projects). It was originally anticipated that around £500k, less than 1% of the value of the contracts, would be required to carry out the Review. This would be required for programme management, specialist input (including procurement and legal) and additional commercial capacity.
- 5.2.2 Project management resources that have been employed to support the Review were redeployed to support the delivery of critical services during the Covid-19 pandemic. There has, therefore, been additional resource implications associated with the extension to the overall timescales for delivery the Review. These are estimated to be approximately £240k for the financial year 2021/22.
- 5.2.3 The costs involved are justified by the scale of the contracts and the importance to the council of delivering best value going forward. The costs will be funded by a non-recurrent allocation from the contingency budget, subject to the approval of Policy and Resources Committee.

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 existing contracts include Social Value provisions and the opportunity to enhance these will be considered as part of the negotiations to extend the contracts and in any re-procurement activity.

- 5.3.2 Social Value commitments contained in Capita's extension proposals will be evaluated independently of other parts of the submission.

5.4 Legal and Constitutional References

- 5.4.1 Council Constitution, Article 7 (Committees, Forums, Working Groups and Partnerships) provides that Financial Performance and Contract Management Committee is responsible for the oversight and scrutiny of the council's major strategic contracts. It may 'at the request of the Policy & Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and make recommendations to the referring committee.' Policy and Resources Committee on 17th June 2019 agreed that terms of reference and progress on the Review should be reported to the Financial Performance and Contracts Committee. Any resulting recommendations would be made in a further report to the Policy and Resources Committee.
- 5.4.2 Legal advice will be sought as required, including on contractual, public procurement, consultation, and employment related matters, to ensure that the council acts lawfully at all times.
- 5.4.3 Best Value public consultations as required by Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007) will be carried out as appropriate in the context of the Review. Statutory Guidance requires the council to provide for organisations, businesses, service users, and the wider community to put forward options on how to reshape services, and to consider overall value, including economic, environment and social value when reviewing service provision. This will be carried out as set out in paragraphs 1.7 and 1.8 of this report.
- 5.4.4 Consultation with staff will be carried out as appropriate and the council will comply with its legal obligations under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) (TUPE) in connection with the transfer of any affected staff.

5.5 Risk Management

- 5.5.1 Key risks associated with the Review include:
- Ongoing time and/or resource constraints lead to the Review not being carried out effectively, resulting in poor decision-making
 - Relationship with Capita deteriorates during the Review, leading to poorer service delivery
 - Lack of clarity on scope and deliverables from the Review results in disappointed and/or confused stakeholders
 - Resource requirements and/or organisational focus on the Review leads to deterioration in service quality or seeking value for money.

- A further wave of the Covid-19 pandemic further delays work on the Review.

5.5.2 Risks continue to be monitored and mitigating actions have been put in place, including establishment of close partnership working with Capita, ensuring appropriate resourcing (please refer to 5.2.1) and through detailed planning.

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in the council's decision-making process. 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 the 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.

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

- (a) 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.

5.6.3 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:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) 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;
- (c) 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.

5.6.4 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.

5.6.5 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:

- (a) Tackle prejudice, and
- (b) Promote understanding.

5.6.6 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

5.6.7 Equalities Impact Assessments will be undertaken on a service by service basis as more detailed proposals and business cases are developed. For returning services, the development and consideration of Equalities Impact Assessments will be carried out as part of the exit planning process.

5.7 Consultation and Engagement

Public consultation and Best Value consultation

5.7.1 As previously reported to this Committee, extensive consultation has taken place through the review of Capita contracts as reported to Policy and Resources Committee on 17th June 2019. The Review is a continuation of the review of Capita contracts and will take into account the feedback already provided. Further engagement has taken place through the use of focus groups, the outcome of which is reported separately to this Committee.

Staff consultation

5.7.2 Any proposals that involve the transfer of services from one provider to another (including transfer in-house or to alternative providers) will entail a statutory requirement to provide information and consult with staff representatives under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). These requirements will be triggered once a decision to transfer services has taken place and prior to any transfer being effected.

5.7.3 However, it should be noted that it is good practice to engage with all staff from the point at which any potential for transfer of services becomes generally known, throughout the decision making and transition periods and for a period post transfer (if a transfer takes place). Early engagement with staff assists in managing the risks of staff becoming unsettled or distracted as outlined above. It also assists in preventing loss of key staff during the decision making and transition periods, as well as ensuring the council continues to attract high calibre individuals by maintaining its reputation as an employer of choice. Arrangements have been put in place to engage with and update staff, as the Review progresses.

- 5.7.4 Likewise, early engagement and ongoing dialogue with staff representatives is also good practice, with the aim of early identification and resolution of issues, reaching agreement on processes and approach to managing the workforce aspects of transfer and addressing any issues that may arise at the earliest opportunity so that statutory consultation and the transition itself can run smoothly for affected staff.

5.8 Insight

- 5.8.1 Multiple qualitative and quantitative data and information sources will be used to derive insight during the Review.

5.9 Corporate Parenting

- 5.9.1 Capita provide a small number of services to care leavers living in Barnet, most notably in relation to the revenues and benefits service. The continued focus on high quality services through the Review process will ensure that these services continue to be provided.

6. BACKGROUND PAPERS

- 6.1. Report to Financial Performance and Contracts Committee, 29th January 2020:
<https://barnet.moderngov.co.uk/documents/s57531/Year%206%20and%20Y7%20review%20ToR.pdf>
- 6.2. Report to Financial Performance and Contracts Committee, 18th March 2020:
<https://barnet.moderngov.co.uk/documents/s58379/Year%2067%20Review%20of%20Capita%20Contracts.pdf>
- 6.3. Report to Financial Performance and Contracts Committee, 15th June 2020:
<https://barnet.moderngov.co.uk/documents/s58926/Yr%206-7%20Review%20FPC%20report.pdf>
- 6.4. Report to Financial Performance and Contracts Committee, 27th October 2020:
<https://barnet.moderngov.co.uk/documents/s60807/Year%206-7%20Review%20FPC%20report.pdf>
- 6.5. Report to Financial Performance and Contracts Committee, 17th March 2021:
<https://barnet.moderngov.co.uk/documents/s64235/Yr%206-7%20Review%20FPC%20report.pdf>
- 6.6. Report to Financial Performance and Contracts Committee, 8th June 2021:
<https://barnet.moderngov.co.uk/documents/s65146/FPC%20Contracts%20Review%20Report.pdf>

Capita Extension Proposals – Sub-Criteria

Category	Criteria
Strategic control (20%)	<p>Does the proposal allow for flexibility to meet emerging needs in and post 2023?</p> <p>Do revised KPIs and PIs assist in meeting strategic concerns?</p>
Quality (35%)	<p>Do the proposals address identified performance issues in the service area? (outside of KPI remit)</p> <p>Does the proposal deliver expected improvements in customer experience? (assume changes in investment will impact in this area)</p> <p>Will the proposal lead to improvements in client/contractor relationships and enable client leads to exercise appropriate influence on service delivery and priorities?</p> <p>Does the proposal allow for the latest upgrades to the latest functionality of technologies which are best in class/ sector leading?</p> <p>Can Capita evidence examples of success from other authorities?</p> <p>Is the investment cost in the service area in line with council's expectations of service improvements required?</p>
Value for money (35%)	<p>Does the proposal fall within the current budget envelope (management fee, change requests and indexation)?</p> <p>What financial and commercial impact are the revised financial clauses offering (KPIs, gainshare)?</p> <p>Existing contract outputs vs revised profile outputs in line with price (getting more for our money – risk and reward)</p> <p>Cost avoidance – e.g. does the new proposal allow for reduction in SPIR expenditure, gainshare and volumetrics?</p>
Social Value (10%)	<p>Does the proposal address social value and leveraging their own supply chain within the borough? (this would demonstrate partnership working with the council)</p>
Overall strategic, commercial and financial viability of proposal	<p>Overall, does the proposal provide an acceptable level of commercial and financial risk, in a manner that fits with the council's values and strategic priorities</p>

Social Value Examples

Expectation that the Capita proposal will include wider social, economic and environmental benefits and support the council's core social value themes to deliver better outcomes for Barnet

LBB Social Value Theme	Examples
Vulnerable Customers and Digital inclusion	Digital inclusion strategy Lap top donation for the digitally deprived Community based digital skills training
Upskilling and Employment	Apprenticeships Work placements Volunteering Job ready support (CV advice, mock interviews etc)
Support for enterprise	Training and support to SMEs including community groups and voluntary organisation Business Mentoring and Coaching
Environment and wellbeing	Adoption of Green technology Wellbeing Programme Mental Health First Aid Training
Equality, Diversity and Inclusion	Increase diversity in workforce EDI networks and groups Mentoring and Coaching Diversity and Inclusion training

CONTRACT REVIEW PERFORMANCE PACK CUSTOMER SERVICES

Service Performance Summary

The customer service contract has performed well since 2018, regularly meeting KPI's and achieving good levels of customer satisfaction. However, the council recognises that a number of residents have raised concerns about the ability to contact the council and speak to an officer.

The Council has invested significantly in making improvements to the service provided to our residents and customers, improving the digital offer and telephony service, and establishing effective internal governance to ensure improvements measures are sustained.

There has been a significant change in how customers choose to contact the council over this period, with the majority of transactions now online. Working collaboratively to ensure our website is accessible and easy to use has been and will continue to be important in meeting the needs of our residents.

The service has also seen improvements to wait times on the phones and the dedicated support provided to those residents who need it. Good working relations have enabled flexibility, to ensure the best outcomes for our residents are achieved.

Working across service boundaries to provide a seamless customer experience across the organisation has improved and will continue to be focused on, responding to resident feedback.

Notwithstanding the improvements that have been made, the service remains committed to continuing to improve residents' ability to contact the council and to working with services to improve the handling of more complex cases.

Key Figures 2018 - 2021

		2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)		2,381,901	2,370,818	2,365,052
Indexation (cumulative)		144,574	192,634	238,647
Change Request		38,415	(89,721)	(89,020)
Total		2,564,890	2,473,731	2,514,679
Special Projects		4,027,848	1,522,990	718,197
SPRR		107,909	27,958	0
Income (actuals)		N/A	N/A	N/A

Service Journey (Including Achievements) 2018 – March 2021

The service has been through a considerable amount of change since the beginning of the contract. The Contact Centre is now part of one of Capita's shared service centres; based in Coventry. This includes key functions such as Resource Planning, Real Time Management, Training, Quality Assurance and a Customer Experience team. These functions help to ensure the service is well run and the Customer Journey/Experience are continually reviewed. There are now also very experienced subject matter experts included for every service.

In addition, the transformation programme has completed several projects so far. These include Website projects that have supported the 'channel shift' of customers to online channels, including 'My Account', a Mobile first design and artificial intelligence to analyse content.

One of the biggest challenges was of course the Covid Pandemic. The service moved at pace to get staff working from home and showed tremendous flexibility by supporting the council in many ways, including the Covid Vulnerability Hub.

Service Journey (Including Achievements)

2018 – March 2021

During this difficult time, the service maintained very strong working relations and communications with the various council services. We also listened to customers and changed ways of working to improve the way vulnerable customers are supported and flexed our resources to support customers where and when they needed it as demand for services increased. Other examples of flexibility include helping the Waste service with the large spike in seasonal Garden Waste calls and supporting the authority with elections.

Customer Services has a good reputation within the authority. It regularly achieves its targets, has achieved good levels of contact reduction (channel shift) and has evolved beyond what would be considered a traditional Call Centre. Issues are generally dealt with promptly, vulnerable customers supported, and there are established lines of communication with all council services. The relationship is strong at all levels with teams very much feeling they are part of a partnership.

Both parties recognise that further improvements are required, particularly in dealing with residents with more complex issues.

Performance to Date – KPIs Annual Outturn

KPI No	KPI Description	2018/19		2019/20		2020/21	
	Customer Services	Target	Result	Target	Result	Target	Result
CSO KPI 10a	% Customer Satisfaction with phone, F2F, Email & post case closure	89%	90%	89%	90.8%	89%	91.5%
CSO KPI 13b	Performance against SLA for CAS cases where Customer Services own the end to end process	96%	100%	94%	100%	94%	100%
CSO KPI 14	Self-serve contact as a % of overall contact (CSG Customer Service only)	48%	47%	50%	54%	50%	67.4%
CSO KPI 15	Web Satisfaction (Web Performance and Customer Feedback)	New for 19/20	New for 19/20	55%	61.3%	55%	59.1%

There has been a consistently strong performance on all Customer Services KPIs. Self-serve contact has improved due to the considerable work completed on the website and online forms.

Customer Services Customer Satisfaction

Customer Satisfaction is measured on phone contacts and online contacts. Telephone customers are transferred to an automated solution where the customer is asked a number of questions.

The target of 89%+ is consistently achieved.

For online contacts, Customer Satisfaction is measured using GovMetric/Site Improve. Following the website improvements, the target of 55%+ is consistently achieved.

Insight and feedback is analysed and acted upon. As an example, the team are currently looking at the telephony 'Interactive Voice Response (IVR)' to simplify the messages and options the customer hears when calling, including steps to speak to a person and call-back options.

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CONTRACT REVIEW PERFORMANCE PACK INFORMATION SERVICES

Service Performance Summary

The IT service contract has performed well since 2018, regularly meeting KPI's.

The Council has invested in making improvements to the service and introduced robust staff feedback mechanisms to ensure improvements are focused where they will have greatest impact. Satisfaction with the service has improved following implementation of these improvement plans. Fewer incidents are raised by staff and major incidents impacting the council's performance have reduced.

Good working relationships have enabled greater flexibility, to ensure the best outcomes for the council and service users are achieved.

Mitigating the impact of cyber security attacks is an increasing challenge and robust interventions coupled with increased staff awareness have been prioritised.

Leading an integrated approach to digital development that delivers security, flexibility and reliability will be a key success factor moving forward.

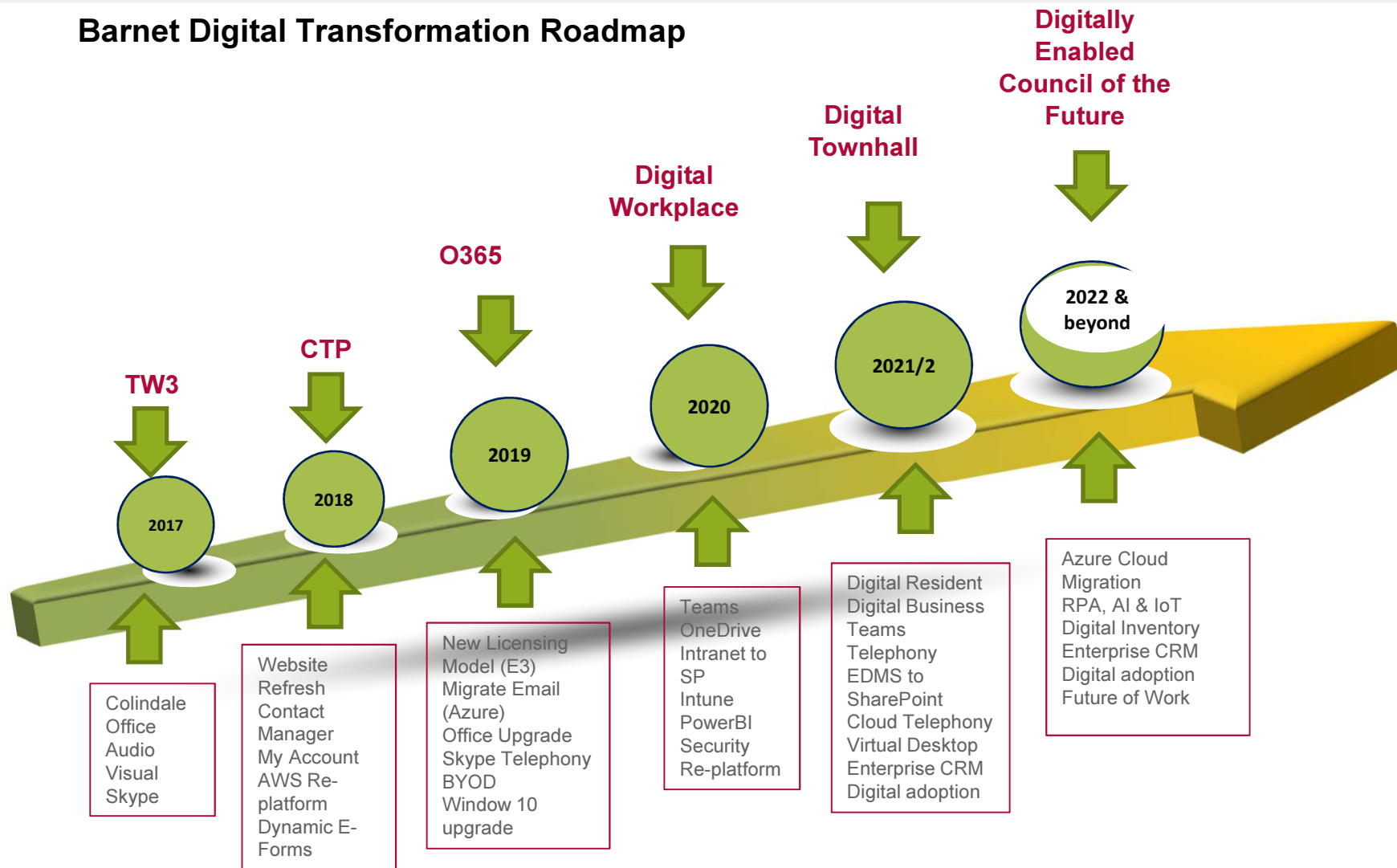
The service has been commended for its response in supporting the council to move quickly to home-working during the pandemic and was recognised for this support at the recent staff awards.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	7,699,984	5,334,721	5,294,566
Indexation (cumulative)	530,763	482,537	570,506
Change Request	641,970	892,003	617,244
Total	8,872,717	6,709,261	6,482,316
Special Projects	3,466,274	2,154,758	2,031,055

Service Journey (Including Achievements) 2018 – March 2021

Barnet Digital Transformation Roadmap



Service Journey (Including Achievements) 2018 – March 2021

Key service achievements during the period;

- Reduced number of incidents by 33%
- Volume of major incidents reduced by 70%
- Over 1800 system changes in last 3 years
- Password resets reduced by 79%
- Resource profile has adapted to reflect current demand and service needs
- Improved senior staff retention

Year	Incident numbers	Major Incidents	System Changes	Password resets
2018/19	20,444	80	607	8,458
2019/20	21,359	37	499	2,319
2020/21	13,881	24	722	1,696

Performance to Date – KPIs Annual Outturn

KPI Number	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
IS KPI 13	Critical System Availability	99.5%	99.93%	99.5%	99.91%	99.5%	99%*
IS KPI 14	User Satisfaction-IT	3.79	3.12	Revised methodology – see slides 7-10			
IS KPI 15	Incident resolution	95%	93%	95%	95%	91%**	92.2%

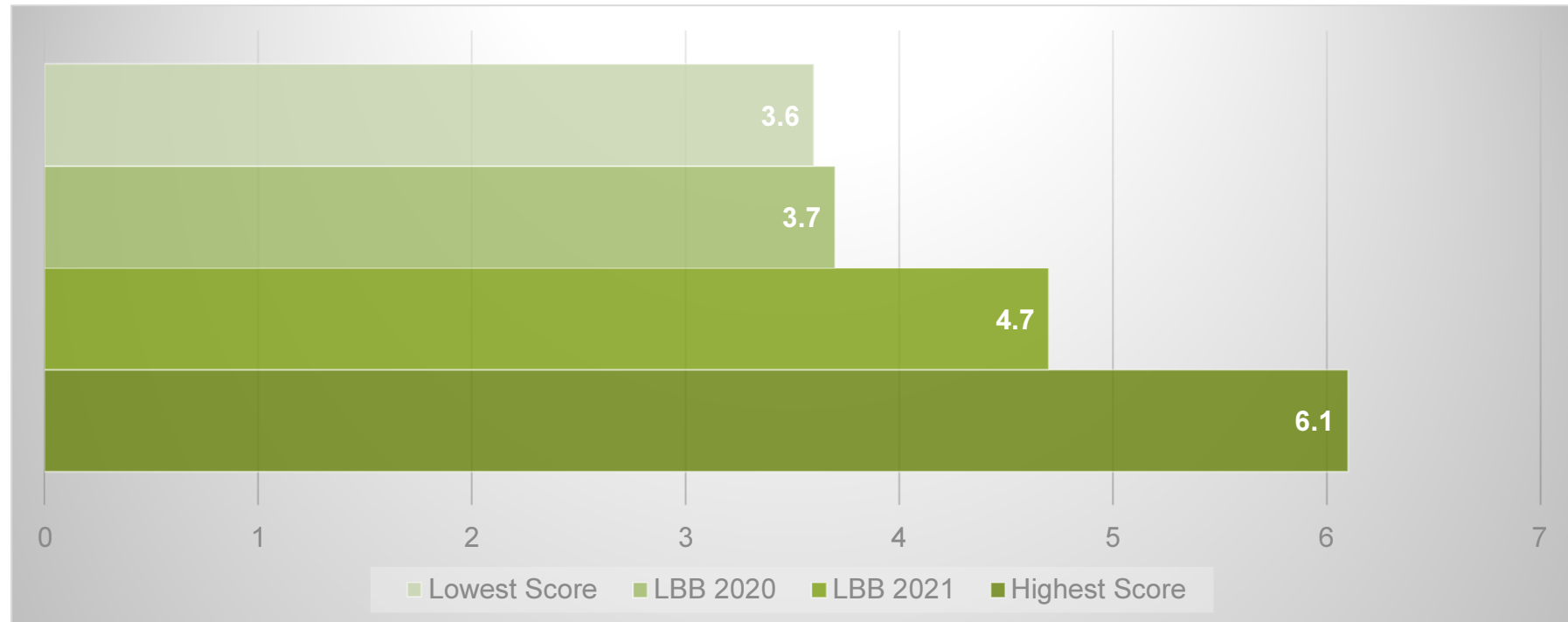
IS KPI 14: A service improvement plan was implemented to respond to the feedback from the Annual User-Satisfaction survey. This included using a broader survey from Socitm, an industry leading I.T organisation with public sector focus.

In 2020/21 the results of the Socitm survey improved from 3.7 out of 7 (2019/20) to 4.7 out of 7 (2020/21). These improvements can be attributed to a tailored improvement plan based on customer feedback.

* Due to the impact of cyber attack on a third-party provider

** Target reduced to reflect increase in demand due to people working from home during the pandemic

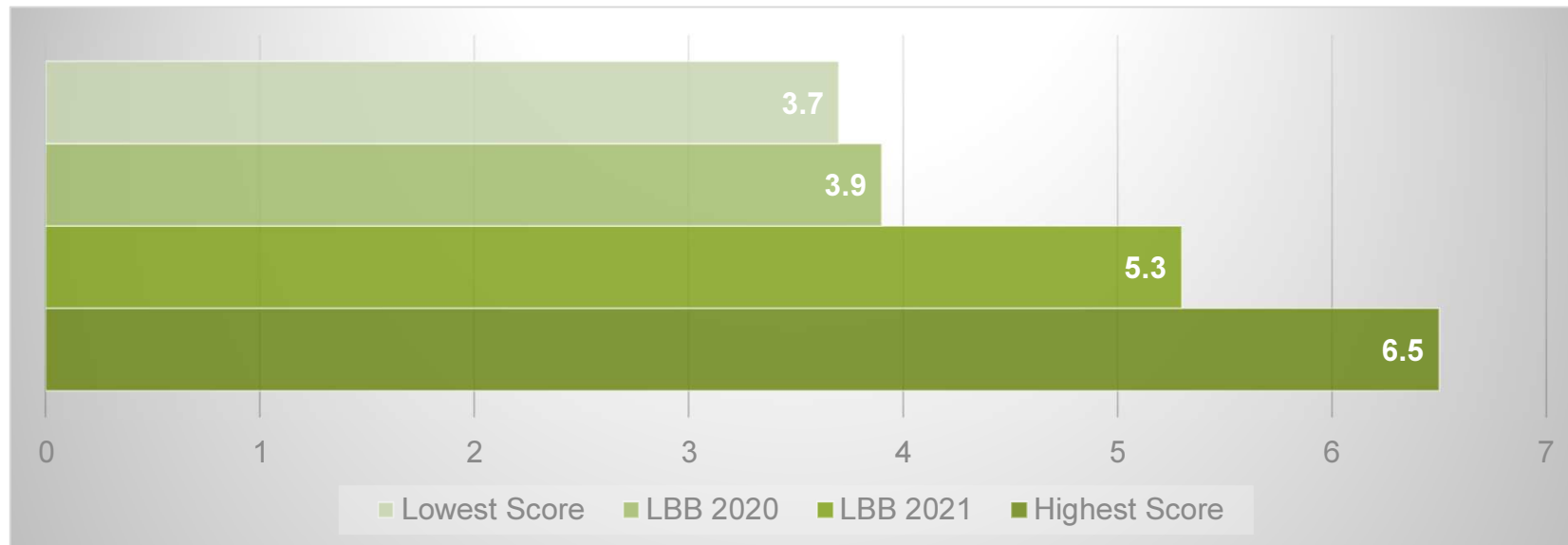
Annual Socitm Survey Overall User Satisfaction Score



In 2019/20, Socitm were engaged to lead on a broad survey of the IT service. The results are compared to a material cohort of other Local Authorities, which complete the same survey.

In 2020/21, the survey reported a significant improvement in the service, from over 500 respondents. This was as a result of a tailored improvement plan to respond to the feedback arising from the previous survey.

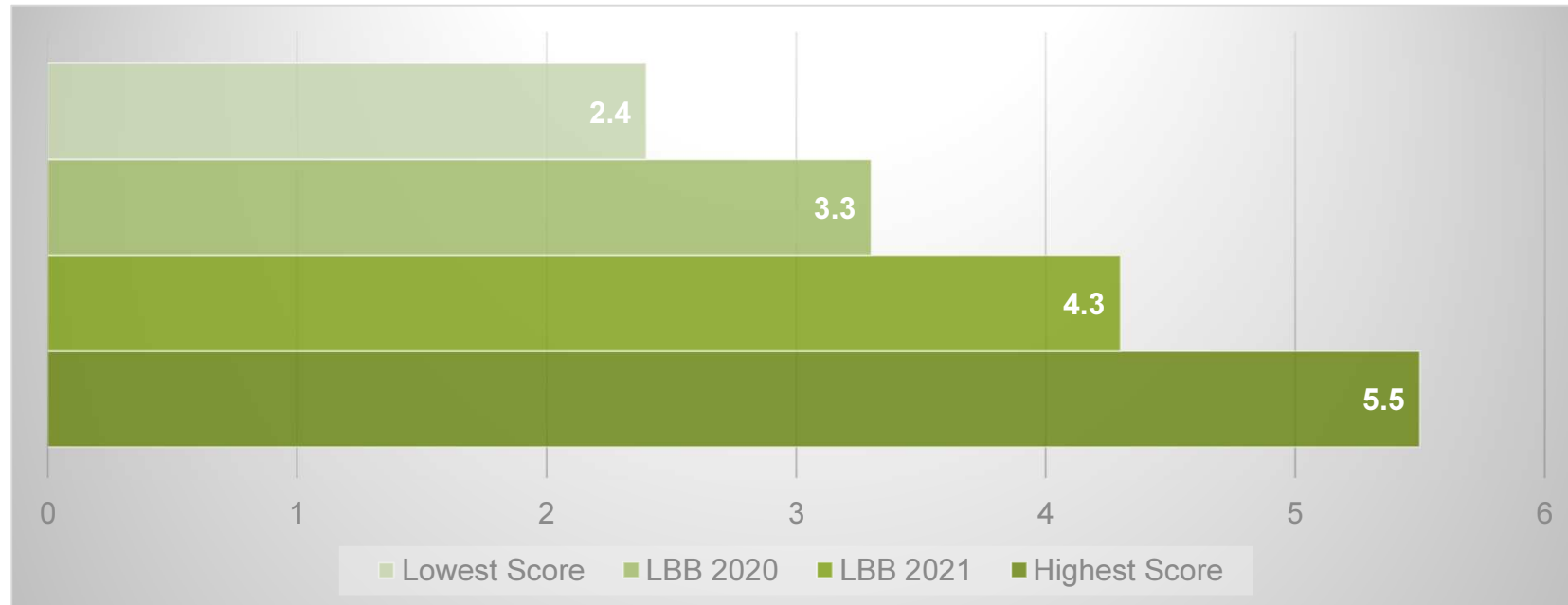
How well does the ICT provided in your organisation allow you to work flexibly?



The results of this question showed a marked leap year on year, jumping from 3.9/7 to 5.3/7. Whilst the capability to work remotely has existed for some time, many more colleagues experienced remote working for the first time during 2020.

During the initial months, several improvements were made to the remote working experience, with increases in Network bandwidth and technical adjustments to support the increased volume of colleagues working from home.

How well does the ICT Service provide innovative solutions to changing business needs?



The improvement in the survey links to the modernisation of the desktop experience with the deployment of MS Teams and other Apps - as well as supporting the Covid-19 response with items like Vulnerability Hub App.

The user champion model is also acting as conduit to gather feedback and share ideas/ innovations that are helping support future changes.

How seriously do you think ICT security is taken in your organisation?



Whilst IT security has always been a priority and promoted by both IT and across the Authority, over the past year a broader range of communication channels have been used, “Yammer”, “First Team”, “ServiceNow”, “IntraNet” and have been vital in getting the profile of the subject raised and increasing awareness amongst colleagues, which can be attributed to the improvement in views being fed back.

CONTRACT REVIEW PERFORMANCE PACK REVENUES & BENEFITS

Service Performance Summary

2018 – 2021 has been a challenging period in Revenues and Benefits, ultimately including the Coronavirus Pandemic for the final year in its entirety. This summary will highlight LBB's view on key successes within this period and also serve to highlight issues arising from the journey to support continuous improvement.

In 2018 Capita launched an online portal for customers to access their Housing Benefit and Council Tax records. This included a suite of forms enabling customers to self-serve, for example allowing residents to advise of any changes to their circumstances or apply for a single person discount. Whilst the portal itself is a positive move on the service improvement journey, this was somewhat overshadowed by the dissatisfaction caused by the premature closure of the Council Tax email account (subsequently reinstated).

In addition to the online portal, Capita also began the process of introducing Council Tax electronic billing (E-Billing), enabling residents to receive their Council Tax bill electronically, replacing the postal method if this was the resident's preferred method. Whilst this process took longer to implement than LBB had envisaged (3 years), E-Billing went live in February 2021 and is a real positive change for Barnet residents. Volume of take-up continues to increase, and the introduction of E-Billing appears to have had a positive impact on the number of residents now paying their Council Tax by Direct Debit.

Service Performance Summary contd.

Capita launched a smarter pre-recovery campaign using Tel-Solutions. This service replaced the SMS reminders with a 3-pronged approach, text, e-mail and phone. The software would learn which method worked for individual residents to allow for the most effective future communication and had a positive impact by reducing the number of residents reaching the latter stages of the recovery process.

The Benefits service undertook a full-service rollout of Universal Credit in May 2018 followed by the Verification of Earnings and Pension (VEP) and Right Time Indicator (WURTI) service implementation in June 2018.

Capita implemented partial Universal Credit automation in December 2020. This enabled faster processing of the high volumes of Universal Credit notifications. The level of automation is not where LBB envisaged by this point, however, working groups are ongoing to improve the level of automation to support Barnet's move to a banded Council Tax Support Scheme. It is anticipated that this work will be completed by the end of 2021.

Service Performance Summary contd.

March 2020 saw the arrival of the Coronavirus pandemic and the introduction of multiple government initiatives and schemes to support businesses and residents nationally. This resulted in a significant increase in work for Local Authorities and their partners.

The introduction of Business Support Grants, Test and Trace (T&T) Self-Isolation Payments, and the Council Tax Support (CTS) Hardship Scheme had a significant impact on Revenues and Benefits. £3.8m was awarded in CTS Hardship, and at the time of writing this report, £111m has been distributed to Barnet businesses in the form of Business Support Grants. Over £750k T&T payments have been distributed to Barnet residents on a low income forced to self-isolate due to Coronavirus.

The work involved led to the team being nominated for a Covid Heroes award whilst winning a Values award for the collaborative approach to delivering support to Barnet businesses and residents.

Over recent months, there has been a joint working group involving the council, Customer Services and the Council Tax service, focussing on improving the processes for handling more complex resident enquiries.

Key Figures 2018-2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	3,277,867	3,231,606	3,191,883
Indexation	196,929	260,005	319,725
Change Request	1,053,651	1,063,649	1,085,389
Total	4,528,447	4,555,260	4,596,997
Gainshare payments	457,035	721,563	395,961
Special Projects	0	307,696	0

There is no GI target within Revs and Bens, but there is a 98.5% target for 4 year council tax collections.

The basis of gainshare payments varies between 20% and 50% of the surplus over agreed targets being paid to Capita. The gainshare payments cover any additional costs incurred by Capita in exceeding the targets.

Service Journey (Including Achievements)

2018 – March 2021

The Benefits service undertook a full-service rollout of Universal Credit in May 2018 followed by the Verification of Earnings and Pension (VEP) and Right Time Indicator (WURTI – wider use of Real Time Information) service implementation in June 2018. As customers transferred or became entitled to Universal Credit, up to date information received from DWP enabled accurate updates to relevant cases with changes to income quickly. The move to automation meant that customer cases are re-calculated with little intervention from the assessment team and without having to ask the customers for further information.

In 2018 the service also launched the online portal for customers to access their Council Tax and Housing Benefit records online, together with a suite of forms enabling customers to self-serve. The forms offer a range of updates including making a claim for Council Tax Support or Housing Benefit, advising of a move or application for a single person discount. The implementation of the on-line form capability resulted in improved customer services and between a 5%-10% reduction in repeat contact, allowing back-office staff to deal with more vulnerable residents. However, due to the pandemic in the last calendar year, this trend was reversed.

Service Journey (Including Achievements) 2018 – March 2021 contd.

Challenges and Issues

The online forms available for customer use across the Revenues and Benefits service are designed by our core system developers, Civica, and therefore restrictions apply for personalised adaptation of the forms. The forms are generic in their set up and the Service has limited opportunities to customise the documentation which may benefit our customer demographics. i.e. simplify forms for an older population and disabled customers.

A further challenge is supporting those customers who are unable or unwilling to use digital channels. Whilst encouragement to try digital services is at the forefront of the digital transformation project, alternative contact channels may need to remain open.

Initially when a customer completed an online form, a generic reference number was generated and given to the claimant, which did not represent a claim or council tax reference within OpenRevenues. This resulted in problems for customers when trying to submit further evidence or contact the service against a number that did not exist within OpenRevenues. The issue was resolved with improved integration links between the online forms and the OpenRevenues system.

Service Journey (Including Achievements)

2018 – March 2021 contd.

Poor website layout, wording and jargon left customers unsure of what steps to take and what action is required from them. An example of this was when Universal Credit was introduced by the Department for Work and Pensions. Despite the best efforts of the Service, there was a high volume of claims still coming through for Housing Benefit, rather than Universal Credit. This no longer occurs as the online form has been improved to direct customers to claiming Universal Credit based on the criteria entered onto the form.

Lessons Learned

Complex and lengthy forms with poor choice of language and guidance on the Council's website left customers confused and put them off filling in the online forms. Customers want easy to understand webpages and forms that are effortless to complete. We need to strike the right balance between asking for the minimal amount of information and too much.

Optimising content for mobile devices and ensuring key fields are displayed and made mandatory is critical for today's customers who access digital services via mobile devices.

Service Journey (Including Achievements)

2018 – March 2021 contd.

In February/March 2020 the Pension Service Computer System (PSCS) rollout (auto update of State Retirement pension via DWP link) was completed. As a result, customers who previously would have had a general percentage increase applied to their state pension had their Housing Benefit/CTS cases updated automatically in line with their actual award amount. This ensured accuracy on pensioner cases and reduced the need for re-assessment and overpayment collection.

Service Journey (Including Achievements)

2018 – March 2021 contd.

There has also been increased uptake in Discretionary Housing Payments (DHP) and Council Tax Discretionary relief scheme (CTDRS) applications, providing additional financial support to the most vulnerable in our community.

Financial Year	DHP paid	% of budget paid	CTDRS paid
2018 / 2019	£1,548,603.76	99.4%	£112,996.27
2019 / 2020	£1,716,144.00	99.93%	£104,333.41
2020 / 2021	£2,534,819.12	100%	£336,897.54

Housing Benefit Overpayment recovery is ongoing, after a review taken to further improve cash recovery. Year on year recovery figures are improving, with the exception of 2020, when there was a hold placed on recovery action for six months due to the Covid pandemic. The team increased from 4 to 8 FTE November 2019. Cash recovery increased from December 2019 until the Pandemic impacted in April 2020. A dedicated technical resource was introduced in 2020 improving management information, which has led to a substantial increase in cash recovery from overpayment in 21/22 to date compared with 19/20 and 20/21.

Service Journey (Including Achievements)

2018 – March 2021 contd.

Council Tax Direct Debit take-up is now at an all-time high. In April 2020 DD take up was 65.17% (94,928 accounts). As at March 2021 this is now running at 67.73% (98,662 accounts), which is the 8th highest level in London. The use of online forms which encourage direct debit take-up have all contributed to this increase. A direct debit campaign accompanied the E-Billing campaign in February 2021.

The service also launched a smarter 'pre-recovery' messaging campaign via TelSolutions and this replaces our previous SMS reminders. Pre reminder messages include a text, email and a pre-recorded phone message. The campaign is carried out over the course of 5 days and the urgency attached to the message increases throughout the campaign. The SMS messages sends a link to a personalised page allowing for much more detailed information to be provided than would be the case in a standard SMS message. The process learns and adapts to the 'nudge' which finally prompts payment so that future communication is made via the most effective channel for each customer.

Service Journey (Including Achievements)

2018 – March 2021 contd.

TelSolutions commenced October 2019, so comparison of full year does not give a true indication. October to March in 18/19 to 19/20 saw a 20% reduction in reminders issued. See below comparison on both full year stats and October to March stats:

Comparison reminders issued for Oct-Mar			
	2018/19	2019/20	%Change
First Reminders	19,955	15,558	-22.03%
Second Reminders	8,475	6,849	-19.19%
Comparison reminders issued for full year			
	2018/19	2019/20	%Change
First Reminders	60,500	56,723	-6.24%
Second Reminders	19,232	19,283	+0.27%

Service Journey (Including Achievements)

2018 – March 2021 contd.

During October 2020 the team were shortlisted for the Covid Heroes award. They also went on to win one of the Values awards for their collaborative approach in delivering the Covid grants quickly and in a short space of time whilst contending themselves with remote/homeworking.

Due to the Covid pandemic, the service went through a period of unprecedented change resulting in additional workloads seen across the services.

Council Tax residents in receipt of Council Tax Reduction (CTR) for working age customers received up to £150 awarded towards their Council Tax charge.

Test and Trace payments were implemented quickly and efficiently in September 2020, with extension to September 2021 in line with Government requirements.

Service Journey (Including Achievements)

2018 – March 2021 contd.

The Business Rates team have administered the Government's Covid-19 Business support grants since March 2020, and to date have successfully paid over 17,000 grants. This equates to over £109,000,000 pounds to help businesses affected by Covid.

The team also successfully managed the Council's Additional Restriction Grants, processing grant support in line with the Council's own unique policy.

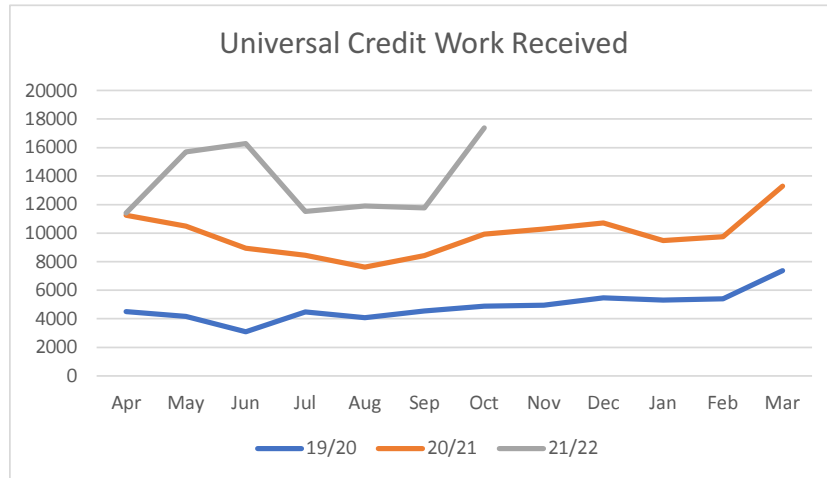
The team continue to provide support to the most vulnerable residents by ensuring they receive the right financial support they are entitled too quickly. A joint working platform was created with partners to provide primarily employment and benefit advice to Barnet residents. Referrals are made to other services and partner organisations, such as Barnet Homes, CAB (Citizens Advice Bureau), CAP (Christians against poverty), Barnet Wellbeing, Sangam (Association of Asian Women) and others to ensure the appropriate support is provided depending on the applicant's circumstances.

Discretionary Housing Payment awards are often dependent on continued engagement and progress in finding a job, moving to an affordable tenancy and/or being awarded the correct benefits.

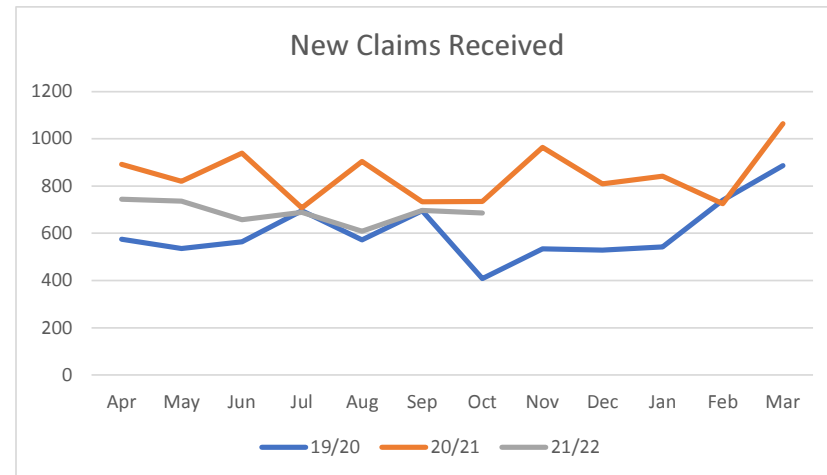
Service Journey (Including Achievements)

2018 – March 2021 contd.

