

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

TUESDAY 19TH JULY, 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 Thursday 14 July 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

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ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 10
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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)	
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FACILITIES FOR PEOPLE WITH DISABILITIES

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Decisions of the Policy and Resources Committee

8 June 2022

Members Present:-

AGENDA ITEM 1

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

Councillor Daniel Thomas	Councillor Anne Clarke
Councillor Arjun Mittra	Councillor Alex Prager
Councillor Sara Conway	Councillor Emma Whysall
Councillor Richard Cornelius	Councillor Paul Edwards (Substitute for
Councillor Edith David	Councillor Nigel Young)

Apologies for Absence

Councillor Sarah Wardle Councillor Nigel Young

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 9 February 2022 be agreed as a correct record.

2. ABSENCE OF MEMBERS

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

Apologies for absence had been received from Councillor Wardle.

Apologies for late arrival were received from Councillor David.

3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS

Councillor Mittra declared an interest in item 9 – Cost of Living Approach: Debt and Financial Vulnerabilities Workstream as he was a Barnet Homes Tenant.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. NEW ADMINISTRATION'S PRIORITIES

The Chief Executive, John Hooton, introduced the report which set out the priorities of the new Administration and the approach to updating the Corporate Plan to reflect these priorities. The report also recommended that the Council re-join the Local Government Association (LGA).

During the debate, it was agreed that a value for money review on the Council re-joining the LGA should be undertaken after one year.

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: 3

Abstentions: 0

Absent: 1

Total: 12

RESOLVED that:

- 1. Officers work with the Chair of this committee and where appropriate, Theme Committee leads, other relevant committees and strategic partners to develop Council priorities and establish a series of work programmes which consider costs and other implications for implementation over the next four years.**
- 2. Officers work with the Chair of this committee to establish both the timescale and approach to delivering a new Corporate Plan – an update on which, will be given at a future Committee.**
- 3. The Council becomes a member of the Local Government Association.**

8. REVIEW OF AREA COMMITTEES, NEIGHBOURHOOD COMMUNITY INFRASTRUCTURE LEVY (CIL) & ROAD SAFETY AND PARKING FUND

The Assistant Director Capital Strategy, Matthew Waters, introduced the report which requested that the Committee agree changes to Area Committees in respect of:

- Community Infrastructure Levy (CIL) budget allocations; and
- CIL funding eligibility guidelines, funding priorities and application guidelines (subject to public consultation being undertaken and considered by Area Committees prior to adoption / inclusion).

The report also requested that the Committee review and agree, in respect of the Road Safety and Parking Fund:

- the budget allocation for Community Infrastructure Levy (CIL) for 2022-23; and
- the revised Road Safety & Parking Funding Guidelines

During the debate, the Chair agreed with the request that the allocation of the Road Safety & Parking fund borough-wide, rather than by Area Committee area, be consulted on.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. The vote was recorded as follows:

For: 11

Against: 0
Abstentions: 0
Absent: 1
Total: 12

RESOLVED that the Committee:

1. a) Agree arrangements in respect of Area Committees allocations of Community Infrastructure Levy (CIL) funding of up to £1.8m per annum; and
b) Agree provisionally the funding to be allocated based on population within each Area Committee (Appendix A), subject to consideration of an Equality Impact Assessment ('EQIA') and consultation being carried out by Area Committees (after their consultation in respect of recommendations 2 and 3 below) and subject to consultation with the Area Committees.
2. Propose to the Area Committees the draft CIL funding eligibility guidelines to allow Area Committees to spend their CIL funding on a broader range of schemes addressing the demands that development places on an area (as defined under Regulation 59F(3) of the CIL Regulations 2010 (as amended) ("the Regulations") (Appendix B), subject to public consultation being undertaken and considered by Area Committees prior to adoption.
3. Propose in respect of the Area Committees that Sustainability, Community Engagement, Public Health & Community Safety will form part of the Area Committees priorities for 2022-23 (Appendix C), subject to public consultation being undertaken and considered by Area Committees for inclusion.
4. Agree CIL funding for a Road Safety & Parking Fund of up to £450,000 per annum, for schemes to be authorised by the Director, Highways & Transportation (Appendix A) subject to the allocation of funding being borough-wide rather than by Area Committee area being consulted on.
5. Agree in respect of the Area Committees the revised CIL Funding Application Guidelines and Funding Application Form (Appendix D), subject to decisions 2 and 3 above.
6. Agree the revised Road Safety & Parking Funding Guidelines and Request Form (Appendix E).
7. Note that a review of the Area Committee CIL funding and Road Safety & Parking CIL Fund arrangements is proposed to be undertaken annually.
8. Agree that there would be a report back to the Committee in 18-months' time on how the new arrangements were working.
9. **COST OF LIVING APPROACH: DEBT AND FINANCIAL VULNERABILITIES WORKSTREAM**

The Director of Public Health, Tamara Djuretic, and Assistant Director for Strategy, Communications and Engagement, Liz Cowie, introduced the report which set out a proposal on the Council's response to the increasing cost-of-living for residents, relating to targeted interventions to support debt and financial vulnerabilities.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. The vote was recorded as follows:

For: 11

Against: 0

Abstentions: 0

Absent: 1

Total: 12

RESOLVED that the Committee:

- 1. Note the findings of the insight and intelligence work on Debt and Financial Vulnerability workstream as set out in the report.**
- 2. Approve development of a package of measures to respond to the cost-of-living crisis, using the proposed three-pronged approach drawing on the findings of the Debt and Financial Vulnerability workstream. Recommendations and findings of the design phase will be presented to the Committee in approximately six months for approval.**
- 3. Notes the urgency of the cost-of-living challenges facing residents, and therefore authorises the Chief Executive, in consultation with the Chair of the Committee, to implement any early proposed actions in response to the cost of living that can be delivered within existing budgets and financial authorisations.**

10. CUSTOMER EXPERIENCE AND DIGITAL STRATEGY UPDATE

The Director of Commercial and Customer Services, Deborah Hinde, introduced a report which provided an update on the delivery of the Council's customer improvement programme including an overview of delivery to date and the next phase of improvements. The report also provided an outline Digital Strategy.

During debate, the Committee agreed that references to 'customer' would be replaced with 'resident' across all the documents presented for consideration.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. The vote was recorded as follows:

For: 11

Against: 0

Abstentions: 0

Absent: 1

Total: 12

RESOLVED that the Committee:

- 1. Notes the actions being taken by officers to the improve resident experience and the achievements made to date.**
- 2. Approves implementation of the improvement plans outlined in section 1.36 and 1.41 of this report and supported by the business case in Appendix B.**
- 3. Agrees the Resident Experience vision and strategic aims in section 1.11.**
- 4. Agrees the digital vision and strategic aims in section 1.37.**

5. **Notes the digital inclusion programme outlined in section 1.13 – 1.25 and the initiatives available to support our residents, businesses, and communities.**
6. **Note the investment decision will be considered as part of the Business Planning report at Policy and Resources Committee on 19 July 2022.**

11. OAKLEIGH ROAD DEPOT CONSOLIDATION

The Assistant Director Capital Strategy, Matthew Waters, and Steet Scene Director, Craig Miller, introduced a report which proposed to consolidate Street Scene services at the Oakleigh Road Depot and sought authorisation for the first phase of works.

During debate, the Committee agreed that the delegated authority in recommendation 4. should be to the Deputy Chief Executive.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. The vote was recorded as follows:

For: 11

Against: 0

Abstentions: 0

Absent: 1

Total: 12

RESOLVED that the Committee:

1. **Approve the recommended option as set out in the report for the Oakleigh Road Depot Consolidation.**
2. **Note:**
 - a. **the funding strategy outlined in section 5 of the report and approve an additional £4.0m capital funding.**
 - b. **that this is in addition to an existing budget of £4.2m previously allocated to this project to deliver Phase 1 of the works.**
 - c. **That further funding will be requested once certainty on design and scope for phase 2 is understood.**
3. **Approve the proposal to submit a planning application for the installation of a new welfare unit on the former Brogans site and associated Mechanical and Electrical (M&E) installations for the wider site.**
4. **Authorise the Deputy Chief Executive to procure the new office and welfare unit, on completion of the design process and relevant Board endorsement of the procurement strategy.**

12. QUARTER 4 2021/22 CONTRACTS PERFORMANCE REPORT

The Director of Commercial and Customer Services, Deborah Hinde, introduced a report which provided an overview of Quarter 4 (Q4) 2021/22 performance, together with a review of annual performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), Barnet Homes (The Barnet Group) and HB Public Law.

During the debate, a Member commented that they had received correspondence from several residents relating to delays in HBPL in processing Right to Buy (RTB) Applications. The Committee requested that the service be contacted to provide more information on the RTB process, together with details of the number of applications processed and average time taken within HBPL over the last year.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. The vote was recorded as follows:

For: 11

Against: 0

Abstentions: 0

Absent: 1


Total: 12

RESOLVED that the Committee note the Quarter 4 (Q4) 2021/22 and End of Year (EOY) performance for the Customer and Support Group (CSG) (Capita); Regional Enterprise (Re) (Capita); Barnet Homes (TBG) (The Barnet Group); and HB Public Law (HBPL).

13. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED that the Committee note the Forward Work Programme.

The meeting finished at 8.43 pm

	<p>AGENDA ITEM 7</p> <p>Policy and Resources Committee</p> <p>19 July 2022</p>
<p style="text-align: right;">Title</p>	<p>Response to Members Item in the name of Councillor G Cooke – 8 February 2021 and 30 September 2021</p>
<p style="text-align: right;">Report of</p>	<p>Chair of Policy and Resources Committee</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Annex A – Revised Process</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Allan Clark – Head of Finance: Exchequer allan.clark@barnet.gov.uk</p>

Summary

In a report to the committee on 30 September 2021 it was agreed that the council with Capita, would carry out a full data matching exercise across various services and data sets and report back to the committee the findings.

The Local Land and Property Gazetteer (LLPG) used by the council had been rated as gold standard as of August 2021 (99.997% accuracy), this gives confidence that new properties in the main are known to the council.

However, analysis of this data match identified 301 properties (24.55%) out of 1,226 which although known to the council were not known to the council tax team. Had this matching exercise not been carried out there was potential that the council would have lost in year collectable income of £0.403m in 2021/22 and £0.407m in 2022/23 when assuming all would be Band D rated dwellings.

The data matching exercise will now be conducted every 6 months to ensure annual completeness of the council tax list.

Officers Recommendations

- 1. Policy & Resources Committee note the findings and the commitment to carry out 6 monthly data matches going forward.**

1. WHY THIS REPORT IS NEEDED

- 1.1 In response to a members item submitted by Cllr G Cooke to the 8 February 2021 meeting of this Committee officers agreed to review the current processes for establishing and monitoring new builds or changes to dwellings that could result in a property being banded for Council Tax. Robust processes maximise income for the authority but also ensures fairness between residents.
- 1.2 Officers reported back to this Committee on 30 September 2021 to confirm that following the members enquiry, a full review of the inspection process had been undertaken, resulting in a revision to existing processes and introduction of new measures (see annex A). Officers agreed at that meeting that a data matching exercise would be carried out with other council services and data sets to identify any potential missed dwellings.
- 1.3 This report provides the findings of the data match.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The data matching identified properties the council tax team were unaware of.
- 2.2 Regular 6-monthly data matching exercises will improve the completeness of Council Tax lists and support the council's statutory obligations in setting a balanced budget through maximising the income generated through local taxation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

4. POST DECISION IMPLEMENTATION

- 4.1 In line with the draft MTFS and final budget setting a 6 monthly data match will occur in June and December each year, across relevant service areas and data sets, with the council tax team following up any that were not previously known to them.
- 4.2 The 301 properties that were not known to council tax are in the process of being worked on with some now referred to the Valuation Office Agency (VOA) for banding, and others being investigated further to obtain relevant information for the VOA and the liable parties.
- 4.3 Following completion of the work required to get the 301 properties banded work will commence to refine the process at Annex A and reduce the risks outlined within it.
- 4.4 No further updates will be brought back but work will continue to happen to implement the recommendations and continuously improve the process.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

- 5.1.1 As and when issues raised through a Member's Item are progressed, they need to be evaluated against the Barnet Plan 2021-25, and other relevant policies.
- 5.1.2 This report is written in the context of the four Barnet Plan priorities:
- Clean, safe and well run
 - Thriving
 - Healthy
 - Family Friendly
- 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 5.2.1 The Council has budgeted to collect £203.73m for Council Tax in 2022/23. A Band D property incurs a charge of £1,350.70.
- 5.2.2 For scale, every 100 properties, at Band D, that are unknown and not charged is a risk to the council's funding to the value of £0.135m. Therefore, every multiple of 1,000 properties at Band D is a risk of £1.351m.
- 5.2.3 As a mitigation to the risks above, the council tells the VOA of the earliest date it can evidence the property was complete and therefore liable for Council Tax. The VOA will then band the property from that date (and backdate if applicable, there is no limit to backdating in respect of Council Tax banding).
- 5.2.4 If the notification is later than it should be, then banding will be backdated. The developer/resident will therefore be liable to pay Council Tax from the start date. The VOA will send confirmation of the banding to the resident/developer, providing appeal rights if they disagree. There is no time limit to how far back the council can backdate a liability so long as the VOA agree the date is true and fair.
- 5.2.5 The ability to backdate the liability mitigates against any lost income to the council from these 301 properties. However as backdated liability will result in a tougher strain on those due to pay, this does make it harder to collect, so bad debt provisions will be considered for adjustment at year end to reflect this position against the wider collectible debit.
- 5.2.6 As these 301 properties were not known to the council tax team this means they have not been included in the MTFS and as such this will increase the council tax base for future calculations and budget setting. The additional data matching exercise will also support Council Tax base calculations going forward to ensure the council sets a suitable Council Tax Requirement supporting expenditure activity in line with its strategies, policies and plans.
- 5.3 **Legal and Constitutional References**
- 5.3.1 The Council's Constitution (Members of the Council, Article 2) states that a Member, including appointed substitute Members of a Committee or Sub-Committee will be permitted to have one matter only on an agenda that he/she serves. Members' items must be within the term of reference of the decision-making body which will consider the item.
- 5.3.2 Under Article 7 of the council's Constitution (Committees, Forums, Working Groups and Partnerships) Policy & Resources Committee is responsible for finance, including treasury management and local taxation.
- 5.3.3 The Council Tax (Administration and Enforcement) Regulations 1992 provide for the

administration and enforcement of council tax in England and Wales under the Local Government Finance Act 1992 and related matters, including obtaining information from residents, public bodies, and information obtained under any other statutory power.

5.3.4 All data matching activity must comply with the UK GDPR and Data Protection Act 2018 so far as the data constitutes personal information. There are likely to be several lawful basis for the processing of any personal data in connection with these data matching exercises, including the council needs to process the personal data to comply with a statutory obligation to administer and collect council tax, and that the council is exercising official authority to carry out public functions and powers that are set out in law and that it is performing a specific task in the public interest that is set out in law. Appropriate privacy notices should be in place advising people that their data may be used in this way.

5.4 **Insight**

5.4.1 The LLPG used by the council has been rated as gold standard (99.997% accuracy, equating to 4 records unknown), this gives confidence that new properties in the main are known to the council.

5.4.2 In addition to the new processes introduced, the council, with Capita, will now undertake a full data matching exercise across various services at 6 monthly intervals; this exercise will include the following:

- Matching exercise between Council Tax records and LLPG,
- Matching exercise against Parking data (where data is available).
- Matching exercise against Planning information (where data is available).
- Process map to be created from receipt of a planning application through to CTAX/Business Rates being notified, including all stages in between such as Street Name and Numbering notifying the LLPG team.
- Ongoing process review with relevant departments involved in the process; to be reviewed regularly for service improvement.

5.4.3 The exercise will identify any properties that are not currently banded by the VOA or under inspection by Barnet's own inspection team.

5.4.4 No data matching between Electoral Registration or Royal Mail Address Finder data is required as their data is driven by the LLPG.

5.5 **Social Value**

5.5.1 None in the context of this report.

5.6 **Risk Management**

5.6.1 The lack of clear processes around the inspection process and ultimately collection of Council Tax could result in a significant loss of revenue for the council.

5.6.2 The changes to existing processes and introduction of new measures enables properties to be brought into the council tax list at the earliest opportunity and therefore maximise Council Tax collection within Barnet.

5.6.3 Further mitigations are outlined earlier in 5.2.3 regarding backdating ability for banding and billing retrospectively to developers/residents where necessary.

5.7 **Equalities and Diversity**

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

5.8 Corporate Parenting

5.8.1 None identified in the context of this report

5.9 Consultation and Engagement

5.9.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Policy and resources Committee, 8 February 2021, Item 6, Members item - <https://barnet.moderngov.co.uk/documents/s63175/Members%20Item.pdf>

6.1.1 Policy and Resources Committee, 30 September 2021, Item 7, Members item - [A4 Letterhead \(moderngov.co.uk\)](#)

Annex A – Revised Process

The new build/development process has been amended to the below.

Locate new build/developments/residential property splits via the following sources:

- Building Control monthly reports (include Initial Notice Report, Commencement Report and the Completion Report).
- Liaise with the Gazetteer department (Geographic Information System (GIS)) who provide information regarding new streets and developments.
- Planning department yearly housing trajectory local plan
- Street Naming & Numbering (SNN) decision letters
- Barnet Homes Development team
- Valuation Office Agency (VOA)
- Owner/tenant contact
- Benefit claimant contact
- Inspector local knowledge and investigations
- Local newspaper (new development stories and weekly planning announcements)
- Any properties that are identified by LLPG (Local Land and Property Gazetteer) matching are then added to the Tax base forecast and monitored by the inspectors. If the property is already in use it's referred immediately to the VOA. For incomplete properties, upon the issue of a completion notice these are then referred to the VOA.

Check SNN/Building Control system to obtain:

- The official naming/numbering, this could include the name of the road if a new development
- Confirm the number of new dwellings

Cross reference the information with the information held on the Planning Portal to confirm:

- Number of properties
- Developer/builder details

Once the new development/new build details have been established i.e., the number of flats/houses/owner/developers, these are then added to the Tax base report whereby they will be monitored until they are completed and referred to the VOA to allow them to be brought into the list.

If the property is to be demolished or is having major works to be split into flats or bring it back to one household, the VOA will be notified and if they are in agreement the property will be taken out of the Council Tax list from the agreed date.

The progress of the build will be monitored on a monthly basis by the inspectors. A completion notice can be served once it is deemed to be substantially complete up to 3 months before the completion of the development/new build.

Once the building works have been completed, whether established by customer contact, our inspectors visit or the completion notice, the Valuation team will notify the VOA, who will then band the property within 3 months.

Each hereditament will be set up on our database. If the owner details are not known, Land registry is used to confirm ownership details. The VOA will be issued with a Billing Authority Request (BAR) to set the banding.

Once the band has been set a demand notice will be issued to the customer.

- Planning applications – historically Inspectors would scan the Planning Portal, but the above enquiry has led to a change in the process and now Inspectors are sent the following information:
 - Planning List (weekly) – new applications/enquiries awaiting approval
 - Initial Notice Reports (INR) (monthly) - however this only covers 30% of the market inspected by RE, the rest are done by external approved building inspectors. Often RE don't hear anything from external inspectors following planning being granted until work starts, which can cause a delay to then being added to the report. This report has only just started in the past few months but is now sent to CT team.
 - Commencement Reports (monthly) - this is run off the first inspection that is carried out – this will capture any properties that are with external Building Inspectors not picked up in the INR above.
 - Completion Reports (monthly) – This report will detail all new builds, conversions and loft conversions, extensions. This will also include any retrospective applications.

The Initial Notice and Completion Reports should capture all building works undertaken. The Completion Reports are key for early identification of properties that need to be registered for Council Tax.

Whilst the room for errors has been significantly reduced the following risks remain in place:

- Time for property to be completed or for final inspection to take place, as there can be a lag between when works are completed and when the external inspectors notify the Council.
- Building Control's approved inspectors aren't chased regarding incomplete properties or those without completion reports – processes to be developed to ensure this is done proactively.
- Illegally converted houses into flats are harder to identify but often neighbours will notify council or if occupants wish to claim benefits or housing allowance claimants and the property doesn't exist in the system the benefits will ask Council Tax team to investigate. No claim or payment can be made without postcode and address. Currently there isn't an automated system for housing or benefits teams to send info to Council Tax, so done via email.
- Barnet Homes Development team – Council Tax office contacts them periodically for projections or what new developments are in the pipeline, also checks their website – not automatic, Council Tax team have to do the chasing

Currently LLPG match their list against VOA records however there is an outstanding issue with the files being corrupted which LLPG are working on with the VOA.

A quarterly matching exercise will be carried out between LLPG and CTAX/Business Rates records.

Property Bandings (Street Naming & Numbering):

Street naming and numbering applications bypass the CTAX process, Applications at the moment are sent to the Valuation Office Agency (VOA), who then send them back to Street Naming and Numbering. Any properties brought into the list by the VOA following this process are added to the VOA schedule which is sent to the valuation team on a weekly basis. There is currently a page on the Barnet Website which explains this process.

* Valuation Office Agency (VOA) external govt dept - assess properties to bring onto the Council Tax list. Inspectors visit properties and once they are completed the Valuation Team sends a weekly Billing Authority Request via the CT system (OpenRevenues) of all new properties/CT requests, directly to their system. VOA then calculate what the banding should be. VOA applications are also logged in master spreadsheet –VOA recently changed their Service Level Agreement to 3 months for a response, which slows things down sometimes and can cause frustration with property owner/tenant contact.

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Policy & Resources AGENDA ITEM 8

19 July 2022

Title	Review of Capita Contracts
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public (except Appendix B, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, because it contains information relating to the financial and business affairs of Capita and the Council)
Urgent	NO
Key	YES
Enclosures	Appendix A – Business Case for Extending Services Under the CSG Contract Appendix B (exempt) – Financial Assessment
Officer Contact Details	John Hooton – Chief Executive john.hooton@barnet.gov.uk 020 8359 2460 Deborah Hinde – Director, Commercial and Customer Services deborah.hinde@barnet.gov.uk 020 8359 2461

Summary

This report provides final recommendations on the review of the council's contracts with Capita.

In 2013, the Council entered into two contracts with Capita known as the DRS and CSG contracts. The DRS contract is delivered by a joint venture between Capita and the council, known as Regional Enterprise Limited, or RE.

Contained within the DRS (RE) contract are the following services related to the provision of development and regulatory services:

- Highways
- Regeneration
- Regulatory Services
- Planning (Development Control)
- Land Charges
- Building Control
- Cemetery and Crematorium

Contained within the CSG contract are the following services related to the council's 'back office' functions:

- Information Technology (IT)
- Revenues and Benefits
- Customer Services
- Estates (including Print)
- Finance*
- Human Resources*
- Procurement

**(Elements of these services were returned to the council in 2019)*

Both contracts were for an initial 10-year term, with an option to extend services on an individual basis for a further five years.

A Contract Review commenced in Autumn 2019, but was initially delayed due to the Covid-19 Pandemic and resumed in early 2021. The primary purpose of the Review has been to determine what, if any, contract extensions should be entered into. In accordance with both the CSG and DRS (RE) contracts, the council must serve Capita notice of their confirmed direction of travel by 31st August 2022 and 30th September 2022 respectively.

Preliminary recommendations were presented to full Council in January 2022, when it was agreed that the following services should not be extended:

- Highways
- Regeneration
- Regulatory Services
- Procurement

Based on the information contained in this report, it is now proposed that:

- The contract for the remaining DRS (RE) services should not be extended and those services should return to the council upon expiry of the contract's initial term
- The contract in respect of the Estates (including Print) service should not be extended and the service should return to the council upon expiry of the contract's initial term
- The contract in respect of IT, Customer Services and the Revenues and Benefits services should be extended for 31 months (two years and seven months)

- The contract in respect of Human Resources and Finance services should be extended for 12 months

Finally, the report sets out the actions that will be required to implement the decisions set out above.

Officers' Recommendations

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.**

1. Why this report is needed

Background

- 1.1** The council has two major contracts with Capita. The first, known as the CSG contract, is for the delivery of the council's 'back office' functions, including finance, human resources, customer services and information technology. The second relates to the provision of development and regulatory services (DRS), including planning, regeneration, highways, environmental health and cemetery & crematorium.

- 1.2 The DRS contract is delivered by a joint venture between Capita and the council, known as Regional Enterprise Limited, or RE. The contracts began in September 2013 and October 2013 respectively and run for ten years with an option to extend for up to a further five years. The DRS (RE) contract has a binary option of no extension or five years (although this can be amended by agreement between the parties) while the CSG contract has flexibility to discuss an extension of any time up to five years.
- 1.3 At its meeting on 19th June 2019, Financial, Performance and Contracts Committee agreed that the two reviews of the DRS (RE) and CSG agreements would be conducted concurrently, as a single process. This will henceforth be referred to as the Contract Review.
- 1.4 At its meeting on 29th January 2020, Financial, Performance and Contracts Committee agreed the intended aims of the Contract Review should be to:
- 1) Establish the council's long-term vision for service provision and the consequent requirements for each service;
 - 2) Understand the current performance of each service, including special projects, in terms of service quality and value for money;
 - 3) Develop the future delivery strategy for each service, post-2023; and
 - 4) Agree any changes required to the existing contractual arrangements between now and 2023 (i.e. the end of the existing contracts).
- 1.5 Shortly after the 21st January 2020, Financial, Performance and Contracts Committee, the Covid-19 Pandemic struck. Work on the Contract Review was suspended indefinitely, resuming in early 2021.
- 1.6 At its meeting on 17th March 2021, the Financial Performance and Contracts Committee agreed a revised approach to conducting the Contract Review. This involved undertaking a limited review to identify, in principle, those services that should be extended for a period of time and those services that should be re-procured or brought in-house at the end of the original term, dealing with services in three categories:
- 1) Retained services – interim extension of two-three years for key technology-based services, where return in-house would be unlikely to be a viable option and a reasonable extension would generate additional investment. The agreement of any extension would be dependent upon robust investment and improvement proposals from the service provider;
 - 2) Returning services – confirm contract will expire in 2023 for services where there is unlikely to be much scope for the service provider to add further significant value, the market for re-procurement is limited and the financial case can be made to return them to the council; and
 - 3) Further review services – interim extension of one-two years for services where the case for returning, re-procuring or extending is unclear and a more detailed review is required to determine the best strategic option.
- 1.7 The council's approach to the Contract Review was based on a pragmatic service by service review, with the focus being on "what is the right approach for that service to achieve the overarching priority of ensuring that Barnet residents receive the best possible services that we can afford and at a competitive price".

- 1.8 At its meeting on 8th June 2021, the Financial Performance and Contracts Committee agreed the following direction of travel for each service, based on an initial analysis, with all final decisions subject to the further development of outline business cases:

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

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

- 1.9 Following the identification of the directions of travel for 'Retained' and 'Further Review' services, joint working continued to support the development of proposals for extension and associated commercial arrangements. Client leads engaged in discussions about service priorities, including potential changes to KPIs. Commercial colleagues engaged in discussions on matters such as re-baselining income guarantees, the future of the joint venture and potential amendments to the change management arrangements, which govern the use of Special Project Initiation Requests (SPIRs).
- 1.10 At its meeting on 23rd November 2021, the Financial Performance and Contracts Committee noted that Capita's extension proposals had been received by the council. Whilst it was not a procurement exercise in the usual sense, a rigorous evaluation process had been developed that is consistent with normal tender evaluation procedures.
- 1.11 Also, at its meeting on 23rd November 2021, the Financial Performance and Contracts Committee noted that work had been completed in respect of Procurement, Regulatory Services, Regeneration and Highways. It was concluded that, across the

four services, the financial impact of returning them to the council would be affordable and, overall, would not result in additional costs to the council in delivering those services. As a result, a series of recommendations were made to the Policy and Resources Committee on 7th December 2021 and subsequently to full Council on 25th January 2022.

1.12 At its meeting on 25th January 2022 the Council resolved that:

- 1) Council does not seek to extend those elements of the RE and CSG contracts that relate to the Procurement service, Regulatory Services (Trading Standards, Licensing, Environmental Health), the Regeneration service and Highways;
- 2) upon expiry of those elements of the contract, these services be returned to the Council;
- 3) the future strategy for the Highways service should be the subject of a separate report to the Environment Committee;
- 4) the Recruitment service be returned to the Council in February 2022; and
- 5) the Chief Executive be authorised to take the necessary action relating to any transfers or actions associated with the services, subject to the conclusion of the necessary due diligence.

1.13 At its meeting on 1st February 2022, the Financial Performance and Contracts Committee received a report setting out progress in respect of the extension proposals. It was reported that the Capita extension proposal had been evaluated and, as was anticipated by a two-stage process, the initial proposals did not meet the council's expectations to the extent that they could be considered acceptable. In particular, the proposals fell short of expectations in relation to the value for money criteria that had been set.

1.14 The Committee was advised that detailed feedback on the evaluation outcomes had been provided to Capita and they had submitted a document titled "Update to Proposal for Extension of Services" on 17th December 2021. This Update acknowledged that further dialogue would be required, before a "best and final" offer could be formulated.

1.15 The Update had been evaluated using the same process as was applied to the initial proposals. In some areas, the Update had addressed evaluating officers' feedback to the extent that the proposals were now considered to be acceptable. However, in other areas, whilst the Update had demonstrated some movement in the right direction, it had not fully addressed the feedback to the satisfaction of the evaluating officers, so had not yet reached the necessary threshold to be considered acceptable. It had, therefore, been concluded that officers were not yet in a position to make firm recommendations regarding the extension of the contracts and there would need to be further dialogue to reach that position.

1.16 The Committee agreed that further work was required to inform recommendations on the future delivery of those services.

1.17 Following that meeting, dialogue continued with Capita, with a view to shaping the proposals to ensure that they met the needs of both parties. A 'Best and Final Offer' was to be submitted in Spring 2022 in relation to 'Retained' and 'Further Review' services in order for officers to make a recommendation.

- 1.18 During this time, at its meeting on 9th February 2022, the Policy and Resource Committee received a report on a Review of Integra CoreHr systems. The Committee agreed:
- 1) To approve commencement of procurement for the replacement of the council's Finance and HR systems, with the flexibility for an Enterprise Resource Planning (ERP) system or a Best of Breed model with separate Finance and HR systems.
 - 2) To delegate authority to the Executive Director of Resources to take all necessary actions to participate in and execute the successful procurement.
 - 3) To **approve a one-year extension** to the finance (Integra) and HR systems (Core HR) to facilitate the procurement of a new system.
 - 4) To delegate authority to the Executive Director of Resources to do an upgrade of the Finance system to Integra Centros, if required
- 1.19 At its meeting on 14th March 2022, the Financial Performance and Contracts Committee received a further update on progress, which identified that, in respect of the CSG contract, the perceived budget gap between the current cost of the contract and the extension proposal had closed considerably and was nearing a point where officers would be in a position to make firm recommendations to Members.
- 1.20 That report also acknowledged that the position of the finances on the RE contract was more complex, due to the Income Guarantee.
- 1.21 On the 29th April 2022, Capita submitted a 'Best and Final Offer' proposal to the Council for evaluation. Client leads were asked to evaluate the final proposals on the basis of the question "*Taking into account all of the Strategic Control/Quality criteria, does the revised submission address previously identified concerns to the extent that it is now considered sufficiently acceptable to agree an extension in principle? If not, why?*"
- 1.22 That evaluation has now been completed, along with further detailed evaluation of the financial elements of the proposal and the Social Value commitments. The outcome of the evaluation process is set out in the following sections of this report.

2. Reasons for recommendations

DRS (RE) Recommendations

- 2.1 In respect of the DRS (RE) contract, Capita's final proposal covered the following services:
- Planning (inc. Development Control)
 - Land Charges
 - Building Control
 - Cemetery and Crematorium
- 2.2 Planning (inc. Development Control), Land Charges and Building Control were proposed for three-year extensions, with the Cemetery and Crematorium proposed for a one-year extension, to enable further review.

- 2.3 It is noted that, in their manifesto published prior to the May elections, the Labour administration committed to returning the Planning service in-house. The Planning service is by far the largest of the RE services that were proposed for extension and returning that would leave a relatively small group of services, which are not considered to constitute sufficient critical mass on which to base a strategic contract.
- 2.4 Whilst in broad terms, the final proposal for RE services was deemed to meet the Strategic Control and Quality criteria that had previously been set, returning the Planning service in-house is supported by the outcome of the financial evaluation of the proposals. The financial assessment also supports a case for bringing the remaining RE services in-house upon expiry of the contract.
- 2.5 Overall, there is little difference financially between extending the contract for these services and returning them in-house. The financial assessment demonstrates that the cost of the proposed extensions is broadly in-line with current expenditure budgets. As indicated in previous reports to the Financial Performance and Contracts Committee, the key financial challenge for this contract relates to the impact of Guaranteed Income (GI). This is the mechanism whereby Capita is obliged to make up any shortfall between the actual income generated by RE services and the income targets agreed at the commencement of the contract.
- 2.6 Achievement of the income targets has been challenging throughout the term of the contract, particularly in the Highways service. Prior to the pandemic, Capita were typically having to make up a shortfall of between £1.5m and £2.0m per annum. It is reasonable to assume that they were able to accommodate this shortfall by reducing the cost of delivering those services that were not meeting their income targets. However, during the pandemic period, income levels declined significantly and have yet to return to pre-pandemic levels. This has been exacerbated by the current economic climate.
- 2.7 As identified in the report to Financial Performance and Contracts Committee on 14th March 2022, these services are predominantly demand-driven and there is little that Capita can do to directly influence the level of income achieved. In the current climate, Capita are not willing to commit to an ongoing GI level that is sufficiently close to pre-pandemic levels to provide a clear financial benefit for the council.
- 2.8 The table below outlines the high-level financial impact of Capita's proposal, compared to the financial impact of returning the services back to council upon contract expiry in September 2023:

RE – CY11 £'000	Final proposal	Return to council
2022/23 net budget	1,427	1,427
Expenditure	18,279	17,865
Income	(13,212)	(13,212)
Opportunities (see below)	(100)	(360)
Total Expenditure, Income and Opportunities	4,966	4,293
Net Variance	3,539	2,866
Additional on-going resources and contingency	408	877
Total variance post additional items	3,947	3,743

Opportunities include potential capitalisation and adjustment for contract/financial year-end

- 2.9 The table sets out the expected financial impact across all services currently provided by RE for year one of any extension, based on the average of the actual levels of income that have been achieved over the last three contract years. Years two and three would be broadly similar. A more detailed breakdown of these figures is set out in Appendix B, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, because it contains information relating to the financial and business affairs of Capita and the council.
- 2.10 With the removal of the GI element that the council has benefited from in previous contract years, the final proposal from Capita is estimated to result in a £3.947m pressure on the council per annum. The in-house option is estimated to result in a £3.743m pressure on the council per annum, representing a potential benefit of £0.204m per annum from returning the services in-house.
- 2.11 Based on the financial analysis, it is now proposed that the contract for the provision of the Planning (inc. Development Control), Land Charges, Building and Cemetery and Crematorium services should not be extended and that those services should return to the council upon expiry of the contract in September 2023.
- 2.12 It should be noted that the assessment of the return option is based on figures provided by Capita in respect of the current cost of providing those services and there is a high degree of uncertainty around the impact of items such as vacancies and project work on the cost base. Significantly more analysis of the cost and income lines will be required during the transition process to understand the true financial impact of returning services in-house. In addition to gaining that detailed understanding of the cost-base, it is considered that this option will also provide the council with a higher level of strategic control and flexibility to shape those services to operate within an appropriate financial envelope.
- 2.13 The vast majority of these services are operated from within Barnet, which will be a key factor in facilitating a smooth transition. However, there is a small part of the Planning service that provides support from Capita's Belfast office. There are also provisions within the existing contract that enable the council to secure additional capacity (known as resilience services) at short notice, should it be required. Given the scale of the proposed transition of services and the potential disruption that may cause, it is considered that it would be an appropriate and sensible precaution to ensure that the council can maintain access to those resources. It is, therefore, proposed that discussions continue with Capita, with a view to ensuring that the relevant elements of the contract are included as legacy clauses in the exit agreement.
- 2.14 The benefit to the council of being part of the Joint Venture has been questioned for some time, given that it has not achieved the level of business growth that would provide a financial return to the council. With the return of these services, it is considered that the likelihood of any future financial return would diminish even further. It is, therefore, proposed that, upon expiry of the initial term, the council sells its share in the Joint Venture to Capita for a nominal sum. Legal advice has confirmed that there is no financial value in the Joint Venture that would be due to the council, in the event that the Joint Venture was dissolved.

CSG Recommendations

- 2.15 In respect of the CSG contract, Capita's final proposal covered the following services:
- Estates (including Print)
 - Information Technology
 - Revenues and Benefits
 - Customer Services
 - Finance (Integra and AP)
 - HR (Payroll and Core HR)
- 2.16 The report to the Financial Performance and Contracts Committee on 8th June 2021 identified that the Estates function had had a number of problems over many years, which went back to before the CSG contract was put in place. The report highlighted that repeated efforts to resolve this over the years had made some improvements, but the service was not yet consistently performing to the required standard. It was recognised that this is a complex service, comprising several distinct elements, and some of those elements have performed better than others. The proposed direction of travel for Estates was, therefore, to extend the service for a year, to provide time for improvements that were already in train to take effect and to enable a more fundamental review of the most appropriate future delivery model.
- 2.17 Whilst improvements have continued to be made, it is the client officers' view that the pace and scale of change that has been achieved, together with the proposals set out in the final submission, do not provide them with sufficient confidence that a one-year extension will address the ongoing concerns. It is, therefore, proposed that the Estates (including Print) service should not be extended and that the service should return to the council upon expiry of the initial contract term.
- 2.18 Capita currently provides a range of services to schools through the CSG contract. The council pays a fee for these services and receives income from schools for them. As with the RE contract, Capita guarantees the level of income and makes up any shortfall against that guarantee. Income levels have consistently fallen short of the guaranteed level over the life of the contract and Capita confirmed early in the discussions that it would not be willing to commit to continuing guaranteed income on schools traded services. It has, therefore, been concluded (in consultation with BELS and schools' representatives) that there would be no benefit in continuing to provide these services through the CSG contract. Upon expiry of the contract, Capita will continue to deliver these services, contracting directly with schools. Arrangements will be put in place, through BELS, to provide an appropriate performance monitoring and consultation forum for schools' representatives following expiry of the current arrangements.
- 2.19 In broad terms, the final proposal for the remaining CSG services was deemed to meet the Strategic Control and Quality criteria that had previously been set. With the exception of Estates, it was the view of evaluating officers that the final revised submission did address any previously identified concerns in respect of those criteria, to the extent that the proposal was considered to be an acceptable basis on which to recommend extension of the contract. The Social Value commitments that have been made are also considered to be acceptable. Further detail on these is set out in paragraph 5.5 below.

- 2.20 The business case relating to these services is attached as Appendix A, with the detailed breakdown of the key financial elements, outlined below, attached as Appendix B, which is exempt from publication due to the commercial sensitivity of its content.
- 2.21 The financial evaluation considers the overall budget impact of these proposals for the council, so it includes the impact of the Procurement and Estates services not being extended.
- 2.22 In their final submission, Capita were asked to submit pricing for three different options:
- Option 1 – Extension of two years and seven months (to 31st March 2026)
 Option 2 – Extension of three years (to 31st August 2026)
 Option 3 – Extension of five years (to 31st August 2028)
- Each of these options are based on one-year extensions for the Finance and HR elements of the contract, with the longer extensions being for the IT, Customer Services and Revenues and Benefits services.
- 2.23 These were evaluated against a fourth option of returning all services to the council upon expiry of the contract.
- 2.24 The table below outlines the impact on the council’s budget for each of the four options considered. The financial modelling shown below is based on contract year (CY) 11, which would be the first year of any extension.

CSG - CY11 £'000	Option 1	Option 2	Option 3	Option 4
	Extend 2yrs 7mths	Extend 3 years	Extend 5 years	Return to council
2022/23 net budget	21,653	21,653	21,653	21,653
Expenditure (inc. Estates and Procurement)	23,582	23,346	23,346	23,906
Income	(1,865)	(1,865)	(1,865)	(1,366)
Opportunities (see below)	(743)	(743)	(743)	(631)
Total Expenditure, Income & Opportunities	20,973	20,737	20,737	21,909
Net Variance	(680)	(916)	(916)	255
Additional on-going resources/overheads and contingency	426	426	426	2,361
Total variance post additional items	(254)	(490)	(490)	2,616

Opportunities include potential capitalisation, removal of gainshare and adjustment for contract/financial year-end

- 2.25 The three extension options all meet the primary Value for Money criteria that were set for the Review, as they represent a net cost reduction against the current budget envelope for these services. Whilst the evaluation has been based on the first year of any extension, each of the three options provides for further expenditure reductions in future years.

- 2.26 The option of returning services to the council would result in a £2.616m budget pressure per annum. This is not considered to be a viable option at present, as it would require significant savings to be made in a relatively short period of time, most likely through scaling back of services and, in turn, quality of output to residents. In addition, the particular risks and complexity associated with returning IT, Customer Services and the Revenues and Benefits service to the council are considerable and would require a significant lead-in time to ensure adequate planning and preparation.
- 2.27 Whilst both the three- and five-year extension options suggest marginally higher reductions in net cost, it is proposed that the contract for IT, Customer Services and the Revenues and Benefits service be extended for two years and seven months, to 31st March 2026. This will align the contract end with the council's financial year, which provides a more efficient exit point upon expiry. It also enables the Council to give proper consideration to the longer-term strategy for these services within the shortest feasible timeframe.
- 2.28 Capita's final proposal also identifies capital investment requirements in the IT infrastructure of £4.8m over the extension period. This reflects the likely level of investment required, regardless of the option selected. Following agreement of any contract extension, Capita will work with the council to value engineer this total and confirm any items that are covered by existing capital investment approvals. The resulting investment requirement will then be subject to approval through the council's normal capital allocation process.
- 2.29 As noted in paragraph 1.18, the Policy and Resource Committee has previously approved a one-year extension for the provision of the Integra and CoreHR systems, as this was considered to be essential to facilitate the procurement and implementation of new core systems. Based on the evaluation of Capita's final extension proposals, it is now proposed that the Accounts Payable and HR services associated with these systems also be extended for one year, in order to minimise disruption to those services during the implementation of new systems.
- 2.30 As noted in paragraph 1.12, the Council previously resolved that the Procurement service (which is contained within the CSG contract) be returned to the council. The Committee is asked to note that it has been agreed with Capita that, for strategic purposes, this service will be returned to the council in October 2022.
- 2.31 Furthermore, during the evaluation period of the final proposal, the council and Capita have agreed that the Welfare Team (from within the Revenues and Benefits service) should also return to the council at the earliest opportunity, which will most likely also be October 2022. This will provide greater flexibility to meet resident's needs in relation to the current cost of living crisis.
- 2.32 Both of these decisions have been effected through officers' delegated powers.

