

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

THURSDAY 29TH SEPTEMBER, 2022

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chair: Councillor Barry Rawlings
Vice Chair: Councillor Ross Houston

Daniel Thomas
Arjun Mittra
Sara Conway
Richard Cornelius

Sarah Wardle
Edith David
Anne Clarke
Alex Prager

Emma Whysall
Nigel Young

Substitute Members

David Longstaff
Val Duschinsky

Pauline Coakley Webb
Paul Edwards

Caroline Stock
Alan Schneiderman

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Monday 26 September 2022 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 Tristan.Garrick@Barnet.gov.uk

ASSURANCE GROUP

Please consider the environment before printing.

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 10
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.	Progress on the Implementation of Administration Priorities	11 - 24
8.	Chief Finance Officer Report -Forecast Financial Outturn at Month 4 (July 2022)	25 - 58
9.	Business Planning 2023-2027 and in-year financial management 2022/23	To Follow
10.	Financial Vulnerabilities: Cost of Living workstream	To Follow
11.	Q1 2022/23 Contracts Performance Report	59 - 72
12.	Committee Forward Work Programme	73 - 76
13.	Any other item(s) the Chairman decides are urgent	
14.	Motion to Exclude the Press and Public	
15.	Exempt- Business Planning 2023-2027 and in-year financial management 2022/23	To Follow
16.	Any other exempt item(s) the Chairman decides are urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Faith Mwendé faith.mwende@barnet.gov.uk. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

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

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

Do not stop to collect personal belongings

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

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

This page is intentionally left blank

Decisions of the Policy and Resources Committee

19 July 2022

Members Present:-

AGENDA ITEM 1

Councillor Barry Rawlings (Chair)
Councillor Ross Houston (Vice-Chair)

Councillor Daniel Thomas
Councillor Arjun Mittra
Councillor Richard Cornelius
Councillor Sarah Wardle
Councillor Edith David

Councillor Anne Clarke
Councillor Alex Prager
Councillor Emma Whysall
Councillor Nigel Young
Councillor Paul Edwards (Substitute for
Councillor Sara Conway)

Apologies for Absence

Councillor Sara Conway

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 8 June 2022 be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies were received from Councillor Conway who was substituted by Councillor Edwards.

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

Councillor Mittra declared an interest in item 9 – Revised Budget 2022/23 and Business Planning 2023-2027 as he was a Barnet Homes Tenant. Councillor Wardle and Councillor Edwards declared an interest in item 9 – Revised Budget 2022/23 and Business Planning 2023-2027 as Board Members of the Barnet Group.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the question asked, and the answer provided was published and circulated at the meeting. There was no supplementary question.

6. MEMBERS' ITEMS (IF ANY)

None.

7. RESPONSE TO MEMBERS ITEM IN THE NAME OF COUNCILLOR G COOKE - 8 FEBRUARY 2021 AND 30 SEPTEMBER 2021

The Chair introduced the report on the Response to Members Item in the name of Councillor G Cooke – 8 February 2021 and 30 September 2021. Councillor Cooke address the committee on this item.

Following consideration of the item, the Chair moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 12

Against: 0

Abstentions: 0

Absent: 0

Total: 12

RESOLVED that the Policy & Resources Committee note the findings and the commitment to carry out 6 monthly data matches going forward.

8. REVIEW OF CAPITA CONTRACTS

The Chief Executive, John Hooton and the Director of Commercial and Customer Services, Deborah Hinde, introduced the report which set out the final recommendations on the review of the council's contracts with Capita. The report also set out the actions required to implement the decisions as set out in the report.

Following consideration of the item, the Chair moved to vote on the recommendations in the report, subject to the information contained in the exempt report.

The vote was recorded as follows:

For: 8

Against: 4

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the Committee:

- 1. Agrees that the DRS (RE) contract in respect of Planning (Development Control), Building Control, Land Charges and Cemetery and Crematorium services should not be extended beyond 30th September 2023.**
- 2. Agrees that the CSG contract in respect of Estates (including Print) should not be extended beyond 31st August 2023.**
- 3. Agrees that, upon expiry of the initial term of the contracts, these services should return to the council.**
- 4. Authorises the Chief Executive to serve the relevant notices to Capita and the RE Joint Venture and to take the necessary action relating to any transfers, upon expiry of the contracts or sooner if deemed necessary, or other essential actions associated with the services, including relevant exit agreement(s), subject to the conclusion of the necessary due diligence.**
- 5. Authorises the Chief Executive to take the necessary action to transfer the Council's share in the RE Joint Venture to Capita by 30th September 2023.**

6. Notes that, upon expiry of the CSG contract, Capita will contract directly with schools to provide services currently provided through the CSG contract.
7. Agrees that the CSG contract in respect of IT, Customer Services and the Revenues and Benefits service should be extended by a period of two years and seven months, to 31st March 2026.
8. Agrees that the CSG contract in respect of Accounts Payable/Integra and HR/CoreHR should be extended by a period of one year, to 31st August 2024.
9. Authorises the Chief Executive to serve the relevant notice to Capita and to take the necessary action to formalise the contractual arrangements for the extension of these services.
10. Notes that the Procurement service and Welfare team will return to the council in the autumn.
11. Notes the actions set out in section 4 that will be required to implement the decisions set out above.

9. REVISED BUDGET 2022/23 AND BUSINESS PLANNING 2023-2027

The Executive Director of Strategy and Resources (& Section 151 Officer), Anisa Darr introduced the report which sets out the current challenges, proposed process, and timetable for the preparation of the budget for 2023/24. The report outlines the work that is being done to refresh the MTFs to align with the priorities of the new Labour Administration. The report also sets out the process which will take place for 2023/24 and future years in order to achieve a balanced budget.

Following consideration of the item, the Chair moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 8

Against: 4

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the committee:

In respect of routine financial matters for 2022/23:

1. Approves the revised budget for 2022/23 as detailed in section 2.1;
2. Approves the virements required to implement the 22/23 budget as set out in 2.1.1 (in line with the financial regulations as set out in 10.3.4);
3. Instructs the Chief Executive to make necessary arrangements to put in place the necessary transformation and programme support to take forward the delivery of the administration's ambitions (as outlined in 2.1.6).
4. Notes the contingency budget and allocations from it in section 2.2;
5. Notes the revenue budget virements for 2022/23 as detailed in section 2.3;
6. Approves the writes-offs for Business Rates debt, Council Tax Debt, Sundry Debt, Housing Revenue Account tenant arrears and General Fund tenant arrears as detailed in section 2.4;
7. Approve the changes to the existing Capital Programme in relation to additions as set out in section 2.5 in accordance with the virement rules.
8. Notes the Quarter 4 2021/22 Corporate Risk Register in section 2.6;

In respect of business planning for 2023-27:

9. Notes the refreshed Medium-Term Financial Strategy shown in Appendix A. The MTFSS sets out likely budget changes over the period 2023-27, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based;
10. Notes the delivery timetable and the process in section 3.18 which will take place for 2023/24 and future years in order to achieve a balanced budget.
11. Notes that resident consultation will take place before savings are presented to Theme Committees for consideration in autumn.
12. Approve that officers start to develop budget proposals for 2023/24 and, if required, delegates authority to the Section 151 officer to issue targets to officers to support the achievement of a balanced budget;
13. Notes the proposed approach to the financial strategy in section 6.

10. THE BURROUGHS AND MIDDLESEX UNIVERSITY SUPPLEMENTARY PLANNING DOCUMENT

The Assistant Director, Planning and Building Control, Neeru Kareer introduced the report which recommend resolving not to proceed to adopt the draft SPD and withdrawing the draft SPD in its current form

Following consideration of the item, the Chair moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 8

Against: 0

Abstentions: 4

Absent: 0

Total: 12

RESOLVED that the Committee resolve not to pursue the formal adoption of the draft The Burroughs and Middlesex University Supplementary Planning Document (SPD), and to withdraw the current version (at Appendix A).

11. TREE MANAGEMENT CONTRACTS

The Executive Director, Adults and Health, Dawn Wakeling introduced the report that sought approve to the amendments in relation to the estimated Contract Value and Contract Duration of the Arboricultural Services entry (line 186 on the Annual Procurement Forward Plan) to enable officers to proceed with procurement, in line with the Council's Contract Procedure Rules.

Following consideration of the item, the Chair moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 12

Against: 0

Abstentions: 0

Absent: 0

Total: 12

RESOLVED that the committee

- 1. To approve the amendments to the Arboricultural Services entry on the Annual Procurement Forward Plan which reflects the updated contract value and contract term associated with the procurement of the Arboricultural Services (Tree Management and Maintenance Contract), as set out in section 1.4 of this report.**
- 2. To delegate authority to the Executive Director Adults & Health to proceed with the procurement of the Arboricultural Services Contract as set out in section 1.4 of this report and to arrange sealing of the contracts with the successful bidders following contract award.**

12. CHIEF FINANCE OFFICER REPORT - FINANCIAL OUTTURN - 2021/22

The Executive Director of Strategy and Resources (& Section 151 Officer), Anisa Darr introduced the report which contained a summary of the council's revenue and capital outturn for the financial year 2021/22 as at Month 12 (31 March 2022). The report also contained information on the level of debt and the top 10 debtors as of 31 March 2022, and any subsequent updates the committee needs to be aware of that impact the debt position.

Following consideration of the item, the Chair moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 12

Against: 0

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the committee notes:

- 1. The final outturn for 2021/22 against the council's revenue budget; the costs of the pandemic and the overall level of commitments against available funding;**
- 2. The current use of reserves, and the outlook;**
- 3. The current position against ringfenced grant funding;**
- 4. The expenditure against capital budgets in the year;**
- 5. The current debt position and related actions; and**
- 6. The position with respect to the Saracens Loan agreement.**

13. DELIVERY AND OUTCOMES FRAMEWORK - Q4 2021-22 AND ANNUAL REPORT 2021-22

The Chief Executive, John Hooton and the Assistant Director for Strategy, Communications and Engagement, Liz Cowie introduced the report which provides an update on delivery and performance against the associated Delivery and Outcomes Framework End of Year Report 2021-22 and a resident facing annual report on progress over the year 2021-22.

Following consideration of the item, the Chair moved to vote on the recommendations in the report.

The vote was recorded as follows:

For: 12

Against: 0

Abstentions: 0

Absent: 0

Total: 12

RESOLVED That the committee notes the report.

14. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED – The Committee noted the Work Programme.

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

None.

16. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The Chair 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.

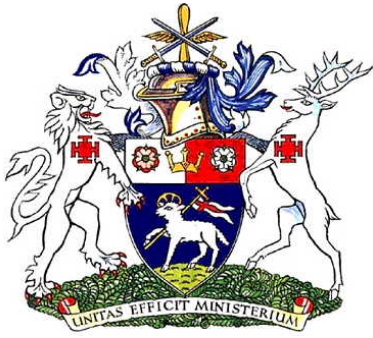
17. EXEMPT - REVIEW OF CAPITA CONTRACTS

The Committee **RESOLVED** to note the details in the exempt appendix.

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

None.

The meeting finished at 8.30 pm



AGENDA ITEM 7

Policy & Resources Committee 29 September 2022

Title	Progress on the Implementation of Council's Priorities
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	Key
Enclosures	None
Officer Contact Details	<p>Deborah Hinde, Director of Transformation, deborah.hinde@barnet.gov.uk</p> <p>Liz Cowie, Assistant Director, Strategy, Communications & Engagement - liz.cowie@barnet.gov.uk</p> <p>Linéa Heinonen, Strategy Manager, linea.heinonen@barnet.gov.uk</p>

Summary

This report provides an update on progress against the council's key priorities since May. The council has made good progress on a range of priorities, from proposals for the council tax rebate and local planning changes, to additional funding of street cleansing and piloting ward walks.

This report also sets out the proposed approach for the new Corporate Plan, including the emerging a vision for Barnet to be a council that 'cares for people, our places and the planet' and a council that is effective and engaged. We are building that vision and narrative around being a council that recognises residents as partners and participants rather than customers and consumers, becoming one of London's most sustainable boroughs with a net zero economy and where people earn a living wage. We aim to make Barnet a destination and a fun place to live, work and visit, with thriving places, arts and culture. Our net zero journey will not only protect the planet for future generations, but also reduce household bills, as will the creation of 1000 affordable homes, and keeping council tax low.

We will also tackle inequality, ensuring that residents have access to the right support, at the right time, to thrive. We will focus on community wealth building and supporting our communities and voluntary sector to thrive. To improve outcomes for people, we also want Barnet to offer joined up public services in our neighbourhoods, from introducing community hubs and ward walks to integrated social care and health services.

We want to change our relationship with residents, building trust with our communities and work towards our residents seeing us as their ally, an advocate, and an asset. To do so, we will ensure that everything that we do is underpinned by listening to people.

We recognise that this represents a fundamental shift for the council and to support these delivery changes, the council has commenced work on developing a Transformation Programme.

With responsibility for developing strategic policy and finance, Policy & Resources (P&R) Committee is asked to agree the development approach for the new corporate plan.

Officers Recommendations

- 1. That the Committee note the progress implementing the new council priorities**
- 2. That the Committee agree to the development approach for the new corporate plan, including transformation projects**

1. Why this report is needed

- 1.1 In June 2022 Policy & Resources Committee agreed that the council should develop the work programme to enable the delivery of the council's new priorities, as well as to establish an approach to delivering a new corporate plan.

Update on priorities

- 1.2 Since May we have made progress on the council's new priorities, including the council's **Top 5 priorities:**
- 1.3 **We will freeze your council tax in 2022 and keep it low**
- 1.4 We are investigating options to refund the 1% Council Tax increase to residents which are detailed in the Cost of Living report as well as Business Planning report being presented to this Committee.
- 1.5 **We will invest in more CCTV, better lighting and community safety hubs**
- 1.6 The council has agreed a revised Outline Business Case to invest up to £1.8million more capital and revenue in the borough's CCTV.
- 1.6.1 'Safer Streets' audits have started with the police. From October 2022 we will be piloting ward walks across the borough, to view and identify areas of concern, such as anti-social

behaviour, lack of lighting or fly-tipping, and agree actions to resolve issues. The expectation is that these walks will take place multiple times a year in each ward and will contain representatives of various council services and partners. An update on progress will be reported to Community Leadership and Libraries Committee in October 2022.

1.6.2 The council has started work to deliver six community safety hubs, with pilot sites commencing this autumn. The establishment of hubs will bring together different services to allow residents to report anti-social behaviour or other issues to the council or its partners.

1.7 **We will protect and enhance green spaces and declare an immediate climate emergency**

1.7.1 We have declared an immediate climate emergency at Council in May 2022.

1.7.2 We have established the Environment and Climate Change Committee and a lead member and officer for sustainability as well as established and recruited a Sustainability Team. We are developing a programme of activity, with the vision: 'Working together to be one of London's most sustainable boroughs'.

1.7.3 We will be working with local people, communities, and business across the borough to achieve this vision, and have agreed to establish a Citizens Assembly on Climate Change and Biodiversity that will engage all relevant sectors of the Barnet community. The Assembly will develop and monitor our Sustainability Strategy and Climate Action Plan. An organisation has been procured to assist in the running of the Assembly, with engagement starting October 2022, followed by the formal Assembly starting in the New Year.