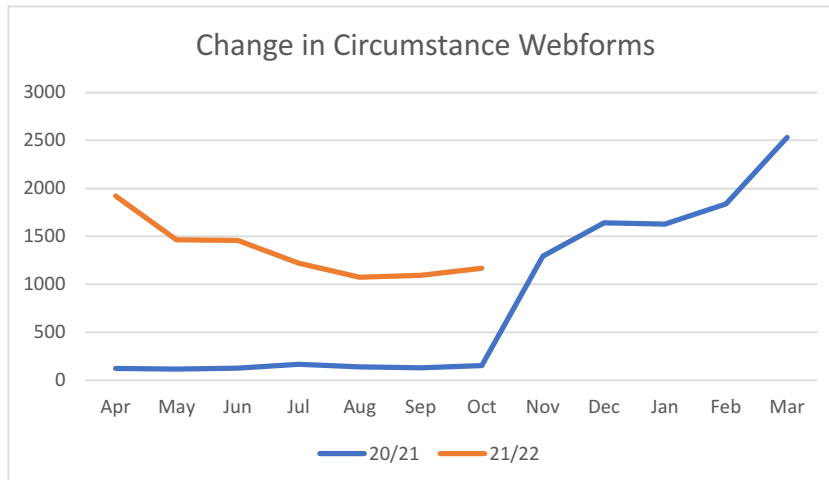
Universal Credit Volumes 2019-2020 & 2020-2021



New claims Volumes 2019-2020 & 2020-2021



Change in Circumstances webforms Apr 20 – Mar 21

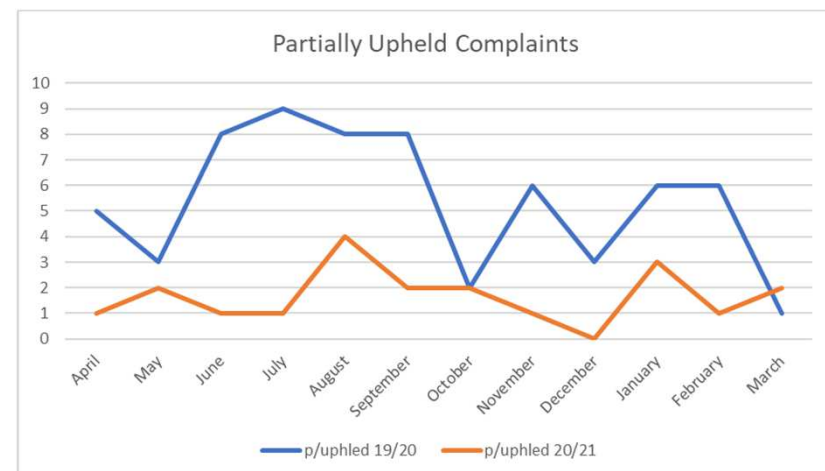
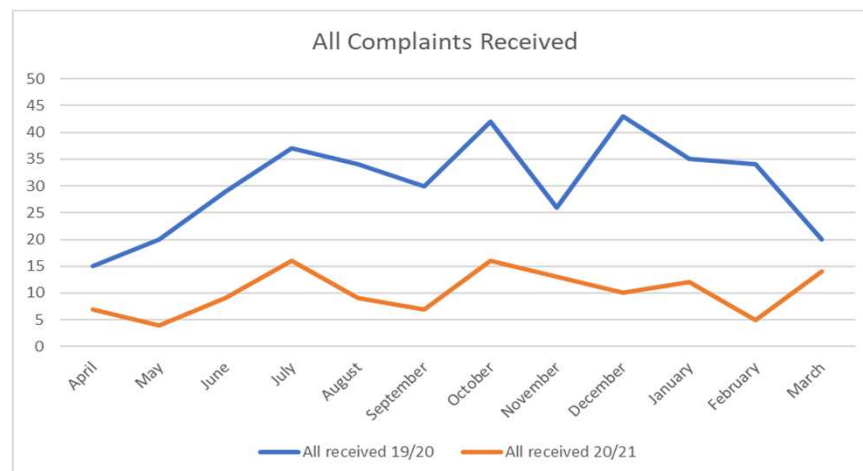
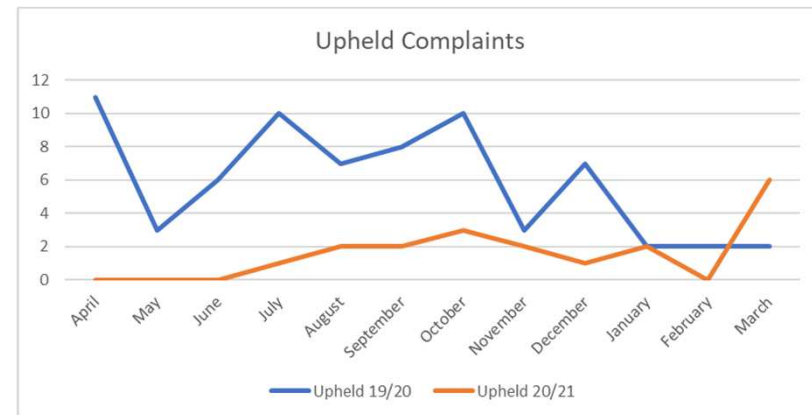


The 2 graphs above show the increase in benefit workload year on year and the graph to the left shows the increase in online forms being used by customers. As a result of the first lockdown in March 2020, we saw an immediate spike in Universal Credit awards, new claim applications, and changes in circumstance reported to us. Customers used online forms to report changes and new awards to us. As the pandemic moved forwards, and due to various lockdowns and business closures, furlough rule changes/awards of self-employed support, customers continued to report a high volume of changes to us as and when they occurred. With the job market returning to normal we are still seeing customers reporting a high volume of changes to us using online forms.

Service Journey (Including Achievements) 2018 – March 2021 contd.

Complaints Volumes 2019-2020 & 2020-2021

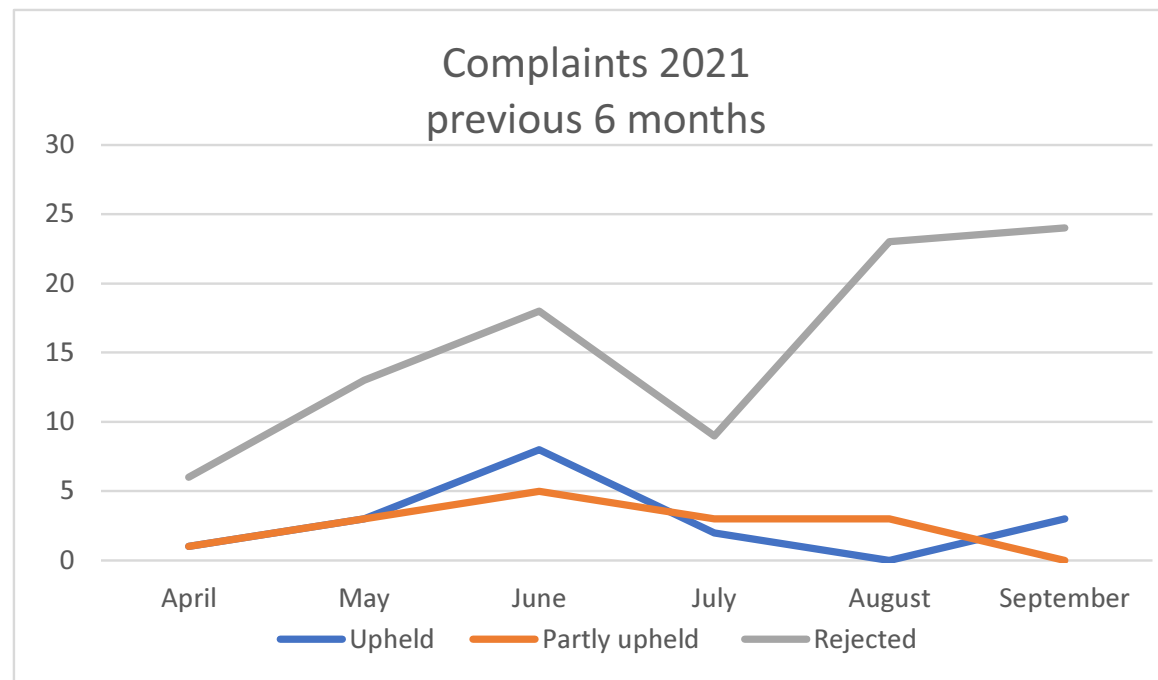
The graph below show the number of formal complaints received by the service reducing year on year, showing an increased satisfaction with the service being provided and decisions being made. The graphs to the right show the number of complaints upheld and partially upheld. The spike on upheld complaints March 2021 was due to a mixture of reasons on Council tax accounts and no trends identified.



Service Journey (Including Achievements) 2018 – March 2021 contd.

Complaints Volumes – 2021

The graph below shows the monthly formal complaints volumes received between April and September 2021



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CONTRACT REVIEW PERFORMANCE PACK PLANNING & DEVELOPMENT CONTROL

Service Performance Summary

Development Management have sustained a continuous and comparable high level of service in relation to the processing of planning applications, while being almost the busiest local planning authorities in London. The service operates within a policy framework set by the council, by national planning guidance and in accordance with the agreed Local Plan. This pack covers only the performance of the service as it relates to the processing of planning applications and planning enforcement, as separate discussions are underway regarding the future delivery of support to the development of planning policy.

The redesigned planning enforcement service, including the 'proactive enforcement' team, has been nationally recognised and the overall service has also been shortlisted on several other occasions.

The service has generated substantially greater income for the council than forecast. It has also invested in its staff and overall capacity. This is due to the success of commercialisation; including fast track, pre-application, and planning performance agreements, as well as wider consultancy activity. The income generated contributes to the achievement of Capita's obligations under the income guarantee and has significantly offset the deficit elsewhere.

In 2018, the government authorised a national 20% increase to planning fees, which has been used to invest in ongoing service adaptation and innovation.

Generally 'customer service' is close to meeting expected targets as a result of the additional funding, and further support for residents has been provided.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	2,536,292	2,582,075	2,631,904
Indexation	171,150	230,611	283,336
Change Request	113,783	116,059	118,357
Total	2,821,225	2,928,745	3,033,596
Special Projects	194,500	124,052	1,059,909*
Income (target)	(1,844,003)	(1,885,341)	(1,912,781)
Income (actuals)	(3,731,056)**	(4,037,575)**	(3,618,409)**

* SPIR's in 2020/21 are inclusive of Brent Cross Planning. In 2018/19 & 2019/20 the full Brent Cross Remit was inclusive of the delivery team, the full impact is not shown above as the overall delivery would distort the picture.

** excludes 20% uplift, which must be re-invested in the service under government regulations

Service Journey (Including Achievements) 2018 – March 2021

The planning team has continued to benchmark well against comparable authorities. The service is continuously one of the best performing Local Planning Authorities in London as measured by MHCLG relating to the processing of planning applications.

The Planning Enforcement function has maintained its leading position as the most active team in the country, when measured by the number of enforcement notices served, helping to resolve breaches of planning control and maintain the attractiveness of the Borough for residents, businesses and visitors. The team has also received significant council support to invest in its unique pro-active approach to enforcement projects and in particular the joint project with Public Protection to identify and enforce against unlawful HMOs providing substandard accommodation.

The service has continued to support the council's growth ambitions through the processing of planning applications; it is noteworthy that 17,621 new homes have been granted planning permission since 2018.

The service has supported the council to reform the structure of Planning Committees to improve decision making and prepare ahead for the ward boundary changes being implemented from 2022.

Service Journey (Including Achievements) Continued 2018 – March 2021

More than £1m has been invested in the service and helped to offset unforeseen costs since October 2018 – associated with the 20% uplift in planning fees. This has enabled the service to increase pro-active enforcement capacity to protect the Borough against unlawful development, appoint a resident liaison officer, and fund various different types of project work; including policy and urban design activities within the remit of strategic planning.

The service has continued to provide a wide range of additional non-statutory services to support development in the Borough, in accordance with the policy framework set by the council and national planning regulations, and speed up the process of obtaining permissions via further investments in the Fast-Track service and the Planning Performance Agreement (PPA) offering.

These service achievements have been recognised by peers. The team was the winner of the 2018 “Local Planning Authority of the Year” Planning Award and Planning Officer Society Cup. The team were also shortlisted for the LGC awards 2018 and 2019, the Planning Awards 2020 and the RTPi award for “Local Planning Authority of 2021”.

Service Journey - Commercial Innovation

Re. has maintained a growth ambition to service external clients, focusing on local authorities in the south. This has provided existing and new staff with opportunities to work for Barnet, but also gain experience with other planning authorities on resilience work (additional support to address peaks in demand) and is an attractive recruitment offer.

External Resilience contracts delivered to date account for circa. 50 contracts in total, with an annual average of between 12-20 contracts.

The Re. 'business growth' team provides these commercial services, which currently comprises 13 FTE staff, with the expectation of further growth (this excludes Policy and Building Control staff commercial activities).

Staff within the Re. growth team gain valuable experience of other local authority policies, practices and culture. This helps staff to more rapidly advance their careers, builds service reputation and has been very positive for staff retention.

External Contract showcase:

Over last 2 years a Re Principal Planner led on Brighton Marina Redevelopment PPA (Planning Performance Agreement) and the Appeal. This showcased the ability to support an LPA on a complex high-profile scheme. It has built trust and a positive reputation that helped secure a further DM Resilience contract.

Performance to Date – KPIs Annual Outturn

KPI Number	KPI Description	2018/2019		2019/2020		2020/2021	
		Target	Result	Target	Result	Target	Result
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	75%	84.4%	80%	91.8%	80%	92.7%
AB KPI1	Planning Application Basket of Indicators	New for 2019/20	N/A	6	5	6	6
EB KPI1	Planning Enforcement Basket of Indicators	New for 2019/20	N/A	6	5	6	0 (Covid impact)

The main Planning Applications KPI 001 has consistently exceeded performance targets over the last three years and is indicative of the high-quality service delivered to residents of the Borough.

The COVID-19 pandemic and national lockdowns from March 2020 (2019/2020 through to 2020/2021) has had a direct impact on the performance of Planning Enforcement KPI EB KPI1 due to restrictions around site visit activities. In recognition of this, KPI relief was given by Barnet Council. With the easing of lockdown measures by Spring 2021 and resumption of wider enforcement activities, a recovery plan was put into place to address case backlogs and use the resources of the proactive team to restore service KPI performance.

* KPI is measured annually with quarterly reports on progress

How is Customer Satisfaction SKPI05 Measured?

During the period of 2018/19 and 2019/20, customers who visited the Planning Reception were asked to complete a hard copy version of the online survey. The results were manually merged with other customer feedback completed online via the same survey. These survey results were reviewed at the end of each reporting period.

Due to the Covid-19 pandemic, the Planning Reception was closed. Customers who emailed the Planning Enquiry generic mailbox were invited to complete an online version of the survey using a specific link for Planning responses.

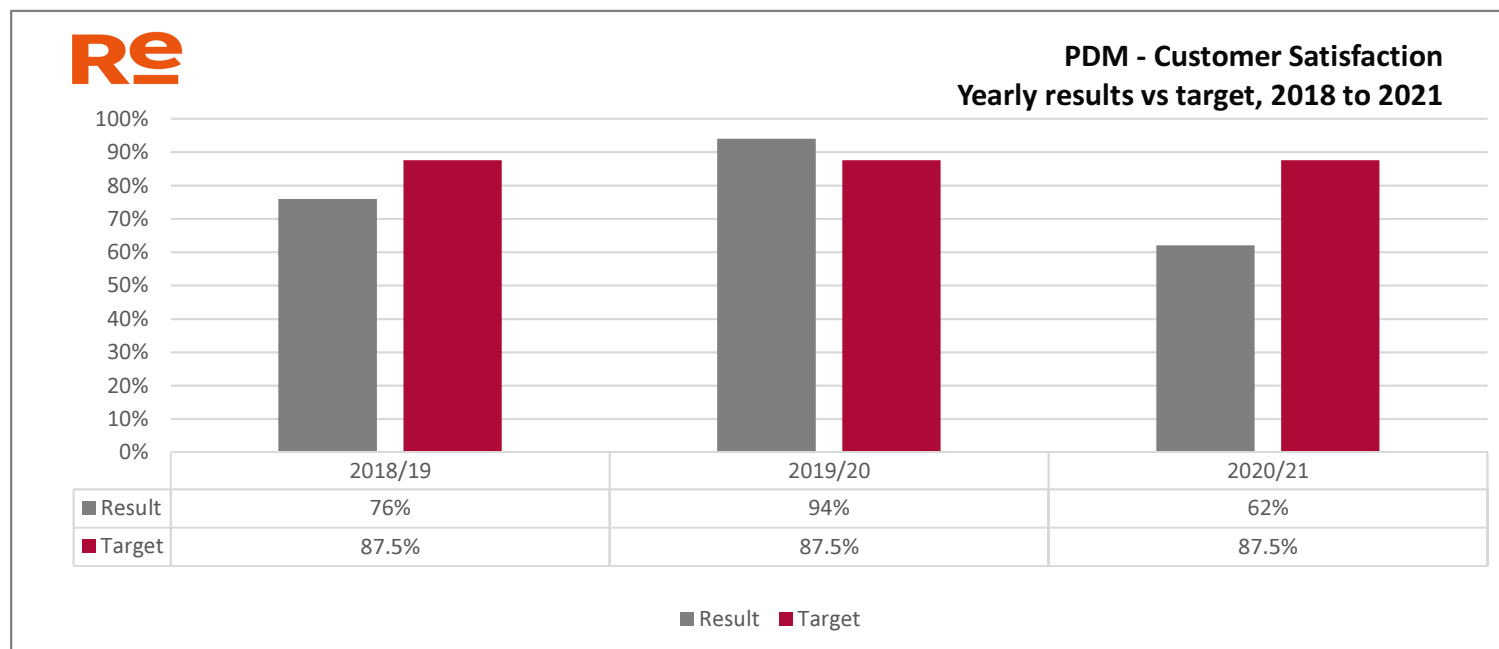
Scores are based on the % of customers that score Re either 4 (Good) or 5 (Very Good) on the survey questions.

In 2018/19, the service missed the target by 10 percentile points. Following the move to Colindale with an improved reception area, the result for 2019/20 was a healthy 94% of customers rating the service either as good or very good. The impact of Covid-19 and the closure of the reception impacted the result for 2020/21, which was 62%. This is attributed to not being able to compare like-for-like and a former face-to-face service being switched to a mailbox approach.

An additional measure has been taken to improve customer service, being additional investment in a resident liaison officer who ensures that residents corresponding or raising concerns with regards to applications, appeals and enforcement activities are appropriately engaged and kept suitably updated.

Re Overall Customer Satisfaction Results

Customer Satisfaction - % of customers scoring the service a 4 or 5 (on a scale of 1 to 5)



This customer satisfaction measure is based on the customer's front office experience and not the actual planning application process itself. Hence the scores do not reflect the consistently high KPI performance for planning application processing timescales. Data here is based on feedback forms completed by customers visiting the Planning Reception front office (closed since March 2020 due to COVID) and from customers who have placed Planning enquiry related calls into Re customer hub. The impact of COVID-19 and closure of the Planning Reception front office is a significant factor in the lower scores seen in 2020/21. There will be future plans to look to enhance the customer experience via the Re customer hub which will help to improve the scores seen in 2020/21.

Other Customer Satisfaction Measures

Planning Agents Bi-Annual Workshops

The Planning Service also host a Bi-annual Planning Agent's Forum to obtain feedback, raise awareness of the service and strengthen relationships.

The most recent (Wednesday 18th November 2020) attracted an unprecedented level of attendees. In total, 89 people joined the event.

Participants represented a diverse range of developer agents from local architects and planning agents, to consultancies such as Savills, Colliers, Avison Young and Lichfield.

The next forum is due to be held in Autumn 2021.

Feedback

"I thought the forum this morning was really well produced from all participants. Just in terms of my own experience of the service since March, it has been positive and has remained responsive, mainly dealing with Josh on a few things. It is also refreshing that agents and applicants are publicly acknowledged as important service users in Barnet: that is not always the case around London (!), so thank you from me and on behalf of applicants". [Savills]

"Thank you for the invitation. It was a very useful event. [You Architecture Ltd.]

I found the Agent Forum really informative this morning and all the speakers were excellent". [Michael Burroughs Associates Limited]

I just wanted to drop you a line and say thanks for the invitation it was great to listen to and very informative". [I G U A N A]

CONTRACT REVIEW PERFORMANCE PACK BUILDING CONTROL

Service Performance Summary

The financial performance of the service has been disappointing, with income declining by around 50% since 2018/19 and falling far short of the targets set out in the contract. Whilst the pandemic has clearly had an impact, competition for this service has become increasingly challenging over the years and there has been a fall in market share. However, Building Control seeks to deliver a reliable and fairly-priced service, compared with other players in the market, and is well regarded by those that use it.

The service is considered to have a good base, from which to rebuild. In particular, it needs to continue to win back business in relation to larger developments to increase its market share and meet income targets. Crucially, the income generated has helped to subsidise the cost of meeting the council's duties in relation to oversight and action required in relation to dangerous structures, which is something that competitor organisations are not responsible for delivering.

The service is also continuing to support the council to respond to fire safety issues and changes in policy and responsibilities (Building Safety and Fire Safety legislation and revisions to building regulations) following the Grenfell tragedy. In all these specialist areas of work the team have been helpful and supportive.

Key figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	901,659	906,269	907,336
Indexation	60,484	80,453	80,557
Change Request	26,585	27,117	27,653
Total	988,728	1,013,839	1,015,546
Special Projects	0	9,000	0
Income (target)	(1,483,940)	(1,517,206)	(1,539,288)
Income (actuals)	(1,107,740)	(799,529)	(593,354)

Service Journey (Including Achievements) 2018 – March 2021

The Building Control function operates within a competitive marketplace, and since 2018 the number of alternative Approved Inspectors operating within the borough has been increasing. As a result, fee earning applications have been in decline and this is also represented in a decline in the LBB/RE market share.

Whilst the service has looked to remain fully resourced, the industry sector remains volatile, with market forces creating a high demand for surveyors but with only a low supply available. Therefore, a key priority is to focus on retaining workforce and upskilling, primarily in response to the significant changes in “dutyholder” roles set out in the draft Building Safety Bill.

Notably, the service has maintained several key partnerships and secured projects including Colindale Gardens (Redrow), Beaufort Park (St George) and Park Royal Brent (Fairview). In addition, several projects have been nominated and have won London regional LABC awards – including Celeste House within the Beaufort Park scheme in Colindale.

Furthermore, the service has recently helped to deliver the Colindale Offices project and is currently overseeing the construction of the new West Stand at Saracens.

Performance to Date – KPIs Annual Outturn

KPI No	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
KPI001 (BC)	Number of decisions within statutory timescales – Meet building regulation statutory timescales – decisions in 5 weeks or 2 months (dependent on the choice of applicant at the time of application). This excludes the impact of any delayed decisions by an authorised officer of the Authority.	96%	99.7%	100%	99.7%	100%	99.6%

This KPI is measured annually with quarterly reports on progress.

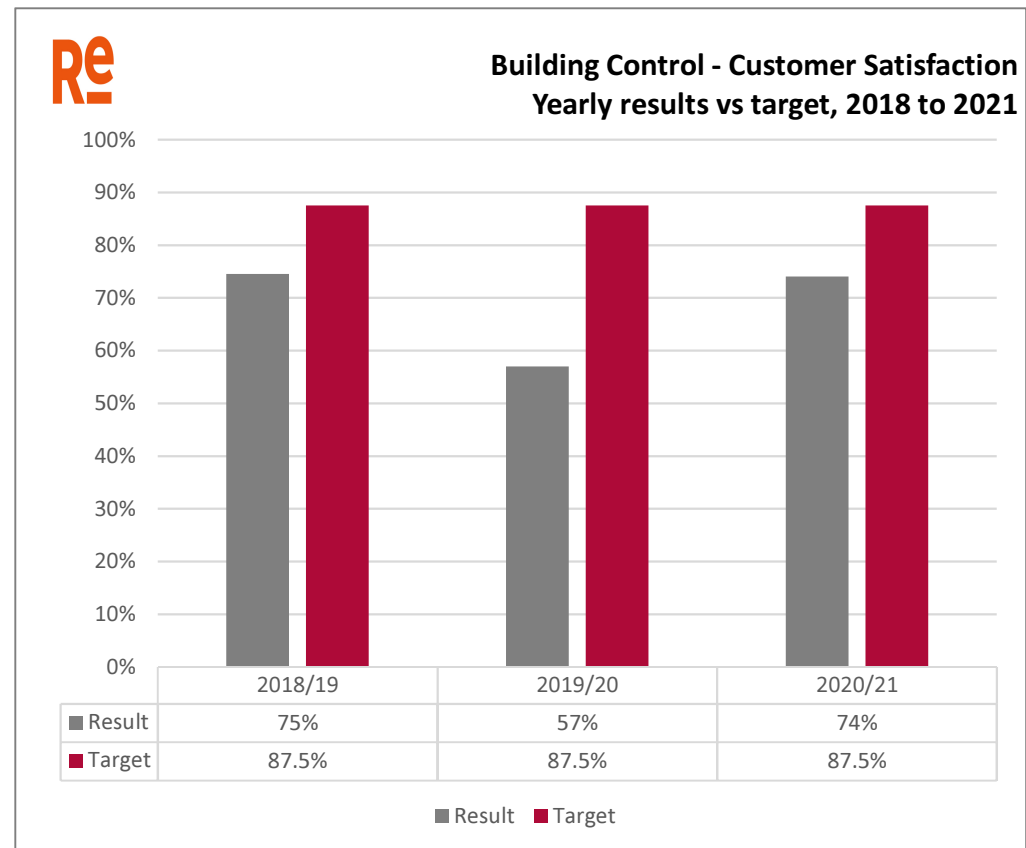
In the few instances where a single case out of timescales has resulted in the 100% target being missed, these have been recognised as exceptional and due to circumstances outside of the control of Re.

Customer Satisfaction Results

Building Control customers are emailed a specific survey link at the end of a month or at the end of an enquiry or service request. This link is solely for clients who have used the services of Building Control.

Due to the nature of the service and its customer base, it is often the same group of agents accessing the service on behalf of residents/customers. Surveys are served on the agents to provide feedback, with survey results reviewed at the end of each reporting period.

Scores are based on the % of customers that score Re either 4 (Good) or 5 (Very Good) on the survey questions. Whilst the client base is small, Building Control have consistently achieved an average rating of 68% as good or very good.



The customer satisfaction targets are ambitious for a Regulatory service that enforces building regulations. Hence the scores do not reflect the consistently high performing KPIs on building control applications turnaround timescales. The impact of a temporary slow-down in the market due to the Covid-19 pandemic is also seen in 2019/20 and 2020/21, with less activity, and therefore even fewer agents completing the feedback forms.

CONTRACT REVIEW PERFORMANCE PACK LAND CHARGES

Service Performance Summary

In a number of ways the service has performed well, consistently meeting its KPI and receiving excellent customer satisfaction scores.

The service has won, or been shortlisted for, national and local awards during recent years.

Although the service falls short of the challenging income targets that were set at the beginning of the contract, the level of income generated far exceeds the cost of the service within the management fee. Income levels have held up well during the pandemic.

Data quality held by the service requires improvement, which was recognised by an audit last year. Over the next 12-18 months, the datasets used by the service will be comprehensively cleaned. This will be completed prior to a data transfer to Land Registry, who will begin delivering some types of searches.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	150,669	152,602	153,832
Indexation	10,326	13,799	16,337
Change Request	4,254	4,339	4,425
Total	165,249	170,740	174,594
Special Projects	None		
Income (target)	(1,202,764)	(1,229,728)	(1,247,625)
Income (actuals)	(1,162,993)	(984,155)	(909,300)

Service Journey (Including Achievements) 2018 – March 2021

The team has successfully achieved the KPI and PIs over the life of the contract.

The income generated from searches has made a substantial contribution to guaranteed income, although this varies according to demand for searches.

The recent upturn in the housing market partly due to the stamp duty land tax (SDLT) holiday, has resulted in substantially higher volumes.

During the life of the contract, the teams have digitised remaining hardcopy data to prevent loss, improve data security and enable easier retrieval.

HM Land Registry have obtained statutory powers to transfer some types of searches to within its existing operation.

An audit in 2021 highlighted the need for better data quality. In preparation for the future role of land charges, LBB is currently agreeing a project with the land registry to cleanse the data.

Service Journey (Including Achievements) contd. 2018 – March 2021

The service has supported the local property market by consistently producing searches within three days – much faster than the HMLR expectations of 10 days.

The team have also maintained this high level of service delivery during the SDLT holiday and throughout the global pandemic.

The team and its individual members provide consistently excellent customer service and have been nominated for successive awards from the Local Land Charges Institute and Land Data:

- **2021** - shortlisted for Customers Satisfaction Awards and Unsung Heroes Awards
- **2020** - shortlisted for Customers Satisfaction Awards
- **2019** – shortlisted for a Customers Satisfaction Award
- **2018** – shortlisted for Customers Satisfaction Awards

Performance to Date – KPIs Annual Outturn

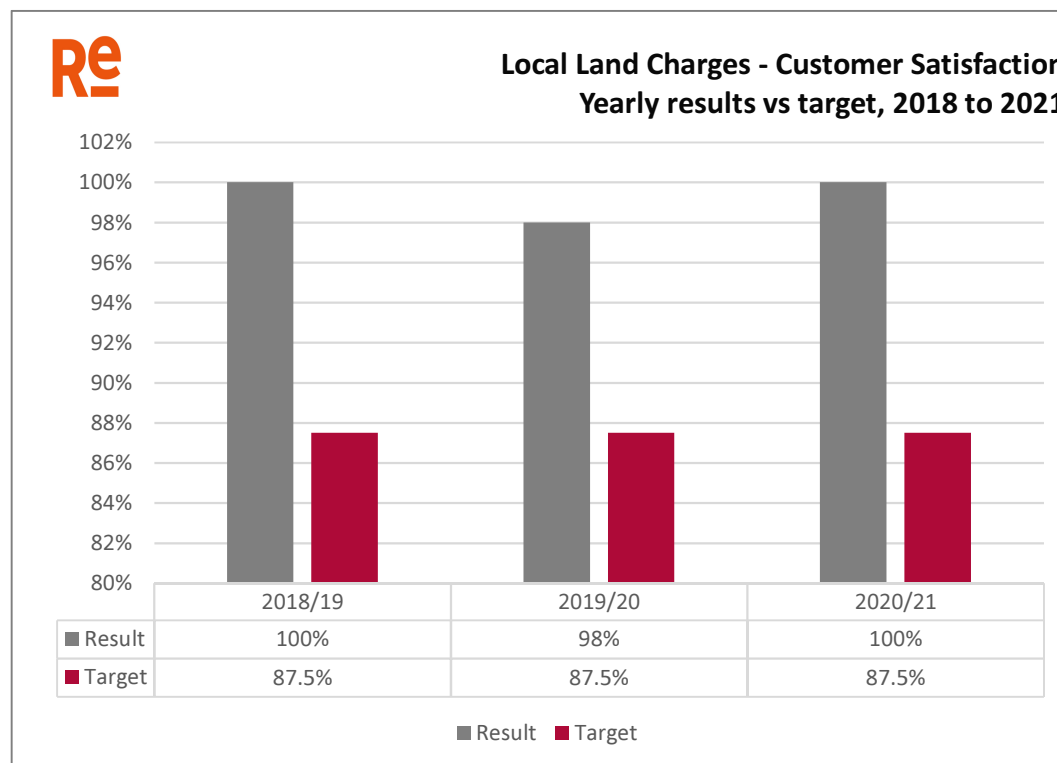
KPI Number	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
KPI001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges	3	2.46	3	1.94	3	2.67

The local land charges service consistently meets its KPI.

Customer Satisfaction

This SKPI is measured annually with quarterly reports on progress. Customers are emailed a specific survey link at the end of each month which is directed specifically at clients who have used the services of Local Land Charges. Survey results are reviewed at the end of each reporting period and are based on the % of customers scoring Re with either 4 (Good) or 5 (Very Good).

Due to the nature of the Local Land Charges client base (solicitors, conveyancers and personal search agents), it is often the same group of clients that are asked for feedback. Whilst the client base is small, **Local Land Charges have consistently achieved a rating over 98% as good or very good.**




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

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	<p style="text-align: center;">Financial Performance and Contracts Committee</p> <p style="text-align: center;">23 November 2021</p>
Title	Review of Capita Contracts – Public Engagement
Report of	Director, Commercial and Customer Services
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	APPENDIX A – ORS Report
Officer Contact Details	Deborah Hinde – Director, Commercial and Customer Services deborah.hinde@barnet.gov.uk 020 8359 2461

Summary
<p>The purpose of this report is to provide an overview of the public engagement activity on the Capita Contracts Review and to set out the council's initial response to the comments received. The report also sets out proposals regarding the next phase of resident engagement.</p>

Officer Recommendations
<p>That the Financial Performance and Contracts Committee:</p> <ol style="list-style-type: none"> 1. Notes the content of this report and the ORS report attached at Appendix A; 2. Records its appreciation for those residents that participated in the process; and; 3. Agrees the revised approach to ongoing resident engagement, as set out in section 4 of this report.

1 WHY THIS REPORT IS NEEDED

- 1.1 At its meeting on 8th June 2021, the Financial Performance and Contracts Committee agreed a proposed approach to public consultation in respect of the Capita Contracts Review. The proposed approach recognised the extensive consultation that took place during the review of Capita contracts that took place during 2018 and 2019, as reported to Policy and Resources Committee on 17th June 2019.
- 1.2 The Committee agreed that further public engagement and best value consultations on the Review should consist of two rounds of focus groups. The first round would take place in early July, with the objective of seeking views on priorities, in order to inform the development of proposals for the future delivery of the services. The second round would take place later in the year, to seek views on the proposals that have been developed.
- 1.3 For both rounds, it was proposed that the approach that was taken for the Strategic Contract Review in 2018 be adopted, whereby one focus group would consist of residents that have previously engaged with the council on the services delivered by Capita and one group would bring together a random, representative sample of all residents.
- 1.4 The engagement exercise reported here was undertaken in July 2021 by Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research, who were appointed by the council to convene, facilitate and report on the two focus groups - one with 'frequent engagers' (members of the public who have previously commented or submitted questions on relevant Committee reports) and the other with randomly-selected members of the public. Five participants attended the former and nine attended the latter, and both lasted between 1.5 and two hours.
- 1.5 At the suggestion of the Chairman of the Financial Performance and Contracts Committee, a meeting between him, the council's Director of Commercial and Customer Services and Mr John Dix was held on 6th July 2021. Mr Dix is one of the most frequent engagers with the council on the subject of the Capita contracts and regularly makes useful and inciteful comments in respect of their construct and performance. The discussion was wide-ranging and open, with a high level of consensus on some of the key issues. This report contains a summary of the outcomes of the discussion, which has been agreed with Mr Dix and is published with his permission. Following the meeting, Mr Dix sent follow-up emails, the contents of which are also reflected in this report.

2 REASONS FOR RECOMMENDATIONS

Outcome of Focus Groups

- 2.1 The report attached at Appendix A sets out more detail on the approach to recruiting and conducting the focus groups, together with an executive summary and detailed findings.
- 2.2 The contents of the executive summary are reproduced below, along with a commentary setting out the council's initial response (in italics) to the comments that have been made.
- 2.3 A copy of the report has been shared with Capita and we will ensure, as far as is practicable, that the comments that have been made are addressed through the extension proposals.

2.4 **Headline finding 1** – Good customer service is accessible, responsive, communicative, and offers speedy resolution to problems

- a. Participants were generally of the view that the first principle of good customer service is accessibility, followed by attempts at resolution by responsive, knowledgeable members of staff.
- b. Being kept informed of the progress of an issue/complaint was also considered essential: indeed, it was said that people understand that things take time and can accept delays if they receive regular status updates.

Response – this is broadly consistent with comments made during the extensive public engagement exercise that informed the development of the Customer Transformation Programme and is being addressed in our ongoing work to improve customers' experience of engaging with the council.

2.5 **Headline finding 2** – Not receiving good customer service has negative repercussions for individuals and organisations...

- a. Poor customer service typically leads to feelings of anger and frustration for those on the receiving end, as well as lasting negative perceptions of the organisation offering it.

Response – the frustrations experienced as a result of poor customer service, from any organisation, are acknowledged.

2.6 **Headline finding 3** – ...but residents are in a difficult position when they receive poor customer service from their local authority, as they cannot take their 'custom' elsewhere

- a. An underlying frustration for participants when receiving what they perceive as poor customer service from the council is that short of moving to another area, they feel there is little they can do about it. Essentially,

residents are at a disadvantage as they cannot take their 'custom' elsewhere as they would following poor service at, say, a retail establishment.

- b. Moreover, while elected members can (and in some areas do) try and ensure services run as they should, it was argued that this should not be necessary if services are responsive and efficient – and that good customer service should not be dependent on the proactivity of councillors.

Response – the particular frustration that arises when you cannot take your custom elsewhere is also acknowledged and makes the focus on improving customers' experience all the more important. Furthermore, it is recognised that good customer service extends far beyond the first point of contact, whether that is by telephone, through the website or face to face, and is dependent upon good end to end processes and the right culture being embedded within each service delivered by or on behalf of the council. It is agreed that good customer service should be the norm and should not require the proactive involvement of councillors.

2.7 **Headline finding 4 – LBB's customer service is variable, but there was more negativity than praise**

- a. Participants in both groups highlighted their frustrations with LBB's customer service in a broad sense, from their calls not being answered/transferred and having to deal with an automated answering service, to being treated disrespectfully by council staff or having to repeat their issue many times to different people.

Response – it is acknowledged that, for some of our residents, the experience of engaging with the council has been unsatisfactory. Our analysis suggests that this is particularly the case where residents have more complex issues. We have been working hard over recent years, through our customer transformation programme, to address these concerns and improve our customers' experience of engaging with the council. However, we do acknowledge that there is further room for improvement. Over the last year, we have been working intensively to accelerate that improvement. In particular, we have established a joint working group to focus on the more complex council tax enquiries. As a result of their work, we have made various changes to the telephony system to simplify the route to speak to an advisor. We have also simplified processes within the service and made improvements to the website. As a result of these changes, we have recently seen a significant reduction in the number of complaints. We remain committed to continuing our programme of improvement to address residents' concerns regarding the ability to get through to a person, but this does need to be seen within the context that over 1,000 Barnet callers a day do speak to one of our contact centre advisors.

Comments regarding council staff treating residents disrespectfully are disappointing and such behaviour is not in accordance with the council's

values. We would always encourage residents to report such incidents, so that they can be addressed. We do have a set of customer service principles and are in the process of developing a training programme to support their rollout across the council.

- b. In relation to the last issue, some participants suggested a better system for recording notes from calls with members of the public and enabling the provision of progress updates. This, it was said, would give customers confidence that their queries are being logged, addressed and not 'lost in the system'.

Response – the council does have a Customer Relationship Management (CRM) system that is used to capture details of customers' enquiries. However, there are limits on the degree to which it can be integrated with service-specific systems to provide a full picture and the provision of progress updates. Despite those limits, there have been significant improvements on this front with the implementation of a new system in Streetscene, which did allow that integration. As a result of this, the number of calls about missed bins (including follow-up calls) has reduced by 36%. As part of our ongoing work to improve customer experience, we are looking at implementing a revised CRM system that is better able to be integrated with a broader range of service-specific systems.

- c. In terms of specific services, highways was the one most complained about, most commonly in relation to potholes and poor maintenance of pavements. There were also significant concerns about a lack of planning enforcement, with accusations of constant (seven days a week) and/or poor-quality building work, and inadequate construction of infrastructure such as pavements – as well as about a lack of urgency and action on the part of environmental health in response to complaints.

Response – some of the concerns regarding highways are recognised. It is proposed that highways will be brought back in-house, which should address a number of the issues raised. Budgetary constraints mean that it is inevitable that not all improvements on our highway network can be implemented within the timescale that residents would like.

Whilst residents' frustrations with the speed of planning enforcement are acknowledged, the service is nationally recognised as being one of the most active in the country and, although a number of services had to be suspended during Covid, the service is now fully back in action. It must, however, be noted that some aspects of planning enforcement take a considerable period of time to reach a conclusion, due to the processes that must be followed.

The concerns expressed about environmental health are recognised and will be considered further by the service.

- d. This is not to say that LBB's customer service was universally considered to be poor: some services were praised, library services (in-house) and environmental health (Capita) in particular.

2.8 **Headline finding 5 – The COVID-19 pandemic has worsened council communications, but some good practice has been evident**

- a. General public participants complained of worsening council communications during the COVID-19 pandemic, particularly around a lack or slowness of response, not being able to speak to an actual person, frustrations while using the automated answering system, and a lack of cross-department co-ordination.
- b. Some participants suggested that the council and councillors have used COVID-19 as an excuse for inactivity. While understandable at the outset of the pandemic when everyone was navigating the ‘new normal’ of working from home, it was no longer considered a valid reason for non-responsiveness, especially when other sectors have successfully implemented remote working practices.
- c. On a more positive note, participants again praised environmental health for its response during the pandemic, and another commended the council more generally for the way it administered the COVID-19 business grants. Communication relating specifically to the pandemic and assisting vulnerable people was also thought to be good, as was the action taken to provide for those having to shield.
- d. One of the frequent engagers conceded that Capita’s ability to offer a scalable response to grant distribution has been a benefit with respect to ensuring timely financial assistance to those requiring it. However, this was considered the only benefit served by the Capita contracts since their inception.

Response – the positive feedback on the distribution of business grants and other support provided during the pandemic is welcomed. However, it is also acknowledged that some services were able to respond more quickly than others to the constraints that were experienced. The feedback will be considered as part of any future “lessons learned” review and in our future planning for such incidents. All services should now be operating as normal, albeit there are significant backlogs in some areas that are still being worked on.

2.9 **Headline finding 6 – The frequent engagers were especially critical of Capita’s performance**

- a. Participants - especially those in the frequent engagers group - were highly vocal in their criticisms of the Capita contracts, and indeed of Capita itself. They particularly alleged poor and impersonal customer service, a lack of openness and visibility around performance, and a serious loss of management control and accountability.

Response – the ongoing programme to improve customers’ experience of interacting with our services is referenced above. In respect of visibility around performance, the council publishes quarterly performance reports

that cover all of the agreed key performance indicators across the contracts, together with a commentary on achievements and challenges during the quarter. The council's approach to managing the contracts has developed since the contracts were let in 2013 and there are regular contract management meetings for each service provided under the contracts.

- b. The frequent engagers also suggested that the power balance within the council/Capita relationship has tipped too heavily in favour of the latter. In relation to this, a specific example was given whereby a provider 'walked away' from the provision of clinical services for children, and there was significant concern that Capita will do the same if it ceases to make a profit from its contracts with LBB.

Response – Capita are keen to secure extensions on both contracts and there is no evidence to suggest that they would seek to “walk away” from them.

- c. Moreover, there was suspicion (fuelled by a recent report by the independent accounting firm Grant Thornton) that the decision to outsource to Capita was, and remains, ideologically and politically driven and that the case for greater economies through outsourcing (as opposed to in-house service provision) is no longer necessarily as clear cut as it might have been.

Response – as noted by the Financial Performance and Contracts Committee at its meeting on 8th June 2021, it is considered that the council's approach to the Review aligns with Grant Thornton's findings, in that it is based on a pragmatic, service by service review, with the focus being on “what is the right approach for that service to achieve the overarching priority of ensuring that Barnet residents receive the best possible services that we can afford and at a competitive price”.

- d. Planning came in for particularly heavy criticism, especially in relation to the perceived over-development of the Borough, local asset reduction (the loss of community spaces was noted several times), a lack of transparency, and the alleged prioritisation of profit over the needs of the local area and its residents.

Response – it is acknowledged that planning policy is a complex and contentious issue, but the planning service that is delivered by Capita is required to operate within a policy framework that is determined by the council within a broader legislative framework. The proposed direction of travel for the planning service includes consideration of returning some elements of the strategic planning service to the council, which may enable greater clarity about the split between policy-setting and service delivery.

2.10 **Headline finding 7** – There was scepticism about the proposed direction of travel for certain services

- a. One frequent engager had read the document outlining the proposed direction of travel for the Capita-provided services and commented that those proposed to return to council control are typically non-revenue generating, whereas Capita would retain the most profit-making service, planning. The frequent engagers were generally concerned to see this as, in their view, planning is one of the services not suited to outsourcing given their belief that local knowledge is required to properly deliver it.

Response – all revenue generated from the services delivered by Capita comes directly to the council. The income guarantee ensures that any shortfall between the revenue received by the council and the targets set out in the contract is made good by Capita. Any contract extension would require a re-baselining of the income guarantee to ensure that the council is not disadvantaged.

The planning service is delivered predominantly from within Barnet, but benefits from additional support capacity provided from Capita's Belfast office.

- b. Moreover, it was argued that other services provisionally proposed to be retained by Capita - such as Accounts Payable - have not performed sufficiently well to justify this. Again, the feeling was that saving money is the key criterion, and that this overrides any consideration of performance.

Response – where the direction of travel includes the intention to enter into a one-year extension (as is the case with accounts payable), this is on the basis that additional time is required to allow further review and decisions to be made about the longer-term future of services, where the case for returning, re-procuring or extending is unclear and a more detailed review is required to determine the best strategic option.

- c. Capita's management of Barnet's cemetery at Hendon was also heavily criticised by a couple of frequent engagers, who alleged significant disrepair because of disinterest – which has, in their view, arisen as a result of the service not meeting Capita's initial (unrealistic) expectations for revenue raising.

Response - issues regarding maintenance at the cemetery were primarily caused by the impact of Covid, which were exacerbated by unusual weather conditions. These have since been substantially addressed. It should be noted that Covid placed unprecedented pressures on the service, with the equivalent of six months of funerals supported in just a six-week period at the peak of the pandemic, with one team member being awarded the London Borough of Barnet Civic Award for Covid-19 Community Hero. Several new services have also been developed that

provide a range of services to meet the varying religious and cultural needs of residents, which also generate income for the council.

2.11 Headline finding 8 – Outsourcing remains a controversial option for the delivery of council services

- a. Some participants in the general public group highlighted the potential advantages of having a national organisation running services, arguing that for many services it matters not whether they are located locally or at a distance, especially with today's access to technology. They also supposed that an organisation like Capita would have a higher level of expertise than a local council to perform the functions required, as well as greater purchasing power to minimise costs.
- b. Moreover, it was suggested that the vast majority of residents know little about how the council provides its services, nor do they care as long as the relationship is a largely transactional one.
- c. On the other hand, a lack of local knowledge and accountability was considered by many participants in both groups to be a significant disadvantage of providing services through a third party like Capita – as was the potential for more emphasis to be placed on revenue generation than the needs of local residents (which the frequent engagers argued has happened as a result of the contracts).
- d. Furthermore, a particular concern was that important service provision is in the hands of people with no local knowledge of or vested interest in the area. This, it was said, could lead to poorer customer service as a result of 'outsiders' having less care for what happens locally in Barnet.