3. Alternative options considered and not recommended

- 3.1 The alternative option for DRS (RE) services would be to extend the contract for a further five-year period. This would create a marginally higher financial pressure for the council and it is considered preferable that the council has a higher level of

strategic control over services, thus affording greater flexibility to shape services to operate within an appropriate financial envelope.

3.2 The alternative options for the CSG services were:

Option 2 – Extension of three years

Option 3 – Extension of five years

Option 4 – Return services to the council

3.3 Although Option 2 would create an additional financial benefit, this amount is considered to be marginal in comparison to the advantages that the preferred option provides. The disconnect between contract years and financial years has created inefficiencies in accounting processes throughout the life of the contract. The preferred option provides an opportunity to align those dates and remove that inefficiency.

3.4 Option 3 would also afford a marginal financial benefit to the council in CY11. However, a commitment to a further five years would have required a significant financial benefit from CY11 to make it attractive. This option also has similar disadvantages to option 2, in that it does not align to the council's financial year and it further extends the timeframe for considering the longer-term strategy for these services.

3.5 Option 4 does not meet the financial criteria of the Review and would create a considerable budget pressure for the council. This is primarily because these services are delivered predominantly from outside Barnet and are based in areas where staff salaries and office accommodation costs are significantly lower than they are in Barnet. The IT service in particular benefits significantly from being part of the wider Capita organisation, bringing significant advantages in terms of cyber-security, resilience and expertise. The risks and challenges of returning these services to the council and physically re-locating them within Barnet would require a lead-in period of at least two years, as we would basically need to design and build the services and all of their associated technical infrastructure from scratch. Taken alongside the major programme of service returns already proposed for 2023, this is not considered to be a viable option.

4. Post decision implementation

4.1 If the Committee agrees the recommendations, then as per the obligations in the DRS (RE) and CSG contracts, a formal notice will be delivered to Capita informing them of the confirmed direction of travel for all services.

4.2 Further to this, the Contract Review team will initiate transition workshops for all returning services. The purpose of these will be:

- to detail all activities required to ensure smooth transition of services back to the council.
- to ensure sufficient resource and time is being applied to transitions.
- to ensure the standard of service under both the DRS (RE) and CSG contracts are maintained during the transition process.

- 4.3 For those services under the CSG contract that are being extended, Deeds of Variation will be processed by the Commercial and Legal teams, to ensure all commitments in the final proposal are captured accurately.
- 4.4 Given the potential budget pressure that the council may inherit in respect of RE services, together with the potential risk of recruitment and retention challenges in key areas during the transition period, it has been agreed that the council will work closely with Capita to manage vacancies and recruitment during the transition period.
- 4.5 It should be noted that the recommendations made in this report represent a significant increase in the number and scale of returning services. The report to Council in January 2022 anticipated the return of four services, with a staffing complement of approximately 160. The proposals in this report take the number of services to be returned to nine, with a total staffing complement of 370. This will significantly increase the planned workload for the Contract Review team and it is anticipated that additional resources will be required to support the process. This will include HR and finance resources, as well as project support.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The recommendations set out in this report are consistent with the council's priorities to return the Planning service in-house and work towards returning other outsourced services. Reducing the number of services provided through the CSG contract will facilitate stronger performance management of those services, thus ensuring that they provide good value for money and high-quality services to residents.

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

- 5.2.1 The Capita contracts collectively have a value of approximately £80m per annum (including core fee, income and special projects). It was originally anticipated that around £0.500m, less than 1% of the value of the contracts, would be required to carry out the Review. This would be required for programme management, specialist input (including procurement and legal) and additional commercial capacity.
- 5.2.2 Project management resources that were employed to support the Review were redeployed to support the delivery of critical services during the Covid-19 pandemic. There has, therefore, been additional resource implications associated with the extension to the overall timescales for delivery of the Review.
- 5.2.3 The costs involved are justified by the scale of the contracts and the importance to the council of delivering best value going forward. The costs are being funded by a non-recurrent allocation from the contingency budget, as previously approved by the Policy and Resources Committee.
- 5.2.4 As noted above, it is anticipated that additional resources will now be required to implement the Review outcomes and transition services back to the council. At this point in time, it is expected that these costs will be funded using the balance of the £500k originally allocated, together with an underspend in the Commercial budget. However, if it is identified that this is not sufficient to meet the requirement to ensure a

smooth transition, a further allocation from reserves or contingency will be sought from the Policy and Resources Committee.

5.3 Legal and Constitutional References

5.3.1 Under Article 7 of the Constitution (Committees, Forums, Working Groups and Partnerships) Policy and Resources Committee is responsible for Strategic Partnerships, and the council's major strategic contracts (including the CSG and DRS contracts).

5.3.2 Legal advice continues to be sought as required, including on contractual, public procurement, consultation, and employment related matters, to ensure that the council acts lawfully at all times.

5.4 Insight

5.4.1 Previous reports have set out the qualitative and quantitative data and information sources that have been used to derive insight during the Review.

5.5 Social Value

5.5.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The existing contracts include Social Value provisions and the opportunity to enhance these has been considered as part of the negotiations to extend the contracts.

5.5.2 The Social Value commitments contained in Capita's final proposal were evaluated independently of other parts of the submission and have met the agreed criteria set for the Review. For any agreed extension, Capita have committed to improvements that include (but are not limited to):

- Implementing initiatives that form the basis of a social value charter
- Provide a dedicated social value officer who will be supported by a wider team of social value leads
- Investment in apprenticeships, work experience and mentoring schemes
- Extending the existing programme to recycle laptops to digitally excluded residents (2-300 laptops per annum)
- Work with the Good Things Foundation to offer face to face coaching to increase essential digital skills
- Pro bono consultancy services to develop the council's Green Technology Policy
- Support the continuation of the Barnet Tree Policy which aims to plant 4,500 trees by 2023
- Work with Live Unlimited to, inter alia, offer work placements to Barnet's care leavers
- Deliver free workshops to Barnet SMEs and VCS partners, to cover subjects such as business planning, recruitment, applying for funding and grants, social media marketing, and setting and authoring employee policy

- Use the Social Value Maturity Index (SVMI) to measure Capita and its supply chain against key metrics. This will be re-baselined annually to evidence progress in Social Value maturity across the contract life
- Deliver an online eco-literacy course for staff, both Capita and the council

5.5.3 These Social Value commitments will form part of the Deed of Variation that will be entered into following the Committee's decision.

5.6 Risk Management

5.6.1 Key risks associated with the implementation of the recommendations include:

- Ongoing time and/or resource constraints lead to delays in implementing the Review outcomes
- Relationship with Capita deteriorates during the transition period, leading to poorer service delivery within services that are due to return to the council
- The prospect of change leads to difficulties in recruiting and retaining staff
- Financial modelling assumptions prove to be incorrect, leading to potential budget pressures for the council
- The process of finalising the legal documentation for extensions reveals unexpected errors, omissions or misunderstandings

5.6.2 Risks continue to be monitored and mitigating actions have been put in place, including establishment of close partnership working with Capita, ensuring appropriate resourcing (please refer to 5.2.1) and through detailed planning. The risk of further delays associated with Covid-19 is now considered to be minimal.

5.7 Equalities and Diversity

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

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

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

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

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

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

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

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

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

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

5.7.7 Where services are being extended, there are no fundamental changes proposed that have an equalities impact for residents or staff. Capita's Social Value proposals contain specific commitments regarding monitoring (and tackling) inequality and supporting diversity and inclusion. For returning services, the development and consideration of Equalities Impact Assessments will be carried out as part of the exit planning process.

5.8 **Corporate Parenting**

5.8.1 There are no corporate parenting implications arising from these recommendations.

5.9 **Consultation and Engagement**

5.9.1 *Public consultation and Best Value Consultation*

As previously reported to the Financial Performance and Contracts Committee, extensive consultation took place through the review of Capita contracts that was reported to Policy and Resources Committee on 17th June 2019. This Review is a continuation of that previous review of Capita contracts and has taken into account the

feedback already provided. Further engagement has taken place through the use of focus groups, the outcome of which was reported to this Committee in October 2021.

5.9.2 *Staff consultation*

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

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

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

5.10 **Environmental Impact**

5.10.1 There are no direct environmental implications from agreeing 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.

6. **Background papers**

- 6.1 Report to Financial Performance and Contracts Committee, 29th January 2020: <https://barnet.moderngov.co.uk/documents/s57531/Year%206%20and%20Y7%20review%20ToR.pdf>
- 6.2 Report to Financial Performance and Contracts Committee, 18th March 2020: <https://barnet.moderngov.co.uk/documents/s58379/Year%2067%20Review%20of%200Capita%20Contracts.pdf>
- 6.3 Report to Financial Performance and Contracts Committee, 15th June 2020: <https://barnet.moderngov.co.uk/documents/s58926/Yr%206-7%20Review%20FPC%20report.pdf>
- 6.4 Report to Financial Performance and Contracts Committee, 27th October 2020: <https://barnet.moderngov.co.uk/documents/s60807/Year%206-7%20Review%20FPC%20report.pdf>

- 6.5 Report to Financial Performance and Contracts Committee, 17th March 2021:
<https://barnet.moderngov.co.uk/documents/s64235/Yr%206-7%20Review%20FPC%20report.pdf>
- 6.6 Report to Council, 25th January 2022:
<https://barnet.moderngov.co.uk/documents/s69743/Referral%20from%20Policy%20Resources%20Committee%20Review%20of%20Capita%20Contracts.pdf>
- 6.7 Report to Financial Performance and Contracts Committee, 1st February 2022:
<HTTPS://BARNET.MODERNGOV.CO.UK/DOCUMENTS/B38006/ITEM%207%20-%20REVIEW%20OF%20CAPITA%20CONTRACTS%2001ST-FEB-2022%2019.00%20FINANCIAL%20PERFORMANCE%20AND%20CONTRACTS%200COMMIT.PDF?T=9>
- 6.8 Report to Financial Performance and Contracts Committee, 14th March 2022:
<https://barnet.moderngov.co.uk/documents/s70975/FPC%20Contracts%20Review%20Report.pdf>

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Appendix A – Business Case for Extending Services Under the CSG Contract

Name:	<i>Deborah Hinde</i>
Job Title	<i>Director (Commercial and Customer Services)</i>
Date:	<i>1st July 2022</i>
Service /	<i>Customer and Place</i>
Directorate:	
Version	<i>Version Number_1.0</i>

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1. Introduction

This business case sets out proposals for the extension of elements of the Customer and Support Group (CSG) contract with Capita. The following services are currently provided through this contract:

- Information Technology (IT)
- Revenues and Benefits
- Customer Services
- Estates (including Print)
- Finance*
- Human Resources*
- Procurement

**(Elements of these services were returned to the Council in 2019)*

The CSG contract began an initial ten-year term in September 2013, with an option to extend for up to a further five years. The extension clause allows the council flexibility to discuss an extension of any time up to and including five years (e.g. the council could request a one, two, three or four year extension).

At its meeting on 21st January 2022, the Financial, Performance and Contracts Committee agreed the proposed approach to conducting the year six review of the contract (the Contract Review).

The aims of the Contract Review would be to:

- Establish the council's long-term vision for service provision and the consequent requirements for each service;
- Understand the current performance of each service, including special projects, in terms of service quality and value for money;
- Develop the future delivery strategy for each service, post-2023; and
- Agree any changes required to the existing contractual arrangements between now and 2023 (i.e. the end of the existing contracts).

On commencement of the Contract Review, the Covid-19 Pandemic struck, and the Contract Review was suspended indefinitely, but resumed in early 2021 with a revised approach.

This involved undertaking a limited review to identify, in principle, those services that should be extended for a period of time and those services that should be re-procured or brought in-house at the end of the original term, dealing with services in three categories:

1. Retained services – interim extension of two-three years for key technology-based services, where return in-house would be unlikely to be a viable option and a reasonable extension would generate additional investment. The agreement of any extension would be dependent upon robust investment and improvement proposals from the service provider;
2. Returning services – confirm contract will expire in 2023 for services where there is unlikely to be much scope for the service provider to add further significant value, the market for re-procurement is limited and the financial case can be made to return them to the council; and
3. Further review services – interim extension of one-two years for services where the case for returning, re-procuring or extending is unclear and a more detailed review is required to determine the best strategic option.

Using the categories above, the following directions of travel were agreed in principle for the services provided through the CSG contract:

Retain (Three-Year Extension)

- Information Technology (I.T)
- Revenues and Benefits
- Customer Services

Further Review (One-Year Extension)

- Estates (inc. Print)
- Finance (Accounts Payable and Integra system)
- HR (Payroll and CoreHR system)

Return (No Extension)

- Procurement

In October 2021, Capita sent through their first extension proposal. This would be followed by an Update Proposal (received in December 2021) and a Final Proposal (received in April 2022).

At its meeting on 25th January 2022, the Council agreed not to seek the extension of the Procurement service contained within the CSG agreement. Therefore, it has not been included in this business case.

At its meeting on 9th February 2022 the Policy and Resource Committee resolved to approve the commencement of procurement for the replacement of the council's Finance and HR systems, with the flexibility for an Enterprise Resource Planning (ERP) system or a Best of Breed model with separate Finance and HR systems. To facilitate the procurement of the new system, a one-year extension of the contract for the existing finance and HR systems was agreed.

This business case focuses on the outstanding decisions in respect of the “further review” services (Estates, Accounts Payable and Payroll) and the options for the “retain” services (Information Technology, Revenues and Benefits, Customer Services).

2. Proposals and Evaluation Method

Whilst the Contract Review was not a procurement exercise in the usual sense, a rigorous evaluation process was developed that is consistent with normal tender evaluation procedures.

The evaluation process for the proposals involved colleagues from the commercial and financial teams, as well as client leads. The evaluation process applied the following weightings:

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

Both the initial proposal and the Update Proposal failed to meet the qualitative standards expected by the council. In order to remedy this, further meetings were held with each service area to enable Capita to better understand their needs and, in turn, bridge the gap between the proposal and client expectations.

Further, the overall financial proposal also failed to meet the set criteria. Again, further dialogue took place, involving commercial and finance teams, with a view to aligning Capita's proposal with the council's budget envelope.

Capita's Final Proposal contained a proposed extension of one year for the Estates (including Print) service, in line with the direction of travel originally proposed for that service. The rationale for this direction of travel was to provide time for

improvements that were already in train to take effect and to enable a more fundamental review of the most appropriate future delivery model.

Whilst improvements have continued to be made, it is the client officers' view that the pace and scale of change that has been achieved, together with the proposals set out in the Final Proposal, do not provide them with sufficient confidence that a one-year extension will address the ongoing concerns. It is, therefore, now proposed that the Estates (including Print) service should not be extended and that the service should return to the council upon expiry of the initial contract term.

Furthermore, during the evaluation period of the Final Proposal, the council and Capita agreed that the Welfare Team (from within Revenues and Benefits) should also return to the council at the earliest opportunity, which will most likely also be October 2022. This will provide greater flexibility to meet resident's needs in relation to the current cost of living crisis.

The remainder of this business case therefore focuses on the options considered in respect of:

- Information Technology
- Revenues and Benefits (excluding Welfare Team)
- Customer Services
- Accounts Payable
- HR Payroll

3. Options Considered

Based on the criteria set and following meetings with the service areas, it was agreed that the qualitative aspects of the Final Proposal were acceptable to consider an extension. An overview of the improvements offered for each of the "retain" services (i.e. those proposed for a longer extension) is outlined below.

Information Technology

In addition to maintaining the current service and service improvement plans, Capita's proposal also included the following commitments:

- **Network (WAN, LAN and Wi-Fi):** a continuation of the evolutionary upgrades to the LAN and Wi-Fi service and transformation of the WAN to a next generation SD-WAN.
- **Datacentre and Infrastructure:** migration to the Microsoft Azure Cloud.
- **Security and Compliance:** a series of reviews to validate best practice is being followed and that Capita are obtaining maximum value from the toolset features available to them.
- **End-User Device Management:** a continuation of the current service and evolutionary improvements, whilst aligning with Capita's shared service model to bring benefits from a larger pool of resources which provides greater capacity and availability of a wider skill set.

- **Service Management:** evolutionary improvements, whilst aligning with Capita's shared service model to bring benefits from a larger pool of resources as detailed above offering a more flexible service able to cope with fluctuating demands and priorities.
- **Telephony:** a transparent review of the best unified use of MS Team, AWS Connect and/or CISCO to ensure an optimal experience for both residents of Barnet and staff.
- **Innovation:** an innovation workstream with some of the themes Capita would like to explore further.

Revenues and Benefits

In addition to maintaining the current service and service improvement plans, Capita's proposal also included the following commitments:

- Enhancements to the customer portal and webforms.
- Further use of artificial intelligence and analytics.
- Improving the digital functionality of the NNDR service in line with council tax and benefits.
- Introduction of a field services app, a virtual, remote inspection capability using a new technology product to enable remote inspections which will reduce the amount of physical onsite inspections, enabling more inspections to be carried out virtually and providing customers with a faster, easier process.
- Explore further automation opportunities to streamline processes with the DWP.

Customer Services

In addition to maintaining the current service and service improvement plans, Capita's proposal also included the following commitments:

- **Form Enhancement** - Leveraging the CRM system to introduce business processes and data into the digital 'front door' in a much richer way by re-inventing the way that forms connect with data, enabling residents and businesses to use those forms to access their data in a much easier way.
- **Omni-Channel and Self-Serve** - Moving the council's contact centre solution to the cloud, to provide a platform that can handle demand across all channels, providing greater automation, personalisation and a more predictive service.
- **Assisted Digital** - A proven chat bot solution will increase the digital channels for residents and improve the customer experience by providing digital assistance to customers through the council's public-facing website(s), supporting residents by providing access to the information, support or answers to questions needed in a frictionless way.
- **Digital Inclusion/Exclusion** - Provide channels for residents who do not or who have limited access to digital channels to still have a mechanism to engage with the council.

On the basis that the qualitative criteria had been met, three extensions of differing length were considered, along with the option to return services to the council on expiry of the contract:

1. Extension of two years and seven months
2. Extension of three years
3. Extension of five years
4. Return services to the council

The table below outlines the main advantages, disadvantages, benefits and risks of each option. NB Options 1 to 3 include one-year extensions for Accounts Payable and HR Payroll.

	OPTION 1	OPTION 2	OPTION 3	Option 4
	Give notice to extend contract by two years and seven months	Give notice to extend contract by three years	Give notice to extend contract by five years	Allow contract to expire at the end of 10-year term, with a view to returning services to the Council
Main Advantages (Including opportunities)	<p>Ensures continuity of service provision in higher-risk services, during a period of significant transition of other services provided through the Capita contacts.</p> <p>Enables the Council to give proper consideration to the longer-term strategy for these services within the shortest feasible timeframe.</p> <p>Minimises unnecessary disruption in those services directly impacted by the implementation of new systems.</p>	<p>Ensures continuity of service provision in higher-risk services during a period of significant transition of other services provided through the Capita contacts.</p> <p>Enables the Council to give proper consideration to the longer-term strategy for these services within a feasible timeframe.</p> <p>Minimises unnecessary disruption in those services directly impacted by the implementation of new systems.</p>	<p>Ensures continuity of service provision in higher-risk services during a period of significant transition of other services provided through the Capita contacts.</p> <p>Enables the Council to give proper consideration to the longer-term strategy for these services, albeit within a longer timeframe.</p> <p>Minimises unnecessary disruption in those services directly impacted by the implementation of new systems.</p>	<p>Would give the council the ability to completely re-design the operation of these services, should it wish to do so.</p>
Main Disadvantages (including threats)	<p>Though the finances come in under budget, they are not quite as advantageous as the three-year extension option.</p>	<p>This option does not align with the Council financial year, making the true-up of any volumetrics more difficult to analyse and exit arrangements/re-</p>	<p>This option does not align with the Council financial year, making the true-up of any volumetrics more difficult to analyse and exit arrangements/re-</p>	<p>Does not meet financial criteria and would be very costly to achieve.</p> <p>Would not provide sufficient time to plan and prepare for a smooth transition.</p>

	OPTION 1	OPTION 2	OPTION 3	Option 4
	Give notice to extend contract by two years and seven months	Give notice to extend contract by three years	Give notice to extend contract by five years	Allow contract to expire at the end of 10-year term, with a view to returning services to the Council
		procurement more complex.	procurement more complex. Would tie the council into a contractual arrangement of over six years from the time of writing at a time of significant economic uncertainty.	
Risks	Supplier underperforming against commitments made in their proposal, which may impact on resident satisfaction.	Supplier underperforming against commitments made in their proposal, which may impact on resident satisfaction.	Supplier underperforming against commitments made in their proposal, which may impact on resident satisfaction. May not provide sufficient flexibility to respond to technology changes over time.	Remotely based staff may not wish to transfer to a Barnet-based operation and recruitment of appropriately qualified and experienced staff within Barnet may be challenging. Ongoing capability and capacity in respect of cyber security and IT resilience. Ability to secure appropriate accommodation for the services. Complexity of separating systems, management, training etc. from shared service operations.
Mitigation of risks	On agreement of extension, the commercial and legal teams will ensure rigorous due diligence of any contract changes	On agreement of extension, the commercial and legal teams will ensure rigorous due diligence of any contract changes	On agreement of extension, the commercial and legal teams will ensure rigorous due diligence of any contract changes	Further resource could be brought in to mitigate risks, but at considerable additional cost to the council.

	OPTION 1	OPTION 2	OPTION 3	Option 4
	Give notice to extend contract by two years and seven months	Give notice to extend contract by three years	Give notice to extend contract by five years	Allow contract to expire at the end of 10-year term, with a view to returning services to the Council
	related to an extension. Maintain rigorous approach to contract performance management.	related to an extension. Maintain rigorous approach to contract performance management.	related to an extension. Maintain rigorous approach to contract performance management.	
Financial Benefits/ Disbenefits	As outlined below, this option would come in within the Council’s budget envelope. An extension contract would be subject of annual indexation measures.	As outlined below, this option would come in within the Council’s budget envelope. It also shows a greater saving than the 2 years 7 months option. An extension contract would be subject of annual indexation measures.	As outlined below, though this option does deliver a greater saving over the entire 5-year period, Capita have not shown any further savings past Y3 of the extension, leaving little incentive to commit to the final two years. An extension contract would be subject of annual indexation measures.	As outlined below, this option ranks least favourable and would create a significant budget pressure.
Non-Financial Benefits	This option aligns with the Council’s financial year, making exit from the contract a smoother process for all parties. Brings additional Social Value commitments that will benefit Barnet residents.	Brings additional Social Value commitments that will benefit Barnet residents.	Brings additional Social Value commitments that will benefit Barnet residents.	

Final Proposal – Finance Outline

The financial evaluation considers the overall budget impact of these proposals for the council, so it includes the impact of the Procurement and Estates services not being extended.

The below table outlines the impact on the council's budget for each of the four options considered. The financial modelling shown below is based on contract year (CY) 11, which would be the first year of any extension. The detailed breakdown of the key financial elements outlined below is attached as Appendix B, which is exempt from publication due to the commercial sensitivity of its content.

CSG - CY11 £'000	Option 1	Option 2	Option 3	Option 4
	Extend 2yrs 7mths	Extend 3 years	Extend 5 years	Return to council
2022/23 net budget	21,653	21,653	21,653	21,653
Expenditure (inc. Estates and Procurement)	23,582	23,346	23,346	23,906
Income	(1,865)	(1,865)	(1,865)	(1,366)
Opportunities (see below)	(743)	(743)	(743)	(631)
Total Expenditure, Income & Opportunities	20,973	20,737	20,737	21,909
Net Variance	(680)	(916)	(916)	255
Additional on-going resources/overheads and contingency	426	426	426	2,361
Total variance post additional items	(254)	(490)	(490)	2,616

Opportunities include capitalisation, removal of gainshare and adjustment of contract/financial year-end

Transition costs – one-off

There are additional one-off costs associated with each option. Please see below one-off costs required in each option as part of the transformation.

One-off costs £'000	Option 1/2/3	Option 4
Legal	10	25
Additional Finance team requirement	-	61
Additional Commercial	-	31
Additional HR requirement	44	83
Additional IT team requirement	-	226
Training	100	500
Equipment	91	302
Total one-off costs	245	1,228

Option 1 represents a net cost reduction against the overall budget for CSG services of £0.254m in CY11.

Options 2 and 3 deliver a marginally better cost reduction of £0.490m in CY11.

Option 4 would result in a budget pressure of £2.616m in CY11.

Other items that have been considered, but not quantified, are:

Other considerations	Option 1/2/3	Option 4	Impact
Redundancy costs		✓	Applicable if staff have transferred to the council and a later restructure takes place
Pension strain		✓	Applicable if staff have transferred to the council and a later restructure takes place
Lack of purchasing power		✓	Capita benefits from purchasing power, due to economies of scale by lining up other local authorities within the same contract
Lack of management information		✓	If or when services return in-house, previous experience from benchmarking, indicates a loss of performance measure information vs original contract.
Recruitment cost		✓	Cost as and when advertisement is required
Indexation	✓		Current estimates based on 2021 costs and are subject to new indexation terms. This is a known risk that the council sees affecting all extension options.

Additional requirement – IT investment

As part of Capita’s extension proposal (for options 1, 2 and 3), a capital investment requirement in IT infrastructure of £4.8m has been identified. Following agreement of any contract extension, Capita will work with the council to value engineer this total and confirm any items that are covered by existing capital investment approvals. The resulting investment requirement will then be subject to approval through the council’s normal capital allocation process.

Capita Final Proposal I.T Capital Requirement £'000				
Area	Y11	Y12	Y13	Total Capital
Azure migration	-	344	254	598
Azure parallel run	-	353	978	1,331
Networks	1,783	-	-	1,783
The council - CISCO	59	237	-	296
WIN11	190	71	-	261
Security	51	-	-	51
SOC/ SIEM	59	297	59	415
PCI Compliance	30	47	30	107
Total	2,172	1,349	1,321	4,842

4. Analysis, Evaluation and Preferred Option

Based on all of the information available, the preferred option is Option 1, an extension for 2 years 7 months for Information Technology, Revenues and Benefits (excluding Welfare Team), and Customer Services.

Strategic Case

Option 1 is consistent with the council's priorities in respect of providing good value for money and high-quality services to residents. It provides the optimum balance between securing continuity of service provision at reduced cost and maintaining the ability for the council to consider the longer-term strategy for these services within an appropriate timescale.

The Social Value commitments contained in Capita's Final Proposal were evaluated independently of other parts of the submission and have met the agreed criteria set for the Review. These commitments support the council's priorities in respect of digital inclusion, sustainability and equality, diversity and inclusion. Capita have committed to improvements that include (but are not limited to):

- Implementing initiatives that form the basis of a social value charter
- Provide a dedicated social value officer who will be supported by a wider team of social value leads
- Investment in apprenticeships, work experience and mentoring schemes
- Extending the existing programme to recycle laptops to digitally excluded residents (2-300 laptops per annum)
- Work with the Good Things Foundation to offer face to face coaching to increase essential digital skills
- Pro bono consultancy services to develop the council's Green Technology Policy
- Support the continuation of the Barnet Tree Policy which aims to plant 4,500 trees by 2023
- Work with Live Unlimited to, inter alia, offer work placements to Barnet's care leavers
- Deliver free workshops to Barnet SMEs and VCS partners, to cover subjects such as business planning, recruitment, applying for funding and grants, social media marketing, and setting and authoring employee policy
- Use the Social Value Maturity Index (SVMI) to measure Capita and its supply chain against key metrics. This will be re-baselined annually to evidence progress in Social Value maturity across the contract life
- Deliver an online eco-literacy course for staff, both Capita and the council

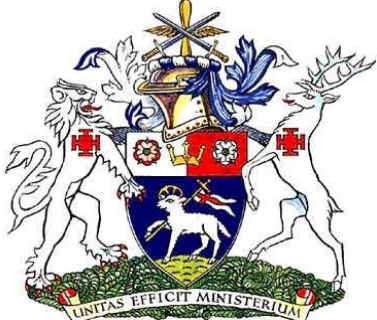
Economic and Financial Case

Option 1 (2 years 7 months extension) will require funding of £0.245m in relation to one-off transition costs. However, it is also expected to deliver £0.254m savings in the first contract year. Over the 2 years 7 months extension, cumulative savings are expected to be £0.596m as set out in Appendix B. It is considered that the preferred option will provide the best balance of cost, benefits and risks and therefore represents

the best value for money. It is also affordable within the context of the current budget envelope for these services.

Commercial and Management Case

The preferred option is both commercially viable and achievable. The extension of services represents the “least change” option and therefore carries the lowest level of risk. This is considered to be critical in respect of the services proposed for extension, which carry a much higher level of risk than those that are proposed for return to the council.

	<h2>Policy & Resources Committee</h2> <h3>19th July 2022</h3>
<p style="text-align: right;">Title</p>	Revised Budget 2022/23 and Business Planning 2023-2027
<p style="text-align: right;">Report of</p>	Chair of Policy and Resources Committee
<p style="text-align: right;">Wards</p>	All
<p style="text-align: right;">Status</p>	Public
<p style="text-align: right;">Urgent</p>	Yes
<p style="text-align: right;">Key</p>	Yes
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy (MTFS)</p> <p>Appendix B - Capital Programme</p> <p>Appendix C - Q4 21-22 Strategic risks</p> <p>Appendix D - Q4 21-22 High level risks</p> <p>Appendix E - Over £5k Write-Offs</p>
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<h2>Summary</h2>	
<p>This report sets out the current challenges, proposed process, and timetable for the preparation of the budget for 2023/24. It also outlines the work that is being done to refresh the MTFS to align with the priorities of the new Labour Administration.</p> <p>As part of this process the council has also reviewed its in-year and ongoing financial pressures to calculate the likely gap that will need to be addressed across the financial years 2023 to 2027. The report sets out the process which will take place for 2023/24 and future years in order to achieve a balanced budget.</p> <p>It also presents for approval a number of routine financial management matters for 2022/23, in line with financial regulations, including updates to the programme of capital investment, budget amendments and debt management.</p>	

This report is urgent as it is a legal requirement for a balanced budget to be set.

Officers Recommendations

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 MTFS 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.

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1 This report sets out the actions that have been taken to align the 2022/23 budget to Labour administration's priorities and the revised budget assumptions.
- 1.1.2 Business planning and strategic financial management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations, the priorities of the Administration, and the environmental conditions which prevail. This report sets out how the council intends to do this and the assumptions it has made.
- 1.1.3 As in previous years, this will be the first of several reports to Policy & Resources Committee on 2023/24 budget setting and the 2023-27 MTFS update. The next update to Committee will be in September 2022 with a set of initial budget proposals ahead of November Theme Committees.
- 1.1.4 While the main subjects of this report are the 2022/23 revised budget and business planning for 2023/24 and the MTFS period to 2026/27, this report also presents some routine items for P&R committee approval in line with financial regulations.

2. 2022/23 BUDGET

2.1 2022/23 Revised Budget

- 2.1.1 The revised 22/23 budget is as shown below:

	2022/23 (£'000)	
	In-Year impact	Fixed amount over 4 years
March 2022 approved expenditure budget	344,546	
Community hubs	515	Ongoing
Removal of Special Responsibility Allowances	(115)	Ongoing
Removal of member permit	0	Ongoing
Fees & charges increase from Jan 2023	(400)	Ongoing
Review of Infrastructure Development Programme, Capital Programme & Community infrastructure Levy	(1,750)	(7,000)
Community skips	600	2,400
Quarterly deep cleanses of residential streets	500	2,000
Implementation invasive weed control	150	600
Roads & pavements	250	1,000
Events & community engagement	250	1,000
2022/23 Public Health Expenditure Reduction (due to reduced grant)	(212)	Ongoing
Net Changes	(212)	(0)
Updated Expenditure Budget	344,334	
March 2022 approved Funding budget	(344,546)	
2022/23 Public Health Grant Reduction	212	Ongoing
Updated Funding Budget	(344,334)	
Total GF Balanced Budget	(0)	(0)

2.1.2 The 22/23 budget has been updated to include the following assumptions to align resources with Labour administration's priorities. If a priority is not listed below, it is anticipated to be delivered within existing resources (e.g. cost of living framework).

Revised savings / income	Amount (£'000)	Status
Removal of Special Responsibility Allowances	(115)	Delivered
Removal of member permit	0	Paper taken to Environment and Climate Change Committee
Fees & charges increase from Jan 2023	(400)	Being scoped
TOTAL	(515)	

Priority	Amount (£'000)	Funded by
Joining Local Government Association	70	Contingency
CCTV	300	Contingency
Climate Change	508	Contingency
TOTAL	878	
Community skips	600	CIL (Total £2,400k over 4 years)
Quarterly deep cleanses of residential streets	500	CIL (Total £2,000k over 4 years)
Implementation invasive weed control	150	CIL (Total £600k over 4 years)
Roads & pavements	250	CIL (Total £1,000k over 4 years)
Events & community engagement	250	CIL (Total £1,000k over 4 years)
TOTAL	1,750	
Community hubs	515	Revised budget savings / income
TOTAL	515	
CT refund (1% one off)	2,100	Reserves
Transformation programme	3,000	Reserves (total £3m allocated over 4 years)
TOTAL	5,100	

2.1.3 In addition to the changes detailed above, the budget amount for the Public Health Grant has been updated as the Government confirmed the final 2022/23 allocation for the grant after March Full Council had approved the budget.

2.1.4 The Chief Finance Officer's 2021/22 outturn report that is also being presented to this committee shows that the level of reserves have increased from 2020/21 and therefore we have the flexibility to invest in the new administration priorities without impacting on prudent reserves levels.

2.1.5 The use of CIL shown in the table above is funding for new priorities and is not impacting on the robustness of the general fund position.

2.1.6 The implementation of the ambitions of the new administration will require both investment in short term priorities (as set out above), as well as the development of a change/transformation programme for the next 4 years that will see significant changes in terms of the Council's approach including around community engagement, tackling inequality and tackling climate change and driving towards net zero carbon across Barnet. A core team will be developed using a combination of internal and external resources to take this work forward, engaging with community groups, partners, members and staff.

2.2 22/23 Contingency

- 2.2.1 The contingency budget is a useful tool in effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year. This allows the recognition and funding of costs over and above those included within the council's base budget. It is a more appropriate mechanism than the use of one-off funding, such as reserves, in meeting the costs of pressures as it enables the council to 'live within its means' both in the short and longer term. Council financial regulations also should prevent expenditure being incurred for which there is no budget provision. Allocations from contingency ensure that the financial regulations can be adhered to when unexpected items occur. This therefore supports the delivery of the organisation's overall financial strategy.
- 2.2.2 The contingency budget is usually forecast to be fully spent within the financial projections despite containing unallocated elements. This means that any virements to areas displaying a financial pressure will generally benefit the bottom line of the Council's projected outturn variance. At the start of the 2022/23 financial year, we had £14.126m contingency funding available.
- 2.2.3 When preparing the budgets, all inflationary and service pressure allocations within the MTFs are held within the contingency budget and are allocated during the year to the service areas when the true costs are better understood. Of the £14.126m, £7.443m was earmarked for non-pay inflation and £2.160m was earmarked for pay inflation (at 2%).
- 2.2.4 As recent discussions with Trade Unions and the cost of living crisis have indicated that the 2022/23 pay settlement may be more than 2%, an additional 1% (£1.080m) has been put aside from contingency for pay inflation.
- 2.2.5 When the budget was set, an assumption of 4.6% was made for non-pay inflation. As the Consumer Prices Index (CPI) rose to 9% in April 2022, further contingency budget has been earmarked for non-pay inflation. We are actively engaging with providers to assess the impact that this increase may have on contracts and therefore the impact on service delivery to residents.
- 2.2.6 The table below shows how the contingency budget has been allocated and includes funding for three of the labour priorities (Joining Local Government Association, CCTV and Climate Change).

	£'000
Contingency Budget 2022/23	14,126
Allocated	
Assurance AD post	(128)
Intelligence and Insight (Public Health)	(120)
22/23 Non-Pay inflation	(7,443)
22/23 Pay inflation (2%)	(2,160)
22/23 Pay inflation - additional assumed 1%	(1,080)
Joining Local Government Association	(72)
CCTV	(301)
Climate Change	(350)
Inflationary Pressures	(2,472)
Total Allocated	(14,126)
Balance Remaining	(0)

2.3 Budget Virements

- 2.3.1 The constitution requires that revenue virements from contingency of £250k or above are approved by the Policy & Resources Committee.
- 2.3.2 Policy and Resources is asked to approve the virements required to reset the 22/23 budget as detailed in section 2.1.1.
- 2.3.3 Policy and Resources Committee is also asked to note a budget virement between Strategy & Resources and Children and Family Services. This virement is for the amount of £0.146m and is for the work carried out by Barnet Education and Learning Services Ltd (BELS) on Care Leavers Participation.

Department	Description	Amount (£'000)
Children and Family Services	Care Leaver Participation	£145.613
Strategy & Resources	Care Leaver Participation	(£145.613)

- 2.3.4 Policy & Resources committee is asked to note that as part of 2021/22 year end outturn, following the final calculation of insurance recharges for 2021/22, budget virements were processed to directorates to offset this charge and ensure no impact on their outturn positions.

2.4 Debt Write-Offs

- 2.4.1 The write-off of debts is in line with good accounting practice, which requires that debtor balances accurately reflect realisable income and it removes uncollectable debt from the accounts. All organisations suffer from uncollectable debt and the council maintains a bad debt provision against which to charge any debt write offs. The following debts over £5,000 are proposed to P&R Committee for approval to write-off and detailed in Appendix E.

Business Rates (NDR)

- 2.4.2 Irrecoverable Business Rates debts of £3,469,412.66 are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2004/05 to 2021/22
- 2.4.3 All the debts are in respect of closed accounts. Some are in respect of debtors who have absconded, including some who are known to be abroad and out of our jurisdiction. Other debts are either limited companies that have been dissolved or wound up, or companies registered abroad. None or insufficient monies to clear these debts have been yielded as Business Rates debts do not rank as preferential debt in insolvency proceedings. Therefore, no further action can be taken.
- 2.4.4 Attempts to trace liable persons include searches of our internal revenues system, credit reference agencies, enquiry notices to owners, agents and new occupiers of properties and visit reports by our Inspection and Enforcement Agents. Cost effectiveness, the extent of tracing activity will correspond to the amount of the individual debts with a greater intensity

of checks being carried out in respect of these larger debts. It should be noted that where a debtor is traced following the write-off of the debt, the debt will be reinstated and further attempts made to recover, subject to statutory limitation periods and it being economical to do so.

2.4.5 The breakdown of the value of Business Rates debts by year are as follows:

Financial Year of Debt	Costs	Liability	Grand Total
2004	£167	£6,672.63	£6,839.63
2005	£0	£5,429.76	£5,429.76
2006	£497	£10,105.48	£10,602.48
2007	£167	£24,430.14	£24,597.14
2008	£838	£79,095.60	£79,933.60
2009	£1,700	£179,164.39	£180,864.39
2010	£340	£31,891.53	£32,231.53
2011	£340	£3,112.17	£3,452.17
2012	£170	£13,336.36	£13,506.36
2013	£510	£59,183.03	£59,693.03
2014	£850	£81,238.52	£82,088.52
2015	£680	£216,006.46	£216,686.46
2016	£680	£194,738.36	£195,418.36
2017	£1,020	£395,296.72	£396,316.72
2018	£2,340	£867,264.71	£869,604.71
2019	£1,530	£875,957.44	£877,487.44
2020	£0	£335,092.43	£335,092.43
2021	£0	£79,567.93	£79,567.93
Grand Total	£11,829	£3,457,583.66	£3,469,412.66

Council Tax

2.4.6 Irrecoverable council tax debts of £39,113.92 are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2003/04 to 2020/21.

2.4.7 Attempts to trace liable persons include searches of our internal revenues system, credit reference agencies, enquiry notices to owners, agents and new occupiers of properties and visit reports by our Inspection and Enforcement Agents. Cost effectiveness, the extent of tracing activity will correspond to the amount of the individual debts with a greater intensity of checks carried out in respect of larger debts. It should be noted that where a debtor is traced following the write-off of the debt, the debt will be reinstated and further attempts made to recover, subject to statutory limitation periods and it being economical to do so.

2.4.8 The breakdown of the value of the Council Tax debts by year is as follows:

Financial Year of Debt	Council Tax Liability	Court Costs Awarded	Total Debt Due
2003	£936	£364	£1,300
2004	£1,225.4	£484	£1,709.4
2005	£2,192.2	£402	£2,594.2

2006	£1,224.02	£409	£1,633.02
2007	£3,785.37	£838	£4,623.37
2008	£5,359.13	£194	£5,553.13
2009	£5,604.06	£291	£5,895.06
2010	£5,203.02	£291	£5,494.02
2011	£3,324.6	£97	£3,421.6
2013	£1,711.08	£125	£1,836.08
2014	£350.27		£350.27
2015	£349.27		£349.27
2017	£707.95		£707.95
2018	£370.3		£370.3
2019	£1,545.41	£125	£1,670.41
2020	£1,605.84		£1,605.84
Total	£35,493.92	£3,620	£39,113.92

2.4.9 A breakdown of the reasons for write off are as follows:

Reason for write off	Total Debt
Gone Away	£39,113.92
Total	£39,113.92

Housing Benefit Overpayments

2.4.10 Housing Benefit overpayments totalling £271,215.13 are requested for write-off. The individual debts are all over £5,000 and cover the financial years 2011/12 to 2021/22.

2.4.11 The proposed write-off of these debts is in line with good accounting practice, which requires that debit balances accurately reflect realisable income, and it removes uncollectable debt from the system.