1.7.4 As part of initial manifesto promises, we have joined the London-wide anti-idling campaign, which will report to Environment & Climate Change Committee, and many councillors and staff joined together in June 2022 to make sustainable lifestyle pledges for London Climate Action Week. An active travel campaign is taking place in September 2022, promoting walking and cycling to our town centres.

1.7.5 The council is progressing with the installation of electric vehicle charge points, with over 200 now in place and a further 500 planned to be installed from September 2022.

1.7.6 A new 3,500 sqm public square in Finchley Square is due to start work on site in Autumn 2022; includes significant new tree planting, sustainable drainage systems, and support for active travel.

1.8 **We will protect weekly bin collections & bring back the community skips service to tackle fly-tipping**

1.8.1 We have protected the weekly bin collection service.

1.8.2 The council has developed options for a community skips service – approved by Environment & Climate Change Committee in September, the service will go live on a pilot basis from Autumn 2022. The service will offer for a free domestic service where skips and a caged tipper vehicle are deployed to pre-determined locations throughout the borough, providing an opportunity for residents to dispose of bulky waste items once every quarter in any given area.

1.8.3 Furthermore, we have invested an additional £0.500m per annum into street cleansing, as was agreed at this committee in July 2022. Operational options are being developed to maximise the impact of the funding.

1.9 **We will stand up to developers: we need more affordable family homes not tower-block blight**

1.9.1 We have put forward Proposed Modifications to the Barnet Local Plan (currently under examination) to strengthen the policy when considering the acceptability of tall buildings, and to reflect our priorities on delivering a strategic 50% affordable housing target.

1.9.2 Progress has been made in converting current delivery plans to ensure they contribute to delivering 1,000 affordable social rent homes over the next 4 years.

1.9.3 We have started to review and amend, where considered appropriate, the Housing Allocations Scheme and to prepare a new Tenancy Strategy by exploring the impact of the new administration's housing allocations priorities.

1.10 We have also made progress across a range of other key priorities as set out below.

Resident Experience

1.11 As reported to P&R Committee in June 2022, the council is reforming resident's experience of interacting with the council through a resident experience programme:

1.11.1 We are in the process of re-designing our 'front door' and ensuring that residents can interact with the council in a way that suits them and their needs.

1.11.2 We have re-instated the Colindale face-to-face customer service team, ensuring that they can provide support to digitally excluded residents and/or where something is more complex to resolve.

1.11.3 Recognised British Sign Language as a language and implemented new software on our systems to support residents' accessibility, as well as 'ReciteMe' to support those with visual impairments to access online content.

1.11.4 The Resident Experience was launched for internal staff, with improved training and development programmes to improve the quality of support provided when residents contact us.

1.11.5 Running alongside the resident experience work is our work to support residents during the cost-of-living crisis. We are building a framework based on the principles of information dissemination, support for individuals and support for voluntary, community and faith groups. There is a cost-of-living paper elsewhere on this committee agenda.

Adults social care

1.12 As a result of the new Health and Care Act 2022 and the government's national plan for adult social care reform, including a new Care Quality Commission assurance regime, we continue to work towards delivering the proposed reform changes, with a programme of work now set up and progressing at pace. These changes will transform how we work as a council and together with our partners, to deliver social care and health services, including integrated care systems (live from July 2022). Changes to charging for social

care will have a big impact on demand for our services and we are working with staff and residents to prepare for the changes, which start from October 2023. The social care reform programme will also support our continued focus on technology as well as independence.

- 1.13 We have been developing an Engagement and Co-production strategy and Charter for adult social care. This is being co-produced with people who draw on care and support and relevant organisations in Barnet. An update is forthcoming to Adults & Safeguarding Committee in October 2022.

Mental health

- 1.14 Led by Barnet's multi-agency Mental Health Strategic Partnership, and facilitated by Inclusion Barnet, we have been developing the Barnet Borough Partnership Mental Health Charter in 2022/23. The charter will set out the standards people can expect and how partner agencies will work together to provide better, more integrated services and builds on work already undertaken to apply a 'making every contact count' approach to mental health services.

Health and health inequalities

- 1.15 We are developing a borough wide dementia strategy. This will set out the vision for a dementia friendly Barnet, addressing service development, community inclusion and the role of partner agencies and communities. It will be developed in partnership with Barnet's multi-agency Dementia Friendly Partnership, that is also working towards accreditation for Barnet as a "dementia friendly borough" by Spring 2023.
- 1.16 Together with key partners, Barnet is continuing to develop plans around health inequality, including the Barnet Cardiovascular Disease Prevention Programme (2022-2026), which has been identified as a key area of inequality, approved by Health & Wellbeing Board in July 2022.

Children, young people, and families

- 1.17 A new Early Help Strategy (2022-2026) is in development; the Strategy will focus on the support children need at different ages and stages of their developmental journey to reach their full potential and will incorporate a new vision for youth services. Consultation with children, young people and families and members is planned during month of October with a plan to bring the strategy to Children, Education & Safeguarding Committee (CES) for agreement in November and publication in December 2022.

Engagement & Participation

- 1.18 The council wishes to improve the way that the council engages with residents.
- 1.19 There are good examples of engagement and participation activity across the council such as My Say Matters - Barnet Child Participation & Family Involvement Strategy 2022-2025, developed together with a group of children and young people, to ensure that the voices of all children, young people and their families are heard, and that they influence decision making. Another example is Fit and Active Barnet (FAB), which was developed through workshops with partners across the council, health, education, sports and leisure, and the voluntary, community and faith sectors, and through focus groups that were held with residents and community groups. A FAB Board is now in place with partners across

organisations helping to continue to drive the agenda together. Related to this, we are developing our green spaces, and, in this work, we are consulting and engaging directly with the local community and organisations which provides us with a richer understanding of who is utilising our spaces and for which different purposes.

- 1.20 But we also recognise that there is more to do. We will be bringing a new Community Participation Strategy to the Community Leadership and Libraries Committee in October. This will set out the principles for participation and the approaches available to us. We will pilot these new approaches through ‘pathfinder’ projects such as Arts & Culture strategy, Leader Listens Events, Citizens Assembly on Climate Change and Community Assets. We will also update our consultation and engagement toolkit and build our internal community of practice.
- 1.21 Alongside this we will celebrate our Borough and our communities through a communities’ events programme. The full programme is being developed but leading events are Black History Month, followed by a Winter Faiths Festival.

Governance Review

- 1.22 A project has been started to review our governance system and this is being reported to Constitution and General Purposes Committee. This includes considering governance change to Leader and Cabinet system. Proposals are being prepared ahead of the next committee calendar year (May 2023).
- 1.23 As part our drive to increase transparency, we are installing a new audio-visual system at Hendon Town Hall to enable us to webcast Council and committee meetings, with meeting streams being live and available to watch back for 12-month period. Detailed protocols are being drafted and agreed with committee chairs. The system is expected to go live in October 2022.

Development of the Corporate Plan

- 1.24 Work has begun on the development of a new Corporate Plan. This will set out a strategic vision for the Borough, building a cohesive narrative for the transformation journey Barnet is on, and for where we aim to be in 2026.
- 1.25 The Corporate Plan will:
- Create a joint vision for the council to work towards, enabling cross council support and ownership
 - Set out our approach for how we will get there, shifting the dial on key pieces of work, our transformation programme and what we are aiming to achieve (our outcomes)
 - Build a narrative and vision that we can share with our residents, voluntary sector, community groups and other partners – and for them to be key partners in delivering this
 - Continue to build a conversation with our residents, ensuring that they are engaged with the process and outlining how residents can engage with actions within the plan (such as references to ‘My Say Matters’, and Adults Service User strategy, Citizens Assembly on Climate Change and so on)
 - Be informed by ‘what works’ and be driven by the needs of our residents (if we don’t know, build in development time and avoid ‘action bias’, e.g., favouring action over

inaction, when this may not be in the best interest)

- Be a document that ‘articulates’, is concise, jargon-free and illustrative key points e.g., this is a strategic vision and narrative, the detail sits elsewhere

1.26 This is still in development and will be discussed and ‘tested’ with council staff, members, residents and partners, but we are building our approach around a council that cares for people, our places and the planet. The below illustrates our emerging thinking.

1.27 “A council that cares for people”: Our focus on our services and support to people in the borough. We are working towards our residents seeing us as their ally, an advocate and an asset. In delivering our services, we want to tackle inequality and ensure that residents have access to the right support, at the right time, to thrive. Key to this our vision to be a Family Friendly borough - a place where children and young people excel and enjoy living.

1.28 “A council that cares for our places”: We are an ambitious city suburb – a vibrant and fun place to live, work and visit. We want the borough to be a place where can come and have fun, where arts and culture flourishes and where the diversity of our communities is celebrated. For this we need thriving town centres, safe neighbourhoods and regeneration and growth that is sustainable and delivers quality homes.

1.29 “A council that cares for the planet”: Setting out how we will be “working together to be one of London’s most sustainable boroughs”. This includes our long-term goal to become net zero, as well as what we can do now for our local environment, for example on air quality and recycling, as well as utilising our green spaces and biodiversity.



1.30 Essential to this is delivering as an effective and engaged council, from effective budgeting and governance to how we deliver our transformation projects. Key to this is our listening to the community - we want to change our relationship with residents, building trust with our communities, and create an on-going conversation. Throughout the plan, we will embed this approach and provide examples of how residents can engage with our activity.

1.31 In developing our narrative, we will embed equality, diversity and inclusion (EDI), and the public sector equality duty, in everything that we do. While we have much to be proud of, our analyses have shown us that there is more to do to tackle inequality. In tandem with our development of the Corporate Plan, we are doing a ‘self-assessment’ of our activity

in this area. Together with a review of our EDI policy, the situational report will be forthcoming to this Committee in December 2022.

- 1.32 We recognise that the Corporate Plan is the start of the conversation, not the end. To enable an agile approach, the Corporate Plan will be delivered through delivery plans. In tandem, we will therefore continue to develop our delivery plans, that will set out key deliverables. As applicable, this includes projects sitting within our transformation programme as well as delivery plans for services, or specific strategies.
- 1.33 We will also develop an outcomes framework to support our evaluation of the Corporate Plan.

Transformation programme

- 1.34 Officers have been working closely with the administration to discuss how to achieve the manifesto priorities and what changes to the way we work will be needed in order to do so.
- 1.35 In the short term, the focus has been on setting out project delivery; the initial mobilisation of projects is underway, as reported in the updates section, with departments setting out their plans. However, there is a recognition that a fundamental change in approach is needed to deliver the full programme of change. To that end, at the start of August the council appointed a Transformation Director, and a programme team has been established to support programme development and delivery.
- 1.36 In the longer-term the plans will represent a fundamental culture shift in the way the council delivers services, and in how the council engages with residents and communities in doing so. This means us having a renewed focus on our organisational values and behaviours, and putting the administration's priorities of equalities, diversity and inclusion, and working in a sustainable way, at the centre of everything we do.
- 1.37 The Transformation Programme delivery projects will be cross cutting in their nature. As such, as the council delivers them, we will engage and bring together people from across Barnet to work on the key projects such as events programmes, tackling inequality and participation and engagement with residents.
- 1.38 Structures are being put in place to ensure effective and outcomes driven project delivery. Some projects will require new project delivery plans, while other programmes will be developed and delivered through existing services or projects.
- 1.39 In setting out the transformation programme, officers are mapping it against existing delivery, building on the excellent work that is already going on across the council, but delivering substantial change on key pieces as outlined in the priorities. The aim is to develop a cross-cutting programme that will deliver a fundamental change in our delivery approach.
- 1.40 In developing approaches, the Transformation Programme will identify what else could be done, including best practice from elsewhere, as well as provide support as required across the organisation, including activity such as developing toolkits.

Engagement on the Plan & Transformation Programme

- 1.41 The priorities and narratives that we are setting out are emerging and need to be developed with residents, the community and partners. The council is planning to hold a series of workshops with staff, members, partners, local businesses and voluntary and community groups and residents over the Autumn.
- 1.42 This will be a listening opportunity to inform the development of the council vision, a focus of the workshops being outcomes – the aims for the engagement activity to help the council establish what good looks like and how we will know if we have been successful in realising our vision.
- 1.43 Format and content of the workshops is still to be designed but will be guided by the principles and approaches in forthcoming the Community Participation Strategy - particularly around on-going dialogue with residents and staff alike and including an embedded focus on equality, diversity and inclusion.
- 1.44 In writing up the plan, and in the delivery of it, the council will continue to have conversations internally consult with staff and other stakeholders, including through our staff forums, management conference(s) and other platforms.
- 1.45 We are also building coproduction into the development and delivery of the Transformation Programme, and related projects and service plans. This will be guided by our principles and approaches as outlined in forthcoming Community Participation Strategy (CLLC in October 2022).

2. Reasons for recommendations

- 2.1 The Corporate Plan will prepare a principal corporate strategy for the Council; this will enable the council to work towards a joint vision, enabling cross council support and ownership. It will be setting out our approach for how we how we will get there, including shifting the dial on key pieces of work and what we are aiming to achieve (our outcomes).

3. Alternative options considered and not recommended

- 3.1 None. The Council needs to have an up-to-date plan and set of priorities to ensure that the council's aims are clear to staff and residents.

4. Post decision implementation

- 4.1 Following committee approval, drafting of the Corporate Plan will commence. A draft version of the Corporate Plan will be but before this Committee in December 2022.
- 4.2 As laid out in the section on 'engagement on the Plan & Transformation Programme'. a key part of this is planning engagement activity to be carried out with staff, partners and residents. Whilst there is plenty of excellent work going on across the council, officers need support to consider what is possible, test the council's ambitions and articulate desired outcomes. To that end, the council will be bringing in an independent consultancy that who have experience of supporting councils in achieving fundamental change in their approach, particularly in how they interact with their residents and communities. They will be carrying out the workshops with staff, members, partners, voluntary and community groups and residents in the autumn.

- 4.3 The output of this work would be a report collating the information from these workshops to enable officers and members to take this forward into the new Corporate Plan and Transformation Programme.
- 4.4 It is also expected that the Supplier will provide ongoing, ad hoc, support to the development and delivery of the programme, as a “critical friend” to the council.
- 4.5 In developing the Corporate Plan, structures will be put into place to monitor outcomes and ensure that programmes are delivered effectively and meet the needs of residents.
- 4.6 As reported above, the Corporate Plan will be delivered through delivery plans, including as set out in the Transformation Programme as well as through existing services or projects. As a part of this, and the forthcoming Community Participation Strategy, the council will be setting out further opportunities for resident engagement in the development of delivery activity.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 The new corporate plan will set out the council’s corporate priorities, this will include a new outcomes framework that will be developed to monitor performance.

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

- 5.2.1 The budget allocations to the priorities were agreed at this committee in July 2022. There are no resource implications for this paper but in developing the corporate plan and delivery programmes resource implications will have to be considered and set out in future committee papers. The council is legally bound to set a balanced revenue budget every year. The future impact of any changes that result from the developed work programmes will need to be delivered within the envelope of the available financial resources at that point in time.