Response – the contracts with Capita seek to strike the right balance between securing the economies of scale and other advantages of working with a national organisation that delivers technology-enabled services for a number of councils and ensuring the appropriate level of local knowledge and engagement. This is a factor that will be considered in respect of proposals to return services to the council, when the contract expires, as well as in the proposals for contract extensions.

2.12 Headline finding 9 – Some suggestions for improvement were made

- a. A couple of further specific suggestions were made for improving services and the customer response in Barnet. These included: re-visiting the terms of the Capita contract to enable the amalgamation of inter-related services (customer services and revenues and benefits for example); and LBB and Capita working to establish of a more personal (as opposed to wholly transactional) relationship between the latter and local residents.

Response – the suggestion of amalgamating customer services and revenues and benefits is not supported, as customer services provides the "front door" to a much broader range of council services. However, the

need for closer working between customer services and the revenues and benefits service is accepted. As referenced above, a joint working group involving both services and including colleagues from both the council and Capita has been established and has been meeting over recent months to review and improve customers' journeys through some of the more complex situations that the service deals with.

The suggestion of establishing a more personal relationship with local residents is accepted and it is anticipated that the extension proposals will address this through revised partnership governance arrangements that will strengthen the relationship between the council and Capita.

2.13 Headline finding 10 – The frequent engagers were cynical about the Review and the engagement/consultation process

- a. Finally, the frequent engagers felt that the Capita Contracts Review and associated engagement/consultation process are somewhat futile inasmuch as they are unlikely to influence the proposed directions of travel (which were described as a “done deal”). This viewpoint has been fuelled by a feeling that the council has refused to enter into dialogue with and listen to them and other residents over recent years – as well as a perception that the findings of consultation exercises (the 2019 Capita Contracts consultation for example) are often ignored if they yield the ‘wrong’ answers.

Response – the level of cynicism from the frequent engagers is unfortunate and it is hoped that some of the responses set out above will go some way to assuring participants in the focus group that their concerns have been heard and are being addressed, albeit not necessarily with the outcome that they would ultimately like to see.

- b. While most of the frequent engagers said there was nothing the council could do to change their views, one did suggest that if LBB were to show willing in entering into true two-way dialogue, this would go some way to persuading them that this engagement process, and the forthcoming formal consultation, are genuine attempts to inform future service provision. They did not consider this likely though.

Response – we have sought to engage in two-way dialogue by meeting with Mr John Dix, who is one of the particularly frequent engagers with the council over the Capita contracts.

- c. Finally, both the frequent engagers and the general public said that being as open and transparent as possible about Capita's performance to date was essential in ensuring all parties can make an informed judgement about the merits or otherwise of any formal proposals.

Response – Capita's performance is reported to the Financial Performance and Contracts Committee on a quarterly basis. Performance

packs for those services that it is proposed to retain will be published as part of the supporting evidence for the extension proposals.

Outcome of meeting with Mr John Dix

- 2.14 The following is an agreed summary of the points made during a meeting between the Chairman of the Financial Performance and Contracts Committee, the council's Director of Commercial and Customer Services and Mr John Dix, held on 6th July 2021, and is published with Mr Dix's permission. The council's response is set out below each point, in italics.

- 2.15 Mr Dix expressed concerns about the integration of different systems into Integra.

Response – this is acknowledged and will be considered in our decision-making on the future of the council's core systems.

- 2.16 Looking ahead to 2026 (our proposed extension period), we need to acknowledge that the shape of local authorities is changing and Covid has accelerated that.

Response – this is also acknowledged and will inform our thinking about the future delivery of all services, not just those that are delivered through the Capita contracts.

- 2.17 The council should consider appointing a chief information/technology officer, as its IT strategy is currently outsourced. Capita both provide the advice on IT and deliver IT, creating a potential conflict of interest. As such there is a need for an independent advisor on IT strategy separate from Capita to set a vision of what best meets the needs of LBB in the future.

Response – whilst the suggestion has some merits, it is considered that the council benefits considerably from its broader access to Capita's strategic IT capabilities, the strength and depth of which goes beyond what one could expect from a single chief technology officer. It is considered that the current clienting arrangements mitigate against any potential conflict of interest, particularly as the council also uses organisations such as LOTI (London Office of Technology and Innovation) and SOCITM (Society for Innovation, Technology and Modernisation) to test its thinking. We recognise that there is merit in reviewing whether or not there is a need to strengthen the support that is available to the council's existing client lead in respect of this aspect of his role.

- 2.18 Technology is at the heart of everything the council does and this is an opportunity to re-imagine how services such as call centres are delivered in the future.

Response – agreed and it is anticipated that this will be addressed in Capita's proposals for contract extensions.

- 2.19 The council stopped publishing data on call-wait times in 2018, which is inconsistent with claims of transparency and openness in respect of performance.

Response – this occurred prior to the current director and client lead being in post, so we are unable to establish why this happened. The client lead is working with contact centre colleagues to re-establish a programme of regular reporting on key metrics.

- 2.20 There was an extensive discussion about culture coming from within and where control sits.

Response – it is considered that work on strengthening the client side and anticipated proposals regarding the partnership governance arrangements will be critical to this.

- 2.21 In respect of highways, there were shared concerns that can be summarised in the phrase “never outsource a problem, but never insource one either”.

Response – work on the proposal to bring highways back to the council upon expiry of the contract is being carried out in conjunction with the broader Highways Transformation Programme, which continues to drive ongoing improvements in the service, whilst also considering the future operating model for the service. To support this approach, Capita’s Highways Director has been seconded to the council and now reports directly to the Executive Director, Environment.

- 2.22 Planning remains a big concern, particularly in terms of the high level of staff turnover leading to decisions being made by people who don’t understand the history of the area and loss of corporate memory.

Response – following the meeting, we reviewed staff turnover levels in planning over the last year and they were not considered to be out of the ordinary. We have, however, done some work with the service on ensuring that cases are picked up more promptly when staff are off sick. As stated elsewhere in this report, the vast majority of the planning service is delivered from within Barnet.

- 2.23 Planning revenue should stay with Barnet.

Response – it is considered that there may be a misunderstanding in respect of how the income guarantee and revenue flows operate, as all revenue from the planning service does come directly to, and is retained by, the council in the first instance. This revenue/income is different from profit, in that in the event of overperformance against the income guarantee, RE is entitled to reclaim the additional costs of achieving the extra income. Any subsequent surplus would be shared 75% to the council and 25% to RE. Should this translate directly into profit for the Joint Venture, any subsequent dividends would return 49% of that profit to the council, with 51% to the Joint Venture, resulting in 87.25% of the additional revenue being retained by the council.

For any contract extension, it will be necessary to re-baseline the income guarantee to reflect the areas of over- and under-performance to date, as well as considering how any surplus revenue is shared.

- 2.24 There were concerns around keeping accounts payable with Capita.

Response – the concerns regarding accounts payable are acknowledged, but this service is in the “further review” category because the best future delivery model for the service is dependent upon decisions about the council’s future core systems. Any proposal to extend the contract for one year is designed to provide the time required to make those decisions.

- 2.25 There was an acknowledgement from all participants in the meeting that any extensions would require chief executive sign-off from both sides, as well as political buy-in.

Response – it has been confirmed that Capita’s internal governance process requires “main board” approval of the extension proposals.

Follow-up email from Mr John Dix

- 2.26 Following on from the meeting, Mr Dix sent an email to the Chairman of the Financial Performance and Contracts Committee and the council’s Director of Commercial and Customer Services on 12th July 2021. This re-stated and expanded on some of the points made during the meeting. The key additional points raised in the email are summarised below, with the council’s response in italics.

- 2.27 Mr Dix expressed concerns that he does not see evidence of a clear vision for Barnet, not just in relation to the specific elements of the Capita contract, but how the Council organisation will operate as a whole in five years’ time with a rising population and taking into account the changes driven by Covid. He also made suggestions regarding a potential future grouping of services.

Response – the subject of the broader vision and structure of the council fall outside the remit of this Review, so have been shared with the council’s Chief Executive for consideration in the ongoing development of the Barnet Plan.

- 2.28 The email set out further commentary in respect of the council’s core systems and promoted consideration of a “proper ERP (enterprise resource planning) system”.

Response – the council’s review of core systems will consider a range of options, including the implementation of an ERP solution. Independent advice on this review will be sought, as necessary.

- 2.29 In respect of planning, it was suggested that a “value chain analysis” would aid understanding of how Capita add value to the planning process.

Response – how Capita adds value to the service will need to be part of any business case for extending the contract.

- 2.30 On the topic of organisational culture, Mr Dix suggested that having a common set of goals throughout the organisation, and instilling a common language that reflects and reinforces those goals, is critical to making sure any changes stick. He identified the risk that piecemeal changes of specific services, without that clear set of organisation goals and culture, will result in a failure to realise the benefits of any change.

Response – it is anticipated that the extension proposals will set out how Capita will continue to contribute to the achievement of the council's goals, which are set out in the Barnet Plan.

- 2.31 In respect of the client side, Mr Dix acknowledged that additional resources have been put into managing the contractor, but posed the question of how much it costs to manage the contractor and at what point is it cheaper to simply self-operate the service.

Response – whilst it is acknowledged that the cost of managing the contracts is a factor that requires consideration, it is also considered that, where additional resources have been brought into the client side over the years, this has added more value to the overall delivery of services than is suggested by the phrase “managing the contractor”.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable, as this report sets out the outcome of resident engagement, rather than recommendations for decision.

4 POST DECISION IMPLEMENTATION

- 4.1 The outcomes of resident engagement to date have been shared with Capita to inform the development of their proposals. They will also be taken into account in the development of business cases in respect of all services currently provided through the Capita contracts.
- 4.2 Having given due consideration to the detailed responses, particularly from those residents that engage frequently with the council on these issues, it has been concluded that the second stage of the consultation needs to focus on the current experience of residents that are interacting with the council and seek the views of as wide a group of those residents as possible, to help inform the future shape of the council's approach to customer service, across the board. This will necessitate an ongoing dialogue with residents, rather than the one-off focus groups that were originally envisaged.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The aims of this Review are consistent with the council's Corporate Plan, Barnet 2021-2025, in that it aims to ensure high quality, good value services.

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

- 5.2.1 The cost of conducting the focus groups was approximately £8,000 and has been met from the resources allocated to conduct the Contracts Review.

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 existing contracts include Social Value provisions and the opportunity to enhance these will be considered as part of the negotiations to extend the contracts and in any re-procurement activity.
- 5.3.2 There are no specific Social Value implications from this report.

5.4 Legal and Constitutional References

- 5.4.1 Council Constitution, Article 7 (Committees, Forums, Working Groups and Partnerships) provides that Financial Performance and Contract Management Committee is responsible for the oversight and scrutiny of the council's major strategic contracts. It may 'at the request of the Policy & Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and make recommendations to the referring committee.' Policy and Resources Committee on 17th June 2019 agreed that terms of reference and progress on the Review should be reported to the Financial Performance and Contracts Committee. Any resulting recommendations would be made in a further report to the Policy and Resources Committee.
- 5.4.2 Legal advice will be sought as required, including on contractual, public procurement, consultation, and employment related matters, to ensure that the council acts lawfully at all times.

- 5.4.3 Best Value public consultations as required by Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007) will be carried out as appropriate in the context of the Review. Statutory Guidance requires the council to provide for organisations, businesses, service users, and the wider community to put forward options on how to reshape services, and to consider overall value, including economic, environment and social value when reviewing service provision.
- 5.4.4 Consultation with staff will be carried out as appropriate and the council will comply with its legal obligations under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) (TUPE) in connection with the transfer of any affected staff.

5.5 Risk Management

5.5.1 Key risks associated with the Review include:

- Ongoing time and/or resource constraints lead to the Review not being carried out effectively, resulting in poor decision-making
- Relationship with Capita deteriorates during the Review, leading to poorer service delivery
- Lack of clarity on scope and deliverables from the Review results in disappointed and/or confused stakeholders
- Resource requirements and/or organisational focus on the Review leads to deterioration in service quality or seeking value for money.
- A further wave of the Covid-19 pandemic further delays work on the Review.

5.5.2 Risks will be monitored and mitigating actions have been put in place, including establishment of close partnership working with Capita, ensuring appropriate resourcing (please refer to 5.2.1) and through detailed planning.

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in the council's decision-making process. 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 the 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.

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

- (a) 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.

- 5.6.3 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:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) 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;
 - (c) 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.
- 5.6.4 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.
- 5.6.5 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:
- (a) Tackle prejudice, and
 - (b) Promote understanding.
- 5.6.6 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
- 5.6.7 Equalities Impact Assessments will be undertaken on a service by service basis as more detailed proposals and business cases are developed.

5.7 Consultation and Engagement

Public consultation and Best Value consultation

- 5.7.1 As previously reported to this Committee, extensive consultation has taken place through the review of Capita contracts as reported to Policy and Resources Committee on 17th June 2019. The Review is a continuation of the review of Capita contracts and will take into account the feedback already provided. The approach to further engagement through the use of focus groups was agreed by this Committee at its meeting on 8th June 2021 and the outcomes of that engagement are the subject of this report.

Staff consultation

- 5.7.2 Any proposals that involve the transfer of services from one provider to another (including transfer in-house or to alternative providers) will entail a statutory requirement to provide information and consult with staff representatives under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). These requirements will be triggered once a decision to transfer services has taken place and prior to any transfer being effected.
- 5.7.3 However, it should be noted that it is good practice to engage with all staff from the point at which any potential for transfer of services becomes generally known, throughout the decision making and transition periods and for a period post transfer (if a transfer takes place). Early engagement with staff assists in managing the risks of staff becoming unsettled or distracted as outlined above. It also assists in preventing loss of key staff during the decision making and transition periods, as well as ensuring the council continues to attract high calibre individuals by maintaining its reputation as an employer of choice. Arrangements have been put in place to engage with and update staff, as the Review progresses.
- 5.7.4 Likewise, early engagement and ongoing dialogue with staff representatives is also good practice, with the aim of early identification and resolution of issues, reaching agreement on processes and approach to managing the workforce aspects of transfer and addressing any issues that may arise at the earliest opportunity so that statutory consultation and the transition itself can run smoothly for affected staff.

5.8 Insight

- 5.8.1 Multiple qualitative and quantitative data and information sources will be used to derive insight during the Review.

5.9 Corporate Parenting

- 5.9.1 Capita provide a small number of services to care leavers living in Barnet, most notably in relation to the revenues and benefits service. The continued

focus on high quality services through the Review process will ensure that these services continue to be provided.

6. BACKGROUND PAPERS

- 6.1. Report to Financial Performance and Contracts Committee, 29th January 2020:
<https://barnet.moderngov.co.uk/documents/s57531/Year%206%20and%20Y7%20review%20ToR.pdf>
 - 6.2. Report to Financial Performance and Contracts Committee, 18th March 2020:
<https://barnet.moderngov.co.uk/documents/s58379/Year%2067%20Review%20of%20Capita%20Contracts.pdf>
 - 6.3. Report to Financial Performance and Contracts Committee, 15th June 2020:
<https://barnet.moderngov.co.uk/documents/s58926/Yr%206-7%20Review%20FPC%20report.pdf>
 - 6.4. Report to Financial Performance and Contracts Committee, 27th October 2020:
<https://barnet.moderngov.co.uk/documents/s60807/Year%206-7%20Review%20FPC%20report.pdf>
 - 6.5. Report to Financial Performance and Contracts Committee, 17th March 2021:
<https://barnet.moderngov.co.uk/documents/s64235/Yr%206-7%20Review%20FPC%20report.pdf>
 - 6.6. Report to Financial Performance and Contracts Committee, 8th June 2021:
<https://barnet.moderngov.co.uk/documents/s65146/FPC%20Contracts%20Review%20Report.pdf>
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London Borough of Barnet

Review of Capita Contracts

Consultation 2021

Report of findings



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London Borough of Barnet Review of Capita Contracts Consultation 2021

As with all our studies, findings from this report are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this report requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2008.

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Contents

1. Executive Summary	6
Background to the review and the commission	6
The commission and engagement process	6
The report	6
Main findings	6
2. The Consultation Process	10
Background to the review	10
The commission	11
The report	11
3. Focus Group Findings	12
Introduction	12
Main Findings	12
4. Conclusions	25

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1. Executive Summary

Summary of main findings

Background to the review and the commission

- 1.1 The London Borough of Barnet (henceforth LBB or the council) has a longstanding approach to service delivery, which is based on commissioning services from whichever organisation can deliver them most effectively. In accordance with this approach, the council currently has two major contracts with the private sector company Capita. The first, the CSG (Customer and Support Group) contract between the council and Capita, is for the delivery of the council's 'back office' functions, including finance, human resources, customer services and information technology. The second, known as the RE (Regional Enterprise) contract, relates to the provision of development and regulatory services. These include planning, regeneration, highways, environmental health and the cemetery/crematorium. These services are delivered through a joint venture company that is jointly owned by Capita and the council, known as Regional Enterprise Limited, or RE.
- 1.2 The contracts began in September 2013 and October 2013 respectively and are due to run for ten years, with an option to extend for up to a further five. Year 6 (CSG) and Year 7 reviews (DRS) were built in to agree any changes required before 2023 and consider any elements of the contracts that may be extended.

The commission and engagement process

- 1.3 The engagement exercise reported here was undertaken in July 2021 by Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research.
- 1.4 ORS was appointed by LBB to convene, facilitate and report on two focus groups - one with 'frequent engagers' (members of the public who have previously commented or submitted questions on relevant Committee reports) and the other with randomly-selected members of the public. Five participants attended the former and nine attended the latter, and both lasted between 1.5 and two hours.

The report

- 1.5 This executive summary summarises the focus groups findings. We trust that this summary is a sound guide to these outcomes, but readers are urged to consult the full report that follows for more detailed insights and understanding of the assumptions, arguments, conclusions and feelings about the review of Capita contracts and council service provision more generally.

Main findings

Good customer service is accessible, responsive, communicative, and offers speedy resolution to problems

- 1.6 Participants were generally of the view that the first principle of good customer service is accessibility, followed by attempts at resolution by responsive, knowledgeable members of staff.

- 1.7 Being kept informed of the progress of an issue/complaint was also considered essential: indeed, it was said that people understand that things take time and can accept delays if they receive regular status updates.

Not receiving good customer service has negative repercussions for individuals and organisations...

- 1.8 Poor customer service typically leads to feelings of anger and frustration for those on the receiving end, as well as lasting negative perceptions of the organisation offering it.

...but residents are in a difficult position when they receive poor customer service from their local authority, as they cannot take their 'custom' elsewhere

- 1.9 An underlying frustration for participants when receiving what they perceive as poor customer service from the council is that short of moving to another area, they feel there is little they can do about it. Essentially, residents are at a disadvantage as they cannot take their 'custom' elsewhere as they would following poor service at, say, a retail establishment.
- 1.10 Moreover, while elected members can (and in some areas do) try and ensure services run as they should, it was argued that this should not be necessary if services are responsive and efficient – and that good customer service should not be dependent on the proactivity of councillors.

LBB's customer service is variable, but there was more negativity than praise

- 1.11 Participants in both groups highlighted their frustrations with LBB's customer service in a broad sense, from their calls not being answered/transferred and having to deal with an automated answering service, to being treated disrespectfully by council staff or having to repeat their issue many times to different people.
- 1.12 In relation to the last issue, some participants suggested a better system for recording notes from calls with members of the public and enabling the provision of progress updates. This, it was said, would give customers confidence that their queries are being logged, addressed and not 'lost in the system'.
- 1.13 In terms of specific services, highways was the one most complained about, most commonly in relation to potholes and poor maintenance of pavements. There were also significant concerns about a lack of planning enforcement, with accusations of constant (seven days a week) and/or poor-quality building work, and inadequate construction of infrastructure such as pavements – as well as about a lack of urgency and action on the part of environmental health in response to complaints.
- 1.14 This is not to say that LBB's customer service was universally considered to be poor: some services were praised, library services (in-house) and environmental health (Capita) in particular.

The COVID-19 pandemic has worsened council communications, but some good practice has been evident

- 1.15 General public participants complained of worsening council communications during the COVID-19 pandemic, particularly around a lack or slowness of response, not being able to speak to an actual person, frustrations while using the automated answering system, and a lack of cross-department co-ordination.

- 1.16 Some participants suggested that the council and councillors have used COVID-19 as an excuse for inactivity. While understandable at the outset of the pandemic when everyone was navigating the ‘new normal’ of working from home, it was no longer considered a valid reason for non-responsiveness, especially when other sectors have successfully implemented remote working practices.
- 1.17 On a more positive note, participants again praised environmental health for its response during the pandemic, and another commended the council more generally for the way it administered the COVID-19 business grants. Communication relating specifically to the pandemic and assisting vulnerable people was also thought to be good, as was the action taken to provide for those having to shield.
- 1.18 One of the frequent engagers conceded that Capita’s ability to offer a scalable response to grant distribution has been a benefit with respect to ensuring timely financial assistance to those requiring it. However, this was considered the only benefit served by the Capita contracts since their inception.

The frequent engagers were especially critical of Capita’s performance

- 1.19 Participants - especially those in the frequent engagers group - were highly vocal in their criticisms of the Capita contracts, and indeed of Capita itself. They particularly alleged poor and impersonal customer service, a lack of openness and visibility around performance, and a serious loss of management control and accountability.
- 1.20 The frequent engagers also suggested that the power balance within the council/Capita relationship has tipped too heavily in favour of the latter. In relation to this, a specific example was given whereby a provider ‘walked away’ from the provision of clinical services for children, and there was significant concern that Capita will do the same if it ceases to make a profit from its contracts with LBB.
- 1.21 Moreover, there was suspicion (fuelled by a recent report by the independent accounting firm Grant Thornton) that the decision to outsource to Capita was, and remains, ideologically and politically driven and that the case for greater economies through outsourcing (as opposed to in-house service provision) is no longer necessarily as clear cut as it might have been.
- 1.22 Planning came in for particularly heavy criticism, especially in relation to the perceived over-development of the Borough, local asset reduction (the loss of community spaces was noted several times), a lack of transparency, and the alleged prioritisation of profit over the needs of the local area and its residents.

There was scepticism about the proposed direction of travel for certain services

- 1.23 One frequent engager had read the document outlining the proposed direction of travel for the Capita-provided services and commented that those proposed to return to council control are typically non-revenue generating, whereas Capita would retain the most profit-making service, planning. The frequent engagers were generally concerned to see this as, in their view, planning is one of the services not suited to outsourcing given their belief that local knowledge is required to properly deliver it.
- 1.24 Moreover, it was argued that other services provisionally proposed to be retained by Capita - such as Accounts Payable - have not performed sufficiently well to justify this. Again, the feeling was that saving money is the key criterion, and that this overrides any consideration of performance.
- 1.25 Capita’s management of Barnet’s cemetery at Hendon was also heavily criticised by a couple of frequent engagers, who alleged significant disrepair because of disinterest – which has, in their view, arisen as a result of the service not meeting Capita’s initial (unrealistic) expectations for revenue raising.

Outsourcing remains a controversial option for the delivery of council services

- 1.26 Some participants in the general public group highlighted the potential advantages of having a national organisation running services, arguing that for many services it matters not whether they are located locally or at a distance, especially with today's access to technology. They also supposed that an organisation like Capita would have a higher level of expertise than a local council to perform the functions required, as well as greater purchasing power to minimise costs.
- 1.27 Moreover, it was suggested that the vast majority of residents know little about how the council provides its services, nor do they care as long as the relationship is a largely transactional one.
- 1.28 On the other hand, a lack of local knowledge and accountability was considered by many participants in both groups to be a significant disadvantage of providing services through a third party like Capita – as was the potential for more emphasis to be placed on revenue generation than the needs of local residents (which the frequent engagers argued has happened as a result of the contracts).
- 1.29 Furthermore, a particular concern was that important service provision is in the hands of people with no local knowledge of or vested interest in the area. This, it was said, could lead to poorer customer service as a result of 'outsiders' having less care for what happens locally in Barnet.

Some suggestions for improvement were made

- 1.30 A couple of further specific suggestions were made for improving services and the customer response in Barnet. These included: re-visiting the terms of the Capita contract to enable the amalgamation of inter-related services (customer services and revenues and benefits for example); and LBB and Capita working to establish of a more personal (as opposed to wholly transactional) relationship between the latter and local residents.

The frequent engagers were cynical about the Review and the engagement/consultation process

- 1.31 Finally, the frequent engagers felt that the Capita Contracts Review and associated engagement/consultation process are somewhat futile inasmuch as they are unlikely to influence the proposed directions of travel (which were described as a "*done deal*"). This viewpoint has been fuelled by a feeling that the council has refused to enter into dialogue with and listen to them and other residents over recent years – as well as a perception that the findings of consultation exercises (the 2019 Capita Contracts consultation for example) are often ignored if they yield the 'wrong' answers.
- 1.32 While most of the frequent engagers said there was nothing the council could do to change their views, one did suggest that if LBB were to show willing in entering into true two-way dialogue, this would go some way to persuading them that this engagement process, and the forthcoming formal consultation, are genuine attempts to inform future service provision. They did not consider this likely though.
- 1.33 Finally, both the frequent engagers and the general public said that being as open and transparent as possible about Capita's performance to date was essential in ensuring all parties can make an informed judgement about the merits or otherwise of any formal proposals.

2. The Consultation Process

Overview of the consultation

Background to the review

- 2.1 The London Borough of Barnet (henceforth LBB or the council) has a longstanding approach to service delivery, which is based on commissioning services from whichever organisation can deliver them most effectively.
- 2.2 In accordance with this approach, the council currently has two major contracts with the private sector company Capita. The first, the CSG (Customer and Support Group) contract between the council and Capita, is for the delivery of the council's 'back office' functions, including finance, human resources, customer services and information technology. The second, known as the RE (Regional Enterprise) contract, relates to the provision of development and regulatory services. These include planning, regeneration, highways, environmental health and cemeteries/crematorium. These services are delivered through a joint venture company that is jointly owned by Capita and the council, known as Regional Enterprise Limited, or RE.
- 2.3 The contracts began in September 2013 and October 2013 respectively and are due to run for ten years, with an option to extend for up to a further five. Year 6 (CSG) and Year 7 reviews (DRS) were built in to agree any changes required before 2023 and consider any elements of the contracts that may be extended. However, owing to delays to the Year 6 review as a result of the COVID-19 pandemic, the council is now undertaking a combined review of the CSG and DRS contracts known as "*Capita Contracts Review*", during which it will:
 - Consider the council's future needs and aspirations, and best practice from other organisations
 - Monitor performance of existing providers against contractual obligations
 - Review cost and quality of service provision
 - Analysis of alternative service providers
 - Monitor user/customer satisfaction and feedback
 - Financial cost of future delivery options.
- 2.4 The aims of the Review are outlined below.

Aims
<ul style="list-style-type: none"> • Establish <ul style="list-style-type: none"> • The council's long-term vision for how it provides services • The requirements for each service • Understand the performance of each service in terms of quality and value for money • Develop a future delivery plan for each service, post-2023 • Agree any changes to existing contracts between now and 2023

The commission

- 2.5 This engagement exercise, run at an early, formative stage of the Review, was undertaken in July 2021.
- 2.6 Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research - was appointed by LBB to independently facilitate and report two focus groups - one with 'frequent engagers' (members of the public who have previously commented or submitted questions on relevant Committee reports) and the other with randomly-selected members of the public. Five participants attended the former and nine attended the latter, and both lasted between 1.5 and two hours.
- 2.7 Each meeting began with an ORS presentation to provide the contextual background information outlined above. Participants were informed that they were taking part in an engagement exercise rather than a formal consultation process, and that while LBB has agreed a proposed direction of travel for each service, that is subject to the development of formal proposals and associated business cases.
- 2.8 As such, rather than discussing any firm proposals for the provision of council services, the discussions focused on the following issues with the intention of identifying people's priorities for customer service in a broader sense:
- The principles of good and poor customer service, and its impact on individuals and organisations
 - Service quality: what council services work well currently, what improvements are needed and what might facilitate them?
 - The impacts, if any, of COVID-19 on service delivery, priorities and expectations
 - Whether or not the concerns expressed in 2019 consultation remain (participants were informed of the key findings prior to discussion)
 - Elements of the contract and management arrangements (e.g., accountability and control).
- 2.9 Participants were encouraged to ask questions throughout, and both meetings were thorough and discursive. We hope the views expressed are helpful in informing the formal proposals and business cases for the services currently provided through the Capita contracts.

The report

- 2.10 This report reviews the sentiments and judgements of participants on the discussion issues. Verbatim quotations are used, in indented italics, not because we agree or disagree with them - but for their vividness in capturing recurrent points of view. ORS does not endorse any opinions but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

3. Focus Group Findings

Introduction

- 3.1 This chapter reports the views from the two deliberative focus groups with local ‘frequent engagers’ and randomly-recruited members of the public. These focus groups were held as part of a pre-consultation engagement exercise, with the formal consultation to be launched in Autumn 2021.

Main Findings

Good customer service is accessible, responsive, communicative, and offers speedy resolution to problems

Not receiving good customer service has negative repercussions for individuals and organisations...

...but residents are in a difficult position when they receive poor customer service from their local authority, as they cannot take their ‘custom’ elsewhere

LBB’s customer service is variable, but there was more negativity than praise

The COVID-19 pandemic has worsened council communications, but some good practice has been evident

The frequent engagers were especially critical of Capita’s performance

There was scepticism about the proposed direction of travel for certain services

The frequent engagers were cynical about the Review and the engagement/consultation process

Good customer service is accessible, responsive, communicative, and offers speedy resolution to problems

- 3.2 Participants were generally of the view that the first principle of good customer service is accessibility, followed by attempts at resolution by responsive, knowledgeable members of staff.

“It’s being able to contact them and get a response and when you call someone, that they actually answer – that’s the crucial first step of good customer service” (General public)

“I expect them to answer the phone, for someone to have knowledge and responsibility on the other end and to be able to deal with the issue” (Frequent engagers)

“I should expect a quality service and responsiveness dealing with issues that affect me ...” (Frequent engagers)

“Taking action is quite important, especially if it’s to do with a complaint ...” (General public)

“Customer Service to me is about a dialogue. People have issues and questions that they raise and expect them to be resolved” (Frequent engagers)

- 3.3 Being kept informed of the progress of an issue/complaint was also considered essential: indeed, it was said that people understand that things take time and can accept delays if they receive regular status updates.

“When you are calling and asking for a service ... you want someone to be human and to look into it. I think that it’s ok if they take time to resolve it, but as long as you know someone is on it ...” (General public)

I think it’s all about communication, keeping you updated ... In reality you need to appease the customer and make them feel as if they are in the loop and know the progress ...” (General public)

Not receiving good customer service has negative repercussions for individuals and organisations...

- 3.4 Poor customer service typically leads to feelings of anger and frustration for those on the receiving end, as well as lasting negative perceptions of the organisation offering it.

“When you see customer service that is poor it can really enrage you ... it becomes a personal experience ...” (General public)

“... you get very frustrated and on the rare occasion you get to speak to a human you take it out on them” (General public)

...but residents are in a difficult position when they receive poor customer service from their local authority, as they cannot take their ‘custom’ elsewhere

- 3.5 An underlying frustration for participants when receiving what they perceive as poor customer service from the council is that short of moving to another area, they feel there is little they can do about it. Essentially, residents are at a disadvantage as they cannot take their ‘custom’ elsewhere as they would following poor service at, say, a retail establishment.

“(I would expect) politeness and feedback and a response ... I made a call to complain about parking on pavements ... and the person I spoke to was quite dismissive... no feedback, no response at all, so nothing happened ... The responsiveness was severely lacking and unfortunately with councils, it’s not like going to the shops where you can walk to another shop. Barnet have me by the short and curlies for good and for worse” (General public)

“At least with a commercial supplier you have the choice of going to them or not but with a borough you don’t have that choice ...” (General public)

“We are not customers. We can’t walk out and say, ‘I’m not giving you my business’ ...” (Frequent engagers)

- 3.6 Moreover, while elected members can (and in some areas do) try and ensure services run as they should, it was argued that this should not be necessary if services are responsive and efficient – and that good customer service should not be dependent on the proactivity of councillors.

“The one thing we have here, and it may not be in the whole Borough, is amazing councillors ... it seems to be that the councillors will raise a query and the officials have a bomb put under them and solve problems” (General public)

“You shouldn’t have to ... pay for the service and then forcefully have to back it up with councillors” (General public)

“Some people have said they don’t have a concern because they have a very proactive councillor but resorting to your councillor should be the last resort, not the first. The first resort should be to speak to a member of Barnet staff who deals with your problem. Why should I have to berate my councillor? The whole thing seems to be arse backwards” (General public)

LBB’s customer service is variable, but there was more negativity than praise

- 3.7 Participants in both groups highlighted their frustrations with LBB’s customer service in a broad sense, from their calls not being answered/transferred or having to deal with an automated answering service, to being treated disrespectfully by council staff or having to repeat their issue many times to different people. Some typical comments are below.

“All of us have had to call Barnet one time or another and gone through the automated service and have to speak to a robot who 1) can’t understand what you are saying, and you are trying to say a postcode and it doesn’t get it and 2) when you are finally put through to an operator they put you back to the same robot and it feels like you are going round in circles ... ” (General public)

“... I feel personally quite detached from the council ... I feel like there is no presence and that they are not accessible. When I call them then I never get put through to anybody and then ... months later I feel that nothing been resolved still” (General public)

“... You spend an inordinate amount of time chasing people you will never see, and councillors are in a hurry not to respond to you ...” (Frequent engagers)

“Anyone who phones the council will immediately fall into the dark abyss of the Capita run phone service which is and always has been appalling ...” (Frequent engagers)

“... I have had times when I’ve called Barnet Council and been told that the systems are down, so they can’t take any information, or everything is missing ... it’s an issue because somehow information is being lost...” (General public)

“I’ve had dealings with the revenue teams and there’s just some disconnect ... You can have a conversation with one person and if you call back tomorrow then they have no idea ... sometimes it feels like you have to do a detective work in case something goes wrong... you need to be the proactive one and do the leg work ... (General public)

- 3.8 In relation to the last issue, some participants suggested a better system for recording notes from calls with members of the public and enabling the provision of progress updates. This, it was said, would give customers confidence that their queries are being logged, addressed and not ‘lost in the system’.

"I think it helps if there is an audit trail ... and some sort of system to record things so you have someone who is following up. Sometimes you call and you have to explain everything from scratch and it's frustrating" (General public)

"An experience I had last week was of someone fly tipping a fridge in the road. I used their reporting tool on the website, which was fine, but my one complaint was the lack of communication. I got a confirmation email to say my complaint had been received but there was no sign of 'we will do this in a certain time frame'. It was done eventually but it would be very nice to have, and I don't think it would cost a lot of money, an update to say we hope to do this on e.g., Wednesday, or even to say your fly tipping has now been collected and we are closing the case. Once it's logged you hear nothing at all" (General public)

- 3.9 In terms of specific services, highways was the one most complained about – most commonly in relation to potholes and poor maintenance of pavements. There were also significant concerns about a lack of planning enforcement, with accusations of constant (seven days a week) and/or poor-quality building work, and inadequate construction of infrastructure such as pavements – as well as about a lack of urgency and action on the part of environmental health in response to complaints.

"Highways and potholes is a big issue in Barnet. They might have to reconsider Capita's contract there because they are not fulfilling their obligation to us as a community" (General public)

"... Building is going on ad infinitum on a Sunday, so it's seven days a week and there's no enforcement at all they spend fortunes re-doing the road and the pavements and yet some of it looks like the Somme. So, we are just wasting tax-payers money..." (General public)

"There's a lack of enforcement. Even minor things, you know, people nicking strips of land, pavements being wrecked ... various teams not communicating ..." (General public)

"I did complain once to Environmental Health when there were builders a few doors down ... burning wood and timber in the back garden and there were plumes of smoke travelling across our neighbourhood. Environmental Health were so slow and there was no resolve ... and it was very disheartening. This was during COVID as well which, with respiratory disease, it must have caused an issue for everybody" (General public)

- 3.10 This is not to say that LBB's customer service was universally considered to be poor: some services were praised, library services (in-house) and environmental health (Capita) in particular.

"The library service... they are trying extremely hard. The people there are just so nice and they are trying to provide a service within the limitations of COVID" (General public)

"I phoned Environmental Health due to an issue with the brook at back of my house. We phoned in the morning and by the afternoon they came and fixed it and even followed up the next week so actually it was a really positive and quick experience" (General public)

The COVID-19 pandemic has worsened council communications, but some good practice has been evident

- 3.11 General public participants complained of worsening council communications during the COVID-19 pandemic, particularly around a lack or slowness of response, not being able to speak to an actual person, frustrations while using the automated answering system, and a lack of cross-department co-ordination.

"Due to COVID restrictions, no-one answers the phone, so you'd be hanging on for ages ... that's the thing that's been most apparent in the last year and a half ... I was trying to help my mum with issues to do with Barnet Council and we couldn't get hold of anyone ... It was a nightmare trying to speak to the council. Eventually we did but it took ages ... because of COVID it's made it even worse because you can't talk to anyone... I wanted to call for other reasons and I thought, you know what, there's no point ... There's something wrong that needs addressing ... it's very frustrating ..." (General public)

"I just haven't been able to speak to a human since the pandemic ... it's got worse since lockdown ... and it's very frustrating ... If you send an email there's no reply and if you call you can't speak to a human being ..." (General public)

"At the moment it feels very robotic, and you can't get through to anyone and you are usually hanging on the phone ages before you get any contact ... There isn't any customer service. It's obviously to do with COVID because people are working from home" (General public)

"I had some issues with the Revenues and Benefits service because of furlough problems. The stress it caused ... you have several different people talking to each other, again the communications between teams and even people in the same team not knowing what's what ... Also, the communication: revenues and benefits don't necessarily talk to the disabled side of stuff because although they are connected, they are completely separate, so you have your carers allowance and your normal benefits, and your disability benefits and they don't interlink ... and they need that communication" (General public)

- 3.12 Some participants suggested that the council and councillors have used COVID-19 as an excuse for inactivity. While understandable at the outset of the pandemic when everyone was navigating the 'new normal' of working from home, it was no longer considered a valid reason for non-responsiveness, especially when other sectors have successfully implemented remote working practices.

"Covid has been an excuse for the council to go to sleep. I reported to a councillor... that a household nicked a strip of land, and nothing's been done and that was a year and a half ago. COVID has been used as an excuse for some of the services to go comatose" (General public)

"The councillors have sat at home on their sofas keeping safe ... they are still (as I understand it) not holding surgeries, even virtually. They are invisible, they are unaccountable" (Frequent engagers)

"... I work in the legal sector and if I can manage to attend a supreme court trial from my home office, why can't I contact Barnet Council? I don't think that COVID can be an excuse. Maybe in the first few weeks of the pandemic that's fine, but we have been working from home for 16 months and it's no longer a valid excuse" (General public)

- 3.13 One frequent engager also criticised the way in which residents’ forums have been conducted during the pandemic, which, in their view, disenfranchises members of the public who wish to participate.

“The residents’ forums are a farce, attending meetings during Covid ... I had to object to the planning application for a neighbouring property and my only way of participating, they make you speak on a phone. They wouldn’t even allow you on a Zoom thing and you weren’t able to challenge [anything]. They don’t listen” (Frequent engagers)

- 3.14 On a more positive note, participants again praised environmental health for its response during the pandemic, and another commended the council more generally for the way it administered the COVID-19 business grants. Communication relating specifically to the pandemic and assisting vulnerable people was also thought to be good, as was the action taken to provide for those having to shield.

“Through all of it the one [service] that I’ve not had an issue with is environmental health. They have been on it every time I’ve had to call them” (General public)

“With regards to the grants ... I think they’ve been very good with them ... and from my personal experience and from the experience of other people in my sector, Barnet have been probably one of the best councils in London ... ” (Frequent engagers)

“Their communication about ... COVID-related things and echoing what the government have been saying has been pretty good. The different initiatives ... the magazine and the emails from Barnet Council, the communication is pretty good ... the public health things and also giving a positive spin with nice stories about local heroes and the NHS and local people doing wonderful works. That’s been very nice to see” (General public)

“When people had to shield, they did really well communicating to residents and they moved really quickly about food boxes ... to make sure vulnerable people had provisions ... On that front they did really well because I know people in other boroughs really struggled to get essential supplies” (General public)

- 3.15 One of the frequent engagers conceded that Capita’s ability to offer a scalable response to grant distribution has been a benefit with respect to ensuring timely financial assistance to those requiring it. However, this was considered the only benefit served by the Capita contracts since their inception.

“... One of the things that the Conservative Group will say is the advantage we had was having a scalable resource in Capita to be able to respond to this particular situation and deliver a lot more administration at a time when people needed to do it quickly ... and they may be right ... That’s the one positive that has come out. But there are still so many negatives and to set it in context: the contracted value to date was £331 million and to date we’ve paid Capita £545 million. We’ve paid them £214 million more ... When you are paying a single company over half a billion quid and the contract isn’t finished then you have to say, ‘hang on a minute, is this quite right?’ (Frequent engagers)

The frequent engagers were especially critical of Capita's performance

- 3.16 Participants - especially those in the frequent engagers group - were highly vocal in their criticisms of the Capita contracts, and indeed of Capita itself. They particularly alleged poor and impersonal customer service, a lack of openness and visibility around performance, and a serious loss of management control and accountability.

"Capita bring very little added value and create poor customer service because their focus is only about creating revenue ..." (Frequent engagers)

"It tends to be the major organisations you have issues with because they have lost the personal touch which is what I think has happened with the council ..." (General public)

"I have not read the contract because we were not given access to it and I am operating in ignorance ... The fact that there was a contract which we couldn't read, and [the councillors] didn't read says a lot about what has happened since" (Frequent engagers)

"Over the years they have farmed out a lot of the services within Barnet ... and as a council taxpayer, I have no idea of the functionality or efficiency of the services that Barnet offer ... " (General public)

"I have been very concerned about how services have been outsourced and the loss of management control and local accountability" (Frequent engagers)

- 3.17 The frequent engagers also suggested that the power balance within the council/Capita relationship has tipped too heavily in favour of the latter.

"It sounds to me like a classic example that when push comes to shove eventually in a couple of years' time, Capita will hold all the cards because they can say ... 'we'll walk away unless you give us whatever...' " (Frequent engagers)

- 3.18 In relation to this, a specific example was given whereby a provider 'walked away' from the provision of clinical services for children, and there was significant concern that Capita will do the same if it ceases to make a profit from its contracts with LBB.

"... another provider walked away from providing clinical services for children. They just said, 'we are not doing it anymore, see you later' ... Now the argument has always been that if you keep services in-house then that can't happen; if you give it to someone like Capita ... then you have a risk because you are over a barrel and there is nothing you can do. Be under no illusion, if things change in a post COVID world, things became more difficult, and Capita stopped making a profit out of Barnet then they would walk away. If that left the people of Barnet in the lurch and if it left the council unable to do all of the things that they have to do by law, that would be no concern at all..." (Frequent engagers)

"It's all very well saying well we'll extend the contract by three years or we'll have a short extension for a year. I've not had any reassurance that Capita have agreed to that so we may get to the end of the process and Capita say no. Nobody has been able to answer that question for me ..." (Frequent engagers)

- 3.19 Moreover, there was suspicion (fuelled by a recent report by the independent accounting firm Grant Thornton) that the decision to outsource to Capita was, and remains, ideologically and politically driven and that the case for greater economies through outsourcing is no longer necessarily as clear cut as it might have been.

“Along with the report that came about which services may come back in house and which may be retained, there was a Grant Thornton report and ... it says, ‘Historically procurement has been ideologically driven and highly political’ and that is exactly what happened at the outset of this contract. Unfortunately, from where I’m sitting, that is exactly what’s happening as part of this contract review, it is still ideologically driven and highly political. The report was quite candid, and it said the gap between cost and efficiency for delivery between public and private sector had been significantly squeezed over the last decade This means that outsourcing is not always the most cost-effective option by default ...” (Frequent engagers)

- 3.20 Planning came in for particularly heavy criticism, especially in relation to the perceived over-development of the Borough, local asset reduction, a lack of transparency, and the alleged prioritisation of profit over the needs of the local area and its residents. The strength of feeling around this issue is demonstrated in the typical comments below.