All Overpayments listed have been classified in accordance with Housing Benefit Regulations 2006, Part 13, Regulation 100.

All avenues of recovery that were economical and practical have been considered before this course of action. There are no further alternative options whereby the debtor cannot be traced, despite attempts to do so

2.4.12 The breakdown of the value of the Housing Benefit debts by year is as follows:

Financial Year of Debt	Total Debt
2011	£9,977.67
2013	£29,921.85
2014	£17,095.80
2015	£21,865.68
2016	£7,113.14
2017	£11,344.56

2018	£26,923.49
2019	£44,386.33
2020	£56,576.76
2021	£46,009.85
Total	£271,215.13

Reason for Write-Off Totals	Value
Deceased claimant	£148,540.50
Bankruptcy	£30,259.57
Individual Voluntary Arrangement*	£54,895.57
Local Authority Error**	£37,519.49
Total	£271,215.13

** Individual Voluntary Arrangement – In England and Wales, an individual voluntary arrangement is a formal alternative for individuals wishing to avoid bankruptcy. The IVA was established by and is governed by Part VIII of the Insolvency Act 1986 and constitutes a formal repayment proposal presented to a debtor's creditors via an insolvency practitioner. Once an IVA is agreed the debt is no longer recoverable as claimant pays IVA company a nominal amount which is then distributed between the creditors that have voted and remaining debts are written off. As IVA's can last up to 5 years it was decided that debts should be written off of the system and after 5 years any monies received, we would write back the amount in credit.

*Local Authority Error is made up of overpayments that arose from Local Authority delayed processing and Local Authority error whereby the person whom the payment was made could not have reasonably known they were being overpaid.

Income (Sundry Debt)

2.4.13 Sundry income totalling £224,345.11 are recommended for write off. The individual debts are over £5,000 and cover the financial years 2013–2021.

2.4.14 The collection procedures used for the recovery of these debts have included the issue of an invoice, a reminder and also a final notice. Additionally, and where appropriate, debt collection agencies are used and where legal action was undertaken a Notice before Proceedings would have been issued. Efforts have also been made to contact the debtor where possible and to agree suitable instalment arrangements. All avenues of recovery that where economical and practical have been considered before this course of action.

Financial Year of Debt	Total Debt
2013	£107,500.00
2014	£12,500.00
2014	£12,500.00
2017	£6,759.10
2018	£26,712.70
2018	£9,349.00
2018	£7,252.05
2018	£5,143.16
2020	£13,285.33
2020	£6,933.35
2020	£5,775.21
2021	£10,635.21
Total	£224,345.11

Reason for Write-Off Totals	Value
Insufficient funds in estate	£86,069.90
Recovery Action Exhausted	£138,275.21
Total	£224,345.11

Tenant Arrears Write Offs – HRA

2.4.15 Tenant Arrears relating to HRA are recommended for write off. Individual debts over £5,000 totalling £141,310.82 covering the financial year 2015/16 through to 2020/21 are recommended for write off. In addition, P&R are asked to note individual debts under £5,000 totalling £162,522.85 covering the financial years 2014/15 through to 2021/22 which are being written off.

2.4.16 All the debts detailed below relate to closed accounts and are considered:

- 'statute barred' where the Council is legally unable to recover any monies from the tenants as the time allowed by law for such recovery has passed.
- low level debts of £20 or under where the recovery of the monies is deemed uneconomical.
- 'No return from tracing agent' with no record of where the tenant is now residing
- 'write off due to vulnerability' where the former tenant has a life limiting illness or is otherwise vulnerable and deemed unable to pay
- 'unsuccessful from debt agency' which means the case was sent to a debt recovery agency but their collection activities were exhausted and unsuccessful; or
- 'deceased without estate'

2.4.17 Attempts to recover the monies owed by former tenants including following up on known contact details, referring cases to external expert agencies, such as search and debt recovery agencies and working with other local authorities/ housing agencies and probate checks.

2.4.18 The table below details the breakdown of the write offs by year for balances less than £5,000 totalling £162,522.85 are:

Debt Category	2014-15 (£)	2015-16 (£)	2016-17 (£)	2017-18 (£)	2018-19 (£)	2019-20 (£)	2020-21 (£)	2021-22 (£)	no date*	Total
Statute Barred	30.24	43,869.47	11,272.02							55,171.73
Uneconomical to pursue								28.42		28.42
Deceased no estate		1,280.19	159.44	1,667.25	7,265.73	12,254.54	16,775.77	3,956.55		43,359.47
Unsuccessful from debt collection agency				4,949.07	31,773.70	18,563.44	40.36			55,326.57
vulnerability				795.82	942.13	1,021.13	2,262.79			5,021.87
senior management decision				577.50			591.45			1,168.95
Debt relief and/or bankruptcy order									2,445.84	2,445.84
Grand Total	30.24	45,149.66	11,431.46	7,989.64	39,981.56	31,839.11	19,670.37	3,984.97	2,445.84	162,522.85

*no termination date as these apply to active accounts

2.4.19 The breakdown of the write offs greater than £5,000 totalling £141,310.82 are as follows:

Years		Number	Total
2015/16	Statute Barred	14	£93,653.26
2016/17	Statute Barred	2	£12,502.45

2018/19	Deceased without estate	2	£10,981.34
2018/19	Unsuccessful from debt collection agency	1	£5,172.40
2019/20	Deceased without estate	1	£7,283.03
2020/21	Deceased without estate	1	£6,096.62
2020/21	Unsuccessful from debt collection agency	1	£5,621.72
Total			£141,310.82

Tenant Arrears Write Offs - General Fund

2.4.20 Tenant Arrears relating to the general fund are recommended for write off. Individual debts over £5,000 totalling £173,071.57 covering the financial year 2015/16 to 2019/20 are recommended for write off. In addition, P&R are asked to note individual debts under £5,000 totalling £185,835.46 covering the financial years 2015/16 through to 2021/22 which are being written off.

2.4.21 All the debts relate to closed accounts and are considered either:

- 'statute barred' which means the Council cannot lawfully recover the debts from the former temporary accommodation tenants as the time period allowed by law for such recovery has passed;
- 'unrecoverable' due to the former tenant either being homeless and being housed under the Severe Weather Emergency Protocol or being particularly vulnerable;
- 'unable to trace' which means that there is no live record of where the subject is residing;
- 'deceased no estate' which means that there is no estate for the deceased which can be considered to recover from
- 'unsuccessful from debt agency' which means the case was sent to a debt recovery agency but their collection activities were exhausted and unsuccessful; or
- low level debts (i.e. debts of £20 or under, or between £20-£100 where attempts to contact have been unsuccessful) have also been included as the recovery of these monies are deemed uneconomical to recover.

2.4.22 Attempts to recover the monies owed by former tenants including following up on known contact details, referring cases to external expert agencies, such as search and debt recovery agencies and working with other local authorities/ housing agencies and probate checks. The write-off of these debts is in line with good accounting practice, which requires that debit balances accurately reflect realisable income and it removes uncollectable debt from the system.

2.4.23 The breakdown of the write offs less than £5,000 totalling £185,835.46 are as follows:

Debt Category	2015/16	2016/17	2017/2018	2018/19	2019/2020	2020/2021	2021/2022	Total
Deceased Without Estate		£2,048.73	£3,433.93	£1,755.66	£244.48			£7,482.80
Statute Barred	£110,798.05	£15,845.76	£2,641.32					£129,285.13
Debt Relief Order				£4,494.29	£2,210.67	£305.21		
Unable to Trace								£0.00
Uneconomical to Pursue					£6.77			£6.77
Unrecoverable - Vulnerability/ SWEP		£477.22	£2,143.46	£3,998.82	£204.99	£6,256.37	£215.88	£13,296.74

Unsuccessful from Agency	£117.43	£1,622.09	£17,138.25	£1,307.21	£2,985.47	£2,626.86	£2,659.54	£28,456.85
Grand Total	£110,915.48	£19,993.80	£25,356.96	£11,555.98	£5,652.38	£9,188.44	£2,875.42	£185,538.46

2.4.24 The breakdown of the write offs greater than £5,000 totalling £173,071.57 are as follows:

Years		Number	Total
2015/16	Statute Barred	14	£123,510.51
2016/17	Vulnerability	1	£9,488.39
2017/18	Vulnerability	1	£5,817.59
2017/18	unsuccessful from debt collection agency	2	£22,078.18
2019/20	unsuccessful from debt collection agency	1	£12,176.90
Total			£173,071.57

2.5 Capital Programme

2.5.1 The council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). Capital projects are considered within the council's overall medium to long term priorities, and the preparation of the capital programme is an integral part of the financial planning process. This includes taking account of the revenue implications of the projects in the revenue budget setting process.

2.5.2 The Capital Programme, incorporating changes approved at this Committee's February 2021 meeting, changes related to the 2020/21 outturn position, and subsequent additions, is described in the following sections.

2.5.3 The summary of the revised capital programme for this Committee's approval broken down by Theme Committee is as follows:

Summary of Proposed Capital Programme after changes

Theme Committee	2022-23	2023-24	2024-25	2025-26	Total
	£000	£000	£000	£000	£000
Adults and Safeguarding	5,850	4,221	3,762	0	13,833
Housing and Growth (Brent Cross)	73,423	49,301	0	0	122,724
Children, Education & Safeguarding	25,913	10,519	991	2,000	39,423
Community Leadership and Libraries	3,174	300	0	0	3,474
Environment and Climate Change	45,822	27,155	10,778	4,580	88,335
Housing and Growth Committee	146,274	67,643	58,169	26,749	298,835
Policy & Resources	12,867	2,360	2,070	0	17,297
Total - General Fund	313,323	161,500	75,769	33,329	583,921
Housing Revenue Account	124,562	89,531	62,665	50,251	327,009
Total - All Services	437,885	251,030	138,435	83,580	910,930

2.5.4 A more detailed breakdown of the capital programme is shown in Appendix B to this report.

Slippage/Acceleration

2.5.5 The net slippage/acceleration was £73.961m with a £79.787m spend being slipped out of the 2021/22 financial year into future periods and £5.827m accelerated into 2021/22.

Capital program changes since March 2022 Full Council

Budget Movement Type	2021-22 Outturn	2022- 23 Budget	2023- 24 Budget	2024- 25 Budget	2025- 26 Budget	Total Budget
		£000	£000	£000	£000	£000
Mar 2022 Council Approved Programme	343,013	337,525	249,270	136,965	83,580	1,150,353
Slippage/ Acceleration	(73,961)	73,961	0	0	0	0
Additions	1,189	26,400	1,760	1,470	0	30,819
Deletions	0	0	0	0	0	0
July 2022 P&R Revised Programme	270,242	437,885	251,030	138,435	83,580	1,181,172

2.5.6 As the council progresses through the financial year, estimates of slippage and accelerated spend will become more accurate. As such, any capital financing adjustments will be presented at this committee with outturn adjustments undertaken by the Chief Financial Officer at year end, in accordance with financial regulations

2.5.7 The breakdown of net slippage and acceleration by Committee is shown below:

Summary of Net Slippage

Theme Committee	Net Slippage	Net Acceleration
	£000	£000
Adults and Safeguarding	1,111	0
Housing and Growth (Brent Cross)	25,689	0
Children, Education & Safeguarding	655	(836)
Community Leadership and Libraries	541	
Environment and Climate Change	8,322	(68)
Housing and Growth Committee	25,855	(1,734)
Policy & Resources	6,647	0
Total - General Fund	68,819	(2,637)
Housing Revenue Account	10,969	(3,189)
Total - All Services	79,787	(5,827)

Additions

2.5.8 Modernisation – Primary & Secondary (£3.467m) - The DfE have awarded the London Borough of Barnet £3,467,000 for School Condition allocations for the FY 2022/23. This funding is used for the modernisation programme across different primary & secondary maintained schools. This funding is given by the DfE to help maintain and improve the condition of school buildings and grounds.

2.5.9 Meadow Close Children's Homes (£0.093m) – A budget amendment of £0.093m related to the investment in a relocated Children's Home at 27 Woodside Avenue. The project made use of existing resources within the programme to fund expenditure in 2021/22.

2.5.10 Asset Management Fund: Barnet Pavilion Heat Decarbonisation Refurbishment (£0.411m)
- The repurposing and refurbishment of the Old Cricket Pavilion on Barnet Lane to accommodate the Rainbow community centre which is a key element of the Dollis Valley's regeneration scheme.

- 2.5.11 Public Sector Decarbonisation Scheme Phase 3 (£8.228m) - to install heat pumps at approximately 19 schools in Barnet, along with additional energy saving measures (insulation, solar PV, solar thermal). £5.9m of this project is funded by the Department of Business, Energy and Industrial Strategy, and administered by Salix Finance; £1.7m is funded by borrowing from the Mayor's Energy Efficiency Fund (which is cheaper than the PWLB borrowing and is only eligible to use on projects intended to achieve net zero); and the balance of £0.571m will be funded from S106 contributions.
- 2.5.12 Colindale Future of Works (FOW) Modifications (£0.550m) – phase 2 of the FOW modifications including installing CCTV in Patterson Square, Depot and Hendon Town Hall refurbishment, digital display and signage in the Colindale building.
- 2.5.13 School place planning (primary and secondary) (1.644m) – Additional S106 funding for a school build, providing alternative provision school places for the Borough. The total build is funded through a combination of CIL, S106 and a grant from the Department for Education.
- 2.5.14 ICT strategy (£4.480m) - a 3 year programme enabling investment to support a digital delivery programme profiled over a 3 year delivery period to enable better use of technology and automation of business processes to deliver better outcomes for residents, businesses and staff.
- 2.5.15 Enforcement - CCTV (£1.633m) - The CCTV transformation programme includes the construction of a new CCTV control room in the civic centre and the procurement of a contractor to install and maintain the CCTV system.
- 2.5.16 Barnet EV 500 Project (£4.815m) - The Barnet EV500 Project involves the installation of 510 EV charge points across 34 residential streets and will ensure that the infrastructure is future proofed in terms of being able to meet future increasing demand.
- 2.5.17 Solo Provision Bid (£1.100m) - funding to create a unique in-house solo provision that will be available to support our most vulnerable children and young people who are currently housed in external high-cost crisis placements.
- 2.5.18 Pan-London Secure Children's home (£3.209m) - Provision of secure residential accommodation and education facility for high-dependency young people. To provide care, support and opportunity for our most vulnerable adolescents across London.

Transfers

- 2.5.19 £11.512m transfer from the Strategic Opportunities Fund (SOF) to fund works and other maintenance works at care homes. The transfer would be funded by existing SOF borrowing already in the capital programme.
- 2.5.20 The profiling of the additions and transfers described above is set out in the below summary table:

Summary of Proposed Additions and Transfers to the Capital Programme

Budget Movement Type	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	Total Budget
	£000	£000	£000	£000	£000
Asset Management	411	0	0	0	411
Public Sector Decarbonisation Scheme Phase 3	8,228	0	0	0	8,228

Colindale FOW Modifications	550	0	0	0	550
School place planning (Primary)	822	0	0	0	822
School place planning (Secondary)	822	0	0	0	822
Meadow Close Children's Homes	93	0	0	0	93
ICT strategy	1,250	1,760	1,470	0	4,480
Modernisation - Primary & Secondary	3,467	0	0	0	3,467
Enforcement - CCTV	1,633	0	0	0	1,633
Barnet EV 500 Project	4,815	0	0	0	4,815
Solo Provision Bid	1,100	0	0	0	1,100
Borough Cycling Programme	331	0	0	0	331
Local Implementation Plan 2016/17 and onwards	858	0	0	0	858
Pan-London Secure Children's home	3,209	0	0	0	3,209
Works and other maintenance works at care homes	11,512	0	0	0	11,512
Strategic opportunities fund	(11,512)	0	0	0	(11,512)
Total Additions	27,589	1,760	1,470	0	30,819

2.5.21 The funding for the capital programme is set out below:

Financing for Proposed Capital Programme

Theme Committee	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
Adults and Safeguarding	9,752	367	38	0	3,471	0	205	13,833
Housing and Growth (Brent Cross)	109,533	0	900	1,011	0	0	11,280	122,724
Children, Education & Safeguarding	34,568	1,644	158	0	363	0	2,691	39,423
Community Leadership and Libraries	0	0	0	0	3,363	0	111	3,474
Environment and Climate Change	3,795	6,163	395	0	42,290	0	35,692	88,335
Housing and Growth Committee	55,662	7,368	14,636	491	38,868	1,700	180,110	298,835
Policy & Resources	1	45	166	0	4,183	0	12,902	17,297
Total - General Fund	213,312	15,587	16,292	1,502	92,538	1,700	242,990	583,921
Housing Revenue Account	23,824	1,267	10,988	56,028	0	0	234,902	327,009
Total - All Services	237,135	16,854	27,281	57,530	92,538	1,700	477,892	910,930

Borrowing

2.5.22 £478m of the total capital programme will be funded from borrowing of which £127m is on-lent to Opendoor Homes for the acquisition or delivery of new housing.

2.5.23 Borrowing is typically, Public Works Loan Board loans to support capital expenditure; this type of capital funding has revenue implications (i.e. interest and provision to pay back loan).

2.5.24 Included in the total Capital programme, there is £1.7m borrowing from the Mayor's Energy Efficiency Fund. This borrowing is cheaper the PWLB borrowing and is only eligible to use on projects intended to achieve net zero.

Capital Receipts

2.5.25 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive. Capital Receipts are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets.

- 2.5.26 £27.3m of the above capital programme is planned to be funded by capital receipts. Of the £27.3m, £10.9m will be funded from HRA capital receipt (RTB Receipts) and £16.3m from General Fund Receipts.
- 2.5.27 Current receipts are standing at £18.96m with £16.12m being HRA receipts and the remaining £2.83m are General Fund receipts. The current disposal programme estimates General Fund disposals of £0.6m in 2022/23 and £12.67m for 2023/24.
- 2.5.28 Assuming no further General Fund disposals during 2022/23 there would be a gap of £12.86m. This gap would be replaced by borrowing which would result in additional £0.476m interest costs (at a long term borrowing rate of 3.7%) in 2022/23 and £0.191m of MRP increase in 2023/24 and future years.
- 2.5.29 Of the £10.9m capital receipts planned to fund HRA expenditure in 2022/23, £7.59m will be funded from Right to Buy Receipts and the balance will be funded from other HRA capital receipts. HRA funding will also finance Open Door New Build Housing (£6.28m), of which is shown in the above table under Housing and Growth Committee. Current HRA capital receipt balances plus future estimates suggest that there will be enough HRA capital receipts to fund the relevant projects.

Capital Grants & Contributions

- 2.5.30 The current capital programme shows £237.135m will be funded from Capital Grants. S106 and CIL are standing at £16.854m and £92.538m, respectively.
- 2.5.31 Capital grants are mainly received from central government departments (such as the Brent Cross grant from MHCLG) or other partners or funding agencies (such Transport for London, Education Funding Authority).
- 2.5.32 S106 contributions are a developer contribution towards infrastructure; confined to specific area and to be used within specific timeframe.
- 2.5.33 Community Infrastructure Levy (CIL) funds are developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use.
- 2.5.34 Current capital programme forecasts plus future estimates suggest that there will be enough S106 contributions to fund the relevant.

2.6 2021/22 Quarter 4 Risk Register

- 2.6.1 The council has an established approach to risk management, which is set out in the risk management framework. The strategic and service level risks are reviewed on a quarterly basis to ensure they remain relevant and the controls/mitigations in place to manage the risks remain effective.
- 2.6.2 The Q4 review of risks showed 25 strategic risks (see Appendix C), of which four were scored at a high-level (15+): Market performance and economic downturn impacting the pace of development (STR010); Cyber security leading to widescale disruption to services (STR013); Negative long-term effects of climate change on the local environment (STR008); and Another wave of Covid-19 infections or pandemic such as influenza placing severe pressure on resources (STR015).

2.6.3 In addition, there were 18 service level risks scored at a high-level (15+), which can be found in Appendix D. This quarter saw significant rises in inflation and energy costs placing additional pressure on service budgets and residents' cost of living, which the council is proactively managing. We also held a local election in May 2022 and have been working closely with the new Leader and Labour administration to implement their initial priorities.

3. BUSINESS PLANNING FOR THE YEARS 2023-27

3.1 The MTFs approved at March 2022 Full Council set out a savings requirement of £60.361m between 2022/23 and 2025/26. The budget for 2022/23 was balanced, and the remaining savings to be found for 2023/24 to 2025/26 were £41.026m of which £19.226m was in 2023/24.

2022-2026 MTFs Summary as at March 2022

2021/22	MTFS Summary	2022/23	2023/24	2024/25	2025/26
£m	Resources vs. Expenditure	£m	£m	£m	£m
343.690	Expenditure	344.546	378.200	403.680	423.219
(333.101)	Resources	(336.592)	(346.736)	(356.255)	(362.857)
10.589	Cumulative (Surplus)/Shortfall to Balanced Budget	7.954	31.464	47.425	60.361
10.589	In Year Budget Gap before Savings	7.954	23.510	35.187	41.523
(10.590)	Efficiencies and Income Generation options Proposed	(7.954)	(4.284)	(6.601)	(0.497)
(0.001)	(Surplus)/Shortfall to Balanced Budget	(0.000)	19.226	28.586	41.026
	In year savings requirement	7.954	23.510	15.961	12.937

3.2 The assumptions underlying the MTFs have been updated and the revised MTFs is set out in para 3.9.

3.3 The delivery of savings is a key challenge given their scale therefore officers are prioritising their delivery accordingly. Savings are being actively monitored, with progress and operational progress being discussed and challenged in all service areas. The council's financial management arrangements will track savings against targets and trigger implementation of mitigation strategies where needed.

3.4 There are savings totalling £7.954m being delivered in 2023/23. Should any savings be unachievable and suitable mitigations not be sufficient, additional savings will be required in 2023/24 in order to ensure the budget deficit does not increase.

3.5 During the 2022/23 budget setting process, total savings of £4.284m were identified for 2023/24 leaving a gap of £19.226m in the MTFs that was presented to Council in March 2022.

3.6 The March MTFs included proposed Efficiencies and Income Generation options of £11.382m from 2023-2027 as shown below:

Department	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total savings £'000
Adults and Health	(867)	(555)	0	(1,422)
Assurance	0	0	0	0
Childrens and Family Services	(639)	(461)	(200)	(1,300)
Environment	(882)	(2,956)	0	(3,838)
Growth and Corporate Services	(706)	(1,485)	(297)	(2,488)
Public Health	0	0	0	0
Resources	(1,190)	(1,144)	0	(2,334)
Total	(4,284)	(6,601)	(497)	(11,382)

3.7 Officers are currently reviewing the deliverability of these savings and £7.954m savings expected to be delivered in 2022/23. As part of prudent financial management it is necessary to make an allowance in case of non-delivery and the MTFS presented to September Committee will factor in any that are deemed to be undeliverable. They will also be presented to Theme Committees in October and November 2022 as part of the council's usual budget setting process.

3.8 Officers have also refreshed other assumptions in the MTFS and the table below shows the assumptions that have changed for 2023/24 onwards compared to the MTFS presented to Council in March 2022.

Item	March 22 MTFS				Revised MTFS			
	2022/23	2023/24	2024/25	2025/26	2023/24	2024/25	2025/26	2026/27
Business Rates Multiplier (CPI/RPI)	4.60%	2.60%	2.10%	2.00%	5.20%	2.00%	2.00%	2.00%
Council Tax Increase	0.00%	1.99%	1.99%	1.99%	0.99%	1.50%	1.50%	1.50%
Social Care Precept Increase	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Increase in Council Tax Base (No of Band D Equivalents)	2,740	1,508	1,523	1,539	2,263	2,756	3,273	3,342
Revenue Support Grant (£m)	6.518	6.518	6.518	6.518	6.949	7.103	7.229	7.374
Expenditure Inflation	4.60%	2.60%	2.10%	2.00%	6.60%	2.23%	1.78%	2.00%
Employee Pay Award*	2.00%	2.00%	2.00%	2.00%	4.00%	4.00%	2.00%	2.00%
Borrowing Rates – Long Term	3.70%	4.00%	4.10%	4.30%	4.00%	4.10%	4.30%	4.30%

3.9 The change in assumptions have revised the gap for 2023/24 to £12.377m with a savings requirement of £44.802m to 2027.

2022/23	MTFS Summary	2023/24	2024/25	2025/26	2026/27
£m	Resources vs. Expenditure	£m	£m	£m	£m
344.546	Expenditure	373.484	399.127	418.926	436.723
(336.592)	Resources	(361.107)	(368.633)	(380.651)	(391.921)
7.954	Cumulative (Surplus)/Shortfall to Balanced Budget	12.377	30.494	38.275	44.802
7.954	In Year Budget Gap before Savings	12.377	26.210	27.390	33.420
(7.954)	Efficiencies and Income Generation options Proposed	(4.284)	(6.601)	(0.497)	0.000
(0.000)	(Surplus)/Shortfall to Balanced Budget	8.093	19.609	26.893	33.420

In year savings requirement	12.377	18.117	7.781	6.527
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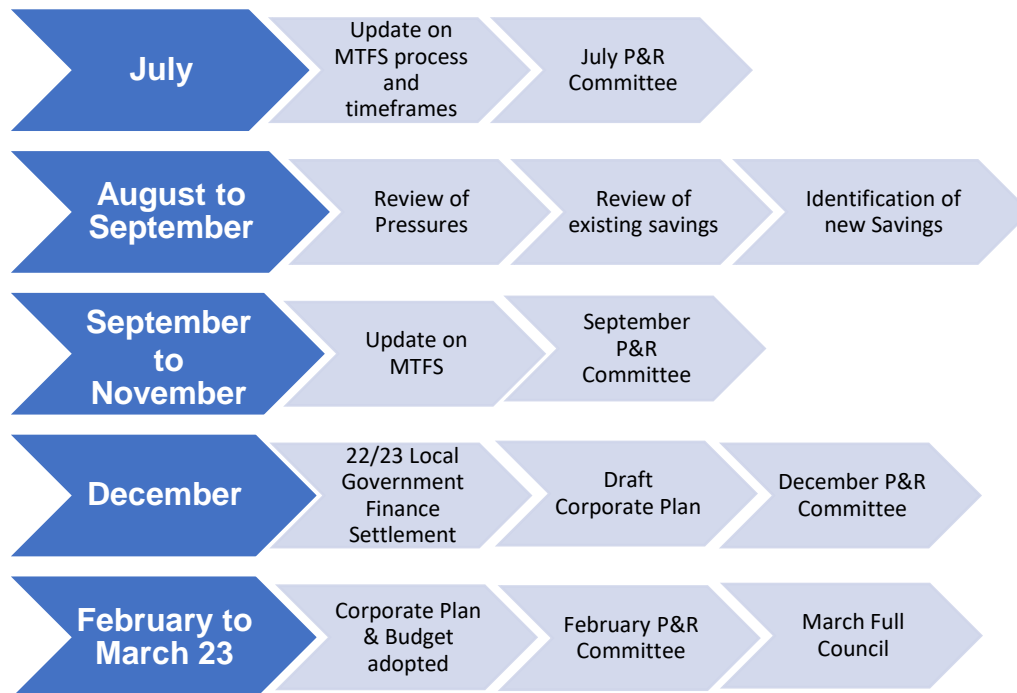
- 3.10 March MTFS included proposed Efficiencies and Income Generation options of £11.382m from 2023-2027. Officers are currently reviewing the deliverability of these savings and the MTFS presented to September Committee will factor in any that are deemed to be undeliverable.
- 3.11 The future funding position for Local Government remains uncertain and the table above makes indicative estimates of what funding could look like over the MTFS period. The three main assumptions are:
- The flexibility to raise council tax by 1.99% will remain. The MTFS assumes General council tax increases of 0.99% in 2023/24 and 1.5% each year from 2024/25 onwards;
 - The flexibility to raise the Adult Social Care precept by 1.00% will remain. The MTFS assumes Adult Social Care increases of 1.00% each year from 2023/24 onwards;
 - New Homes Bonus (NHB) will be phased out;
 - All other Government grants (including business rates top up grant) will either remain the same or increased by CPI inflation.
- 3.12 To provide more time to undertake a more detailed review and to ensure that the MTFS aligns with the new Administration's priorities and the draft Corporate Plan, the budget planning process has started earlier than normal.
- 3.13 Work is underway to develop service specific savings to bridge any remaining budget gap for 2023/24. This will all work towards developing revised budget proposals which will be presented Theme Committees and to this Committee in September and refreshed again for December 2022 Committee.
- 3.14 A workshop was held with Members in June to ensure that the MTFS reflects Members' priorities. Additional sessions were also held with Theme Committee Chairs and the Leader to understand the make-up of the Theme Committee budgets, current year savings and future year planned savings.
- 3.15 Officers are actively engaging with Members and working on proposals to bridge the gap and Star Chambers will be taking place over the summer to review and challenge new Theme Committee savings. It is being explored when resident consultation will take place and this will be brought back to a later committee.

Income Maximisation

- 3.16 In line with the Administration's priorities, a project to maximise income for the council is currently underway with the proposal being that the revised fees and charges be effective from 1st January 2023.
- 3.17 The Principles, which are all subject to consultation and consideration of equality impact assessments, being worked to are:
- All fees and charges should be full cost recovery as a general rule.
 - Full cost recovery is "to the council" not "to the service," i.e. any recharges for the delivery of the service should be taken into account.

- Consideration should be given to when full cost recovery is not going to generate maximum income for the council.
- Consideration should be given to how the fees and charges increases will be prioritised, i.e. some will be frozen, some are driven by inflation so should be increased by inflation, others are not.
- Statutory fees and charges are excluded, i.e. Adult Social Care, Fixed Penalty Notices, Parking.
- Consideration must be given to consultation/ Equalities Impact Assessment (EQIA) requirements with consultation to take place over Summer 2022.

3.18 Timelines for the budget setting process are detailed below:



4. NATIONAL AND LOCAL CONTEXT

- 4.1 In December 2022, the Provisional Local Government Finance Settlement (LGFS) was announced as a one year settlement with no estimates for future years.
- 4.2 At the Local Government Conference on 28th June 2022, the Levelling Up Secretary For State confirmed that councils in England will receive a two-year funding settlement from 2023/24 to help plan with a greater degree of confidence. This is a welcome change as it follows four single year settlements.
- 4.3 The Levelling Up Secretary For State also announced the creation of a new oversight body, the Office for Local Government, to assess how local authorities are performing and delivering. The body will at first analyse and publish existing data on council service performance and will also look at issues such as climate change and the integration of health and social care. It will also produce a yearly local government performance report, assessing whether councils are meeting their duty to provide value for money and sharing best practice.

- 4.4 No announcement was made for implementing the delayed Fair Funding Review and Business Rates Reset which were both originally planned for 2019/20 and it looks unlikely that any potential successor of the Fair Funding Review would be in place for 2023/24. The government did however announce that they intend to make further announcements in the new year, before then consulting on any potential changes.
- 4.5 The Fair Funding Review was initially announced in 2016 to address concerns about the fairness of funding distributions to local authorities. Its aim was to:
- set new baseline funding allocations for local authorities,
 - deliver an up-to-date assessment of the relative needs of local authorities,
 - examine the relative resources of local authorities,
 - focus initially on the services currently funded through the local government finance settlement, and
 - to be developed through close collaboration with local government to seek views on the right approach
- 4.6 Implementation of the Review was previously linked with the 100% business rates retention system, also with a 2019/20 implementation date. In December 2022, the Chancellor announced that business rates will not be abolished but will be reformed and be modernised by moving to a three-yearly valuation cycle. The next valuation will take effect in 2023 and will reflect property values in 2021. This represents the first revaluation for business rates since 2015 as is expected to reduce the number of Business Rates appeals.

5. CORPORATE PLAN

- 5.1 The current corporate plan (Barnet Plan 2021-2025) was adopted in March 2021, however, given the fact the council now has a new administration, we expect to bring forward a new corporate plan, consistent with the new administration's priorities.
- 5.2 June 2022 P&R Committee approved that officers work with the Chair of this committee to establish both the timescale and approach to delivering a new corporate plan - an update on which, will be given at a future Committee.

6. FINANCIAL STRATEGY

- 6.1 The organisational objectives in setting the MTFS are as follows:
- We will set a legal budget, balancing recurrent expenditure with estimated income within the medium term in order that the council has a sustainable financial position;
 - We will plan over a medium term of at least 3 years in order that the council is fully informed as to future scenarios and can prepare appropriate action;
 - A level of sustainable reserves will be maintained, this will be defined by the Section 151 officer during the budget setting process, considering prevailing risks and opportunities. For 2022, this has been identified as £15m for general fund balance and £40m for earmarked non-ringfenced revenue reserves;
 - We will seek to build resilience to economic shocks and insulate from the requirement for sudden cuts to vital services;
 - We will use reserves to invest in one-off investment or transformation requirements but not to the point of the organisation being in distress;

- We will ensure we have sufficient funding for on-going transformation and long term changes;
- We will provide a realistic amount of funding to support increasing demand, quickly addressing ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- We will achieve the best possible outcomes within the funding available;
- We will ensure that budgets are aligned to the Barnet Plan and that we will actively disinvest where this is not the case;
- We will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised, and;
- We will act lawfully and protect the integrity of regulations, ring fences and accounting rules.

6.2 Additionally, In December 2019, CIPFA introduced a Financial Management Code (FM Code) designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The FM Code provides guidance for good and sustainable financial management in local authorities and by complying with the principles and standards within the code authorities will be able to demonstrate their financial sustainability.

6.3 Councils are required to comply with the code from April 2021 with full implementation by April 2022. The FM Code is based on a series of principles which are considered necessary to provide the strong foundation to:

- financially manage the short, medium and long-term finances of a local authority
- manage financial resilience to meet unforeseen demands on services
- manage unexpected shocks in their financial circumstances.

6.4 The council has demonstrated financial sustainability as demonstrated by its compliance to the requirements of the FM Code. This was included within the council's Annual Governance Statement as presented to Audit Committee on 16th June 2022 [Appendix Ai - Compliance with CIPFA Financial Management Code.pdf \(moderngov.co.uk\)](#).

7. REASONS FOR RECOMMENDATIONS

7.1 The MTFS sets out the estimated overall financial position of the council over a period of time. This report recommends proposed changes to the MTFS process to work towards a balanced budget for 2023/24 and to reduce the gap savings requirement for 2024/25 to 2026/27. This ensures that Councillors and the public are informed of this work, supporting good governance.

7.2 This report also includes ongoing budget maintenance in the form of virements and the allocation of contingency funds to ensure strong financial management.

7.3 The revisions to the capital programme discussed in this report ensure that the council's financial planning accurately reflects what is happening with scheme delivery. This ensures that the council can make effective decisions on the deployment of its scarce resources.

8. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

9. POST DECISION IMPLEMENTATION

- 9.1 Following approval of the recommendations in this report, budget changes will be processed in the financial accounting system and reflected against service areas for 2022/23 for revenue and capital.

10. IMPLICATIONS OF DECISION

10.1 Corporate Priorities and Performance

- 10.1.1 The Revised Budget for 2022/23 and Business Planning process for 2023-2027 are both enablers to delivering across all the Councils priorities and will enable the delivery of the priorities and outcomes set out in the future.

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

- 10.2.1 The report considers strategic financial matters and refreshes the current position of the council's MTFS. Plans will be enacted to work and identify savings and ensure they go through the appropriate governance process to set a legal budget in March 2023.
- 10.2.2 The proposed changes to the capital programme will have an impact on the cost of borrowing and therefore support the council's revenue budget.
- 10.2.3 The council's financial regulations require that virements for allocation from contingency for amounts over £250,000 and capital programme additions must be approved by Policy and Resources Committee.

10.3 Legal and Constitutional References

- 10.3.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 10.3.2 Under Section 114 of the Local Government Finance Act 1988, the chief finance officer (S151 Officer) of a relevant authority shall make a report under this section if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- 10.3.3 Article 7 of the Council's Constitution sets out the terms of reference of the Policy and Resources Committee which include:

- 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)

- To be responsible for the oversight of:
 - (a) the overall financial performance of the council
 - (b) the performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; or Environment Committee.

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

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

Virements between different Directorates (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee.

10.3.5 Article 4 sets out the role of Full Council “approving the strategic financing of the council upon recommendations of the Policy and resources committee, determination of financial strategy, approval of the budget, approval of the capital programme”. Council will set the budget and Policy and Resources Committee will work within that set budget subject to the rules on virements contained in the Financial Regulations.

10.4 **Insight**

10.4.1 The MTFS already makes use of data and models from different sources and these include Central Government projections e.g. forecasts from the Office of Budget Responsibility on CPI inflation, in-year trend data on changes to Council Tax as a basis for future estimates and models of budget spend e.g. on capital and the resulting impact on financing. The MTFS process for the upcoming year will place an increase focus on a data-led approach to support estimates of pressures and savings offered.

10.5 **Social Value**

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

10.6 **Risk Management**

10.6.1 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.

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

10.7 **Equalities and Diversity**

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

10.7.2 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.

10.7.3 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.

10.7.4 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.

10.7.5 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.

10.7.6 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

10.7.7 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

10.7.8 If deemed appropriate, a project may be subject to future individual committee decision once the budget envelope has been set by Council. The equality impacts will be updated for these decisions. Reserves may be used to avoid adverse equality impacts.

10.7.9 The Equality Act 2010 and The Public Sector Equality Duty impose legal requirements on elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing the proposals which emerge from the finance and business planning process, together with any mitigating factors. To allow the Council to demonstrate that it has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning. This assesses the equality impact of relevant budget proposals for the current year (affecting staff and/or service delivery) across services and identifies any mitigation to ease any negative impact on particular groups of residents. This process is refined as proposals develop and for the Council meeting it includes the assessment of any cumulative impact on any particular group.

10.7.10 All human resources implications of the budget savings proposals will be managed in accordance with the council's Managing Organisational Change policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

10.7.11 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.

10.7.12 Progress against the performance measures we use is published on our website at <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments-0>

10.8 Corporate Parenting

10.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2025, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child.

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

10.9 Consultation and Engagement

10.9.1 As a matter of public law, the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy;

- exceptionally, where the matter is so important that there is a legitimate expectation of consultation;
- where consultation is required to complete an equalities impact assessment

10.9.2 Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equalities duties

10.9.3 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- There is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting;
- Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

10.9.4 The council will conduct a budget consultation which will cover any proposals to increase council tax together with seeking views on proposed savings, increases in fees and charges and the council's budget overall.

10.10 Environmental Impact

10.10.1 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.