5.3 Legal and Constitutional References

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

- 5.3.2 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.

- 5.3.3 The Policy and Resources Committee also has within its terms of reference ‘To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.’

5.4 Insight

- 5.4.1 The Corporate Plan will be informed ‘what works’ and be driven by the needs our residents. Insight and intelligence data will be used to support decision making.

5.5 Social Value

5.5.1 None are applicable to this report, however our duties will be considered in the development of Corporate Plan activity; the council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

5.6 Risk Management

5.6.1 Risk management considerations will be an integrated part of the development of the Corporate Plan, and related delivery plans. The council has existing plans in place.

5.7 Equalities and Diversity

5.7.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council.

5.7.2 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 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 below.

5.7.3 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.

5.7.4 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:

- d) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- e) 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;
- f) 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.

5.7.5 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.

5.7.6 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:

g) Tackle prejudice, and

h) Promote understanding

5.7.7 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

5.7.8 The public sector equality duty considerations are key for the development of our programme of activity as well as our Corporate Plan.

5.7.9 In our development of the priorities, we will be carrying out Equality Impact Assessments as applicable for each individual project area.

5.7.10 As outlined in this report, in our development of the Corporate Plan, we will focus on Tackling the Gaps, our resident focused equality activity, and, in doing so, aim to embed equalities considerations into everything that the council does. We will also take protected characteristics, including seldom heard voices, into consideration in any engagement activity.

5.7.11 As a part of our Corporate Plan, we will also note our values as a council ('caring, learning, inclusive, collaborative'), out of which 'inclusive' is focused on EDI.

5.7.12 Forthcoming draft reporting to P&R Committee in December 2022 will outline this further, as part of the draft Corporate Plan as well as through our Equalities Annual Reporting.

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. This duty will be considered in the development of all our priorities. This is especially relevant for our children and young people activity - striving for outstanding outcomes for our children and young people will benefit care leavers.

- 5.8.2 The manifesto specifically notes “We will work to provide more transitional housing for care leavers”, a priority being delivered as part of our Placement Transformation programme, an update to which was last reported to Children, Education and Safeguarding Committee in September 2022 as part of Corporate Parenting Annual report.

5.9 **Consultation and Engagement**

- 5.9.1 As outlined in the sections on Engagement and Participation, we will continue to build a conversation with our residents, ensuring that they are engaged with the process & outlining how residents can engage with actions within the plan (such as references to ‘My Say Matters’, and Adults Service User strategy, Citizens Assembly on Climate Change and so on).

- 5.9.2 Engagement activity on the Corporate Plan will also be planned as outlined in paragraph 4 above.

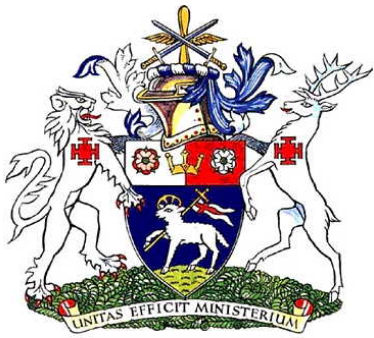
5.10 **Environmental Impact**

- 5.10.1 The Corporate Plan will include the vision for ‘the planet’, e.g. key considerations for environment, climate and sustainability. Subsequent reporting will outline this further.

6. **Background papers**

- 6.1 None.

This page is intentionally left blank



Policy & Resources Committee

AGENDA ITEM 8

29 September 2022

Title	Chief Finance Officer Report Forecast Financial Outturn at Month 4 (July 2022)
Report of	Chair of Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Treasury Management Mid-Year Review
Officer Contact Details	Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer) anisa.darr@barnet.gov.uk Ashley Hughes, Assistant Director of Finance ashley.hughes@barnet.gov.uk Ndenko Asong, Head of Finance ndenko.asong@barnet.gov.uk

Summary

This report contains a summary of the Council's revenue and capital forecast outturn for the financial year 2022-23 as at Month 4 (31 July 2022). It also contains information on the level of debt and the top 10 debtors as at 31 July 2022 as well as the mid-year treasury and liquidity update.

Officers Recommendations

That committee notes:

1. the current forecast financial outturn for 2022-23.
2. the projected use of reserves.
3. the current debt position and related actions.

1. Summary

- 1.1 This report sets out the council's forecast outturn position for the 2022-23 financial year as at 31 July 2022.
- 1.2 At month 4, the forecast financial outturn for the General Fund is:
- Overall, £5.629m overspend, an adverse movement from month 3 of £0.789m;
 - An overall forecast position of a net use of reserves of £9.212m;
 - Expenditure of £7.943m earmarked in the Corporate Plan for Covid-19 impacts in future years.
- 1.3 The council is dealing with the cost-of-living challenge as much as residents and businesses in the borough are, with Consumer Price Index (CPI) inflation for July standing at 10.1%. The Monetary Policy Committee is forecasting for this to rise to 13% or more by January 2023. Beneath this headline rate, the council is facing above-inflation pressures arising from energy costs (as an organisation there is no energy price cap) as high as 68% and fuel costs as high as 41% in Quarter 1. There has been a spike in oil prices following a profit protection warning from OPEC around reducing production and US oil reserves dropping to low levels. So, whilst there has been relief at the fuel pumps recently, this may only be temporary.

2 Forecast Position at Month 4

Overview

- 2.1 As at month 4, the forecast position is a £5.629m overspend on the General Fund, highlighted in Table 1 below. Ringfenced funds are discussed later in this report.

Table 1: Forecast Revenue Outturn at Month 4

Service Areas	2022-23 Budget	Month 4 (Forecast outturn before reserves)	Reserves applied	Month 4 Forecast outturn after reserves	Month 4 variance after reserves	Month 3 variance	In-Month change
	£m	£m	£m	£m	£m	£m	£m
Adults and Health	111.711	121.477	(4.304)	117.172	5.461	4.838	0.624
Children's Family Services	74.699	75.185	(0.588)	74.597	(0.102)	(0.000)	(0.101)
Customer and Place	51.654	55.358	(3.426)	51.933	0.278	(0.008)	0.287
Assurance	8.655	9.519	(0.873)	8.646	(0.009)	0.011	(0.020)
Strategy and Resources	70.788	70.808	(0.020)	70.788	(0.000)	0.000	(0.000)
Public Health	18.874	18.874	-	18.874	-	-	-
Total at Month 4	336.380	351.222	(9.212)	342.010	5.629	4.840	0.789

- 2.2 Table 2, overleaf, provides a breakdown of the movement in variance between month 3 to month 4.

Table 2: Movement in variance month 4 to month 3

Service Areas	Month 4 variance after reserves	Month 3 variance	In-Month change	Commentary
	£m	£m	£m	
Adults and Health	5.461	4.838	0.624	Movement represents a revision of the potential increase in placement activity for the remaining part of this financial year. Previous client throughput increase adjustments were based on a 1% uplift however a review of quarter 1 activity led to a view that this is unlikely to capture the potential remaining increase. A 2% upward throughput adjustment has now been applied using Quarter 1 activity.
Children's Family Services	(0.102)	(0.000)	(0.101)	Primarily due to a small favourable movement in placement expenditure when compared to M3 forecast.
Customer and Place	0.278	(0.008)	0.287	£0.106m income shortfall in commercial waste and a forecast £0.429m overspend in parking are counterbalanced by additional income forecast for garden waste (£0.308m) and additional income from levy (£0.110m)
Assurance	(0.009)	0.011	(0.020)	Minor movements whilst remaining broadly forecast to budget
Strategy and Resources	-	-	-	The directorate is forecast to budget with no change to prior months
Public Health	-	-	-	The directorate is forecast to budget with no change to prior months
	5.629	4.840	0.789	

Application of Reserves

- 2.3 The council holds reserves to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g., grant funding). Reserves are divided into 'earmarked' reserves, where the spending objective is known with some clarity, and 'general' reserves, intended to mitigate the impact of wholly unforeseeable costs. The levels of reserves are set out under Section 25 of the Local Government Act and prudent levels are determined by the CFO. Earmarked reserves are usually held by specific services, while general reserves are held corporately.
- 2.4 The use of reserves is not intended to replace savings or income generation opportunities as part of the MTFs. Reserves can only be used once and then they are gone. Any use of reserves to replace savings or income generation opportunities is a delaying action, storing up pressures into future years. This could be part of investing in transformational service delivery and is the ultimate last resort during budget setting when a gap cannot be bridged despite best efforts.
- 2.5 This report sets out anticipated use of or top up of earmarked service reserves. The table overleaf provides further detail.

Table 3 Use of or top-up of reserves at Month 4

Service Areas	Forecast (drawdown)/ top-up to reserves	Commentary
	£m	
Adults and Health	(4.304)	Earmarked Reserve drawdown - £0.090m Age UK contract £1.887m Earmarked Reserve (Covid support workforce, Prevention Team, Reviewing Officers) £0.100m Transformation reserve drawdown towards staffing commitment. £0.408m Earmarked Reserve drawdown for debt recovery team £0.600m Earmarked Reserve drawdown to support expected losses from Your Choice Barnet (YCB) run Care homes (this figure is likely to increase) £0.439m Earmarked reserve drawdown to support 5 year Tree planting program. £0.299m Earmarked reserve funded Pleasant Park Program to deal with increased demand and environmental related issues. £0.487m Earmarked reserve drawdown to meet the shortfall in management fee income from the councils leisure contract.
Children's Family Services	(0.588)	Net reserves drawdown of £0.588m consisting of drawdowns across Children in Care £0.159m, Commissioning £0.012m, Help and Protection (Early Help 0-19) £0.251m and Clinical Services of £0.166m.
Customer and Place	(3.426)	£1.381m drawdown for sustainability related to staffing and one-off spend on the Sustainability Agenda. This will be reviewed in detail in the coming months. £0.754m drawdown from Homelessness Reserves, to support prevention activities in the current year. £0.607m Brent Cross Retail Park top-up to the Brent Cross Retail Park reserve. £0.359m earmarked flood grant from Environment Agency drawn down £0.262m allowance for pending commercial claims from Term Maintenance contractor £0.030m feasibility study for A1000 £0.500m additional top-up to fund Capital Betterment lump sum £0.122m for Street Scene agency covers. Covid-19: £0.100m Additional staff needed to manage back log of HMO enforcements (visits restricted due to Covid) £0.022m BOOST Employment and Skills £0.150m Loss of commercial waste income £0.190m additional spend for vehicle cleansing £0.163m Regeneration of Town Centre Covid related spend
Assurance	(0.873)	Elections reserve draw down of £0.744m to fund 2022 Local election, offset by top-up of £0.178m to elections reserve to fund future local elections. Drawdowns for Members IT £0.107m, CAFT reserve £0.050m. Food Safety regulatory costs £0.212m. Offset by Top-ups to the Mayoral support reserve for the Mayoral car of £0.015m and to the Internal Audit reserve of £0.048m
Strategy and Resources	(0.020)	
Public Health	-	
Total	(9.212)	

Savings

- 2.6 The budget for 2022-23 includes planned savings of £7.422m; of which it is currently forecast that £6.959m of these savings will be achieved.
- 2.7 The gap in savings delivery in Children and Family Services is £0.392m of Placement savings which is critically at risk and dependent upon contributions from Health and Education partners. At this point, the service aims to manage within their budget envelope and these are being actively tracked and reviewed through the year.

2.8 Underachievement in Assurance is due to start-up and training delays for the Community safety team issuing Fixed Penalty notices for fly-tipping. First quarter expected income is £0.037m against a run-rate of £0.108m. This is mitigated by delayed recruitment against the re-organised Community Safety team, as well as the carry-forward of unutilised Prevent grant, to fund relative expenditure.

Table 4 Savings Delivery 2022/23

Service Area	Savings target 2022-23	Forecast savings achievable at Month 4	(Gap)/Over to plan	Service area gap
	£m	£m	£m	
Adults & Safeguarding	(1.430)	(1.430)	-	0.00%
Children and Family Services	(1.483)	(1.091)	(0.392)	26.43%
Customer and Place	(2.793)	(2.793)	-	0.00%
Assurance	(0.431)	(0.360)	(0.071)	16.47%
Strategy and Resources	(1.285)	(1.285)	-	0.00%
Public Health	-	-	-	0.00%
Total	(7.422)	(6.959)	(0.463)	
Percentages	100.00%	93.76%	6.24%	

Risks and opportunities

2.9 In preparing the report for month 4, a number of overall (corporate) and service-specific risks have been identified. These are set out below.

- Adults and Health
 - Current forecasts reflect a level of increase in annual activity and unit cost which exceeds estimates used for setting this year's budget. When reviewing activity at P4 an average increase of 5% is presenting above FY 2021-22 total activity levels.
 - Current estimates also include a level of upward churn for this financial year which will be reviewed during monitoring periods. The national context reports that the impact of COVID on NHS treatment waiting times is resulting in residents becoming more unwell and social care needs becoming more complex. The total number of patients waiting over 18 weeks for treatment now exceeds 2 million, while the number of patients waiting over one year for treatment stands at almost 300,000. It is highly likely that Barnet will feel some of this demand and that the current upward churn estimate will be exceeded. The number of residents requiring care and support upon discharge from hospital has been very high in Quarter 1. Work is ongoing to analyse this and should be available for P5 reporting.
 - P4 estimates include an assumption on care provider rate inflationary uplifts which reflect the 'budgeted' offer to providers in Barnet and across NCL. Current cost of living pressures, including utility volatility, put pressure on providers to maintain uplifts on offer – this is under constant review.
 - There is currently a significant risk around the level of income that has been forecast for funding from the CCG for care and support for the first 4 weeks after discharge c.£1.9m. This is being worked through with partners across NCL.
 - There is also likely to be a pressure due to bed voids at YCB homes due to works required across the two care homes, c.£1.0-£1.4m.
 - Market cost complexities in the leisure industry are being monitored together with the likely upward financial impact.