“I view this planning as the most destructive thing in this Borough ...” (Frequent engagers)

“... The Planning Department is one of the busiest in England and it generates lots of cash and therefore wants to see as many applications going through as possible ...” (Frequent engagers)

“Everywhere you look there is development, and they are looking for profit from every square inch. The park has gone ... the local hospital. They have stolen the local community space to build flats ... knocking down what was once our number one library and just leaving the façade which is a metaphor for everything they are doing... ” (Frequent engagers)

“... all the good things we thought about this Borough are being put up for sale: libraries, spaces etc.” (Frequent engagers)

“Everything comes back to, in my view ... squeezing so much profit out of us, not by providing the housing or social development we need but for the benefit of developers” (Frequent engagers)

“Capita have huge interest as a developer and rely on the income from planning and regeneration here ... The planning system is ... geared towards their planning and regeneration and fee-generating processes” (Frequent engagers)

“The council’s role is to balance the needs of residents with the need to progress. There is a strong feeling that when it comes to planning, enforcement of regulation then the people of Barnet are not in the picture at all and are an inconvenience ...” (Frequent engagers)

“Barnet residents are jaundiced about the planning system and have given up on commenting on planning because they know it will be without effect. There is no control of developers ... it’s an absolute scandal” (Frequent engagers)

There was scepticism about the proposed direction of travel for certain services

- 3.21 One frequent engager had read the document outlining the proposed direction of travel for the Capita-provided services and commented that those proposed to return to council control are typically non-revenue generating, whereas Capita would retain the most profit-making service, planning.

“What they are doing and proposing is to take out some services that don’t generate revenue. They are planning to take out environmental health, trading standards and licencing from the RE contract [and] that contract will make a lot more profit because they will take out costs for the services that are cost generating. But they are retaining one of the most profitable sources of income, which is Planning, and Capita get 51% of all that profit. That is fundamentally wrong ...” (Frequent engagers)

“The last thing I heard was they want to leave the potholes with Barnet while they take on some other positively money-making ventures. So yeah, you can have the highways back which we haven’t kept in shape for the last nine years, but we’d like to get rid of them now ...” (Frequent engagers)

“... If you read the review, it seems that it’s what suits Capita’s plan and not what suits Barnet’s strategic plan...” (Frequent engagers)

- 3.22 The frequent engagers were generally concerned to see this as, in their view, planning is one of the services not suited to outsourcing given their belief that local knowledge is required to properly deliver it.

“I think there are very few other local authorities that outsource planning because it’s quite a specialist thing and needs local knowledge...” (Frequent engagers)

“What I have seen in a number of planning applications is you have planning officers with no knowledge of the local area, and they don’t understand what is happening now and has happened in the past, and they are setting precedents with roads when planning decisions are made, and that’s a huge problem. They have a big churn of staff going through the planning department ... We then lose corporate memory and local knowledge ...” (Frequent engagers)

- 3.23 Moreover, it was argued that other services provisionally proposed to be retained by Capita - such as Accounts Payable - have not performed sufficiently well to justify this. Again, the feeling was that saving money is the key criterion, and that this overrides any consideration of performance.

“There are a number of services that they are saying they want to retain under Capita. One for example, is Accounts Payable which is done in Darlington. Accounts Payable has had four internal audit warnings about the services they provide, and they were implicated in large fraud... They are saying that ... it doesn’t really matter that they have had those warnings because they do it remotely and cheaper and so we are going to leave it with Capita. But what are the criteria for assessing what services are retained by Capita and what should be brought back to Barnet? It seems to be that if they are cheap [to provide], they are left with Capita, but the fact is that they are really poor performing and that doesn’t seem to come into the process” (Frequent engagers)

- 3.24 Capita's management of Barnet's cemetery at Hendon was also heavily criticised by a couple of frequent engagers, who alleged significant disrepair because of disinterest – which has, in their view, arisen as a result of the service not meeting Capita's initial (unrealistic) expectations for revenue raising.

"In Hendon, the gravestones are falling down, the grass is growing ... it's gone to rack and ruin under Capita ... Capita don't see it as a core business but in the absence of any better ideas they will keep them running ... But people don't want to go to the graveyard anymore because it's so upsetting and horrible ... I think if people knew a private contractor was running the graveyards and they couldn't be bothered, they would be absolutely furious" (Frequent engagers)

"Capita wanted the graveyard in the contract as a sweetener because they thought they were going to make lots of money with live stream funerals and a café ..." (Frequent engagers)

"... the report says, 'the service has performed well throughout the life of the contract and has clearly benefitted from the commercial freedoms being delivered by a third party'. That's not ... other people's experiences..." (Frequent engagers)

Outsourcing remains a controversial option for the delivery of council services

- 3.25 Some participants in the general public group highlighted the potential advantages of having a national organisation running services, arguing that for many services it matters not whether they are located locally or at a distance, especially with today's access to technology. They also supposed that an organisation like Capita would have a higher level of expertise than a local council to perform the functions required, as well as greater purchasing power to minimise costs.

"If you have a pothole on the road, it doesn't matter if you speak to someone from Barnet or someone in the North of England. They've got it all mapped out, they've got the technology there, they can press buttons and turn around a repair service ... For the likes of Capita, I would hope that there would be greater skills and economy ... to be able to provide a better service than a local council. They bring an expertise. I don't know if Capita look after other boroughs throughout the UK, but I would think there would be greater subcontract purchasing power there" (General public)

"To me it makes sense economically to have economy of scale, synergy or whatever you want to call it to outsource some of the services ..." (General public)

"Obviously they have saved money and we know that local government is very inefficient so I can see their point in tendering and subcontracting to the most efficient provider ... I think it has become a bit more impersonal but ... rates cost a lot of money and if they can at least keep them in check, that's not a bad thing" (General public)

"I'm pro-outsourcing certain functions of the council to the likes of Capita for scales of economy and bringing in special consultancy but retaining some of the local and interactive elements of the services to the local borough" (General public)

- 3.26 Moreover, it was suggested that the vast majority of residents know little about how the council provides its services, nor do they care as long as the relationship is a largely transactional one.

"In an ideal world you probably don't need to have an awful lot of interaction with the council ... you hope that it's almost like you pay your council tax, it's quite transactional and you have the faith that it's all done, and you don't mind who looks after it as long as it's done" (General public)

- 3.27 On the other hand, a lack of local knowledge and accountability was considered by many participants in both groups to be a significant disadvantage of providing services through a third party like Capita – as was the potential for more emphasis to be placed on revenue generation than the needs of local residents (which the frequent engagers argued has happened as a result of the contracts). Some typical comments were as follows.

"The key here is that the move to Capita is again taking responsibility away from your elected individuals" (Frequent engagers)

"You don't know with whom you are dealing ... there is a lack of accountability ... What's the point of something being called local government when it's outsourced to anywhere in the country?... (General public)

"Capita is a private entity and the directors have got no accountability to me as a local resident ... I think there is a them and us oversight ... There's no feedback coming back to me ..." (General public)

"It's because it's primarily a business then sometimes corners are cut for economic gain rather than for the lives in the locality ..." (General public)

"... The council seems to be operating as a business to make profit at any cost and [says] this will save us all money and provide better services in the end – but I don't believe that ... there is no expanding or improvement of the services to cope with [the growing] number of residents" (Frequent engagers)

"[It's about the] culture shift that has taken place with Capita coming in, the language used, and all the terminology is about profit, return etc. But councils are about services and meeting people's needs and therein lies the problem ..." (Frequent engagers)

- 3.28 Furthermore, a particular concern was that important service provision is in the hands of people with no local knowledge of or vested interest in the area. This, it was said, could lead to poorer customer service as a result of 'outsiders' having less care for what happens locally in Barnet.

"They have no local knowledge or accountability ... these people are in Burnley, Belfast, in Kent, Surrey and they don't care about the locality. And because they don't have local jobs, they are not wedded to a good outcome of anything" (Frequent engagers)

"... It's a worry for me that you haven't got a local Barnet Council ... it should be called something like the Whole of England Council because it's not my council" (General public)

"... if they are not local to the area then a lot of the things we are complaining about, they are not really aware of it and they can't relate to the issues we've got and the things that need fixing. I am quite passionate about the libraries closing and ... we've got potholes on our side of the street... they aren't from the area, so they don't know what I'm talking about" (General public)

Some suggestions for improvement were made

- 3.29 A couple of further specific suggestions were made for improving services and the customer response in Barnet. These included: re-visiting the terms of the Capita contract to enable the amalgamation of inter-related services (customer services and revenues and benefits for example); and LBB and Capita working to establish of a more personal (as opposed to wholly transactional) relationship between the latter and local residents.

"Think about amalgamating customer services and revs and bens into one department and then instead of someone passing it on, they could deal with it and resolve it at one step, because the people answering calls are then trained and empowered to deal with it ... The contractual structure we have doesn't allow that to happen. The argument would be to look at not how the contract was structured in 2013 ... take the opportunity to restructure [it] and look at how it could meet the needs of the people it's meant to serve in Barnet" (Frequent engagers)

"Capita obviously have a business-to-business relationship with Barnet, and then Barnet and the council have a business relationship with the customer. I think they both need to work on the customer connection collectively, so they are seen as a joint force even though they are separate companies" (General public)

The frequent engagers were cynical about the Review and the engagement/consultation process

- 3.30 The frequent engagers felt that the Capita Contracts Review and associated engagement/consultation process are somewhat futile inasmuch as they are unlikely to influence the proposed directions of travel (which were described as a *"done deal"*).

"To be talking about what direction of travel now, it's a myth ... This is a process to tick the box and to give the impression that they are consulting. The deal is done, the decisions are made ..." (Frequent engagers)

- 3.31 This viewpoint has been fuelled by a feeling that the council has refused to enter into dialogue with and listen to them and other residents over recent years – as well as a perception that the findings of consultation exercises (the 2019 Capita Contracts consultation for example) are often ignored if they yield the 'wrong' answers.

"They don't want to listen or be directed by the people ... and they have systematically, over the years, amended the constitution so as to cut off all meaningful ways of consultation and dialogue ... They fear scrutiny and for us to ask questions ..." (Frequent engagers)

"I don't know what good this Review will do, or if the council will take any notice at all. They generally don't take any notice of consultations at all. In fact, we call them non-sultations for that reason" (Frequent engagers)

"The last one didn't give the right answers and it will be kicked down the road [by the council] ..." (Frequent engagers)

- 3.32 While most of the frequent engagers said there was nothing the council could do to change their views, one did suggest that if LBB were to show willing in entering into true two-way dialogue, this would go some way to persuading them that this engagement process, and the forthcoming formal consultation, are genuine attempts to inform future service provision. They did not consider this likely though.

"They can try to genuinely begin a dialogue with residents ... take away the rules that restrict the expression of opinion at residents forums; put back the right to speak to your elected representatives at committee meetings; give us again the freedom to ask the questions that we need to ask to be properly informed and meaningfully consulted but they will never do that because it would present a challenge to what they have already decided" (Frequent engagers)

- 3.33 Finally, both the frequent engagers and the general public said that being as open and transparent as possible about Capita's performance to date was essential in ensuring all parties can make an informed judgement about the merits or otherwise of any formal proposals.

"This is the perfect opportunity if the contract is coming to a natural end for the council to show us as residents ... which areas are better than others and to act on those ... and adjust [the contract] accordingly and show us what better outcomes might be in store" (General public)

"They should be open ... some information being sent out widely in a sort of newsletter going to every house telling people, 'here's the independent assessment of the successes and failures of the Capita contract'. Basically, I would say not trying to hide it. There is a sense here that it's all being hidden" (Frequent engagers)

"I would like to see the paperwork published ... a clear and transparent view rather than having all these reports with everything redacted and all the figures not shared because it's commercial ... I would like to see proper business cases where they can say this has worked or this hasn't worked ... If this hasn't worked ... then just say it, tell us the truth" (Frequent engagers)

4. Conclusions

Good customer service is accessible, responsive, communicative, and offers speedy resolution to problems

Not receiving good customer service has negative repercussions for individuals and organisations...

...but residents are in a difficult position when they receive poor customer service from their local authority, as they cannot take their 'custom' elsewhere

LBB's customer service is variable, but there was more negativity than praise

The COVID-19 pandemic has worsened council communications, but some good practice has been evident

The frequent engagers were especially critical of Capita's performance

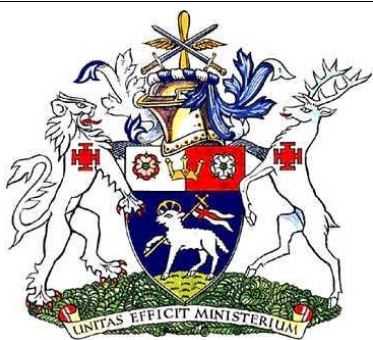
There was scepticism about the proposed direction of travel for certain services

The frequent engagers were cynical about the Review and the engagement/consultation process

- 4.1 Offering good customer service (defined as accessible, responsive, communicative, and attempting to offer speedy resolution to problems) is essential for any organisation, not only because it is the 'right thing to do' but also because not doing so can result in lasting negative perceptions among service users. This negativity can be particularly acute with respect to local authorities, as residents cannot take their 'custom' elsewhere.
- 4.2 LBB's customer service appears to be variable: some departments (libraries and environmental health for example) were praised for their communication and responsiveness, but there were many more complaints about unresponsiveness, disrespect, and issues/complaints being lost in the system. Participants also equated good customer service with service quality, highlighted by the fact that highways was the service most complained about – most commonly in relation to potholes and poor maintenance of pavements.
- 4.3 Although LBB was commended for its practical response to COVID-19 (particularly with respect to public health messaging, the administration of financial grants and assistance for shielders and other vulnerable people), its general communications were thought to have worsened since March 2020. The pandemic was thought to have been (and continues to be) used as an "excuse" for inactivity and non-responsiveness on the part of both the council and councillors, something with which residents are becoming increasingly frustrated given the 'new normal' of remote working.
- 4.4 Although not the focus of this engagement process, participants inevitably discussed the Capita contracts. Those in the frequent engagers group were particularly vocal in their criticism of them, and indeed of Capita itself, alleging poor and impersonal customer service, a lack of openness and visibility around performance, a serious loss of management control and accountability, and a power balance within the council/Capita relationship that has tipped too heavily in favour of the latter.
- 4.5 Indeed, the discussions certainly showed that the outsourcing of council services remains controversial: some supported it, mainly for reasons for economy and expertise, whereas others opposed it on the

grounds of lack of local knowledge and accountability – and the potential for more emphasis to be placed on revenue generation than the needs of local residents. Both groups acknowledged, though, that most residents give little thought to the nature of service provision: as long as their relationship with the council is largely transactional, they tend to care little who is on the other end of that transaction providing it is completed without difficulty.

- ^{4.6} Finally, work is needed to convince the frequent engagers about the value of the Capita Contracts Review and associated engagement/consultation, for they are currently of the view that the process is a “*done deal*”. Openness and transparency in terms of Capita’s performance will be key to this, as will LBB’s wiliness to engage in proper two-way dialogue.



Policy and Resources Committee

9th December 2021

AGENDA ITEM 11

Title	Delivery and Outcomes Framework for the Barnet Plan – Q2 2021-22
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Clean, Safe & Well Run Appendix B: Family Friendly Appendix C: Healthy Appendix D: Thriving
Officer Contact Details	Liz Cowie, Assistant Director Strategy & Communications liz.cowie@barnet.gov.uk

Summary

This report provides a progress update on delivery of the Barnet Plan and performance against the associated Outcomes Framework Q2 2021-22.

Officers Recommendations

1. That the Committee note the report and progress made towards delivering the agreed outcomes of the Barnet Plan

1. WHY THIS REPORT IS NEEDED

1.1 The council's corporate plan, the Barnet Plan 2021-25, was considered by Policy & Resources Committee 8 February 2021 and agreed at Full Council 2 March. This sets out the council's vision to provide the best possible services for residents in communities where there are opportunities to grow and thrive, and where everyone feels safe. Placing residents at the heart of everything we do, the Plan is built around 4 core, cross cutting themes - Clean, Safe & Well Run, Family Friendly, Healthy and Thriving - with prevention and equalities running through all that we do. In terms of how we work, we said we wanted to do more in collaboration with partners across the borough and explore how we could take more a more place-based approach to meet resident needs.

1.2 **Organisationally**, over the last 6 months we have put in place a delivery structure to support the implementation of the Barnet Plan, including:

- Investing £6.2m of new or additional resource (confirmed at P&R 16 June 2021) across a range of priorities
- Established a programme management structure and additional support by the Strategy Team to CMT theme leads, providing additional capacity to support delivery, managing dependencies and reporting
- Established rhythm of quarterly reporting to CMT
- Developed and implemented the Delivery and Outcomes Framework as the primary reporting mechanism for the delivery of Barnet Plan activities and outcomes

1.3 Delivery and Outcomes Framework

1.3.1 The Programmes, Performance and Risk team have led on the co-design and implementation of the Delivery and Outcomes Framework which was agreed at Policy & Resources Committee 30 September 2021. It focuses on the key activities being carried out under each objective and the most appropriate way of measuring the success and / or progress of these activities, whether that be key performance indicators (KPIs) and / or narrative. Through this we will provide assurance that the objectives within the Barnet Plan are being delivered as planned and highlight any potential areas of concern. With the successful delivery of the objectives, it is anticipated that certain outcomes will be positively impacted as a result.

1.3.2 The attached Delivery and Outcomes Framework Q2 2021-22 reports provide full details on the data and narrative against the agreed activities.

1.3.3 The Barnet Plan identifies key priorities for the council, the Delivery and Outcomes Framework reports on actions, tied to those priorities, it does not report on all council activity. Nor does it replace the committee reporting structures.

1.3.4 For each theme, an overall summary has been provided to show overall progress status of the objectives within that theme; there are also charts to show the progress status of the Year 1 activities¹ and where available, a comparison against last year for the Key Performance Indicators agreed in the Delivery and Outcomes Framework. Detailed tables showing the progress status and a narrative update on each Year 1 activity, and the latest available data for each Outcome Performance Indicator and Key Performance Indicator are shown underneath, grouped by objective. It should be noted that a large proportion of the Outcome Performance Indicators are being taken from the Residents' Perception Survey, for which the latest available data is from Autumn 2020. Direction of travel information has not been provided for these indicators as there is no recent data since the previous survey before that was in Autumn 2017. This year's survey will run from 26 October to 31 December and so the outcomes shown in the end of year reporting for 2021-22 will include the results from this.

1.3.5 Below provides key highlights for each of the themes over the last 6 months:

1.3.6 Clean, Safe and Well Run

Key highlights are:

- The business case to replace the core contact centre technology has been agreed. This will provide an omni-centre platform which will provide service officers with an overview of all contacts regardless of channel
- Digital Barnet, www.barnet.gov.uk/digitalbarnet, the one stop place for Barnet's digital skills and support offer for residents and staff, was launched on 18 October 2021 to coincide with the start of Get Online Week
- Fly-tipping: Collaborative work across enforcement and street scene to address fly-tipping with a borough wide communication campaign. 21 ward based enforcement officers have been recruited providing increased visibility across the borough
- The strategic review of Barnet's Community Safety CCTV requirements and the procurement for new CCTV contracts was approved at CLL Committee on 6 October
- Green Waste subscription has a participation rate of 59% (based on the 75,000 bins previously serviced). We believe this is highest participation rate in London based on the information that is available
- Work continues to explore how debt and wider vulnerabilities data can support delivering targeted and preventative support
- On the 28 September, our Finance Team won Team of the Year at the Public Finance Awards
- The Events Umbrella contract has been extended up to December 2022 and the Winter 2021 programme is in development. CMT agreed to extend Discover Barnet and the winter programme
- Shortages to drivers and materials has meant Network Recovery Programme (NRP) is slightly behind schedule. This is being closely monitored in close contact with the supply chain to ensure steady progress

¹ A number of the indicators reported have been introduced to measure activity from the Barnet Plan so are new and therefore there is no historic/comparable data

1.3.7 Family Friendly

Key highlights include:

- Published the Corporate Parenting strategy, including a child friendly version published in November 2021
- Service user engagement and youth participation officers are now in post. These will pull together strands of engagement, feedback, participation, and co-production and support the development of a service user engagement strategy. In addition to this, the Child Participation strategy is due to go out to consultation in December 2021
- Delivered the Youth Justice Plan 2021-2023. This plan has 8 strategic priorities to reduce re-offending, resettlement, disproportionality, prevention & diversion, protecting the public, addressing serious youth violence and child criminal exploitation, and keeping young people at the centre
- Launched the Parenting Hub on 11 November. This will provide specialised support to families across Barnet to ensure that the youngest children have the opportunity to the best start in life. Group and individual interventions, along with parent-child attachment-based work, will bring parents and their children aged 0-5 together to achieve this in a family friendly space
- Published the Life Chances action plan
- Delivered continually improving services to Looked After Children – Ofsted visit on 23 and 24 June

1.3.8 Healthy

Key highlights include:

- Integrated Hospital Discharge Team has been successfully implemented, delivering a better return to home experience for residents leaving hospital
- Earlie this month Barnet Council, with other councils in the North Central London (NCL) CCG area jointly won, the top prize in the 'Health and Social Care' category in the Local Government Chronicle (LGC) awards
- Barnet Suicide Prevention Partnership 2021-25 has been established, a prevention campaign has been launched and a suicide prevention strategy is in development
- Launched consultation on the Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) Strategy 2021-2024, 29 October – 20 December 2021 and the final version will be published in the new year
- Fit and Active Barnet Framework is being refreshed, with public consultation planned in new year
- The Homelessness Prevention Insight Project is taking place, this will provide an understanding of the customer experience and establish the full range of homelessness early intervention and prevention activities taking place across the borough. The final report is expected in March 2022

1.3.9 Thriving

Key highlights include:

- The Skills and Employment Action Plan was agreed at Housing and Growth Committee 14 June 2021. To date 429 residents have been supported into work by the employment and skills team
- Supporting digital connectivity by connecting 2,000 homes - with gigabit broadband - with a further 5,000 homes expected by March 2022.
- Continued support to local businesses through the payment of £112m of COVID business support grants

- Works are progressing at pace on the Brent Cross West station and the first stage of highways works has been completed
- Started the development of a Sustainability Strategy - the framework will be presented to Policy and Resources Committee in December 2021
- Whilst there has been progress on a number of Long-Term Transport Strategy schemes, the impact of COVID-19 on TfL budgets has disrupted some projects

- 1.4 An integral element of the delivery of the Barnet Plan is adopting preventative measures to help people remain healthy, happy and independent in all aspects of life. This will need us to think about and deliver some services and activities in a different, or more joined up ways. A Prevention Strategy is currently being drafted.
- 1.5 Our preventative approach is reflected across the four themes and the current prevention activities in year 1 include financial debt and vulnerability, development of a Social Value policy, Joint Health & Wellbeing Strategy, Community Participation Strategy, digital inclusion, longer term impacts of Covid-19 work, productivity and skills, insight and strategy and health and wellbeing of Grahame Park estate.
- 1.6 Equalities, Diversity and Inclusion (EDI) is a core strand running through all our priorities in the Barnet Plan and fundamental to how we work as a council. We want to support all our communities to thrive in an environment that is free of harassment and discrimination. The Annual Equalities Report is forthcoming to Policy and Resource Committee on the 9 Dec. The report highlights our progress on promoting and supporting diversity in the workplace which contributes towards employee wellbeing and engagement and having a diverse workforce. A study is also being carried out investigating existing data sets in key areas of resident facing services to establish what they tell us in terms of protected characteristics. This will enable us to assure ourselves that we understand the impact of our strategies and policies on protected characteristics.
- 1.7 Over the past 2 years a group of staff volunteers have established The Barnet Equalities Allies which is an 'umbrella' group addressing an identified need for targeted groups to support Barnet staff. Seven groups have been established addressing different needs and below are key highlights:

BRAG – Black Resource Action Group – support for Black staff across the organisation in the form of listening circles – also works on organisational change:

- Barnet signed up to the BITC (Business in the community) Race at Work Charter and are working on the 7 key actions as part of this.
- Staff engagement events/listening circles and panel discussions becoming common place – not just from the BRAG – to allow staff to speak openly about current events or experiences and for others to listen – bringing about a shared empathy and collective understanding and sometimes action.

ARRG – Anti-Racism Resource Group – works as a 'sister group', progresses allyship in the council and works with BRAG on organisational changes:

- Supporting 'uncomfortable conversations', through educating staff via events and listening circles
- Challenging micro-aggressions at work and looking at ways positive action can be incorporated into policy

The Women's Network – tackling gender inequalities and a safe space:

- Held a successful International Women's Day panel, which included a range of high achieving women from central government, commercial and blue-chip companies
- Championing wellbeing and health issues which affect women at work – for example menopause health
- Supporting solo parents

Staff Disability Network – support for staff living and working with a disability and also progresses on practical inclusions that are needed for staff who have a disability:

- Signed up the organisation to the Disability Confident Scheme – currently at committed status

LGBTQ+ Network – support and a safe space for staff who identify at LGBTQ+:

- Encouraging the Council to be visibly supporting LGBTQ+ people, i.e. flying Pride Flag at Hendon Town Hall during Pride Month, staff adding pronouns to their email signatures.
- The development of the EDI Dashboard to monitor staff demographics and encouraging LGBTQ+ staff to complete the monitoring form.

Cultural Diversity Group – a group that embraces all cultures (and faiths) via events and raising awareness among wider staff

Community Informed Group – an externally facing group that works with local organisations:

- Working in resident feedback through events etc to inform commissioning and delivery of culturally sensitive services from the council to residents

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Barnet Plan for 2021-25 was approved at Full Council 2 March 2021 and is now being implemented. A Delivery and Outcomes Framework has been collaboratively designed to monitor progress in delivery and performance, and ensure that residents, partners, Members and others are able to see whether we are achieving the objectives set out in the plan. The Delivery and Outcomes Framework was agreed at Policy & Resources 30 September and this report provides progress on the first 6 months of the delivery of the Barnet Plan.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

4. POST DECISION IMPLEMENTATION

- 4.1 Reporting the Barnet Plan outcomes in this way seeks to bring together plan outcomes into a single place, it does not preclude or replace any existing arrangements. Reporting requirements for the Theme Committees have been discussed with Executive Directors. Performance on relevant objectives from each Theme of the Barnet Plan will be taken to Theme Committees in line with their responsibilities as follows:

Theme Committee	Reporting	Frequency
Policy & Resources	An overview of all 4 themes of the Barnet Plan, as per the Delivery and Outcomes Framework, as well as budget outturn information	Quarterly
Adults & Safeguarding	An update on the Healthy theme will be included as an appendix to the quarterly Adults' performance report	Quarterly
Children, Education & Safeguarding	None. The agreed quarterly performance update for CES committee will continue	Not applicable
Community Leadership & Libraries	An update on the "Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking" and "Tackling domestic abuse and gender based violence" objectives will be provided	6 monthly
Environment	An update on the relevant objectives within the Clean, Safe and Well Run and Thriving themes will be provided	6 monthly
Housing & Growth	An update on the relevant objectives within the Thriving theme will be provided	Quarterly

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Barnet Plan sets out the corporate priorities and how we will deliver them. This report provides an update on the progress of the Barnet Plan year 1 activities to end of Q2.

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

- 5.2.1 MTFS/business planning proposals have been mapped back to the objectives of the Barnet Plan to ensure the budget includes resources to deliver all the elements of the plan. It should be noted that the Barnet Plan does not cover all budget areas – it provides a set of overall developmental priorities and sets out areas of focus. As such, in some areas 'business as usual' budgets already support delivery of key objectives, while in others there may be additional funds allocated to support delivery. More detailed information on financial performance will continue to be reported to Financial Performance and Contracts (FPC) Committee and Policy & Resources Committee.

5.3 Legal and Constitutional References

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

or are conducive or incidental to, the discharge of any of their functions.

5.3.2 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.

5.4 **Insight**

5.4.1 In developing the Barnet Plan, insight and intelligence data from the recently created Insight function has been used to identify priorities and support decision making.

5.4.2 The proposed Delivery and Outcomes Framework brings together data from across the organisation into one place, allowing a comprehensive view of progress and performance against the Barnet Plan themes.

5.4.3 Once established, analysis of the data will include comparison against external benchmarking data to help identify areas of best practise or where further focus might be required.

5.5 **Social Value**

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

5.6 **Risk Management**

5.6.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level (scoring 15 to 25) risks are reported to Policy and Resources Committee. Risks are currently reported as part of the budget papers. Going forward they will be incorporated in the quarterly reports on the Delivery and Outcomes Framework.

5.7 Equalities and Diversity

5.7.1 The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

5.7.2 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;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7.3 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.

5.7.4 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.

5.7.5 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.

5.7.6 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

5.7.7 Our approach to the delivery of the Barnet Plan is intended to benefit all communities and

groups within Barnet. Where individual decisions are required in relation to specific elements of delivery these will be considered on a case by case basis to ensure no group is disadvantaged or left behind.

5.8 Corporate Parenting

- 5.8.1 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.

5.9 Consultation and Engagement

- 5.9.1 Consultation on the Barnet Plan 2021-25 was carried out in the autumn 2020. The Barnet Plan was approved by Council in March 2021.
- 5.9.2 The Delivery and Outcomes Framework was approved at Policy & Resources Committee 30 September 2021.

6. BACKGROUND PAPERS

- 6.1 Council, 2 March 2021 – approved Corporate plan (The Barnet Plan 2021-25) <https://barnet.moderngov.co.uk/documents/s63856/Appendix%20A%20BARNET%20Corporate%20plan%202021%20-%202025.pdf>
- 6.2 Policy & Resources Committee, 30 September 2021 – approved Delivery and Outcomes Framework <https://barnet.moderngov.co.uk/documents/s66664/Proposed%20Delivery%20and%20Outcomes%20Framework%20for%20the%20Barnet%20Plan%202021-25.pdf>

The Barnet Plan 2021-25: Clean, Safe and Well Run

A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe.

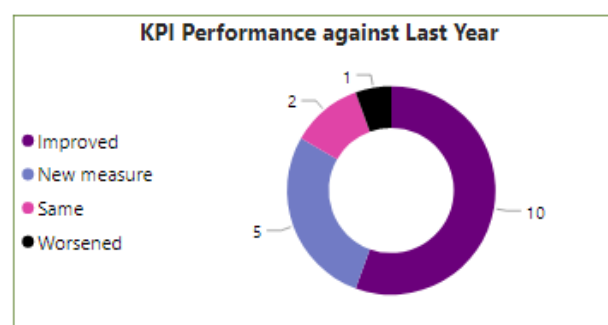
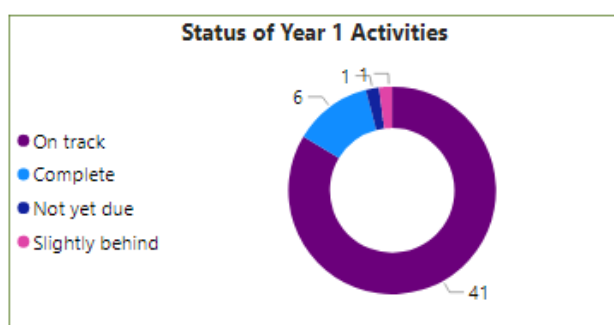
Providing good quality, customer friendly services in all that we do

Current Progress Status by Objective

Reporting Period:

2021-22 Quarter 2

Objective	Status	Direction of Travel on Last Quarter
Improving Customer Service	Good	N/a
Better environmental services and a cleaner borough	Good	N/a
Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking	Good	N/a
Robust Financial Management	Good	N/a
Unlocking the Potential of Parks and Open Spaces	Good	N/a



Objective: Improving Customer Service

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review top 5 processes for both council tax and housing benefit to increase automation (details being scoped) and reduce repeat contact	On track	A joint working group across council tax and housing benefit teams has been established. Through their work, 20 improvement initiatives have been implemented and further improvements over the medium term have been identified. Examples include improvements to web content to provide clearer signposting and guidance, optimising some existing online forms and identifying additional new forms to be developed and reviewing some automation parameters to speed up processing times. These have resulted in a 25% increase in the automation rate for refunds in July and August (an additional 165 refunds) and a reduction in escalated cases of almost 90% from June to August.
Embed continuous improvement plans at a service level that are monitored and aligned to overall objectives: for Year 1, review outbound correspondence for council tax and housing benefit to reduce queries and repeat contact	On track	Customer journey mapping has been carried out and training needs were identified around ensuring all items in a piece of correspondence are addressed and improving clarity in responses, as well as better managing customer expectations. Improvements to the phone menu system have been made, making it easier for customers to speak to someone when they need to: the IVR messaging has been updated to ensure consistency and provide clear routes for more complex enquiries and complaints.
Launch customer standards and principles to drive service led improvement plans and embed in service so each have their own framework	On track	The Re. customer service hub transitioned into the main customer services team in August 2021, improving resilience, processes and overall quality of customer service – new staff and processes in place and early signs of improved performance, will be

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
		monitored. Some initial teething issues with process flows but now largely resolved.
Devise a broader customer service training programme so that all staff understand how to deliver great customer care: a series of courses on Barnet's eLearning Hub (POD) which will be relevant for all staff (those not in contact centre roles) and a course for Members to reduce escalation of Members' enquiries	On track	Launch improved training offer on the POD - Go live is scheduled December 2021. Continue to embed a culture of customer excellence across the organisation – a new post is being recruited and graduate on-boarded. Working with OD. Launch customer principles publicly and re-engage customer leads in service areas on how we can further embed into service plans following launch of training.
Procure and implement a new complaints management system by end of March 2022 to improve recording and reporting processes to drive business improvements and outcomes from the complaints process.	On track	A contract has been signed with Civica icasework to supply the new complaints case management system. The implementation of the project will commence in November with the planned 'go live' date of 1 April 2022.
Develop insight into how our residents interact across council services and tools that allow quicker analysis of trends and behaviours: introduce Power BI for contact centre management information to improve analysis and make better service decisions informed by data	On track	Developing accessible Power BI dashboards for CSG customer service performance data that can be shared with services and more strategically (complete early 2022). Continuous website content review and make accessibility improvements ensuring the website is accessible to all. An external audit has been completed with positive outcome and now working on the recommendations.
Produce an options appraisal to determine whether the technology needs to change	Complete	Completed and agreed a business case to replace the core contact centre technology in Q1/2 2022
Create a portal on the LBB website that provides staff and residents with one place to access resources, support and help on offer for digital enablement both at the council and via its partners	On track	Digital Barnet, www.barnet.gov.uk/digitalbarnet , the one stop place for Barnet's digital skills and support offer for residents and staff, was launched on 18 October 2021 to coincide with the start of Get Online Week. Feedback will be gathered and usage monitoring is being developed in order to understand what impact the resources have had for residents and will be developed iteratively in line with customer principles
Review the role of the face-to-face customer service staff at Colindale reception, with the aim of introducing an alternative model which will deliver support across the borough to our most vulnerable residents and possible adoption of the customer advocacy model through CSG	On track	A review of the small Colindale face to face customer service team has been carried out to enable a better focus on customer advocacy, supporting our digitally excluded residents and those with more complex requirements. A new model has been agreed with CSG to form a customer advocacy and digital inclusion team, which will be based in Colindale but also working with libraries to offer support in other locations across the borough (at certain times). This new team is due to go live in January 2022.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who agree that LBB is improving customer service	2020-21 Q3	Increase	52	No recent data	—
% of residents who report that it is easy to access council services	2020-21 Q3	Increase	59	No recent data	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of customer cases that were closed within agreed timescales	2021-22 Q2	94	100	Same	◆
% of customers who are satisfied overall with customer services (does not include web contacts)	2021-22 Q2	89	93	Improved	▲
% of customers who are satisfied with the service on the web (performance and feedback)	2021-22 Q2	55	68	Improved	▲
% of overall contacts that were made via the web rather than phone	2021-22 Q2	50	70	Improved	▲

Objective: Better environmental services and a cleaner borough

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Implement the new area-based model for Street Cleansing by June 2021	Complete	The new area based Street Cleansing Operating model was fully launched on 01 April 2021 increasing its Street Cleansing establishment from 77 to 115 employees.
Invest in additional resource and staff training to support the implementation of the new Street Cleansing model and tackle issues such as fly-tipping and targeted cleansing	On track	The council has increased its Street Cleansing establishment from 77 to 115 employees to facilitate the delivery of the new area based street cleansing model. Specialist teams are now in place, dedicated resource in defined areas is supporting enhanced responsiveness. Recent further investment in service will deliver further improvement e.g. night-time economy cleansing resource. A Fly-tipping Action Group has been established to coordinate increased activity between the relevant service areas to reduce fly tipping. The Fly-tipping Action Group is working on a number of initiatives including: 1. A marketing campaign "love where you live" which is in its first phase of raising awareness and reassuring residents and businesses of the action being taken to clear and take action holding offenders to account; 2. Mobile deployable CCTV in hard to reach locations to target fly tip hotspots; 3. Targeted communications to private landlords and House in Multiple Occupation owners to provide advice and raise awareness of disposal facilities for waste and bulky items when tenancies come to an end; 4. Increased resource under the pleasant parks initiative with additional staff across 7 teams litter picking and cleansing Barnet's parks and green spaces; 5. Pilot project to plant out small grass verge areas on road junctions with hardy shrubs to improve the look and feel of the area and discourage / prevent waste / material from being dumped on these areas; 6. Creation of cross service stakeholder groups to investigate and target fly tipping and environmental crime; 7. A new pilot to consolidate Barnet Homes and Barnet fly tipping resource to provide single approach to tackle issues.
Introduce mechanised cleaning to supplement manual cleansing operations across the borough	Complete	The new service model, live from 1 April 2021, makes use of additional mechanised cleansing schedules including use of various mechanised equipment including HAKO, Karcher, 215 Glutton, Tri-Lo and large Mech sweeper.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Complete implementation of the new works management system to provide a robust and efficient system to manage Street Scene activities	On track	Phase 2 of the Agile project is currently focusing on testing of commercial waste modules and in cab devices both due to be live later in year.
Continue to improve Street scene systems to provide customers with reactive and proactive notifications on their service requests	On track	Proactive and reactive notifications to residents are live and are estimating to have reduced missed bin requests by 250 a month, by providing residents with clear service information and clear feedback.
Continue to develop customer access to services and information online	On track	Street Scene Web pages continue to be reviewed to ensure residents are able to identify key information and access service digitally. There are now c.25,000 items of information made available to customers and help inform service responses through interactive webforms.
Develop internal management information dashboards for street scene to understand demand and inform service decisions	On track	Approximately 20 dashboards are now in place to support monitoring of performance and aid decisions on priorities and resources. The Street Scene suite of Dashboards are currently being reviewed so they can access data in real time via a direct link with the Contender database.
Continue to promote take up for the chargeable garden waste collection service, generating income to support the continued delivery and/or enhancement of other services	On track	Sales figures have exceeded those of year 1 surpassing £3 million, this has been supported by taking a data-led communications campaign, which has also reduced the costs of communications in year 2. The introduction of an Autumn special offer for discounted rates from the remainder of the year has gone live.
Implement a range of activities to support recycling and waste reduction, as part of the council's Reduction & Recycling Plan such as low plastic zones, trialling recycling for flats and introducing new ways of combatting contamination of recycling	On track	A contamination trial of flatted properties has been completed and a summary paper has been written to provide outcomes and proposed next steps. A successful range of communication initiatives was rolled out in September including Recycle Week communications and promotion of Waste from Electrical and Electronic Equipment (WEEE) recycling information. The councils Fly tipping action group continues to meet regularly with progress being made with a multi-agency approach to reducing problems.
Work with the North London Waste Authority to support their initiatives on recycling and waste reduction	On track	A paper proposing the introduction of the North London Waste Authority (NLWA) led projects on low plastic zones has been completed and is due to be shared with members for a decision on next steps. The Council continues to support and endorse NLWA campaigns for reduction and reuse including their "thanks for trying" summer campaign
Implement the 2021/22 Network Recovery Plan Programme	Slightly behind	Work is progressing to complete the agreed NRP programme for 2021-22. Most carriageway resurfacing works have been completed utilising the dryer summer season. Recent national materials and HGV drivers' shortages have had some impact on the footway (pavement) programme. Officers are monitoring progress and working closely with the supply chain to ensure steady progress is made in completing the footway NRP programme.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents satisfied with refuse and recycling services	2020-21 Q3	Increase	70	No recent data	—
% of residents satisfied with street cleansing services	2020-21 Q3	Increase	50	No recent data	—
% of residents satisfied with the quality of pavements	2020-21 Q3	Increase	37	No recent data	—
% of residents satisfied with the repair of roads	2020-21 Q3	Increase	35	No recent data	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Total number of environmental service requests	2021-22 Q2	Monitor	6,343	New measure	—
Number of requests for flytip removal	2021-22 Q2	Monitor	2,238	New measure	—
Number of requests for graffiti removal	2021-22 Q2	Monitor	314	New measure	—
Garden waste income year to date (£)	2021-22 Q2	Monitor	£3,013,820	Improved	▲
% of carriageway resurfacing schemes that have been commenced and completed on time	2021-22 Q2	100	100	Same	◆
% of footway relay schemes that have been commenced and completed on time	2021-22 Q2	65	90	Worsened	▼

Objective: Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review schemes of delegation and legislation to identify commonalities, process improvements and how we can maximise opportunities for joint working	On track	Meetings have taken place with various departments who are required to carry out enforcement functions. Delegated authority has been scrutinised and joint working has been discussed to achieve suitable outcomes. Systems are now being looked at to identify areas where documentation needs to be created or adjusted to allow enforcement to take place.
Review IT arrangements with the aim of adopting a common system to record incidents of non-compliance across teams	On track	IT systems are being reviewed with the aim of adopting ECINS as a central database to record all incidents across various teams.
Increase staffing resources available for specialist Investigation and enforcement work	On track	21 ward-based Investigation and Enforcement officers have been recruited (an increase of 16 officers) to allow increased levels of enforcement for non-compliance incidents such as ASB and fly-tipping. Work is ongoing to introduce a shift pattern arrangement for officers which will provide greater coverage on weekdays, weekends and bank holidays.
Strategic review of CCTV to upgrade software and hardware and ensure cameras are located appropriately	On track	A review paper setting out the Outline Business Case for the strategic review of Barnet's Community Safety CCTV requirements and the procurement for new CCTV contracts was approved at CLL Committee on 6 October.

Outcome Performance Indicator

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who see anti-social behaviour as a very or fairly big problem	2020-21 Q3	Reduce	30	No recent data	—

Outcome Performance Indicator - Breakdown

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
▲					
% of residents who see noisy neighbours as a very or fairly big problem	2020-21 Q3	Reduce	14	No recent data	—
% of residents who see people being drunk or rowdy in public places as a very or fairly big problem	2020-21 Q3	Reduce	18	No recent data	—
% of residents who see people using or dealing drugs as a very or fairly big problem	2020-21 Q3	Reduce	38	No recent data	—
% of residents who see rubbish or litter lying around as a very or fairly big problem	2020-21 Q3	Reduce	49	No recent data	—
% of residents who see teenagers hanging around on the streets as a very or fairly big problem	2020-21 Q3	Reduce	27	No recent data	—
% of residents who see vandalism, graffiti and other deliberate damage to property or vehicles as a very or fairly big problem	2020-21 Q3	Reduce	33	No recent data	—

Work is ongoing to join up and collect all activity across the Enforcement teams on one central system. Once this is established reporting will be available to show the number of ASB and other non-compliant incidents reported and outcomes of these. It is expected this will be included by the beginning of Year 2.