BACKGROUND PAPERS

Committee	Item & Agenda	Link
Full Council 01 March 2022	Item 13.1 Report from Policy and Resources Committee - Business planning	Agenda for Council on Tuesday 1st March, 2022, 7.00 pm Barnet Council (moderngov.co.uk)
Full Council 02 March 2021	Item 10.1 Business Planning – Corporate Plan, Budget for 2021/22, and Medium-Term Financial Strategy 2021-25	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=10237
Policy & Resources 8 February 2021	Item 9 Business Planning – Corporate Plan, Budget for	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10200

	2021/22, and Medium-Term Financial Strategy 2021-25	
n/a	MHCLG MRP Guidance	Statutory guidance on minimum revenue provision. pdf (publishing.service.gov.uk)
Policy & Resources 8 December 2020	Item 7 Business Planning 2021-2025 and Budget Management 2020/21	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10199
Financial Performance and Contracts Committee 7 December 2020	Item 7 Chief Financial Officer Report Forecast Financial Outturn at Month 7 (October 2020)	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=10108
Children, Education and Safeguarding Committee 30 November 2020	Item 8 Business Planning 2021-25	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=10095
Environment Committee 25 November 2020	Item 7 Business Planning 2020-25 and Fees & Charges for 2021-22	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=10157
Housing and Growth Committee 24 November 2020	Item 8 Business Planning 2020-25	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10227
Adults and Safeguarding Committee 23 November 2020	Item 7 Business Planning 2020-25	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=10204
Policy & Resources 24 September 2020	Item 8 Business Planning 2021 to 2025 and Budget Management 2020/21	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10198
Policy & Resources 17 June 2020	Item 8 Outturn 2019/20; Budget 2020/21 and Business Planning 2021 - 2025	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10197
Urgency Committee 27 April 2020	Item 7 Approval of Emergency Decision and Delegation to Chief Officers	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=716&MId=10375

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2022/23	MTFS Summary	2023/24	2024/25	2025/26	2026/27
£m	Resources vs. Expenditure	£m	£m	£m	£m
344.546	Expenditure	373.484	399.127	418.926	436.723
(336.592)	Resources	(361.107)	(368.633)	(380.651)	(391.921)
7.954	Cumulative (Surplus)/Shortfall to Balanced Budget	12.377	30.494	38.275	44.802
7.954	In Year Budget Gap before Savings	12.377	26.210	27.390	33.420
(7.954)	Efficiencies and Income Generation options Proposed	(4.284)	(6.601)	(0.497)	0.000
(0.000)	(Surplus)/Shortfall to Balanced Budget	8.093	19.609	26.893	33.420
	In year savings requirement	12.377	18.117	7.781	6.527
	Expenditure (Cumulative)				
333.101	Base Expenditure Budget	336.380	373.484	399.127	418.926
7.443	Inflation - Non Pay	11.405	4.099	3.343	3.833
2.727	Inflation - Pay	4.461	4.639	2.412	2.461
1.000	North London Waste Authority levy	1.500	1.500	1.500	1.500
(0.000)	Capital Financing (MRP)	(0.144)	1.415	2.398	1.230
0.000	Pensions: Employer Contribution and Deficit Recovery	0.517	0.510	0.515	0.520
11.170	Statutory / Cost Drivers Sub Total	17.739	12.163	10.168	9.544
(10.225)	Covid-19 Grant: Expenditure	0.000	0.000	0.000	0.000
14.019	Service Pressures and Investments	7.597	3.572	3.421	5.000
0.000	Contingency	5.000	5.000	5.000	5.000
(1.000)	Council Tax Discretionary Payment	0.000	0.000	0.000	0.000
(4.208)	Concessionary Fares (Freedom Pass)	1.599	0.850	0.850	0.000
0.000	Commercial Income	(3.520)	0.000	0.000	(2.158)
(1.414)	Service Expenses sub total	10.676	9.422	9.272	7.842
0.713	Public Health Grant expenditure increase	1.223	0.440	0.358	0.411
0.000	Housing Benefit and Council Tax Administration Grant	0.000	0.000	0.000	0.000
0.000	Flexible Homelessness Support Grant	0.000	0.000	0.000	0.000
0.977	Market Sustainability and Fair Cost of Care Fund	7.467	3.619	0.000	0.000
1.690	Grant Income grossed up	8.690	4.058	0.358	0.411
344.546	Forecast Expenditure (Before Savings)	373.484	399.127	418.926	436.723
(7.954)	Approved Savings/ Further Efficiencies Required	(4.284)	(6.601)	(0.497)	0.000
336.592	Forecast Expenditure (After Savings)	369.200	392.526	418.429	436.723
	Forecast Resources (Calculated year by year)				
	Core Spending Power				
(42.825)	Business Rates (inc. core S31 Grants)	(56.470)	(26.778)	(27.328)	(27.328)
(19.731)	Business Rates (Top Up) / Tariff	(20.757)	(44.598)	(45.343)	(45.343)
(2.800)	Business Rates 8 authority pool income	0.000	0.000	0.000	0.000
(65.357)	Total Settlement Funding Assessment	(77.227)	(71.376)	(72.671)	(72.671)
(201.715)	Council Tax - General Element	(208.835)	(217.920)	(228.058)	(238.669)
(2.017)	Council Tax - Social Care Precept	(2.068)	(2.147)	(2.247)	(2.351)
(203.732)	Council Tax Income	(210.903)	(220.067)	(230.305)	(241.020)
(6.518)	Revenue Support Grant	(6.949)	(7.103)	(7.229)	(7.374)
(9.621)	Improved Better Care Fund Grant	(9.622)	(9.622)	(9.622)	(9.622)
(4.049)	2022/23 Services Grant	(4.049)	(4.049)	(4.049)	(4.049)
(12.059)	Social Care Grant	(12.059)	(12.059)	(12.059)	(12.059)
(4.847)	New Homes Bonus Grant	(1.200)	(1.200)	(1.200)	(1.200)
(0.619)	Lower Tier Services Grant	(0.619)	(0.619)	(0.619)	(0.619)
(37.713)	Government Grants	(34.497)	(34.651)	(34.777)	(34.922)
(306.801)	Core Spending Power Resources	(322.627)	(326.094)	(337.754)	(348.613)
(18.530)	Public Health Grant	(19.753)	(20.193)	(20.551)	(20.962)
(1.340)	Independent Living Fund Grant	(1.340)	(1.340)	(1.340)	(1.340)
(4.795)	Homelessness Grant	(4.795)	(4.795)	(4.795)	(4.795)
(0.556)	Local Council Tax Support Administration Grant	(0.556)	(0.556)	(0.556)	(0.556)
(1.357)	Housing Benefit Administration Subsidy Grant	(1.357)	(1.357)	(1.357)	(1.357)
(2.235)	PFI Credit Grant	(2.235)	(2.235)	(2.235)	(2.235)
0.000	London Crime Prevention Fund	0.000	0.000	0.000	0.000
(0.977)	Market Sustainability and Fair Cost of Care Fund	(8.444)	(12.062)	(12.062)	(12.062)
0.000	SR21 Grants - Estimate (£4.8bn, £1.5bn pa)	0.000	0.000	0.000	0.000
0.000	Covid-19 Grant	0.000	0.000	0.000	0.000
0.000	Local Council Tax Support Grant	0.000	0.000	0.000	0.000
0.000	London net pooling benefit with no SIP	0.000	0.000	0.000	0.000
(29.791)	Other Grants outside core spending power	(38.480)	(42.539)	(42.897)	(43.308)
(336.592)	Total Resources	(361.107)	(368.633)	(380.651)	(391.921)

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Appendix B

P&R Additions, Deletions, Slippage, accelerated spend

Year	Directorate	Theme	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated expend	Explanation for request	Funding
2022-23	Adults and Health	Adults and Safeguarding	Sport and Physical Activities			39	Budget Reprofile	Grant
2022-23	Adults and Health	Adults and Safeguarding	Community Equipment and Assistive Technology			474	Budget Reprofile	CIL
2022-23	Adults and Health	Adults and Safeguarding	Investing in IT			205	Budget Reprofile	Borrowing
2022-23	Adults and Health	Adults and Safeguarding	Disabled Facilities Grants Programme			390	Budget Reprofile	Grant
2022-23	Assurance	Community Leadership and Libraries	Enforcement - CCTV		1,633	330	Budget Reprofile	CIL
2022-23	Assurance	Community Leadership and Libraries	Enforcement - CCTV				Budget Additions	CIL
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Land Acquisitions			17	Budget Reprofile	Borrowing
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Brent Cross West Station			18,622	Budget Reprofile	Grant/RCCO/ MRA
2022-23	Brent Cross	Housing and Growth (Brent Cross)	Critical Infrastructure			3,160	Budget Reprofile	Grant
2022-23	Brent Cross	Housing and Growth (Brent Cross)	BXT Land Acquisitions			3,889	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Modernisation - Primary & Secondary		3,467	72	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Modernisation - Primary & Secondary				Budget Additions	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	St Agnes			5	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Saracens Primary			(1)	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Friern Barnet Hub			1	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Oakleigh SEN			200	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	SEN Other Projects			(5)	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	SEN			(32)	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Alternative Provision			(666)	Budget Reprofile	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	Early Education and Childcare place sufficiency			39	Budget Reprofile	CIL
2022-23	Children's Family Services	Children, Education & Safeguarding	Loft conversion and extension policy for Foster Carers			99	Budget Reprofile	Capital Receipts/Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	Meadow Close Children's Homes		93	30	Budget Reprofile	Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	Meadow Close Children's Homes				Budget Additions	CIL
2022-23	Children's Family Services	Children, Education & Safeguarding	Family Services Estate - building compliance, extensive R&M, H&S, DDA			(133)	Budget Reprofile	Capital Receipts
2022-23	Children's Family Services	Children, Education & Safeguarding	Placement Demand Transformation			210	Budget Reprofile	Borrowing
2022-23	Children's Family Services	Children, Education & Safeguarding	School place planning (Primary)		822		Budget Additions	Grant
2022-23	Children's Family Services	Children, Education & Safeguarding	School place planning (Secondary)		822		Budget Additions	Grant
2022-23	Children's Family Services	Community Leadership and Libraries	Libraries Capital Programme			111	Budget Reprofile	Borrowing
2022-23	Children's Family Services	Community Leadership and Libraries	Schools Library Service SCIL			100	Budget Reprofile	CIL
2022-23	Children's Family Services	Community Leadership and Libraries	Solo Provision Bid		1,100		Budget Additions	Borrowing
2022-23	Children's Family Services	Community Leadership and Libraries	Pan-London Secure Children's home		3,209		Budget Additions	Grant
2022-23	Customer and Place	Adults and Safeguarding	Gaelic playing pitch relocation			3	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Heybourne Park Improvements			1,569	Budget Reprofile	S106/Borrowing
2022-23	Customer and Place	Environment	Local Implementation Plan 2016/17 and onwards		858		Budget Additions	Grant
2022-23	Customer and Place	Environment	Borough Cycling Programme		331		Budget Additions	Borrowing
2022-23	Customer and Place	Environment	Traffic Management			4	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Highways Improvement			2,243	Budget Reprofile	S106/Borrowing
2022-23	Customer and Place	Environment	Travel Plan Implementation			91	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Minor Highways Improvements			364	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	Saracens - highways works			40	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Drainage Schemes			34	Budget Reprofile	Grant
2022-23	Customer and Place	Environment	Mill Corner Drainage Scheme			833	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	Road Traffic Act - Controlled Parking Zones			50	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Highway Asset Management/Network Recovery Plan (NRP) Phase 2			513	Budget Reprofile	CIL
2022-23	Customer and Place	Environment	Exor Asset Management System			(26)	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	Refurbish and regenerate Hendon Cemetery and Crematorium			330	Budget Reprofile	Grants/Borrowing
2022-23	Customer and Place	Environment	Hendon Cemetery & Crematorium Enhancement			10	Budget Reprofile	Capital Receipts
2022-23	Customer and Place	Environment	Lines and Signs			9	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	LED Lighting			410	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	Moving traffic cameras			375	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	Highways (permanent re-instatement)			36	Budget Reprofile	Capital Receipts/Borrowing
2022-23	Customer and Place	Environment	Old Court House - public toilets			40	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Park Infrastructure			839	Budget Reprofile	Grants/S106/Borrowing
2022-23	Customer and Place	Environment	Victoria Park Infrastructure			56	Budget Reprofile	Capital Receipts
2022-23	Customer and Place	Environment	Data Works Management system			68	Budget Reprofile	Capital Receipts
2022-23	Customer and Place	Environment	COVID19 Social Distancing Projects			163	Budget Reprofile	Grant
2022-23	Customer and Place	Environment	Green spaces development project			(41)	Budget Reprofile	Borrowing
2022-23	Customer and Place	Environment	Greenspaces Infrastructure Programme			247	Budget Reprofile	S106
2022-23	Customer and Place	Environment	Barnet EV 500 Project		4,815		Budget Additions	Grant/S106/Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Empty Properties			1,960	Budget Reprofile	Capital Receipts
2022-23	Customer and Place	Housing and Growth Committee	Modular Homes			240	Budget Reprofile	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Hermitage Lane - mixed tenure residential conversion			746	Budget Reprofile	RCCO/ MRA
2022-23	Customer and Place	Housing and Growth Committee	New Build Housing (Open Door)			5,192	Budget Reprofile	S106/Capital Receipts/Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Housing acquisitions Open Door			1,250	Budget Reprofile	Grant
2022-23	Customer and Place	Housing and Growth Committee	The Burroughs, Hendon			6,992	Budget Reprofile	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	Pinkham Way land release			100	Budget Reprofile	Grant
2022-23	Customer and Place	Housing and Growth Committee	Micro site development for affordable housing			1,201	Budget Reprofile	Grants/S106
2022-23	Customer and Place	Housing and Growth Committee	Mixed tenure housing programme (Tranche 1)			574	Budget Reprofile	S106
2022-23	Customer and Place	Housing and Growth Committee	Development Portfolio			913	Budget Reprofile	Borrowing
2022-23	Customer and Place	Housing and Growth Committee	ULF GF SAGE (142)			(11)	Budget Reprofile	Grant

Year	Directorate	Theme	Programme	Deletions/ Transfers	Additions	Net Slippage & Accelerated spend	Explanation for request	Funding	
2022-23	Customer and Place	Housing and Growth Committee	Town Centre			87	Budget Reprofile	CIL	
2022-23	Customer and Place	Housing and Growth Committee	Town Centre SCIL			950	Budget Reprofile	CIL	
2022-23	Customer and Place	Housing and Growth Committee	Milesplit Cemetery Works			171	Budget Reprofile	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Colindale – Highways and Transport			94	Budget Reprofile	Grant	
2022-23	Customer and Place	Housing and Growth Committee	Colindale Station Works			2,858	Budget Reprofile	S106/Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Grahame Park – Community Facilities			200	Budget Reprofile	S106	
2022-23	Customer and Place	Housing and Growth Committee	Firestopping works and other urgent maintenance works at care homes			(1,723)	Budget Reprofile	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Works and other maintenance works at care homes	11,512			Budget Transfer	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Strategic opportunities fund	(11,512)			Budget Transfer	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Window replacement at Aphthore care centre			481	Budget Reprofile	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Colindale FOW Modifications			1,034	Budget Reprofile	Capital Receipts/Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Colindale FOW Modifications		550		Budget Additions	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	FAMILY FRIENDLY HUB FITOUT			139	Budget Reprofile	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	HTH AV EQUIPMENT			9	Budget Reprofile	Borrowing	
2022-23	Customer and Place	Housing and Growth Committee	Small Sites Programme (GF)			286	Budget Reprofile	Capital Receipts	
2022-23	Customer and Place	Housing and Growth Committee	Colindale – Parks, Open Spaces and Sports			379	Budget Reprofile	Grants/CIL	
2022-23	Customer and Place	Housing and Growth Committee	Public Sector Decarbonisation Scheme Phase 3		8,228		Budget Additions	Grant/S106/Borrowing (Mayor's Energy Efficiency Fund)	
2022-23	Customer and Place	Policy & Resources	Depot relocation			295	Budget Reprofile	CIL	
2022-23	Customer and Place	Policy & Resources	Asset Management			440	Budget Reprofile	S106/Capital Receipts/Borrowing	
2022-23	Customer and Place	Policy & Resources	Asset Management		411		Budget Additions	Borrowing	
2022-23	Customer and Place	Policy & Resources	ICT strategy			41	Budget Reprofile	Capital Receipts	
2022-23	Customer and Place	Policy & Resources	ICT strategy		1,250		Budget Additions	Borrowing	
2023-24	Customer and Place	Policy & Resources	ICT strategy				Budget Additions	Borrowing	
2024-25	Customer and Place	Policy & Resources	ICT strategy				Budget Additions	Borrowing	
2022-23	Customer and Place	Policy & Resources	Customer Services Transformation Programme				97	Budget Reprofile	Borrowing
2022-23	Customer and Place	Policy & Resources	Saracen Loan				5,775	Budget Reprofile	Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	Major Works (excl Granv Rd)				183	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	Accessible accommodation adaptations				(168)	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	Regeneration				(39)	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	Miscellaneous Repairs				(26)	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	M&E/ GAS				440	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	Voids and Lettings				(1,058)	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	New Build - 250 units				234	Budget Reprofile	Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	Dollis Valley - property acquisitions				161	Budget Reprofile	Capital Receipts
2022-23	Housing Revenue Account	Housing Revenue Account	Extra Care - housing (Stag)				1,410	Budget Reprofile	Grant
2022-23	Housing Revenue Account	Housing Revenue Account	Extra Care - housing (Cheshir)				1,852	Budget Reprofile	Grant/S106
2022-23	Housing Revenue Account	Housing Revenue Account	Regen Stock Additional Investment				(1,139)	Budget Reprofile	Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	Neighbourhood works				660	Budget Reprofile	Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	Carbon Neutral works				143	Budget Reprofile	Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	Stag house - property purchase				97	Budget Reprofile	Capital Receipts/Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	Barnet Homes GLA development programme				294	Budget Reprofile	Grant/Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	HRA acquisitions				1,454	Budget Reprofile	Borrowing
2022-23	Housing Revenue Account	Housing Revenue Account	HRA Acquisitions Phase 3 - Programme 1				2,692	Budget Reprofile	Grant
2022-23	Housing Revenue Account	Housing Revenue Account	HRA Acquisitions Phase 3 - Programme 2				1,335	Budget Reprofile	Capital Receipts
2022-23	Housing Revenue Account	Housing Revenue Account	HRA Fire Safety Programme				(759)	Budget Reprofile	RCCO/ MRA
2022-23	Housing Revenue Account	Housing Revenue Account	Graham Park NE				15	Budget Reprofile	Borrowing

Appendix B (ii)

P&R Proposed Capital Programme by Theme Committee

Theme Committee	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	5,850	4,221	3,762	0	13,833	9,752	367	38	0	3,471	0	205	13,833
Housing and Growth (Brent Cross)	73,423	49,301	0	0	122,724	109,533	0	900	1,011	0	0	11,280	122,724
Children, Education & Safeguarding	25,913	10,519	991	2,000	39,423	34,568	1,644	158	0	363	0	2,691	39,423
Community Leadership and Libraries	3,174	300	0	0	3,474	0	0	0	0	3,363	0	111	3,474
Environment and Climate Change	45,822	27,155	10,778	4,580	88,335	3,795	6,163	395	0	42,290	0	35,692	88,335
Housing and Growth Committee	146,274	67,643	58,169	26,749	298,835	55,662	7,368	14,636	491	38,868	1,700	180,110	298,835
Policy & Resources	12,867	2,360	2,070	0	17,297	1	45	166	0	4,183	0	12,902	17,297
Total - General Fund	313,323	161,500	75,769	33,329	583,921	213,312	15,587	16,292	1,502	92,538	1,700	242,990	583,921
Housing Revenue Account	124,562	89,531	62,665	50,251	327,009	23,824	1,267	10,988	56,028	0	0	234,902	327,009
Total - All Services	437,885	251,030	138,435	83,580	910,930	237,135	16,854	27,281	57,530	92,538	1,700	477,892	910,930

Adults and Safeguarding	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sport and Physical Activities	486	0	0	0	486	448	0	38	0	0	0	0	486
Community Equipment and Assistive Technology	1,474	1,000	997	0	3,471	0	0	0	0	3,471	0	0	3,471
Investing in IT	205	0	0	0	205	0	0	0	0	0	0	205	205
Disabled Facilities Grants Programme	3,465	3,074	2,765	0	9,304	9,304	0	0	0	0	0	0	9,304
Gaelic playing pitch relocation	220	147	0	0	367	0	367	0	0	0	0	0	367
Adults and Safeguarding Total	5,850	4,221	3,762	0	13,833	9,752	367	38	0	3,471	0	205	13,833

Housing and Growth (Brent Cross)	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Land Acquisitions	467	8,313	0	0	8,780	0	0	0	0	0	0	8,780	8,780
Brent Cross West Station	53,017	25,877	0	0	78,894	75,383	0	0	1,011	0	0	2,500	78,894
Critical Infrastructure	15,800	490	0	0	16,290	15,390	0	900	0	0	0	0	16,290
Strategic Infrastructure Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
BXT Land Acquisitions	4,138	14,621	0	0	18,759	18,759	0	0	0	0	0	0	18,759
Housing and Growth (Brent Cross) Total	73,423	49,301	0	0	122,724	109,533	0	900	1,011	0	0	11,280	122,724

Children, Education & Safeguarding	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SEN Programme	0	0	0	0	0	0	0	0	0	0	0	0	0
Oakleigh SEN	1,678	0	0	0	1,678	1,678	0	0	0	0	0	0	1,678
SEN Other Projects	283	0	0	0	283	283	0	0	0	0	0	0	283
SEN	1,283	3,002	991	2,000	7,275	7,275	0	0	0	0	0	0	7,275
Modernisation - Primary & Secondary	5,995	300	0	0	6,295	6,295	0	0	0	0	0	0	6,295
Healthy Pupils Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
Orion Primary School	0	0	0	0	0	0	0	0	0	0	0	0	0
Monkfrith	0	0	0	0	0	0	0	0	0	0	0	0	0
St Agnes	5	0	0	0	5	5	0	0	0	0	0	0	5
Saracens Primary	1,000	1,198	0	0	2,198	2,198	0	0	0	0	0	0	2,198
Kosher Kitchen	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent All Through Expansion Programme	0	0	0	0	0	0	0	0	0	0	0	0	0
London Academy	11	0	0	0	11	11	0	0	0	0	0	0	11
St Mary's & St John's	0	0	0	0	0	0	0	0	0	0	0	0	0
St James / Blessed Dominic	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Primary/Secondary(reallocation) Expansion Programme	0	0	0	0	0	0	0	0	0	0	0	0	0
Friern Barnet Hub	1	0	0	0	1	1	0	0	0	0	0	0	1
Oak Lodge Special School	0	0	0	0	0	0	0	0	0	0	0	0	0
Grammar school projects	2,987	2,000	0	0	4,987	4,503	0	0	0	0	0	484	4,987
School place planning (Primary)	1,608	1,347	0	0	2,955	2,133	822	0	0	0	0	0	2,955
School place planning (Secondary)	1,574	1,761	0	0	3,335	2,513	822	0	0	0	0	0	3,335
Alternative Provision	3,964	500	0	0	4,464	4,464	0	0	0	0	0	0	4,464
Early Education and Childcare place sufficiency	270	0	0	0	270	0	0	0	0	270	0	0	270
Information Management	0	0	0	0	0	0	0	0	0	0	0	0	0
Loft conversion and extension policy for Foster Carers	469	180	0	0	649	0	0	39	0	0	0	610	649
New Park House Children's home	0	0	0	0	0	0	0	0	0	0	0	0	0
Meadow Close Children's Homes	142	0	0	0	142	0	0	0	0	93	0	49	142
Family Services Estate - building compliance, extensive R&M, H&S, DDA	99	232	0	0	331	0	0	118	0	0	0	213	331
Placement Demand Transformation	235	0	0	0	235	0	0	0	0	0	0	235	235
Solo Provision Bid	1,100	0	0	0	1,100	0	0	0	0	0	0	1,100	1,100
Pan-London Secure Children's home	3,209	0	0	0	3,209	3,209	0	0	0	0	0	0	3,209
Children, Education & Safeguarding Total	25,913	10,519	991	2,000	39,423	34,568	1,644	158	0	363	0	2,691	39,423

Community Leadership and Libraries	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Enforcement - CCTV	2,163	200	0	0	2,363	0	0	0	0	2,363	0	0	2,363
Libraries Capital Programme	111	0	0	0	111	0	0	0	0	0	0	111	111
Schools Library Service SCIL	900	100	0	0	1,000	0	0	0	0	1,000	0	0	1,000
Community Leadership and Libraries Total	3,174	300	0	0	3,474	0	0	0	0	3,363	0	111	3,474

Environment and Climate Change	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN					0								0
Local Implementation Plan 2016/17 and onwards	0	0	0	0	0	0	0	0	0	0	0	0	0
Borough Cycling Programme	0	0	0	0	0	0	0	0	0	0	0	0	0
HIGHWAYS non-TfL	0	0	0	0	0	0	0	0	0	0	0	0	0
Footway Reconstruction	0	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Management	4	0	0	0	4	0	4	0	0	0	0	0	4
Highways Improvement	2,243	0	0	0	2,243	0	2,239	0	0	0	0	4	2,243
Travel Plan Implementation	91	0	0	0	91	0	91	0	0	0	0	0	91
Minor Highways Improvements	671	316	0	0	987	0	0	0	0	0	0	987	987
Highways Planned Maintenance Works Programme	0	0	0	0	0	0	0	0	0	0	0	0	0
Saracens - highways works	40	0	0	0	40	0	40	0	0	0	0	0	40
Drainage Schemes	34	0	0	0	34	34	0	0	0	0	0	0	34
Mill Corner Drainage Scheme	833	0	0	0	833	0	0	0	0	0	0	833	833
Road Traffic Act - Controlled Parking Zones	50	0	0	0	50	0	50	0	0	0	0	0	50
Investment in Roads & Pavement (NRP)	0	0	0	0	0	0	0	0	0	0	0	0	0
Highway Asset Management/Network Recovery Plan (NRP) Phase 2	7,339	6,240	6,370	0	19,949	0	0	0	0	513	0	19,436	19,949
Exor Asset Management System	108	111	13	0	233	0	0	0	0	0	0	233	233
Highways & Transportation SCIL	6,280	5,545	3,595	4,580	20,000	0	0	0	0	20,000	0	0	20,000
Environment													
Refurbish and regenerate Hendon Cemetery and Crematorium	330	0	0	0	330	24	0	0	0	0	0	306	330
Hendon Cemetery & Crematorium Enhancement	10	0	0	0	10	0	0	10	0	0	0	0	10
Lines and Signs	9	0	0	0	9	0	0	0	0	0	0	9	9
LED Lighting	910	0	0	0	910	0	0	0	0	0	0	910	910
Pay and Display parking machine estate upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0
Moving traffic cameras	375	0	0	0	375	0	0	0	0	0	0	375	375
Controlled parking zones review	499	0	0	0	499	0	0	0	0	0	0	499	499
Highways (permanent re-instatement)	36	0	0	0	36	0	0	4	0	0	0	31	36
Old Court House - public toilets	40	0	0	0	40	0	40	0	0	0	0	0	40
Parks & Open Spaces and Tree Planting	0	0	0	0	0	0	0	0	0	0	0	0	0
Park Infrastructure	2,442	0	0	0	2,442	8	315	0	0	0	0	2,119	2,442
Victoria Park Infrastructure	210	0	0	0	210	0	0	210	0	0	0	0	210
Data Works Management system	170	0	0	0	170	0	0	170	0	0	0	0	170
Parks Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	6,235	943	0	0	7,178	0	0	1	0	0	0	7,177	7,178
Street cleansing and greenspaces - vehicles and equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
COVID19 Social Distancing Projects	163	0	0	0	163	163	0	0	0	0	0	0	163
Greenspaces Infrastructure Programme	636	450	0	0	1,086	0	1,086	0	0	0	0	0	1,086
Green spaces development project	354	0	0	0	354	0	0	0	0	0	0	354	354
Heybourne Park Improvements	1,669	1,800	0	0	3,469	0	2,000	0	0	0	0	1,469	3,469
Two PM2.5 monitoring stations SCIL	27	0	0	0	27	0	0	0	0	27	0	0	27
Parks & Open Spaces SCIL	9,200	11,750	800	0	21,750	0	0	0	0	21,750	0	0	21,750
Barnet EV 500 Project	4,815	0	0	0	4,815	3,567	298	0	0	0	0	950	4,815
Environment and Climate Change Total	45,822	27,155	10,778	4,580	88,335	3,795	6,163	395	0	42,290	0	35,692	88,335

Housing and Growth Committee	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLb)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Office Build	0	0	0	0	0	0	0	0	0	0	0	0	0
Empty Properties	3,660	0	0	0	3,660	0	0	3,660	0	0	0	0	3,660
Chilvins Court	0	0	0	0	0	0	0	0	0	0	0	0	0
Out of borough acquisitions	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Acquisitions	0	0	0	0	0	0	0	0	0	0	0	0	0
Modular Homes	240	2,472	0	0	2,712	0	0	0	0	0	0	2,712	2,712
St Georges Lodge temporary accommodation conversion	0	0	0	0	0	0	0	0	0	0	0	0	0
Hermitage Lane - mixed tenure residential conversion	1,780	0	0	0	1,780	0	0	0	491	0	0	1,288	1,780
New Build Housing (Open Door)	10,192	0	0	0	10,192	0	100	6,280	0	0	0	3,812	10,192
Housing acquisitions Open Door	37,250	36,000	32,250	18,950	124,450	1,250	0	0	0	0	0	123,200	124,450
Loan Trf 156 properties to Open door	0	0	0	0	0	0	0	0	0	0	0	0	0
The Burroughs, Hendon	13,496	0	0	0	13,496	0	0	0	0	0	0	13,496	13,496
Pinkham Way land release	100	0	0	0	100	100	0	0	0	0	0	0	100
Micro site development for affordable housing	1,251	0	0	0	1,251	703	548	0	0	0	0	0	1,251
Decent Homes Programme	0	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure Projects	0	0	5,000	0	5,000	0	0	0	0	5,000	0	0	5,000
Mixed tenure housing programme (Tranche 1)	1,251	0	0	0	1,251	0	1,251	0	0	0	0	0	1,251
Development Portfolio	4,038	0	0	0	4,038	0	0	3,124	0	0	0	913	4,038
ULF GF SAGE (142)	14,914	20,330	9,717	699	45,660	45,660	0	0	0	0	0	0	45,660
DECC - Fuel Poverty	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Centre	1,637	2,578	0	0	4,215	628	105	0	0	3,482	0	0	4,215
Town Centre SCIL	6,700	4,550	5,450	6,800	23,500	0	0	0	0	23,500	0	0	23,500
Strategic opportunities fund	13,185	0	0	0	13,185	0	0	0	0	0	0	13,185	13,185
Milespit Cemetery Works	1,355	13	13	0	1,381	0	0	0	0	0	0	1,381	1,381
Colindale – Highways and Transport	1,094	1,000	4,938	0	7,032	1,032	2,577	0	0	3,423	0	0	7,032
Colindale Station Works	2,858	0	0	0	2,858	0	108	0	0	0	0	2,750	2,858
Grahame Park – Community Facilities	2,108	0	0	0	2,108	0	2,108	0	0	0	0	0	2,108
Barnet House Exit Works	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Sector Decarbonisation Scheme Phase 1	0	0	0	0	0	0	0	0	0	0	0	0	0
Firestopping works and other urgent maintenance works at care homes	15,000	0	0	0	15,000	0	0	0	0	0	0	15,000	15,000
Window replacement at Apthore care centre	481	0	0	0	481	0	0	0	0	0	0	481	481
COLINDALE FOW MODIFICATIONS	1,584	0	0	0	1,584	0	0	140	0	0	0	1,444	1,584
FAMILY FRIENDLY HUB FITOUT	439	0	0	0	439	0	0	0	0	0	0	439	439
HTH AV EQUIPMENT	9	0	0	0	9	0	0	0	0	0	0	9	9
Small Sites Programme (GF)	1,432	0	0	0	1,432	0	0	1,432	0	0	0	0	1,432
Healthier Routes to schools SCIL	200	200	300	300	1,000	0	0	0	0	1,000	0	0	1,000
Active Route - the Barnet Loop SCIL	0	500	500	0	1,000	0	0	0	0	1,000	0	0	1,000
Brent Cross Retail Park Purchase	0	0	0	0	0	0	0	0	0	0	0	0	0
Health projects	0	0	0	0	0	0	0	0	0	0	0	0	0
Colindale – Parks, Open Spaces and Sports	1,796	0	0	0	1,796	333	0	0	0	1,463	0	0	1,796
Public Sector Decarbonisation Scheme Phase 3	8,228	0	0	0	8,228	5,956	571	0	0	0	1,700	0	8,228
Housing and Growth Committee Total	146,274	67,643	58,169	26,749	298,835	55,662	7,368	14,636	491	38,868	1,700	180,110	298,835

Policy & Resources	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	4,254	0	0	0	4,254	0	0	71	0	4,183	0	0	4,254
Community Centre - Tarling Road	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Management	1,451	600	600	0	2,651	1	45	54	0	0	0	2,551	2,651
ICT strategy	1,291	1,760	1,470	0	4,521	0	0	41	0	0	0	4,480	4,521
Customer Services Transformation Programme	97	0	0	0	97	0	0	0	0	0	0	97	97
Implementation of Locality Strategy	0	0	0	0	0	0	0	0	0	0	0	0	0
Saracen Loan	5,775	0	0	0	5,775	0	0	0	0	0	0	5,775	5,775
Finance IT	0	0	0	0	0	0	0	0	0	0	0	0	0
Policy & Resources Total	12,867	2,360	2,070	0	17,297	1	45	166	0	4,183	0	12,902	17,297

Housing Revenue Account	2022-23	2023-24	2024-25	2025-26	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing (Mayor's Energy Efficiency Fund)	Borrowing (PWLB)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	7,013	7,588	7,588	10,168	32,357	0	0	0	32,357	0	0	0	32,357
Accessible accommodation adaptations	994	1,162	1,162	1,200	4,518	0	0	0	510	0	0	4,008	4,518
Regeneration	211	150	150	150	661	0	0	0	511	0	0	150	661
Miscellaneous Repairs	2,997	3,073	3,073	3,073	12,216	0	0	0	-26	0	0	12,242	12,216
M&E/ GAS	7,008	958	568	2,114	10,648	0	0	0	8,960	0	0	1,688	10,648
Voids and Lettings	3,217	3,567	3,567	3,567	13,918	0	0	0	10,337	0	0	3,581	13,918
New Build - 250 units	7,667	20,002	28,482	17,800	73,951	0	0	0	0	0	0	73,951	73,951
Ansell Court - extra care housing	0	0	0	0	0	0	0	0	0	0	0	0	0
Dollis Valley - property acquisitions	2,861	0	0	0	2,861	0	0	271	0	0	0	2,590	2,861
Extra Care - housing (Stag)	5,412	0	0	0	5,412	1,410	701	0	0	0	0	3,301	5,412
Extra Care - housing (Cheshir)	8,498	9,006	4,987	0	22,491	7,944	566	0	0	0	0	13,981	22,491
Burnt Oak Broadway Flats - additional storey	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper & Lower Fosters Community Led Design	0	0	0	0	0	0	0	0	0	0	0	0	0
Regen Stock Additional Investment	14,529	1,816	455	0	16,800	0	0	0	0	0	0	16,800	16,800
Neighbourhood works	1,223	2,063	2,063	1,641	6,990	0	0	0	0	0	0	6,990	6,990
Carbon Neutral works	643	3,759	3,759	4,638	12,799	0	0	0	0	0	0	12,799	12,799
Stag house - property purchase	97	0	0	0	97	0	0	32	0	0	0	65	97
Barnet Homes GLA development programme	8,541	16,685	911	0	26,137	8,770	0	0	0	0	0	17,367	26,137
HRA acquisitions	1,454	0	0	0	1,454	0	0	0	0	0	0	1,454	1,454
HRA Acquisitions Phase 3 - Programme 1	23,067	0	0	0	23,067	3,900	0	0	0	0	0	19,167	23,067
HRA Acquisitions Phase 3 - Programme 2	12,911	13,802	0	0	26,713	0	0	10,685	0	0	0	16,028	26,713
Small Sites Programme (HRA)	4,521	0	0	0	4,521	1,800	0	0	0	0	0	2,721	4,521
Silk House and Shoelands	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA Fire and Structural repairs	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA Fire Safety Programme	10,817	5,900	5,900	5,900	28,517	0	0	0	3,379	0	0	25,138	28,517
Dollis Valley CPO Payment	0	0	0	0	0	0	0	0	0	0	0	0	0
Graham Park NE	883	0	0	0	883	0	0	0	0	0	0	883	883
Housing Revenue Account Total	124,562	89,531	62,665	50,251	327,009	23,824	1,267	10,988	56,028	0	0	234,902	327,009