- Children's and Family Services
 - An assumption of an additional £1.57m income from third parties such as the CCG is included in the forecast for placements. This is dependent on review of placement needs for complex cases.
 - A further £2.743m of anticipated placement costs is under review and not reflected in the forecast at M4. For a number of children in Placements, this is not their final placement, and the service aims to move them on to a permanent care arrangement with either family or in house carers as part of improving outcomes. This may have the additionality of reduced costs.
- Customer and Place
 - Street Lighting budget could have a significant pressure from the above inflation increase in energy prices circa £0.500m, if this is not able to be met from the contingency budget set aside for non-pay inflation.
 - Fuel prices are on the rise current estimate is £0.350m full year impact if Quarter 1 prices are experienced for the remainder of the year, on average, although pricing has reduced in the last month.
 - Parking income forecasts are based on the current situation and are incredibly difficult to predict due to changing patterns of behaviour. August and September activity will be critical around firming up risks and opportunities.
 - The Estates service regularly reviews outstanding commercial debt. This could lead to subsequent write-offs of income related to prior years. An extensive review of all debt at financial year-end 2021/22, resulted in a £0.392m increase in the bad debt provision, which should mitigate the risk of further write-offs.
 - The macro-economic environment is to remain challenging for businesses and personal households. Increases in energy and utilities costs, may cause pressures across the council's commercial estate. There is also the risk that Temporary Accommodation (TA) demand may rise, if more households are evicted, due to inability to pay rents and mortgages. The Brent Cross West scheme may also be impacted by rising costs of raw materials and the availability of skilled labour
 - Across London, market forces are applying upwards pressure to the costs of TA, making it more difficult for the council to secure affordable, good quality housing. Interest rates are also rising, increasing the cost of borrowing. These increases in capital funding, may cause delays to the Open Door Homes (ODH) acquisitions capital scheme. This may further decrease the availability of affordable homes to meet the council's housing need, as well as increasing the spend on TA.
- Assurance
 - Fixed Penalty Notice income target may not be fully achievable this year, due to start up and training delays. It is expected that this potential pressure will not be ongoing in future years.
- Strategy & Resources
 - Capital financing costs could be higher than expected due to the economic climate and interest rates rising if the council needs to take out further borrowing that it is not planning on in 2022-23.
 - Stability of business rate income and knock-on effect to the General Fund if collection does not remain at current levels after all reliefs are removed from the system.
 - In addition, rising inflation could cause a risk on contractual obligations.
 - Recent discussions with trade unions indicate higher than anticipated demands for pay inflation increases which will cause additional pressure on staffing budgets.

- Corporate
 - Inflation risks continue to be discussed in the media. This is an area that is under review and is informing both in-year forecasting (and future budget projections) as appropriate.
 - Further to inflation, the costs for energy the council is bearing have increased by as much as 68% compared to M4 2021-22; fuel costs have increased by as much as 41% compared to M4 2021-22; supply chain scarcity of skilled labour and key construction materials has been placing upwards pressure, above CPI, on construction contracts across all physical asset classes; the current employer offer in Outer London, represents an average increase to pay of 5-6% on the budgeted payroll – if it is accepted; key activity driven budgets in Adults, Children’s and TA are facing provider sufficiency issues in sourcing quality, appropriate placements with prices rising due to a lack of competitive tension between providers.
- Public Health
 - The recently announced NHS Pay Award and upcoming LA Pay Award announcements have been budgeted at 2% so there will be an increased pressure on PH Grant for internal staff pay award as well as all the contracts with NHS and other providers where staff have NHS Terms and Conditions. It is estimated that impact could be c.£1.0m. Additional funding from central government to subsidise for this pressure has not been announced as yet.

Budget Changes

2.10 At Month 4 no budget changes took place.

Covid-related expenditure

2.11 £6.757m covid funding was carried forward into 2022-23. The forecast expenditure against this funding is detailed by service area in table 5 overleaf. Future reporting on covid spending will include indications of actual amounts spent.

Table 5: Summary of Covid-19 related funds and associated forecast expenditure at month 4

Service Areas C19 expenditure at Month 4	£m	Commentary
Adults and Health	3.651	CEV VCS support £0.966m (VCS infrastructure, Voicability / Age uk, VCS strategic lead and engagement officer) Prevention Strategy £1.000m (Prevention and Wellbeing Team over 2 years) Continued resourcing support to pandemic £1.000m (all staffing resource currently in post) Practical Support for Self-Isolation - £0.473m (Hub & Housing support) Omicron Support - £0.211 (already passed through to the care market)
Children's Family Services	2.094	Young people supported on pathway to employment £1.000m; Mental Health support teams £0.780m; Transitional safeguarding £0.226m; Welfare rights officers £0.088m
Customer and Place	0.625	Refuse agency costs required for additional vehicle cleaning £0.190m; Loss of commercial waste income £0.150m Town Centre £0.163m; Additional staff needed to manage back log of HMO enforcements (visits restricted due to Covid) £0.100m; BOOST – post-Covid-19 Business start-up programme £0.023m
Assurance	0.000	
Resources	0.306	Strategy and Comms asylum seekers in hotels £0.306m
Public Health	0.752	£0.300m Barnet Community Fund; £0.452m covid vaccine champions
C19 costs as at Month 4	7.427	
Funding Summary	£m	
funds brought forward from last year	6.757	Comprising funding provided by government in 2019/20 and 2020/21 and 2021/22.
additional drawdown on non-ringfenced general reserves	0.670	additional requirement over and above funding c/f
Known funding at Month 4	7.427	

2.12 £4.08m of Covid expenditure was allocated in the Corporate plan. The balance of £3.345m which was not allocated in the Barnet plan is under review.

Service Areas C19 at Month 4	Included in Barnet Plan	Not Included in Barnet Plan	Total
spending	£m	£m	£m
Adults and Health	1.966	1.685	3.651
Children's Family Services	2.094	0.000	2.094
Customer and Place	0.022	0.603	0.625
Resources	-	0.306	0.306
Public Health	-	0.752	0.752
C19 costs as at Month 4	4.082	3.345	7.427

Non-Pay Inflation

2.13 Services were requested to submit non-pay inflation bids. The total bids requested are broken down in the table below by directorate. Total bids were £7.801m; there is £7.443m held in contingency specifically for non-pay inflation. The business planning report at this Committee requests approval for a further £0.358m allocation from contingency to be vired to service budgets, reflecting the pressures faced by the current levels of inflation (10.1% for CPI at the time of monitoring for Month 4). The contingency budget has sufficient availability to support this approval.

Service	Total Requested £m
Adults & Health	3.051
Assurance	0.288
Customer & Place	2.238
Children & Family Services	2.223
Strategy & Resources	-
Total	7.801
Funding Available (in contingency)	7.443
Balance for approval	0.358

3 Ringfenced funding

Housing Revenue Account (HRA)

- 3.1 The HRA budget has been set in line with the 30-year business plan and approved by H&G and P&R committees in February 2022.
- 3.2 The service-related elements of the HRA are projected to be £0.069m favourable to budget. This will be offset by a decrease of £0.069m in RCCO (Revenue contribution to Capital Outlay). The £0.069m favourable variance is comprised of:
- £0.120m favourable - Overachievement on commercial rent income assumes similar number of units to be rented out this year as in the previous year. The numbers of units are higher than budgeted.
 - £0.115m favourable – Savings on interest costs on HRA debts. This is due to early borrowing that happened last financial year, taking advantage of the lower interest rates which were available at the time.
 - £0.096m favourable - Overachievement on interest income earned on HRA cash balances. This is due to higher average interest rates expected this financial year.
 - £0.140m favourable - Overachievement on commission (income) on water rates from Affinity.
 - £0.400m adverse - Overspend due to an increase in Gas & Electricity costs on HRA Estates and Sheltered Housing blocks. The higher costs will not be passed onto tenants as an increase in rent or service charge. This is because sheltered blocks are on affordable rent, and the increase in service charges was agreed at 4.1%. Yet, the projected increase in gas & electricity is c.50%.

3.3 There are on-going risks associated with the 30-year HRA business plan. Officers at The Barnet Group and the council are currently reviewing how the below may impact the business plan:

- HRA Recharges – A review of the bases and application of recharging the Barnet Group for support services.
- Interest rate on borrowing increasing by c.4.25%. This may impact the financial affordability of capital programmes. The council's treasury department are considering options for borrowing.
- Rent-setting for council dwellings and temporary accommodation is historically set at CPI+1% (10.1%+1% as of August 2022) and communicated to tenants in February of each year
- The council is currently reviewing Central Government guidance and support, and the potential financial impact.
- Utilities costs – absorbing a significant increase in utilities, so these are not passed on to tenants. The increase was expected at 54% but may rise to 207% (or £0.450m) in this financial year. This is being investigated further.

Table 6: HRA forecast at month 4

HRA - Revenue	21-22 Outturn	2022-23 Budget	Month 4 Forecast Outturn after reserves	Month 4 Variance After reserves	In-Month change
	£m	£m	£m	£m	£'000
Dwelling Rent	(50,397)	(52,333)	(52,333)	0	0
Non-Dwelling Rent	(1,273)	(1,242)	(1,362)	(120)	0
Service & Other Charges	(6,842)	(6,851)	(6,992)	(141)	0
Other Income	447	0	0	0	0
Housing Management	19,014	19,451	19,451	0	0
Other Costs	1,735	1,806	2,206	400	0
Internal recharges	2,839	2,868	2,868	0	0
Repairs & Maintenance - Mgt Fee	8,584	10,464	10,464	0	0
Repairs & Maintenance - Non-Core	975	0	0	0	0
Provision for Bad Debt	589	1,261	1,261	0	0
Regeneration	168	684	687	3	0
Debt Management Expenses	10,103	10,578	10,463	(115)	(115)
Interest on Balances	(116)	(9)	(105)	(96)	(96)
HRA Controllable (Surplus)/Deficit	(14,174)	(13,323)	(13,392)	(69)	(212)
Depreciation	12,222	12,683	12,683	0	0
RCCO	1,932	536	605	69	212
HRA Capital Charges	14,154	13,219	13,288	69	212
HRA (Surplus)/Deficit	(0.020)	(0.104)	(0.104)	(0)	(0)

3.4 The projected HRA reserve is £4.124m.

Table 7: HRA reserves at month 4

	B/Fwd	Revenue Movement	Depreciation & RCCO	Forecast Funding for Capex CFR	C/Fwd
	£'000	£'000	£'000	£'000	£'000
HRA Reserve	(4,020)	(13,180)	13,076		(4,124)
Major Repairs Reserve	(2,000)		(13,076)	13,077	(2,000)
HRA Reserves	(6,020)	(13,180)	0	13,077	(6,124)

Dedicated Schools Grant (DSG)

- 3.5 At Month 4, the DSG is forecast to have a surplus £1.82m across the four block activities. This is indicated in table 8 overleaf.
- 3.6 The total allocation for Barnet DSG is £396m with £248m going via the LA. There was additional supplementary funding of £8.7m for the schools' block and £2m for the high needs block to help with the additional pressures on schools and the 1.25% national insurance increase from April 2022.
- 3.7 This supplementary grant has helped to balance the High Needs block for 2022/23 whilst still being able to award a 2.5% rate increase in top ups and also increase the number of top-ups commissioned.
- 3.8 The current reserve for DSG has a brought forward balance of £4.87m. The schools' forum has agreed to use £1m of this reserve to fund the Hong Kong & Afghanistan Refugees joining our schools in Barnet as well as £0.400m to support our maintained nurseries.
- 3.9 There is an additional risk of £1m that may be necessary to fund 2021/22 missed growth payments.

Table 8 DSG Forecast at month 4

	Budget	Month 4 Forecast outturn after reserves	Month 4 variance after reserves	Month 3 variance	In-Month change
	£m	£m	£m	£m	£m
Expenditure					
Schools:					
- Individual Schools Budget	151,595	151,234	(361)	0	(361)
- ESG retained funding	700	700	0	0	0
- Growth Fund	2,745	1,285	(1,460)	(1,530)	70
- Central schools expenditure	2,266	2,266	0	0	0
Sub-total	157,306	155,485	(1,821)	(1,530)	(291)
Early Years Block	28,297	28,297	0	0	0
High Needs Block	62,353	62,353	0	0	0
Sub-total	90,649	90,649	0	0	0
Total	247,955	246,134	(1,821)	(1,530)	(291)
Income					
DSG Income	(247,955)	(247,955)	0	0	0
Total	(247,955)	(247,955)	0	0	0
Net DSG 21/22	0	(1,821)	(1,821)	(1,530)	(291)

3.10 The DSG reserve brought forward into 2022-23 was £4.870m. The forecast underspend in-year of £1.821m, alongside the approved use of reserves of £1.400m, reflects a forecast carried forward balance for 2023-24 and future years of £5.291m.

Table 8a DSG Reserves Forecast at month 4

DSG reserves	B/Fwd	Use of Reserve	Top Up Reserve	C/Fwd
	£m	£m	£m	£m
DSG Reserve	(4.870)	1.400	(1,821)	(5.291)
DSG Reserves	(4.870)	1.400	(1.821)	(5.291)

Public Health Grant

3.11 The ringfenced public health (PH) grant of £18.318m is forecast to out-turn to budget at M4. Commitments of up to £1.000m have been identified to be utilised from the PH grant reserve during the financial year subject to the PH Grant continuing to forecast to out-turn to budget. The pressures facing the General Fund regarding pay and non-pay inflation are also faced by the Public Health Grant. As a ringfenced fund, the grant is expected to absorb these pressures across the year.

Table 9 Public Health Grant forecast

Public Health Grant	2022/23 Budget	2022/23 Outturn	Variance
	£m	£m	£m
Public Health services (PH grant funded)	18.318	18.318	0
Public Health Services	18.318	18.318	0

3.12 The Public Health Grant Reserve carried forward from 2021-22 was reported at £1.828m. The estimated carry forward at 2022-23 outturn is £0.828m.

Table 10 Public Health Grant Reserve forecast

Reserves use	brought forward	Use of Reserve	Estimated carry forward
	£m	£m	£m
Public Health reserve	1.828	(1.000)	0.828

Special Parking Account

3.13 Income received from parking charges is paid into a Special Parking Account (SPA) to comply with legislative requirements. Any surplus is appropriated into the General Fund at year end. The act requires any surplus to be spent on specified traffic and highways management objectives. Table 11 below illustrates the month 4 forecast outturn position for the SPA and the appropriation to the general fund. It is currently forecasting an outturn of net receipts of £13.437m.

Table 11 SPA Forecast

SPA Accounts	2022-23 Budget	2022-23 Outturn
	£m	£m
Income	Budgeted SPA Account	M4
Penalty Charge Notices	(12.977)	(12,851)
Residents Permits	(3.232)	(3,186)
Pay & Display	(3.725)	(3,485)
CCTV Bus lanes	(1.110)	(1,097)
Total Income	(21.044)	(20,619)
Operating Expenditure (running costs)	7.178	7,182
Net Operating Surplus	(13.866)	(13,437)
Appropriation to General Fund	(13.866)	(13,437)

4 Capital Programme

- 4.1 The capital forecast outturn at month 4 for 2022-23 is £377.938m, of which £263.202m relates to the General Fund programme and £114.736m relates to the HRA capital programme.