Objective: Robust Financial Management

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Ensure robust financial management processes are in place, to include: <ul style="list-style-type: none"> • setting a balanced revenue budget each year, • monitoring actual financial performance against budget and timely identification of any areas of material variation • setting an appropriate capital budget each year (which allows us to live within our means, led by how much we can afford to repay), • setting a Medium Term Financial Strategy to guide financial decision making 	On track	Scenario planning has been developed outlining possible outcomes. Business Planning Leads appointed and co-ordinating budget outlook by Directorate. Regular reporting of the in-year position to chief officers and committees is in place.
Identify and implement best practice in relation to financial management, both within the finance function and more broadly across the whole organisation	On track	CIPFA FM code reviewed and areas for further improvement being identified. Development of organisation-wide approach to debt management both to improve that process and to develop wider financial management skills
Develop and implement policies for Responsible Procurement and Social Value	On track	Policies have been drafted with underlying measurements in place, being reviewed by senior management.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review an approach for maximising and realising benefits from investments in strategic property acquisitions	On track	Asset Acquisition Strategy built in 2020-21 with G&CS colleagues; BXS Retail Park acquired February 2021 - generating revenue above business case models at end of Quarter 2; Estate review ongoing around whether we should retain, invest or sell which will provide for the potential of capital receipts to support strategic acquisitions that will maximise benefits further, with work expected to complete for March 2022.
Improvement in Treasury performance (Interest paid and earned minimised/maximised) to provide value for money to the taxpayer.	On track	Improved counterparty listings. Actual income generation forecast to increase by £250k year on year compared to 2020-21
Carry out an external review of Capital Budget to provide assurance that spending is in line with Capital Strategy and is sustainable	On track	Capital Budgets have been reviewed against plans and changes recommended to Policy & Resources Committee to reflect delivery progress. Further in-year reviews take place at quarterly intervals to ensure budgets and financing forecasts remain prudent, appropriate and sustainable. New additions are required to demonstrate funding sources and impact to the General Fund at Capital Strategy Board prior to being recommended for addition at P&R Committee. The funding make-up supporting the Capital Strategy is reviewed quarterly against budgets to determine sustainability of external interest payments and repayment of principal sums through Minimum Revenue Provision (MRP). The council sets out its approach to MRP annually during budget setting and the level of MRP must comply with the Prudential Code for Borrowing. The council, as part of treasury management reporting will publish, in it's out-turn report for 2021-22, a liability benchmark. This KPI will form part of future reporting on the Treasury Management Strategy under the revised Treasury Management Code - the council will voluntarily publish this in advance of requirement.
Financial vulnerability: develop a financial vulnerability dashboard with multiple service vulnerability datasets overlaid to match datasets across key revenue and benefits, Adult Social Care and wider service areas to develop "single view" of individuals and their engagement with the council. Explore resulting insights to design a multi-service approach to provide appropriate support to identified residents.	On track	Dashboard is in 5th iteration following multiple sprints to develop. Insight driving response to small cohorts with co-vulnerabilities across welfare, Adults and Housing. Children's data being added to support richer insight

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Carry out a review of internal controls, to include compliance with delegated powers, financial regulations and contract procedures to ensure these all reflect best practise and align to LBB constitution. Clearly communicate roles and responsibilities for compliance, governance and assurance	On track	External audit recommendations are being implemented to ensure that we continually improve compliance with the relevant guidelines. Decision making audit has been completed and reported October 2020. Compliance with Financial Regulations audited as part of Key Financial Systems audits as appropriate. Compliance with Contract Procedure Rules audit completed February 2021 - Limited Assurance. Full follow-up review already agreed for inclusion in Quarter 1 of 2022-23 audit plan. Delegated Powers Reports and Financial Regulations to be considered for inclusion in 2022-23 plan.
Clarify roles and responsibilities for maintaining a strong control environment while delivering a robust internal audit function including planned risk-based audits	Complete	All audit reports include appendix 'Responsibilities of management and internal auditors' which confirms that it is management's responsibility to develop and maintain sound systems of risk management, internal control and governance and for the prevention and detection of irregularities and fraud. This is also stated on the new Internal Audit intranet page here: https://barnetcouncil.sharepoint.com/sites/BWAssuranceGroup/SitePages/Audit-Engagement.aspx
Undertake a light touch check-in to ensure the updated special projects framework, for commissioning Capita works outside of the core contracts with CSG and RE, is working effectively	On track	The check-in included data analysis and feedback from key stakeholders, including client leads. This showed that the updated framework, including process and templates, managed by the new Special Projects Officer post has significantly improved the turnaround time for reviewing/approving SPIRs by 69%. A report outlining the findings and recommending minor changes to further improve governance, including linking to formal decision-making processes within the templates and adding e-signatures, was taken to Commercial and Customer Services SMT in September. These minor changes will be implemented by November and will include a refreshed report in PowerBI to Partnership Operations Board.
Undertake a comprehensive review of strategic and service risks to ensure risks reflect the challenges of the last 18 months; are focused on the delivery of our objectives; and emerging risks are identified	Complete	A risk workshop has been held with senior managers in each Directorate to clarify our approach to risk management and identify the key risks facing services. The workshops were followed-up by one-to-one sessions with each senior manager to assess the new risks and update the risk register (e.g. re-frame risks in the present; close old risks; add new treatment actions). This included any joint risks with strategic contractors (CSG, RE and TBG). The Directorate risk registers were signed off by Executive Directors in October. A report focusing on the strategic and high-level service risks was taken to CMT in October; and the high-level risks will be reported to P&R Committee in December.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who agree that LBB provides good value for money	2020-21 Q3	Increase	43	No recent data	—
% of residents who are satisfied with the way LBB runs things	2020-21 Q3	Increase	66	No recent data	—

Key Performance Indicators

Indicator	Latest Data Available	Actual
Revenue budget outturn forecast	2021-22 Q2	On track. Spending is currently anticipated to be less than budgeted by £1.523m (0.5%)
Budget savings are delivered on time or substituted appropriately	2021-22 Q2	Mostly on track. The 2021-22 budget includes planned savings of £10.590m. 81% of these are on track to be achieved. Continued disruption to the Leisure industry, a direct consequence of the pandemic, and income generation in Environment (advertising), account for much of the gap in savings delivery.
Council tax collected in year	2021-22 Q2	On track. Although there continues to be an underlying recovery impact from Covid-19, the tax base has improved through additional completions this year so far and Council Tax Support numbers have reduced slightly from previous months.
Business rates collected in year	2021-22 Q2	Not on track. From 1 July 2021 the 100% Expanded Retail Discount ceased, and this means that the council now has more to collect from businesses. In cash terms, the council is £13.8m above the same time last year but £31.6m below the position 24 months ago (pre-pandemic). Mitigations are in place including the funding "safety net" from Government and re-commencing recovery activity from October.
Sundry debt outstanding within 90 days	2021-22 Q2	On track. £18.019 million is outstanding within 90 days which is 52.9% of the overall total.
Progress of agreed critical and high priority audit actions - in arrears	2021-22 Q1	For Q1, there were 8 new critical and high audit findings. Of the previously agreed critical and high priority audit actions that were due within the quarter, 46% were confirmed as implemented and 2 were classified as slippage - not fully implemented when checked on more than 3 occasions.

Objective: Unlocking the Potential of Parks and Open Spaces

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Progress with design development of West Hendon Playing Fields to planning stage, secure Community Infrastructure Levy funding to deliver programme	On track	Outline Business Case was approved by Policy & Resources Committee in June 2021. Tender pack being drafted to commission technical appointments.
Commencement and delivery of circa £1m investment project at Colindale Park	On track	Play area complete 20 October 2021 and due to be opened to public on 25 October 2021. Remaining park due for completion by mid November 2021.
Complete investment project at Childs Hill Park as part of S106 contributions	Complete	Completed September 2021, opening ceremony was held on 12 September 2021
Achieve planning consent for delivery of Rushgrove Park, subject to award commence with procurement of construction partner	On track	Planning application submitted and pending decision. Outcome expected January 2022.
Complete tennis management pilot at Victoria Recreation Ground, Hendon Park, Montrose Playing Fields and Edgewarbury Park, providing recommendations on the future options	On track	Pilot extended up to December 2021, report due to be presented to Environment Committee with recommendations in Quarter 4 2021-22.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Progress with design development of Heybourne Park to planning stage	On track	Procurement complete to appoint Landscape Architect, with selected appointment. Delegated Powers Report currently in draft.
Progress with design development of Copthall and Mill Hill Open Spaces masterplans	On track	Stakeholder discussions remain ongoing, strategic CIL secured to support development of an Outline Planning Application.
Plant circa 700 trees as part of the Tree Planting Programme	On track	Ongoing - see performance information for progress
Identify a location for a 'Tiny Forest' within the borough and deliver project	On track	Governance and legal process awaiting completion in respect of license / lease arrangements.
In line with the 'Keep Britain Tidy' campaign, co-ordinate litter clearance efforts working with stakeholders (such as the Environment Agency / Canals & River Trust) at strategic locations	On track	Pleasant Parks programme launched in May 2021 - including litter clearance campaign delivered between May and August 2021. Increased street scene resource, appointment of specialist contractor with identified locations (circa 25) complete for clearance.
Support the development of a vision and action plan for the 'Welsh Harp' working in partnership with the Canals & Rivers Trust, Environment Agency and LB Brent.	On track	Ongoing - draft strategy and action plan expected by November 2021. LBB input into stakeholder consultation. Report due on progress to Environment Committee in January 2022.
In partnership with commissioned partner, co-ordinate an Events programme to be delivered within identified park locations	On track	Extension of contract to The Events Umbrella up to December 2022, governance and legal elements being progressed. Winter programme 2021 in draft.
Commence pilot of park patrol service, in consultation with street scene and Enforcement services	On track	Parkguard appointed to deliver patrol service (May to September 2021). Commission complete. Debrief meeting to be hosted in October 2021 with recommendations report due to Environment Committee in Quarter 4 2021-22.
In line with Environment Committee recommendations, install car park charging infrastructure at Mill Hill Park, Old Courthouse Recreation Ground, West Hendon Playing Fields and Scratchwood Open Space	On track	Awaiting Traffic Management Order to be implemented at each site. Infrastructure and signage complete. Go live expected November 2021.
Implementation of the Parks & Green Spaces improvement plan	Not yet due	In development - draft due in Quarter 4 2021-22.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents satisfied with parks and open spaces	2020-21 Q3	Increase	76	No recent data	—
Total amount of investment secured to support park improvements	2021-22 Q2	Monitor	£26,917,983	New measure	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Total trees planted year to date	2021-22 Q2	Monitor	941	Improved	▲
Number of park events delivered year to date	2021-22 Q2	Monitor	1	New measure	—

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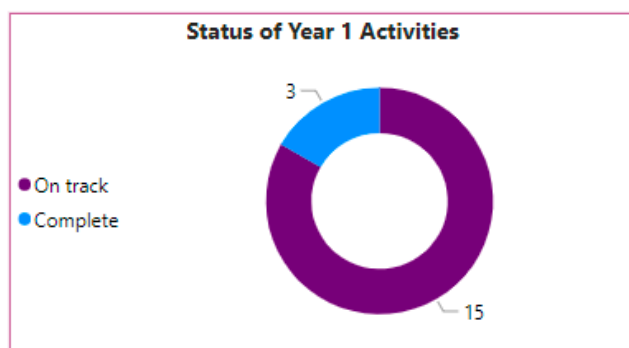
The Barnet Plan 2021-25: Family Friendly

Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best

Current Progress Status by Objective

Reporting Period:
2021-22 Quarter 2

Objective	Status	Direction of Travel on Last Quarter
▼		
Life Chances	Good	N/a
Health and Wellbeing	Good	N/a
Education and Learning	Good	N/a
Safe and Secure	Good	N/a
Family and Belonging	Good	N/a



Performance

Performance in Children's and Family Services is to be reported using the following reporting mechanisms which are already in place - the latest quarterly performance report to Children's, Education and Safeguarding Committee (CES) with the latest Children's services Analysis Tool report (ChAT) as an appendix, and the latest report to Children's Partnership Board (CPB).

Objective: Family and Belonging

Families and children can be together and be part of a community that encourages resilience

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Deliver the Autism Action Plan, developing clear pathways across health, education and social care and establishing a continuum of support for children with autism needs from diagnosis, through Early Help and to specialist teams.	On track	The autism action plan has been updated. An Autism pathways document across Health, Education and Social Care has been drafted. A statement of approaches, language, and practice for Autism across the partnership has been agreed. The position statement will be share across services/agencies in December. A working group for the Support Hub has been created and includes Early Help and Health colleagues. The Joint Commissioning Group has oversight and will report to Special Educational Needs and Disability (SEND) board.
Develop a Feedback, Engagement and Participation Strategy to ensure that engagement with children, young people and their families is purposeful and impactful so that we demonstrate how we listen, change and develop in response to their feedback.	On track	Service user engagement (SUE) / youth participation officers are now in post in BICS, O-19 Early Help and Corporate Parenting. A SUE coordinator has been appointed to pull strands of engagements, feedback, participation, and co-production together and support development of a SUE strategy SUE engagement activities being mapped for Strategy to be drafted

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
		Child Participation Strategy is in development, due to go to consultation in December 2021.
Commission independent surveys of young people through Coram's Bright Spots survey (Children in Care and Care Leavers) and the Youth Perception Survey.	On track	Youth Perception Survey is currently underway throughout Nov-Dec 2021
Work with Barnet Homes to progress identification of suitable and appropriate housing options, review protocol with Barnet Homes and determine acquisition needs for additional homes, in order to meet the increasing need.	On track	Working group has been established to progress identification of housing options, review protocol with Barnet Homes and determine acquisition needs for additional home. Barnet Group will be presenting a paper to their Board this month to seek agreement for 30 units for care leavers.
Deliver the Corporate Parenting Strategy, supporting children and young people to be resilient, aspirational and independent.	On track	The Corporate Parenting Strategy has been agreed and presented to Corporate Parenting Advisory Panel (CPAP) and Children, Education and Safeguarding (CES). The agreed strategy and the child friendly version (currently in development) will be published in November.
Deliver the Placements Strategy, remodelling placements to reduce number of children in high-cost placements. Increase the recruitment and retention of internal foster carers and supported lodgings hosts.	On track	The Placements Board oversees the delivery of the Placements Strategy. Local provision has been increased with the opening of Green Banks and two semi-independent provisions. Foster care recruitment is progressing with 15 new carers by the end of March. Currently there is a local and national pressure on placements with the cost of private children's homes and independent fostering agencies increasing and choice decreasing
Develop in-house therapeutic provision to expanding lower cost internal semi-independent options.	Complete	Greenbanks Therapeutic Community has opened. The children's home has the capacity to care for 6 children and the intervention centre provides space for therapeutic work, family contacts, training and transition work. Meadow Close children's home has been repurposed into a semi-independent provision as part of the Moving Forward Project for 16 to 20 yr olds. There is capacity for 6 young people and one emergency crash pad.

Objective: Safe and Secure

Children and young people are safe and protected from harm

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Develop a Parenting Hub to provide early years parenting interventions targeted at families with multiple needs, parents with personality disorders, or disrupted attachment. Parenting assessments will be undertaken, and enhanced support offered to families in Early Help.	Complete	Parenting Hub launched on 11 November. Early intervention parenting service with specialised support to help parents to develop secure and healthy relationships with their children.
Deliver the Youth Justice Plan 2021 - 2023 with priorities to reduce offending and re-offending, tackle disproportionality, enhance prevention and diversion, protect the public, reduce Serious Youth Violence and keep young people's voices at the centre.	On track	The Youth Justice Plan 2021 - 2023 is complete. The Plan has 8 Strategic Priorities to reduce offending, re-offending, resettlement, disproportionality, prevention & diversion, protecting the public, SYV & CCE and keeping YP at the centre.
Following consultation, finalise the 2021 - 2023 Violence Against Women and Girls (VAWG) Strategy, to include the duties set out in the Domestic Abuse Act 2021. Recommission the Domestic Abuse provision in line with the strategy.	On track	The VAWG Strategy is currently out for public consultation Re-commissioning of Domestic Abuse (DA) provision is underway with agreed extensions, commissioning is being informed by a DA Needs Analysis and Gap Assessment, overseen by the VAWG Delivery Group. Additional 1-year funding to be used to facilitate young people's independent domestic violence advice (YIDVA) training for key stakeholders and adult child to parent abuse
Deliver the Barnet Safeguarding Children's Partnership Business Plan, working with partners to continuously improve safeguarding practice and respond to local issues.	On track	The Business Plan is on track to be delivered. Red Quadrant will be undertaking an independent scrutiny visit in November. Following the scrutiny visit the annual report will be finalised.
Deliver the Vulnerable Adolescents (VA) Strategy in order to safeguard children and young people in Barnet from the significant harm caused by sexual and criminal exploitation, gangs and serious youth violence. Priorities are the creation of opportunities, identification and early response to need, the enrichment of our workforce to equip them with the skills to effectively intervene and an unrelenting focus on disruption activities.	On track	The VA Strategy was signed off and published in 2020; the work plan sitting underneath it is completed and will be overseen by Vulnerable Adolescents Community Partnership quarterly and Barnet Safeguarding Children's Partnership annually. Vulnerable Adolescents Community Partnership (VACP) monitoring implementation of VA Strategy in quarterly meetings
In line with the Public Law Outline review, provide additional support to address families' recognised needs	On track	Implementation Group set up and due to meet.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
and prevent the need to issue care proceedings.		

Objective: Education and Learning

Children and young people can learn about the world around them

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Deliver the School Places Strategy to ensure there continue to be sufficient good quality school places. Rebuild the Pavilion Pupil Referral Unit.	On track	An update on the delivery of the School Places Strategy went to CES in November last year. The strategy is on track and 100% of applicants were offered a statutory school place in the 2021 primary and secondary admissions rounds. A draft Special Places plan went to CES on 18 November, following which a consultation will be launched on the plan.
Deliver the Special Educational Needs and Disabilities (SEND) strategy to ensure that all children with SEND receive high quality, integrated and inclusive services through effective and timely decision making across partner agencies and through listening and responding to the voices of children and young people, parents, families and professionals.	On track	The SEND Strategy has been updated.
Deliver the Education Strategy to ensure high quality education services, excellent, resilient schools, high levels of achievement and protecting and supporting vulnerable and disadvantaged children and young people and maximising their life chances and the resilience of them and their families.	On track	The Education Strategy is due to go to CES in January 2022.
Deliver the Recovery, Reset and Renaissance project to address the impact of Covid on pupils' learning by providing specific support, advice and training to schools through BELS and external specialists, and allocating funds to school based projects designed by schools themselves and sharing the learning from these projects across all schools in order to accelerate progress and recovery. Ensure there is sufficiency of childcare places, monitoring the impact of Covid on early years places.	On track	<p>There is sufficiency of childcare places.</p> <p>Supporting recovery and sustainability of providers and reduce impact of Covid19 on settings capacity to operate.</p> <p>No settings have closed or are currently reporting they will be closing.</p>

Objective: Health and Wellbeing

Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Work with the North Central London Clinical Commissioning Group (NCL CCG) as the lead commissioner, to secure a new provider for the Children's Integrated Therapy Service.	Complete	On 1 September, the contract for the provision of Children's Integrated Therapies was transferred from NELFT to the Whittington Health NHS Trust Total.
Address issues of capacity, recruitment, and retention of staff to prioritise and increase the therapy support available to children and families, and schools. Roll out Mental Health Support Teams across all schools.	On track	An additional £1.5m of Covid funding was agreed to roll out Mental Health Support Teams across all schools.

Objective: Life Chances

Children and young people are able to succeed

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Deliver the Life Chances Strategy.	On track	A summary of the progress and impacts against the action plan in the Life Chances strategy went to the Children's Partnership Board on November 3. Life Chances - Summary Highlight Report Sep-Oct 2021 0.3.pdf (modern.gov.co.uk)
Deliver Post-16 Education and Skills Strategy to extend the opportunities available to young people, particularly those from disadvantaged groups, and keep the number of young people who are not in employment, education, or training (NEET) to a minimum	On track	This is covered in the summary report above
Support delivery of the Work, Productivity and Skills Action Plan, with a focus on the priority of supporting younger people on a pathway to high quality employment.	On track	Work is underway with four different Supported Internship Providers to offer supported internships to learners with Education Health & Care Plans (EHCP's) to prepare young people aged 16-24 with complex needs for paid employment. We have increased the numbers of young people entering Supported Internships. In September 2021, the cohort had 30 young people registered across four supported internship providers Work continues to develop and produce the Barnet Vocational Prospectus so that young people are aware of the opportunities within Barnet.

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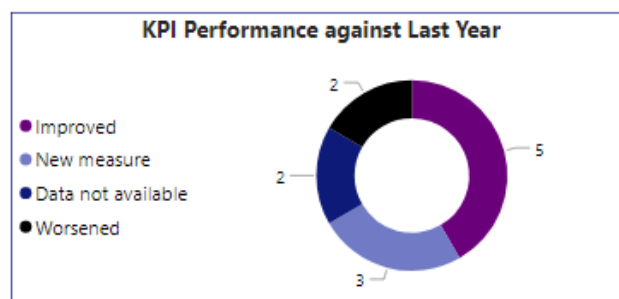
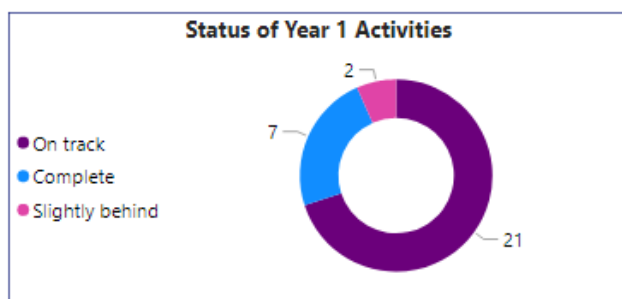
The Barnet Plan 2021-25: Healthy

We aim to be the healthiest borough in London with fantastic facilities for all ages, enabling people to live happy & healthy lives

Current Progress Status by Objective

Reporting Period:
2021-22 Quarter 2

Objective	Status	Direction of Travel on Last Quarter
Bring health and care together	Good	N/a
Support residents to maintain their strengths and independence	Good	N/a
Residents lead active, healthy lifestyles	Good	N/a
Residents maintain their mental health	Good	N/a
Tackling domestic abuse and gender based violence	Good	N/a
Address the longer-term impacts of COVID-19 on communities	Good	N/a
Homelessness Prevention	Good	N/a



Objective: Bring health and care together

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Work with health and Voluntary, Community and Faith sector partners to develop the Barnet Integrated Care Partnership (ICP). This will include extending the range of projects and initiatives, implementing new programmes of work and developing governance in preparation for implementation of a statutory integrated care system.	On track	<p>Barnet Integrated Care Partnership have already delivered a range of priorities against this in 2020-21, this included extending the range of projects and initiatives that come under its remit, implementing new programmes of work and developing its governance in preparation for the implementation of a statutory Integrated Care System (ICS).</p> <p>Priorities for 2020-21 that have been delivered are:</p> <ol style="list-style-type: none"> 1. Same Day Access & Discharge 2. Integrated Discharge Team 3. Integrated Care Pathways 4. Clinical support to care homes <p>The new work programme is in development. Priorities are:</p> <ol style="list-style-type: none"> 1. Children & Young Persons Health 2. Mental Health & Dementia 3. Health Inequalities 4. Co-production and engagement 5. Development of neighbourhood models of working 6. Developing governance and organisational development. <p>Involvement with Voluntary and Community Sector (VCS) is being strengthened, with new VCS members joining the board and a new co-production stream implemented as part of the work programme.</p>

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Further develop the Integrated Discharge team model to ensure residents leaving hospital get the right care and support, in the right place and in a timely fashion. This will include embedding and mainstreaming the service model into 'business as usual', confirming funding and delivery levels for all partners and ensuring compliance with expected new legislation which will make the model a statutory requirement.	Complete	The integrated discharge team (IDT) was implemented in rapid time in response to the pandemic, as required by the national discharge guidance issued in March 2020. The model has lead to a better experience for residents. It has had a significant impact in helping save bed days by reducing length of stay and massively avoiding what would have been delayed transfers of care.
Complete the transition back from central government funding of the initial period of post-hospital care without adding significant delay into the system. Ensure all residents who need one get a full Care Act assessment and a financial assessment.	Complete	Completed as part of Integrated Discharge Team implementation.
Embed new models of quality and clinical in-reach support to care providers and sustain the services over the longer term.	Complete	The model has been successfully implemented as part of Barnet Integrated Care Partnership (ICP) workplan 2020-21. Next considerations are: 1. Communication & Engagement: Like all services there is a need to continuously engage with all stakeholders. The team will continue to work with both primary care and the care homes providers to ensure that all practices and care homes are aware of the service offer 2. Agree sustainable funding: It is anticipated that the LCS, will ensure that all practices can have the ability to attend multi-disciplinary sessions and support team in the delivery of proactive care. Commissioners to secure funding for both service elements 3. Workforce: As we move back to business as usual a key next step for the service will be to review the team capacity and ensure that it is in line with service demands.
Working with primary care networks, implement a model of community based multidisciplinary support for people with dementia, frail older people and their carers. Additionally, expand the model to achieve borough-wide coverage subject to the outcomes of the pilot. Develop neighbourhood based multi-agency working to address the wider determinants of health	On track	We have worked with primary care network 5 (covering Golders Green, Hendon, Brent Cross, Childs Hill and West Hendon), to implement a new model of community based multi-disciplinary dementia support for people with dementia and their carers. This involves a specialist dementia nurse, input from the council's specialist dementia support team, and the implementation of multi-disciplinary case management (MDT). This is currently in the pilot stage and work is underway to look at aligning the model with the Primary Care Network 2 Frailty MDT to create an efficient and patient focused model across Barnet. The multi-disciplinary frailty model will be rolled out across Barnet.
Develop neighbourhood based multi-agency working to address the wider determinants of health	On track	ICP delivery board has been exploring opportunities for 'neighbourhood working', looking at the pilot project in Grahame Park and the Manchester local care model. A working group is being brought together to develop this further.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Develop a health improvement and prevention approach to address health inequalities in communities	On track	Work is being led by Deputy Director of Public Health and Primary Care Network (PCN) Clinical Director. We have been developing a health improvement and prevention approach to address health inequalities in Black, Asian and minority ethnic communities, building on work initiated through the Covid-19 vaccination programme. Childhood immunisations and Cardiovascular Disease prevention have been identified as the two areas of short-term focus, with an emphasis on building trust in the community and reaching targeted high-risk populations to reduce the equality gaps. The programme aims to take a population health approach as recommended for Integrated Care Partnerships (ICPs) by NHS England concentrating on a holistic approach to health and wellbeing and addressing the wider determinants of health through engaging communities in neighbourhoods. In addition, Barnet ICP submitted two proposals to North Central London Clinical Commissioning Group (NCL CCG) Inequalities Fund.

Outcome Performance Indicators

Specific outcome performance indicators are under development. The below indicators monitor demand coming from hospital pathways into social care and the cumulative number of clients with joint funding (CHC) arrangements. These are local measures based on the national discharge to assess health and care pathways established in 2020-21. Throughout quarter 2, adult social care services have continued to receive a high volume of contacts, especially for support upon discharge from hospital, although the number of clients with joint funding arrangements has not increased in line with the rise in hospital discharges.

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Number of hospital discharges in the year (pathway 0,1,2 or 3)	2021-22 Q2	Monitor	2960	Improved	▲
Number of clients with joint funding (Continuing Health Care) arrangements	2021-22 Q2	Monitor	315	Worsened	▼

Objective: Support residents to maintain their strengths and independence

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Continue to develop our two new extra care schemes, Atholl House in Burnt Oak, due for completion in Spring 2022, and Cheshir House in Hendon, due for completion in Summer 2023.	On track	We have been continuing to develop our two new extra care schemes, Atholl House in Burnt Oak, due for completion in Spring 2022, and Cheshire House in Hendon, due for completion in Summer 2023. Work is now underway to develop the service specification for the support provision, drawing on local examples, best practice and informed by the experience of commissioning the service at Ansell Court in Mill Hill
Work with our partners and commissioned services to ensure services adapt and are able to most effectively support residents with a learning disability or mental ill-health to enter or stay in the paid workforce.	On track	Employment action plan is being developed. Working closely with the council's employment and skills steering group.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Working with Family Services, develop new ways to expand choice of care and support and promote independence for young adults with learning and complex disabilities.	On track	We have been working with family services to make improvements in the transition pathways for young adults with learning and complex disabilities. These are making the experience for residents and their families smoother and more coherent. Together with Family Services, we have also recommissioned the Accommodation & Support offer to include the required evidence based capacity in the provision of supported living units and support.
Explore opportunities to increase the number of people that can benefit from the work of our prevention and wellbeing team, delaying or avoiding the need for adult social care.	Complete	The Prevention & Wellbeing Team has been expanded, with increased capacity to support. We will also continue to offer support to help residents remain independent by providing equipment that allows people to stay more independent at home and use assistive technology to support residents to maintain their independence and stay safe and connected in their homes and out in the community. Closed action, with continued business as usual activity reported as part of Adults & Safeguarding Committee.
Continue to deliver the priorities agreed in the Autism Action Plan, including working on the diagnostic pathway, awareness training and peer support for people with autism in our community, employment and skills.	Slightly behind	The Autism Action Plan is an ambitious, multi-agency delivery plan, and while actions are progressing, the scale of the change has meant that some projects are not delivering against initially agreed deadlines. A Barnet ASAP Task Finish Group has been established to take this workstream forward. Membership includes Adults Social Care, Family Services and the Clinical Commissioning Group (CCG). Prevention and Early Help are key for the action plan, including in our focus on awareness and diagnosis, and in reviewing respite/short breaks offer, formalising buddying networks and our development of diagnostic pathways. Autistic Spectrum Condition Employment Action Plan has also been developed, with actions being carried out together with partners, including support into internships and employment.
Complete work on our Dementia strategy, which will set out our commissioning intentions and priorities to improve outcomes for people with dementia and their carers.	On track	Work to develop the dementia strategy is underway. To ensure the strategy accurately reflects local needs and challenges, further engagement is due to be arranged with residents, families, carers and other key stakeholders.
Undertake a strategic review of respite support for older people, including people living with dementia and people with learning disabilities.	Slightly behind	This work has been subject to delay due to the closure or reduced running of respite services during the pandemic and the need to assess demand once service fully reopened and resident usage reached consistent levels. It remains a priority in the coming 6 months to finish the strategic review and present options.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of adults with learning disabilities who live in their own home or with their family	2021-22 Q1	Maintain or increase	77.8	Improved	▲
% of people who feel in control of their own lives - annual survey last done pre-Covid-19	2019-20	Maintain or increase	75.9	Improved	▲

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	2021-22 Q2	Maintain or reduce	209.7	Worsened	▲
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	2021-22 Q2	Maintain or reduce	3.3	Improved	▲
% of contacts signposted or provided with information, advice and guidance	2021-22 Q2	Data not available	Data not available	Data not available	—
% of safeguarding outcomes achieved (against number of people raising a concern or enquiry through safeguarding)	2021-22 Q2	Data not available	Data not available	Data not available	—

Objective: Residents lead active, healthy lifestyles

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Develop an updated Fit and Active Barnet (FAB) strategy that builds on our previous success to deliver positive outcomes for residents; implement our FAB campaign by developing and delivering behavioural change campaigns, working with partners and connecting to national campaigns such as 'This Girl Can' and 'We are Undefeatable'.	On track	Fit and Active Barnet (FAB) supports residents to be active, a key prevention activity that encourages healthy lifestyles. The draft FAB Framework will be going to Adults & Safeguarding Committee on 11 January 2022, whereafter public consultation will take place. Draft priorities and objectives are being drafted to align with feedback from various engagement sessions (and continue to do so): 1. FAB People: increase physical activity levels amongst people of all ages, backgrounds, and abilities across the borough; 2. FAB Place: influence and promote environments that support residents to lead more active and healthier lifestyles; 3. FAB Partnership: work together to make physical activity everybody's business.
Increase physical activity levels in the borough through targeted work with groups who are less active and opportunities for physical activity that increase wellbeing and sustainability.	On track	This has been incorporated within the refreshed Fit and Active Barnet (FAB) Framework and continues to be a focus area for the Partnership. During Quarter 2 the council and GLL worked together to reinstate a full sport, health and community programme across all facilities. As a result, the total live membership base is now operating at 85% of pre-pandemic levels and Leisure centre attendance has seen a rise.
Continue to invest in our leisure centres, enhancing facilities and developing longer term plans.	On track	Place is a key priority in the Fit and Active Barnet (FAB) Framework which recognises the importance of the environment and community spaces e.g., parks, leisure centres, schools, community centres, in supporting residents to lead active and healthier lifestyles. The draft refreshed Framework is aligned with Parks and Open Spaces Strategy, Growth and Development Strategy and Long Term Travel Strategy, which seeks to protect, enhance and develop these facilities. The leisure team also continue to review enhancement and improvement opportunities for the borough's leisure facilities.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Create more opportunities for healthier eating via the launch of the Healthier High Streets programme to encourage local hospitality businesses to become partners in Healthier Catering, London Refill (reusable water stations) and Breastfeeding Welcome.	On track	We have successfully recruited to the post of Public Health Business Engagement Officer who will lead on the implementation of the Healthier High Streets programme which is due to formally launch in Winter 2022. Website content to support the programme has been published and we are working with stakeholders to ensure information is linked to all relevant webpages.
Deliver a healthy eating campaign focusing on food budgeting, reading labels, smart shopping and healthier cooking; working with local partners and connecting to national campaigns such as Change for Life.	On track	New content on budget cooking and healthy eating has been added to the Barnet website. The videos and worksheets were commissioned from Bread n' Butter. These videos will be used as part of a large healthy lifestyle campaign launching in January. In addition, Barnet Council participated in the national Sugar Smart week, working with families via early years and schools settings. We have 56 organisations who have signed up to be Sugar Smart partners.
Increase the number of residents supported to eat well through weight management services. We will work with NHS partners to deliver the new digital weight management service and our local specialist weight management dietetics service. These will be delivered alongside the existing National Diabetes Prevention Programme and the Better Leisure Weight Management Programme.	On track	Projects are being delivered. Key updates include: 1. We have been awarded the specialist dietetics service to Everyone Health Ltd and have identified three GP practices who will be piloting the service. Mobilisation will commence in December 2021 and patients will begin accessing the service in Winter 2022; 2. Referrals to the National Diabetes Prevention Programme continue to grow. We are now in the process of re-procuring the service for April 2023; 3. In the previous quarter, there were 51 new referrals to our existing Adult Weight Management service provided by Better Leisure; 4. The new national digital weight management service launched in September. We participated in a workshop for Barnet GP's, providing an overview of the referral process into all new and existing Adult Weight Management services.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of Adults (16+) who are active for at least 150 minutes a week - reported twice a year	2021-22 Q1	60.5	60.5	Data not available	—
% of residents who agree that LBB is a place that supports them to live a healthier life	2020-21 Q3	Increase	62	No recent data	—

Key Performance Indicators

Delivery of Fit and Active Barnet (FAB) opportunities

Work is continuing with partners, stakeholders and community groups to develop a new Fit and Active Barnet Framework; a future report will be presented to Adults & Safeguarding Committee on a draft strategy for approval to progress with public consultation.

Objective: Residents maintain their mental health

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Working in partnership with key prevention voluntary community sector providers such as Community Barnet, Mind, Meriden Wellbeing service to increase knowledge of support and raise awareness including online advice	On track	During Quarter 2, the Barnet Wellbeing Service, commissioned by North Central London Clinical Commissioning Group (NCL CCG) Barnet Directorate, held a network event at the Meriden Wellbeing centre. The event promoted mental health support and services available to Barnet residents and was attended by stakeholders from across health, social care and the voluntary community sector. Making Every Contact Count (MECC) has been introduced, including a range of factsheets that offer support and advice on how to manage or improve our mental health and wellbeing at different stages of life. The resource is being promoted across the Council, including to our voluntary community sector.
Develop a multi-agency suicide prevention strategy with particular focus on groups such as older men, and implement the strategy's actions for Year 1	On track	Multi-agency Barnet Suicide Prevention Partnership 2021-25 is in place, and strategy is in development.
Promote and support wellbeing events to raise awareness such as Mental Health Awareness Week and Suicide Prevention Month	Complete	Suicide Prevention Campaign was launched in October. The campaign focuses on three areas: 1. Awareness building and asking residents to download the 'Stay Alive' suicide prevention app. packed full of useful information and resources to help you stay safe 2. Training and upskilling those in male dominated industries and encouraging the public to do the Zero Suicide Alliance training 3. Setting up a local Andy's Man Club offering peer to peer support for men, where men can speak openly about their mental health in a judgment free, non-clinical confidential environment.
Work closely with Barnet, Enfield and Haringey Mental Health Trust to ensure that their transformation programme for community mental health services most effectively meets the needs of Barnet residents.	On track	We continue to actively engage with Barnet Enfield and Haringey (BEH) on this work. This has particularly focused on areas of overlap including how social work practitioners work effectively with their health colleagues and the commencement of a new contract with a voluntary community sector consortium to provide a range of community services.
Work with North Central London Clinical Commissioning Group and partners to improve the multi-agency model of care and support for people with severe mental illness. This will include: an enhanced community-based offer, including physical health, employment support, personalised care, medicines management, a preventative approach with a focus on reducing health inequalities, and support for self-harm and substance misuse; services for mental health aligned with primary care networks; and improved crisis support.	On track	The Council, Clinical Commissioning Group (CCG) and Trust have been working collaboratively to support further development and implementation of the new community mental health model for people with severe and enduring mental health illness which is being piloted in a Primary Care Network. As part of this work the council is working with the Trust to improve provision of community mental health rehabilitation and mental health pathways.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of adults in contact with (secondary) mental health services in paid employment - annual in arrears	2020-21	Maintain or increase	7.0	Improved	▲

Key Performance Indicators

Number of people accessing the Network and associated outcomes

The new Mental Health social care hub has now been set up and will manage all enquiries to ensure a joined up approach; monitoring of case referrals and outcomes is being established and it is expected that reporting will be available early next year. The Network, which is the Mental Health enablement team, continue to see an increase in referrals for people who require support to stay well. The service provide both 1-1 support and group work for individuals and have over the last quarter reviewed and changed some of the group work to reflect the increase of demand on the service and the complexity of people being referred. A Mental Health carers group has been introduced due to the increase in referrals relating to carers struggling to support relatives, this was especially evidenced as a need during and post pandemic. The service have also linked with the carers centre to ensure that there is some joined up thinking. A men's group has been set up in response to men not feeling confident talking about their mental health and needing a safe place to do so, this has proven to be very successful, and staff within Barnet have also been offered the opportunity to join the group.

Objective: Tackling domestic abuse and gender based violence

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Specific activities will be included in the Violence Against Women and Girls (VAWG) strategy which will go to The Barnet's Safer Community Partnership Board for approval in January 2022	On track	<p>It has been agreed to title the strategy 'Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) Strategy 2021-2024'. The Strategy is currently out for public consultation until 20th of Dec. Proposed draft aims are:</p> <ol style="list-style-type: none"> 1. Early Intervention and Prevention of Domestic Abuse and Violence Against Women and Girls 2. Support all victims and survivors to report, access help and recover 3. Pursue perpetrators and engage them in behaviour change interventions to eliminate harm to victims and their families 4. Strengthen the partnership response to improve multiagency working and information sharing to deliver improved outcomes 5. Working together for safer streets, community and public spaces. The DA and VAWG strategy and action plan can be found on Engage Barnet and we welcome feedback from residents, staff and all partners

Outcome Performance Indicators

Outcome performance indicators for this objective will be confirmed in line with the drafting of the VAWG strategy and outcomes of the consultation. In the 12 months up to 30 September 2021, Barnet's rate of domestic violence incidents was 8.2 per 1000 population, which is the 4th lowest of the 32 London boroughs.

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
Number of domestic abuse cases reported	2021-22 Q2	Monitor	543	New measure	—	
Number of service users reported to our support services	2021-22 Q2	Monitor	333	New measure	—	
Number of service users supported through our support services	2021-22 Q2	Monitor	333	New measure	—	

Objective: Address the longer-term impacts of COVID-19 on communities

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Develop an insight led dashboard to identify areas which have been most impacted by the Covid-19 pandemic, to track the longer term impacts of the pandemic and the effectiveness of interventions	Complete	A Dashboard was created. Current reporting has been reviewed and overview approach agreed for the information. JSNA section on Covid-19 will be created - this will replace the existing Dashboard.
Develop an overview strategy that brings together the various delivery plans which sit in other areas of the Barnet Plan, such as unemployment, homelessness and financial vulnerability	Complete	Strategy Plan has been developed and discussed at Council Management Team (CMT). The aim of the plan is to provide a forum for discussing and analysing issues from a Covid-19 perspective, support a joint-up strategical approach to addressing the longer-term social and economic impacts of Covid-19. Any actions will be delivered as part of referenced plans / projects, which sit in different areas of the Barnet Plan, such as unemployment, homelessness and financial vulnerability. The work has identified areas of additionality, where additional investment is required, focused on mental health and employment out-reach/support, including additional support in Temporary Housing; for Young Carers, residents with Autism or that are blind. A focused version of the Strategy will be developed for residents / members.
Engage and work in partnership with key stakeholders (such as Adults Voluntary and Community Sector liaison group, LBB Partnership Board members and Adults Voluntary, Community and Faith Sectors forum) to inform the development of the strategy and associated delivery plans	On track	Engagement activity has been carried out with internal stakeholders and with the Partnership Board, the Adults Voluntary Community Sector (VSC) Liaison Group to inform the draft plan to date. Further engagement will occur over the coming year to inform any further changes to the plan and support monitoring of activities occurring, for example, quarterly engagement with Barnet's VCS providers, residents perception survey and other stakeholders across the council. This also includes 1:1 meetings with key partners of Barnet Partnership Board, with the aim of expanding the work into a partnership plan.

Key Performance Indicators	Outcome Performance Indicators
Addressing the longer-term impacts of COVID-19 is a cross-cutting objective for the Barnet Plan; as such the developed strategy and insight approach provides the framework for monitoring the longer term impacts of the pandemic and the effectiveness of interventions implemented as a result. Specific performance indicators are already being reported elsewhere in the Outcomes Framework and these will be referenced within the developed overview strategy.	