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR001	Adults safeguarding	Council services and partners not effectively managing their relevant safeguarding risks could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> 1. Barnet council and partners have signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 19/20. These have been updated in Q1 20/21, and represent best practice. 2. The council has a comprehensive Learning and Development programme for social care practitioners to support high quality safeguarding practice. 3. A quality assurance framework is in place which includes independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement. 4. A quality board meets monthly to review the findings from mechanism in the quality assurance framework and track any improvement actions agreed. 5. Performance monitoring of safeguarding, happens monthly and quarterly by management team and performance team of Barnet safeguarding adults board. 6. Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. 7. Implementation of the MASH from June 2019 8. Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM). 	12	Same	The situation remains the same. Work continues with the Learning and Development programme, quality assurance framework, performance monitoring and adherence to London procedures.
STR002	Market capacity	Decreases in the capacity of the social care market (private or voluntary) due to recruitment challenges or staff leaving the sector because of mandatory vaccine requirements could impact service delivery resulting in a failure to meet statutory duties and add additional pressure on staffing and finances.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> 1. For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. 2. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of service users if required. More streamline and better focus on quality. 3. Working across North Central London to share ideas/learning on quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance. 4. Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts) 5. Specific support offer in place to support providers with Covid-19, including additional Covid-19 funding to support care providers to remain sustainable through the Covid-19 pandemic. 6. Regular reviews of provider business continuity plans 7. Recruitment campaign to support sector with recruitment challenges 	4	Reduced	Since the announcement that mandatory vaccinations are no longer a condition of employment within the sector, the risk associated with this has markedly reduced. Although recruitment into care nationally remains challenged the potential risk to service continuity in the immediate term is no longer marked.
STR003	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director Adults and Health	Statutory Duty	<ol style="list-style-type: none"> 1. Joint planning and co-ordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Integrated Care System. 2. At the borough level, there is close working through the integrated care partnership, the joint commissioning unit, the health and wellbeing executive group and the A&E delivery board which actively manage plans to control demand pressures in the system. 3. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. 4. Active monitoring of referral and activity data and discussing any concerns with health partners. 5. Working a an integral part of the integrated discharge team and closely monitoring discharge data. 	12	Same	Demand on the health and social care system remains high but there is lots of work in Barnet and across NCL to ensure partners are working effectively together. Work this quarter has included developing plans for local discharge funding, creation of a virtual ward for delirium patients, commencing a discharge avoidance service and improving how we work with BEH Mental Health Trust.
STR004	Response to emergency or incident	Insufficient resilience management (e.g. Business Continuity, Emergency (BC) Planning, Health & Safety) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff and/or the public; and legal challenge.	Executive Director Assurance	Business Continuity	<ol style="list-style-type: none"> 1. Current Business Continuity (BC) arrangements including strategy, exercises, training and resources 2. Corporate BC Strategy and Plan in place. Maintenance of BC lead network 3. Identification of Priority1 staff 4. Corporate Health and Safety Management system in place including Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance. 	12	Same	The service has developed new training materials and trained/exercised 15 Emergency Responders both in a physical and virtual environment in March 2022. Recruitment for key Emergency Response roles is still ongoing. Throughout the last quarter the Emergency Planning team have maintained a full response team to address any Emergencies arising including fire and flood evacuations and major loss of services.
STR005	Safety from anti-social behaviour and crime (including violence and abuse)	Anti-social behaviour and crime (including hate crime) could lead to unsafe environments and perceptions of safety resulting in harm to individuals, community tension and increased demand for services.	Executive Director Assurance	Statutory Duty	<ol style="list-style-type: none"> 1. Working with Barnet Safer Community Partnership, including to deliver the knife crime action plan 2. Working in partnership with the police, including to monitor tensions and local issues and response 3. Environmental enforcement (e.g. litter and flyposting), including with Re (Regulatory Services) and Barnet Homes (e.g. noise and pests) and joint action across Estates 4. Effective use of CCTV across the borough. 5. Working with the Barnet Multi Faith Forum (BMFF) and Community Together Network to increase engagement with the community 7. Delivering initiatives to encourage and celebrate cohesion . 	8	Reduced	There are now more CST officers and new CCTV processes in place, providing an holistic approach. The risk score was reduced from 12 to 8 to reflect implementation of all actions. The scope of the risk was also reviewed, with significant elements such as domestic violence moving across to Children's Services.
STR006	Strengthening Children's safeguarding	Insufficient safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person and the council failing to meet its statutory duties.	Executive Director Children's Services	Statutory Duty	<ol style="list-style-type: none"> 1. Delivery of robust delivery plan to take recommendations forward. 2. Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. 3. Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme. 4. Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). 5. Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels. 6. Annual scrutiny report by red Quadrant 7. Annual LSCP report and business plan 	12	Same	Mitigations remain relevant and suitable; the risk continues to be tolerated at this level and is monitored through service level meetings.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR007	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director Children's Services	Statutory Duty	<ol style="list-style-type: none"> 1. A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. 2. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. 3. A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. 4. Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018. 	9	Same	Induction for new members is being implemented on schedule.
STR010	Market performance and economic downturn	Adverse market performance or an economic downturn could lead to impacts on the pace of development, construction and material costs, supply chain issues, increased business failure, adverse impacts to town centres and increased local unemployment resulting in financial pressure on residents; increased demand for council services such as temporary accommodation and the long-term economic and societal health of the borough.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. Revise MTF5 Growth Modelling to reflect income reduction scenarios for the council. 2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the council. 3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT). 4. Production of robust, high quality business cases including sensitivity testing. 5. Effective procurement processes and choice of contract type. 	20	Same	The service is continuing to actively engage with development partners and contractors to understand implications of cost inflation and supply chain pressures. They are also undertaking sensitivity modelling for the delivery of the council's capital programme over the next 5 years. Project and governance management structures will continue to remain in place and are being kept under review to ensure fit for purpose. Mitigations are being managed across a number of Boards, including Strategic Planning Operations Board, Growth and Regeneration Operations Board, Town Centre Strategy Board and Employment and Skills Board. Since last quarter inflation has risen sharply and the war in Ukraine has significantly contributed to the rise in energy cost as well as various pressures on supply chain for raw material.
STR014	Building safety	Lack of a robust process to quality assure building contractors could lead to a breach of statutory compliance, health safety issues resulting in reputational damage to the council, risk of harm or death, delays to delivery of outcomes and financial implications.	Deputy Chief Executive	Health & Safety	<ol style="list-style-type: none"> 1. Health and Safety/quality prioritised as part of scoring during procurement/tender processes. Includes additional background checks, previous performance, exchange of risk information and consideration of proposals to manage risk where necessary. 2. Health and Safety/quality forms a key element of the Council's project delivery gateway process, from initiation all the way through to delivery and handover. 3. Additional assurance sought through council's SHAW team and where necessary independent assurance through the technical team 4. During construction process on larger schemes the technical team will include a New Engineering Contract (NEC) Supervisor to ensure H&S is being managed appropriately on site and reported correctly. 5. On smaller schemes CDM and method statements are requested prior to the start of works. 	8	Same	Issue identified on project delivered a number of years ago has meant that all controls on this particular risk are being toughly reviewed. The risk will be further updated following this review.
STR013	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	<ol style="list-style-type: none"> 1. Monthly contract management meetings in place to manage the contract and relationship with CSG 2. Monthly Partnership Operations Board for escalation of any issues identified 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff 5. Remote working audit completed 6. Regular audits undertaken 7. PCI (payment card industry) accreditation 8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 9. BC leads have provided plans in case of a cyber security event 	15	Same	Business Continuity leads have provided a plan about what to do in case of a cyber-attack. Funding has been received from the Department for Levelling Up to roll out training. PSN certification has now been received. The website health check also happened in the quarter and recommended actions have been received which are due to be implemented by late April 2022. The push for information and security training among staff is still continuing, it is still below the 95% required threshold. Currently, completed training is averaging around 70% across the council. The controls and mitigations have been updated.
STR009	Unmet customer expectations	Lack of joined up systems and processes across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery. 2. Customer Experience programme delivering a range of online improvements which should limit the need for customers to contact the council. 3. Safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. 4. Monthly web performance group meetings are held. 5. Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs. 6. Customer Experience Programme Business (CEP) case in place. 	12	Same	The customer training hub (Cxhub) launched in late January 2022 to provide training to staff on customer relations. This has been promoted to staff. The new customer contact centre platform, Amazon Web Services, is to be adapted in July 2022. A project board is in place to manage the project and its associated risks and a number of activities are ongoing ahead of the launch to mitigate any teething issues.
STR008	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Director of Growth	Statutory Duty	<p>Continue to implement the schemes highlighted in the Sustainability Strategy Framework, including:</p> <ol style="list-style-type: none"> 1. Rollout of energy reduction initiatives 2. Delivery of annual Air Quality Action Plan 3. Rollout of electric vehicle charging points 4. Delivery of the long term transport strategy 5. Procurement of ULEZ compliant vehicles for Street Scene fleet 6. Flood prevention e.g. investment in Silk Stream 7. Retrofit of housing and buildings across the borough, making use of the Green House Gas (GHG) and Public Sector Decarbonisation Scheme (PSDS) 8. Continued tree planting 9. Support businesses and partner organisations in making sustainable change 10. Support environmental outcomes through the council's Social Value Policy. 	16	Same	Following approval of the council's Sustainability Strategy Framework at Policy and Resources Committee on 9 December 2021, officers have continued work to develop the Sustainability Strategy. This has included conducting engagement events with residents, young people, businesses, partner organisations, and interest and community groups, in order to gauge the opinions of residents on this matter and inform the development of the Sustainability Strategy. The results of this engagement will be presented to Policy and Resources Committee later in the year. Additionally, officers have continued to implement projects that support the Sustainability Strategy, including the rollout of electric vehicle charge points and the application for funding to support council retrofits.
STR015	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	<ol style="list-style-type: none"> 1. Ensure all service areas have a robust response system in place and regularly updated 2. Performing pandemic preparedness exercise across the council and its partners 3. Providing PH leadership and professional advice for the council's pandemic response. 	16	Same	Borough Resilience Forum lessons learnt exercise is being organised to take place by end of June 2022. This will allow the organisation and the emergency response system to review where preparedness can be strengthened. UK Health Security Agency (UKHSA) has communicated roles and responsibilities of LAS vs UKHSA in the next phase and local resources have been adapted to meet those needs.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STR016	Staff wellbeing and mental health	The restrictive measures (such as social distancing, self-isolation and remote working) and socio-economic effects of the Covid-19 pandemic could lead to a rise in prevalence of mental health disorders resulting in decreased staff wellbeing and satisfaction, sickness absence and demand for mental health services.	Chief Executive	Staffing & Culture	<p><u>Prevention</u></p> <ol style="list-style-type: none"> Regular information and guidance to staff on working practices such as regular breaks, regular contact and communication, physical exercise, via internal comms and through wellbeing hub Employee Assistance Programme (EAP) provides advice and guidance on healthy lifestyles including mental health Wellbeing and mental health training for staff and managers via Organisational Development team <p><u>Intervention</u></p> <ol style="list-style-type: none"> EAP provides confidential support and counselling for staff Able Futures is a government scheme providing support on mental health Mental Health First Aiders provide support to staff and signposting to support 	9	Same	The Human Resources and Public Health teams have been consulted on the Wellbeing strategy for the council. This is currently with the Council Management Team for sign off. In the meantime, the provision of Mental Health support is ongoing. Various mental health webinar events were delivered by the Occupational Health provider Medgold and the SHaW team is looking at future support/provision for the services. The Learning and Development team continue to deliver Stress Management and Managing Mental Health for Managers and Staff in an Organisation.
STR011	Reduction in capacity of VCS	Funding and sustainability challenges facing the VCS could lead to a reduction in capacity and growth of preventative services, resulting in difficulties accessing services and demand for more complex support, especially for residents in hardship.	Director of Resources	Business Continuity	<ol style="list-style-type: none"> Increased funding to a new enhanced Barnet Together Voluntary Community Sector (VCS) infrastructure alliance to enable greater support for frontline VCS organisations. Ongoing Barnet Partnership Board meetings Continue to work with all Prevention providers 	12	Same	The memorandum of understanding (for the VCS) has been completed and a launch event held on 22 March 2022. Funding needs to be processed for 2021/22 before the next financial year. There was a change made in contract regulations which allows for VCS contracts/investments to be exempt from procurement procedures. This will allow the council to make social investments more straightforward to complete.
STR017	Revenue overspend	Central government funding for the council being adversely affected by changes in government policy or budget pressures being higher than anticipated could lead to non-achievement of budget targets and an overspend on the revenue budget resulting in an impact on service provision and / or quality and financial consequences for the council.	Director of Resources	Finance	<ol style="list-style-type: none"> Monthly budget monitoring. Covid-19 has led to a wider review than usual of the financial position as we seek to ensure that finances are stable, and any threats to that are identified early Budget setting process validating savings Engaging with colleagues across London and nationally, sectoral experts and keeping informed from media Annual scenario planning and identifying the key variables 	12	Same	This is an ongoing risk as the funding landscape is as it is. The service is awaiting announcements in Q3 22/23 about the government's funding reforms consultation. Scenario planning is ongoing as part of annual business planning. The spending review papers are being drafted.
STR018	Funding uncertainty due to reduction in local taxation income	Residents experiencing financial hardship could lead to financial pressures due to a large proportion of council funding coming from council tax and business rates income resulting in a reduction in service quality, non-delivery of the MTFS and use of reserves.	Director of Resources	Finance	<ol style="list-style-type: none"> Strategically move the funding base of the council from being supported by Government Grants to the more stable base of Council Tax income Analysis of monthly collection performance; analysis of Housing Benefit and Council Tax Support awards and claims to provide early warning signs of pressures Maintaining a specified level of balance within the council's resilience reserve in addition to appropriate contingency balances to mitigate any in year pressures; Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to stem expenditure in non-frontline services whilst long term plans are being put into place; maintain good contacts with Government to remain as informed as possible. Investment being made with local businesses and working with the community to raise awareness of and increase support available 	12	Same	Impacts of local taxation and bad debt continue to be monitored and reported as planned. MTFS is being compiled and is on track. Setting of the financial strategy is ongoing.
STR019	Internal controls	Ineffective financial management and control could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses.	Director of Resources	Finance	<ol style="list-style-type: none"> Challenge to financial forecasts occurs on a regular basis by Finance Business Partners Regular, in depth reporting is considered by Council Management Team, Financial Performance & Contracts Committee and Policy & Resources Committee. Mitigating actions to contain overspends are identified and implemented Achievement of savings tracked and alternative actions identified where not achievable Budget holder training is available and a refresh will be rolled out during the year. Additional internal controls have been implemented and recent audit report found increased assurance around internal audit recommendations A contingency budget is held centrally for any unmanageable, unforeseen pressures. 	9	Same	Forecasting and monitoring continued with no substantial issues flagged. Finance Business Partnering now sits with a different Finance Assistant Director so a fresh viewpoint may be taken in Q1 22/23.
STR020	New burdens	New burdens, additional demand and/or inadequate funding for additional services could lead to additional and unforecasted budget pressures, resulting in the need to increase or divert resource, reduction in service quality, ability to deliver key services effectively and / or having to use reserves.	Director of Resources	Finance	<ol style="list-style-type: none"> Engaging with colleagues across London and nationally Engaging with sectoral experts and keeping informed from media Monthly monitoring of budgets and scrutiny of any overspend / increase in demand 	9	Same	Forecasting and monitoring continued with no new financial pressures raised. Responsibility for Finance Business Partnering and MTFS now sits with different Finance Assistant Directors so a more holistic view will be taken on this risk moving forward.
STR021	Increase in the North London Waste Authority (NLWA) levy	The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the NLWA waste disposal/treatment levy of potentially up to £9 million per annum and any additional financial cost relating to delays in the construction of the EFW resulting in an increased financial pressure on the council.	Director of Resources	Finance	<ol style="list-style-type: none"> Active engagement through officers and NLWA Members. Development of long-term financial strategy. Ongoing analysis of waste data flows. 	6	Same	The situation remains unchanged with the risk from the last quarter. The risk continues to be managed with the existing controls and mitigations in place.
STR022	Future of Work	Failure to manage the transition to a post-Covid working environment could lead to missed opportunities for improvement to services and reduced staff engagement resulting in recruitment and retention issues and reduced staff wellbeing.	Director of Resources	Business Continuity	<ol style="list-style-type: none"> Future of Work Programme Managed approach to ensure a safe and productive return to the office environment where this is required 	4	Same	The FoW programme has been formally closed and any ongoing activities built into Business as Usual. However, the risk remains live due to the evolving nature of working styles.
STR024	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Business Continuity	<ol style="list-style-type: none"> Learning and development opportunities, including opportunities via Apprenticeship Levy Workforce/succession planning Create issues log identifying key issues and pressure points, including lead staff Work with Directorates on contingency plans and workforce/succession planning. 	9	Same	Talent management is one of the building blocks within the Organisational Development strategy and a systematic approach to it is being developed. Particular emphasis on developing management capability within new management induction is being rolled out; the managers' conference took place in March 2022. Apprentice remuneration is another area that is receiving attention in order to attract and retain new talent, including improved pay set for implementation within Q2 22/23.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
STRO25	Workforce engagement	Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures.	Chief Executive	Staffing & Culture	<ol style="list-style-type: none"> 1. A new recruitment system is in place to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. 2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working 3. The council is investing in its training and development offer so that staff can continuously develop within their profession, including accessing opportunities presented by the Apprenticeship Levy. 4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff. 5. Develop and monitor HR improvement plan. 	8	Same	The risk remains the same and being managed with the existing controls and mitigations in place. The Healthy Workplace Charter action plan continues to be rolled out with a monthly programme of healthy initiatives for staff.
STRO23	Recruitment and retention	Market forces and economic and social issues (such as pandemic recovery, Brexit) could lead to recruitment and retention issues particularly in specialist areas resulting in a failure to meet statutory duties, council priorities and workforce and financial pressures.	Director of Resources	Staffing & Culture	<ol style="list-style-type: none"> 1. EDI Action plan in place 2. Future of Work Programme 3. Staff communication and engagement 	6	Same	The work on improving the employer brand such as the recent introduction of the new employee benefits platform and streamlined recruitment processes has continued.
STRO27	Embedding the new administration	Lack of preparation and slow response by the organisation to shifting priorities could lead to the failure to deliver the administrations commitments and expected outcomes.	Chief Executive	Staffing & Culture	<ol style="list-style-type: none"> 1. Assessment of manifesto to identify the commitments and likely impacts on budget [funding] and resource (ie staff) impacts 2. Regular meetings between the CEO and Leader 3. Regular meetings between CMT and committee leads 4. Development of programme for delivering commitments 5. Updated committee structure incl. Chairs/Vice Chairs 	6	New	This is a new risk identified by the Council Management Team, as part of the Q4 risk review, to ensure oversight of arrangements for the new administration following the local elections in May 2022. Regular meetings of the CEO/Executive Directors and new Leader/administration have been held to discuss initial priorities.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
AD001	Increased overspend to meet statutory duties	Uncertainty about future demand for services, increasing complexity and cost of care packages, legislative changes and, specifically related to COVID, the availability of funding streams, reimbursements, on-going support and future waves could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position.	Executive Director Adults and Health	Statutory Duty	1. The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. 2. Budget and performance monitoring and management controls are used throughout the year. 3. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. 4. The council will also liaise with Health to submit COVID returns, understand when funding will cease, the transition process and any communication activities required.	16	Same	The service continues to do all it can to manage the budget whilst meeting statutory duties under an increasingly pressured health and social care system. This includes senior sign-off of all high-cost packages, the negotiation of rates (including block contracts), quick reviews of people following discharge from hospital to ensure a proportionate level of care as people recover, the use of equipment and technology wherever suitable and maximising the benefits of enablement services. Planning to deliver 22/23 is well underway and workshops held to start planning for 23/24. Final end of year budget position is also underway.
AD016	Leisure management contract - annual payment	Financial performance impacted by Covid-19 and leisure centre closures in 2020/21 could lead to the agreed contract commercial position not being achieved resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets.	Assistant Director Greenspaces & Leisure	Finance	1. Performance and Commercial Meetings in place with operator which includes representation from LBB finance and a third party consultant (FMG consulting). 2. Information shared with Director of Resources and Executive Director, Adults & Health to aid decision making processes.	15	Same	Commercial and legal review was completed by both the council and GLL. A revised annual payment profile including variations to service has been submitted by GLL. The contract variation is currently in draft and expected to be completed in Q1 2022/23. The rising cost of energy is placing significant pressure on forecasts due to the cost of utilities, and commercial discussions are to take place to review the impact.
ASS004	Non-compliance with data protection legislation including GDPR	Council staff and partners failing to follow GDPR legislation including the organisation's policy and processes could lead to data protection breaches resulting in enforcement action and monetary fines, complaints, adverse impact on individuals and claims for compensation.	Assistant Director Assurance	Information Governance	1. Information Management's framework of policies, and a specific data protection toolkit controls is published and regularly reviewed 2. All staff receive e-learning (including at induction) and follow up training offered in more sensitive areas 3. There is effective incident management, and Information Management Governance Groups 4. Council wide Security Board meets quarterly, chair by the SIRO and Security Operations Forum, meets monthly, chaired by the deputy SIRO 5. Key contacts within the council have been receiving guidance 6. Ongoing communications to council staff on information management guidance 7. E-learning reminder to all staff, included in initial induction pack for new starters 8. 6-monthly reporting to CMT for discussion and review.	16	Same	Line Managers are responsible for ensuring their officers are completing all mandatory training. The council remains at risk of enforcement action, and a failure of the Data Protection Annual Assessment, due to completion levels remaining below the 95% required. The DP Annual Assessment submission date has been extended for all local authorities to June 2022. The team will continue to chase service areas for appropriate completions in an attempt to improve on completion statistics.
C&P002	Affordability of BXC (Brent Cross West and associated Critical Infrastructure project)	Ineffective management of the Brent Cross budget, adverse macro-economic conditions, or delays caused by third parties could lead to pressure within Her Majesty's Government grant funding budget resulting in increased costs to the council. As the project reaches its final stages the likelihood that cost risks identified earlier in the scheme crystallize increases, putting pressure on both scheme forecast cost and cash flow.	Deputy Chief Executive	Finance	1. The Governance Board has oversight of the project budget and programme, monthly Client Review meetings are in place to review these. 2. Dedicated finance resource provides a direct liaison between the council's finance team and the project. 3. Ensuring mitigation plans are regularly reviewed and pursued to alleviate budget pressures (both cash flow and total cost) through robust project management and governance. 4. Regular updates are provided to both housing and growth and Financial Performance and Contracts Committee (FPCC) to provide an update on mitigations strategy and to inform next steps.	15	Same	As reported to Financial Performance and Contracts Committee in March 2022 and in line with all major infrastructure projects, as the construction phase of Brent Cross West Station nears completion the risks identified earlier in the scheme are increasingly likely to crystallise. To mitigate this risk a financial strategy will be agreed in Q1 22/23 that ensures the station construction is completed in a financially sustainable way that does not put pressure on the General Fund.
C&P006	Achieving net zero	Failure to ensure growth and development in the borough contributes to the delivery of the Sustainability Strategy could lead to non-delivery of the zero carbon economy resulting in negative impacts to sustainability and environment in the borough.	Director of Growth	Statutory Duty	1. Formal adoption of the Barnet Sustainability Strategy and delivering the action plan. 2. Secure the resources necessary for delivering the strategy. 3. Ensuring LBB meet commitment in sub-regional policies and strategies LBB have agreed to 4. Housing and regeneration projects adopting the standards in Policy S12 of the draft London Plan	16	Same	The council has appointed an Assistant Director for Sustainability and moved the sustainability function under Growth to provide strong corporate leadership in this agenda. Each of the themes within the sustainability framework are being progressed, with clear workstreams and production of the full sustainability strategy. Working groups are being established, including Planning to translate the policy framework into a toolkit of actions to meet the council objectives.
C&P008	Effective utilisation of S106 Income	Inappropriate allocation and drawdown of available S106 income by services across the council within the agreed timescales could lead to freeholders seeking repayment of contributions resulting in expected local infrastructure investments not being realised and significant reputational damage.	Director of Growth	Finance	1. Working group meets quarterly this provides a means of overseeing expenditure 2. RE have lead officer to monitor allocations and ensure planned expenditure is tracked. 3. Ensure S106 funds are drawn down in a timely manner and technically expired funds are recognised as applied where appropriate or suitable use is expedited. 4. A list of expiring funds annually, this is given particular focus in considering allocations. 5. Work with key service areas with the largest unspent amounts to ensure appropriate plans within the capital programme are approved and that schemes are drawing down funds. 6. Clear up any historic draw down of funds that remains incomplete.	15	Increased	Risk remains, particularly around highways, transport infrastructure and controlled parking. CSB has instructed a new action to refine the process in these areas in order to reduce the likelihood of delivery issues.
C&P026	Major project delivery failure	Lack of periodic review of project management controls and resource capacity as the capital programme (inc. Hendon and Brent Cross) could lead to projects being delayed and future growth plans undermined resulting in stakeholder dissatisfaction, delays in delivering growth, financial and commercial damage.	Deputy Chief Executive	Finance	1. Project Director appointed for significantly sized projects 2. Additional PMO support appointed 3. Monthly Project meetings and reviews 4. Appropriate Governance Boards established covering each portfolio 5. Integrated programme management office established 6. PMO monitor programme wide resource as well as interfaces between projects. 7. Ongoing action weekly and monthly meetings which feed up to Hendon and Brent Cross Governance boards and other relevant boards. 8. Monthly finance and commercial meetings are now taking place and these review resourcing gaps. 9. A communications plan is in place and a communications specialist is employed to manage comms and stakeholder management and to put in place some required communications tools so that the project can be managed effectively. 10. Governance, project controls and project status to be reviewed at regular frequencies and at project gateways as a	15	Same	Residual likelihood score remains as in Q3 whilst new staffing arrangements bed in. There is currently a shortage of project management resources in the market.
C&P033	Lack of liquidity in the financial markets	Economic downturn could lead to higher interest rates (Public / Private sector borrowing) making external funding sources more challenging resulting in worsening viability of developments across the council.	Assistant Director of Development Delivery	Finance	1. Monitor capital markets and also discussions with LBB finance and external development partners on a quarterly basis. Potential to look at alternative funding models. 2. Explore other government funding opportunities.	15	New	This is a new risk about economic downturn seeing higher interest rates in both public and private sector borrowing which would making funding more challenging and potentially resulting in declining viability of developments. This is a future risk. The service is continuing to monitor the money market and interest rates. The financial impact puts it at a 15.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk - Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
C&P037	Capex and revenue project costs	The combined risk of construction cost increases; through inflation, changes in scope and lower than anticipated revenue projections could lead to the project being less financially viable than the approved business case resulting in increased costs and a potentially lower premium for LBB.	Assistant Director of Development Delivery	Finance	<ol style="list-style-type: none"> 1. Value engineer to manage any potential cost overspending. 2. Managing the design and cost plan process. 3. Implementation of robust procedure in place to manage workstreams and cash flow within the approved budget forecast. 4. Adjusted the construction procurement strategy to reflect the market which comprises a two-stage tender process that enables a preferred contractor to be selected at the second stage to work with the council on an agreed tender price. 	15	New	This is a new risk, escalated from the project risk register. Due to volatile market conditions, there has been a significant increase in costs due to inflationary pressures, which needs to be managed by the council. There is also concern that the investment market may be impacted adversely. Measures are in place to manage these risks as far as possible.
STR010	Market performance and economic downturn	Adverse market performance or an economic downturn could lead to impacts on the pace of development, construction and material costs, supply chain issues, increased business failure, adverse impacts to town centres and increased local unemployment resulting in financial pressure on residents; increased demand for council services such as temporary accommodation and the long-term economic and societal health of the borough.	Deputy Chief Executive	Finance	<ol style="list-style-type: none"> 1. Revise MTF5 Growth Modelling to reflect income reduction scenarios for the council. 2. Appropriate governance in place - Steering Groups in place to discuss the impact of slow growth on the expected income for the council. 3. Continued engagement with developers on regeneration estates (e.g. Argent Related NHG, Countryside Properties, MHT). 4. Production of robust, high quality business cases including sensitivity testing. 5. Effective procurement processes and choice of contract type. 	20	Same	The service is continuing to actively engage with development partners and contractors to understand implications of cost inflation and supply chain pressures. They are also undertaking sensitivity modelling for the delivery of the council's capital programme over the next 5 years. Project and governance management structures will continue to remain in place and are being kept under review to ensure fit for purpose. Mitigations are being managed across a number of Boards, including Strategic Planning Operations Board, Growth and Regeneration Operations Board, Town Centre Strategy Board and Employment and Skills Board. Since last quarter inflation has risen sharply and the war in Ukraine has significantly contributed to the rise in energy cost as well as various pressures on supply chain for raw material.
C&P055	Winter service depot	The winter service lease agreement with Harrow coming to an end could lead to the council being unable to find an alternative location for winter service provision resulting in business continuity implications if the service cannot be provided and a breach of statutory duties.	Street Scene Director	Business Continuity	<ol style="list-style-type: none"> 1. There is a Depot Board in place to review strategic requirements for the services provided at Barnet depots. 2. Board to agree an interim arrangement for when we vacate Harrow Depot until the permanent salt barn and plant storage has been finalised. 	15	Same	Depot board in active discussions with Harrow senior management team regarding future tenure and eventual departure from their forward drive depot location.
CSG003	IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Head of Customer & Digital Service	Business Continuity	<ol style="list-style-type: none"> 1. There are multiple-layer firewalls to protect the environment. 2. Annual Security Health Check (Public Sector Network (PSN) Standard). 3. PCI Accreditation. 4. Annual review of over 100 cyber security controls, aligned with ISO 27001. 5. Anti-virus on the server estate. 7. Subscribe to National Cyber Security Centre (NCSC) early warning system and web check. 8. Receive weekly updates from NCSC to confirm vulnerability status. 9. Receive weekly and critical updates from Microsoft/ Capita. 10. Annual Cyber Security training and awareness for staff. 11. 24hr Emergency Response 	15	Same	PSN certification has been received. The website health check also happened in the quarter and recommended actions will be implemented by late April 2022. The push for information and security training among staff is continuing; it is still below the 95% required threshold. Currently, completed training averaging around 70% across the council.
STR013	Cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	Deputy Chief Executive	Business Continuity	<ol style="list-style-type: none"> 1. Monthly contract management meetings in place to manage the contract and relationship with CSG 2. Monthly Partnership Operations Board for escalation of any issues identified 3. Joint risk being managed by CSG - IT with controls/mitigations in place. 4. Learning portal - mandatory training on Information Management/cyber security for staff 5. Remote working audit completed 6. Regular audits undertaken 7. PCI (payment card industry) accreditation 8. Management and oversight of the actions being carried out by CSG on the council's behalf (captured in the joint risk register). 9. BC leads have provided plans in case of a cyber security event 	15	Same	Business Continuity leads have provided a plan about what to do in case of a cyber-attack. Funding has been received from the Department for Levelling Up to roll out training. PSN certification has now been received. The website health check also happened in the quarter and recommended actions have been received which are due to be implemented by late April 2022. The push for information and security training among staff is still continuing, it is still below the 95% required threshold. Currently, completed training is averaging around 70% across the council. The controls and mitigations have been updated.
STR008	Environmental sustainability	Climate change could lead to negative long-term consequences to the local environment (such as flooding) resulting in statutory environmental duties and targets not being met, financial consequences and not protecting the environment for future generations.	Director of Growth	Statutory Duty	<p>Continue to implement the schemes highlighted in the Sustainability Strategy Framework, including:</p> <ol style="list-style-type: none"> 1. Rollout of energy reduction initiatives 2. Delivery of annual Air Quality Action Plan 3. Rollout of electric vehicle charging points 4. Delivery of the long term transport strategy 5. Procurement of ULEZ compliant vehicles for Street Scene fleet 6. Flood prevention e.g. investment in Silk Stream 7. Retrofit of housing and buildings across the borough, making use of the Green House Gas (GHG) and Public Sector Decarbonisation Scheme (PSDS) 8. Continued tree planting 9. Support businesses and partner organisations in making sustainable change 10. Support environmental outcomes through the council's Social Value Policy. 	16	Same	Following approval of the council's Sustainability Strategy Framework at Policy and Resources Committee on 9 December 2021, officers have continued work to develop the Sustainability Strategy. This has included conducting engagement events with residents, young people, businesses, partner organisations, and interest and community groups, in order to gauge the opinions of residents on this matter and inform the development of the Sustainability Strategy. The results of this engagement will be presented to Policy and Resources Committee later in the year. Additionally, officers have continued to implement projects that support the Sustainability Strategy, including the rollout of electric vehicle charge points and the application for funding to support council retrofits.
TBG002	Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in death to residents, staff and public, legal challenges and financial costs.	Head of Housing & Regeneration	Statutory Duty	<ol style="list-style-type: none"> 1. Policies and procedures include H&S management system; training; induction for new staff; management structures for contract management 2. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment 3. Violent and Abusive register & Vulnerable Tenant password scheme 4. Internal specialist HS&C function 5. Senior officer, Audit & Risk Committee, Resident Board & TBG Board oversight of HS&C 6. Comprehensive schedule of internal audit by Mazars 7. Policies & internal Exec/SMT leads for safeguarding 8. 3rd party expert advisors 9. Involvement on London Councils and MHCLG Directors Fire Safety forums 10. Approved E52m programme of fire safety works to higher risk blocks 	15	Same	Good progress on delivery of the E52m fire safety programme during Q4, with all but 3 tower blocks with operational sprinkler systems now installed. HPL cladding at the 3 towers on the Whitefields estate have been removed and risk mitigation works at LPS blocks Stanhope and Holmsdale House continue to progress well whilst plans are developed for the future use of the site. Covid-19 related measures have been scaled back in respect of working in residents homes in line with wider society.

New Risk ID	Risk Title	Risk Description	Risk Owner Job Title	Primary Risk Category	Controls and Mitigations in Place	Residual Risk Total	Direction of Travel (from previous quarter)	Current Quarter Review Summary
C&P040	Relationship with Transport for London	Financial difficulties facing TfL following Covid pandemic could lead to a substantial reduction in Local Implementation Plan (LIP) funding for LBB, or possibly no funding at all for the foreseeable future resulting in loss of skills and resources providing some of the statutory functions of LBB as a highway/traffic authority and impact the ability of Barnet to perform some of its statutory duties in the areas of road safety, traffic management, sustainable transport, etc.	Director of Highways and Transportation	Finance	<ol style="list-style-type: none"> 1. Build through regular liaison a thorough understanding of TfL's likely future funding levels and policy direction. 2. Seeking internal adjustment of budgets and programmes in accordance with any TfL funding gaps. 3. Regular contact with TfL to ascertain likely future funding levels and policy direction. 4. Proactive adjustment of budgets and programmes in accordance with any arising funding decreases. 	16	Same	Negotiations between TfL and central government have resulted in limited funding being made available to London boroughs, covering the period between 25 February until 24 June 2022. No further progress has been reported on agreeing a longer term financial settlement. Delay in this settlement will have significant impact on borough funding. Regular meetings are taking place between Barnet and London Boroughs representatives with TfL and a number of letters have been sent to TfL to highlight our concerns with uncertainty and lack of funding. Executive Director, Environment and Strategic Lead Commissioner, Highways, have continued holding meetings with TfL, London Councils and other London local authorities to emphasise the risks and concerns with uncertain future. The dialogues will continue until the future longer term financial position is clarified.
RE004	Unsafe/unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project could lead to identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions.	Head of Housing & Regeneration	Statutory Duty	<ol style="list-style-type: none"> 1. Triage and prioritisation system to sustain resources on highest risk cases. 2. Tracking of backlog cases to ensure that the list of properties still requiring a site visit and assessment is known. 	16	Same	Draft SPIR is now complete and the SPIR is awaiting Capita's final costing and sign off. The initial budget allocation of £100k has identified as less than will be required to fully complete the backlog; however it will allow for all sites to be investigated and the level of risk understood. In addition, a £950k of budget provision will be required to support the additional licensing schemes set up and operation over the first 18 months (until the end of the Re contract). It is forecasted that this cost will be recovered through fee income, but potentially over a longer period of time, and therefore the cashflow implications will need to be addressed prior to completing a SPIR.
TBG001	Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund.	Head of Housing & Regeneration	Finance	<p>Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by:</p> <ol style="list-style-type: none"> 1. Ongoing project to look at further ways of reducing homelessness. 2. Regular performance indicators and financial monitoring. 3. Horizon scanning of legislation changes and lobbying for more funding from government. 4. In house lettings agency for procurement of PRS properties. 5. Improve insight and intelligence through housing Supply and demand modelling. 6. Links to Housing, Homelessness and Growth Strategies outcomes. 7. Increase affordable housing supply through new build and acquisitions programmes. 8. Tracking ongoing impact of Homelessness Reduction Act & Covid related economic factors. 10. Covid impacts mitigation plan developed and incorporated into budget reporting & setting process 	16	Same	Positive progress in this area continued in Q4, with the overall number of households in temporary accommodation reducing further to 2115, the lowest number in over a decade. This is testament to effective mitigation measures in respect of preventing homelessness, procuring private sector rented accommodation and increasing the supply of new affordable homes through building and buying.
TBG003	Viability of the Housing Revenue Account business plan	External pressures such as above projected interest rates, changes in legislation and carbon neutrality on the Housing Revenue Account (HRA) could lead to the HRA business plan becoming economically unviable resulting in a reduction in service provision to residents or the general fund needing to support the HRA.	Head of Housing & Regeneration	Finance	<ol style="list-style-type: none"> 1. Housing Revenue account business plan model provided by Savills. 2. The HRA Business Plan is monitored twice yearly by Housing and Growth Committee. 3. Plans to develop and acquire new council homes 4. Advanced borrowing - money borrowed in advance whilst interest rates are low. 	16	Increased	Update of HRA business plan approved by Housing and Growth Committee and Policy and Resources Committee in February 2022. A review of the accounting treatment of regeneration costs is underway that may help 'strengthen' the plan. Awaiting updated financial position to assess levels of forward borrowing that can be taken and impact on the HRA business plan. Barnet Homes Asset Management Strategy update in progress with a Q1 completion date. Increased risk score relates to rising interest rates; therefore increased likelihood.
C&P038	Variations to budget for parking	Changes in car usage or behaviour change as a result of external forces (e.g. new working arrangements following the pandemic, new policies/legislation, etc) could lead to an unplanned reduction in income resulting in pressure on the general fund and the ability to fund other projects.	Assistant Director for Parking	Finance	<ol style="list-style-type: none"> 1. Budget setting/monitoring process - monthly reporting 2. Tracking income levels regularly 3. Medium term financial models to be widely shared and understood 4. Strong activity linking to all budget monitoring and close contract management. 	20	Same	Covid-19 continued to have a detrimental effect on immediate and longer-term Parking Income in Q4 due to a drop in demand for paid parking and reduced car journeys. At the time of writing, the outturn position for the Special Parking Account for 21/22 is an estimated loss of parking income due to Covid-19 of £3.92m. The underlying budget position is an overspend of £0.805m. The off-street parking account outturn position is an estimated loss of parking income due to Covid-19 of £0.230m, mainly due to economic slowdown, walking or cycling and competition from private parking discounted or free. Excluding this there is an underlying budget position of an overspend of £0.060m. The expectation is that reduced like-for-like income will continue into 22/23.
C&P039	Governance arrangements with contractors	Lack of established clear roles, responsibilities and governance arrangements with all contractors (CSG, RE, NSL) could lead to the outsourced delivery model failing resulting in reduced quality of service, safety of the highway and budget position.	Assistant Director for Parking	Statutory Duty	<ol style="list-style-type: none"> 1. Regular contract management meetings 2. Improved KPIs and penalties in the new enforcement contract 3. Horizon scanning for risks to contractors 	16	Same	The risk score has remained the same in Q4 due ongoing negotiations with Re on the delivery and implementation of CP2 schemes within the CP2 programme, and lack of clarity on whether the parking team will be able to raise Works Orders with the term maintenance contractor to ensure compliant, enforceable schemes are in place. During Q4 the NSL parking enforcement contract KPIs are still under review and it is anticipated further detail will be reported on the outcome of KPI negotiations at the end of next quarter.
STR015	Pandemic type disease outbreak	Another wave of Covid-19 infections or the declaration of another pandemic (such as influenza) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health and wellbeing of residents.	Chief Executive	Statutory Duty	<ol style="list-style-type: none"> 1. Ensure all service areas have a robust response system in place and regularly updated 2. Performing pandemic preparedness exercise across the council and its partners 3. Providing PH leadership and professional advice for the council's pandemic response. 	16	Same	Borough Resilience Forum lessons learnt exercise is being organised to take place by end of June 2022. This will allow the organisation and the emergency response system to review where preparedness can be strengthened. UK Health Security Agency (UKHSA) has communicated roles and responsibilities of LAS vs UKHSA in the next phase and local resources have been adapted to meet those needs.

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Appendix E – Over £5k Write-Offs (period ending Q4 2021/22)

Housing Benefit Overpayments (HBOP)

Reference lines represent debts for individual accounts for each financial year a debt is present. All 23 lines are in respect of 23 unique Housing Benefit accounts.

Ref.	Invoice Date	Reason for Write-Off	Total Debt
1	07/07/2020	Individual Voluntary Arrangement	£5,048.40
2	15/02/2013	Deceased	£5,609.23
3	14/02/2014	Deceased	£5,775.65
4	23/04/2020	Individual Voluntary Arrangement	£5,875.88
5	14/06/2021	LA Error	£5,901.70
6	17/10/2013	Deceased	£6,796.21
7	18/11/2021	Deceased	£7,091.76
8	22/08/2016	Deceased	£7,113.14
9	07/10/2020	Individual Voluntary Arrangement	£7,332.64
10	11/05/2021	LA Error	£8,540.87
11	09/09/2011	Deceased	£9,977.67
12	05/03/2015	Individual Voluntary Arrangement	£10,775.17
13	10/08/2015	Individual Voluntary Arrangement	£11,090.51
14	04/11/2014	Deceased	£11,320.15
15	30/01/2017	LA Error	£11,344.56
16	16/04/2021	LA Error	£11,732.36
17	16/11/2018	Deceased	£12,150.52
18	16/02/2021	Bankruptcy	£12,743.16
19	03/07/2020	Deceased	£14,368.25
20	28/06/2018	Individual Voluntary Arrangement	£14,772.97
21	03/01/2013	Bankruptcy	£17,516.41
22	09/04/2020	Deceased	£23,951.59
23	28/02/2019	Deceased	£44,386.33
Total Over 5k at the end of Q4 2021/22			£271,215.13

Business Rates (NNDR)

Reference lines represent debts for individual accounts for each financial year a debt is present. 356 total lines are in respect of 137 unique business rates accounts.

Ref.	Financial Year	Type	Liability Year	Reason for Write-Off	Total Debt
1	2008	LIABILITY	2008	GONE AWAY	£594.53
2	2009	COSTS	2009	GONE AWAY	£170.00
3	2009	LIABILITY	2009	GONE AWAY	£2,078.00
4	2010	COSTS	2010	GONE AWAY	£170.00
5	2010	LIABILITY	2010	GONE AWAY	£2,078.90
6	2011	COSTS	2011	GONE AWAY	£170.00
7	2011	LIABILITY	2011	GONE AWAY	£1,305.95
8	2012	COSTS	2012	GONE AWAY	£170.00
9	2012	LIABILITY	2012	GONE AWAY	£325.92
10	2013	COSTS	2013	GONE AWAY	£170.00

11	2013	LIABILITY	2013	GONE AWAY	£880.30
12	2014	COSTS	2014	GONE AWAY	£170.00
13	2014	LIABILITY	2014	GONE AWAY	£966.07
14	2015	COSTS	2015	GONE AWAY	£170.00
15	2015	LIABILITY	2015	GONE AWAY	£1,879.38
16	2020	LIABILITY	2020	ADMINISTRATION	£13,900.50
17	2018	LIABILITY	2018	ADMINISTRATION	£5,592.28
18	2018	COSTS	2018	LIQUIDATION	£170.00
19	2018	LIABILITY	2018	LIQUIDATION	£4,312.14
20	2009	COSTS	2009	DISSOLVED	£170.00
21	2009	LIABILITY	2009	DISSOLVED	£6,730.00
22	2006	LIABILITY	2006	DISSOLVED	£354.08
23	2007	COSTS	2007	DISSOLVED	£167.00
24	2007	LIABILITY	2007	DISSOLVED	£4,364.03
25	2008	COSTS	2008	DISSOLVED	£167.00
26	2008	LIABILITY	2008	DISSOLVED	£5,853.16
27	2008	LIABILITY	2008	DISSOLVED	£268.34
28	2009	LIABILITY	2009	DISSOLVED	£246.49
29	2004	LIABILITY	2004	DISSOLVED	£606.02
30	2005	LIABILITY	2005	DISSOLVED	£5,429.76
31	2006	COSTS	2006	DISSOLVED	£332.00
32	2006	LIABILITY	2006	DISSOLVED	£2,843.24
33	2006	LIABILITY	2006	DISSOLVED	£1,495.66
34	2007	LIABILITY	2007	DISSOLVED	£106.15
35	2009	COSTS	2009	DISSOLVED	£170.00
36	2009	LIABILITY	2009	DISSOLVED	£6,039.00
37	2008	COSTS	2008	DISSOLVED	£167.00
38	2008	LIABILITY	2008	DISSOLVED	£5,579.76
39	2016	COSTS	2016	LIQUIDATION	£170.00
40	2016	LIABILITY	2016	LIQUIDATION	£8,895.23
41	2004	COSTS	2004	GONE AWAY	£167.00
42	2004	LIABILITY	2004	GONE AWAY	£6,066.61
43	2006	COSTS	2006	DISSOLVED	£165.00
44	2006	LIABILITY	2006	DISSOLVED	£5,412.50
45	2007	LIABILITY	2007	DISSOLVED	£13,932.02
46	2008	COSTS	2008	DISSOLVED	£167.00
47	2008	LIABILITY	2008	DISSOLVED	£6,453.44
48	2008	LIABILITY	2008	DISSOLVED	£2,766.00
49	2009	COSTS	2009	DISSOLVED	£170.00
50	2009	LIABILITY	2009	DISSOLVED	£6,055.19
51	2007	LIABILITY	2007	GONE AWAY	£146.13
52	2007	LIABILITY	2007	GONE AWAY	£851.65
53	2008	LIABILITY	2008	GONE AWAY	£4,966.50

54	2009	LIABILITY	2009	GONE AWAY	£1,945.01
55	2008	LIABILITY	2008	DISSOLVED	£5,610.00
56	2009	COSTS	2009	DISSOLVED	£170.00
57	2009	LIABILITY	2009	DISSOLVED	£5,952.21
58	2009	LIABILITY	2009	DISSOLVED	£6,057.00
59	2019	LIABILITY	2019	LIQUIDATION	£6,119.00
60	2007	LIABILITY	2007	DISSOLVED	£5,030.16
61	2008	LIABILITY	2008	DISSOLVED	£11,665.50
62	2009	LIABILITY	2009	DISSOLVED	£9,905.75
63	2009	LIABILITY	2009	DISSOLVED	£6,470.47
64	2008	COSTS	2008	DISSOLVED	£167.00
65	2008	LIABILITY	2008	DISSOLVED	£14,666.92
66	2018	COSTS	2018	GONE AWAY	£170.00
67	2018	LIABILITY	2018	GONE AWAY	£4,896.00
68	2019	COSTS	2019	GONE AWAY	£170.00
69	2019	LIABILITY	2019	GONE AWAY	£4,173.50
70	2019	LIABILITY	2019	DISSOLVED	£8,123.24
71	2008	LIABILITY	2008	DISSOLVED	£8,060.11
72	2009	COSTS	2009	DISSOLVED	£170.00
73	2009	LIABILITY	2009	DISSOLVED	£8,817.70
74	2008	LIABILITY	2008	DISSOLVED	£11,584.18
75	2009	LIABILITY	2009	DISSOLVED	£63,464.58
76	2009	COSTS	2009	DISSOLVED	£170.00
77	2009	LIABILITY	2009	DISSOLVED	£6,318.79
78	2009	COSTS	2009	DISSOLVED	£170.00
79	2009	LIABILITY	2009	DISSOLVED	£6,774.22
80	2009	COSTS	2009	DISSOLVED	£170.00
81	2009	LIABILITY	2009	DISSOLVED	£8,978.15
82	2009	LIABILITY	2009	DISSOLVED	£7,086.62
83	2009	COSTS	2009	DISSOLVED	£170.00
84	2009	LIABILITY	2009	DISSOLVED	£19,871.96
85	2010	COSTS	2010	DISSOLVED	£170.00
86	2010	LIABILITY	2010	DISSOLVED	£6,147.62
87	2008	COSTS	2008	DISSOLVED	£170.00
88	2008	LIABILITY	2008	DISSOLVED	£1,027.16
89	2009	LIABILITY	2009	DISSOLVED	£6,373.25
90	2010	LIABILITY	2010	DISSOLVED	£7,280.25
91	2020	LIABILITY	2020	ADMINISTRATION	£9,626.55
92	2017	LIABILITY	2017	VOLUNTARY ARRANGEMENT	£10,402.74
93	2013	COSTS	2013	GONE AWAY	£170.00
94	2013	LIABILITY	2013	GONE AWAY	£3,557.40
95	2014	COSTS	2014	GONE AWAY	£170.00

96	2014	LIABILITY	2014	GONE AWAY	£1,212.21
97	2018	COSTS	2018	DISSOLVED	£130.00
98	2018	LIABILITY	2018	DISSOLVED	£9,240.00
99	2011	COSTS	2011	GONE AWAY	£170.00
100	2011	LIABILITY	2011	GONE AWAY	£1,806.22
101	2012	LIABILITY	2012	GONE AWAY	£3,515.75
102	2013	COSTS	2013	GONE AWAY	£170.00
103	2013	LIABILITY	2013	GONE AWAY	£4,152.28
104	2014	COSTS	2014	GONE AWAY	£170.00
105	2014	LIABILITY	2014	GONE AWAY	£4,865.85
106	2015	COSTS	2015	GONE AWAY	£170.00
107	2015	LIABILITY	2015	GONE AWAY	£5,280.00
108	2016	COSTS	2016	GONE AWAY	£170.00
109	2016	LIABILITY	2016	GONE AWAY	£5,324.00
110	2017	COSTS	2017	GONE AWAY	£170.00
111	2018	COSTS	2018	GONE AWAY	£170.00
112	2010	LIABILITY	2010	DISSOLVED	£16,384.76
113	2018	COSTS	2018	GONE AWAY	£170.00
114	2018	LIABILITY	2018	GONE AWAY	£14,906.00
115	2019	COSTS	2019	GONE AWAY	£170.00
116	2019	LIABILITY	2019	GONE AWAY	£2,951.99
117	2018	LIABILITY	2018	DISSOLVED	£6,173.61
118	2019	LIABILITY	2019	DISSOLVED	£2,525.76
119	2015	LIABILITY	2015	GONE AWAY	£9,770.00
120	2016	LIABILITY	2016	GONE AWAY	£9,850.00
121	2017	LIABILITY	2017	GONE AWAY	£9,490.00
122	2018	LIABILITY	2018	GONE AWAY	£8,744.25
123	2019	LIABILITY	2019	GONE AWAY	£170.00
124	2014	LIABILITY	2014	LIQUIDATION	£288.83
125	2015	LIABILITY	2015	LIQUIDATION	£15,390.00
126	2016	LIABILITY	2016	LIQUIDATION	£15,510.00
127	2017	LIABILITY	2017	LIQUIDATION	£14,203.17
128	2018	LIABILITY	2018	LIQUIDATION	£688.25
129	2018	LIABILITY	2018	LIQUIDATION	£9,517.53
130	2019	LIABILITY	2019	LIQUIDATION	£17,945.39
131	2016	LIABILITY	2016	GONE AWAY	£6,289.95
132	2018	LIABILITY	2018	GONE AWAY	£1,885.12
133	2018	LIABILITY	2018	GONE AWAY	£2,695.78
134	2019	LIABILITY	2019	GONE AWAY	£9,997.38
135	2014	COSTS	2014	GONE AWAY	£170.00
136	2014	LIABILITY	2014	GONE AWAY	£907.48
137	2015	LIABILITY	2015	GONE AWAY	£10,596.00
138	2016	COSTS	2016	GONE AWAY	£170.00