Table 12 Current Financial Year Forecast Capital Outturn at Month 4

Service Area	2022-23 Budget	2022-23 Forecast	Variance from Approved Budget	Expenditure to date
	£m	£m	£m	£m
Adults and Health	18.732	9.537	(9.195)	0.580
Children's Family Services	26.923	16.627	(10.295)	3.392
Assurance	2.163	2.163	0.000	0.000
Customer and Place	192.079	151.570	(40.510)	32.300
Brent Cross	73.423	83.305	9.882	20.284
Resources	0.000	0.000	0.000	0.000
General Fund Programme Total	313.320	263.202	(50.118)	56.556
HRA	124.563	114.736	(9.827)	26.426
Grand Total	437.883	377.938	(59.945)	82.982

- 4.2 **Adults and Safeguarding** – The Adults and Safeguarding Capital budget for 2022-23, reports an underspend of £9.195m at month 4.
- This is principally relating to **West Hendon Playing Field Sports Hub and Cophall Playing Fields and Mill Hill Open Space** where budget re-profiling will be requested at £6.830m and £1.500m, respectively.
 - Capital budgets for Adults Social care are currently forecast as on-budget at month 4.
- 4.3 **Children's and Family Service** – The Children's and Family Service Capital budget for 2022-23, reports an underspend of £10.295m due to budget reprofiling relating to a number of projects including: education projects of £8.026m, social care projects of £0.639m, secure accommodation of £0.731m and libraries of £0.900m.
- 4.4 **Customer and Place** – The capital programme is underspending by £40.510m in 2022-23. The reasons are outlined below:
- Housing (General Fund):
 - Housing Acquisitions Open Door – forecasted programme delays due to the cost of borrowing increasing and requiring a review of the cashflow model. The Barnet Group are working through alternative arrangements to fund the programme.
 - A £1.950m deletion related to the Next Steps Accommodation Programme grant for rough sleepers' accommodation. The budget was increased to reflect this grant, with the expectation that this would be passed through via the council. This has subsequently been received directly by Open Door Homes (ODH).
 - Further re-profiling of the small sites Housing GF programme into next year, offset by £4.931m expenditure for Sage Upper and Lower Fosters site, re-profiled into 2022-23.

- Empty Properties – Deletion of £0.960m. It has been agreed to reduce the budget reflecting actual requirements, leaving sufficient budget to enable the enforcement of Compulsory Purchase Orders and annual expenditure.
- Modular homes – Deletion of £0.240m. The total budget for this programme is no longer required and has been replaced by the Small Sites capital programme.
- Growth and Regeneration:
 - Development Portfolio - £2.093m reprofiled to future years due to programme delays. This will be kept under constant review in the coming months.
 - Hendon Hub - £3.090m reprofiled to future years due to delays in site acquisitions offset by project expenditure which has been accelerated into 2022/23. The property purchases have been delayed ensuring there is cash flow to fund project costs which have been expedited.
 - Saracens Loan - £0.920m forecast addition – budget amendment to bring in line with the agreed loan agreement. This addition forms part of the Business Planning paper recommendations at this Committee.
- Re (Highways): Colindale Highways and Transport - Consultants are due to be appointed and they will be bringing forward a costed programme supported from the existing budget allocation.
- Street Scene: Vehicles - reporting £2.2m underspend due to delay, as the manufactures are unable to provide delivery timeline. This is to be reprofiled to future years.
- Parking & Infrastructure: LED Lighting – is reporting a £0.310m underspend and this budget will be reprofiled into 2023/24. This Programme is currently substantially completed with 50% of assets converted to LED, the remaining assets are to be completed.
- Highways Non-TFL: NRP Phases One and Two – While no reprofiling has been identified so far, the budget for these two programmes will be consolidated into the NRP Phase 2 programme. This will facilitate a consolidated financial management approach, providing greater cost control and earlier warning signals versus a fragmented budget across multiple programmes.
- Highways TFL: The programme is currently forecast to budget.
- Re (Environment): Colindale Parks, Open Spaces and Sports – The majority of construction costs for the project will be incurred from 2022-23 onwards. As a result, £1.296m will slip into the next financial year, leaving £500k available for in-year costs. Work on Colindale Park has been completed, with any outstanding work being due on Rushgrove Park.

4.5 **Brent Cross** – The Brent Cross capital programme is currently projecting accelerated expenditure of £9.882m at M4 for 2022-23. The overall programme is forecast to budget.

- **BXC – Funding for land acquisitions** – The forecast at month 4 for 2022-23 identifies a need for accelerating expenditure of £3.730m. The overall financial position is currently forecast on budget for the remaining two financial years.
- **BXT Land Acquisitions** – The forecast at month 4 for 2022-23 identifies re-profiling of the budget of £2.199m into 2023-24. The re-profiling into 2023-24 is in line with the material CPO2 Residential Acquisitions. Currently three residential buybacks are forecast to complete in the forthcoming months. All expenditure is fully recoverable from BXT in line with the Project Agreement and CPO Indemnity Agreement and is forecasted overall on budget for the remaining scheme. The next Property Cost Estimate will be updated in September.
- **Brent Cross West** - The forecast at month 4 for 2022-23 identifies accelerating expenditure of £11.676m. The budget is required to be re-profiled to reflect the current delivery programme, specifically the construction of the station which is forecast to complete by December this year.
 - The overall programme is forecast to budget although acknowledging potential pressures due to material cost inflation and supply chain issues due to Covid and the current economic climate, in addition to cost associated with cancelled railway possessions leading to prolongation on the construction programme. Availability and cost of materials continues to be an issue even at this late stage.
- **Critical Infrastructure** - The forecast at month 4 for 2022-23 identifies a re-profiling of the budget of £3.324m into 2023-24. The overall programme is currently forecast on budget.

4.6 **Assurance** – The capital programme for 2022-23 is on budget.

HRA Capital Investment

- 4.7 The HRA Capital programme budget reflects the most recently approved HRA Business Plan in March 2022.
- 4.8 At month 4, the HRA capital programme is forecasting a £9.827m underspend. This relates to a £9.827m net re-profiling into future years. This will be reflected in the next update to the HRA Business Plan, which will be presented to the Housing & Growth Committee as well as the Policy and Resources Committee in due course.
- 4.9 HRA capital programmes are mainly in three areas: Investment in current stock (capital repairs or capital enhancements of existing properties); Development of new properties (new builds); and market acquisition of properties:

- Stock investment Programmes - Capital programme budgets are to be re-aligned to reflect the HRA Business Plan. This will result in budget re-profiling of £5.175m in the current year.
- Development Programmes –
 - £4.344m on New-build 250. The programme has been re-profiled because submission for planning permission on two development schemes was delayed. As such, planning permission for these two schemes will not take place until later this year.
 - £0.855m delays on Cheshir House Extra Care. Original delays in getting vacant possession of the site have resulted in on-going programme delays into next year.
 - £0.410m on GLA development programmes, re-profiled due to two schemes yet to be tendered.
 - £1.649m re-profiled expenditure from future years into 2022-23 on Stag House, this is due to the contractor submitting a loss & expense claim for planning delays of over 6 months.
- Acquisitions Programmes - Capital programme budgets are to be re-profiled into 2022/23 (£8.461m). This is mainly due to a lack of suitable properties being available on the market at the right price to represent value-for-money.

Funding of the Capital Investment Programme

4.10 The composition of capital funding in the current year is detailed in table 12 overleaf. The level of funding from Capital receipts, Revenue/ Major Repairs Allowance (MRA) and Community Infrastructure Levy (CIL) funding remain broadly the same as the previous period.

Table 12 Funding of the Capital Programme

Service Area	Grants/Other Contributions	S106	Capital Receipts	Revenue/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	3.912	0.810	0.139	0.000	3.323	0.000	1.353	9.537
Children's Family Services	14.842	0.000	0.039	0.000	0.193	0.000	1.554	16.627
Assurance	0.000	0.000	0.000	0.000	2.163	0.000	0.000	2.163
Customer and Place	32.649	5.421	6.240	0.746	19.963	1.700	84.850	151.570
Brent Cross	75.708	0.000	0.900	0.000	0.000	0.000	6.697	83.305
Resources	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
General Fund Programme	127.112	6.231	7.317	0.746	25.642	1.700	94.454	263.202
HRA	24.355	1.267	4.754	22.733	0.000	0.000	61.627	114.736
Total Capital Programme	151.467	7.498	12.071	23.479	25.642	1.700	156.081	377.938

4.11 Table 13 below shows the five-year forecast for the overall capital programme. The council is anticipating expenditure of almost £580m across its General Fund Programme, with the majority of this across Brent Cross and Customer and Place – circa £496m. The HRA is forecasting capital expenditure of circa £320m across the same programme. The funding make-up for the five-year programme is broadly similar to the 2022/23 make-up, outlined in Table 12 above. As such, around 40% is grant funded, with a further 40% anticipated to be made of borrowing. The additional borrowing requirement forms part of the council’s budget setting process and is captured in the Medium Term Financial Strategy (MTFS) that is due to be presented to this Committee.

Table 13 Five Year Capital Programme Forecast

Service Area	Programme Budget	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	Programme Forecast	Additions/ Deletions
	£m	£m	£m	£m	£m	£m	£m	£m
Adults and Health	39.715	9.537	10.188	11.648	8.130	0.000	39.503	(0.212)
Children's Family Services	40.533	16.627	14.416	6.268	2.185	0.000	39.497	(1.036)
Assurance	2.363	2.163	0.200	0.000	0.000	0.000	2.363	0.000
Customer and Place	378.583	151.570	112.505	67.687	40.340	0.860	372.961	(5.622)
Brent Cross	122.724	83.305	38.746	0.673	0.000	0.000	122.724	0.000
Resources	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
General Fund Programme Total	583.918	263.202	176.055	86.276	50.655	0.860	577.048	(6.870)
HRA	327.010	114.736	94.970	62.070	43.104	5.863	320.742	(6.268)
Grand Total	910.928	377.938	271.025	148.346	93.759	6.723	897.790	(13.138)

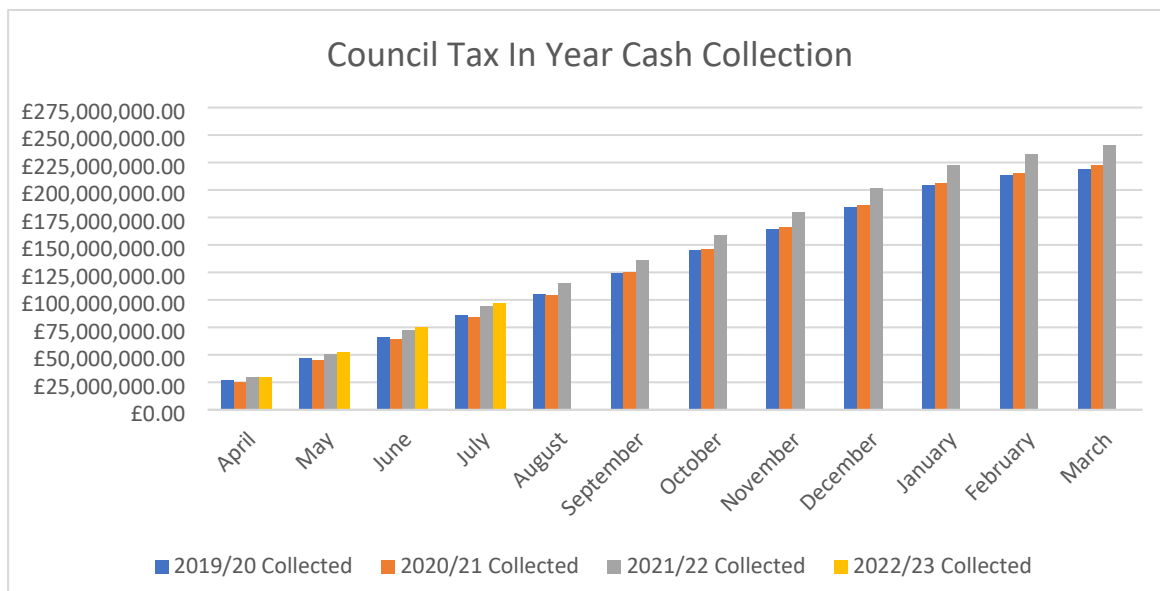
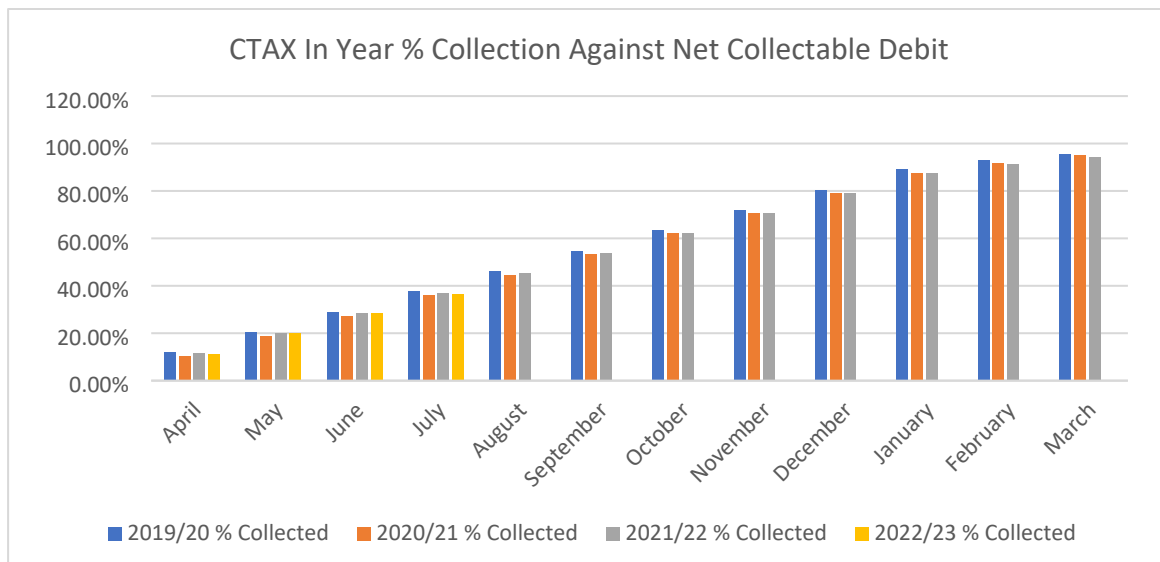
5 Revenues and debt

Collection Fund – Council Tax

- 5.1 For the purposes of this report, current year information has been compared against 2019-20, 2020-21 and 2021-22. This is to allow a visible comparison from pre-pandemic through to current period.
- 5.2 The collection rate in July 2022 is 36.64%, this is 0.37% lower than July 2021, 0.79% higher than July 2020 and 0.98% lower than June 2019 (pre-pandemic). Benchmarking within London shows this is not unique, and CSG are focusing on older council tax debt as they onboard more staff to support overall across local taxation and benefits.
- 5.3 In cash terms, current collection levels are £2.936m higher than July 2021, £12.453m higher than 2020 and £11m higher than 2019 (pre - pandemic) – this is due in part to annual increases in both the council tax base and the household charge over two budget cycles.

5.4 There has been an underlying recovery impact from COVID-19 in Council Tax, however the council's tax base has improved through additional completions to Month 4 and there is not expected to be an adverse pressure on the Collection Fund arising from the tax base. Council Tax Support expenditure has increased slightly (£0.003m) from previous months' and are now forecasting to be £0.457m above budget. This can be managed through the Collection Fund Adjustment Account.