Objective: Homelessness Prevention

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review our Homelessness Strategy, with a focus on prevention. This will include the completion of a health needs assessment for rough sleepers, an initial scoping exercise to review the effectiveness of homeless prevention partnership working across the borough, the impact on the customer and how a local forum / partnership can best deliver the refreshed aims of the Homelessness and Rough Sleeping Strategy 2019-2024	On track	The Homelessness Prevention Insight Project is taking place, with a final report expected in March 2022. This will include customer journey activities and mapping. The overarching purpose is to understand the full range of homelessness early intervention and prevention (EIP) activities taking place across the borough. It is primarily a scoping exercise interested in 'what's' and 'how's' of EIP activities. It will develop an evidence base from which good practice and areas for improvement can be identified.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
Number of households approaching for housing assistance year to date	2021-22 Q2	Monitor	1,362	Not comparable - demand led	—	
Cost of households in temporary accommodation (£)	2021-22 Q2	Data not available	Data not available	Data not available	—	

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
Number of homelessness preventions achieved year to date	2021-22 Q2	660	632	Improved	▲	
Number of households in temporary accommodation - as at the end of the reporting period	2021-22 Q2	2,575	2,203	Improved	▲	
Of which, number of households that are families with children under 18	2021-22 Q2	Monitor	1,112	Improved	▲	
Of which, number of households that are care leavers	2021-22 Q2	Data not available	Data not available	Data not available	—	

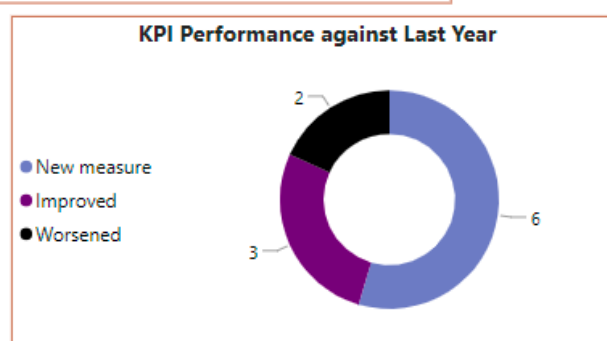
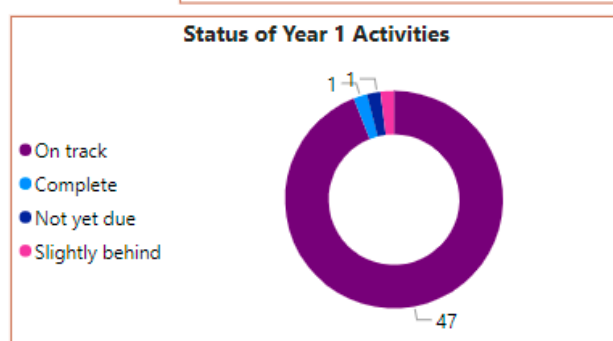
The Barnet Plan 2021-25: Thriving

Building a Barnet fit for the future, where all residents, businesses and visitors benefit from improved Housing, infrastructure & economic opportunity

Current Progress Status by Objective

Reporting Period:
2021-22 Quarter 2

Objective	Status	Direction of Travel on Last Quarter
▲		
Help residents - especially young people - into work	Good	N/a
Implement our growth strategy	Good	N/a
Build a park town for Barnet at Brent Cross Town	Good	N/a
Create an efficient, convenient and reliable transport network	Good	N/a
Make Barnet a sustainable borough	Good	N/a



Objective: Help residents - especially young people - into work

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Collaborate with Barnet Education and Learning Service (BELS), local partner organisations, youth service providers etc to support young people into employment, utilising internships, apprenticeships and other opportunities, and targeting support for groups such as care leavers, young offenders and those with disabilities	On track	The programme has engaged with 101 care leavers of which 20 have moved into employment, 2 have secured internships and 20 have started education or training. The Council is working with specialist training providers to review options for programmes that can be delivered to identify pathways into work for young people furthest from the labour market. The Council is also working with construction companies, and between April and September 2021, construction developments across the borough provided opportunities for 57 apprenticeships.
Launch a new "one-stop shop" to help those who have never been unemployed before to navigate the system so they can find the opportunities and support they need	Complete	The Council and partners including Notting Hill Genesis, the DWP and YES Project, launched the Grahame Park Hub as the first one stop shop. Activities undertaken at the Hub include a leadership programme for young people on business start ups delivered by FUSE. Other local organisations such as the Colindale Community Trust, Shared Enterprise, the Loop and Pure Insights are using the Hub to provide services to local people. An official launch event on 21 October 2021 promoted the One Stop Shop offer to more local residents. The model employed at Grahame Park will be considered for use in other locations.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Bring forward the review of the Local Plan Supplementary Planning Document 'Delivering Skills, Employment and Training Through S106' to ensure it is maximising the resources available now for investment in training for those who need it most	On track	The Supplementary Planning Document is being tied in with the Local Plan refresh. The revised Supplementary Planning Document will take into account changes to national policy. A timeline is expected to be finalised for the refresh shortly.
Work with the West London Alliance (WLA) to secure further funding from the Department of Work and Pensions (DWP) to deliver large scale employment and skills programmes	On track	Total funding bids worth a potential £505k were submitted. This consists of £250k funding from the Greater London Authority over 2 years for BOOST to provide employment support, and a funding bid to MHCLG for £255k for ESOL classes, which was successful. The Council also supported funding bids for two Mayor's Academy Hubs on green skills and health, and applied to the GLA's no wrong door initiative.
Work with our partners to develop new approaches to employment schemes for high-growth sectors focusing on health and care, construction trades and creative industries, which will together generate thousands of new jobs in the coming decade	On track	The Council has joined the North Central London Health and Social Care Employment and Skills forum exploring apprenticeships and training opportunities in the sector. A women in engineering project is being established in Brent Cross by Vattenfall who will provide the district heating systems at Brent Cross, and in August Barnet joined a consortium led by West London College and WLA towards the submission of a funding bid for a Mayors academy Hub for green skills. The Council and Barnet Homes are working to explore the scale of the Barnet and West London retrofit programme to understand the potential for job and apprenticeships.
Working with Planning, encourage regeneration developers to actively create new local job opportunities alongside upskilling their existing workforce	On track	In July the council began conversations with our major developers towards drafting Terms of Reference for a Barnet Developer Group to enable us to better understand and manage the pipeline of jobs and apprenticeships in Barnet, encourage collaboration and inform our brokerages to enable better outreach and engagement of local talent. Galldris have actively engaged and supported. The Council is also reviewing the methodology for compiling employment and skills statistics on sites in order to maximise outcomes.
Work with anchor organisations such as Middlesex University and Barnet & Southgate College to support training in high growth sectors	On track	June's Barnet Employability Group meeting saw 63 reps from employers, training providers and employment brokerages participate. Feedback received suggest that this is one of the best borough networks in London. September's meeting focused on outreach and engagement following recent difficulties in finding suitable candidates for roles offered by our developers.
Develop more joined up partnerships between training providers and businesses so that residents are able to develop the skills employers need in growing sectors	On track	Barnet supported two bids for Mayors Academies, one for Health in NCL cluster and one for Green Skills with WLA. St George are building a new superstore in Silk Park generating 220 retail jobs for 2023. In response, BSC are gearing up to provide SWAPs courses in Care, Security, Civil Service and Construction.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Ensure that essential training opportunities and support is available to those who need it through activities such as maintenance of the Jobs Portal on the council website, continuation of the Barnet Employability Network (BEN) and active promotion through BOOST (Barnet Employment and Financial support) and BELS	On track	June's BEN meeting saw 63 reps from employers, training providers and employment brokerages participate. Feedback received suggest that this is one of the best borough networks in London. September's meeting focused on outreach and engagement following recent difficulties in finding suitable candidates for roles offered by our developers. The session included a presentation by St George followed by an active discussion with more than 40 organisations represented.
Work closely with DWP and Job Centre Plus to continue the successful rollout of the Work & Health programme to help at least 300 residents into work this year	On track	Since June the council have met with Shaw Trust monthly and are supporting them to secure increased referrals to the Work and Health Programme including encouraging cross referrals between the other main providers. By September the programme had recorded 177 job starts for Barnet residents.
Work with DWP and the West London Alliance (WLA) to ensure Barnet residents are able to fully access the Job Entry Targeted Support (JETS) programme	On track	Through June Barnet actively promoted the JETS programme including distribution of a new flyer produced by Shaw Trust. The Barnet Skills Provider Meetings have helped providers work together to promote specific programmes such as JETS. The council are negotiating with Shaw Trust towards gaining performance stats on JETS delivery in Barnet and hope to be able to capture these from the autumn.
Support at least 300 residents into good work through our BOOST programme	On track	A £250,000 bid to support this workstream has been successful to expand the current service. BOOST now fully open to provide face to face support to customers from Burnt Oak library and opening up from other locations very soon, as well as launching a recruitment drive.
Expand our existing provision of digital skills to help break down the biggest barriers to employment, through working in partnership with BOOST and digital inclusion programme	On track	In July 2021 BOOST recruited an officer to lead on digital inclusion and a refresh of their website and we have worked with her towards improvements. We are seeking to strengthen the link with our Jobs and Training Portal and that BOOST is branded as the Council's mainstream service with agreement to incorporate the Barnet Council logo.
Review and monitor the current provision for adults and young people with learning disabilities and implement recommendations once identified	On track	In July a working group was established to design programmes for those with learning disabilities to secure routes into employment. The group comprises colleagues from across the council including BELS, BOOST, Adults, Economic Development and YCB; who are developing an action plan. A needs assessment on learning disabilities with regards to housing and employment has been launched.
Expand the availability of ESOL (English for Speakers of Other Languages) provision to offer additional support to those who traditionally do not engage with other services	On track	The Council supported Barnet and Southgate College (BSC) to submit a funding bid to Department of Levelling Up, Housing and Communities (DLUHC) to extend the ESOL for Integration project to 2022, which has been successful in securing £255,000. The programme was launched in September with BSC actively engaging with local stakeholders supporting refugees & asylum seekers.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Establish at least two local hubs in the heart of the Grahame Park, West Hendon and Dollis Valley communities where the need for work is highest, in order to set up co-location of support services such as employment, financial and benefits advice	On track	The council has worked with our partners Notting Hill Genesis (NHG) and BOOST on the development of the Grahame Park Hub in the old Library as a model for the One Stop Shop. The facility has been refurbished with space for training and IAG. The Hub is now fully operational with core partners attending weekly including NHG, BOOST, Twinings, DWP and YES Project.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
▲					
% of residents who are in employment	2021-22 Q1	Increase	71.3	Worsened	▼
% of residents who are NEET (Not in Education, Employment, or Training)	2020-21 Q1	Reduce	1.7	Worsened	▼
% of residents with a learning disability who are currently in paid employment	2021-22 Q1	Increase	8.8	Improved	▲

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
% of participants in Employment & Skills programmes who move into employment	2021-22 Q2	Monitor	32	New measure	—	
% of 16-24 year olds signed up to Employment and Skills programmes who move into Education, Employment, or Training	2021-22 Q2	Monitor	22	New measure	—	

Objective: Implement our growth strategy

Full details of the delivery plan for 2021-22 are available in the annual Growth Strategy update

<https://barnet.moderngov.co.uk/documents/s65202/Appendix%201%20Growth%20Strategy%20annual%20update.pdf>

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Deliver our existing regeneration programme and explore new growth opportunities to increase the supply of housing	On track	Over £1.7m of funding has been secured from the Brownfield Land Release Fund to support the delivery of 252 affordable homes in the borough. 13 new family homes were completed at Dollis Valley and a further 46 homes are planned to be delivered across the Council's estate regeneration programme by the end of March 2022.
Deliver more homes that people can afford on council land and through our planning system	On track	Over £1.7m of funding has been secured from the Brownfield Land Release Fund to support the delivery of 252 affordable homes in Hendon and Colindale.
Deliver new specialist housing, such as Extra Care schemes in Hendon and Burnt Oak that will enable our growing older population to live as independently as possible	On track	Work is progressing onsite to deliver 51 extra care units at Stag House in Burnt Oak with a further 75 units planned as part of the Upper and Lower Fosters regeneration scheme.
Work with our public sector partners such as the NHS, Transport for London and Greater London Authority to	On track	The Barnet and Enfield One Public Estate Programme Board meets quarterly, attended by representatives from LBB, LBE, NHS, CCG, Community Health Partnerships, Transport for London, GLA amongst others. The most recent Board took place on 14 October 2021. Officers continue to work in collaboration

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
deliver homes on public sector land		with public sector partners to explore new opportunities for the delivery of housing.
Work with partners to enable new and enhanced public transport connections, including Brent Cross West station and other improvements to orbital connectivity (across the borough as opposed to North to South) and interchange between rail lines, reduce congestion on roads and rail and improve accessibility	On track	The Brent Cross West station works are progressing well with the platform and bridge works well underway. The £6.7 million p.a. to improve our carriageways and footways (pavements) to ensure a reliable road network is on track, however some projects are delayed due to uncertainty around TfL funding.
Investigate improvements to signage and wayfinding, the footway network, cycle parking and cycle network Commence work with partners on active corridor improvements at Edgware-Mill Hill-Finchley Central	On track	The Council has commenced a study on the provision of a leisure focused cycle route parallel to the A5, utilising the developing green spaces within the parks to the east of the A5, connecting these and other leisure, commercial and residential destinations.
Work with broadband service providers to accelerate investment in and rollout of high speed digital infrastructure across the borough, ensuring every home and business has access to high speed internet by 2025	On track	The programme has proceeded at pace with over 2,000 properties connected to gigabit speed broadband services since February 2021. We expect to see this rise to 5,000 homes by March 2022.
Deliver a programme of digital inclusion interventions aimed at ensuring all residents have access to the technology to be able to succeed in the future, such as making connections with community centres, working with BOOST to improve digital skills, and working with providers to make affordable broadband more accessible to those on low incomes	On track	Ongoing activities include: distribution of recycled council laptops to residents without access to their own, delivery of affordable / suitable connections to communities with poor broadband services, a new digital support hub in Grahame Park with another expected to support residents in the east of the borough and further opportunities being explored over the coming months, recruitment of a new network of digital champions to provide support and training alongside ongoing assistance from public libraries to help residents engage with digital services.
Convene regular business events to directly engage with and understand the needs of Barnet-based businesses	On track	Officers have commenced an engagement project focused on Barnet's large employers (250+ employees) to better understand their needs and to promote employment initiatives. This is part of a project to develop Barnet's business engagement approach and offer that will also support the growth of Barnet's micro businesses and help local businesses take advantage of public and commercial contract opportunities generated through the development pipeline
Identify and engage with strategically important sectors, and those of potential greater future importance in Barnet's local economy, to assess ways that the council can support them to maintain and grow their contribution to the borough.	On track	The council has paid out over £112 million across 13 grant schemes since the start of the COVID-19 outbreak. Officers continue to work with business support organisations, through networks and directly with Barnet companies to promote grant opportunities and ensure that as many businesses as possible benefit from the assistance.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Initial sectors of focus include Health and Social Care, Recreation and Leisure, Construction and Creative Industries		
Facilitate and create job and skills development opportunities in growth sectors	On track	Barnet supported two bids for Mayors Academies, one for Health in NCL cluster and one for Green Skills with WLA. St George are building a new superstore in Silk Park generating 220 retail jobs for 2023. In response, BSC are gearing up to provide SWAPs courses in Care, Security, Civil Service and Construction.
Enhance delivery of local supply chain commitments through potential policy changes, new regeneration scheme contracts, and council-wide social value contractual commitments, including developing a new supply chain initiative to better promote the opportunities for, and benefits to, local businesses in relation to the regeneration of Brent Cross Cricklewood	On track	The Council is ensuring that economic development benefits are being written into the Social Value Policy, requiring contractors and developers to include commitments to create opportunities for Barnet residents. The Council is proactively monitoring commitments made on Brent Cross.
Plan and deliver town centre public space and public realm improvement projects such as shop front improvements and 1-2-1 business support in Burnt Oak and improvements to West Hendon Broadway	On track	In Burnt Oak, the tender for the second phase of public realm improvements is being drafted while the tender for bespoke business support was launched on 8 October 2021. Highway works in West Hendon are due to be implemented in 2022 and place-making in line with the high street strategy will be scoped in an upcoming business case.
Deliver projects and improvements identified within adopted Town Centre Strategies and Community Plans such as developing the business case for priority projects in the Golders Green Town Centre Strategy and working with the community and businesses to deliver priority projects identified within the Chipping Barnet Community Plan	On track	Work is progressing in the Council's town centres. In Chipping Barnet the Council has continued to develop the feasibility work to enable us to grow the business cases of five community projects. In Edgware, the stakeholder steering group has continued to push programme plans including a cultural masterplan, and in North Finchley, a multi-disciplinary design team to develop the designs for the first stage of Art and Cultural installations to be installed in 2022 is underway.
Work with partners to launch a programme to address the impact of empty shops on the borough's high streets, and scope a programme to repurpose vacant retail units in town centres through meanwhile uses such as pop-up shops, arts and community	On track	Tackling empty shops forms a crucial part of neighbourhood plans for our town centres. Activities such as creating a cultural masterplan for Edgware and art and culture installations in North Finchley, as well as a borough-wide town centre windows competition to encourage increased activity in our town centres.
Deliver new, specialist SME (small and medium-sized enterprise), creative and light industrial workspace aimed at key sectors through investment in council assets and by influencing private development	On track	In some of our biggest regeneration sites including Brent Cross and Colindale, consideration is being given to new affordable workspace and new cultural assets which will make places in Barnet better places to work and visit.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Support preparation of the Regulation 19 stage Local Plan and the Visitor Economy Plan by using best practice to identify locations and activities that best support new 'evening economy zones', to enable joined-up regulatory support for cafes, bars, festivals and activities, ensuring Barnet's town centres remain safe and antisocial behaviour is minimised	On track	Economic Development colleagues have fed into the regulation 19 stage of the local plan, and planning colleagues launched a consultation on 28 June 2021 that closed on 9 August 2021. Feedback is due in Autumn 2021.
Deliver a significant 'Welcome Back' programme of events to activate town centres, promoting their safe return	On track	To celebrate the re-opening of Barnet's high streets, the council launched a Shop Window Competition as part of the Discover Barnet campaign. This was intended to encourage independent businesses across town centres to refresh their window displays and provided them with an opportunity to access funding to make further improvements. An initial announcement will be made at the beginning of November.
Deliver Grahame Park and West Hendon community centres and digital support hubs at Brent Cross Cricklewood, Grahame Park and West Hendon, explore the potential of a new programme of leisure services investment, and support the delivery of infrastructure facilities to facilitate regeneration and growth as set out within the Infrastructure Delivery Plan	On track	The digital support hub has been launched at Grahame Park, and others are expected to support residents in the east of the borough. Further opportunities being explored over the coming months.
Deliver the planned programme of development to improve the quality of parks and open spaces, such as the capital investment project for Colindale Park, the Copthall and Mill Hill Open Spaces Masterplan, a Borough wide review of parks infrastructure (for example bins, benches) and a diverse events programme.	On track	Work to Colindale Park has partially completed. The play area and outdoor gym opened on 25 October 2021 in time for half term. The rest of the park including all tree planting will be complete by 20 November 2021. Landscape architects appointed in October 2021 for design works for Heybourne Park. Eight festive lights units have been secured for Colindale Avenue.
Work with development partners to deliver and launch the Brent Cross Visitor Pavilion and commence work to prepare the 'Visitor Economy Plan' (incorporating update and replacement of the Arts and Culture Strategy) by undertaking a visitor asset mapping exercise	On track	The Pavilion visitor centre is due to open this Autumn and will house a community space and café on the ground floor.
Engage more closely with creative sectors and provide support for new local leisure and	On track	A process to revise the Arts and Culture Strategy is being developed this year.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
cultural destinations, and conduct a cultural audit, mapping the borough's existing creative industries assets and identifying gaps in access.		

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who are satisfied with the local area as a place to live	2020-21 Q3	Increase	83	No recent data	—
Number of households approaching for housing assistance year to date	2021-22 Q2	Monitor	1362	Improved	▲
% of homes which have access to a live full fibre internet connection	2021-22 Q1	Increase	23	New measure	—
% of local authority spending which is being spent with local businesses	2021-22 Q2	Data not available	Data not available	Data not available	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Total number of new homes - annual in arrears	2020-21	2,677	2,250	Worsened	▼
Number of affordable new homes - annual in arrears	2020-21	231	245	Worsened	▼
Barnet Homes (social housing) connectivity	2021-22 Q2	Monitor	1455	New measure	—
Number of "Discover Barnet" events delivered year to date	2021-22 Q2	Monitor	6	New measure	—

Objective: Build a park town for Barnet at Brent Cross Town

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Deliver the planned programme of building works - homes and infrastructure	On track	Works on replacement homes for Whitefield estate are underway (plot 53/54 BXCI and Plot 12 BXT). Basement works for first three plots of BXT are well in advance. Early works have commenced for Plot 25 student accommodation. First plots are due to complete in 2023.
Replace Claremont Primary School and Whitefield and Mapledown Schools with new schools	On track	Planning approval has been achieved for Claremont Primary School. Build programme is under development. Whitefield and Mapledown are later in the programme.
Deliver the programme of greenspaces development at Claremont Park	On track	Work has commenced and is on track according to the project plan. The programme is due for delivery Spring 2022
Develop and launch Brent Cross West station by (date TBC)	On track	Major railway possessions complete. New railway sidings and TOC facility commissioned. Platform and station bridge works well underway.
Deliver highways improvement and infrastructure works to enable and support the new town	On track	First junction upgrades at Cricklewood complete. Further junctions to be upgraded as development comes forward.
Deliver programme of work to attract businesses to use newly created office space, create jobs, including targets for people employed (focus on priority	On track	Early office plot designs have been developed and are being marketed by Brent Cross Town (https://www.brentcrosstown.co.uk/offices). Working with local businesses to populate early buildings (BXT pavilion coffee shop opening later this year). Upgrade of Claremont Parade of shops.

groups, local residents), offer opportunities in the project to local businesses and that targets are embedded into each major contract. Develop the "TransformingBX" website for opportunities		These are currently being recruited and should be in place by the end of next month. Employment and Skills action plans in place and reporting mechanisms developed to track local engagement in contracts. https://www.brentcrosstown.co.uk/vision Brent Cross Town vision has been launched. Development of the Town will take a number of years. Key principles being engrained into the development.
Plan currently being drafted by Argent - details to be confirmed	Not yet due	Brent Cross Town vision has been launched. The road to net zero carbon by 2030 on Brent Cross will be included in the upcoming sustainability strategy which will address this with low-carbon construction, renewable power, circular economy principles and carbon offsetting.

Performance reporting for this objective is being developed for the indicators listed within the Delivery and Outcomes Framework. A narrative update only is available for this reporting period.

Objective: Create an efficient, convenient and reliable transport network

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Investigate the proposals noted in the Long Term Transport Strategy - this includes working with Transport for London (TfL) to undertake feasibility studies to improve orbital travel, active travel infrastructure etc.	Slightly behind	Progress has been made on a number of projects and funding bids have been submitted for funding to support them. For example, a study is underway on the provision of a leisure focused cycle route utilising greenspaces parallel to the A5 and step free access has been installed at Mill Hill East tube station. The council has approved a dedicated road safety fund for safety improvements. The impact of Covid19 on TfL budgets has disrupted the council's funding from this source in 2020/21 and 2021/22 and in turn this has led to some work and projects being delayed.
Refresh the parking policy in alignment with the Transport Strategy proposals, and in view of emerging alternative transport modes	On track	Controlled parking zone programme is underway with engagement taking place from September onwards on proposals to support the Transport Strategy. Updated parking policy paper is on the forward plan for consideration by Environment Committee in January 2022.
Continue to introduce electric car charging provision - actively bid for funding; installation of Electric Vehicle charge points will be dependent on this	On track	At least 150 electric vehicle residential charging points have already been installed to date, along with town centre charging solutions and community charging hubs and the Council has recently put a bid in to a grant funded by the Office for Zero Emission Vehicles (OZEV) for additional funding. OZEV may take some time to confirm whether our bid has been successful, partially successful or unsuccessful.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
% of residents who are concerned about poor public transport	2020-21 Q3	Reduce	20	No recent data	—	
% of residents who are concerned about traffic congestion	2020-21 Q3	Reduce	66	No recent data	—	

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
Number of Electric Vehicle Charge Points (EVCPs) installed on the public highway year to date	2021-22 Q2	Monitor	94	Improved	▲	

Objective: Make Barnet a sustainable borough

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Develop a cross cutting Sustainability Strategy for Barnet to incorporate the air quality plan and other initiatives such as tree planting. Year 1 will focus on designing the strategy, consultation and taking it to committee for approval	On track	The Council is on track to take a Sustainability Strategy Framework report to December's Policy and Resource Committee. The report outlines what the council has done to date to reduce carbon emissions along with the council's commitments to carbon reduction and net zero and details of future work. Ernst and Young were commissioned to support the creation of a carbon baseline for the organisation and the borough which will feed into the strategy. The council has also launched the first stage of the sustainability campaign, which includes new sustainability webpages and communications to residents, businesses and staff.
Rollout of energy saving equipment: install energy saving equipment under the Public Sector Decarbonisation Scheme (PSDS1).	On track	The Council has successfully applied to Phase 2 of the Public Sector Decarbonisation Scheme, securing £1.38; additionally, over £1m of funding has been secured through LAD2. The RE:FIT project has been completed, installing energy saving measures on the Council's corporate estate such as Council offices and libraries, and the Council has supported the North London Heat and Power project which will convert 700,000 tonnes of waste to energy from 7 North London boroughs, generating around 70 megawatts of electricity.

Outcome Performance Indicators

Outcome performance indicators will be identified and included as the Sustainability Strategy is developed.

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
Mean concentration of nitrogen dioxide (µg/m3) - annual in arrears	2020-21	No more than 40	32	Improved	▲	
Mean concentration of particulate matter (µg/m3) - annual in arrears	2020-21	No more than 40	19	Improved	▲	

NB. Further performance indicators will be identified and included as the Sustainability Strategy is developed

	<p style="text-align: right;">AGENDA ITEM 12</p> <p style="text-align: center;">Policy and Resources Committee 30 September 2021</p>
Title	Social Value Policy 2021-25
Report of	Chairman of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1: Social Value Policy 2021-25 Appendix 2: Barnet Social Value Themes Outcomes and Measures (TOMs) 2021
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<h2>Summary</h2>
<p>This report seeks approval on the council's Social Value Policy 2021-25. It determines the council's approach to sourcing goods and services beyond the principles of competition and value-for-money, to ensure social and community benefits are obtained whenever we do business.</p> <p>The Social Value Act places a positive duty on the council when awarding above threshold services contracts, to consider, prior to commencing the award procedure for the contract, how what is being procured might improve the social, economic and environmental well-being of their area. This policy sets out the council's ambition to go beyond the minimum legal requirements to deliver meaningful social value through its supply chain, creating</p>

positive outcomes for the places and people of Barnet. The council considers social value to extend to everything we do, across all services provided to residents and businesses.

The Council currently considers social value at a base scoring weight of 10% in the quality criteria of contract bids, with opportunity at the launch of procurement activity to vary this upwards or downwards to a minimum level of 5%. In this policy we are proposing to raise this base weighting to 20% and set it apart from quality and price. This is recommended by the Social Value Portal - the leading national organisation for social value who have worked with the Local Government Association on a national social value toolkit. and is the level of weighting levied by many of the local authorities across England that have achieved the most success through social value in procurement. There will still be the opportunity to vary the weighting of social value in procurements, in line with the Contract Procedure Rules of the council dependent on the type of goods and/or services being procured to minimise the risk of unintended consequences.

It is to be noted that the council will remain in compliance with all statute and case law surrounding public procurement, and its own Constitution through the CPR, schema of delegations and financial regulations. Selection and award criteria will remain linked to the subject matter of the contract to be awarded.

The council spent £541m through its supply chain in 2019/20, and £1,467m over the three-year period leading up to 31 March 2020. Barnet has around 23,000 registered businesses employing 132,000 people. The borough's local economy is heavily dominated by small and micro-businesses. Our social value outcomes framework will seek to ensure that we nurture this local economy and provide opportunities for local residents to secure training and employment within it.

A toolkit will accompany the Social Value policy and the heart of this will be the themes, outcomes and measures (TOMs). This is included as Appendix 2 and functions as a menu of options that suppliers can select as their social value contribution. It lists a wide range of activities and investment listed structured under the Barnet Plan's four themes and underpinned by two cross cutting priorities: prevention and equalities. These have been developed by the council's pan-departmental Social Value Task Group.

Following the implementation of this policy the council will seek to coproduce the TOMs with a wider audience of stakeholders and review them regularly in consultation with partners and residents. To ensure that all voices are represented, the council will also commit to the creation of a social value panel comprising residents, voluntary community and faith sector (VCFS) representatives, and businesses. The panel will ensure that the social value TOMs are up to date and accurately reflect community need.

Ensuring that social value is properly delivered will be a council-wide responsibility supported by the Procurement team. A robust system of monitoring and evaluation will be

in place, supported by community engagement from the Strategy team and its VCFS partners. To ensure that the toolkit and processes continuously improved we will report at least annually on the benefits obtained from social value in the borough.

Officers Recommendations

- 1. That the Committee agrees to adopt the Social Value Policy (Appendix 1 to this report) and its pledge to raise the baseline weighting for social value in contract bids to 20%**
- 2. That the Committee authorises officers to implement the Social Value Policy and to use a Social Value Toolkit (as set out in Appendix 1 and Appendix 2)**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Public Services (Social Value) Act 2012 states that when awarding above threshold services contracts, the council must consider, prior to commencing the award procedure for the contract, how what is being procured might improve the social, economic and environmental well-being of their area. The council has set out a Social Value Policy to ensure due consideration of the wider impact of the council's commissioning and procurement activities is considered to enhance our outcomes and outputs from the services delivered
- 1.2 While Barnet is already compliant with the requirements of the Social Value Act, the council sees social value as an opportunity to unlock much more investment for the community. By increasing the baseline weighting threshold in contracts to 20% and putting new staff capacity into processing social value, the council can generate real, tangible impact for people and places in the borough.
- 1.3 The impacts of the Covid-19 pandemic on our borough will be felt for some time to come, and anything the council can do to channel resources into the community will be greatly beneficial. This can range from increasing employability and opportunities for young people, improving sustainability in the supply chain to adding capacity in our VCFS.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council is strengthening its policy to provide an opportunity to integrate economic, environmental, and social sustainability into council's procurement processes to deliver a cohesive and innovative approach to generating social value through public procurement.
- 2.2 Maintaining a 40% weighting for price and quality (as standard) respectively ensures the council will not lose value-for-money outcomes for residents. The

expectation is for additional benefits to accrue from properly structured and measured social value.

- 2.3 Social value allows the council to begin setting the basis for improvements in sustainability outlined in the report on the Sustainability Strategy framework considered at this committee meeting elsewhere on the agenda.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not implementing this policy. To carry on with a compliant, do minimum approach will mean the council isn't taking advantage of its abilities as an anchor organisation* in the area to deliver on improvements that can be measured in economic, social and/or environmental terms. An uplift from 10% to 20% for social value, and de-coupling it from quality scoring, is not extreme and should not deter businesses from trading with us, as evidenced by other councils that have already adopted the 20% as a benchmark.

4. POST DECISION IMPLEMENTATION

- 4.1 If the committee approves the recommendations in this report the Social Value Policy will be formally adopted and published.
- 4.2 The Social Value Toolkit will become a live document, with lead officers updating their areas and adding actions over the year. Progress on the benefits secured and performance will be presented to the Financial Performance and Contracts Committee bi-annually and published on the council website. Ongoing feedback and case studies of social value success stories will be regularly communicated through council publicity, alongside reporting on other ways we are unlocking community benefit from commercial investment.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The council's Barnet Plan 2021-2025 provides the underpinning strategic direction for this policy. It sets out a commitment for the council in which it will work in genuine partnership with residents and partner organisations for the benefit of the borough and its communities.
- 5.1.2 Social Value is a key commitment to ensuring that suppliers, as partners, play their part in contributing to social outcomes supporting each of the four strategic priorities (Thriving, Healthy, Family Friendly, Clean Safe and Well Run) and underpinned by two cross cutting themes: Prevention and Equalities.

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

- 5.2.1 As part of the Barnet Plan commitments, additional funding has been approved to support Responsible Procurement in the form of a dedicated social value officer to support the organisation to achieve maximum social value outcomes at contract award; robustly monitor and report on social value achieved; and ensure contractors that aren't delivering their social value commitments are challenged and alternative outcomes are secured.
- 5.2.2 Procurement activity will remain compliant with the CPR after the implementation of the policy. Changes necessary to ensure the council maintains value-for-money will be considered on a procurement-by-procurement basis through the relevant Procurement Launch Documents (PLD). Approvals at PLD stage are provided by Procurement, Service, Legal and Finance.
- 5.2.3 The council has allocated Barnet Plan funding to support the growth in staffing resources required to deliver Social Value effectively. The implementation of this policy is not expected to adversely impact the council's Medium Term Financial Plan.
- 5.2.4 There are no Property implications expected from this policy.
- 5.2.5 The adoption of the Social Value Policy is expected to improve the sustainability outcomes the council can deliver through its supply chain. An update on sustainability is provided in a report to this committee elsewhere on its agenda.

5.3 Social Value

- 5.3.1 This policy is designed to improve the social value outcomes the council can deliver aligned to the Barnet Plan.
- 5.3.2 The council, in adopting the social value policy, can clearly demonstrate its compliance with the Public Services (Social Value) Act 2012.

5.4 Legal and Constitutional References

- 5.4.1 The [Public Services \(Social Value\) Act](#) came into force on 31 January 2013. It places a positive duty on the council when awarding above threshold services contracts, to consider, prior to commencing the award procedure for the contract, how what is being procured might improve the social, economic and environmental well-being of their area.
- 5.4.2 The proposals in this report go further than the requirements of the Public Services (Social Value) Act.
- 5.4.3 All council public procurement must comply with the Public Contracts Regulations 2015 (as amended).

5.5 Risk Management

- 5.5.1 Progress will be monitored against delivery of the council's Social Value Policy and each social value contribution – whether activity or investment will be monitored and evaluated. The individual risks of each of these will be assessed both by the council and the partner agencies responsible for their delivery.

5.6 Equalities and Diversity

- 5.6.1 The legal requirements of the 2010 Equality Act requires public bodies to comply with its public sector equality duty, paying due regard to the matters set out in the Act.
- 5.6.2 The council's Equalities, Diversity & Inclusion (EDI) policy (2020-24) has been recently updated to reflect its commitment to making decisions that are informed by diverse points of view and feeding those into the design, commissioning and delivery of services.
- 5.6.3 The council's EDI action plan sets out a new programme of activities that are designed to meet the current needs of the borough. Social Value can support this by including specific actions in our menu of TOMS. For example, by building measures within our commissioning procedures so that providers develop and deliver anti-discriminatory services to residents with all protected characteristics. The TOMs are structured within the four Barnet Plan themes as well as the cross-cutting priorities of prevention and equalities This will ensure that social value activities and investments are measured in terms of their contribution to advancing equalities and diversity.
- 5.6.4 We have agreed that EDI policy and measures will be cutting through all relevant Social Value toolkit measures.

5.7 Corporate Parenting

- 5.7.1 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.
- 5.7.2 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council.
- 5.7.3 There is potential to use social value to support the needs of the borough's children and young people, including those in care or leaving care.

5.8 Consultation and Engagement

5.8.1 As a matter of public law, 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 matter's 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.

5.8.2 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.

5.8.3 The social value toolkit will be co-produced with the community and there will be ongoing consultation with stakeholders in the community as social value activities and investments are implemented.

5.8.4 The council must also consider whether to undertake any community consultation on their proposals to act with a view to securing improvement under The Public Services (Social Value) Act in conducting the process of procurement.

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Appendix 1

London Borough of Barnet

SOCIAL VALUE POLICY 2021-2025

CONTENTS

Introduction	3
Policy context	5
Social Value: The Act 2012	6
Barnet Council's definition of Social Value	6
Aims and Objectives of the Social Value Policy	9
Ensuring Social Value is Delivered	11

Introduction

This is Barnet Council's first Social Value Policy. The Council's intent in developing this policy is to set out an approach to sourcing goods and services that goes beyond the principles of competition and outstanding value-for-money. This policy sets out the council's ambition to deliver meaningful social value through its supply chain, creating positive outcomes for the places and people of Barnet.

The council incurred £541m through its supply chain in 2019/20, and £1,467m over the 3-year period leading up to 31 March 2020. There is clearly potential to generate significant positive outcomes for residents by leveraging more social value from these contracts.

Following publication of this policy an implementation plan will be developed setting out how we will implement it. Our core deliverables will be:

- An increased minimum of 20% weighting for social value
- A menu of social value themes outcomes and measures (TOMs) that will be made available to suppliers as part of a social value toolkit
- Additional capacity in the council to ensure social value delivery is captured and monitored

Life in Barnet

The London Borough of Barnet is home to a population of around 400,600 residents, making it the most populous borough in the capital. The borough's overall population is projected to increase by around 5% by 2030, taking the number of residents to approximately 419,200.

Barnet has around 23,000 registered businesses employing 132,000 people. The borough's economy is heavily dominated by small and, in particular, micro-businesses with 94% having fewer than nine employees. Around one-quarter of Barnet's workers are self-employed.

Barnet is one of London's least deprived boroughs but is not without disadvantage or challenge. Significant levels of deprivation can be found in the west of the borough, with pockets of disadvantage scattered elsewhere. In these neighbourhoods the life expectancy of residents can be 7.5 years less than in more affluent areas. Four wards in the west and south of Barnet's have a third or more of their children living in poverty after housing costs are considered¹.

¹ End Child Poverty Coalition, data collected July–September 2017

Over a quarter of Barnet's residents are aged 0-19, and the population of children and young people in the borough is set to grow by 3% by 2025. While Barnet experiences much less gang-related youth violence than many other London boroughs this was a big concern among young residents when surveyed in 2019². The potential impact of the COVID-19 pandemic on employment opportunities, and lost time in education are additional challenges this age group now faces.

Barnet's ageing population presents a growing challenge to public health and care services. Between 2020 and 2035, the estimated number of people aged 65 and over in Barnet living with a life-limiting long-term illness is projected to increase by 50%. The borough's population as a whole is growing too however, with the number of households in Barnet predicted to increase from 157,000 in 2018 to 192,000 by 2030 - a rise of 22%.

The impact of the COVID-19 pandemic on the borough will exacerbate these challenges and push more residents into hardship. A recent study by the West London Alliance (WLA)³ predicts that Barnet's economy will have contracted by 9% following the lockdowns of 2020, with sectors such as education, construction, retail, and hospitality all seeing a significant decline. The consequent rise in unemployment will also place strain on the physical and mental wellbeing of residents and their communities.

A key feature of the last 18 months in Barnet is the role the local voluntary community and faith sector (VCFS) has played in supporting residents affected by the pandemic. Working in genuine partnership with both the council and health services the sector has shown that it is well-connected and has reach into the Barnet's diverse communities. This provides a firm foundation for an asset-based approach to improving communities, with many structures already in place through which social value outcomes can be delivered.

² Barnet Young People's Perception Survey 2019. Most frequent concern: Crime 53%; biggest safety concern: Gangs 51%

³ How might the coronavirus impact the West London economy? (A report for the West London Alliance June 2020)

Policy context

The council, at its core, develops people and places. It seeks to empower residents and the community to reduce the need for accessing council services whilst improving outcomes in the Borough.

In 2021 the council launched its new four-year strategy for the borough: The Barnet Plan. The plan provides the underpinning strategic direction for the Social Value Policy. It builds on the work underway to ensure the borough makes a successful recovery from the Covid-19 pandemic. It also sets out a new approach for the council in which it will work in genuine partnership with residents and partner organisations for the benefit of the borough and its communities. Key to this is a commitment to social value and ensuring that suppliers, as partners, play their part in contributing to social outcomes.

The council's vision, set out in the plan is:

We care about Barnet and want it to be a great place to learn, live, work and visit. Listening to and working with all our residents of any age and partners, we will provide the best possible services so that people have opportunities to live healthy and fulfilling lives in safe and thriving families and communities. We are committed to providing outstanding customer service in everything we do.

The Barnet Plan Themes

The Barnet Plan is divided into four themes, which the council will focus on over the life of the plan. These are underpinned by two cross cutting priorities: prevention and equalities that will be considered in all plan deliverables.

- **Clean, safe and well-run**
A place where our streets are clean and anti-social behaviour is dealt with, so residents feel safe. Providing good quality, customer friendly services in all that we do
- **Family friendly**
Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- **Healthy**
A place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- **Thriving**
A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure and opportunity

What is social value?

The Social Value Act

The Public Services (Social Value) Act 2012 came into force on 31 January 2013. Under the act, local authorities and other public bodies have a legal obligation to consider the social good that could come from the procurement of services as part of the commissioning cycle.

The aim of the Act is not to alter the commissioning and procurement processes. The Act is designed to ensure councils give due consideration of the wider impact of their commissioning and procurement activities to enhance their outcomes and outputs from the services delivered.

It allows authorities, for example, to choose a supplier under a tendering process who not only provides the most economically advantageous tender, but one which goes beyond the basic contract terms and secures wider benefits for the community.

In 2019/20 the council spent approximately £541m via commissioned and procured expenditure routes on both capital and revenue items.

Together the Act and this policy provide an opportunity to integrate economic, environmental, and social sustainability into our procurement processes, delivering a cohesive yet flexible and innovative approach to generating social value through public procurement.

Barnet Council's definition of Social Value

The Social Value Act does not specifically define what is meant by social value. Therefore, the council will adopt the following definition of social value as set out by the UK Sustainable Procurement Taskforce:

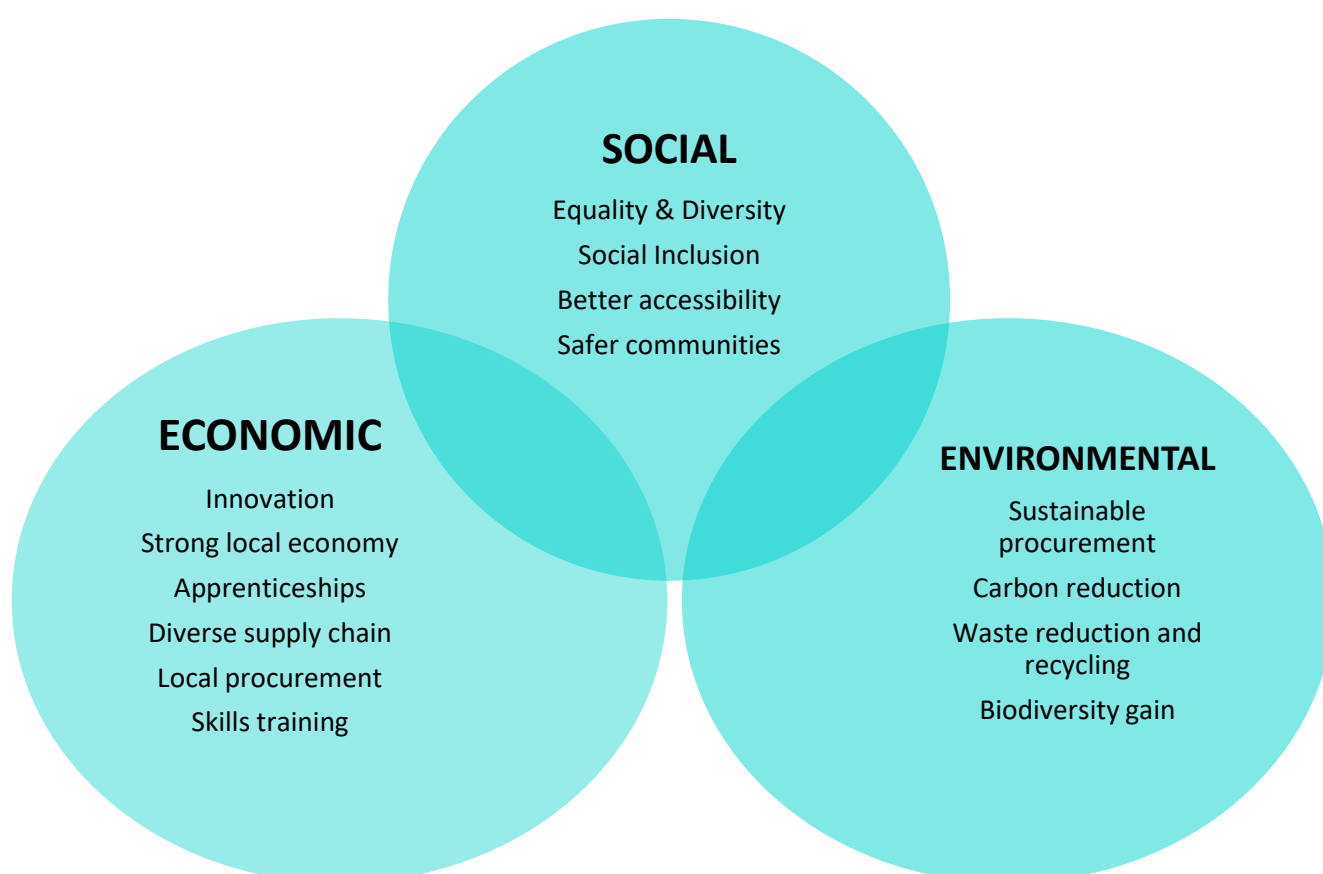
A process whereby organisations meet their needs for goods, services works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation but also to society and the economy whilst minimising damage to the environment.

Taking this further, the Local Government Act 2000 outlines that a local authority should have the fundamental objective of promoting and improving the area across economic, social, and environmental outcomes.

Therefore, as a council we must get the maximum possible value from every item of expenditure we can. Working to deliver this value in an integrated, coherent manner helps us to deliver the Barnet Plan priorities.

Underpinning sustainable procurement are economic, social, and environmental outcomes. They can be defined as meeting the needs of the present without compromising the needs of the future. Where an activity can deliver on multiple, or all, of these outcomes we will see greater sustainability and social cohesion in the Borough (although delivery against any is to be welcomed and encouraged).

Examples of these social value outcomes can be seen in the diagram below:



Outcomes needn't be confined to one of these areas and can intersect across several areas of work and types of benefit.

Social Enterprise UK offers the example where a mental health service is delivered by an organisation that actively employs people with a history of mental health issues to help deliver the service; a practice currently employed by our partners at Inclusion Barnet.

Not only does this approach guarantee a job for a local resident, but there is also further social value in that it enables a person with mental health issues to:

- Have a job where they may otherwise have been unemployed
- Become more socially included
- Potentially have a say in how mental health services are run

Through investing in a service to improve mental health, the council is also having a positive impact on two other strategic objectives: increased employment, and social inclusion. This will better promote an integrated, and coherent approach to the delivery of local priorities.

Some good examples of social value in our own borough can be found with The Barnet Group who have had success in creating social outcomes from the suppliers they work with in maintenance contracts for the council's housing stock.

The Barnet Group were able to secure a commitment from their gas contractors to donate £1 for every time they were given access to a property at the first request to conduct an annual safety check. This amounted to approximately £7000 in the first year of the contract. This money is made available for community groups to apply to fund local initiatives.

Social Value Principles

The council considers social value to extend to everything we do, across all services provided to residents and businesses, in order to support the delivery of the Barnet Plan.

We have developed the following set of principles that are the foundation of the Social Value Policy:

We seek to maximise opportunities to work with partners and stakeholders
Plans are designed to be inclusive with a focus on supporting future generations and reducing inequalities across the borough
We prioritise long-term improved outcomes over short-term 'fixes', prioritising prevention and targeted early intervention
We build stronger, safer communities with cohesive neighbourhoods, which have zero-tolerance for abuse or crime in any capacity
We create borough resilience to cope with future environmental and socio-economic stresses
We use our assets effectively to generate returns for the borough – both social and financial. This is underpinned by the council's Growth Strategy and Asset Acquisition Strategy.
We secure value for money in all we undertake and align this to our wider strategic and corporate objectives including the delivery of our medium-term financial strategy.

Aims and objectives of the Social Value Policy

- Delivery of real social value will be a default position in all our contracts, where it is relevant and appropriate.
- Ensuring our procurement activities will promote the local economy and reduce or remove barriers that prevent micro, small and medium sized businesses trading with the council.
- Promoting environmental sustainability through our social value outcomes. For example: waste reduction, positive decisions relating to climate change, reducing energy consumption and, wherever possible, procuring materials from sustainable, renewable sources.
- Advancing equalities, diversity and inclusion in the borough.
- Promoting the local voluntary community and faith sector (VCFS) and supporting them in delivering the strategic outcomes they share with the council.
- Building capacity and sustainability in the local VCFS through active support and engagement with the council's supply chain.
- Co-designing and co-producing social value outcomes with residents where it is suitable and appropriate to do so.
- Promotion of active citizenship and resident involvement to inform how we meet the needs of communities and actively deliver place-shaping outcomes.
- Creating and/or promoting local employment and training opportunities and using this to tackling local unemployment and drive inclusive growth.
- Providing training and skills to disadvantaged groups.
- Focussing social value outcomes on areas of highest deprivation
- Working with our supply chain to identify key roles and careers that may suffer skills shortages in the short to medium-term and/or those emerging sectors that require new entrants.
- Encouraging our supply chain to use local labour, i.e. from within the Borough's boundaries, and to pay a competitive wage to facilitate an increase in living standard and maximising their employees' access to entitlements and guidance.
- Supporting fair and ethical trading throughout our supply chain. We expect our suppliers, service providers and contractors to demonstrate similar levels of commitment to ensure the maintenance and improvement of local and global ethical practice.