139	2016	LIABILITY	2016	GONE AWAY	£11,737.00
140	2017	COSTS	2017	GONE AWAY	£170.00
141	2017	LIABILITY	2017	GONE AWAY	£11,680.00
142	2015	LIABILITY	2015	DISSOLVED	£76,772.74
143	2014	COSTS	2014	LIQUIDATION	£170.00
144	2014	LIABILITY	2014	LIQUIDATION	£2,523.93
145	2015	LIABILITY	2015	LIQUIDATION	£5,669.50
146	2016	LIABILITY	2016	LIQUIDATION	£5,715.50
147	2017	COSTS	2017	LIQUIDATION	£170.00
148	2017	LIABILITY	2017	LIQUIDATION	£4,640.66
149	2018	COSTS	2018	LIQUIDATION	£170.00
150	2018	LIABILITY	2018	LIQUIDATION	£3,746.80
151	2019	COSTS	2019	LIQUIDATION	£170.00
152	2019	LIABILITY	2019	LIQUIDATION	£1,276.80
153	2015	LIABILITY	2015	GONE AWAY	£1,442.00
154	2016	LIABILITY	2016	GONE AWAY	£1,282.60
155	2017	LIABILITY	2017	GONE AWAY	£1,543.66
156	2018	LIABILITY	2018	GONE AWAY	£1,690.99
157	2019	LIABILITY	2019	GONE AWAY	£1,881.57
158	2020	LIABILITY	2020	GONE AWAY	£1,999.80
159	2017	LIABILITY	2017	LIQUIDATION	£1,883.15
160	2018	LIABILITY	2018	LIQUIDATION	£11,091.28
161	2019	COSTS	2019	DISSOLVED	£170.00
162	2019	LIABILITY	2019	DISSOLVED	£2,623.03
163	2020	LIABILITY	2020	DISSOLVED	£7,429.26
164	2016	LIABILITY	2016	DISSOLVED	£441.89
165	2017	LIABILITY	2017	DISSOLVED	£7,106.50
166	2016	LIABILITY	2016	DISSOLVED	£3,555.35
167	2017	LIABILITY	2017	DISSOLVED	£2,639.68
168	2015	COSTS	2015	DISSOLVED	£170.00
169	2015	LIABILITY	2015	DISSOLVED	£894.43
170	2016	LIABILITY	2016	DISSOLVED	£10,648.00
171	2017	LIABILITY	2017	DISSOLVED	£1,235.86
172	2017	LIABILITY	2017	GONE AWAY	£12,118.34
173	2018	LIABILITY	2018	ADMINISTRATION	£28,484.25
174	2017	COSTS	2017	GONE AWAY	£170.00
175	2017	LIABILITY	2017	GONE AWAY	£9,178.59
176	2017	LIABILITY	2017	GONE AWAY	£12,238.76
177	2018	LIABILITY	2018	GONE AWAY	£4,298.66
178	2019	LIABILITY	2019	LIQUIDATION	£16,842.00
179	2017	LIABILITY	2017	DISSOLVED	£14,126.18
180	2017	LIABILITY	2017	GONE AWAY	£1,853.92
181	2017	LIABILITY	2017	GONE AWAY	£170.00

182	2017	LIABILITY	2017	GONE AWAY	£2,398.96
183	2018	LIABILITY	2018	GONE AWAY	£170.00
184	2018	LIABILITY	2018	GONE AWAY	£7,518.25
185	2019	LIABILITY	2019	GONE AWAY	£7,856.00
186	2020	LIABILITY	2020	GONE AWAY	£7,808.00
187	2018	COSTS	2018	DISSOLVED	£170.00
188	2018	LIABILITY	2018	DISSOLVED	£33,810.22
189	2015	COSTS	2015	UNCOLLECTABLE	£170.00
190	2015	LIABILITY	2015	UNCOLLECTABLE	£863.11
191	2016	LIABILITY	2016	UNCOLLECTABLE	£907.50
192	2017	COSTS	2017	UNCOLLECTABLE	£170.00
193	2017	LIABILITY	2017	UNCOLLECTABLE	£210.36
194	2016	LIABILITY	2016	GONE AWAY	£8,544.92
195	2017	LIABILITY	2017	GONE AWAY	£9,330.55
196	2018	LIABILITY	2018	GONE AWAY	£2,892.49
197	2016	COSTS	2016	GONE AWAY	£170.00
198	2016	LIABILITY	2016	GONE AWAY	£11,786.72
199	2017	LIABILITY	2017	GONE AWAY	£15,960.50
200	2018	LIABILITY	2018	GONE AWAY	£16,610.00
201	2019	LIABILITY	2019	GONE AWAY	£598.84
202	2015	LIABILITY	2015	UNCOLLECTABLE	£9,067.96
203	2016	LIABILITY	2016	UNCOLLECTABLE	£16,898.00
204	2017	LIABILITY	2017	DISSOLVED	£3,295.00
205	2018	LIABILITY	2018	DISSOLVED	£11,602.85
206	2017	LIABILITY	2017	DISSOLVED	£6,111.50
207	2018	LIABILITY	2018	DISSOLVED	£6,120.00
208	2019	LIABILITY	2019	DISSOLVED	£6,260.25
209	2017	LIABILITY	2017	DISSOLVED	£1,581.00
210	2018	LIABILITY	2018	DISSOLVED	£7,456.44
211	2017	COSTS	2017	DISSOLVED	£170.00
212	2017	LIABILITY	2017	DISSOLVED	£3,948.80
213	2018	LIABILITY	2018	DISSOLVED	£25,143.00
214	2019	LIABILITY	2019	DISSOLVED	£3,511.47
215	2017	LIABILITY	2017	GONE AWAY	£1,517.28
216	2018	LIABILITY	2018	GONE AWAY	£4,922.86
217	2017	LIABILITY	2017	GONE AWAY	£31,439.98
218	2018	LIABILITY	2018	GONE AWAY	£15,532.88
219	2018	LIABILITY	2018	DISSOLVED	£14,100.68
220	2018	COSTS	2018	DISSOLVED	£170.00
221	2018	LIABILITY	2018	DISSOLVED	£12,955.73
222	2019	COSTS	2019	DISSOLVED	£170.00
223	2019	LIABILITY	2019	DISSOLVED	£9,653.43
224	2018	LIABILITY	2018	LIQUIDATION	£25,415.28

225	2016	LIABILITY	2016	GONE AWAY	£1,372.44
226	2017	LIABILITY	2017	GONE AWAY	£4,797.25
227	2017	LIABILITY	2017	DISSOLVED	£1,182.58
228	2018	LIABILITY	2018	DISSOLVED	£12,360.00
229	2018	LIABILITY	2018	DISSOLVED	£18,781.77
230	2019	LIABILITY	2019	DISSOLVED	£4,717.01
231	2018	LIABILITY	2018	DISSOLVED	£10,415.70
232	2019	LIABILITY	2019	DISSOLVED	£630.15
233	2018	LIABILITY	2018	GONE AWAY	£8,270.82
234	2019	LIABILITY	2019	GONE AWAY	£1,109.07
235	2018	COSTS	2018	DISSOLVED	£170.00
236	2018	LIABILITY	2018	DISSOLVED	£17,118.74
237	2019	LIABILITY	2019	DISSOLVED	£311.40
238	2018	COSTS	2018	DISSOLVED	£170.00
239	2018	LIABILITY	2018	DISSOLVED	£7,304.55
240	2019	COSTS	2019	DISSOLVED	£170.00
241	2019	LIABILITY	2019	DISSOLVED	£1,357.63
242	2019	LIABILITY	2019	ADMINISTRATION	£7,336.14
243	2018	COSTS	2018	DISSOLVED	£170.00
244	2018	LIABILITY	2018	DISSOLVED	£1,330.05
245	2019	LIABILITY	2019	DISSOLVED	£8,004.91
246	2018	COSTS	2018	DISSOLVED	£170.00
247	2018	LIABILITY	2018	DISSOLVED	£5,532.41
248	2016	LIABILITY	2016	GONE AWAY	£1,999.92
249	2017	LIABILITY	2017	GONE AWAY	£7,456.00
250	2018	LIABILITY	2018	GONE AWAY	£5,912.55
251	2019	LIABILITY	2019	DISSOLVED	£5,816.16
252	2019	COSTS	2019	LIQUIDATION	£170.00
253	2019	LIABILITY	2019	LIQUIDATION	£28,025.41
254	2018	LIABILITY	2018	LIQUIDATION	£13,945.17
255	2018	LIABILITY	2018	DISSOLVED	£5,378.33
256	2019	LIABILITY	2019	DISSOLVED	£13,379.75
257	2017	LIABILITY	2017	ADMINISTRATION	£4,676.27
258	2018	LIABILITY	2018	ADMINISTRATION	£22,438.78
259	2018	LIABILITY	2018	GONE AWAY	£11,466.85
260	2018	COSTS	2018	LIQUIDATION	£170.00
261	2018	LIABILITY	2018	LIQUIDATION	£3,974.69
262	2019	COSTS	2019	LIQUIDATION	£170.00
263	2019	LIABILITY	2019	LIQUIDATION	£38,608.49
264	2018	LIABILITY	2018	DISSOLVED	£12,026.96
265	2019	LIABILITY	2019	LIQUIDATION	£853.67
266	2019	COSTS	2019	LIQUIDATION	£170.00
267	2019	LIABILITY	2019	LIQUIDATION	£10,247.61

268	2018	LIABILITY	2018	ADMINISTRATION	£46,884.68
269	2018	LIABILITY	2018	DISSOLVED	£794.96
270	2019	LIABILITY	2019	DISSOLVED	£5,153.49
271	2018	LIABILITY	2018	ADMINISTRATION	£8,828.00
272	2019	LIABILITY	2019	ADMINISTRATION	£1,419.28
273	2017	LIABILITY	2017	GONE AWAY	£5,831.60
274	2018	LIABILITY	2018	GONE AWAY	£3,237.37
275	2018	COSTS	2018	DISSOLVED	£170.00
276	2018	LIABILITY	2018	DISSOLVED	£11,497.04
277	2012	LIABILITY	2012	DISSOLVED	£9,494.69
278	2013	LIABILITY	2013	DISSOLVED	£11,665.50
279	2014	LIABILITY	2014	DISSOLVED	£11,892.75
280	2015	LIABILITY	2015	DISSOLVED	£11,424.59
281	2013	LIABILITY	2013	DISSOLVED	£38,927.55
282	2014	LIABILITY	2014	DISSOLVED	£53,212.00
283	2015	LIABILITY	2015	DISSOLVED	£54,378.00
284	2016	LIABILITY	2016	DISSOLVED	£54,802.00
285	2017	LIABILITY	2017	DISSOLVED	£80,809.71
286	2018	LIABILITY	2018	DISSOLVED	£54,545.25
287	2020	LIABILITY	2020	LIQUIDATION	£65,253.04
288	2018	LIABILITY	2018	GONE AWAY	£1,566.80
289	2019	LIABILITY	2019	GONE AWAY	£798.69
290	2019	LIABILITY	2019	GONE AWAY	£2,635.67
291	2016	LIABILITY	2016	GONE AWAY	£5,480.14
292	2018	LIABILITY	2018	ADMINISTRATION	£2,437.00
293	2019	LIABILITY	2019	ADMINISTRATION	£10,090.92
294	2019	LIABILITY	2019	GONE AWAY	£5,426.26
295	2021	LIABILITY	2021	DISSOLVED	£278.11
296	2018	LIABILITY	2018	DISSOLVED	£7,067.51
297	2019	LIABILITY	2019	DISSOLVED	£5,500.41
298	2019	LIABILITY	2019	GONE AWAY	£5,149.80
299	2019	LIABILITY	2019	DISSOLVED	£8,831.01
300	2019	LIABILITY	2019	ADMINISTRATION	£135,435.42
301	2019	LIABILITY	2019	DISSOLVED	£9,653.20
302	2019	LIABILITY	2019	LIQUIDATION	£7,831.58
303	2019	LIABILITY	2019	DISSOLVED	£15,498.00
304	2021	LIABILITY	2021	DISSOLVED	£4,596.35
305	2019	LIABILITY	2019	DISSOLVED	£15,466.50
306	2019	LIABILITY	2019	DISSOLVED	£3,487.73
307	2020	LIABILITY	2020	DISSOLVED	£4,075.06
308	2021	LIABILITY	2021	DISSOLVED	£1,882.53
309	2018	LIABILITY	2018	LIQUIDATION	£29,475.72
310	2019	LIABILITY	2019	LIQUIDATION	£56,068.00

311	2020	LIABILITY	2020	LIQUIDATION	£56,924.00
312	2021	LIABILITY	2021	LIQUIDATION	£56,924.00
313	2014	LIABILITY	2014	DISSOLVED	£3,917.69
314	2015	LIABILITY	2015	DISSOLVED	£5,760.00
315	2016	LIABILITY	2016	DISSOLVED	£5,808.00
316	2017	LIABILITY	2017	VOLUNTARY ARRANGEMENT	£2,886.92
317	2018	LIABILITY	2018	VOLUNTARY ARRANGEMENT	£11,811.29
318	2019	LIABILITY	2019	GONE AWAY	£2,475.93
319	2020	LIABILITY	2020	GONE AWAY	£12,447.91
320	2019	LIABILITY	2019	ADMINISTRATION	£23,073.19
321	2019	LIABILITY	2019	DISSOLVED	£1,636.67
322	2020	LIABILITY	2020	DISSOLVED	£4,990.00
323	2021	LIABILITY	2021	DISSOLVED	£355.45
324	2018	LIABILITY	2018	LIQUIDATION	£36,505.92
325	2019	LIABILITY	2019	LIQUIDATION	£50,059.19
326	2017	LIABILITY	2017	LIQUIDATION	£3,910.71
327	2018	LIABILITY	2018	LIQUIDATION	£4,330.13
328	2019	LIABILITY	2019	LIQUIDATION	£4,207.03
329	2018	LIABILITY	2018	DISSOLVED	£10,785.53
330	2019	LIABILITY	2019	DISSOLVED	£5,821.79
331	2015	LIABILITY	2015	DISSOLVED	£2,498.75
332	2016	LIABILITY	2016	DISSOLVED	£3,533.20
333	2017	LIABILITY	2017	DISSOLVED	£3,784.06
334	2018	LIABILITY	2018	DISSOLVED	£4,189.90
335	2019	LIABILITY	2019	DISSOLVED	£1,455.69
336	2020	LIABILITY	2020	LIQUIDATION	£13,292.36
337	2017	LIABILITY	2017	LIQUIDATION	£82,335.00
338	2018	LIABILITY	2018	LIQUIDATION	£84,645.00
339	2019	LIABILITY	2019	LIQUIDATION	£23,622.96
340	2019	LIABILITY	2019	LIQUIDATION	£62,837.04
341	2020	LIABILITY	2020	LIQUIDATION	£72,628.93
342	2019	LIABILITY	2019	DISSOLVED	£18,995.28
343	2020	LIABILITY	2020	DISSOLVED	£5,665.02
344	2019	LIABILITY	2019	DISSOLVED	£8,104.81
345	2020	LIABILITY	2020	DISSOLVED	£59,052.00
346	2021	LIABILITY	2021	DISSOLVED	£15,531.49
347	2018	LIABILITY	2018	LIQUIDATION	£83,204.49
348	2019	LIABILITY	2019	LIQUIDATION	£160,408.99
349	2014	LIABILITY	2014	DISSOLVED	£1,451.71
350	2015	LIABILITY	2015	DISSOLVED	£4,320.00
351	2016	LIABILITY	2016	DISSOLVED	£4,356.00
352	2017	LIABILITY	2017	DISSOLVED	£4,665.28

353	2018	LIABILITY	2018	DISSOLVED	£5,165.63
354	2019	LIABILITY	2019	DISSOLVED	£1,905.86
355	2017	LIABILITY	2017	DISSOLVED	£2,656.20
356	2018	LIABILITY	2018	DISSOLVED	£1,821.50
Total Over 5k at the end of Q4 2021/22					£3,469,412.66

Council Tax (CTAX)

Reference lines represent debts for individual accounts for each financial year a debt is present. 55 total lines are in respect of 5 unique Council Tax accounts.

Ref.	Type	Liability Year	Write-Off Amount	Write-Off Reason
1	LIABILITY	2007	£1,237.61	Deceased
2	COSTS	2007	£97.00	Deceased
3	LIABILITY	2003	£936.00	Deceased
4	COSTS	2003	£364.00	Deceased
5	LIABILITY	2005	£1,142.07	Deceased
6	COSTS	2005	£402.00	Deceased
7	LIABILITY	2004	£1,112.62	Deceased
8	COSTS	2004	£389.00	Deceased
9	LIABILITY	2006	£1,191.15	Deceased
10	COSTS	2006	£409.00	Deceased
11	LIABILITY	2008	£1,276.52	Deceased
12	COSTS	2008	£97.00	Deceased
13	LIABILITY	2009	£1,304.44	Deceased
14	COSTS	2009	£97.00	Deceased
15	LIABILITY	2010	£1,304.44	Deceased
16	COSTS	2010	£97.00	Deceased
17	LIABILITY	2011	£359.97	Deceased
18	LIABILITY	2009	£452.76	Gone Away
19	LIABILITY	2008	£871.96	Gone Away
20	LIABILITY	2009	£566.00	Gone Away
21	LIABILITY	2007	£233.92	Gone Away
22	LIABILITY	2010	£1,423.02	Gone Away
23	LIABILITY	2013	£1,416.20	Gone Away
24	LIABILITY	2011	£1,423.02	Gone Away
25	LIABILITY	2007	£1,089.89	Deceased
26	COSTS	2007	£194.00	Deceased
27	LIABILITY	2005	£1,050.13	Deceased
28	LIABILITY	2006	£32.87	Deceased
29	LIABILITY	2007	£492.63	Deceased
30	LIABILITY	2009	£1,739.25	Deceased

31	COSTS	2009	£97.00	Deceased
32	LIABILITY	2008	£1,702.03	Deceased
33	COSTS	2008	£97.00	Deceased
34	LIABILITY	2004	£112.78	Deceased
35	COSTS	2004	£95.00	Deceased
36	LIABILITY	2010	£933.95	Deceased
37	COSTS	2010	£97.00	Deceased
38	LIABILITY	2014	£350.27	Individual Voluntary Arrangement
39	LIABILITY	2013	£294.88	Individual Voluntary Arrangement
40	COSTS	2013	£125.00	Individual Voluntary Arrangement
41	LIABILITY	2015	£349.27	Individual Voluntary Arrangement
42	LIABILITY	2017	£707.95	Individual Voluntary Arrangement
43	LIABILITY	2018	£370.30	Individual Voluntary Arrangement
44	LIABILITY	2019	£1,545.41	Individual Voluntary Arrangement
45	COSTS	2019	£125.00	Individual Voluntary Arrangement
46	LIABILITY	2020	£1,605.84	Individual Voluntary Arrangement
47	LIABILITY	2008	£1,508.62	Deceased
48	LIABILITY	2009	£1,541.61	Deceased
49	COSTS	2009	£97.00	Deceased
50	LIABILITY	2007	£731.32	Deceased
51	COSTS	2007	£547.00	Deceased
52	LIABILITY	2010	£1,541.61	Deceased
53	COSTS	2010	£97.00	Deceased
54	LIABILITY	2011	£1,541.61	Deceased
55	COSTS	2011	£97.00	Deceased
Total Over 5k at the end of Q4 2021/22			£39,113.92	

Income (Sundry Debt)

Ref.	Invoice Date	Reason for Write-Off	Total Debt
1	25-Mar-13	Recovery Action Exhausted	£107,500.00
2	28-Nov-18	Insufficient funds in estate	£26,712.70
3	14-Jan-20	Insufficient funds in estate	£13,285.33
4	29-Sep-14	Recovery Action Exhausted	£12,500.00
5	24-Jun-14	Recovery Action Exhausted	£12,500.00
6	12-Mar-21	Insufficient funds in Estate	£10,635.21
7	10-Dec-18	Insufficient funds in estate	£9,349.00
8	16-May-18	insufficient funds in estate	£7,252.05
9	30-Jan-20	Insufficient funds in estate	£6,933.35
10	19-Jun-17	Insufficient funds in estate	£6,759.10
11	15-Dec-20	Recovery action exhausted	£5,775.21
12	03-Jul-18	Insufficient funds in estate	£5,143.16
Total Over 5k at the end of Q4 2021/22			£224,345.11

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Policy and Resources Committee

19th July 2022

Title	The Burroughs and Middlesex University Supplementary Planning Document
Report of	Chair - Policy and Resources Committee
Wards	Hendon, West Hendon
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A – Draft The Burroughs and Middlesex University Supplementary Planning Document
Officer Contact Details	Neeru Kareer – Assistant Director, Planning and Building Control T: 0208 359 7477 Email: Neeru.Kareer@Barnet.gov.uk

Summary

The draft Burroughs and Middlesex University Supplementary Planning Document (SPD) explains the planning context and planning constraints for development in the area known as “the Burroughs” in Hendon and sets out design guidance and opportunities for change in that area. Having gone through the statutory preparation and consultation stages throughout 2021, the draft SPD was presented by officers to Policy & Resources Committee for adoption, subject to minor changes being made by the Chief Executive, on 20th July 2021.

Following the local government elections and the change in administration, the Council has, as part of its review of decisions taken by the previous administration, been reviewing the Policy and Resources Committee’s resolution on 20 July 2021 in respect of the Burroughs and Middlesex Supplementary Planning Document.

The draft SPD has not been publicised for adoption and therefore has not been formally adopted. The policy context in which the resolution on 20 July 2021 was taken has now moved on, as the emerging Local Plan is now advancing through public examination. In order to formally adopt the draft SPD, it is likely that more than minor changes to the draft SPD would be needed in order to account for the different policy context. These changes could not therefore be made in accordance with the resolution of 20 July 2021. Officers therefore recommend resolving not to proceed to adopt the draft SPD and withdrawing the draft SPD in its current form.

Officers Recommendations

That the Policy and Resources Committee:

- 1. 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).**

1. WHY THIS REPORT IS NEEDED

- 1.1** The draft SPD provides environmental, social, design and economic objectives for development in this particular part of Hendon, known locally as “the Burroughs”. It relates to the current ambitions for enhancing this particular part of Hendon, which is known for its civic, community and educational institutions, embedded in a rich heritage fabric and established alongside residential neighbourhoods. The Burroughs is home to Hendon Town Hall, Hendon Library and the campus of Middlesex University.
- 1.2** The draft SPD was produced in the context of the existing development plan together with Barnet’s emerging Local Plan. The Draft Barnet Local Plan Schedule of Proposals identifies nine sites which are covered in the draft SPD area for redevelopment. This draft SPD provides more detail of the environmental, social, design and economic objectives for these sites.
- 1.3** Formal public consultation on the draft SPD was undertaken for six weeks from 11 January to 22 February 2021. There has been considerable opposition from local residents to redevelopment opportunities in the Burroughs, in particular the development opportunities and sites identified in the draft Local Plan and referenced in the draft SPD.
- 1.4** Having undertaken the preparation and formal consultation stages during 2020/2021, the draft SPD was presented by officers to Policy & Resources Committee for adoption on 20th July 2021, subject to minor changes being made by the Chief Executive. The decision by the Committee has since been legally challenged by a Hendon resident, who has brought judicial review proceedings alleging that the draft SPD is unlawful. A final hearing date has

not yet been listed for those judicial review proceedings but is likely to be sometime in November 2022.

- 1.5 Following the local government elections in May 2022 and the change in administration, the Council decided to review decisions taken by the previous administration. As part of this review, the Council has been reviewing the Policy and Resources Committee's resolution on 20 July 2021 in respect of the draft SPD.
- 1.6 No minor amendments have yet been made to the draft SPD, and it has not been publicised for adoption. It has not therefore been legally adopted. The emerging Local Plan is now advancing through to public examination. Officers recommend resolving not to pursue the formal adoption of the draft SPD and withdrawing the draft SPD in its current form.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The draft SPD was produced in a policy context that has now progressed. Barnet's draft new local plan is now at a more advanced stage. A provisional date in late-2022 has been given by PINS for the examination hearings in public of the emerging local plan.
- 2.2 The un-adopted draft SPD has also been the subject of judicial review proceedings. The claim does not yet have a substantive hearing date, but it is not likely to be heard until at least November 2022. The Council has not proceeded to adopt the draft SPD during the judicial review proceedings. By the time the claim is finally determined, the policy context of the emerging draft local plan will have moved on again. It is quite possible at that stage that amendments to the SPD, in order to ensure its consistency with Barnet's draft local plan, will be needed before it can be adopted. If such changes are more than minor they could not be made by the Chief Executive, in accordance with the resolution dated 20 July 2021. Such changes would also require the Council to go through the process of public consultation on the draft SPD afresh and return it to committee.
- 2.3 In those circumstances, there is limited practical use for leaving the draft SPD in abeyance until the draft local plan proceedings are concluded. The Committee should resolve not to proceed with adoption of the draft SPD, and to withdraw it in its current form.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative would be to formally adopt the draft SPD in advance of adoption of the emerging Local Plan. As identified above, there would be limited practical use to doing so, as the draft SPD could now quickly become out of date. Additionally, if the SPD were adopted and then held to be unlawful by the High Court, there would be a risk that any future planning decisions which placed weight on the SPD would similarly be open to

challenge. This would unnecessarily frustrate any further opportunities for redevelopment of this area of Hendon.

4. POST DECISION IMPLEMENTATION

- 4.1 The current version of the draft SPD will be withdrawn. It will become subject to review following the adoption of the draft Local Plan.

5. IMPLICATIONS OF DECISION

5.1 Performance

- 5.2 The Council has, as part of its review of decisions taken by the previous administration, been reviewing the Policy and Resources Committee's resolution on 20 July 2021 in respect of the Burroughs and Middlesex Supplementary Planning Document.

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

- 5.3.1 The cost of preparing this SPD has been at no additional cost to the Council.

5.4 Social Value

- 5.4.1 The Council to secure development that provides a range of social, economic and environmental benefits in compliance with adopted and emerging planning policies.

5.5 Legal and Constitutional References

- 5.5.1 The draft SPD must be adopted by a resolution of the Council as the LPA for its administrative area (s.17(8)(a) and s28(3), PCPA 2004). Upon adoption the draft SPD will be a material consideration in the determination of relevant planning applications within the area defined in the draft SPD. SPDs provide further detailed guidance on topics in development plan policies and may not allocate land uses or create new planning policies. The SPD is a supplementary document, it therefore does not form part of the Council's statutory development plan. However it will be a "local development document" (s.17(7)(za), PCPA 2004 and reg. 5, 2012 Regulations).
- 5.5.2 All SPDs must be prepared in accordance with the Council's Local Development Scheme (s.19(1), PCPA 2004) and the Statement of Community Involvement (SCI) (s.19(3), PCPA 2004). The SCI sets out the Council's policy for consulting and engagement with individuals and stakeholders.
- 5.5.3 In accordance with the requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012, the Council must publish, prior to adoption, a consultation statement explaining (i) who was consulted, (ii) a summary of the issues raised through representations and (iii) how any such issues raised in representations have been addressed in the SPD.

5.5.4 The Council may withdraw the SPD at any time before it is adopted under s.23 PCPA 2004 (s.22 PCPA 2004). If the Council withdraws the SPD then it must as soon as reasonably practicable publish a statement to that effect on its website and make it available for inspection, send notification to any person or body which made representations on the SPD under reg 13(2) of the 2012 Regulations, and cease to make any documents relating to the withdrawn SPD available in accordance with reg. 35 of the 2012 Regulations (other than the statement of withdrawal, reg. 15(1), 2012 Regulations).

5.5.5 The Council may also revoke a SPD (reg. 15(2), 2012 Regulations). Where a SPD is revoked, the Council must as soon as reasonably practicable cease to make any documents relating to the revoked SPD available in accordance with reg.35 of the 2012 Regulations, and take such other steps as it considers necessary to draw the revocation of the SPD to the attention of persons living or working in its area (reg.15(3), 2012 Regulations).

5.5.6 The Policy and Resources Committee is responsible for agreeing Local Plans (except for matters reserved to Full Council), as outlined in the Council's Constitution, Article 7.

5.6 Risk Management

5.6.1 Not progressing the draft SPD contains little risk given limited role of the SPD which does not provide any new planning policy but guides our understanding of the Council development plan policies. Development projects in the draft SPD area have already been granted planning permission without any weight being placed on the draft SPD.

5.7 Equality and Diversity

5.7.1 Section 149 of the Equality Act 2010, which came into force on 5th April 2011, imposes important duties on public authorities in the exercise of their functions, including a duty to have 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.

For the purposes of this obligation the term "protected characteristic" includes:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;

- sexual orientation.

5.7.2 Officers have in considering withdrawal of the draft SPD and in preparing this report had due regard to the requirements of section 149.

5.7.3 An Equality Impact Assessment (EqIA) was undertaken for The Burroughs and Middlesex University SPD. The EqIA was updated following consultation and found that the SPD does not in the main lead to unacceptable adverse effects on different communities. The EqIA did highlight the potential loss of car parking for residents and places of assembly on The Burroughs.

5.7.4 Withdrawal of the SPD will not directly have any adverse impact on the above considerations, any future development proposals will be required to consider the above statutory duty and provide mitigation and reasonable adjustments to ensure cumulative impacts seeks to provide positive outcomes for all.

5.8 Corporate Parenting

5.7.1 N/A

5.9 Consultation and Engagement

N/A

5.9 Insight

5.9.1 N/A

6. BACKGROUND PAPERS

6.1 Policy & Resources Committee - 20th July 2021 2021 (Item 9) –
<https://barnet.moderngov.co.uk/documents/s65917/PR%2016th%20July%20-%20The%20Burroughs%20and%20Middlesex%20University%20SPD.pdf>

Policy & Resources Committee - 16th June 2021 (Item 8) – Barnet's Local Plan –
Publication - (Reg 19)
<https://barnet.moderngov.co.uk/documents/s65263/Barnets%20Local%20Plan%20Publication%20-%20Regulation%2019%20Town%20and%20Country%20Planning%20Local%20Planning%20Englan.pdf>

Appendix A

The Burroughs and Middlesex University Planning Framework

Supplementary Planning Document



Purpose of this Document

This Supplementary Planning Document (SPD) supports the enhancement of The Burroughs as a diverse and healthy place to live, work and study with a rich offer for civic, community and academia. This historical part of Hendon provides a unique environment for established communities in Hendon and as home to Middlesex University.

Hendon has a long history with signs of Roman occupation being found in the area. Its unique character has developed over time and it retains elements of that history which are acknowledged by the two Conservation Areas and many Listed Buildings. Hendon Town Hall is the administrative home of Barnet Council and where Council meetings take place.

The next 10 years are set to bring new commitment towards investment and regeneration to the area. This SPD provides a fit for purpose planning framework which sets the context for change delivered through a cohesive strategy. It will both steer and enable the delivery of regeneration opportunities that provide for the changing needs of the area including how community services are upgraded as well as addressing the requirements of stakeholders such as Middlesex University. All of which needs to be balanced against recognising the importance of the established residential character and the historic significance of the area.

Through this planning framework the Council establishes a vision and a long-term sustainable ambition for The Burroughs and Middlesex University to become a respected thriving, high quality and inclusive environment. A place where future investment opportunities bring the widest benefits to the local area, its diverse communities, and helps grow the local economy of both Brent Street and Hendon Town Centres with new innovative and creative sectors.

Design guidance is an important aspect of the SPD reflecting the area's significant number of historic assets, many of which are located in the two Conservation Areas covering The Burroughs and Church End. Guidance for design is set out within the main SPD document and the supporting Design Guide. Four distinct Character Areas have been identified with each providing a unique and distinctive quality that must inform the any new development in the area. Each site is supported by detailed design advice as set out in The Burroughs and Middlesex University Planning Framework Design Guide. The other supporting documents for the SPD are the Landscape and Arboricultural Assessment and the Transport Study.

The Council is the major landowner in the area covered by this SPD planning framework and therefore has a critical public interest role to ensure that future redevelopment reinvigorates the academic offer of Middlesex University as well as enhancing the wider cultural, leisure, community and social offer for the local community. The role of this SPD is to ensure the planning and design parameters for

future development are clearly established and that future change is guided by a holistic vision for change and prosperity. ***The Heart of Education in a Thriving Barnet.***

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Chapter 1 – Introduction

1.1 Introduction

- 1.1.1 This Supplementary Planning Document (SPD) *Planning Framework* covers a 23.9 hectares (ha) area (as shown in Figure 1) around The Burroughs and Middlesex University. As alongside the University Campus the area contains buildings which perform significant civic and community functions.
- 1.1.2 In order to set parameters for investment and future proposals this SPD expands upon existing Barnet Local Plan policy and provides a holistic approach to site opportunities and wider improvements which reflect an inclusive process of early engagement between local service providers, stakeholders, Middlesex University, its students and the established residential community.
- 1.1.3 Development proposals should have careful regard to the advice and guidance contained in this document which is a material consideration in determining future planning applications and priorities for future infrastructure investment.
- 1.1.4 COVID-19 has altered many aspects of day to day life. While the long-term impacts are hard to fully assess immediately, learning and working patterns are most certainly being affected. This is resulting in more people working from home, shopping locally, and more students learning remotely. The medium to long term impacts of the pandemic are still to be evidenced, however this SPD does acknowledge the need to improve access to essential local amenities and to open spaces which are vital to supporting the health and well-being of communities in adapting to the changes the pandemic has made to their lives. Equally important is the need to bring economic recovery to our town centres and create employment and learning opportunities locally.

Planning Context

- 1.1.5 Barnet's development plan comprises the 2012 Local Plan and the London Plan. Council decisions on planning applications are required to be made in accordance with the development plan unless material considerations indicate otherwise.
- 1.1.6 Although applications will continue to be determined in accordance with the 2012 Local Plan, weight may also now be given to policies and site proposals in the emerging draft Local Plan as it progresses towards adoption (expected in 2022).¹ The draft Local Plan Schedule of Site Proposals² includes 8 sites (numbered 34 to 36 and 38 to 42 inclusive) that are covered in greater detail in this SPD. .

¹ Paragraph 48 of National Planning Policy Framework 2019.

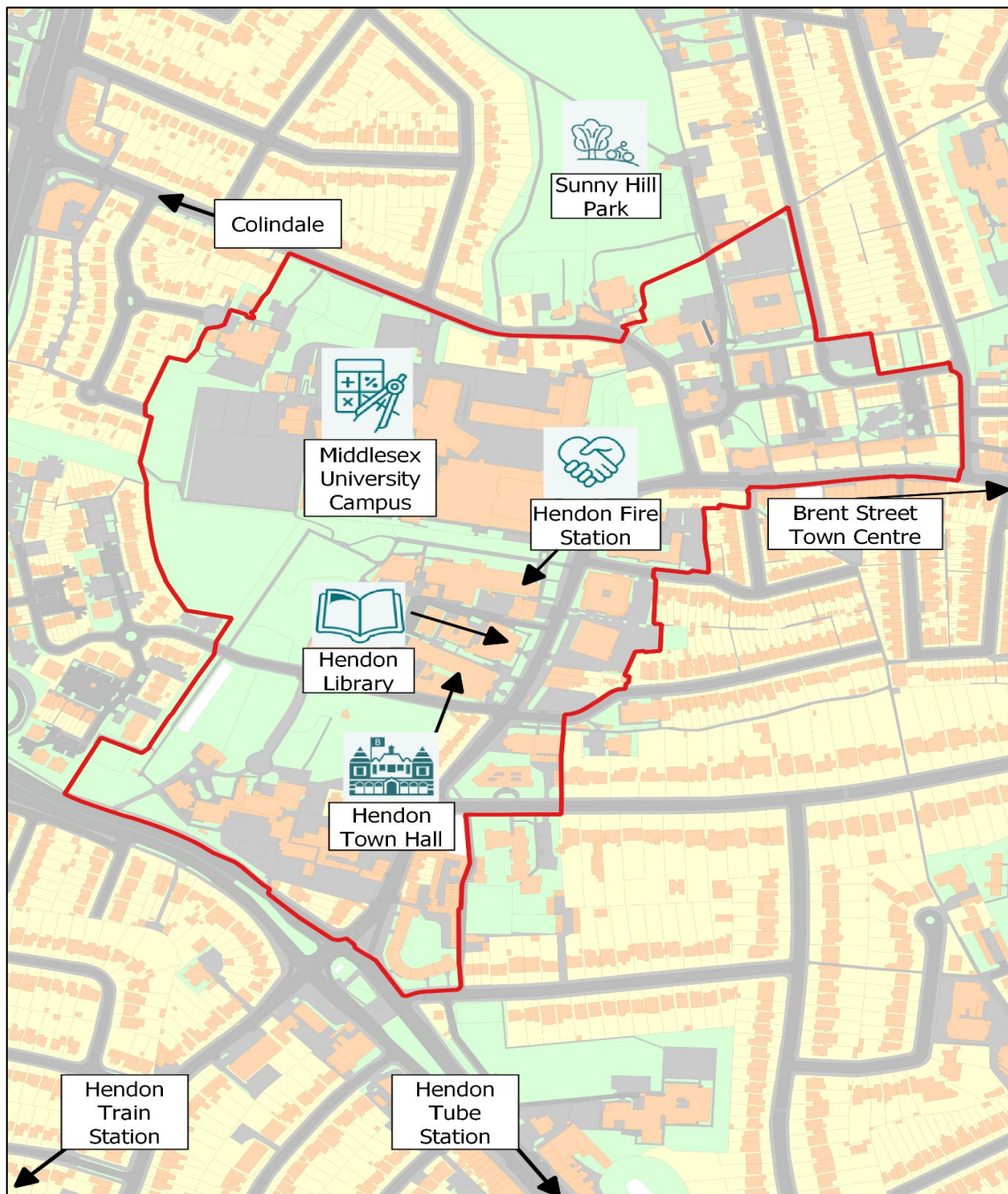
² Annex 1 of the Reg 18 consultation draft Barnet Local Plan

The Burroughs and Middlesex University

1.1.7 The 23.9 ha area covered by the SPD Planning Framework is shown in Figure 1. It extends from the A41/A504 junction to the corner of the A504 and Sunny Gardens Road at its north-eastern extent. Besides those marked below, the area also includes: St Marys and St Johns Church of England School; Sunnyfields Primary School; St Joseph's RC Primary School; the People's Dispensary for Sick Animals (PDSA) Animal Hospital and the Meritage Centre which contains the Citizens Advice Bureau and Age Concern.

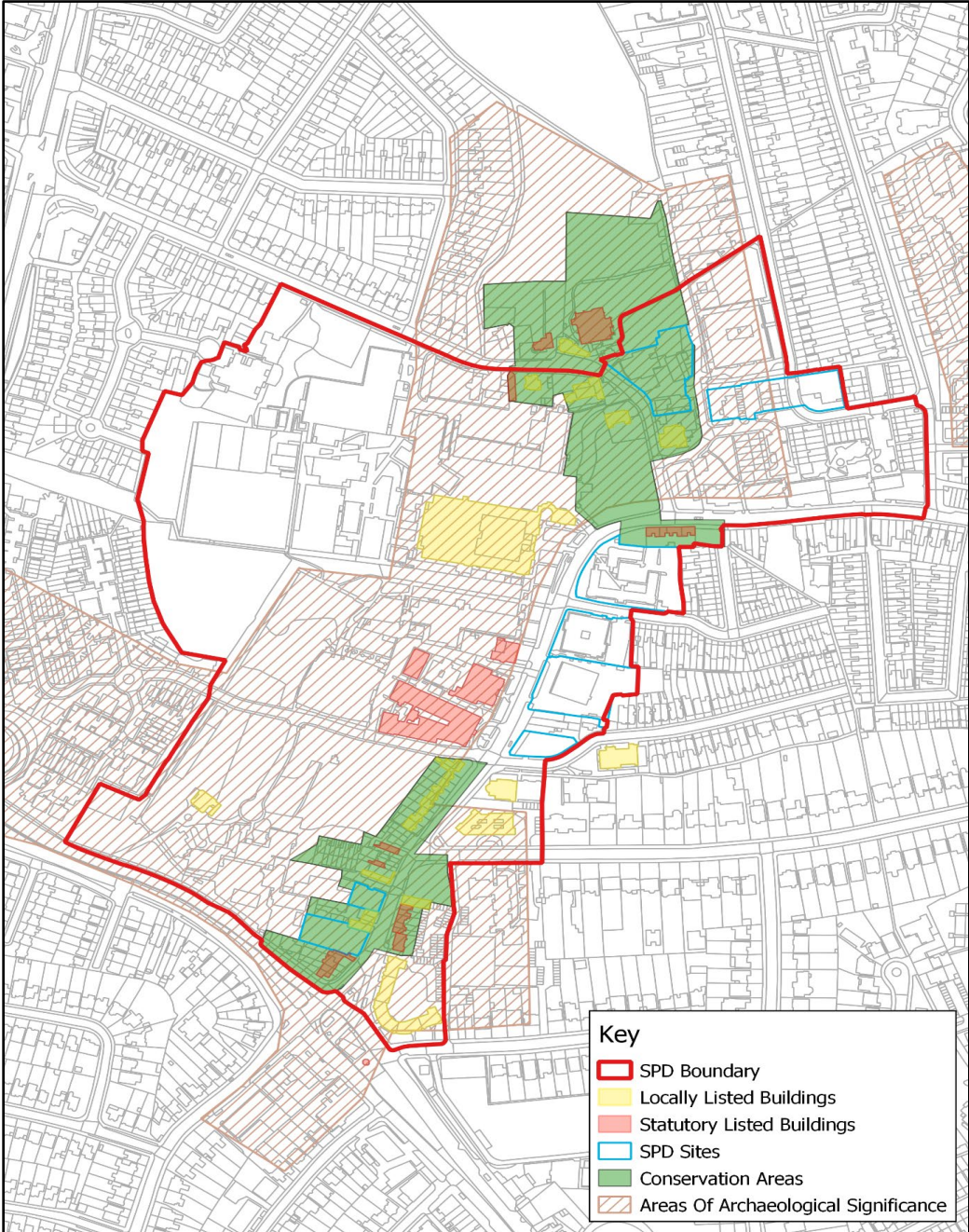
The Burroughs and Middlesex University SPD Area

Figure 1: SPD boundary



1.1.8 Historic buildings and archaeology make a significant contribution to the character of the SPD area. The two Conservation Areas - Hendon - The Burroughs and Hendon – Church End cover a significant proportion of the area covered by the SPD which also includes a number of Statutory Listed buildings, notably the Grade II Listed Hendon Town Hall, Hendon Library and Hendon Fire Station buildings. An area of archaeological significance also covers the majority of the area. Redevelopment proposals in the area will need to deliver enhancement and innovation while ensuring heritage preservation.