5.5 The charts below and overleaf show the comparison of collection rates and cash values since 2019-20 (pre-pandemic).

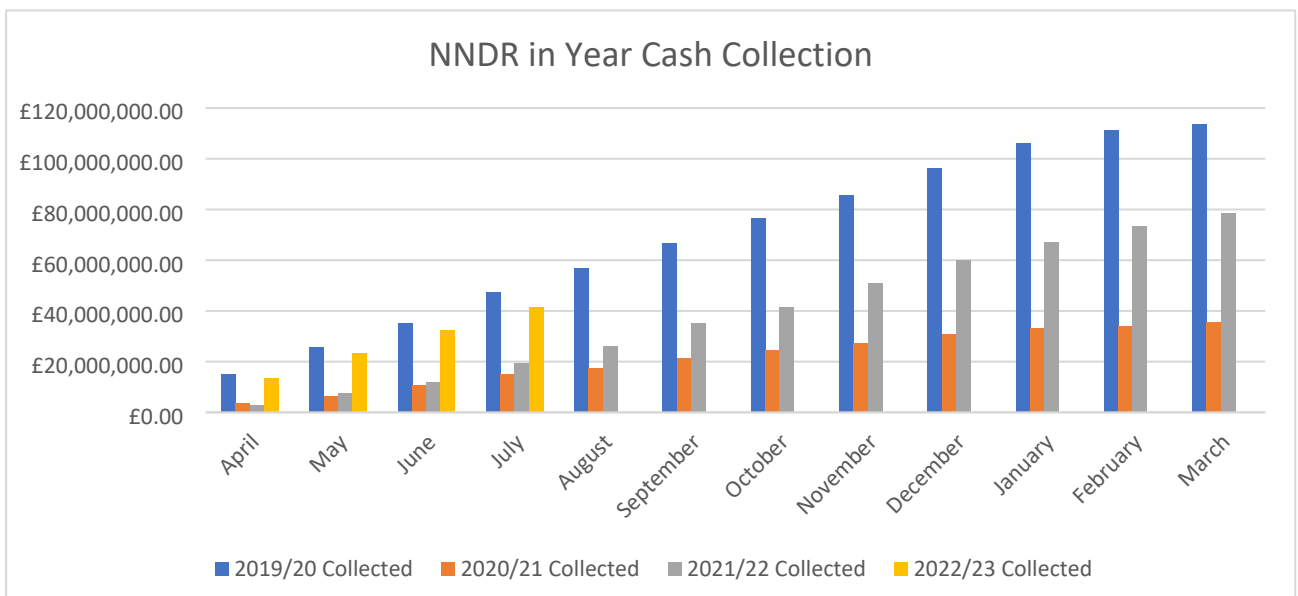
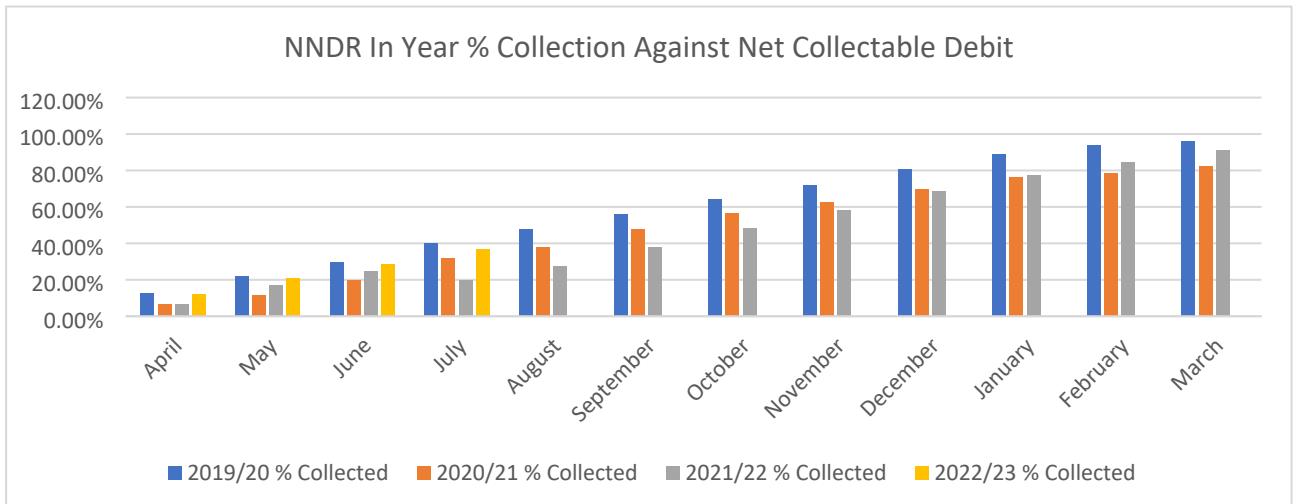


Collection Fund – Business Rates

5.6 The Business Rates collection rate in July 2022 is 36.95%, an increase of 17.39% compared to July 2021 and 5.37% compared to July 2020. Collection is however still 2.97% down on July 2019. Every month since January 2022 has seen the collection rate exceed the prior year’s rate.

5.7 In cash terms, the current collection level is £22.062m higher than July 2021 and £26,327m higher than July 2020, however £5.916m down on July 2019. The cash collection is impacted by the Net Collectible debit (NCD) in each year. In July 2022, the NCD is £13.163m higher than July 2021, however £6.491m lower than July 2019 (pre-pandemic). The NCD is impacted by the amount of grant received by the council, for example, expanded retail reliefs.

5.8 The charts below and overleaf show the comparison of collection rates and cash values since 2019/20 (pre-pandemic).



Emergency financial support for residents

5.9 Emergency support is in the form of Discretionary Housing Payments (DHP), Discretionary Council Tax Discounts and Local Welfare Assistance Fund payments.

- DHP has seen a reduction in expenditure of 18.05% against July 2021. The council's DHP funding provided by DWP is £1,445m. The July expenditure extrapolated over the year is 5% above the funding, this will continue to be monitored. It is therefore forecast that the full allocation will be awarded.
- Discretionary Council Tax Discounts (Section 13A payments) have seen a 13.42% decrease against July 2021.
- In April 2022, the council introduced a new Local Welfare Assistance Fund to replace the Crisis Fund. At the end of July 2022, the total awarded value is £0.183m.

Court Costs

5.10 July 2022 court costs awarded are £0.781m. This is 3.9% higher than July 2021 and 1497% higher than July 2020 (no costs), however down 36.4% on July 2019 (pre-pandemic). This is due to timing as final notices were not issued in 2019-20, therefore summonses issued sooner. The budget income target is £1.689m.

5.11 Court costs collected in July 2022 are £0.383m. This is 19.7% higher than July 2021 and 395.4% higher than 2020, however 16.44% lower than 2019. July 2020 was significantly lower as a result of the council's pandemic response, and July 22 is down on July 2019 due to timings of summons being issued, final notices were not issued in 2019.

Housing Benefit Overpayments (HBOP)

5.12 Housing Benefit Overpayment Collection at the end of July 2022 is £0.766m. This is 13.44% lower than July 2021 (£0.885m), however 76% higher than 2020 and 34.81% higher than 2019 (pre-pandemic).

5.13 The budget income target for 2022-23 is £2.712m. Whilst the target is still being worked towards, there are risks at present due to staff leaving, the continued increase in energy prices, and impact of the cost-of-living increases. New staff have now been recruited and are in training, and additional measures are being introduced to HBOP to improve collection, including Telsolutions email and messaging campaigns.

Sundry Debt

5.14 Between June 2022 and July 2022 overall debtors decreased by £3.843m. An analysis of debtors as at the 30 June 2022 is provided overleaf at Table 14. It should be noted that this information is a snapshot as at that date and the overall position varies.

5.15 Overdue debtors (up to 30 days and older) as at 31 July 2022 was £41.679m an increase of £9.240m for the same period in 2021 where the outstanding balance was £32.439m.

Table 14 Aged Debt Analysis as at 30 June 2022

Debtor	Not Overdue	Up to 30 days	30 - 60 days	60 - 90 days	Over 90 days	Total Debt
	£000	£000	£000	£000	£000	£000
Month 4	1,364	5,198	817	2,353	33,311	43,043
Month 3	5,347	825	2,651	23,351	14,712	46,866
Movement	-3,983	4,373	-1,834	-20,998	18,599	-3,843

5.16 Table 15 gives detail of the top ten individual debts by debtor, totalling £26.418m.

Table 15 Top 10 debtors as at 31st July 2022

Debtor	Total Debt	Not Overdue	Up to 30 days	30 - 60 days	60 - 90 days	Over 90 days
	£000	£000	£000	£000	£000	£000
NHS North Central London CCG	22,406	0	2,297	101	1,310	18,698
The Fremantle Trust	1,357	0	0	0	0	1,357
Trowers & Hamblins LLP	155	0	155	0	0	0
Rex Chosen Ministries	150	0	0	0	0	150
Beis Medrash Elyon School	138	0	0	8	0	138
Affinity Water	113	81	4	25	56	0.823
Meadowside Res. Care Home	95	0	0	0	0	95
Private Individual	91	0	5	0	0	86
COMMUNITY FOCUS INCLUSIVE ARTS	89	0	6	0	06	84
NHS Haringey Clinical Commissioning Group	85	0	0	0	0	85
Total	24,678	81	2,466	126	1,312	20,693

5.17 Outside the Top 10 debts, there is a significant class of debt relating to contributions to care in Adult Social Care. At the end of July 2022, the level of overdue debt related to individuals who receive adult social care services was £10.076m. Approximately 25% of the debt relates to deceased client accounts and 20% of the debt is secured by a deferred payment agreement (DPA). There is an ongoing project looking at debt recovery with £11.9m under discussion with senior management. This is reviewed at Adults and Safeguarding Committee with the financial position reporting; the next Committee is scheduled for October 2022.

5.18 NHS NCL total debt has reduced by £1.580m. Invoices up to 30 days and over has reduced by £2.196m and those for 30-60 days has also decreased by £1.209m and decreased in 60-90 days by £15.798m and there is an increase of £15.528m in invoices over 90 days. This is due to ongoing invoice queries which we are working on to resolve. Work continues to ensure prompt payment of invoices raised. The Assistant Director of Finance is to meet with NCL Finance colleagues in September 2022 to discuss improvements to processes on both sides with a view to reducing the debtor days.

5.19 The Fremantle Trust debt is under review with the Executive Directors of Communities, Adults and Health and Strategy & Resources following legal advice.

- 5.20 The Trowers & Hamlin invoice relates to their client accounts and will be paid. Upon receipt of final approval of the related agreement from both their client and the Council's solicitor, Trowers/DfE will arrange for the payment to be processed.
- 5.21 The debt on Rex Chosen Ministries has been agreed for write off and will be presented to this Committee for approval.
- 5.22 Legal documents have been provided enabling the reduction of current and future invoices on Beis Medrash Elyon School reducing the debt on the account. Once these are applied it is not expected to remain an outstanding debt to the council.
- 5.23 Affinity Water have paid £0.074m with another £0.027m remitted. £0.015m of invoices have been raised on the account.
- 5.24 The Meadowside Residential Care Home debt is linked with Fremantle.
- 5.25 The Private Individual is a property service tenant and the invoices outside the Covid-19 (protected) period have been sent to our debt collection agency.
- 5.26 Community Focus Inclusive Arts invoices are currently under discussion with their CEO and officers from the council.
- 5.27 NHS Haringey Clinical Commissioning Group invoices are being dealt with as a whole with all the NHS CCG debt. Please refer to paragraph 5.19.

Treasury and Liquidity

- 5.28 The council agreed a new Treasury Management Strategy Statement (TMSS) on 01 March 2022 and the council as at the time of reporting, remains compliant with the TMSS. The full treasury report can be found at Appendix A.
- 5.29 The total amount of deposits held as at the end of August 2022 is £179.4m achieving a annual rate of return of 1.63% which is comparable to a benchmark of 1.69%
- 5.30 The council is also taking advantage of the change in base rate by the Bank of England by changing its investment mix of short-term investments, to benefit from the higher rates.
- 5.31 The council remains compliant with its authorised limit on borrowing as well as the operational boundary.
- 5.32 Assessments to forward lock a rate for a further £150m to fund capital programmes between 2022-23 to 2024-25 are underway. A final decision on how best to execute this within the parameters of the TMSS will depend on the overall cost to the council.
- 5.33 The level of borrowing from the PWLB at Month 4 totalled £577m with a further £63m of borrowing from Lender Option Borrower Option (LOBO) loans. The LOBO loans come under option in 2024 though it is expected that the lenders are unlikely to exercise an option to increase their interest rates in the current climate.

6 Reasons for Recommendation

- 6.1 This report contains a summary of the council's forecast revenue and capital for the year as at month 4

7 Alternative Options considered but not recommended

- 7.1 None

8 Post Decision Implementation

- 8.1 None

9 Implication of Decision

9.1 Corporate Priorities and Performance

This supports the council's corporate priorities as expressed through the Barnet Plan for 2021-25 which sets out our vision and strategy for the next five years. This includes the outcomes we want to achieve for the borough, the priorities we will focus limited resources on and, our approach for how we will deliver this.

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

This report considers the outturn position of the council at the end of the financial year

9.3 Legal and Constitutional References

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 calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

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

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

To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget (including all fees and charges); 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
- Equalities

To be responsible for the oversight of:

- The overall financial performance of the council
- 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
- 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 theme committees on issues arising from the monitoring of external providers.

Consider for approval the budget and business plan of the Barnet Group Ltd

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

The council's Financial Regulations can be found at:

<https://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD349&RPID=638294> and this report is prepared under the basis of paragraph 2.4.16 in the Financial Regulations "The Chief Finance Officer will report in detail to Policy and Resources Committee at the end of each quarter as a minimum, on the revenue and capital budgets and wider financial standing and will make recommendations for varying the approved budget (revenue and capital) where necessary."

9.4 Insight

Whilst not specifically applicable to this report, insight is used to support the financial position forecasted in this report through activity drivers and place-based understanding.

9.5 Social Value

None application to this report

9.6 Risk Management

Regular monitoring of financial performance is a key part of the overall risk management approach of the council.

9.7 Equalities and Diversity

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. Consideration of these duties should precede the decision. The statutory grounds of the public sector equal duty are found at section 149 of the Equality Act 2010 and are as follows:

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.

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 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.

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.

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 prejudices and promote understanding.

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

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.

Progress against the performance measures we use is published on our website at: [www.barnet.gov.uk/info/200041/equality and diversity/224/equality and diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

9.8 Corporate Parenting

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.

9.9 Consulting and Engagement

None in the context of this report

9.10 Environmental Impact

None in the context of this report

9.11 Background Papers

None

This page is intentionally left blank

Appendix A - Treasury Management Mid-Year Review

TREASURY MANAGEMENT

Introduction

The council reported on its 21/22 outturn position to Policy and Resources committee on 19 July 22. A new Treasury Management Strategy Statement covering 22/23 was also agreed by Council on 01 March 22. This update reports on the Treasury position on 31 August 22, at which point the council remained in compliance with its agreed TMSS.

Investment Performance

- 4.1 Investment deposits are managed internally. As at 31st August 2022, deposits outstanding were £179.4 million, achieving an average annual rate of return of 1.63% (range from 0.7% to 2.95%) against a benchmark average Daily Sterling overnight index average (SONIA) of 1.69%. This benchmark is based on actual transactions and is the rate that banks pay to borrow overnight from other banks. The list of deposits outstanding is detailed in the table below. The balance excludes loans to Saracens and to Open Door Homes.