How we will ensure social value is delivered

All suppliers wishing to bid for contracts with the council are already required to state what social value they will contribute alongside the services they are bidding to provide. This is currently left up to the supplier to define, as the council does not provide a menu of social value themes and outcomes. Usually, social value is calculated at the government's minimum weighting of 10% of the quality criteria of the tender.

Without a prescribed menu of defined social value outcomes, it is difficult to monitor the performance of suppliers against their social value commitments. This also requires staff time, and there had not been capacity in the council to manage this closely.

We will therefore implement:

- An increased minimum of 20% weighting for social value
- A menu of social value themes outcomes and measures (TOMs) that will be made available to suppliers as part of a social value toolkit
- Additional capacity in the council to ensure social value delivery is captured and monitored

Embedding social value in our procurement processes

At the beginning of every commissioning exercise, the specifications and designs being procured will be analysed to identify social value outcomes that might be sought. Commissioners will be guided by our toolkit to determine relevant social value outcomes that meet key commitments in our Barnet Plan. Commissioners will determine proportionality and weightings applied to social value on a procurement-by-procurement basis to maximise deliverability of both the core contract and social value commitments.

The council encourages, and will continue to encourage, organisations to provide opportunities for the delivery of direct social value that is impactful and measurable.

The council will encourage the scale of deliverable social value to be proportionate to:

- The length of the contract awarded
- The scale of the contract awarded

The council will ensure social value is referenced in the Local Plan to ensure positive social outcomes are generated wherever there is development in the borough.

The council has always been open to alternative delivery models where they represent added value to residents. Where arrangements such as social enterprises, mutuals or not-for-profit joint ventures may deliver greater social value, the council will consider these.

The council commits to ensuring all internal approvals and governance processes will document social value when undertaking a commissioning exercise. Where, under exceptional circumstances, it is not appropriate to include social value this must be recorded prior to approvals being granted.

The council will apply a scoring methodology that ensures social value is considered on its own merits and importance. The council's default weighting to social value will be 20% of the overall assessment. The level of importance applied to social value can be amended both upwards and downwards, however. This will be done after considering the contract length, subject matter and whether there is sufficient competition to deliver core services at the default commitment. This will enable social value to be relevant and proportionate across all commissioned procurements.

Social Value Toolkit

To support the implementation of this policy, the council will produce a toolkit for suppliers that sets out our expectations and requirements of them in relation to social value and explains how we social value works in Barnet. At the heart of this will be Barnet's Social Value TOMs. This is a menu of the various ways that suppliers can fulfil their social value commitments. It sets out a range of activities and investments listed under the four themes of the Barnet Plan and its two cross-cutting priorities of prevention and equalities. These include things like the creation of apprenticeships, providing training or advice to unemployed young people or committing to carbon neutrality in the delivery of a service.

This first set of TOMs are included as an appendix to this policy. They have been co-designed by the council's internal Social Value Task Group. This is a pan-Council group comprising representatives from various service areas across the council and its delivery partners. The TOMs will be kept under constant review - both by the task group and ultimately the forthcoming Social Value panel. This will ensure that the TOMs are regularly informed by the most up to date insight into community needs and priorities.

In addition to the TOMs the toolkit will include guidance documents explaining how social value is calculated, assessed and monitored through our procurement systems. The toolkit will be used in all procurement exercises and help ensure social value is embedded and implemented in how we do business. We will review the whole toolkit annually, except in the first year where the initial review will take place after six months.

Monitoring social value

Additional capacity in the council will ensure that social value can be assessed both in the tendering process and in its delivery through the contract.

The TOMs will include a proxy value or score for each measure, enabling the social value of the activities to be quantified. Some of the measures in the TOMS will be weighted to reflect not just the financial value but also the impact on the community. An outcomes measurement framework for the Barnet Plan is currently in development, and this will ensure that all Barnet Plan deliverables are accurately tracked and monitored. The social value TOMs will mirror this approach and where possible use the same system of measures.

The development and management of the toolkit is led by the Community Innovations and Funding Manager in the council's Strategy and Engagement team. This post is responsible for ensuring the best community and social outcomes for council resources. This includes managing the Community Innovation Fund grant scheme and the Crowdfund Barnet fundraising platform.

The Strategy and Engagement team also holds the corporate relationship with the VCFS and has overall responsibility for the council's community engagement and consultation functions. The recent Community Participation Strategy proposes that the council involve residents and community groups wherever possible in our work to improve the borough. This is particularly important to ensure the effectiveness of our Social Value Policy.

Community engagement will not only inform the TOMs, but we will also use it to provide richer evaluation of the outcomes - not just relying on monitoring data to report the success of social value, but to also record personal stories and case studies.

Evaluation of the council's approach

The council will produce a bi-annual public report on the benefits secured and performance against social value proposals in our supply chain. This report will be presented to the Financial Performance and Contracts Committee.

The council also aims to include benefits secured through our strategic partners within the borough to present a fuller picture of social value in the borough.

Transparent reporting through committee allows the council to adjust our approach as we begin to receive feedback through the reporting process and our proposed annual reviews.

Within the bi-annual public report, the following information will be made available (at a minimum):

- Performance monitoring information on all social value outcomes delivered through contracts in the financial year. This will include feedback from our communities, local education sector, providers, and other relevant stakeholders
- Direct expenditure with businesses categorised as micro, small or medium-sized and our VCFS. This expenditure will be measured against the in-year benchmarks agreed as part of the Procurement Forward Planning process.
- Evidence as to how we have engaged locally in determining our social value outcomes and that they represent value to our communities.
- Case studies of commissioning process where this policy has been applied and a full view of outcomes achieved across quality, price, and social value.
- A cost-benefit analysis of the impact of the policy. The council aspires for this to be in the form of Gross Value Added.

In determining an organisation's size, we will use employee headcount as a proxy as follows:

Organisation Category	Number of Employees
Micro	0-9
Small	10-49
Medium	50-249
Large	250+

The council measures its local expenditure across postcodes in Barnet. Expenditure locally in 2019/20 was £38.2m (7.1%). The council will use this as a baseline from which to measure future performance.

As part of our commitment to improving social value in the borough, the council will seek to share, and learn from, best practice with other local authorities. The council will be working as part of the pan-London Procurement Network and nationally through established networks such as the Local Government Association.

Social Value is a continuously evolving metric, and many organisations – both nationally and internationally – measure outcomes differently. As part of our drive to learn and improve, we will work with strategic partners, stakeholders, and our communities to refine how we measure and define social value.

As the council learns, we will embed continuous improvement into the heart of our social value methodology. The council will maintain a co-produced approach to social

value as we improve and will ensure the voice of the communities we serve reflects the social value we define and measure.

Social Value Impact Fund (SVIF)

The council will introduce a Social Value Impact Fund (SVIF) to ensure social value commitments are delivered. The intent for this fund is to act as a failsafe solution for instances where lifetime social value commitments on a contract will not be delivered by the relevant supplier. With the agreement of the council, suppliers can:

- Offer alternative social value outcomes
- Make a cash contribution to the SVIF. This will only be considered when all other alternatives have been clearly demonstrated as being exhausted.

The council will ensure expenditure incurred on the SVIF is linked to our core aims and objectives outlined in this policy and in the TOMs.

Governance arrangements will be transparent and ensure accountability to the council's stakeholders.

Annual reporting on the use of the SVIF will be published as part of reporting social value to Financial Performance and Contracts Committee. It will include at a minimum a list of projects and initiatives allocated funding, and state:

- The level of funding allocated to the projects and initiatives.
- Delivery reports and evaluation reports from successful projects.
- Tracker for ongoing projects

Social Value Panel

To ensure ongoing coproduction of social value, the council will commit to the creation of a social value panel. This will be a multiagency group comprising residents, VCFS partners and businesses. The panel will enable the council to engage local micro and SME, voluntary and community sector groups and resident to allow for co-design of social value outcomes that matter to the community.

Working with the VCFS will be particularly important, as some organisations in the sector may be direct beneficiaries of social value from council suppliers. We will also seek to understand where strategic projects in the VCFS align to our Barnet Plan outcomes and, where these are unfunded or have match-fund requirements, publish them to our social value webpage for prospective bidders.

Community involvement is a vital part of place-based delivery, and the panel could be a vehicle for enabling community stakeholders to assist with shortlisting procurements that are specific to their local areas.

Communicating the Social Value Policy

The council will communicate this policy widely across all internal and external stakeholders; amongst staff; strategic partners and elected Members. In doing so, we will prepare and deliver a comprehensive programme of training and development to ensure our approach to social value is understood and that our approach and practice is transparent. We will ensure that social value expertise becomes embedded in evaluation panels and support commissioners to build robust evaluation criteria as they relate to social value.

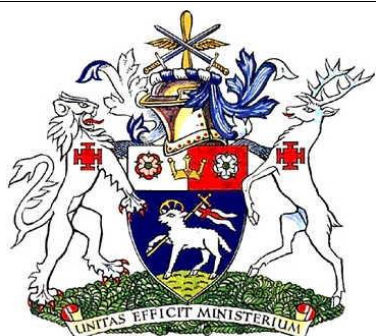
Information about social value and the implementation of this policy will be communicated externally through the council website and social media channels. This will help promote the toolkit and TOMs and spread awareness of Barnet's commitment to a socially beneficial supply chain.

All information will be hosted on the council website, listing information about local suppliers and upcoming pan-London opportunities on the 33 portal and our own local procurement portal. As monitoring and evaluation takes place, we will add case studies and examples of good practice to the communications about social value.

Project Name:		Value of project			
Barnet Plan theme	Theme outcomes	Measure	Unit	Social Value Procurement Evaluation	Evidence (record evidence to be provided for each measure, refer to the evidence requirements for guidance)
Prevention	Supported communities will be more resilient and able to self-serve	Skills sharing workshop hours delivered for residents in a public library or community venue	No of hours *no of people		
		Reduction in financial vulnerability	No of people supported out of debt		
		Supporting careers, not jobs, in areas of work recognised as having skills gaps or with upcoming skills gaps	No of Career opportunities offered		
		Barnet community groups and voluntary organisations will be provided with the use of facilities or space as a direct result of this contract	No of hours		
		Total amount (£) spent with VCSEs within your supply chain	£		
		Youth Services support and CAMHS support where both are in the non-stat delivery, i.e. prevention	No of hours *no of people		
		Number of financial resilience course/sessions provided to residents £25/online	No of hours *no of people		
	Better use of data will enable more evidence-based decision making	Data fellowship apprenticeship weeks supported	No of people		
		Performance data will be shared / Developers / Corporate partners will be contributing to Barnet's Insight tool	record only		
	Reduced digital exclusion	Increased no of homes with high speed broadband fibre installed	No of properties		
		Series of simple digital workshops /webinars / training opportunities developed	No of hours		
		No of activities delivered to reduce the gap between those who are digitally deprived and general population ; (same as above?)	No of hours		
		Number of volunteer digital champions in place from community;	No of hours		
		Provision of software or digital networks / facilities to VCSEs	£		
		Number of computers recycled for community use	No of units		
Partnership	Joined up services tailored to the needs of local communities	Number of council community assets managed by VCS (CBAT)	No of units		
	Innovative collaborations across sectors and industries	Alternative delivery vehicle proposed as part of the bid	N/A		
Clean Safe and Well Run	Improving Customer Service	Evidence of resident and business involvement in service design and delivery	%		
		Evidence services are designed to ensure accessibility for all, ensuring nobody is excluded from services available to them	N/A		
	Better environmental services and a cleaner borough	Number of electric company vehicles used on Barnet contracts; reduction of carbon footprint; decarbonisation of the supply chain; use of modern methods of construction; electric vehicle charging point creation; improvements in air quality	£ of overall investment offered		
	Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and parking	Provision of community clean ups	no of hours		
		Number of estate clean up days held	no of days		
	Robust financial management	Supporting VCS projects with match funding opportunities aligned to financial management	£		
		Provision of financial education to residents classed as financially vulnerable	No of hours *no of people		
		Provision of financial education to school children	No of hours *no of people		
	Unlocking and optimising the potential of Parks and Open Spaces	Biodiversity outcomes	N/A		
Family Friendly	Family and Belonging – Families and children can be together and be part of a community that encourages resilience	Creating spaces / contributing to arts and culture / outdoor spaces for families, children and friends to come together	N/A		
	Safe and secure – Children and young people are safe protected from harm	local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time).	No of hours		
	Education and learning - Children and young people can learn about the world around them	Volunteering hours in a library	No of hours		
		Equipment donated to VCSEs or libraries to support children's learning	£		
	Health and wellbeing – Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience	Supporting primary school engagement with physical activity projects (Link to HWB Strategy)	No of hours		
	Life Chances – Children and young people are able to succeed	Care leavers supported in EET	No of hours		
	Great facilities and opportunities to be physically active	Increase in the percentage of children and adults utilising outdoor space for exercise	%		
		Embedding parks and green spaces in developments	No of spaces x sq. metres offered		
		Investment in parks, open spaces and leisure to create and improve facilities	£		
		Number of over 70s supported to improve physical/mental wellbeing	No. of people		
		Number of Mental Health First Aiders trained	no. hrs*no. attendees		
		Confidence and Motivation sessions delivered in public venues;	no. hrs*no. attendees		
	Tackling domestic abuse and gender based violence	Supporting voluntary sector projects to combat domestic abuse and VAWG	no. hrs*no. people		
	Helping young residents into work	Number of under 25 residents helped into work; number of residents completing employability training; number of apprenticeships offered and filled; total hours of work experience provided - breakdowns of above by cohorts - under 25, long term unemployed, disabled adults (Physical and	no. hrs*no. attendees		
		No. of hours dedicated to support young people into work (16-24 yo)	no. hrs		
		No. of NEET young people who have had at least one intervention or referral	no. hrs*no. attendees		
		Weeks of meaningful work placements / pre-employment courses (students, 1-6 wks, unpaid)	no. weeks		
		No. of Kickstart placements offered	No of placements		
		No. of weeks of meaningful paid work placements (6+ weeks, paid)	no. weeks		
		No. of weeks of meaningful work placements that pay Real Living wage (6+ weeks)	no. weeks		

Thriving	No of Kickstart apprentices into full-time employment	No of placements				
	No. of hours dedicated to support young people into work by providing CV advice, mock interviews and careers guidance (under 25 y.o.)	no. hrs*no. attendees				
	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years, Levels 2,3, or 4+	no. weeks				
	Number of NEET supported back into EET	no. hrs*no. attendees				
	No. of weeks spent on meaningful work placements or pre-employment course, 1-6 weeks student placements (unpaid).	no. weeks				
	Supporting those from wards with higher indices of multiple deprivation into work	No. people FTE				
	No. of employees (FTE) hired on contract who are long term unemployed (1+ yr)	No. people FTE				
	No. of homeless employees (FTE) hired on the contract	No. people FTE				
	Number of adults with a learning disability or mental health need given work experience or employment	No. people FTE				
	No. of mothers returning to work (FTE) hired on contract	No. people FTE				
	No. of survivors of modern slavery employees (FTE) hired on contract	No. people FTE				
	No. of 18+ rehabilitating or ex-offenders (FTE) hired on the contract	No. people FTE				
	No. of employees (FTE) hired on the contract who are NEETs	No. people FTE				
	No. of 16-25 y.o. care leavers (FTE) hired on the contract	No. people FTE				
	No. of 18-24 rehabilitating young offenders (FTE) hired on the contract	No. people FTE				
	No. of SEN/disabled employees (FTE) hired on the contract	No. people FTE				
	No. of women hired on the contract (for industries where women are underrepresented)	No. people FTE				
	No. of Black, Asian and Minority Ethnic staff hired on the contract	No. people FTE				
	No. of 50+ y.o. hired on the contract	No. people FTE				
	No. of hours supporting unemployed people into work (24 yo+)	no. hrs*no. attendees				
	Employment opportunities for lone parents	no. people FTE				
	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance (over 24 y.o.) (ONLY enter data here for people with: *Physical disabilities *Mental Health issues *Black, Asian and minority ethnic	no. hrs*no. attendees				
	Innovative measures to promote health, local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities.	£ invested				
	Total amount (£) spent in LOCAL supply chain through the contract	£				
	Building a park town for future London at Brent Cross Town	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.	no. people FTE			
		Resident satisfaction score	No.			
	Creating an efficient, convenient and reliable transport network	Transport measures resulting in saved travel time (not commuting or work travel)	hrs of travel saved			
		Transport measures resulting in saved travel commuting time for employees	hrs of travel saved			
		Car miles saved on the project (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	hundreds of miles saved			
		No of residents/community groups engaged in development/regeneration projects	hrs*no of people			
	Use of green building elements e.g. solar panels, heat pumps; actions undertaken in accordance with Barnet Council's environmental management system (ISO 14001)	%				
	"Plastic" roads - recycling plastic into tarmac for durability and improving network	%				
	Initiatives to provide or support appropriate collection for discarded gloves and masks	£ spent				
	Supporting the delivery of EV charging points across the borough	No of units				
	Commitments to carbon neutrality/negativity in projects and programmes	Kilos				
	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract	Kilos				
	Provision of expert business advice to help VCSEs and MSMEs achieve net zero carbon by 2030	No. staff expert hours				
	Total for the purpose of procurement evaluation					
	Value of measures that reflect local priorities*					
	Contractual Total (regular proxy values)					
Local Economic Value						

*These measures are valued at 2 x the regular proxy value to reflect local priority



Policy and Resources Committee 9 December 2021

Title	Annual Equalities Report 2020/21
Report of	Chairman of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1: Annual Equalities Report 2020/21
Officer Contact Details	William Cooper, Head of Strategy, Community Participation, and Engagement Tel: 020 8359 2236 William.Cooper@Barnet.gov.uk

Summary

This report seeks approval for the council's Annual Equalities Report for the financial year 2020/21 which demonstrates how the council complies with the Public Sector Equality Duty in the Equality Act 2010. The publication of the Annual Equalities Report (AER) forms part of that process.

This AER looks back over the previous financial year and details how the council has approached its statutory responsibilities under The Equality Act and the Public Sector Equality Duty; our approach to implementing our equalities policy; and our progress against our Strategic Equalities Objective. The report covers key achievements and case studies from across the council.

Officers Recommendations

1. That the Committee approve the Annual Equalities Report 2020/21 for publication on the council website.

1. WHY THIS REPORT IS NEEDED

- 1.1 Publishing an annual equalities report is part of the Council's Public Sector Equality Duty. The Public Sector Equality Duty (PSED) requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations.
- 1.2 The purpose of the report attached in Appendix 1 is to highlight the progress made over the past 12 months towards our PSED, as well as outlining some next steps. The report covers key achievements and examples from across the council in terms of delivering our EDI agenda and meeting our PSED duty. during 2020/21.
- 1.3 It has been an exceptional year, with the council's focus being on responding to and starting to recover from COVID-19. The pandemic has exacerbated existing inequalities, with the most disadvantaged communities being hit the hardest, and has also uncovered where there is vulnerability within our communities. Throughout the response to the pandemic, equalities has remained an important priority for the council, and this will continue to be a priority as the borough moves into recovery.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council is strengthening Equalities, Diversity, and Inclusion agenda in order to demonstrate its legal duty, implement best practice and ensure our workforce reflects communities we serve.
- 2.2 Furthermore, in order to transparently monitor performance against the SEO, an Annual Equalities Report is produced by the council and published on the council website.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There are no alternative reporting options considered.

4. POST DECISION IMPLEMENTATION

- 4.1 Once the Annual Equalities Report has been considered and approved by Policy and Resources Committee, it will be published on the equalities pages of the council's website. The priority actions identified in the Equalities, Diversity and Inclusion Action Plan for the financial year 2020/21 set out in a separate document, will be implemented.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The council's Barnet Plan 2021-2025 was adopted in March 2021 and makes a commitment to consider equalities in all that we do and to ensure the borough is a strong cohesive community, where diversity is celebrated, and everyone has equal opportunity

regardless of their background place with fantastic facilities for all ages, enabling people to live happy and healthy lives.

5.1.2 The new EDI Policy Action Plan is designed to integrate equalities into all the Barnet Plan themes (Thriving, Healthy, Family Friendly, Clean, Safe and Well Run). The new action plan was approved Community Leadership and Libraries Committee in September 2020.

5.1.3 The council's consulted on its new Equalities, Diversity and Inclusion Policy in 2020 and has updated its Strategic Equalities Objective (SEO) to:

All our communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled; where people have equal opportunities and equal access to quality services.

5.1.4 To transparently monitor performance against the SEO, an Annual Equalities Report is publicly reported to council. The report details how the council has approached its statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty (the report is included at Appendix 1 of this report).

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

5.2.1 There are no resource implications as a result of this report.

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.

5.3.2 Social value can be used to further equalities, diversity, and inclusion. The council is in the process of developing a menu of social value outcomes that commercial suppliers can contribute to. These will include targets for ensuring equal opportunities in employment and activities that benefit disadvantaged groups.

5.4 **Legal and Constitutional References**

5.4.1 Article 7 of the Council's Constitution sets out the terms of reference of the Policy and Resources Committee which include responsibility for Equalities

5.4.2 The council has statutory obligations under the Equality Act 2010 - and s149 which sets out the Public Sector Equality Duty (PSED) - which came into force on 5 April 2011.

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 the council 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:

5.4.3 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;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.4.4 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.

5.4.5 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.

5.4.6 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.

5.4.7 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

5.4.8 Equality assessments were undertaken for the budget proposals.

5.4.9 Obligations to publish information and set out objectives by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations, SI 2017/ 353 the council is required to publish information to demonstrate its compliance with the Public Sector Equality Duty. The information must include information relating to persons who share a protected characteristic, who are its employees, or who are affected by the council's policies or practices. Publication is required annually. This information has been set out in each Annual Equalities Report published since 2014. Under the same regulations the council is also required to set and publish equality objectives to comply with the Public Sector Equality Duty, at least every four years.

5.4.10 In addition to assessing the impact of proposals on the nine protected characteristics, the council also assess the impact on certain other groups, whenever possible, who may be considered disadvantaged and/or vulnerable. These additional groups include; carers, people on a low income, those who are unemployed, young people who are not in education employment or training (NEET), people with mental health issues and some families and lone parents.

5.5 Risk Management

5.5.1 Progress will be monitored against the council's Strategic Equalities Objective, to mitigate against a range of equalities risks, and to ensure that the council meets its statutory obligations under the Equality Act 2010 and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

5.5.2 The council's 2014 Equalities Policy outlines how the council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented. In 2020 the policy was updated in consultation with the rest of the organisation, partners, and residents. This has included a refresh of Strategic Equalities Objective, the final policy was approved and updated by Policy and Resources Committee in June 2021.

5.5.3 We collaborate across the organisation and work in partnership with other organisations to ensure that we have processes in place to meet our obligations under the Equality Act 2010. Equalities impact assessments are required as part of contractual agreements. The Strategy Team has supported officers from across the council during 2020/21 to ensure that equalities considerations are embedded into the decisions the council and partners make, and into business and financial planning processes. This shared responsibility across the team, which has been supported by Equality Champions since September 2018.

5.6 Equalities and Diversity

5.6.1 The legal requirements of the 2010 Equality Act are outlined above and describe the requirement for public bodies to pay due regard to equalities.

5.6.2 This Annual Equalities Report responds to the requirement to publish information to show compliance with the Equality Duty at least annually.

5.6.3 Equality and diversity issues are a mandatory consideration in the decision making of the Council. Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require

elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

5.6.4 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;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.5 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.

5.6.6 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.

5.6.7 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.

5.6.8 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

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

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

5.6.11 Individual proposals underpinning the savings and income generation proposals will need to ensure an Equalities Impact Assessment is undertaken and considered ahead of implementation of proposals.

5.6.12

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. Age is a protected characteristic and Barnet's approach to Equalities is to ensure that the most vulnerable are protected.

5.8 Consultation and Engagement

5.8.1 It is not considered necessary to consult on the Annual Equalities Report. The Annual Equalities Report will be published on the council's website.

5.9 Insight

5.9.1 This report demonstrates how Equality and Diversity Data is used by the council to meet it's PSED, including the Joint Strategic Needs Assessment.

6. BACKGROUND PAPERS

6.1 September 2020 Communities, Leadership and Libraries Committee: Annual Equalities Report 2019/20
https://barnet.moderngov.co.uk/documents/s60112/Annual%20Equalities%20Report%2019-20%20CLL%20publication%20080920_.pdf

6.2 September 2020 Communities, Leadership and Libraries Committee approved the new lay out of the Equalities, Diversity Inclusion Policy Action Plan new layout themed by Barnet Plan priorities
<https://barnet.moderngov.co.uk/documents/b35495/EDI%20Action%20Plan%20amended%20layout%2016th-Sep-2020%2019.00%20Community%20Leadership%20and%20Libraries%20Committee.pdf>

6.3 September 2020 Communities, Leadership and Libraries Committee approved to consult on the new Equalities, Diversity and Inclusion Policy 2021 -2025
<https://barnet.moderngov.co.uk/documents/b35488/Equalities%20Policy%20Draft%20Consultation%2016th-Sep-2020%2019.00%20Community%20Leadership%20and%20Libraries%20Commit.pdf>.

6.4 The new policy was approved and adopted at Policy and Resources Committee on 14 June 2021 -

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10888&Ver=4>

- 6.5 June 2019 Policy and Resources Committee: Annual Equalities Report 2018/19
<https://barnet.moderngov.co.uk/documents/s52953/Annual%20Equalities%20Report%20201819.pdf>
- 6.6 December 2018 Policy and Resource Committee: Annual Equalities Report 2017/18
<http://barnet.moderngov.co.uk/documents/s50100/Annual%20Equalities%20Report%20201718.pdf>
- 6.7 June 2017 Policy and Resource Committee: Annual Equalities Report 2016/17
<https://barnet.moderngov.co.uk/documents/s40460/Annual%20Equalities%20Report%202016-17.pdf> .
- 6.8 June 2016 Policy and Resource Committee: Annual Equalities Report 2015/16
<https://barnet.moderngov.co.uk/documents/s32732/Annual%20Equalities%20Report%20201516.pdf> .
- 6.9 January 2015 Full council: Adoption of Equalities Policy
https://www.barnet.gov.uk/dam/jcr:45f49f6e-2d2f-4d0c-a35f-bd9a200def51/008627_Equalities_A4_Booklet_digital_.pdf
- 6.10 At the meeting on [24 June 2013](#), Cabinet Resources Committee approved the performance measures for monitoring progress against the council's Strategic Equality Objective, as set out in the Corporate Plan and required by the PSED.



Annual Equalities Report

2020-2021

Content page

Foreword.....	3
Executive Summary	4
Introduction	7
Our statutory duties.....	9
Our borough and key demographics	11
Our commitment to equalities and how we will deliver it.....	13
Key achievements from 2020/21	17
Clean, Safe and Well Run	18
Family Friendly.....	23
Healthy.....	28
Thriving	33
The Way We Work	38

Foreword

In March 2021 the council published its new Barnet Plan for 2021-25 which sets out our ambition for the next four years and aims to create an inclusive borough where nobody is left behind.

We recognise that our diverse communities are one of our greatest strengths. Our borough is made up of people from many different ethnic backgrounds, faiths and life experiences living side by side. Supporting all our communities to thrive in an environment that is free of harassment and discrimination is a core strand running through all the priorities in our Barnet Plan and fundamental to how we work as a council. We will consider equalities in everything we do. We want to ensure people are not held back by inequality and that success is shared amongst all our communities.

This report covers a year that has been a uniquely challenging time for all our public services, our voluntary sector, our communities, and those involved in supporting our businesses and economy. The COVID-19 pandemic has brought equalities into a stark new light and has had a disproportionate impact on certain groups- especially those who are already impacted by inequalities or with protected characteristics.

We are particularly proud of our partnership response to the COVID-19 pandemic in Barnet and that equalities considerations have been integral to our response. Our approach has been to work closely with the voluntary, community and faith sectors to mitigate any inequality impacts from the pandemic.

Over the last year we have also strengthened our strategic approach and commitment to equalities. As we reflect on the brutal killing of George Floyd, our work to tackle systemic racism and all forms of inequality in the borough continues to be a top priority for the council. Internally, we have been working across the council and with our staff Barnet Equality Allies to address inequality in the workplace. We will continue to put equality at the centre of our approach to the COVID-19 recovery.

This report celebrates our successes over the last year and outlines our ambitions for equalities going forward.

Councillor Dan Thomas
Leader of the Council



John Hooton
Chief Executive of the Council



Executive Summary

Our Annual Equalities Report provides assurance and an account of how the council and its partners are progressing this very important agenda. It covers the period April 2020 to March 2021.

Publishing an annual equalities report is part of the council's Public Sector Equality Duty. The Public Sector Equality Duty (PSED) requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations.

As highlighted in the foreword, this year has been an exceptional year, with the council's focus being on responding to and starting to recover from COVID-19. The pandemic has exacerbated existing inequalities, with the most disadvantaged communities being hit the hardest, and has also uncovered where there is vulnerability within our communities. This report highlights how throughout the response to the pandemic, equalities has remained an important priority for the council, and this will continue to be a priority as the borough moves into recovery.

The report also highlights our progress on promoting and supporting diversity in the workplace which contributes towards employee wellbeing and engagement and having a diverse workforce. This work will help drive the organisation's effectiveness through enabling staff to reach their full potential, in turn improving innovation and decision-making, as well as meeting the needs of our residents and diverse population.

We recognise there is still more to do in relation to establishing our long-term Equality, Diversity and Inclusion Action Plan. Our strategic Equality, Diversity and Inclusion Steering Group will continue to lead on developing the action plan in collaboration with directorates from across the council and together with our partners, to better understand and identify the needs of our residents in terms of all our diverse communities and our workforce, that will ensure we deliver responsive services for all.

The increased awareness around racial and social inequalities that followed George Floyd's murder in the summer of 2020 is something that we also aim to continue to focus on throughout our EDI commitment. In bringing this awareness to the forefront, we will ensure that all of our work is equalities driven and considered. We will strive to take something positive from such a tragedy and use it to drive tangible positive changes for residents and employees of all backgrounds.

Over the page is a summary of the council's key achievements throughout 2020-21 by each Barnet Plan Theme. Further detailed examples and next steps are provided throughout the report.

Key achievements 2020/21

Strategic

- developed and consulted on our new Equality, Diversity and Inclusion Policy 2021-2025
- four additional new staff networks were created by the Barnet Equality Allies
- our community response to the pandemic led to stronger joint working with the VCFS.

Clean, Safe and Well Run

- rolled out a number of initiatives to ensure our streets outside schools are safe for children and young people
- implemented the Hate Crime Project, making it easier for different communities to report hate crime and access the support they need
- implemented equalities training for members
- collated and analysed diversity data for elections staff to help understand the diversity of electoral representation.

Family Friendly

- developed an anti-racism strategy and action plan for Families Services staff
- implemented our Life Chances Strategy which sets out our approach to working to improve the lives of all young people in Barnet and increase their opportunities to succeed
- delivered a range of positive activities to ensure that opportunities for learning, emotional well-being and support are reaching and are accessible to Black, Asian and Minority Ethnic children
- Barnet ranked 18th nationally in educational achievement for looked after young people.

Healthy

- developed our Health and Wellbeing Strategy 2021-25, informed by Health Impact Assessments that determined the effects of the pandemic on residents
- Established a Health Champions programme to help spread health safety messages through peer networks to our diverse communities

- carried out Strengths Based Practice in Adults health and social care, to ensure service user's ethnicity, culture and identity are considered, understood and reflected in all assessments and care and support plans.

Thriving

- increased the supply of good quality homes for everyone in the borough ensuring there are mixed tenure homes across the regeneration estate with the completion of 1,128 mixed tenure homes
- Barnet Homes housed 269 rough sleepers and people at risk of sleeping rough in response to the government's Covid-19 'Everyone In' campaign
- Worked to tackle digital inequalities with a commitment to provide all 13,709 council-owned properties with high-speed gigabit broadband connections: part of the Digital Infrastructure programme.

The Way We Work

- developed a new set of organisational values and behaviours which support the council's EDI priorities, and reviewed many of our HR policies to ensure that these are consistent with our aims
- improved the quality of data held about our staff, helping us to better understand and report on the diversity of the workforce.
- improved the training that is provided to staff and managers, covering areas such as unconscious bias and diverse recruitment, plus a new programme of mandatory training for all staff, with an increased emphasis on EDI
- introduced coaching, mentoring and BAME career development programmes
- introduced a programme of 'mutual mentoring' so that our most senior managers can better understand, and learn from the experiences of more junior staff, especially those from BAME backgrounds
- worked with the National Graduate Development Programme (run by the LGA) to ensure a diverse cohort of new graduates
- Introduced an expectation that recruitment panels will be as diverse as possible, with mandatory training for all Chairs.

Introduction

The council is committed to building a strong cohesive community, where diversity is celebrated, and everyone has equal opportunity regardless of their background.

A borough where every person can live, work, play, pray and study in an inclusive and safe environment, free from harassment, discrimination and any structural inequalities that could hold them back.

We want to create a community where people support each other to take control of their own lives, optimise their independence, and make a difference in their areas and local services.

In March 2021 we published our Barnet Plan for 2021-25 which sets out our ambition for the next four years and aims to create an inclusive borough where nobody is left behind. We will deliver our plan using a preventative approach and consider equalities in all that we do. Actions on how we address equalities, diversity and inclusion are embedded in all our Barnet Plan themes:

Clean, Safe and Well Run: A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer-friendly services in all that we do.

Family Friendly: Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best.

Healthy: A place with fantastic facilities for all age, enabling people to live happy and healthy lives

Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.

The Barnet Plan also redefines the council's approach to the way we work as an organisation. For example, our HR processes, approach to recruitment, IT, procurement, and commissioning. Equalities is a key consideration for all these functions in terms of the way we work.

Publishing an annual equalities report is a requirement of the council's Public Sector Equality Duty under the Equality Act 2010. The purpose of this report is to highlight the progress made over the past 12 months in delivering on our Equalities, Diversity and Inclusion (EDI) Action Plan and developing our equalities agenda. It also outlines our key next steps.

This report covers our approach to equalities and includes details of our key achievements and case studies from each of our Barnet Plan themes and approaches.

Our statutory duties

As a local authority the council has a number of legal duties to meet under the Equality Act 2010. The act came into force on 1 October 2010 and brings separate pieces of legislation into one single act. The act provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.

Public Sector Equality Duty

The 2010 Equality Act outlines the provisions of the general and specific Public-Sector Equality Duty (PSED) and requires Barnet 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 from different groups
- foster good relations between people from different groups.

This places a legal obligation on the council to pay due regard to equalities. We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely:

- age
- race
- disability
- sex
- gender reassignment
- marriage and civil partnership
- pregnancy,
- sexual orientation
- religion.

In addition to assessing the impact of proposals on the nine protected characteristics, the council also assess the impact on certain other groups, whenever possible. This includes those who may be considered disadvantaged and/or vulnerable, such as carers (including young carers), people on low incomes, people from areas of deprivation and the unemployed.

Publication of equality information

As part of the public sector equality duty the council has a specific duty to publish equality information about its employees and residents who share a protected characteristic and to prepare and publish equality objectives.

Strategic Equalities Objective (SEO)

As required under the Public Sector Equality Duty, the council has an overarching Strategic Equalities Objective (SEO) which was updated in 2021 and is included in our Equalities, Diversity, and Inclusion Policy 2021-2025. The SEO states:

'All our communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled, where people have equal opportunities and equal access to quality services'.

Progress against our SEO is monitored in our Equalities Diversity and Inclusion (EDI) Action Plan. The plan covers every area of the council's business to ensure EDI is integrated in everything we do. The action plan is a living document and is continuously updated and monitored by the EDI Steering Group.

Our borough and key demographics

The council uses up-to-date and accurate demographic data in order to inform our decision-making processes and to help effectively monitor our Strategic Equalities Objective (SEO).

The [Joint Strategic Needs Assessment \(JSNA\)– Barnet Open Data](#) provides insight and intelligence on the current picture of the utilisation of services and needs of the local population; highlighting where there might be unmet need which allows for general or targeted interventions ensuring the efficient use of public funds and resources to improve health, care and wellbeing and reduce inequity in access and inequality of outcomes. The JSNA also uses evidence from other sources about service users and their needs from consultation feedback and the individual EqlAs carried out for budget proposals.

The JSNA is hosted online as an interactive tool, whilst the majority of the data will be refreshed on an annual basis, it is open to updates throughout the year, where data is available, to ensure the information is up-to-date and relevant. Over the last year we have seen continued and increasing demand for council services - especially for services delivered to children, young people and older residents. This has been exacerbated by the COVID-19 pandemic. Outside of this, the population of the borough continues to grow, change and become increasingly diverse. Key headlines include:

- in 2020, the population of Barnet was estimated to be 395,869. This is the largest of all the London boroughs. The borough's overall population is projected to increase by around 5.2% (20.7k people) over the next 10 years and 9.2% (37k people) over the next 20 years
- much of the growth is likely to be those aged 65 and over (16k over the next 10 years and 34k over the next 20 years)
- between 2019 and 2030, the greatest increase in the over 65 population is projected to occur in wards in the west of the borough (Colindale 86%; Golders Green 55% and Burnt Oak 45%), which are also amongst the most deprived wards
- in the coming years, the borough will become increasingly diverse, driven predominantly by growth within the existing population. Meeting the diverse needs of these growing communities may be a key challenge, as Colindale, Burnt Oak and West Hendon have increasingly diverse populations that are more than 50% from Black, Asian and Minority Ethnic (BAME) backgrounds

- life Expectancy for both males (82.9 years) and females (86 years) in Barnet continues to grow and is significantly higher than the average for England (males 79.8 years and females 83.4 years).
- healthy Life Expectancy for both males (61.8 years) and females (63.9 years) in Barnet has decreased in recent years. For males, it is now lower than the average for London (63.5 years) and England (63.2 years). Healthy Life expectancy for females in Barnet is similar to average in London (64 years) and fractionally higher than the average for England (63.5yrs).
- the life expectancy of people living in the most deprived areas of the borough is on average 6.8 years less for men and showing a decreasing trend while for females it is 6.3 years less and increasing compared to that in the least deprived areas. This is based on a comparison of the 10% most deprived and 10% least deprived areas in the borough using IMD 2019 and Mortality data from 2017-19.

In 2021-22, we will further develop our insight on equality, diversity and inclusion in the borough. This includes projects focused on human resources data as well as developing our reporting and understanding of local data on protected characteristics.

Our commitment to equalities and how we will deliver it

Everyone has a part to play in advancing equalities, diversity, and inclusion in Barnet. This extends from the Chief Executive and throughout our entire workforce. The council also works with strategic partners, the voluntary sector and trade unions to ensure we meet our equalities duties and our ambitions to advance EDI in Barnet.

This year we have been taking further measures to improve our approach to reducing inequality. This work is central to the delivery of our priorities as set out in the Barnet Plan 2021-25, and details of progress this year are set out in this report.

Barnet Equality, Diversity, and Inclusion Policy 2021-25

In October 2020 the council launched a public consultation on its updated Equality, Diversity, and Inclusion Policy 2021-25. The draft policy for consultation was developed in collaboration with the council's Equalities, Diversity, and Inclusion (EDI) Steering Group, partner organisations, the voluntary sector, and our staff Barnet Equality Allies.

The public consultation gave us valuable feedback which was used to develop and improve our final policy and to inform our action plan. More information on how we used the consultation feedback can be found on [Engage Barnet](#).

The policy reaffirms our commitment to ensuring that all residents, service users, council staff and elected members are actively involved in shaping decisions that will affect the community and our workplace.

The final policy was approved by [Policy and Resources Committee](#) in June 2021.

Leadership and organisational commitment

Council Management Team (CMT)

This is the highest strategic body of officers in the council and comprises the Chief Executive and the most senior directors. Among these are the nominated leads for equalities, who are responsible for informing the council's strategic direction in relation to

equalities and ensuring that the entire organisation is working together to deliver the EDI Action Plan. The CMT equalities leads also chair the EDI Steering Group.

In 2020, to further encourage organisational ownership of equalities each member of the council's management team of senior directors (CMT) adopted a protected characteristic to champion and nominated a lead from their directorates to take responsibility for the corresponding actions in the action plan.

Equalities, Diversity, and Inclusion Steering Group

Currently co-chaired by CMT's Equalities and Diversity Leads, the EDI steering group serves to ensure the EDI Action Plan is delivered and our statutory duties are met.

This year the frequency of steering group meetings has been increased from every six weeks to monthly. The steering group has presented quarterly reports to CMT.

Key achievements for 2020-21:

- development and sign-off of our draft Equality, Diversity and Inclusion Policy 2021-2025
- monitored delivery of the EDI Action Plan and led on its restructuring to reflect the Barnet Plan themes. The EDI Action plan has continued to develop over the year, incorporating commitments to advance EDI in our communities and to ensure it is embedded within the council's organisational culture. The new format of the plan was approved by [Community Leadership and Libraries Committee](#) in September 2020 and will continue to be developed in the forthcoming year..

Barnet Equalities Allies

Barnet Equalities Allies (BEA) are staff volunteers who share the aim of championing equality in all areas of the council workplace by raising awareness of EDI at all levels of the organisation. Since 2020, the core BEA group has grown and several staff diversity network have been established within it. Each of these functions as a safe space where individuals are able to voice their concerns, as well as being spaces for the collective celebration of diverse identities and cultures within Barnet. The two chairs of BEA are members of the EDI Steering Group, which ensures that concerns from the wider membership can be escalated to a senior, strategic level.

Ultimately, BEA seeks to embed EDI into the organisational and operational culture of the council and in ways that are observable through service improvements for all residents.

Key achievements for 2020-21:

- creation of additional networks including the setup of the: Anti- Racism Resource and Action Group (ARRG); Black Staff Resource & Action Group (BRAG); Staff Disability Network: and a Women's Network
- helped in the establishment of the Mutual Mentoring scheme - a programme where staff members of minoritised ethnic backgrounds are offered the opportunity to be mentored by senior members of staff within the organisation, whilst these senior members are able to learn from the experiences of their mutual mentor
- worked with the Insight and Intelligence team in the production of the EDI dashboard - a resource providing statistical data on staff diversity data from across the whole organisation. The BEA aim in the coming year to use this resource to inform the creation of improvement proposals.

Next Steps for 2021-22:

- the networks will continue to develop, and further networks will be added, including the setup of a Cultural Diversity Network, and a LGBT Network.

Working with our partners

The council is committed to working in partnership with other organisations in the borough to ensure they share our ambitions for equality in Barnet. The council maintains close links with other statutory services such as health, police education and voluntary sector organisations, as well as commercial businesses and other private sector partners.

The Barnet Plan 2021-25 reaffirms our commitment to partnership working; this approach has been crucial in how we have responded as a borough to the COVID-19 pandemic.

Voluntary community and faith sector (VCFS)

While much of our partnership work is done through statutory partnerships such as the [Health and Wellbeing Board](#) and the [Safer Communities Board](#), we also do a great deal through more informal relationships. This is particularly true of our work with the voluntary, community and faith sector (VCFS).

There is a thriving VCFS in Barnet with over 1,075 registered charities operating across the borough - we work closely with them across a range of services. Strategic oversight

and representation for the VCFS is provided by the [Barnet Together Partnership](#). The links with Barnet Together have grown stronger during the pandemic, and the community response was co-designed and delivered with the sector.

Communities Together Network

One of the mechanisms we use to maintain our community partnership links to the voluntary sector is through the Communities Together Network (CTN).

The CTN is co-facilitated by the council and [Barnet Together](#) and is the operational networking and information sharing forum to support Barnet's diverse communities. Over the course of the year, it has doubled its membership from 700 to over 1400 and includes a wide range of VCFS organisations, public sector partners and small businesses. The CTN enables the council to consult community partners and gain their input into strategies such as the [EDI Policy](#) and [Community Participation Strategy](#).

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Key achievements from 2020/21

The following sections are structured by the four Barnet Plan themes and our organisations development programme: The Way We Work. Each section includes:

- a summary of key achievements and where we have made progress in 2020-21
- detailed examples on how we have approached some of these actions
- next steps for each theme.

Clean, Safe and Well Run

The Barnet Plan's Clean, Safe and Well Run theme looks at how we can make sure Barnet is a place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do. The following section outlines what actions have been implemented under this theme during 2020/21 to address equalities and to ensure equal opportunities for all.