Figure 2: Historic Assets within the SPD area



1.2 Background

- 1.2.1 The Council is a major landowner in the area covered by this planning framework and therefore has an ongoing interest in the future regeneration of the area and bringing forward improvements to the campus, civic and community facilities and the wider environment. This is being brought forward through the evolution of the Hendon Hub regeneration project.
- 1.2.2 The Hendon Hub project is a mixed-use revitalisation opportunity in The Burroughs with benefits that will extend beyond the immediate area. Future investment opportunities will secure modern academic space, new workspace and purpose built and managed student accommodation. New library accommodation and community spaces as well as improved green spaces and public realm. In addition, there are opportunities to secure fit-for-purpose community, civic and cultural facilities; new affordable homes and the introduction of new localised retail and leisure uses.
- 1.2.3 Middlesex University is a highly valued asset to Barnet, providing a high standard of tertiary learning as well as a source of employment. It is a significant contributor to the local economy. The Council seeks to enhance the University's role in wider economy through its learning opportunities that encourage new business innovation and entrepreneurship particularly in new creative sectors that will benefit the whole Borough.
- 1.2.4 With 19,000 students and 2,000 staff the University can contribute more to Barnet and to that effect both the Council and the University are seeking to better integrate the University with the surrounding environment and engage with local residents and businesses as well as form stronger connections with Brent Street and Hendon town centres. A key priority is to make it easier for pedestrians and cyclists to access the University and the two town centres, both of which have capacity to absorb expenditure, particularly for food and drink and leisure uses, generated by staff and students.

1.3 Purpose of the planning framework

- 1.3.1 Through this SPD a planning framework has been established to enable the Council, University, local residents and businesses to create a place that thrives and supports an inter-generational community. The SPD sets out the way in which using a design and heritage lead approach, future development can occur that respects the historical context of the area and promotes sustainable forms of transport.
- 1.3.2 The SPD explores opportunities for
- The comprehensive regeneration of key sites which collectively have the ability to address issues of safety, movement, heritage and environmental

enhancements.

- Improving traffic and pedestrian movement through the area.
- Enhancing the public realm, including traffic calming through The Burroughs.
- Delivering purpose built and managed student and conventional housing, (including affordable)
- Improving linkages with and investment in open spaces in Copthall and Sunny Hill.
- Integrating the University campus with surrounding uses including residential neighbourhoods and the close proximity to nearby town centres of Brent Street and Hendon Central.
- Improving contributions to the local economy, as well as diversifying the area's cultural and leisure offer.
- Providing a design guide for future development proposals to ensure the heritage value of the area is recognised.

1.3.3 The SPD is supported by the following:

- The Burroughs and Middlesex University SPD Design Guide.
- The Burroughs and Middlesex University SPD Landscape and Arboricultural Assessment.
- The Burroughs and Middlesex University SPD Transport Study.
- Sustainability Appraisal assesses impact of SPD in terms of social, environmental and economic indicators.
- Equalities Impact Assessment and
- Statement of Consultation outlining how the SPD has been shaped.

Chapter 2 –Vision and Objectives

2.1 A Vision for the Planning Framework

To enhance The Burroughs as a place, fostering the creation of a diverse and inclusive community, where residents, students and academics live successfully and thrive together.

To secure benefits for the residents so that their well being is enhanced from the investment in the area.

To ensure the continuing success of Middlesex University as a tertiary institution by creating the space that enhances educational outcomes and brings forward innovation.

To facilitate future development that builds on the rich architectural history of Hendon; making The Burroughs an inspiring civic and learning centre, and residential area .

2.2 Objectives for the SPD

The overarching objectives for the area are:

- *Provide a planning framework to enable good growth while ensuring the identity and sense of place for the area is enhanced through collaborative planning.*
- *Encouraging culture, leisure, creativity and business innovation*
- *Ensuring continued and improved access to high quality tertiary education through renewal and improvement of Middlesex University facilities.*
- *Encouraging the retention of graduates and increasing the skill base in the Borough*
- *Conserving and enhancing heritage assets alongside opportunities for high quality contemporary design*
- *Improving the public realm, sustainable transport options and environmental quality.*
- *Integrating the University with the established residential community*
- *Through successful place-making fostering greater social cohesion between the University, its students and the local residents to improve access to university resources for the residents and create a safe environment for everyone.*

Chapter 3 – Planning Context

3.1 Introduction

3.1.1 This section sets out a summary of the relevant planning policies for this SPD.

3.1.2 Barnet's Local Plan is undergoing a review. A new single Local Plan document is expected to be adopted in 2022. This will look ahead to 2036 and integrate strategic policies, development management policies and site proposals in alignment with the new London Plan as well as being consistent with national planning reforms.

3.1.3 The adopted development plan for the SPD area consists of:

- London Plan (2021)
- Barnet Local Plan (Core Strategy) (2012)
- Barnet Local Plan (Development Management Policies) (2012)

3.1.4 National planning policies are set out in the National Planning Policy Framework (NPPF) (2019).

3.1.5 Other documents that need to be taken into account are:

- GLA - Town Centres SPG (2014)
- GLA – Accessible London SPG (2014)
- GLA - Housing SPG (2016)
- GLA - Affordable Housing and Viability SPG (2017)
- GLA - Culture and the Night Time Economy SPG (2017)
- Barnet Planning Obligations SPD (2013)
- Barnet Delivering, Skills Employment, Enterprise and Training (SEET) from development through s106 SPD (2014)
- Barnet Sustainable Design and Construction SPD (2016)
- Barnet Residential Design Guidance SPD (2016)
- Barnet Green Infrastructure SPD (2017)

3.2 London Plan 2021

3.2.1 The London Plan sets out a broad strategy for how London will change and develop up to 2036 and identifies areas which have considerable scope to accommodate growth and development. The London Plan was adopted in March 2021.

3.3 Barnet Planning Policy

3.3.1 The current development plan for Barnet comprises the Core Strategy and Development Management Policies documents which were both adopted in

2012. The Core Strategy sets out how Barnet will grow and change over the period to 2026. It provides a long-term vision for Barnet and includes spatial strategies and policies for meeting that vision and delivering sustainable development.

3.3.2 The Council has recently published for consultation its Regulation 19 draft Local Plan (Publication) .This Plan looks forward fifteen years from 2021 to 2036.

3.3.3 Both the existing development plan for Barnet and the emerging Local Plan recognise the value of the University's presence in the Borough and reflect an ambition for the area to become a thriving high quality environment that enables the entire Borough to capitalise on the positive benefits of being home to a University through encouraging innovative and creative industries that strengthen Barnet's economy.

3.3.4 Planning applications will be determined in accordance with the extant adopted Barnet Local Plan policies, but regard should also be had to policies in the emerging replacement Local Plan.

3.3.5 Reference is made in this SPD to policies contained in the 2012 Barnet Local Plan. The replacement of the 2012 Local Plan policies is set out in the Reg 19 (Publication) Draft Local Plan (Appendix C).

3.4 Policies in Barnet Local Plan 2012

3.4.1 The following policies are considered to be particularly significant for the SPD area.

Core Strategy Policies

Policy CS4 Providing quality homes and housing choice in Barnet

Policy CS5 Protecting and enhancing Barnet's character to create high quality places

Policy CS6 Promoting Barnet's Town Centres

Policy CS8 Promoting a strong and prosperous Barnet

Policy CS10 Enabling inclusive and integrated community facilities and uses and Policy

Policy CS12 Making Barnet a Safer Place

Development Management Policies

Policy DM01 Protecting Barnet's character and amenity

Policy DM02 Development standards

Policy DM03 Accessibility and inclusive design,

Policy DM04 Environmental considerations for development

Policy DM05 Tall buildings

Policy DM06 Barnet's heritage and conservation

Policy DM07 Protecting Housing in Barnet

Policy DM08 Ensuring a variety of sizes of new homes to meet housing need

Policy DM09 Specialist housing – houses in multiple occupation, student accommodation, and housing choice for older people

Policy DM10 Affordable housing contributions

Policy DM13: Community and education uses

Policy DM15: Green Belt and open spaces

Policy DM16: Biodiversity

Policy DM17 Traffic impact and parking standards

3.5 Key Policy Requirements for The Burroughs and Middlesex University

3.5.1 The key policy considerations highlighted focus on:

- **Sustainable regeneration** – high quality development that meets environmental standards, provides improved public realm and which results in the consolidation of Middlesex University facilities and student housing onto the Hendon campus.
- **High quality design** - across all new development, the sensitive nature of the area due to the heritage and residential hinterland requires design led development.
- **Heritage** - the prominence of historic character is a primary design issue in the area. New buildings and public realm features that have the potential to impact on heritage assets and their settings need to respond sympathetically and appreciatively to this context.
- **Sustainable Transport** – the Planning Framework identifies sustainable transport improvement opportunities across the wider Hendon area. Including improved connectivity to the wider Hendon area and open spaces; improvement to the cycling and pedestrian environment and increased levels of cycle parking as part of the London Mayor’s Healthy Streets initiative.
- **Affordable housing** – the land covered by the SPD includes property owned by the Council, Middlesex University and private parties. In accordance with the London Plan 50% of all new homes delivered on public land have to be affordable and this SPD therefore seeks 50% affordable housing across the SPD site area, including student accommodation.
- **Building design and heights** – reflecting its heritage setting the introduction of new contemporary civic, residential and educational buildings will be on the basis of excellent design quality, providing positive landmarks that aid legibility and orientation, establishing a way-marker to key places including University, Town Hall and Library.
- **Car Parking Management** – not all of the SPD Planning Framework area is within a Controlled Parking Zone. Given the PTAL levels (ranging between 2 and 4) and level of student accommodation proposed, there is policy support for car-free

development. There would however be provision of appropriate parking for disabled people.

- **Community Safety** – with provision of new public realm and projected increases in footfall across the SPD Planning Framework area, future proposals should meet Secured by Design principles. Improvements to the existing public realm should also occur using these principles to decrease incidents of anti-social behaviour.
- **Community & Civic Facilities** – ensuring re-purposing and their re-provision alongside improved education facilities.
- **Green Infrastructure** – ensure that across the SPD Planning Framework area there are enhancements to biodiversity, trees are retained, and the public realm is landscaped appropriately.

Chapter 4 - Development Principles

4.1 Introduction

4.1.1 Through a set of development principles this SPD Planning Framework promotes an integrated approach on the basis of the following:

- Design Conservation and Public Realm Principles
- Greening Principles
- Community Cohesion Principles
- Transport and Movement Principles

4.2 Understanding Local Character

4.2.1 There are four distinctive character areas within the SPD area.

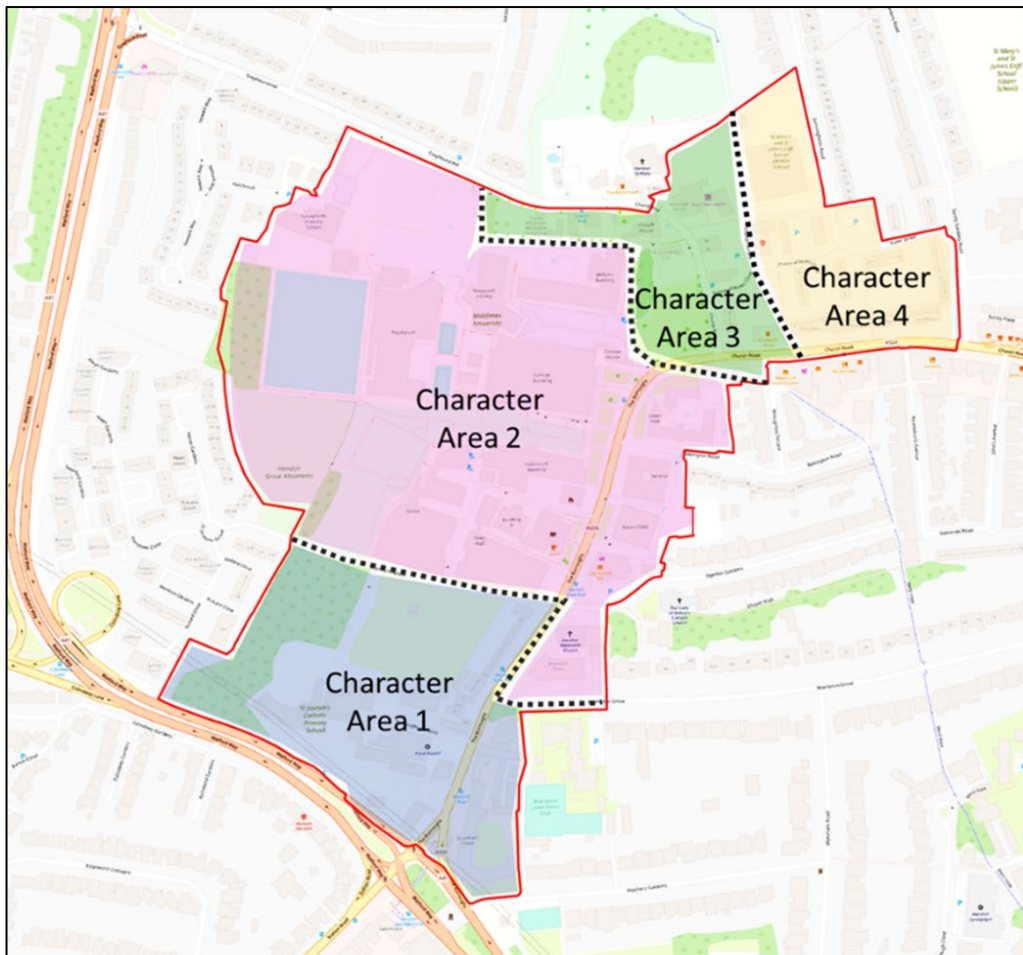
1. Corner of the A41 to St Joseph's Grove – The junction of The Burroughs with the A41 is a transition from a multi laned road to a narrower road and into Hendon - The Burroughs Conservation Area. There are narrow pavements and the predominant urban form is a mix of terraced buildings, dwellings and cottages with gardens. The cottages occur both on The Burroughs and on Burroughs Gardens. Any redevelopment of sites within this area needs to relate to existing typologies and how this has created a particular urban form and streetscape. The predominant prevailing roof-line in the area will be a key consideration in introducing new buildings. The majority of this section of The Burroughs is in the Hendon – The Burroughs Conservation Area, behind the buildings immediately on The Burroughs and Burroughs Gardens, to the west is St Joseph's Roman Catholic Primary School and playing fields; to the east is suburban residential development so development also needs to be sensitive to this existing development. According to archaeological information there is potential for a Roman Villa to be discovered as well as the remnants of a medieval settlement around The Burroughs
2. St Joseph's Grove to Church End is an area with a focus for Civic uses and other public and academic buildings – from the Methodist Church, through to Middlesex University, College Building House the public realm along the Burroughs opens up with trees and wider footpaths; and the buildings become more significant. These buildings together with the public realm elements contribute to a different ambience for the area. The University has built contemporary academic buildings behind the historic

buildings fronting onto The Burroughs, these have been designed and positioned to so as not detract from the Statutory Listed Buildings. Opposite the Town Hall, Library and Fire Station, are Ravensfield and Fenella, these were built in the 1960s and 80s respectively and are low rise buildings. Redevelopment opportunities in this section will need to acknowledge this established setting and sense of place. Maintaining and where possible enhancing the wider public realm and sense of space this area provides is also important. While large buildings would be in-keeping with the character they need to be designed so as not to dominate or detract from the existing Statutory and Locally Listed buildings, that characterise The Burroughs and Church End/ Greyhound Hill in accordance with Local Plan policy. Particular attention should be given to the residential areas that are in the streets surrounding this section, ensuring impacts, such as, overshadowing and overlooking are designed-out and mitigated. The area borders Conservation Areas to the north and south, new buildings should therefore be designed sensitively to ensure that the views of these are not negatively impacted.

3. Church End to Greyhound Hill still has the remnant form of a village. This is in the Hendon -Church End Conservation Area. From the corner of A504 (The Burroughs/ Church Road) and Church End through to St Mary's Crescent (which after Church End becomes Greyhound Hill) there is still an impression of a village in particular in the area immediately surrounding St Mary's Church, where the buildings appear to cluster around. While the whole SPD area is historically significant this area is one of the more sensitive areas of the SPD area due to the number and importance of the Statutory and Locally Listed buildings/monuments in this cluster, including two Grade II* Buildings (St Mary's Church and the Church Farmhouse Museum). This section is generally low in height and the prominence of St Mary's Church and the buildings that cluster around it draw the eye as the road curves into the village from the A504. The redevelopment of opportunity sites leading to this vantage point should not dominate or draw attention away from the Church. Proposals should consider impact of development on the significance of the Church End Conservation Area and the settings of listed buildings. This should be in accordance with Local Plan policy. Ideally the setbacks should be increased to create more public realm and allow for trees to frame the view. There is strong archaeological evidence for Roman activity in the area, along with Saxon, and medieval settlements.

4. East of Church Terrace is dominated by residential development and St Marys and St Johns Church of England School. The redevelopment opportunities of the PDSA and Fuller St car park site will need to respect the surrounding and prevailing residential character and avoid overlooking issues. The design of new buildings should be carefully considered so as to not impact negatively on the adjacent Hendon – Church End Conservation Area. Archaeological evidence in the area indicates there was a high concentration of Roman activity in the area, and it is likely that St Mary’s Church is Saxon in date. It is believed that there was a settlement around the church during the Saxon and medieval periods.

Figure 3: Character Areas



4.3 Design, Conservation and Public Realm Principles

- 4.3.1 According to Historic England's *Streets for All* publication there are 5 goals for public realm enhancements.
- An inclusive environment – designed to provide everyone with equal access
 - Public safety and ease of movement – recognise all modes of transport
 - Healthy environment that supports wellbeing and cohesion – urban greening and recognise that the public realm is not just about movement and that space is needed for social interaction.
 - A high quality environment – works undertaken should result in attractive and functional public realm that complement the character of the area.
 - Economic benefit – well designed places can add to the vitality of an area and provide benefits for local businesses.
- 4.3.2 Development across the four character zones should aim to achieve these goals where appropriate.
- 4.3.3 Investment in the public realm could also examine the entry and exit points of the area providing an opportunity to create a sense of arrival and a distinct identity for the area. For instance this can be achieved through distinctive paving and street furniture between the corner of the A41 and the A504/The Burroughs and the upper end of The Burroughs outside the Almshouses.
- 4.3.4 Arrival into the Burroughs from the A41 could be further enhanced by improving the pedestrian link from Hendon Town Centre, especially the tube station, as this is the nearest underground station to the area.
- 4.3.5 The distinctiveness of the area is discussed in the character appraisals for the two Conservation Areas. The historical development pattern and the manner in which the built form has been sustained over a considerable period of time are of particular note throughout the SPD area and new development would be expected to respect the existing form to ensure the visual and architectural appeal of the area does not become degraded.
- 4.3.6 Many of the heritage assets within the SPD area are of significant importance to national and local heritage. They are also part of Hendon's civic history and are therefore very relevant to long established residents. Development should therefore consider how this significance will be impacted as part of any planning application and how the assets can be conserved and enhanced.
- 4.3.7 Development being considered in the Area of Archaeological Significance should be supported by an archaeological desk-based assessment. Within Character Areas 1, 3 and 4 this may also need to be supplemented by an archaeological evaluation. Consultation with the Greater London Archaeological Advisory

Service (GLAAS) should be sought as part of any pre-application discussions.

4.3.8 The preservation and enhancement of the current urban landscape on the Burroughs is important . For instance landscaping the right of ways for the Ravensfield / Fenella / Edgerton Gardens sites in the same manner as the Library and Town Hall (pictured below) would be an opportunity to create a more harmonious appearance to this section of the Burroughs and improve the public realm. This would ensure the street feel is preserved and enhanced, producing a more pleasant pedestrian environment.



4.3.9 Secured by Design Principles should be used for all new buildings and public realm improvements, including

- Appropriate lighting
- Encouraging natural activity
- Providing natural surveillance
- Reduce opportunities for concealment
- Appropriate placement of public realm seating
- Managing the permeability of the area to ensure safety of pedestrians and cyclists

4.3.10 All developments should work with the Secured by Design Officers at the earliest opportunity in regards to design and seek to receive a Secured by Design Award³.

4.3.11 Projects to design out crime in the existing public realm should also be identified

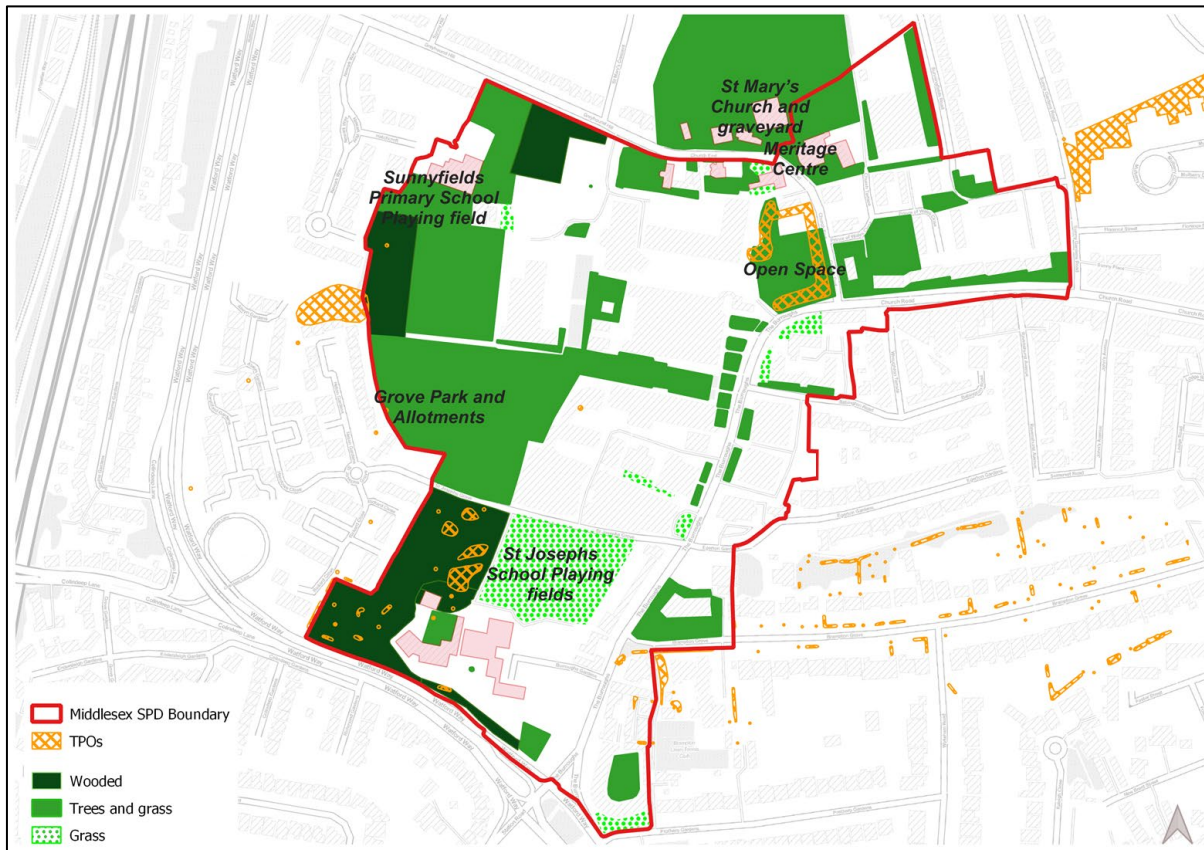
³ <https://www.securedbydesign.com/services/sbd-awards>

including the walkways that lead into the Planning Framework area from the surrounding residential areas.

4.4 Greening Principles

- 4.4.1 There are many opportunities to enhance the natural environment In the SPD area. Every attempt should be made to improve both the Biodiversity Net Gain and the Urban Greening Factor for the area.
- 4.4.2 Urban greening covers a wide range of options including, but not limited to, street trees, green roofs, green walls, and rain gardens. Additional benefits are also possible including increased public amenity space, enhanced biodiversity including more tree canopy cover, sustainable drainage, as well as improving air quality and reducing the urban heat island affect which all assists in improving health and wellbeing of the community.
- 4.4.3 New development opportunities across the SPD area should consider landscape at the outset of the design process to transform The Burroughs into a greener, more pedestrian orientated street scene. The enhancement of the existing green space with the introduction of more planting and street trees will also assist in the realisation of improving biodiversity and urban greening across the area and beyond.
- 4.4.4 As can be seen in Figure 4 the area is rich in green infrastructure however, the following priorities have been identified to improve and enhance the natural environment.
- Tree planting on sites where there are few or no trees or where air quality could be improved, such as:
 - Edgerton Gardens Carpark
 - The Burroughs Carpark
 - The Burroughs Gardens Carpark
 - To the rear of Church House on Church End/ Greyhound Hill
 - Retention of existing street trees;
 - New street tree planting on The Burroughs, Egerton Gardens Church House front Lawn and Babington Road;
 - Improvements to the soft landscaping both through the development proposals and on other locations in the area such as outside the Hendon Town Hall and Library.

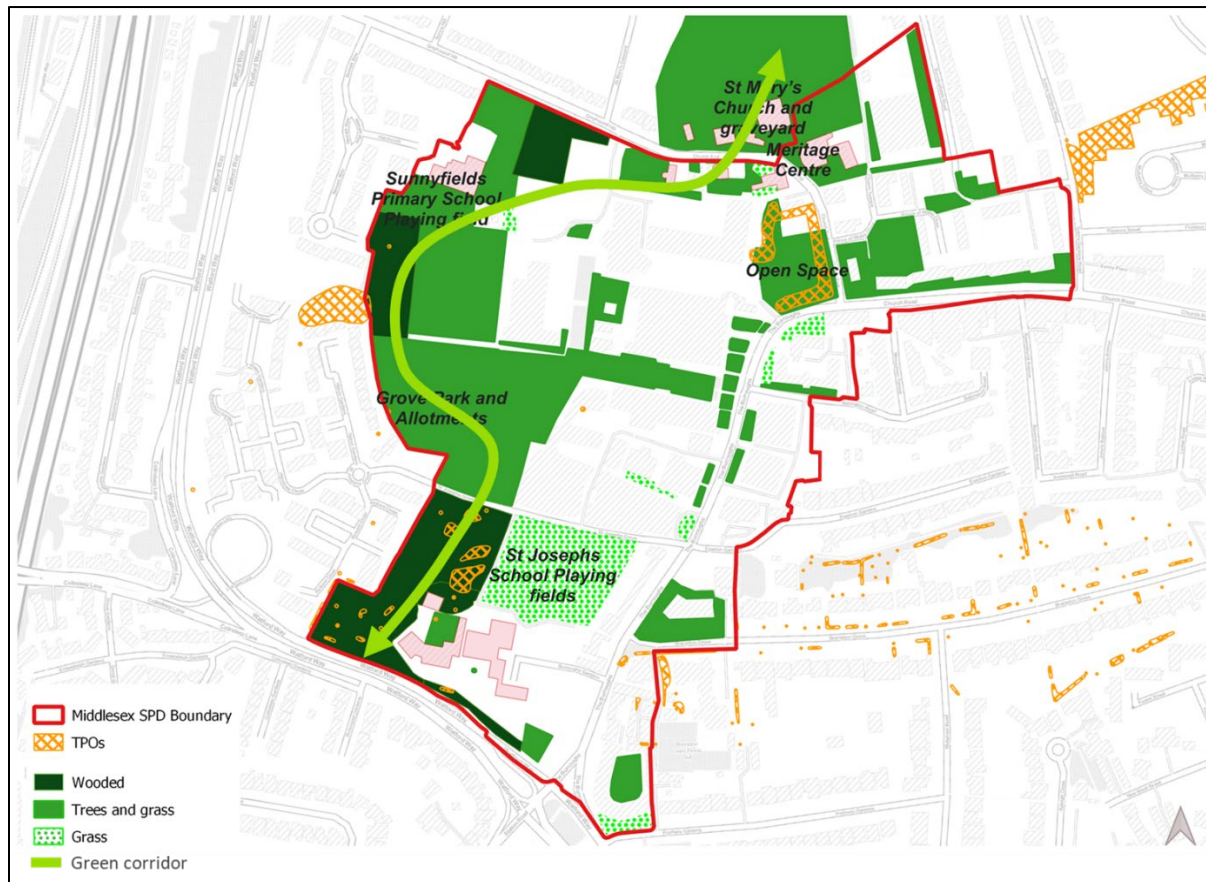
Figure 4: Green Infrastructure



- All developments must deliver a high quality landscape scheme that will ensure new buildings and surrounding spaces are 'greened' to provide habitats for nature and visual aesthetics. To help achieve this the landscape proposals for each site must meet the required 0.4 Urban Green Factor under the London Plan.
- The landscape strategy must set out ecological enhancements/mitigation to support the objectives under Local Plan Policies.
- Urban greening initiatives should be designed and managed to ensure that a biodiversity net gain is also achieved. This would also assist in satisfying the requirements of a 10% biodiversity net gain of the Environment Bill.
- All development in the area should use Sustainable Drainage Systems to manage water run-off and ensure that the Local and London Plan policies are met.
- Where the opportunities arise the area between the building curtilages and the carriage way should be harmonised to create a cohesive public realm; this would include, new trees and amenity areas for use by students and residents.

- The identified green link/corridor for nature (fig 5), between St' Josephs Convent by the A41 on the western boundary north towards Sunny Hill Park should be preserved and enhanced with regards to both the greening and biodiversity, at every opportunity. This would create an enhanced ecological green corridor and a biodiversity chain through the area. The purpose being to improve the amount and quality of habitat in the area to support wildlife and flora also allowing for the movement and dispersal of wildlife and flora along it.
- Additional trees should be planted in public spaces especially around The Meritage Centre, PDSA site and the Fuller Street car park.
- Enhanced access to Sunny Hill Park, improve from both the Greyhound Hill and Church Terrace entrances.
- Improvements to the public open spaces within the area and beyond it including Sunny Hill Park to encourage access to the Copthall Leisure facilities this could include new tree planting, lighting, seating and wayfinding that provides significant long-term benefits.

Figure 5: Ecological Green Corridor



- 4.4.5 Where trees are to be planted whether new or replacement, trees with the potential for good canopy cover are more important than tree numbers on their own, although 'the right tree for the right place' principle should also always be considered. Enough space should also be provided for the trees to establish a healthy root system.
- 4.4.6 Details for each of the opportunity sites can be found in the SPD supporting document Landscape and Arboricultural Assessment.

4.5 Community Cohesion Principles

Student Housing

- 4.5.1 Student housing is often associated with a concentration of relatively short term residents who, by reason of their particular social needs and the nature of activity associated with student life create a demand for facilities and services that can have unintended impacts on established communities. The Mayor of London has identified that across London there is a need for 3,500 student units per annum according to pre COVID demand for University places in London. The Mayor does also state that the provision of these units should not undermine policy to secure mixed and inclusive neighbourhoods.
- 4.5.2 There is recognition that new, purpose-built student accommodation that is well planned and managed may benefit a community by alleviating local pressures for Houses of Multiple Occupation (HMO's). The Council has seen a concentration of family housing being subject to HMO applications in Hendon and neighbouring wards, placing additional strain on the availability of family housing on the area.
- 4.5.3 In order to ensure positive partnership and cooperation between Middlesex University and the established community this SPD encourages the establishment as a minimum a community liaison group that provides the University and all residents with a forum to share information and address concerns about the University campus and activities associated with it.
- 4.5.4 In addition the Council will work with Middlesex University to encourage access to University resources such as meeting rooms for local groups and invitations to evening/ weekend lectures/workshops and open days to better understand the courses that the University offer and access to cultural and creative art activities.
- 4.5.5 Where possible and appropriate the design of new campus facilities should consider how they could also serve a dual use for community facilities. The

design, access and intended hours of use of all new buildings should also consider how they can minimise the impacts on the surrounding residential streets.

4.5.6 In order to ensure that new student accommodation accords with Local Plan policies a Student Management Plan will be required to ensure that student needs are addressed, the quality of the surrounding environment is maintained to a high standard and that any negative impacts relating to amenity and safety on the established community are mitigated.

4.5.7 A draft Student Management Plan should be submitted with any planning application for student housing. The Student Management Plan should act as a code of conduct that the provider will abide by in managing the student housing, and include detailed commitments in relation to the following:

- health and safety standards and procedures;
- security and crime prevention measures and procedures
- maintenance and repairs;
- environmental quality;
- landlord and tenant relationship;
- student welfare;
- advice on access to health care, including first aid and mental health first aid;
- advice on availability of prayer rooms and access to places of worship for different faiths and denominations;
- move in/out strategy for arriving/departing students;
- management of anti-social behaviour and disciplinary procedures;
- arrangements for liaison with occupiers of nearby properties and the wider local community should any disturbance arise from the operation of the student housing; and
- administration and compliance procedures.

4.5.8 All student housing should be accredited under one of the following codes⁴:

- The Universities UK/GuildHE Code of Practice for University Managed Student Accommodation
- The ANUK/Unipol Code of Standards for Larger Residential Developments for Student Accommodation Managed and Controlled by Educational Establishments
- The ANUK/Unipol Code of Standards for Larger Developments for Student Accommodation NOT Managed and Controlled by Educational Establishments

⁴ <https://www.universitiesuk.ac.uk/accommodationcodeofpractice>

- 4.5.9 The draft management plans will be appended to the planning obligations, and there will be a requirement to submit the finalised management plans for approval by the Council prior to the occupation of the development.
- 4.5.10 With regards to anti-social behaviour, the Student Management Plan should describe conditions to be included in the tenancy agreement for each student to ensure that students behave responsibly and with respect for fellow residents, neighbours and property. These conditions could potentially build upon any code of conduct operated by the higher education institution that the students attend. The Student Management Plan should also describe how the owners will enforce the terms and conditions of the tenancy.
- 4.5.11 Where an alternative use of the student housing is proposed outside term time, the applicant should also submit a draft Non-student Management Plan to mitigate any potential impacts of the non-student use on other occupiers of the development, neighbours and the surrounding area. This should include similar provisions to the Student Management Plan insofar as the provisions are also relevant to the nonstudent use. Non-student Management Plans should also include:
- procedures to ensure that lettings to non-students are arranged and confirmed through advanced reservation only and are not available to persons or groups arriving at the student housing without a reservation;
 - procedures to ensure that places in student housing is not let to coach tour groups or other groups who would wish to be dropped-off by bus or coach at the student housing; and
 - measures to encourage non-students to travel actively to and from the student housing (by walking or cycling) or to use public transport, and discourage the use of private cars and taxis, including access to maps and information relating to easy and safe walking routes, public transport services, and directions to bus stops and London Underground/ railway stations.
- 4.5.12 The Council will use planning obligations to secure Student Management Plans for all student housing developments, and secure Non-student Management Plans where alternative uses are proposed outside term time.
- 4.5.13 While it is assumed that the student housing will be for Middlesex University students, where this is not the case, these students should also be required to prescribe to the conditions of behaviour in the tenancy agreement and the appropriate disciplinary procedures.

Economic Potential

- 4.5.14 Having a University in the Borough brings a variety of community and economic benefits; such as having a quality tertiary institution for people of all ages in the borough; project grants that enhance learning outcomes and benefits the wider borough simultaneously; investment from industries into research at the University; and the possibilities of graduates forming business clusters focussed on the skills attained at the University e.g. creative industries such as graphic design and film animation.
- 4.5.15 Middlesex University offers a range of courses and training opportunities including Art and Design, Business, Computer Studies, Engineering, Performing Arts and Sports Science. This then provides a broad skill set that can be of benefit to employers across Barnet. The University is therefore encouraged to continue developing relationships with local employers.
- 4.5.16 Many of the courses offered could allow for entrepreneurial graduates to set up a business of their own. The University should consider providing incubator units on campus; this would support several employment areas and town centres, including the nearby Brent Street and Hendon Town Centres that have the potential to support graduates in their business aspirations. The Council's Town Centres team are well placed to work with the University to guide graduates in regards to available incubator units and affordable workspace options.
- 4.5.17 With more students residing in the area, as opposed to only attending campus for classes, there is an opportunity for the Hendon and Brent Street Town Centres to benefit. A more permanent student population would support town centre recovery through promoting increased culture, retail, and leisure opportunities which over time could bring a greater variety of offer to these centres along with making them more vibrant and strengthening their economic significance for Hendon area and the Borough as a whole. A greater diversity of retail in the area could also result in academic and support staff spending more locally, helping local businesses and supporting new jobs.
- 4.5.18 Other industries and services that support both the residential and student communities can also establish themselves within the town centres such as GPs, dentists, other health professionals and gyms. The Council and the NHS will be monitoring the need for health services in the area as development comes forward to ensure there are appropriate levels of access for everyone.

4.6 Transport and Movement Principles

- 4.6.1 The Burroughs / A504 runs through the centre of the SPD area from the corner of the A41 to where it becomes Church Road at the junction with Church End. Prince of Wales Close and Church Terrace are accessed from Church End, which becomes Greyhound Hill at the access to Sunnyhill Park.
- 4.6.2 Traffic can be particularly busy on the A504 and it can prove difficult for vehicles to turn on to the A504 from Church End.
- 4.6.3 For pedestrians the footpaths at the junction with the A41 are narrow and while they widen around the Town Hall and University, they narrow again along Church Road. Formal crossing points are limited meaning that pedestrians can cross ad hoc which can be hazardous, especially when the traffic is busy. Added to this people waiting at the bus stops can create pinch points where it is difficult to pass safely.
- 4.6.4 There are areas along The Burroughs that are not particularly safe or pleasant to walk. The walkways that cut through the residential areas beyond the SPD area are secluded, narrow and at times lack clear sight lines along the path, these factors present safety concerns.
- 4.6.5 There are no dedicated cycle lanes in the area, so cycling is challenging. The topography has also been cited as a reason why cycling is not a preferred mode of transport for students. The existing pavements are too narrow to support both cycling and walking safely especially as the walkways don't all have a clean line of sight which presents safety issues for both pedestrians and cyclists.
- 4.6.6 Parking in the area requires further investigation. The Council acknowledges the importance of convenient parking for residents and businesses in the area. There are four car parks identified as possible redevelopment opportunities. One of the car parks is for private use but three, all of which are on The Burroughs, are public car parks, therefore a detailed assessment of the level and pattern of use, including existing disabled parking and parking permits and how these will be accommodated in the development proposal, will be required when they come forward.
- 4.6.7 Other parking management issues that need to be addressed is an investigation and implementation of controlled parking zones (CPZs) in the area. Issues have been reported of visitors to the area parking inappropriately creating issues for local residents.
- 4.6.8 New development proposals for Student Accommodation will be expected to be car free except for disabled parking, however, all applications will still be required

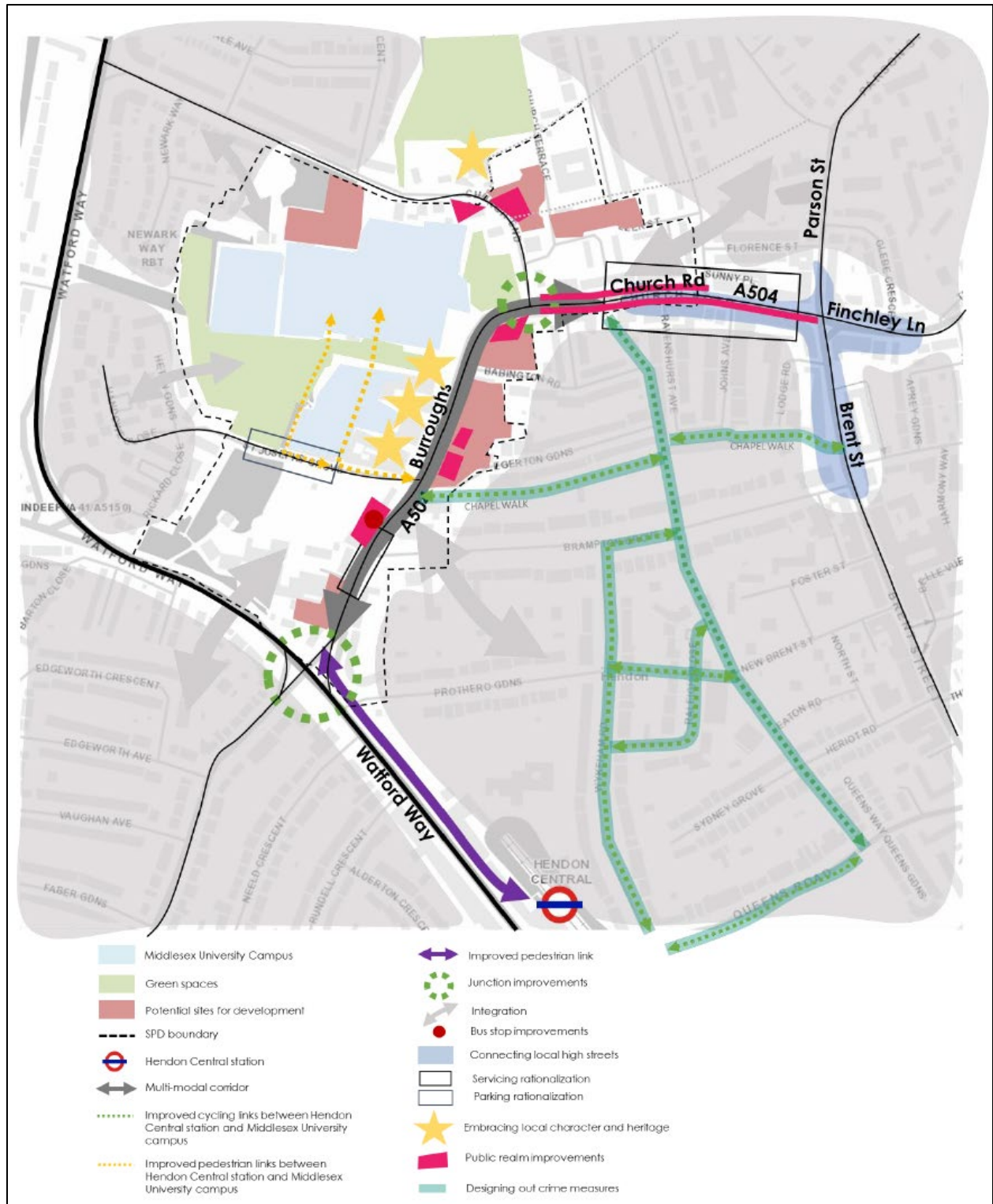
to be accompanied by travel plans to promote active travel and a reduction of car use.