Table 1: Investments Outstanding as at 31 August 2022

Counterparty	Principal (£'000)	Interest Rate (%)	Start Date	Maturity Date	Lowest long term rating	Historic risk of Default (%)
Money Market Fund						
Federated	25,000	1.74			AAA	0.04
Aviva	25,000	1.68			AAA	0.04
Goldman Sachs	15,100	1.67			AAA	0.04
Invesco	25,000	1.72			AAA	0.04
Total Money Market	90,100					
Housing Associations (High credit quality)						
Southern Housing Group Ltd.	5,000	0.70	04-May-21	04-May-23	A-	0.05
Metropolitan Housing Trust Ltd.	10,000	0.90	10-Mar-22	09-Mar-23	A-	0.05
Places for People Treasury PLC.	10,000	1.00	15-Mar-21	15-Mar-23	A-	0.05
Total Housing Associations	25,000					

Counterparty	Principal (£'000)	Interest Rate (%)	Start Date	Maturity Date	Lowest long term rating	Historic risk of Default (%)
Banks						
Goldman Sachs International Bank	5,000	1.51	07-Feb-22	06-Feb-23	A+	0.05
ANZ Banking Group	6,200	1.85	08-Apr-22	06-Apr-23	A+	0.05
ANZ Banking Group	3,100	1.91	13-Apr-22	13-Apr-23	A+	0.05
Goldman Sachs International Bank	10,000	1.51	19-Apr-22	19-Oct-22	A+	0.05
Landesbank Baden Wurttemberg	25,000	1.54	21-Apr-22	21-Oct-22	A	0.05
Close Brothers Helaba	5,000	2.95	29-Jul-22	28-Jul-23	A	0.05
Landesbank Hessen-Thuringen	10,000	2.25	15-Aug-22	15-Dec-22	A-	0.05
Total Banks	64,300					
Total Investments	179,400	1.63				0.04

NB: All the above counterparties have a limit of £25 million. No limits are exceeded.

Through rapid increases in interest rates, the council has changed its mix of short-term investments to improve returns without the risk of investing over longer tenors. Short term investments are benefitting from the uplift to the Bank of England base rates by the Monetary Policy Committee (MPC). These rates are currently at 1.75% and are expected to continue to rise further when the MPC next sits in September and at subsequent meetings.

Borrowing

- 4.2 The council has operated within the Prudential Indicators with an emphasis on high quality relatively liquid investments to ensure that cash is available to meet expenditure requirements. The Local Government Act 2003 requires the council to set maximum limits on its total outstanding debt. During the period to 31 August 2022, there were no breaches of the Authorised Limit (maximum permitted debt) and the Operational Boundary (the value of debt considered affordable). The council's timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing are set out in the Treasury Management Strategy (TMS). The TMS requires regular compliance reporting to include an analysis of deposits made during the period. This also reflects good practice and will serve to

reassure that all current deposits for investment are in line with agreed principles as contained within the TMS.

- 4.3 The council has undertaken £50m of new Public Works Loans Board (PWLB) borrowing in 22-23 and is currently assessing options to fix a further ca. £150m of borrowing needed to fund its capital programme between 22/23 and 24/25. In assessing the interest rates available from the PWLB at the time of borrowing, alongside considerations to the council's debt maturity profile, it was agreed to borrow in three tranches: two maturity loans of £16m with durations of 6 and 8 years and an annuity loan of £18m with a 15-year maturity.

Having considered measures to forward borrow to achieve better value than forecasted rates at the PWLB, analysis showed that while there could have been short term savings, there is an overall cost to the Council of pursuing this option in the long term. In the current raising rate environment, there are long-term borrowing rates that are below short-term deposit returns. This reduces the risk of cost of carry if borrowing slightly ahead of need to fund future years' capital expenditure.

At the close of Month 8, the council had long-term borrowing totalling £571.58m from the Public Works Loans Board (PWLB) and older Lender Option Borrower Option (LOBO) loans totalling £62.5m. The council's LOBO loans next come under option in 2024, however given current long-term interest rates are lower than the rates being charged on these historical loans, lenders are unlikely to trigger their options to change the interest rates as this would give Barnet the opportunity to terminate the loans and seek to refinance at lower rates.

Prudential Indicators

- 4.5 As stated, the total loans outstanding has increased in the five months by £50m to £639.093m (31 March 2022: £589.093m). The authorised debt limits (absolute maximum permitted) is £1,058.301m and the Operational Boundary (maximum consistent with long term affordability) is £959.047m. These limits were created from borrowing requirements detailed in the capital programme in February 2022 and apply to the 2022/23 financial year as detailed in the 22/23 TMS.

The CFR is the amount of debt outstanding that was taken to finance the acquisition of capital assets. The setting aside of MRP each year is earmarked for the repayment of debt as it falls due. As debt should only be for capital purposes, normally borrowing should be less than the CFR indicating that all borrowing is for capital purposes. The operational boundary for external debt is the expected debt level if capital expenditure plans are fully implemented. For the period 2021-22 the limits below applied.

Table 2: Capital Financing Requirement and External Debt

	Outturn for March 2022 £'000
Prudential Indicator – Capital Financing Requirement (CFR)	
CFR – Non-housing	554,977
CFR – Housing	285,145
Total CFR	840,123
Prudential Indicator – The Operational Boundary for External Debt	
Borrowing	944,574
Other long-term liabilities	13,088
Total debt	957,662

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

The upper limit for variable rate exposure (40%) allows for the use of variable rate debt to offset changes in short-term investment returns. Currently the only variable debt is LOBO loans (because of the interest options). These represent 16% of current borrowing.

Table 3 : Upper limits for Interest rate exposure

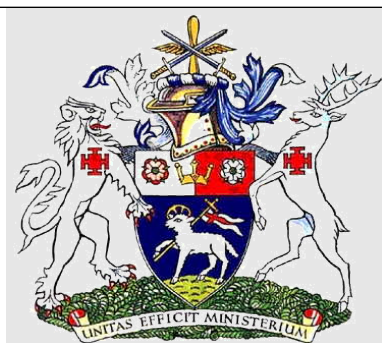
	Limits for 2022/23 %
Upper Limit for Fixed Rate Exposure	100
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	40
Compliance with Limits:	Yes

Table 4: Maturity Structure of Fixed Rate Borrowing

Maturity Structure of Fixed Rate Borrowing 31/08/22	Upper Limit	Lower Limit	Actual fixed Rate Borrowing	Fixed Rate Borrowing Proportion	Compliance with Set Limits?
	%	%	£'000	%	
Under 12 months	0	50	0	0.00%	Yes
12 months and within 24 months	0	50	2,000	0.31%	Yes
24 months and within 5 years	0	75	5,013	0.78%	Yes
5 years and within 10 years	0	75	123,032	19.25%	Yes
10 years and above	0	100	509,048	79.65%	Yes
Total			639,093	100.00%	

The above indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. Barnet debt is currently all long-term with no refinancing risk associated with short-term debt.

This page is intentionally left blank



Policy & Resources Committee

29 September 2022

Title	Q1 2022/23 Contracts Performance Report
Report of	Chair of Policy & Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Tim Campbell, Head of Commercial Management tim.campbell@barnet.gov.uk</p> <p>Alaine Clarke, Head of Programmes, Performance & Risk alaine.clarke@barnet.gov.uk</p>

Summary

This report provides an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.

It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022.

Overall, performance is going well with the vast majority of KPIs achieving their targets. The council continues to work with its contracted partners to address areas of concern, particularly on ensuring that progress is being made where backlogs have occurred due to the impact of the Covid-19 pandemic.

Officers Recommendations

The Committee is asked to note:

1. the Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee
2. the collective performance for the contracted services delivered by Regional Enterprise (Capita).

PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 1.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022. Services included in this report are listed per contract in alphabetical order:

Customer and Support Group (CSG)

- Customer Services
- Estates
- Finance
- Human Resources
- Information Systems
- Procurement
- Revenues and Benefits

Regional Enterprise (Re)

- Local Land Charges
- Planning and Building Control
- Strategic Planning

- 1.3 The report does not include budget information, which is provided separately to Policy and Resources Committee.

Overview of Contracts

- 1.4 Following the resolution of the Policy and Resources Committee on 19 July 2022, Capita has been working closely with the council to prepare for the return of the Planning (Development Control), Building Control, Land Charges, Cemetery and Crematorium, and Estates (including Print) services by 31 August 2023.
- 1.5 Joint Transition working groups and an oversight board have been established to manage the exit arrangements. Performance will continue to be managed separately

through Performance Review meetings and any contractual issues managed through a single joint Partnership Operations Board for both Re and CSG services.

- 1.6 The council has also been working closely with Capita to prepare a Deed of Variation for the one year extension of Accounts Payable/Integra and HR/CoreHR, and the two years and seven months extension of IT, Customer Services and Revenues and Benefits services. Performance will continue to be monitored through Contract Management meetings, with referral of commercial issues to the single joint Partnership Operations Board.

Overview - Customer and Support Group (CSG)

- 1.7 The CSG contract continues to perform well with 16 of the 20 KPIs achieving target, including the cross cutting KPI¹ for CSG which measures compliance with the Authority's Customer Service Standard and Complaints Policy.

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policy	N/A	Pass / Fail	Pass	Pass	Pass	Same

- 1.8 Service highlights included:
- An improvement in customer satisfaction KPIs, both for the phone, face-to-face and email indicator as well as the web performance and customer feedback indicator.
 - Teams within Estates and Information Systems services provided support to the election process through the first part of Q1.
 - CSG Finance built on the aged creditor activity completed last quarter to successfully clear a further 290 invoices totalling £547k.

Overview - Regional Enterprise (Re)

- 1.9 The services managed by Re fall under the remit of three committees – Housing and Growth Committee, Environment and Climate Change Committee and Policy and Resources Committee. Reports were submitted to Housing and Growth Committee and Environment and Climate Change on 5 and 6 September 2022 respectively, while performance for the services that were not covered by the remit of these committees, as set out in paragraph 1.2, is reported below.
- 1.10 Re services broadly performed well. Overall, for the whole of the Re contract, there are 49 KPIs reported in Q1. 36 achieved target, one narrowly missed the target, four reported no activity and three were “monitor only”. Five KPIs did not achieve the Q1 target: three of which were within the Food Hygiene / Standards Inspections service, and one within the Highways service as reported to Environment and Climate Change Committee. Underperformance in Food Hygiene was as a result of the backlogs created by Covid-19 restrictions, for which the position is being closely monitored and arrangements are in place to clear. The Highways KPI is based on a target for the full year and at this stage in the year the position is not a concern. The fifth KPI which did not meet target relates to the Planning service and is reported below.

¹ The compliance target is to have no higher than 30 'fails' in any given quarter: 1. Complaints responded to late i.e. outside of timescales are 'fails' against this target, and 2. Complaints arising from a failure to do what we promised to do are also 'fails' against this target.

1.11 In reference to the services which do not fall under the remit of other committees, performance remained strong with all but one of the seven KPIs achieving target, including the cross cutting KPI which measures compliance with the Authority's Customer Service Standard and Complaints Policy.²

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policies (number of instances of non-compliance with Authority policies)	Smaller is Better	Number	No more than 30	11	22	Improved

1.12 Service highlights in Q1 included:

- The average time taken to process Local land charges requests improved by almost one day compared to the same time last year.
- The Planning service won two awards at the Planning Awards in June 2022: "Local Authority Planning Team of the Year" (Planning Enforcement Team) and "Award for Infrastructure Planning" (Brent Cross Planning Team).

Notes on tables

1.13 The targets listed for both CSG and Re are for the year 2022/23 and the current reporting period, Q1 2022/23.

CUSTOMER AND SUPPORT GROUP (CSG)

Customer Services

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Customer satisfaction (phone, face-to-face, email and post case closure)	Bigger is Better	%	89	93.3	91.5	Improved
Customer Services cases closed on time	Bigger is Better	%	94	100	100	Same
Cases / transactions completed via self-service channels	Bigger is Better	%	50	69.9	71.0	Worsened
Customer satisfaction (web performance and customer feedback)	Bigger is Better	%	55	66.0	59.0	Improved

2.1 There are three KPIs for Customer Services. All met the Q1 targets.

2.2 Customer satisfaction was particularly strong, exceeding both the target and performance for the same time last year.

2.3 The Customer Services team continued to support the Homes for Ukraine effort both via the Contact Centre and Face-to-Face teams.

2.4 The new CSG customer service team, which supports residents who are digitally excluded and/or more vulnerable has strengthened links with partners including BOOST and Age UK Barnet. These organisations have been referring residents directly to the team for additional support where appropriate.

² The methodology for this KPI involves a review of all Re service complaints recorded on the council's system in any given quarter: 1. Complaints responded to late i.e. outside of timescales are 'fails' / instances of non-compliance against this KPI; and 2. Complaints arising from a failure to do what we promised to do are also 'fails' against this KPI.

- 2.5 The team supported a number of residents in helping them complete application forms, where they do not have family or friends to help. This support is available in a number of libraries, over the phone or via a bookable appointment, which enables the team to have the time to support the resident fully.

Estates

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Lease Renewals	Bigger is Better	%	100	100	100	Same

- 2.6 There is one KPI for Estates. This met the Q1 target.

Building Services

- 2.7 In Q1, maintenance issues were resolved by CSG Building Services to keep the Colindale office operational, including fixing a faulty pressurised system on the stairs and a reoccurring issue with the water coolers. Additional water monitoring was arranged which identified high bacterial counts in the cold water system. CSG Building Services responded by enacting the agreed escalation protocol and implemented a mitigation process in collaboration with the council.
- 2.8 With the rising cost of energy prices, work is ongoing to explore options and implement initiatives to make the estate more energy efficient.
- 2.9 The Measured Term Contract has been awarded for 11 lots with activity beginning on 1 September 2022.
- 2.10 In line with the council's social value policy, CSG Building Services encouraged a local contractor to register on the portal for the opportunity to bid for work such as minor repair work, building fences, and surveys with the council. They signed up and have been performing well so far.
- 2.11 The Henrietta statue memorial works within the Heritage programme were completed in May 2022.

Property Services

- 2.12 Terms were agreed for new leases and lettings at a number of sites including a seven year lease at a shop in Bells Hill EN5, with an agreed rent of £9,500 per annum.
- 2.13 The asset valuations were completed in early July 2022.

Facilities Management (FM)

- 2.14 In Q1, the FM team continued to provide support and respond to incidents in a timely manner, including reviewing the security provision in the Colindale office in view of the future opening hours of the café on the ground floor; taking mitigation actions following the water contamination issues in the Colindale office; and, providing support for key events, such as the lead up to and immediately after the elections in May 2022, including planning for the Members' Open Day on 11 May 2022 and the Queen's Jubilee celebrations in June 2022.

- 2.15 The Fire Drill for Colindale was completed on 19 May 2022. The drill was considered a success with only minor issues being reported. A full report was issued to the Communications team to share via the intranet and immediate actions were completed by the FM team.
- 2.16 The FM team secured one external hire of the Conference Rooms at Colindale and six hires of the Committee Rooms at Hendon Town Hall, generating £2,905 in revenue.

Print and Mail

- 2.17 Print and Mail services supported the council in preparing for the elections in May 2022 through handling increased demand and assisting at polling stations and the count. A temporary post room was set up in the Colindale office for the duration of the period.