Clean, safe, and well-run EDI Action Plan highlights 2020-21

- continuing to ensure our parks and open spaces are accessible to all
- implementing the Hate Crime Project, making it easier for different communities to report hate crime and access the support they need
- ensuring compliance with digital content accessibility regulations, web usability guidelines and implementing recommended actions
- collating and analysing diversity data for elections staff to help understand the diversity of electoral representation
- review third party sites to ensure compliance is achieved across subsidiary public facing websites
- ensuring that all 2020-21 savings decisions in the annual business planning cycle are subject to an effective Equalities Impact Assessment (EqIA)
- considered and implemented compulsory equalities training for members
- refresh of the Communities Together Network and re-establishment as a tool for driving forward community cohesion.

Key achievements 2020-21

School streets project and road safety

During 2020/21 the council has taken a number of initiatives forward to ensure the environments outside schools are safe for our children and young people attending the schools as well as everyone else using the roads outside schools. Vehicle access restrictions were also introduced outside specific schools where social distancing could not be observed in a safe manner.

The council has also been working with schools on other areas of road safety and travel planning to ensure safe and sustainable access for all.

Accessible play areas in our parks and open spaces

The council is committed to ensuring our play areas are accessible to all our residents. When developing a design for a play area the council works with its suppliers to ensure that a mix of equipment is used in the parks to encourage inclusive play for all users. With all of our fenced play areas, we use specifically designed gates that are coloured in contrast to the rest of the fencing in order to aid visually impaired users.

In 2020/21 the council awarded a new play area design and supply contract in which inclusive play are specifically assessed as part of the tender process. Bidders were asked to demonstrate how their designs ensure that play provision is accessible and welcoming to all children. At the heart of all play area design, we strive to develop an inclusive scheme that encourages social inclusion, cooperation and group play.

Hate crime project

The council is committed to working together with the Police, residents and communities in Barnet to eradicate Hate Crime in the borough. A hate crime is any incident which the victim, or anyone else, thinks is due to hostility or prejudice towards them because of their; disability; faith, religion and belief; race, ethnicity and nationality; sexual orientation; and gender identity.

2020/21 has seen the Safer Communities Partnership continue to work alongside partners such as Communities Together Network, Inclusion Barnet, the Barnet Multi-Faith Forum, and Barnet Mencap to address the issue of underreporting around hate crimes. This work has involved working to increase people's confidence to report hate crimes in Barnet,

improving the support for victims of Hate Crime and raising awareness of how to report Hate Crime in Barnet which is part of the Barnet 'Zero Tolerance to Hate Crime' project.

The key action areas under this project that took place in 2020/21 are as follows:

Hate Crime Reporting Centres

Barnet operates a network of third-party Hate Crime Reporting Centres.

In 2020/21 four new organisations joined the network of reporting centres. These were: Middlesex University, Barnet Multifaith Forum, Barnet Hill Academy and Trinity Church/Christians Against Poverty.

Staff training

Staff including carers and key workers can support vulnerable adults to report hate crime and access appropriate support. In 2020/21 staff training has been carried out for 127 staff at 12 organisations.

Community engagement

The Barnet Zero Tolerance to Hate Crime Project focuses on increasing community awareness of all strands of hate crime. In October 2020, Hate Crime Awareness Week events were taken online due to the pandemic. Two Webinars were held for Barnet staff and residents.

The first Webinar focused on Safeguarding and Hate Crime and asked, *“Are we Recognising and Reporting Hate Crime against the Vulnerable?”* The Webinar included presentations on Safeguarding and Disability Hate Crime. The Webinar was attended by 36 people via Microsoft Teams.

The second Webinar focused on Online Hate, Harassment and Extremism and asked the question *“Are Hate Groups Still Active during the Pandemic?”*. With guest speakers from Facebook, ISD Global and Exit UK the discussion centred around how to detect online hate and extremism and protect our communities using new reporting technology. The Webinar was attended by 30 people on Zoom, 50 people via livestream on Facebook and the recording had over 80 views.

In 2020, in response to the increase nationally of Anti-Chinese Hate Crime, the Zero Tolerance to Hate Crime Project arranged focused engagement work with Barnet residents. This primarily included older members of the Chinese Mental Health Association, some of whom had concerns about Anti-Chinese Hate Crime at the start of the pandemic. Short presentations were given by the Hate Crime Reporting Co-ordinator, the Barnet Council Hate Crime Lead and the Metropolitan Police, Safer Neighbourhood Team.

In November 2020 the Hate Crime Reporting Co-Ordinator delivered a follow-up awareness raising session via Zoom for members of Meridian Wellbeing. The online session was

attended by 34 people and highlighted the importance of reporting all race hate crime to the Police.

The council's website and digital accessibility

In 2020 the council was assessed by Government Digital Services and have met statutory compliance requirements within the deadline. The council has also introduced the following changes:

- digital accessibility compliance is now in Barnet's contract clauses for digital products /software acquired by Barnet
- published an accessibility statement on the website showing where we are compliant, where are we not and what we plan to do next.

Next steps

- continue with the council's accessibility regulations compliance work for council website, looking at templates and content, a review of the use of PDF documents online, with aim to changing organisational culture with how information is presented digitally for all to access, and assessing Barnet's commissioned third-party websites for accessibility and usability compliance
- open up access to our information on Barnet.gov.uk with more digital accessibility tools such as ReciteMe and BSL Live
- implement an internal accessibility awareness campaign with briefings and sessions delivered to organisation and staff networks
- digital inclusion: cross service work programme with leads in different services. We are specifically working on creating a digital inclusion hub for our communities, staff and partners.
- all new contracts will have performance measures built in to ensure equality issues are addressed - both at commission and throughout delivery
- internal audit to undertake a risk-based audit of progress against the EDI Action Plan each year, supporting the delivery of the EDI Policy 2021-25
- refresh Service Equality Advisor Leads (SEALS) cohort. SEALS provide support and advice to officers in their service area for completing Equality Impact Assessment (EqIAs)

Family Friendly

The Family Friendly Barnet Plan theme focuses on creating a Family Friendly borough, enabling opportunities for our children and young people to achieve their best. The following section outlines what actions have been implemented in 2020/21 under this theme to address equalities and to ensure equal opportunities for all.

Family Friendly EDI action plan highlights 2020-21

- development of an anti-racism strategy and action plan which is monitored regularly to ensure progress against its objectives
- implementation of the School Improvement Strategy, ensuring that any inequality is tackled
- implementation of the Special Education Needs (SEND) strategy, ensuring that any inequality is tackled
- development of our Life Chances Strategy which sets out our approach to working to improve the lives of all young people in Barnet and increase their opportunities to succeed
- our charity Live Unlimited continued to increase support for our looked after children and care leavers
- delivery of a range of positive activities to ensure that opportunities for learning, emotional well-being and support are reaching and are accessible to Black, Asian and Minority Ethnic children
- monitoring educational outcomes and progress of all pupils with a particular focus on specific groups that are underperforming.
- all recruiting managers completed “unconscious bias” training
- established a Black, Asian and minoritised ethnic groups stakeholder panel for all senior appointments.

Key achievements 2020-21

Family Services representatives

An independent report concluded that 'Barnet Family Services is working towards creating an environment of equity, equality and inclusivity for all staff by adopting an anti-racist approach and working to change mindsets, processes, behaviours and culture.' This has been achieved in part through the following work with representatives:

- the development of Barnet's refreshed corporate Equalities, Diversity and Inclusion Policy has seen the active involvement of Family Services representatives
- an anti-racism strategy and action plan have been produced and are monitored regularly to ensure progress against objectives. Race equality representatives have been identified across Family Services to provide feedback, consultation and advice
- an Equalities Lead has also been appointed. In addition, independent consultancies have been commissioned to provide reports with recommendations to support the council's work in capturing and acting on young people minority views and voices to enhance service delivery
- the race equality representatives and senior managers have been provided with training and provide support to implement the anti-racism initiatives within the council, through initiatives such as listening circles and bespoke training for training days. The induction process has been reviewed as well as practice standards focused on aspects of diversity and inclusion.

Services

A range of positive activities (such as art, music, radio and cooking sessions) have been delivered, including through the Holiday Activity Fund, to ensure that opportunities for learning, emotional well-being and support are reaching and are accessible to Black, Asian and Minority Ethnic children:

- Barnet Youth Offending Service (YOS) has developed an action plan to address the overrepresentation of children from black and minoritized ethnic groups from exploitation by criminal gangs and becoming perpetrators and victims of serious youth violence. The action plan has been well received and the Youth Justice Board has asked for it to be shared with wider youth offending services.
- Barnet YOS are supporting the development of the North Central London pathfinder project to develop an alternative to custody for black males aged 16-18 years. Barnet is leading on developing the first home of this nature. If this is successful it

will be rolled out nationally in order to reduce the disproportionate number of black males in the secure estate and to provide better outcomes.

- services have been adapted to ensure we understand and meet the different needs of unaccompanied asylum-seeking children (UASC). During a recent Ofsted focussed visit it was noted that ‘these children benefit from effective, timely work to ensure that their needs are assessed and responded to. Their educational, emotional and physical health needs are well considered, and translators are used to support children’s engagement if necessary.’
- a recent Ofsted focussed visit recognised improvements implemented across the 0-25 Disability Service and Special Educational Needs and Disabilities (SEND), that have been ensuring that services to children and young people with a disability and their families are equitable and based on assessed need, as well as striving to enable disabled children and young people to live as independently as possible.

Education

In recent years, children’s achievements in Barnet’s schools have been among the best in the country with a high proportion of Barnet’s young people progressing on to higher education. Over 96% of Barnet pupils are at schools which were graded good or better at their last OFSTED inspection. Educational outcomes and progress of all pupils are monitored with particular focus on specific groups that are underperforming.

- improving the achievement levels of our children in care is a priority. In 2019 Barnet ranked 18th nationally in Progress 8 for looked after young people and ranked 49th in Attainment 8 – both better than the national average position.
- a key priority in our Schools and Settings Improvement Strategy is to eliminate differences in the performance of groups of pupils. The North London Disproportionality Dataset shows, for 2019, that the ratio of black pupils in Barnet attaining the expected standard at KS2 and 4 compared to white pupils is low (a negative Relative Rate Index RRI).
- in the aftermath of school closures following lockdown, there has been a rise in pupil exclusions and a disproportionate number are black pupils (Black Caribbean, Mixed White and Black Caribbean and Black African). A multi-agency Exclusions Working Party has been developing plans to reduce the number of exclusions, especially of black young people.
- our Post-16 Education and Skills Strategy sets out the challenges facing young people in Barnet in accessing appropriate education, training and employment and our plans for extending the opportunities available to young people, particularly

those from disadvantaged groups, and for keeping the number of young people who are not in employment, education or training (NEET) to a minimum.

Family Friendly

The vision set out in the Children and Young People's Plan is for Barnet to be the most family friendly borough in London.

- in the 2019 Young Person Survey, 84% of young people said that Barnet is a family friendly place to live with no difference between white and BAME respondents. The survey also showed that 85% of young people feel people from different backgrounds get on well with each other.
- our Life Chances Strategy has been developed, which sets out our approach to working to improve the lives of all young people in Barnet and to increase their opportunities to succeed. The strategy identifies the issues which impact on life chances, including those related to COVID-19, and provides an action plan structured against key strategic priorities.

Support for Care Leavers through Live Unlimited

As part of our commitment to give every child the best start in life, the council set up the charity Live Unlimited in 2018. The charity focuses on giving looked after children or care leavers the best opportunities possible and to empower them to lead happy and fulfilled lives.

- 2020/21 saw a 52% increase in the number of beneficiaries of Live Unlimited schemes and campaigns from 2019/20. This was due in large part to a spike in the number of applicants to the Imagination Trust scheme in the first quarter, as well as a high number of applications to our COVID-19 emergency response Give A Dongle campaign, and Christmas shopping vouchers appeal:
- during the first lockdown, Live Unlimited identified digital poverty as a major issue, particularly among care leavers, and responded by launching its Give A Dongle campaign. At the time of central government's announcement of their provision of equipment to those in education, Live Unlimited had already distributed 64 dongles and sims, 32 media tablets, four laptops, three smart phones and two printers amongst those most in need in the borough
- the Imagination Trust scheme was set up to help provide access to equipment such as bicycles, sports gear, musical instruments and vocational equipment. In 2020-21 it saw a surge in applications from foster families during the first lockdown as a

means of occupying their foster children, as well as from care leavers wanting to improve their health and wellbeing. The scheme was paused in September 2020 to review the scheme's long-term impact and financial sustainability.

Next steps

- ensure diversity of mentors to match our diverse community to support and encourage young people's aspirations
- ensure opportunities for learning, emotional well-being and support and positive activities are reaching and accessible to children from BAME backgrounds
- ensure all staff, including volunteers, working with children and young people understand disproportionality as part of their induction.

Healthy

The Healthy theme of the Barnet Plan aims to ensure that Barnet is a place with fantastic facilities for all ages, enabling people to live happy and healthy lives. The following section outlines what actions have been implemented in 2020/21 under this theme to address equalities and to ensure equal opportunities for all.

Healthy EDI Action Plan highlights 2020-21

- responding to the COVID-19 pandemic to address health inequalities and supporting communities throughout the pandemic (more detail is provided in the examples below)
- conducted Health Impact Assessments on Children and Young People and Adults impact of COVID-19 pandemic to inform Health and Wellbeing Strategy
- development of our Health and Wellbeing Strategy 21-25 in consultation with partners and residents. The strategy has a particular focus on addressing health
- carrying out Strengths Based Practice in Adults health and social care, to ensure service user's ethnicity, culture and identity are considered, understood and reflected in all assessments and care and support plans
- commissioning specifications that are anti-discriminatory and require providers to develop and deliver services, regardless of ethnicity, gender, religion, disability, sexual orientation, economic status, or other differences.

Key achievements 2020-21

Supporting communities during the COVID-19 pandemic

Responding to the COVID-19 pandemic and addressing inequalities that it exposed has been the focus of this theme throughout 2020/21.

Public Health England's (PHE) '[Beyond the Data](#)' report published in June 2020 set out evidence that COVID-19 has impacted communities in different ways, and has had a devastating impact on the health outcomes of some ethnic minority communities.

Barnet COVID-19 Community Response Programme

As part of the council's response to the COVID-19 pandemic the council and its partners set up a Community Response Programme to support all our communities and in particular our most vulnerable and shielding residents. As the crisis unfolded the programme was rapidly put in place with a clear set of measures.

Each directorate from across the council were strategically involved in the COVID-19 Response Programme. The programme brought together all the COVID-19 support services that our communities might need during the pandemic, from supporting our older adults to supporting our families, children and young people, to supporting our local businesses. As part of the programme the council also worked closely with the Voluntary, Community and Faith Sector (VCFS) infrastructure partnership [Barnet Together](#)

Barnet Together pull together a task force of organisations to help with the response programme. The council then helped provide structure and project management of this extensive network of groups from across the borough, facilitating where necessary, but allowing VCFS organisations to lead where it was more appropriate.

The main structure of the programme was broadly in place by the time the first lockdown began on 23 March 2020. It was regularly adapted as the pandemic unfolded. A series of workstreams were established to tackle the areas of greatest need. Each of these was led by a multiagency steering group and often an operational level liaison group.

At the heart of the Vulnerable Adults workstream was the Community Help Hub: an emergency contact centre and website that was available seven days a week. The Hub would refer residents in need to support services often provided by sector partners such as Age UK Barnet. During the first wave of the pandemic the Help Hub fielded over six thousand calls and 12000 emails.

There was a surge of interest in volunteering from the community, and the [Volunteering Barnet](#) service launched a new online portal to enhance its ability to process them. Since April 2020 the service has received 2,347 new volunteer registrations and deployed nearly 900 of these into roles. Meanwhile, as lockdown meant the council was unable to deliver some of its services, staff from across the council were redeployed into community volunteering roles. These included supporting health services by delivering oxygen tests to residents' homes or helping process some of the ten thousand food deliveries at the Essential Supplies Hub.

During 2020/21 the Essential Supplies Hub:

- was operational 7 days a week providing deliveries to residents and foodbanks

- delivered daily to 750 Households and provided residents with over 400,000 meals
- the hub had over 70 staff and volunteers who worked to deliver the service, as well as liaising with the Emergency Response Teams and council Transport Fleets
- worked cross functionally with other London boroughs to meet targets and to ensure a consistent approach to food provision
- established relationships with food banks and other local voluntary and community groups providing bulk deliveries for distribution to their local communities.
- The Community Response Programme was able to deliver successful solutions quickly to our resident most in need. This was greatly helped by an approach of genuine partnership and trust. This enabled the changing needs of the community to be quickly met by the organisation best placed to do so.

COVID-19 Health Champions

In November 2020, the COVID-19 Health Champions initiative was launched by the council's Public Health team. One of the key objectives of the programme is to help spread positive health and safety messages to the borough's diverse communities.

The project depends upon volunteers from the community to help disseminate Public Health information and advice in the most effective way with the intention of reaching all parts of our communities. The council's Public Health team, NHS colleagues and other key partners provide regular updates to the champions. This is clear, digestible information about the pandemic, the vaccination programme, and any other aspect of COVID so that the Health Champions can help their community make sense of the latest government guidelines and health information.

Health Champions contribute to health outcomes in various ways that range from sharing information, to more active involvement which includes providing insight into community needs and working in collaboration to help address these. Champions have been instrumental in dispelling misinformation about vaccination and have reaching isolated and hard to reach groups through faith organisations, local shops, brownies and scouts, mums' groups and more.

The programme is still ongoing and is delivered by Groundwork London. Since its launch in November 2020, 250 residents have joined. Over 30% of current health champions are from black and minority ethnic groups, and overall, they represent a broad cross section of the borough's demographics and geography.

Current Health Champions have highlighted how much they value receiving information about the pandemic from a “trusted source”. Others have said they now “feel better informed and more confident to have conversations with people about vaccination”. Young Champions reported that since joining the programme they feel better connected to their community.

Discussions are now underway as to how we can build on the programme and broaden its focus beyond the pandemic.

Support for older residents

The critical role played by prevention and wellbeing in the lives of older adults and vulnerable people in Barnet became even more evident in the context of COVID-19 and the restrictions that accompanied it. The Prevention and Wellbeing team worked to actively ensure that those who depended upon their services for support were able to continue to do so throughout the pandemic.

Examples of their continued support in mitigating the impacts of the COVID-19 restrictions include:

- day opportunity’ providers who brought their services to doorsteps of their service users, including Dementia Club and exercise groups
- day opportunity providers also delivered digital workshops for older people to empower them to access resources such as online cook-alongs, reading groups and exercise groups. Prevention and Wellbeing bolstered this offer through the provision of device loans to elderly residents, while Age UK Barnet provided opportunities to learn and practice these new skills
- during this period, the Young Barnet Foundation organised the Intergenerational Postcard programme, where schools and care homes across the borough were paired to arrange post-card exchanges between care home residents and students. This helped to provide social interaction for residents, whilst increasing awareness among students of the wider community in Barnet.

Next steps

- conduct new wave of the Resident Perception Survey Autumn 2021, including cohesion questions and diversity data. Reporting to be completed by Feb 2022

- dedicated Task Group to be set up in Adults to focus on embedding EDI objectives into business and service delivery processes
- LD Psychology team will be reviewing their Talking Therapies service to ensure there is equality of access to the service for people with learning disabilities from BAME communities
- review the Fitness Active Barnet (FAB) 2016-2021 framework, which will be launched in April 2022. This will include a collaborative and strategic approach to tackling inequalities in the borough associated with access to physical activity opportunities, which have been expedited by the COVID-19 pandemic
- weight management services were put on hold due to COVID-19 in 2020-21, but as part of recovery we are now offering a much wider range of weight management activities to cater to the varying needs of different populations. There are now three core weight management services: The existing offer from Better Leisure, the NHS Digital Weight Management Programme and Specialist Dietetics Weight Management service
- implement the Homelessness Prevention and Insight Project to understand what is working well or not with homeless prevention across Barnet. The project will explore the customer journeys that lead to people becoming homeless and whether there could have been intervention at an earlier stage. Homeless applications from Black or Black British residents make up 24% of the overall applications, compared to the 8% of the Barnet population, so the project also aims to understand why this group are disproportionately impacted by homelessness?

Thriving

The Thriving priority of the Barnet Plan aims to ensure that Barnet is a place with fantastic facilities for all ages, enabling people to live happy and healthy lives. The following section outlines what actions have been implemented in 2020/21 under this theme to address equalities and to ensure equal opportunities for all.

Thriving EDI Action Plan highlights 2020-2021

- adoption of the council's Long Term Transport Strategy (2020 -2041) which includes equality actions in all areas of implementing the strategy
- increased the supply of good quality homes for everyone in the borough ensuring there are mixed tenure homes across the regeneration estate
- Barnet Homes housing delivery programme continues across a range of sites. Focus on meeting housing need for all groups
- in response to the COVID-19 pandemic and the Government's ["Everyone In"](#) request, Barnet Homes housed 269 rough sleepers and people at risk of sleeping rough.
- employment and skills, supporting residents into work from every background, age group and skill level.
- developing programme to wider digital connectivity and access across the borough through the Digital Infrastructure programme. Focus on digital inclusion, ubiquitous access, and affordable internet provision.

Thriving key achievements 2020-21

Adoption of the council's Long Term Transport Strategy

In September 2020 Environment Committee adopted the borough's first Long Term Transport Strategy 2020 -2041. The Long-term Transport Strategy is part of the council's wider strategy to create a sustainable, prosperous and healthy future for the borough and its residents. It sets out a vision for the future of transport in Barnet, and a series of actions which will form a roadmap for achieving this vision. It also plays a key role in supporting

other core council policies, such as the Barnet Plan, the Growth Strategy and the Local Plan.

The strategy and proposals support improvements to the broader environmental context and aims to benefit all protected characteristics with improved accessibility and connectivity of transport, healthier streets, and access to a range of transport options.

Since the adoption of the strategy in 2020/21 the council has:

- worked with TfL to introduce step free access at Mill Hill East Station which supports passengers, especially disabled people, older people and those with young children.
- successfully bid for COVID-19 funding from DfT and TfL for projects to support social distancing and encourage the use of various sustainable modes of travel, including walking and cycling.

Regeneration and housing

A key priority for our Growth Strategy and Housing Strategy is to increase the supply of good quality homes for everyone in the borough and ensure that all our residents benefit from the opportunity's growth can bring. Work to meet this priority has continued in 2020-21 as set out in the Growth Strategy Annual Update and Annual Regeneration Report.

Key highlights in 2020/21 include:

- completion of 1,128 mixed tenure homes across the regeneration estates
- start on site at Stag House, delivering 51 extra care homes
- approval of masterplan for plot 10 of Grahame Park regeneration scheme
- completion of Cool Oak Lane Bridge and play area and amenity space
- planning application and full business case approved for the delivery of 217 affordable homes, including 75 extra care units on the Upper and Lower Fosters Estate in Hendon
- commencement of Phase 3 at Dollis Valley
- opened the new Exploratory Park and the Workshop exhibition space at Brent Cross Town.

Supporting homelessness reduction

In response to the COVID-19 pandemic and the Government's "[Everyone In](#)" request, Barnet Homes housed 269 rough sleepers and people at risk of sleeping rough within emergency temporary accommodation. Of these clients, 72 have been supported into settled accommodation, and a further 63 have moved on and made their own Arrangements. The ambition is to ensure that all rough sleepers in emergency accommodation are given the opportunity to end their rough sleeping either through a move into longer term accommodation, or through reconnection with friends or family.

With funding from MHCLG Barnet Homes are, through Open Door Homes, acquiring 15 studio flats in the borough to be used as move-on accommodation for rough sleepers, who will be provided with ongoing floating support. Three of these were allocated in 20/21.

Gigabit Broadband Programme

The council has worked collaboratively with boroughs across the West London Alliance to establish its Gigabit Broadband Programme. In September 2020, Housing and Growth Committee approved the programme for council officers to remove barriers to investment in digital connectivity and secure investment in broadband infrastructure. The programme was designed to ensure commercial investments are harnessed to support greater equity and inclusion across the borough in terms of both access and affordability for getting online, as well as support for improving digital skills and confidence.

- the programme will directly benefit all residents living in council-owned properties, as the council has secured commitment to all 13,709 properties receiving access to affordable and reliable high-speed gigabit broadband connections by 2023
- works started in the final quarter of 2020-21 with the completion of the pilot phase across 977 properties in Grahame Park. Planning and delivery is continuing to supply a further 4,300 properties across Colindale, Burnt Oak, Edgware, Hendon, Finchley and West Hendon by December 2021, alongside a further investment beginning in September 2021 to connect 10,500 homes within Burnt Oak and Hale Ward
- we are working to ensure businesses and residents across the borough benefit by supporting and encouraging further network operators to bring investments to properties and areas beyond the council's own housing estate. Our aim is for most properties across the borough to be connected by 2025

- by working in partnership with network operators and other local authorities the council is securing a variety of social value benefits on the back of these commercial investments, this includes jobs, training and skills opportunities; free connections for new digital inclusion hubs in local community facilities; and it has enabled further staffing capacity to support the coordination and enhancement of Digital Inclusion activities across the borough.

Impact of COVID-19 on employment and skills in Barnet

The past 12 months has been a uniquely challenging period for residents and employers in Barnet, with COVID-19 having far-reaching impacts on the working lives of people from every background, age group and skill level. Barnet's economy is relatively exposed to the short-term impacts of the pandemic and the borough has seen an increase in unemployment, with 19,135 claiming out of work benefits in March 2021, compared to 6,455 in Feb 2020.

Over the year, we have kept a close eye on this impact and have taken steps to support our residents, particularly across four main areas: supporting young people between 16 and 24, who are more likely to be out of work than other groups; working directly with those furthest from the labour market to unlock opportunities to access employment; improve pathways into work by prioritising high growth sectors; and delivering at scale and pace to ensure a fast recovery and prevent many residents from falling out of work. This includes encouraging young people into apprenticeships and supporting local businesses to train and support them.

Next steps

- work to deliver 126 extra-care homes; 51 at Stag House (Burnt Oak) and 75 at Cheshire House (Hendon) to continue onsite
- deliver against policy of 10% of new homes, in developments with more than 10 units, to be wheelchair accessible.
- continue delivery and support for projects such as BOOST and BELS that support those furthest from employment, those on low incomes and key groups including NEETs and care leavers, into growing sectors.
- delivering the borough's new Work, Skills and Productivity Action Plan, which runs up to 2025, and will join up our priorities and measures taken to support our residents as our economy begins to recover.

- work with partners (The Barnet Group, Cambridge Education and DWP) to implement actions identified in the employment and skills needs assessment, ensuring council resources are targeted at those most in need
- devise and deliver research into how our external communications are received by minority ethnic communities in the borough. This will also explore how we might better design our comms materials and messages in future. This could include culturally specific channels, languages or methods.

The Way We Work

The Barnet Plan's "The Way We Work" theme looks at the way we operate as an organisation, ensuring that we are as efficient as possible and that our workforce is meeting the council's current and future needs. We aim to be an employer of choice and set the highest standards in how we treat our staff. We are committed to providing a safe and supportive working environment that is free from discrimination, harassment, bullying and other inappropriate behaviour. We also want to make sure that our workforce reflects the communities we serve in terms of its diversity. The following section outlines what actions have been implemented under this theme during 2020/21 to address equalities and to ensure equal opportunities for all.

The Way We Work EDI Action Plan highlights 2020-21

During 2020/21 we significantly stepped up our efforts to promote equalities, diversity, and inclusion across our workforce. This included:

- developing a new set of organisational values and behaviours which support the council's priorities. EDI is a central element of these values and behaviours. Only by embedding the right culture across the council will we genuinely deliver sustainable change
- reviewing many of our HR policies to ensure that these are consistent with our aims in promoting greater EDI
- improving the training that is provided to staff and managers, covering areas such as unconscious bias and diverse recruitment
- a new programme of mandatory training for all staff, with an increased emphasis on EDI
- improving the quality of data, we hold about our staff, helping us to better understand and report on the diversity of the workforce. We have started developing dashboards to show this information in a clear and insightful way
- introducing coaching, mentoring and BAME career development programmes to help people develop and grow to perform better, become equipped for more senior roles, and nurture our talent.

- introducing a programme of “mutual mentoring” so that our most senior managers can better understand, and learn from the experiences of more junior staff, especially those from BAME backgrounds
- working with the National Graduate Development Programme (run by the LGA) to ensure a diverse cohort of new graduates. This year’s cohort had sixty percent BAME representation and forty percent were Barnet residents
- introducing an expectation that recruitment panels will be as diverse as possible, with mandatory training for all Chairs.
- acted as a Gateway organisation for the Government backed Kickstart scheme, which offers unemployed local young people, a paid six-month work experience placement. As a Gateway we have facilitated over a hundred placements with local employers, with ninety percent of opportunities filled by local BAME residents.

The Way We Work Key Achievements

New Organisational Values and Behaviours

Embedding the right values and behaviours in the council is the only way to ensure true sustainable change. We have carried out an extensive exercise to redefine the council’s core values, working with our staff and key stakeholders to do this. We then developed a set of behaviours which, if consistently applied, will ensure that the new values are “lived” within the council.

One of our core values is “Inclusive” and so, if properly embedded, this will ensure that all our staff and managers are promoting equalities, diversity and inclusion in everything we do.

Over the coming months, we will be embedding the new values and behaviours through our core workforce processes such as induction, recruitment, training and performance management.

Better Recruitment and Progression

We recognise that, although our workforce, as a whole, is reasonably diverse, this diversity is not always reflected at all levels of the organisation. Some of our staff, particularly from BAME backgrounds or with disabilities, experience barriers to progression that other staff do not. We want to ensure that all staff have equal opportunities to progress in the council, and that our workforce is diverse at all levels, including our senior management.

We have already put in place a range of improvements to make this happen. This has included reviewing our recruitment policy, establishing a new recruitment portal with better information to help candidates, introducing diverse recruitment panels, and developing new training for panel chairs and others involved in the recruitment process. Over the coming months we will continue this work by adopting more values-based recruitment. We are also providing coaching and mentoring to help staff from all backgrounds to develop the skills, knowledge and confidence to be able to secure progression.

Training and Development

We have greatly improved our approach to providing training to our staff, and also providing learning resources to allow them to improve their own skills. Central to this has been the implementation of a new Learning Management System (LMS) which provides a vast amount of training resources and allows us to manage learning in a much better way. We have already improved the amount of training available to promote EDI, including unconscious bias training, training for interview panel chairs, and better training for candidates to prepare for interviews.

We have also reviewed the mandatory training that all staff and managers at the council have to do, with a greater emphasis on promoting EDI.

Next steps:

- embed values and behaviours within recruitment, performance, and talent management practices. To ensure we promote inclusion in these key processes within the Council and our Employer Brand. Embedding new values and behaviours is a lengthy task, but we have taken big strides in getting the work underway and will continue to do this over the coming year.
- we have become a Disability Confident Committed employer this year, and we now aim to attain the next step (becoming a Disability Confident Employer), to demonstrate positive progress in how we recruit, retrain, and develop disabled people.
- we will sign up to the BTIC Race at Work Charter which outlines five calls to action to ensure ethnic minority employees are represented at all levels of the organisation
- we will work with a local LGBTQ+ organisation to undertake a review of the Council through a LGBTQ+ framework of inclusion
- we will continue to improve our recruitment processes to ensure that these are supporting our EDI agenda. In particular, we want to ensure that all of our staff, whatever their background, have the same opportunities to progress in the organisation and secure senior positions.

- we will continue to develop and deliver training and awareness sessions to address the priorities identified by our staff networks.
- we will develop our approach to addressing microaggressions in the workplace, including providing awareness training and creating “safe spaces” where microaggressions can be challenged and discussed
- we will continue to review policies to ensure that they support our EDI agenda
- we will continue to engage regularly with the Barnet Equalities Allies and staff networks to ensure that the voice of all staff is heard
- we will continue with the roll-out of mandatory EDI and bullying and harassment training to ensure that all staff receive it, with specific training provided to managers, so that it is made clear to the whole workforce that the organisation does not tolerate discrimination or harassment
- we will create a permanent role within the HR service to co-ordinate activity, support the staff networks and ensure that the EDI Action Plan is successfully delivered
- we will continue to improve the quality of data that we hold about our workforce, so that we are able to make informed decisions about how we can promote EDI across the organisation

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AGENDA ITEM 14

Policy and Resources Committee

9 December 2021

Title	Telecare – Request for a 1-year contract waiver
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	<p>Muyi Adekoya, Head of Older Adults Commissioning muyi.adekoya@barnet.gov.uk</p> <p>Conor Maguire, Health and Social Care Commissioner Conor.maguire@barnet.gov.uk</p>

Summary

Barnet Council entered into a contract with Argenti for the provision of care technology services for a period of three (3) years from 1st April 2017 (with the option to extend for an additional two (2) years).

The Argenti care technology service provides Barnet Council with a high quality, innovative offer that uses care technology, monitoring and support to enable people to live as independently as possible within their homes.

The two available contract extension options have been exercised and the contract will come to an end on the 31st March 2022.

This report seeks approval from the Committee to extend the contract with Argenti for a further year via a waiver of the Contract Procedure Rules at a cost of £1,850,000. The additional time granted by the waiver will enable the council to engage with NHS partners to develop integrated services over the longer term.

Recommendations

- 1. That Committee approve a waiver of the Contract Procedure Rules pursuant to Rule 12.1. for the extension of the contract with Argenti for the provision of the Telecare service from 1st April 2022 for the period of one year up to 31st March 2023 at a cost of £1,850,000**

1. WHY THIS REPORT IS NEEDED

- 1.1 In accordance with section 12.1 of the Contract Procedure Rules which states: if the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Approved Officers (Heads of Service or above) may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.
- 1.2 This report seeks the approval from the Committee to waive Contract Procedure Rules in order to extend the care technology service contract with Argenti from 1st April 2022 for the period of one year up to 31st March 2023 at a cost of £1,850,000.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The digital offer within the care technology service was adapted to respond to the change in local needs during the pandemic. The current provider responded well to the challenges, working jointly with social care and health to develop approaches to support increased hospital discharges and delivery of support to those residing in community settings.
- 2.2 The original intention was to work with NHS colleagues to design integrated telecare/technology approaches and seek to commission a new integrated telecare/care technology service. However, the pandemic has meant that the detailed work required to develop this could not take place, as NHS and council staff have been focused on continuing to respond to the need of residents during the pandemic. The additional time granted by the waiver period will enable council commissioners to engage with NHS commissioners to develop and appraise options for joint commissioning and delivery of telecare/care technology.
- 2.3 The pandemic also created the conditions for enhancement and innovation through necessity. The waiver will provide valuable time to explore further some of the examples of emerging good practice and technological advancement spearheaded locally.
- 2.4 These include:
 - 2.4.1 The distribution of iPads to all care homes in the borough, alongside training and support to utilise them effectively for remote consultations. This ensured that in the early weeks and months of the pandemic, care home residents were not

disproportionately impacted by the shift from 'in person', to remote care and consultations across all parts of health and care.

- 2.4.2 The role out of the care home sector pilot utilising using the Whzan Digital Health Monitoring 'Blue Box' tool, an 'all-in-one' telehealth case. This cutting-edge technology measures vital signs, records photos and performs multiple assessments and questionnaires, meaning that signs of deterioration or illness are identified earlier. The solution has enabled local GPs and community healthcare services to monitor patients, make recommendations and deliver support remotely. Across London the pandemic has seen an huge upswell in investment into remote monitoring, with remote monitoring in 224 care homes covering a population of more than 7,000 residents.
- 2.4.3 The development of a new oxygen saturation monitoring service, through which council staff and resident volunteers delivered a mobile device to help Covid 19 symptomatic patients in their own homes. This device allowed residents to measure their oxygen saturation levels at home, allowing their GP to remotely monitor their condition. This programme was also winner of a regional NHS Parliamentary ward for innovation in primary care
- 2.5 In addition to enabling officers to develop and build on these new solutions with NHS partners, the extension of the Telecare contract with the current provider will also support the build and mobilisation of the new extra care scheme in Barnet.
- 2.6 Stag House, a 51-unit development in Burnt Oak, is due to open in July 2022. The extension of the contract will enable the current provider Argenti to continue the work with both the construction company and Barnet Homes to support defining the assistive technology options that will be included in the extra care scheme during the build phase.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Allow the contract to cease after the contract term (31st March 2022). This option is not recommended. Telecare helps vulnerable residents and provides them and their family/carer with the reassurance that they can get help in an emergency. It is a key mechanism to support people to remain living independently for longer. The continuation of this contract will provide people with a range of technology to ensure personalised services.
- 3.2 Recommission the Telecare service with current specification. This option was not recommended. The one-year waiver period will allow time to further work with the NHS to develop integrated options and support the development of national requirements for integrated care systems.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of the recommendation, a contract variation will be implemented.
- 4.2 Re-procurement initiated: Communications and Engagement activities will be initiated to support the upcoming procurement. A project team will be mobilised to

support the programme of work which will involve discussions with health colleagues, market engagement, and dialogue with service users and practitioners to inform the development of the new service specification.

- 4.3 The performance of the service will be monitored continuously through the Care Quality Team monitoring process.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan for 2021 to 2025 sets out the vision and strategy for the next 4 years. This includes:

- **Clean, safe and well run:** a place where our streets are clean and antisocial behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do
- **Family Friendly:** creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- **Healthy:** a place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- **Thriving:** a place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity

Telecare/care technology supports the aim of “enabling people to live happy and healthy lives”.

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

- 5.2.1 The original term for the Telecare service is 3+1+1 years. The option to extend both 1-year extensions has now been exercised.
- 5.2.2 The estimated value of the total contract (including both extension terms) is £6,888,221.
- 5.2.3 The demand for care technology has continued to grow over the lifetime of the current contract. Care technology is routinely considered prior to offering other types of care services for people.
- 5.2.4 The proposed one-year waiver financial projection is based on the anticipated increase in demand for and cost of telecare equipment, along with further enhancements to digital technology. The cost of the one-year extension is estimated at £1,850,000, which will be funded by from the existing adult social care budget.

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.

5.3.2 Therefore, prior to initiating a procurement process, commissioners should consider whether and how the services they procure or the procurement methodology could secure additional value and benefits for their area or stakeholders.

5.3.3 This approach is being employed in developing the proposed model for future delivery of telecare and assistive technology

5.4 Legal and Constitutional References

5.4.1 Public procurement rules apply to the commissioning of this contract and the Council's Contract Procedure Rules (CPR) will be applied in resolving this matter.

5.4.2 Pursuant to the Public Contracts Regulations 2015 (PCR), Regulation 72(1) Contracts and framework agreements may be modified without a new procurement procedure in certain circumstances. Regulation 72(1) (c) *permits a modification where all of the following conditions are fulfilled: —*

- (i) *The need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen;*
- (ii) *The modification does not alter the overall nature of the contract;*
- (iii) *Any increase in price does not exceed 50% of the value of the original contract or Framework agreement.*

5.4.3 The current proposed extension complies with these requirements and is therefore PCR compliant.

5.4.4 The extension is also subject to paragraph 11 of the CPR. Paragraph 11.4 states that in addition to the requirements of Regulation 72 PCR, contracts may only be extended or varied if they meet all the conditions set out therein, including the requirement that; *'if the initial Contract was subject to an EU regulated tender procedure, that the extension option was declared within the OJEU contract notice and the original Acceptance report (Delegated Powers Report/relevant Committee Report)'*. This condition cannot be met since the original procurement did not factor in this additional year. It is therefore necessary to seek a waiver of the CPR in accordance with paragraph 12 of the same. This requires all applications for a waiver to be submitted to Policy and Resources Committee, specifically identifying the reason for which a waiver is sought, including justification and risk. In addition, it states that a *'waiver should only be granted for a maximum period of 12 months, except in exceptional case'*.

5.4.5 Under section 12.1 of the Contract Procedure Rules (CPR) which states: If the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Approved Officers (Heads of Service or above) may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.

- 5.4.6 The provision of Telecare service is in line with the duties of the Council under the Care Act 2014 in providing choice to residents, preventing or reducing needs and promoting a resident's well-being.

5.5 Risk Management

- 5.5.1 The extension addresses the risk of the council approaching the market with a specification that would not accurately reflect the changing requirements of Barnet's residents and the acceleration of digital transformation the pandemic has brought into the Telecare market.
- 5.5.2 Service Provision: The existing provider has been consistent with the delivery of the service throughout the contract. The provider has continued to develop the service offer to meet the needs of Barnet residents, evident from the COVID-19 pandemic response to service delivery.
- 5.5.3 Service Performance: The provider has satisfactorily met all the KPIs identified each year to date and has continued to meet the cost avoidance targets set by the council year on year.
- 5.5.4 To avoid any risks to implementing the waiver to the contract, the council will follow a project management approach, which will include the recording and management of risks as set out in the supporting plans.
- 5.5.5 The performance of the service will continue to be monitored through the quarterly Care Monitoring process

5.6 Equalities and Diversity

- 5.6.1 The core provisions of the Equality Act 2010 came into force on 1st October 2010 and the public sector equality duty (section 149 of the Act) came into force on 5th April 2011. Under section 149, the Council must have due regard to the need to eliminate discrimination, harassment and victimisation prohibited under the Act and to advance equality for opportunity and foster good relations between those with protected characteristics and those without.
- 5.6.2 The protected characteristics are age; disability; race; gender reassignment; pregnancy and maternity; religion or belief; sex; and sexual orientation. They also cover marriage and civil partnership with regard to eliminating discrimination.
- 5.6.3 Any organisation providing public sector services is subject to scrutiny by the Council to ensure that delivery complies with the public-sector equality duty.
- 5.6.4 The contract for this service includes explicit requirements fully covering the Council's duties under the Equality Act 2010.
- 5.6.5 The Telecare service has a positive impact on people with protected characteristics, namely supporting the independence of people with disabilities or age-related frailty.

5.6.6

5.7 Corporate Parenting

5.7.1 None in the context of this report.

5.8 Consultation and Engagement

5.8.1 The extension of this contract will allow sufficient time to safely engage with service users and practitioners to understand how their requirements may have changed as a result of the pandemic and to effectively plan for a Telecare service to respond to the increasing demand.

5.9 Insight

5.9.1 Not Applicable

6. BACKGROUND PAPERS

DPR	To exercise the options to extend contract for two (2) years.	HTTPS://BARNET.MODERNGOV.CO.UK/DOCUMENT S/S58842/8115551%20-%20PUBLIC%20DPR%20-%20EXTENSION%20OF%20TELECARE%20CONTRACT%20-%20LEGAL%20AMENDS_.PDF#:~:TEXT=APPROVAL%20OF%20EXTENSION%20OF%20THE%20TELECARE%20SERVICES%20CONTRACT,AFFAIRS%20OF%20THE%20COUNCIL%20AND%20AGE%20UK%20BARNET.
DPR	To approve the procurement of a new Telecare provider	Telecare June 16 Committee Report.pdf (moderngov.co.uk)
REPORT	Annual Procurement Forward Plan 2020/21	https://barnet.moderngov.co.uk/documents/s56940/App endix%201%20Annual%20Procurement%20Forward%20Plan%20202021.pdf

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

February 2022 – April 2022

Contact: Faith Mwende – Faith.mwende@barnet.gov.uk

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
9 February 2022 [deadline for cleared reports Monday 31 January]			
Business Planning	To approve and recommend the Budget and Medium Term Financial Strategy to Full Council on 1 March 2022.	Director of Resources (Section 151 Officer)	Key
Community Benefit Assessment Tool policy update	To approve the updated Community Benefit Assessment Tool policy	Assistant Director – Estates, Acquisitions and Development	Key
Highways Transformation	To provide an update for the Highway Service options appraisal and the plans for the service in the future, post September 2023.	Executive Director Environment	Key
Consultation and Engagement Strategy	To approve the refreshed Consultation and Engagement Strategy	Director of Resources (Section 151 Officer)	Key
North London Waste Plan	Adoption of the North London Waste Plan	Deputy Chief Executive	Key
Barnet Community Infrastructure Levy Rate Review	Consideration of Examiners' report and recommendations on new CIL charging schedule following examination in November 2021. [Adoption of new Charging Schedule is responsibility of full council]	Deputy Chief Executive	Key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Viability Assessment Review Members Item – Councillor Rawlings	Instruction from the Committee: Officers have been made aware of this issued and a study is being undertake and the findings of the study would be reported back to this Committee	Deputy Chief Executive	Non-Key
24 March 2022 [deadline for cleared reports 15 March]			
Delivery and Outcomes Framework for the Barnet Plan – Q3 2021-22	This report provides a progress update on delivery of the Barnet Plan and performance against the associated Outcomes Framework	Deputy Chief Executive	Key
TBC			
Local Heritage Site Review	Approval the nomination for the Heritage List	Deputy Chief Executive	
Council Tax Revenue Safeguarding	Instruction from the Committee: A follow-up to investigation of data matching exercise would be reported to a future Policy and Resources Committee	Director of Resources (Section 151 Officer)	Non-Key

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