Finance

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Operational availability of financial system application (Integra) to the hosted network	Bigger is Better	%	92	99.8	99.0	Improved
Invoice documents in Accounts Payable processed within agreed timescales	Bigger is Better	%	90	97.6	97.0	Improved
Completion of audit recommendations by Capita in relation to their provision of finance services	Bigger is Better	%	100	100	100	Same

- 2.18 There are three KPIs for Finance. All met the Q1 target.
- 2.19 In Q1, the Accounts Payable (AP) team supported the council in processing Energy Payments Grants, and the AP team and Central Support team worked with the council to facilitate payment for the Homes for Ukraine scheme.
- 2.20 Building on the activity in the last quarter to clear £4.5 million of creditor balances from 2018 and earlier, the AP team successfully cleared further aged creditor balances totalling £547k from the system (across 290 invoices). Work is now beginning to carry out similar activity for creditor balances from 2019.
- 2.21 The Central Support team (CST) continued to focus on supporting and resolving calls raised on ServiceNow. Call volumes were higher in May and June 2022 than the monthly average, which impacted performance and CST are working collaboratively with the council's Finance team to clear outstanding calls and identify root causes.

Human Resources

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Payroll Accuracy – error rates and correct dates	Smaller is Better	%	0.1	0.05	0.02	Worsened
DBS verification audits	Bigger is Better	%	100	99.8	100	Worsened

- 2.22 There are two KPIs for Human Resources. One achieved the Q1 target and one narrowly missed the target. However, both showed a worsened position when compared to the same period last year. A review of KPIs has been requested by the council to ensure KPIs continue to reflect priority performance areas with the return of the recruitment service to the council in Q4 21/22, and also to ensure that the KPIs

adequately reflect the scope of the service as experienced by managers and staff. This is planned to take place in Q2 2022/23.

- 2.23 The HR Management Information Dashboard continued to be developed in line with council requirements. A demonstration of the latest version was provided and an access list received for roll-out. Training is due to take place in Q2 2022/23.
- 2.24 The Starters, Leavers and Movers (SLAM) Form roll-out raised a number of technical issues that required resolution between all parties. Solutions were identified and are being tested prior to rollout.
- 2.25 Some backlogs developed during Q1 in non-KPI areas of work. Steady progress is being made to resolve these during Q2 2022/23.

Information Systems

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Incident resolution	Bigger is Better	%	91	96.4	92.2	Improved
Critical system availability	Bigger is Better	%	99.5	100	100	Same

- 2.26 There are two KPIs for Information Systems. Both met the Q1 target. Critical System Availability was at 100%, ensuring staff had access to all key systems. Incident Resolution for staff was 96.4% (up from 92.2% at the same time last year), meaning technical issues experienced were resolved quicker with less impact on work delivered across the organisation.
- 2.27 In Q1, CSG IT provided support to the election process by setting up the relevant IT equipment that scanned the postal votes and providing technical support to any issues as they arose. They also maintained a period of controlled IT change to ensure the elections team and their processes would not be impacted during this crucial time.
- 2.28 The Library print servers were upgraded to enhance the ability for printing using the Wi-Fi print solution. This has enabled printing from Android, Apple, and Window devices on phones, tablets and laptops from within libraries for residents. Another major upgrade commenced to move services from the Shared Drives located in the Capita Data Centre to the Azure File Share within the Microsoft platform. This change will deliver cost savings on storage space utilised by the authority and increase resilience and security whilst supporting more collaborative ways of working. In the future the change will improve the way data is managed, supported and retained.

Risks

- 2.29 There was one high-level (scoring 15+) joint risk related to Information Systems in Q1, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	15	Website health recommendations and M365 health check have been implemented. Work is now focused on working with Business Continuity leads to review plans and increase assurance on how any impact might be managed.

Procurement

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	%	100	100	100	Same
Effective corporate contract management	Bigger is Better	%	100	100	100	Same
Cumulative apprenticeships	Bigger is Better	Number	70	303	101	Improved
Cumulative work experience	Bigger is Better	Number	280	1,419	473	Improved

- 2.30 There are four KPIs for Procurement. All four met the target, with both apprenticeships and work experience placements showing a significant improvement when compared to the same period last year.
- 2.31 The 2022/23 forward plan includes more actions for the Procurement Team than they are currently resourced to undertake. An analysis of procurement projects identified 226 projects, of which 82 had been completed, 62 in-flight and 82 in the pipeline. CSG will continue to deliver the in-flight projects under the terms of the CSG contract. Further work is being undertaken with the service areas to prioritise the outstanding procurement actions and match resources to demand.
- 2.32 In Q1, five contracts were executed with a value of £358,000 by Single Tender Action (STA) with an overall value of procurements for Q1 being £123m, giving an overall percentage of 0.28% completed by STA.
- 2.33 There was a significant slowdown in the number of suppliers challenging awards and no challenges were received in Q1.
- 2.34 CSG Procurement continued to provide training with 12 sessions successfully run in Q1.
- 2.35 Extensive planning is underway to ensure a smooth hand back of the Procurement service by CSG to the council. To facilitate this, CSG is providing project management services to capture all the necessary actions and information required for the handover. The council is working closely with Capita to ensure that the staffing numbers will be maintained including the council recruiting an interim team as necessary.

Revenues and Benefits

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Accuracy of benefit assessments	Bigger is Better	%	95	No data	98.4	Not comparable
Days to process new claims	Smaller is Better	Number	22	29	25	Worsened
Days to process changes in circumstances	Smaller is Better	Number	6	15	9	Worsened

- 2.36 There are three KPIs for Revenues and Benefits. Two did not meet the Q1 target and the other returned no data.
- 2.37 There were additional workloads created by Covid-19 related work and the energy rebate (£200 discount on energy bill in autumn, £150 non-repayable rebate for households in England in council tax bands A-D, and £144 million discretionary funding to support households but not eligible for council tax rebate) from central government. This work caused significant pressure on the team, and as this work was a priority, KPI lets were agreed for all three KPIs.
- 2.38 At the end of Q1, council tax 4-year collection was 98.02% and in-year collection was 28.37%, which was 0.27% down on June 2021 but an increase of 1.11% on June 2020. Outbound calls or emails were made to residents who had a debt during Q1 and a Telsolutions campaign has been planned to take place later in the year. This will provide a campaign of outbound text and email messages to those who have not paid before a formal reminder is issued, in order to prompt payment.
- 2.39 Virtual court hearings for council tax moved from four weekly to three weekly in April 2022.
- 2.40 Direct debit take-up increased to 71.97%, compared to 69.12% in June 2021.
- 2.41 Correspondence turnaround times continued to be impacted by staff shortages, but improvements are anticipated over the coming months. Recruitment has taken place to fill three vacancies in Benefits and four vacancies in Revenues in August and two vacancies in NNDR at the start of September.

3. REGIONAL ENTERPRISE (Re)

- 3.1 The following Re services do not fall under the remit of another theme committee and have been included for completeness.

Local Land Charges

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Average time taken to process requests for full official Land Charges searches (online and post)	Smaller is Better	Number	3	2.5	3.4	Improved

- 3.2 There is one KPI for Local Land Charges. The volume of search requests received continued to be substantial but performance remained good with the average time to process requests in Q1 exceeding target and reduced by almost a day compared to the same period last year.

Planning and Building Control

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Planning Application Basket of KPIs	Bigger is Better	Number	6	5	5	Same
Planning Enforcement Basket of KPIs	Bigger is Better	Number	6	4	0	Improved
Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	%	80	92.5	85.8	Improved
Decisions meeting building regulation statutory timescales	Bigger is Better	%	100	100	100	Same

- 3.3 There are four KPIs for Planning and Building Control. Three achieved the Q1 target and one did not. The Planning Enforcement KPI basket of indicators were mostly met, with all indicators RAG rated Green where the service has direct control over the progression of casework. The remaining indicators that were still not met were those where there is a legacy impact on the casework from Covid-19, as they relate to the later stages of the enforcement process such as appeals, where the control over the timing of action sit with the Planning Inspectorate and the Courts.
- 3.4 The Building Control KPI is on track, but the overall number of Full Plans applications in Q1 was down compared to the same period last year. The general trend is for fewer, but more complex, applications submitted to the Building Control service.
- 3.5 The Planning Service won twice at the Planning Awards in June 2022:
- The first award was for ‘Local Authority Planning Team of the Year’ and the Planning Officer Society cup. The entry focused on the planning enforcement function for setting up a proactive team to identify and solve issues borough-wide that has resulted in the number of new cases in more deprived areas rising year-on-year. By working proactively, all residents have benefited including those who would not traditionally become engaged with the council on town planning enforcement issues.
 - The second award went to the Brent Cross Planning team for Infrastructure Planning and the extensive work to deliver the new Brent Cross West Station including associated drop-in applications to facilitate relocation of the waste facility, rail freight interchange, sidings and new rail compound.
- 3.6 The service supported the settling in of the new administration with briefings for new Members and the Leader in relation to key projects. Member training sessions were held on Introduction to Planning and Decision-Making, Permitted Development and Planning Enforcement
- 3.7 The service is now back in the Colindale office in-person with a permanent rota of staff being put in place by the end of July 2022. External meetings with applicants have also resumed.
- 3.8 In Q1, the council served a rare Stop Notice for the first time relating to The Railway Hotel in Edgware to protect the future of this building from further harm by requiring the boarding of windows, the re-installation of downpipes and gutters and the securing of doors. Contractors have been approached for quotes in the event that the owner does not comply.
- 3.9 Government statistics showed a continued trend of more applications being received than processed across London. In Barnet 883 applications were received (3rd highest in London) and 804 were decided (2nd highest in London). 79% of applications were granted permission (London average was 81%). 86% of all applications were decided on time (London average was 85%).

Strategic Planning

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Strategic Planning Documents completed and signed off	Bigger is Better	%	100	100	100	Same

- 3.10 There is one KPI for Strategic Planning, which reported achieved the target for Q1.
- 3.11 The service liaised with lead Members and council staff to inform proposed modifications to the Local Plan and support the priorities of the new administration. Initial modifications have been agreed and submitted to the Inspector. Hearing Sessions are scheduled from September to November 2022. The Inspector issued Matters, Issues and Questions (MIQs) in July 2022 and set out the programme for the Examination Hearing sessions starting on 20 September 2022.
- 3.12 In Q1, significant Community Infrastructure Levy (CIL) receipts of £11m were received, alongside £1m in Section 106 contributions. These related to phases of major schemes at Silk Park (Sainsbury's the Hyde), Beaufort Park and Colindale Gardens.

4. REASONS FOR RECOMMENDATIONS

- 4.1 This report provides an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 4.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022.

5 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 None.

6 POST DECISION IMPLEMENTATION

- 6.1 None.

7 IMPLICATIONS OF DECISION

8. Corporate Priorities and Performance

- 8.1 Performance monitoring is essential to ensure robust management of the council's strategic contracts and supports commercial discussion and decision-making. It also ensures resources are adequately and appropriately directed to support delivery and achievement of corporate priorities.
- 8.2 Relevant council strategies and policies include the following:
- CSG contract
 - Re Contract

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

- 9.1 The report does not include budget information, which is provided separately to Policy and Resources Committee.

10. Legal and Constitutional References

10.1 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. Robust contract management assists with ensuring the proper administration of the council’s financial affairs.

10.2 The council’s Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee.

- To be responsible for developing the Corporate Plan and recommending it to Full Council for adoption.
- To be responsible for Finance including:
 - Recommending the Capital and Revenue Budget (including all fees and charges); and Medium Term Financial Strategy; to Full Council for adoption
 - Revenue and Capital Monitoring and Expenditure: Committee to receive a cross-council overview with theme committees scrutinising revenue and capital expenditure within their remits
 - Treasury Management
 - Local Taxation
 - Insurance
 - Corporate Procurement
 - Revenues and Benefits
 - Grants
 - Writing-Off Debt
 - Virements
 - Effective Use of Resources
 - Procurement Forward Plan
- To be responsible for strategic policy, risk management, oversight of the organisation, performance and operational working of the council including the following specific functions/activities:
 - Local Plans (except for matters reserved to Full Council)
 - ICT and Digital
 - Customer Services
 - Emergency Planning
 - Equalities, Diversity and Inclusion
 - Contract Monitoring and Management: Cross-organisation overview of contracts with contracts in the terms of reference of another theme committee being scrutinised by that committee
 - Performance Monitoring and Management: Cross-organisation overview of performance with performance in the terms of reference of another theme committee being scrutinised by that committee.
- Consider for approval budget and business plan of the Barnet Group Ltd
- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the council.

11. Insight

- 11.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 1 (Q1) 2022/23. The report covers delivery from Capita: the Customer and Support Group (CSG) and Regional Enterprise (Re).

12. Social Value

- 12.1 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. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

13. Risk Management

- 13.1 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+) joint risks with strategic contractors are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

14. Equalities and Diversity

- 14.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

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

- 14.3 In order to assist in meeting the duty the council will:

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

This is also what we expect of our partners.

14.4 This is set out in the council's Equalities Policy, which can be found on the website at:

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

15. Corporate Parenting

15.1 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.

16. Consultation and Engagement

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

17. Environmental Impact

17.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

18. BACKGROUND PAPERS

18.1 None

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

Sept 2022 - April 2023

Contact: Faith Mwende – Faith.mwende@barnet.gov.uk

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
13 December 2022			
Business Planning	To approve the Business Planning report prior to a period of public consultation	Executive Director of Resources (Section 151 Officer and Chief Finance Officer)	Key
Barnet Group Ltd Budget and Business Plan	To approve the budget and business plan of the Barnet Group Ltd	Barnet Group Chief Executive Officer Deputy Chief Executive	Key
Depot Consolidation Programme	To provide an update on the project programme as a whole and outline funding requirements for the 23/24 financial year.	Deputy Chief Executive	Key
Capital Programme	To receive an annual update on the Capital Schemes within the Capital Programme.	Deputy Chief Executive Assistant Director Capital Strategy	Non key
Annual Equalities Report	To consider and approve the annual equalities report for approval	Executive Director of Resources (Section 151 Officer) Director of Public Health	Non-key
Annual Procurement Forward Plan 2022-23	To approve the Annual Procurement Forward Plan	Director Commercial and Customer Services	Key
Contracts Performance Report – Q2 2022-23	To note performance of the council’s strategic contracts for Q2 2022-23.	Director Commercial and Customer Services	Key`

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
22 February 2023 [deadline for cleared reports 15 March]			
Business Planning	To approve and recommend the Budget and Medium-Term Financial Strategy to Full Council on 8 March 2023.	Director of Resources (Section 151 Officer)	Key
Chief Finance Officer Report	To review and note the council's financial performance	Executive Director of Resources (S151 Officer) Assistant Director of Finance	Non key
20 April 2023			
Contracts Performance Report – Q3 2022-23	To note performance of the council's strategic contracts for Q3 2022-23.	Director Commercial and Customer Services	Key`
TBC			
Local Heritage Site Review	Approval the nomination for the Heritage List	Deputy Chief Executive	TBC

This page is intentionally left blank