4.6.9 The Transport Assessments undertaken in the area offer options for the improvement of the urban realm and pedestrian environment to ensure the area complies with the healthy street initiatives set out in the Barnet Long Term Transport Strategy.

4.6.10 By utilising Transport for London's Healthy Streets Initiatives people and their health are put at the forefront of designing the public realm and the pedestrian and cycle environment. Such initiatives for the SPD area could include; Low Transport Neighbourhoods; high quality pedestrian links and new cycling connections.

4.6.11 Suggestions for further transport analysis are outlined in the SPD supporting document Transport Study.

Figure 6: Summary plan of SPD transport measures



(taken from Middlesex University and The Burroughs SPD Transport Study)

4.6.12 In conclusion good design across the area will demonstrate that is has considered all these elements such as topography, character, built form, open spaces, the appropriate mix of uses, the safety of residents, greening and sustainable movement, have been considered, all the while ensuring the heritage of the area is respected

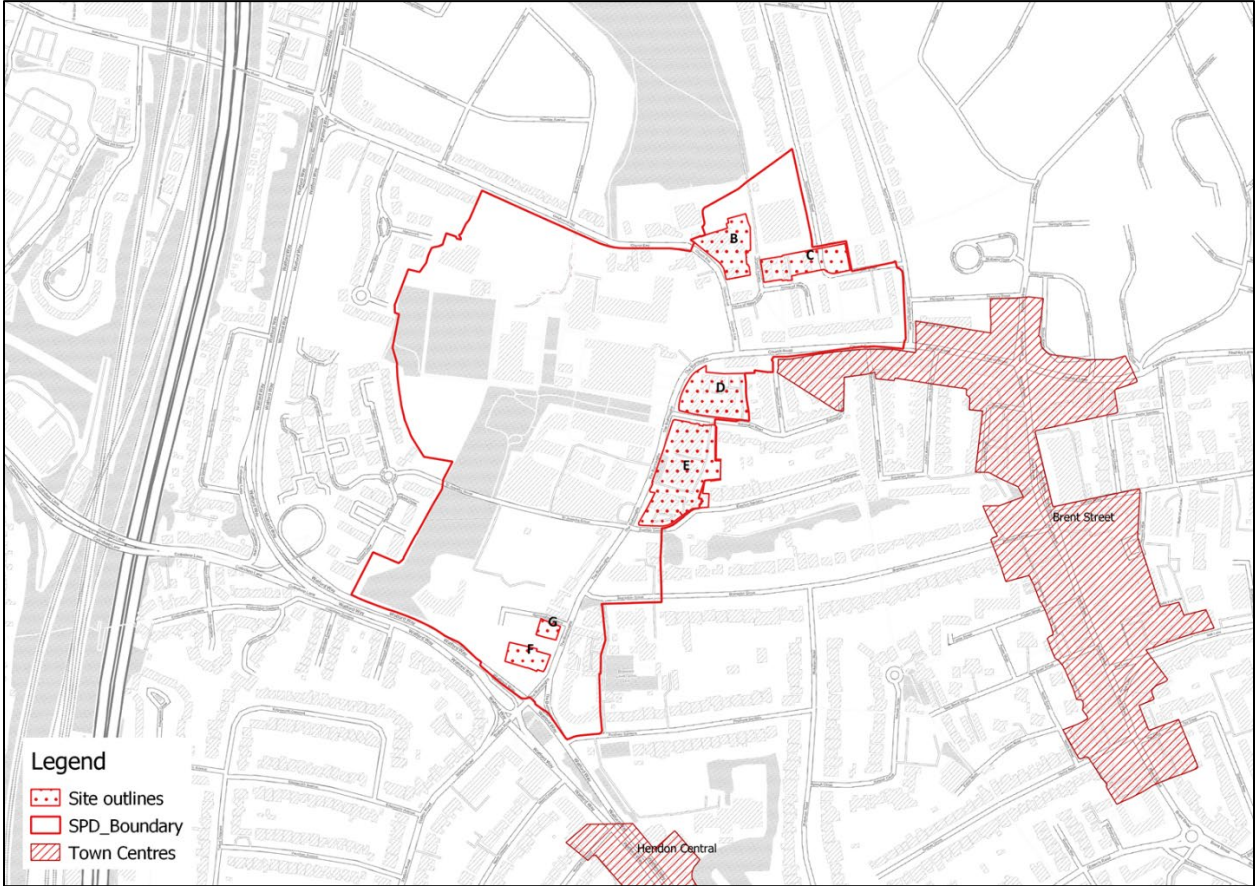
Chapter 5 – Key Opportunity Sites

5.1 The following sites have been identified in the Draft Local Plan as having the potential for redevelopment within the SPD area

Site on map	Reg 19 Publication Draft Local Plan Proposals Site Number	Site Name / Address	Current Use
B	Site 40	Meritage Centre 28-46 Meritage Centre, Church End, Hendon NW4 4JT	Social /Community Use
C	Site 41	PDSA Site and Fuller Street Car Park The Burroughs, Hendon NW4 4BE	Animal Hospital / Housing / Carpark
D	Site 42	Usher Hall The Burroughs, Hendon NW4 4HE	Student Housing
E	Site 36	Fenella The Burroughs, Hendon NW4 4BS	University teaching and staff space
E	Site 38	Ravensfield House The Burroughs, Hendon NW4 4BT	University teaching and staff space
E	Site 35	Egerton Gardens Carpark The Burroughs, Hendon NW4 8BD	Car park
F	Site 34	Burroughs Gardens Carpark The Burroughs, Hendon NW4 4AU	Car park
G	Site 39	The Burroughs Carpark The Burroughs, Hendon NW4 4AR	Car park

5.2 Detailed advice for the redevelopment of each site can be found in the supporting SPD document Design Guide.

Figure 7: Opportunity Sites



Chapter 6 – Delivery and Implementation

6.1 Delivery Strategy

- 6.1.1 New development proposals in the area are required to demonstrate compliance with this SPD and how they contribute to a comprehensive approach that will benefit the public assets, the surrounding community and the University and Council ambitions. It is the Council's aspiration that a coordinated and comprehensive approach will facilitate an element of moving existing facilities and cross subsidisation from one area or site to another. A preliminary phasing strategy should be set out prior to construction.
- 6.1.2 The Council requires a coordinated and comprehensive approach is taken to the redevelopment proposals associated with the consolidation of Middlesex University facilities and student housing onto the Hendon campus. The Council expects a master planned approach as encouraged by this SPD.
- 6.1.3 In addition, owners of sites not identified – as Site Proposals in the Local Plan, will be expected to work collaboratively with the Council and the local community to ensure that the difficult balance between realising development potential and ensuring the protection of the historic environment and local community are not adversely affected. This is necessary to ensure that any piecemeal proposals that may come forward are not prejudicial to the Council's overall vision and seek to meet the wider benefits and objectives set out in this SPD.
- 6.1.4 A comprehensive approach will ensure that:
- The appropriate quantum and mix of uses are suitably planned, phased and delivered.
 - Development is delivered in an appropriate manner and within realistic timescales.
 - The necessary supporting infrastructure is in place at the right time and that there is a coordinated approach to funding infrastructure needs that will benefit the wider SPD area and beyond. As infrastructure needs are identified these will be added to Barnet's Infrastructure Delivery Plan.
 - High quality public realm improvements are secured through new investment and delivered throughout the SPD area.
 - There is an agreed car parking management strategy for the area that recognises the restraints for on-street parking and meets local needs.

6.2 Planning Application Process

- 6.2.1 In addition to London Plan and Local Plan policies all development proposals that applies for planning permission in the SPD area will be required to meet the requirements of this SPD, for instance, demonstrating the design led approach. Future applicants are advised to consult with the Council as early as possible and where appropriate, engage in Pre-application advice. All planning applications will be considered against the appropriate documents discussed in Chapter 3 of this document and any other relevant material considerations, including this SPD once adopted.
- 6.2.2 The construction process is likely to give rise to disruption at the local level due to noise, dust and traffic effects. The Council will expect construction and development partners to utilise the Considerate Constructors Scheme which monitors contractors against construction appearance, community, environment, safety and workforce.

Planning Application Requirements

- 6.2.3 The information submitted with any planning application should be in accordance with the Council's local requirements for the validation of the planning application. These requirements can be viewed on the Council's website.
- 6.2.4 In addition, future planning submissions will need to demonstrate the relationship of the new proposed scheme within the existing townscape, use and established built form.
- 6.2.5 The Council will also expect that if any street closures are required during construction, this will be kept to a minimum period and suitable alternative means of access will be provided.

6.3 Land Ownership, Site Assembly and Compulsory Purchase

- 6.3.1 Land and property within the SPD area is in mixed and complex ownerships with the majority being public land, in Council ownership and leasehold arrangements with Middlesex University, and the remaining privately owned land, including Middlesex University. Housing along The Burroughs is predominantly

privately owned.

6.3.2 Given the range of ownerships within the SPD area, land assembly may be required before some opportunities can progress. The Council anticipates that this process will be carried out via negotiations and private treaty where practical. In cases where there is a compelling case in the public interest, the Council will consider the use of its compulsory purchase powers to assemble sites within the SPD area. For the Council to promote a Compulsory Purchase Order or series of CPO's, any CPO Scheme will (in accordance with current MHCLG guidance on CPO) needs to fit with the planning policy framework and deliver economic, social or environmental well-being to the area. The Council will also need to be satisfied that any CPO scheme proposals would be viable, fundable and deliverable.

6.4 Infrastructure and funding

6.4.1 The SPD requires appropriate infrastructure to come forward to accommodate new development. The Council also recognises the importance of engagement with utility providers at an early stage in the development of any planning applications.

6.4.2 The successful implementation of the Development Principles discussed in the SPD will require the provision of a range of physical, social and environmental infrastructure. This includes:

- the re-provision of any community facilities that may be displaced and/or lost as part of the redevelopment opportunities
- public realm and green space improvements
- tree planting
- car parking assessments and restrictions to on-street car parking where appropriate
- consideration of new CPZs
- improved footpaths and cycle access
- manage the safety concerns of the secluded walkways
- improve community safety across the area and
- additional community uses including increased public health services which are required as a result of a growing local population.

6.4.3 Infrastructure provision to enable the redevelopment of the area of will be assessed and implemented by the Council, TfL, other relevant statutory bodies

and developers as appropriate.

6.4.4 Funding will include the use of S106, S278 and Community Infrastructure Levy funds, as well as developer contributions to be pooled as appropriate to meet identified infrastructure requirements.

6.4.5 Developers may also provide infrastructure as part of a development proposal. To ensure that the infrastructure is delivered it will be secured through a s106 agreement or equivalent.



Policy and Resources Committee

19th July 2022

Title	Tree Management Contracts
Report of	Chair – Policy and Resources Committee
Wards	All
Status	Public
Urgent	Yes
Key	Yes
Enclosures	None
Officer Contact Details	<p>Cassie Bridger: Assistant Director- Greenspaces & Leisure Cassie.Bridger@barnet.gov.uk</p> <p>Andy Tipping: Trees & Woodlands Service Manager Andy.Tipping@barnet.gov.uk</p> <p>Susan Lowe: Business Partner. Procurement Susan.Lowe@barnet.gov.uk</p>

Summary

The Annual Procurement Forward Plan (APFP) was reported to Policy and Resources Committee in December 2021. It set out envisaged procurement requirements for 2021/2022 and for 2022/23. The APFP included the procurement of Arboricultural Services (Tree Management and Maintenance Contract), as the Council's existing contracts are due to expire on 31 March 2023.

Committee are requested to approve the amendments in relation to the estimated Contract Value and Contract Duration of the Arboricultural Services entry (line 186 on the APFP (detailed in Section 1.4 of report) to enable officers to proceed with procurement, in line with the Council's Contract Procedure Rules.

Officers Recommendations

- 1. That the Policy and Resources Committee approves 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 re-procurement of the Arboricultural Services (Tree Management and Maintenance Contract), as set out in section 1.4 of this report.**
- 2. That the Policy and Resources Committee delegates 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.**

1. WHY THIS REPORT IS NEEDED

1.1 The Annual Procurement Forward Plan (APFP) details the envisaged procurement activities to be undertaken by the Council in line with the Council's Contract Procedure Rules. It presents information to ensure that all new contracts above the published limits and planned during the forthcoming financial year are identified. The APFP provides detail of but is not limited to the following:

- Contract name/description
- Contract start date
- Total contract value (including extensions i.e., annual cost of contract x period of contract + extension period)
- Contract duration

1.2 The Annual Procurement Forward Plan approved by the Policy & Resources Committee on 9 December 2021 included authorisation to commence procurement for Arboricultural Services (Tree Management and Maintenance Contracts). The contract value stated a forecast value of £900,000 and indicated a provisional two-year contract duration.

1.3 Approval of an amendment to the original entry by Policy and Resources Committee is required to enable the procurement to proceed, to reflect both an increase in the total contract value and in the contract duration. The £900,000 included in the APFP is the annual value, not the total value and therefore needs to be increased in the plan. The service has also conducted initial market analysis which suggests that the Council is likely to achieve greater value by securing a longer-term contract and hence the contract duration now proposed is an initial five-year term with the option to extend for up to three years subject to budget and performance.

1.4 The Policy and Resources Committee are requested to agree an amendment to the Arboricultural Services (Tree Management and Maintenance Contract) entry in the APFP, to update the total contract value to £7.2m (estimated £900,000 per annum X maximum 8 years = total £7.2m) and to update the contract term to 5 years, with an option to extend for up to three years.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Advice from HB Public Law is that Committee are required to approve these changes to the APFP to enable the procurement to proceed.
- 2.2 Trees and woodlands form an important part of the green infrastructure in Barnet. It is renowned for being one of the greenest boroughs in London, with the council having responsibility for around 30,000 street trees and 848 hectares of green spaces, including 164 hectares of woodland. There are circa 200 parks and open spaces all of which have trees.
- 2.3 The existing Tree Policy published in 2017 outlines management approaches in relation to both personal injury and subsidence risk. All trees on council land undergo a three cycle of inspection and works, this discharges our legal Duty of Care for personal injury risk and also minimises financial risk to Barnet from subsidence claims. 24-hour emergency cover is serviced by term contractors in the event of storms, road traffic accidents and falling trees and branches. Trees on Barnet Homes estates are managed via Service Level Agreement.
- 2.4 The Administration declared a Climate and Biodiversity Emergency on 24 May 2022. Sustainable tree management is vital to allow mature trees to remain and provide ecosystem services (air quality, carbon storage, heat and shading, flood alleviation etc) their larger canopies provide.
- 2.5 A canopy increase target is detailed in the Councils emerging Sustainability Strategy and ongoing management is necessary to protect these mature trees from pest and diseases, building development, resident pressure for removal and claims from third party insurers.
- 2.6 The current contract details a five-year Tree Planting Programme which expires in 2023. The procurement of the new Arboricultural Services (Tree Management and Tree Maintenance Contracts) excludes any future consideration of a Tree Planting Programme. A future report will be presented to the relevant Theme Committee on this, detailing options for consideration and future implementation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Councils existing Tree Management and Maintenance Contracts expire on 31 March 2023. A contract extension was triggered during the pandemic (2020/21) by the service, and hence there is no further opportunity to extend these contracts.
- 3.2 Any delay or non-pursual of procurement would expose the Council to significant risk.

4. POST DECISION IMPLEMENTATION

- 4.1 The service will continue to work with Finance, Procurement and Legal services to:
 - Completion of a Procurement Launch Document

- Develop and deliver the Procurement Strategy (Arboricultural Services)
- Ascertain the budget source (capital/revenue/grant) for the contract which will result from the procurement exercise and achieve finance confirmation for budget spend
- Consider alignment with Council policies
- Consider collaboration with additional service areas

4.2 Subject to agreement of the recommendations in this report, the service will commence procurement activity to enable selection and award by January 2023.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The Councils existing Tree Policy is a key corporate priority for the council to manage the Boroughs tree stock safely whilst delivering Climate Change and Sustainability Strategy priorities.

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

Finance

5.2.1 This report provides an updated total contract value, combining the annual cost plus the total duration to project a contract value.

5.2.2 The updated value is based on a range of factors such as the time that has elapsed from the previous Contract Award to date, in addition to market conditions and pressures such as skill shortages for specialist workforce, equipment and fuel increases which have all changed in the last 7 years.

5.2.3 The existing contracts commenced in 2015/2016 and were procured using a fixed price method in place throughout the contract duration. There has been no inflationary uplift to the existing contracts since their inception and the schedule of rates paid is presently the same as in 2016.

5.2.4 The current annual contract costs for Tree Management and Maintenance (Arboricultural Services) are approximately £650,000. This includes the following:

- West maintenance contract
- East maintenance contract
- Pollarding and basal growth contract

5.2.5 The above excludes tree planting, felling and stump removal which forms part of the Tree Planting programme under a separate contract. It is proposed that a future Tree Management and Maintenance contracts will include the following services:

- West maintenance contract
- East maintenance contract
- Pollarding and basal growth contract

- Felling and stump removal contract
- 5.2.6 The felling and stump removal contract has been included in the re-procurement of new Arboricultural Services contracts, as this type of activity is aligned with tree management and maintenance and the current contract is also due to expire by 31 March 2023.
- 5.2.7 The service has undertaken initial analysis, market research and pre-procurement activity to determine the estimated % contract value increase. Once procurement has been authorised, the service will host a 'launch event' signalling to the market the release of a contract notice. This will assist the preparation of the Procurement Launch Document and the result of tender price submissions.
- 5.2.8 The costs pertaining to the contracts contained within the APFP are contained within the individual service budgets of the Council. Any budgetary variance will be managed through the Councils budget setting process. Any contract awards outside budget would be subject to a further Committee report to enable proceeding with contract award as it will also require confirmation of additional budget.

Procurement

- 5.2.9 The Contract Procedure Rules provide the governance structure within which the Council may procure works, supplies and services. The aims of these rules are to:
- ensure value for money and propriety in the spending of public money;
 - enable works, supplies and services to be delivered effectively and efficiently without compromising the Council's ability to influence strategic decisions;
 - ensure that the Council is not exposed to unnecessary risk and likelihood of challenge arising from non-compliant Procurement activity
 - and ensure compliance with current Law
- 5.2.10 The authorised APFP entry is an accepted means to proceed with a procurement which will, subject to governance and a report, enable Contract Award.
- 5.2.11 The Councils Constitution (Article 10, Table B) summarises Authorisation and Acceptance Procedures, including that procurements of £500,00 and over may be authorised by the APFP. And that any contract, including additions, extensions and variations which have been include in a Directorate or Services Budget and supporting plans and strategies or any other Committee approved plan is deemed as authorised irrespective of value.
- 5.2.12 However, given the size of the difference in relation to the current APFP entry on the Arboricultural Services contracts and the amendments required, HB Public Law have advised that a separate report indicating these revisions alongside authorisation to commence procurement is required.

5.3 Legal and Constitutional References

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

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

5.3.2 The Council's Constitution Article 10 Table B summarises Authorisation and Acceptance Procedures, including the authority to commence procurement. This indicates that procurements of £500,000 and over may be authorised by the Annual Procurement Forward Plan. Where a procurement is not authorised by the Procurement Forward Plan, a Relevant Theme Committee Report is required. Due to the significant discrepancy between the value of these contracts and the term, the Procurement Forward Plan does not authorise the procurement of these contracts. This report is necessary to correct the value and term, and authorise the updated procurement value and term.

5.4 Insight

5.4.1 None in the context of this report.

5.5 Social Value

5.5.1 The Council has extended the Social Value Act's requirements and supports social value and sustainability delivery opportunities through all procurements at the Council, not just above threshold services contracts. 10% of the awarding matrix will focus on Social Value, mainly in the consideration of carbon reduction.

5.6 Risk Management

5.7 A significant risk of not having Tree Management and Maintenance Contractors available to clear storm damaged trees or other emergency situations would expose the Council to significant high-level risks. Ongoing works on subsidence risk trees reduces the likelihood of building damage claims. Felling of trees found to be dead, dying or dangerous as a result of survey reduces the risk of personal injury caused by falling trees and branches and any subsequent claim or prosecution by the Health and Safety Executive.

5.8 Oak Processionary Moth (OPM) caterpillar, which can cause skin and eye inflammation to both people and animals, is no longer managed by Forestry Commission (FC). Contractors are necessary to control this pest in areas identified with high human activity (play areas, cafes, certain roads) as enforced by the FC.

5.9 All risks are managed using the risk management procedure, as set out in the Corporate Risk Management Framework. High level risks are reported as part of the Council's quarterly performance regime.

5.10 Equalities and Diversity

5.10.1 The Equality Act 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- a. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- 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.

5.7.2 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

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

5.10.3 There is no significant impact on protected groups through the commencement and delivery of the proposed contracts.

5.11 Corporate Parenting

5.8.1 Not applicable in the context of this report.

5.12 Consultation and Engagement

5.12.1 The council takes a proactive approach to publicise tree works. Appropriate signage is used to raise awareness of tree removal giving ten working days notice containing telephone contact details to facilitate customer contact.

5.12.2 Publication of the programme for cyclical maintenance is done on a ward-by-ward basis and will be made available online, outlining the intention of works scheduled.

5.12.3 Councillors will be made aware prior to cyclical tree work taking place within each ward.

5.12.4 Tree work considered urgent or in the interest of public safety will be carried out within 24 hours. Under these circumstances, no notice will be given prior to the works being carried out.

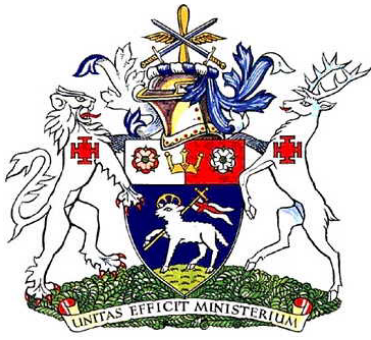
5.13 Environmental Impact

5.14 trees play an essential role within our ever evolving landscape removing airborne pollutants and reducing surface temperatures within urban environments. Not only do they contribute to the overall aesthetics of our towns and cities, but research has highlighted that the presence of trees is associated with a range of crucial benefits to our health and wellbeing. In order to optimise these benefits it is essential that sustainably managed green space and trees

are accessible to the local population and that these assets are protected and well managed.

6. BACKGROUND PAPERS

[Barnet Tree Policy | Barnet Council](#)



Policy & Resources Committee

19 July 2022

Title	Chief Finance Officer Report Financial Outturn – 2021/22
Report of	Chair of Policy & Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Treasury Management Outturn Report
Officer Contact Details	<p>Anisa Darr – Executive Director of Strategy & Resources (Section 151 Officer)</p> <p>Ashley Hughes, Assistant Director of Finance ashley.hughes@barnet.gov.uk</p> <p>Sharon Palma, Head of Finance – Corporate Reporting sharon.palma@barnet.gov.uk</p>

Summary

This report contains a summary of the council's revenue and capital outturn for the financial year 2021/22 as at Month 12 (31 March 2022).

The revenue budget outturn is in line with the approved budget for 2021/22 on revenue, made up of an overspend of £4.2m in Adult Services offset by an underspend in Resources of £3.5m and Growth and Corporate Services of £0.6m.

The council's capital programme expenditure outturn for 2021/22 is £270.2m; £72.8m less than the approved budget due largely to the reprofiling of project expenditure in line with expected project delivery timelines.

It also contains information on the level of debt and the top 10 debtors as at 31 March 2022, and any subsequent updates the committee needs to be aware of that impact the debt position.

Recommendations

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;
6. The position with respect to the Saracens Loan agreement.

1. Summary

- 1.1 This report sets out the Council's outturn position for the 2021/22 financial year as at 31st March 2022, the financial impact of the Covid 19 pandemic during 2021/22, and other relevant financial information as at that point. At the end of the financial year, the outturn is reflective of any previously identified risks and opportunities that have materialised or have been mitigated elsewhere through management actions.
- 1.2 The council continues to monitor all areas of income and expenditure to ensure financial sustainability and to adapt monitoring to accommodate emerging areas of concern, for example the current cost of living crisis being driven by Consumer Price Index (CPI) inflation over 9%.
- 1.3 At month 12, the financial outturn for the General Fund (GF) is:
- Overall, the GF is to budget;
 - An overall net contribution to reserves of £15.084m has been made. This figure is comprised of a £21.308m contribution to capital reserves for Community Infrastructure Levy (CIL) receipts in-year offset by £5.228m of CIL drawdowns in year to fund capital expenditure; Covid-19 reserves use of £7.067m; and Collection Fund reserves use of £6.806m. Top ups to earmarked reserves from service areas of £5.675m and for other earmarked reserves, including financial resilience, of £7.202m have been made. This is summarised in Table 1 below; and
 - Expenditure of £36.617m on Covid-19 impacts in the year has been incurred, funded by various Covid-19 grants received in year and in prior years, with the remaining £6.757m earmarked for Covid-19 impacts in future years.

Table 1: Summary Reserves Reconciliation Month 12

Reserves Movement	
	£'000
Service Area Contributions To/(From) Reserves, excluding Covid-19	26,983
<i>Less: CIL Receipts transferred to Capital Grants</i>	<i>(21,308)</i>
Net Service Area Contributions to Earmarked Reserves (a)	5,675
Covid-19 Reserves Movement (b)	(7,067)
Collection Fund s31 Grant Reserves Movement (c)	(6,806)
Financial Resilience and Other Reserves Movement (d)	7,202
CIL Receipts transferred to Capital Grants	21,308
<i>Less: CIL Drawdowns to fund Capital Expenditure in 2021/22</i>	<i>(5,228)</i>
Net CIL Top Up (e)	16,080
Reported Position (a + b + c + d + e)	15,084

2. Revenue outturn position at month 12

Overview

2.1 The council's revenue outturn position for the 2021/22 financial year at month 12 (31 March 2022) and the financial impact of the Covid-19 pandemic during 2021/22 is set out below. Performance against the budget approved by Council in March 2021 is set out in Table 2 and this shows that overall net expenditure is on budget, and in line with previous forecasting. Year-end adjustments in Resources for capital financing have contributed to an unfavourable movement from Month 11, which is offset by favourable movements in Environment and Growth & Corporate Services. The outturn position is presented after a net contribution to reserves of £26.983m, of which £21.308m is a transfer of Community Infrastructure Levy (CIL) to capital grants. The net value of £5.675m relates to service specific earmarked reserves. Earmarked reserves were previously set aside against anticipated future expenditure. There were service specific contributions to earmarked reserves totalling £10.482m from Growth and Corporate Services, Resources, Assurance and Adults. £4.808m of earmarked reserves were drawn down across Children and Family Services, Environment and Public Health. Further details are set out in Table 4.

Table 2: Revenue Outturn at Month 12

Service Areas	2021/22 Budget	M12 Outturn	Non C19 Reserves applied	M12 Outturn after Reserves	Variance after Reserves	M11 Variance
	£'000		£'000	£'000	£'000	£'000
Adults and Health	103,650	106,090	1,804	107,894	4,245	4,127
Children's Family Services	74,634	75,445	(785)	74,661	27	165
Environment	15,394	18,217	(2,692)	15,526	132	410
Growth and Corporate services	40,538	17,788	22,102	39,891	(647)	(373)
Assurance	7,024	4,194	2,631	6,824	(199)	(139)
Resources	73,586	64,827	5,253	70,080	(3,506)	(4,139)
Public Health	18,277	19,557	(1,331)	18,226	(51)	28
Total at Month 12	333,101	306,118	26,983	333,101	0	80

Non-Covid expenditure

2.2 The outturn for non-Covid “business as usual” income and expenditure is in line with the approved budget despite movement across the service areas. Table 3 provides a breakdown of the movement from month 11 in non-Covid variance as at month 12 with commentary.

Table 3: Non-Covid Expenditure - movement in variance from month 11 – 12

Service Areas	Month 11 non-COVID variance	Change	Month 12 non-COVID variance	Commentary
	£'000	£'000	£'000	
Adults and Health	4,127	117	4,245	Small adverse net movement from month 11, main areas as follows: - additional costs associated with the Apthorp Care Home decant and transformation work across Your Choice Barnet - increase in Learning Disability placements in Qtr. 4 - offset by an increase in health income and client income - reduction in workforce costs as agency spend in Quarter 4 was lower than expected due to recruitment delays.
Children's Family Services	165	(138)	27	The main driver of the favourable movement was the receipt of £0.122m of unexpected grant income. Other adverse movements in Looked After Children Placements were offset by favourable movements in assessment, intervention and planning and Early Help.
Environment	410	(278)	132	Favourable movement due to settlement of penalties incurred by Barnet Street Lighting of £0.507m, in addition to savings in the Special Parking account arising from the delayed start of the abandoned car removal service and an underspend as a result of NSL staff absences £0.259m, lower than anticipated Coroners Court levy, £0.128m and other favourable variances totalling £0.019m. However, this is partly offset by an underachievement of £0.635m of LIP income in the Re managed budgets
Growth and Corporate services	(373)	(275)	(647)	Mainly the result of a £0.280m underspend in the Commercial Management legal budget. This was retained to fund legal costs for the strategic contract review, which did not materialise this year.
Assurance	(139)	(60)	(199)	Favourable movement in organisational resilience £0.310m, due to lower than expected insurance settlements. This is the result of fewer claims in the last two years during Covid lockdowns. Claims are generally settled in future years. Claims have reverted to expected levels this year, so settlements are expected to return to budgeted levels. Offset by £0.244m overspend in Community safety, where some costs relating to prior years materialised at year-end.
Resources	(4,139)	633	(3,506)	The net movement from M11 reporting is due to a reduction in the HRA interest recharge and support service recharge. Overall, underspend driven primarily through improvements in capital financing - taken on borrowing at a lower rate than budgeted and there have been improved returns on long-term investments and there have been higher than expected income amounts relating to council tax and NNDR court costs awarded.
Public Health	28	(79)	(51)	Slight increase in Covid application - £0.03m Underspend against non-ring fenced grant relating to debt vulnerability project - £0.04m plus small variances of £0.009m across various budget heads.
	80	(80)	0	

Application of Reserves

2.3 The council has reserves set aside 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. Earmarked reserves are usually held by specific services, while general reserves are held corporately.

2.4 This report sets out anticipated use of or top up of earmarked service reserves. The table overleaf provides further detail.

Table 4 Use of or top-up of reserves at Month 12

Service Areas	Forecast (drawdown) / top-up to reserves	Commentary
	£'000	
Adults and Health	1,804	Omicron Support Grant carry forward - £0.362m Clinically Extremely Vulnerable grant carry forward - £0.659m Joint Project work with various Health Partners - funding received and allocated to reserves pending drawdown when work commences - £0.783m
Children's Family Services	(785)	£0.533m drawdown to support staffing requirements in troubled families, £0.297m intervention and planning management, £0.097 fostering along with a variety of smaller drawdowns. There was also a £0.307m deposit in clinical services reserve in anticipation of CCG clawback.
Environment	(2,692)	Drawdowns include Special Parking Account £2.796m COVID funding; Trees and Pleasant Parks £0.679m; partly offset by top up to reserves for Garden Waste £0.450m; Street Scene annual leave £0.122m and IT system implementation £0.120m and Re Highways flood grant £0.096m.
Growth and Corporate services	22,102	£21.308m Barnet CIL income received in-year moved to reserve to fund future year projects. £0.403m transfer to the Brent Cross Retail Park reserve. £1.650m top up for Flexible Homelessness Support Grant (FHSG) and other grants which will fund qualifying expenditure in future years. £0.450m Colindale Feasibility - grant income for specific feasibility for the regeneration of Colindale West £0.235m Strategy and Comms - top up to fund Queen's Jubilee, and Barnet Together on a 2 year basis. £0.0026m top up related to the strategic contract review. Offset by: £1.919m Covid-19 funding drawdown from earmarked reserves. £0.043m Digital Smart Cities drawdown from the Sustainable Infrastructure Enabling fund.
Assurance	2,631	£0.745m top up of corporate reserves for income received in year for the legal gain-share. £0.288m top-up to the elections reserve to fund the local elections in May 2022. £0.015m Top up for the Mayoral Car. £0.038m Top up for Internal Audit CCAS income to fund future year commitments. £0.136m top up of the CAFT reserve to cover timing delays on court receipts. £0.106m Governance top up to fund the Members Post-Election IT Project £0.212m top up to fund statutory Food safety regulatory costs spanning two financial years. £1.092m Corporate finance reversal of historic goods receipts, which were moved to general reserves.
Resources	5,253	£1.0m top up to Revs and Bens Housing Benefit reserve to support 22/23 expenditure relating to crisis fund and DHP shortfall. £0.338m drawdown relating to the Test and Trace COVID grant scheme. £0.319m top up to the Revs and Bens reserve for potential court fee refunds expected to have a decision in 22/23. £0.2m drawdown from the crisis fund reserve to cover crisis fund expenditure in 21/22. £0.7m top up to the capital financing reserve- £0.5m for decapitalisation of highways and £0.2m for the system replacement cost. £3.415m MTFS reserve top up for future years £0.354m New Burden grant top up to support future expenditure in 22/23
Public Health	(1,331)	Drawdown from Ring-fenced PH Grant - (£0.073m) Practical Support Grant carry forward - £0.755m Test and Trace grant drawdown - (£0.346m) COMF grant drawdown (£1.668m)
Total	26,983	
Capital - Community Infrastructure Levy	(21,308)	Transferred to Capital Reserves
Total after capital transfer.	5,675	

Savings

- 2.5 The budget for 2021/22 included planned savings of £10.590m. The outturn set out in Table 2 includes the achievement of 76% of this target (£8.013m) as shown in Table 5.
- 2.6 The 2020/21 budget planned for the council to deliver £17.311m of savings. Of this, £2.458m was not achieved due to the pandemic but was expected to be achieved in the 2021/22 year. Achievement of these savings is included in the 2021/22 outturn.
- 2.7 Continued disruption to the Leisure industry, a direct consequence of the pandemic accounts for a large proportion of the gap in savings delivery against Adults & Safeguarding. This position continues to be reviewed and mitigation plans are in place, so there is not expected to be longer-term pressures on budgets into 2022/23.
- 2.8 The planned saving of £0.405m against placement costs in Children and Family service was not achieved to delays in building works caused by various Covid-19 delays for in-borough settings. Greenbank Children's Homes is now coming into use and occupancy rates are gradually increasing as the inspections from OfSTED are completed. Refurbishment work is still continuing at Meadow Close which is impacting on the capacity of the home causing it to operate at 50% capacity. Once both sites are fully operational, the saving is anticipated to be delivered.
- 2.9 Underachievement in Environment is due primarily to the delayed rollout of the CPZ programme. Continued delivery of the programme is planned for 2022/23 and is being monitored closely by the Streetscene service who will put in place mitigations if it is at risk of partial non-delivery.
- 2.10 The overachievement in Growth and Corporate Services savings is due to an increase in Registrars' income above the MTFs target. This was the result of a backlog of demand for services delayed through the pandemic. This overachievement has been reflected in the council's MTFs to 2027.

Table 5 Savings Delivery 2021/22

Service Area	Planned savings new in 2021/22				Savings deferred from last year (due to C19)			
	Savings target 2021/22	Savings achieved as at 31 March	(Gap)/Over to plan	Service area gap	Deferred savings target 2020/21	Savings On Track as at	(Gap)/Over to plan	Service area gap
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Adults & Safeguarding	2,026	512	1,514	74.73%	1,215	1,215	0	0.00%
Children and Family Services	2,775	2,277	499	17.96%	50	50	0	0.00%
Environment	1,375	800	575	41.82%	100	100	0	0.00%
Growth and Corporate Services	4,136	4,147	(11)	-0.27%	1,013	1,013	0	0.00%
Assurance	100	100	0	0.00%	(0)	(0)	0	0.00%
Resources	78	78	0	0.00%	80	80	0	0.00%
Public Health	100	100	0	0.00%	0	0	0	0.00%
Total	10,590	8,013	2,577		2,458	2,458	0	
Percentages	100.00%	75.67%	24.33%		100.00%	100.00%	0.00%	

Covid-related spending

2.11 Based on latest information, it is estimated that expenditure on activity related to Covid-19 is £36.617m in 2021/22. £6.757m (c. 16%) of available funding is not yet formally committed – however these funds are earmarked and expected to be fully utilised to support continued COVID-19 recovery.

Table 6: Summary of Covid-19 related funds and associated spend at month 12

Service Areas C19 at Month 12	C19 forecast	Commentary
spending	£'000	
Adults and Health	17,456	Specific grant funding for Infection Control, Rapid Testing, Workforce Capacity and Local Support Grant £9.180m, Hospital discharge funding £.922m, Leisure disruption SPA income £1.843m, ASC workforce pressures £1.886m, Placement related pressures £2.964m
Children's Family Services	3,406	£0.991m COVID Local Support grant, £0.397m increased payments to support the work of social care team, £0.231m for family assessment, £0.248 social worker cover, £0.500m High quality education, £0.316m to support SEN Transport pressures language development, social, emotional and mental health needs, £0.092m mental health support teams rolled out across all schools, £0.235m Therapies, and just over £0.346m various others
Environment	4,769	Loss of parking income - fees and charges £4.121m; Loss of commercial waste income £0.246m; Refuse agency costs required for additional vehicle cleaning £0.226m; and PPE & Sanitisation £0.106m and Mortuary £0.070m
Growth and Corporate services	3,464	Increased temporary accommodation demand (£0.478m), Re Guaranteed Income shortfall (£1.026m), Employment and skills staffing and support and Entrepreneurial and Training programmes (£0.478m), print contract reimbursement (£0.130m), staff diverted from standard duties (£0.139m), CSG Procurement Volumes increases and other as hoc (£0.156m), Town Centre redevelopment (£0.175m), re-opening of high streets safely (£0.382m), Strategy and Communications priorities (£0.294m) and Maximising the 0365 roll out benefit (£0.120m)
Assurance	1,217	Enforcement team relating to COVID-19 street patrols and Fixed Penalty Notices (FPN) £0.585m; staff diverted from standard duties, including patrol officers £0.376m, Emergency responders £0.033m; Anti-Fraud officers investigating COVID-19 grant and business fraud £0.94m. Loss of Fixed Penalty income £0.050m, IT systems £0.079m.
Resources	338	Discretionary test and trace
Public Health	1,503	Test and Trace support £0.346m, Contain Outbreak Support i.e., VCS sustainability, support for Homelessness, Bereavement services etc £1.148m
Schools	1,564	Catch up premium £1.051m; Recovery £0.516m
Housing Revenue Account	2,900	£1.950m Housing Acquisitions and £0.950m additional costs due to labour shortages and constructions delays as a direct result of the pandemic
Funding carried forward to support continued COVID recovery	6,757	
C19 costs as at Month 12	43,374	
Funding Summary	£'000	
funds brought forward from last year	13,824	Comprising funding provided by government in 2019/20 and 2020/21, where £8.4m was not fully spent at 31 March 2021 (the balance of £86.5m received and £78.1m spent; excludes business rates support funding).
<i>additional funds in 21/22:</i>		
- Sales, Fees & Charges reimbursement	903	Based on the extension of the 2020/21 scheme from 31 March 2021 to 30 June 2021
- unringfenced funding (tranche 5)	10,225	Funding announced as part of the Local Government Finance Settlement for 2021/22 – 5th tranche of unringfenced funding.
- NHS hospital discharge funding	1,922	Anticipated income arising from the NHS hospital discharge scheme, which runs to 30 September 2021.
- other government funding	16,500	Other funding available in 2021/22, including extensions on Track and Trace, COMF, CEV etc.
Known funding at Month 12	43,374	

Budget Changes

- 2.12 At the December 2021 meeting of this committee, the following virements for budgets were approved:

£0.500m from Contingency to Assurance for future costs on the insurance contract.

£2.600m from Contingency to Environment to reverse the 2020/21 additional income target budget for car parking. This saving was agreed prior to the Covid-19 pandemic when parking activity significantly reduced and has not, as yet, recovered to pre-pandemic levels. The service will continue to monitor income levels and opportunities to support the Medium Term Financial Strategy if parking activity does recover to or beyond pre-pandemic levels.

Reserves

- 2.13 Based on the paragraphs above, the reserves balances at year-end are shown in Table 7 (below). It is to be noted that capital reserves movements are made up of a drawdown from CIL of £5.228m and a top-up of CIL receipts of £21.308m. The council has continued to utilise Covid-19 funding to support recovery, both for the General Fund and for its Collection Fund, a total drawdown of £13.873m. Other earmarked and non-earmarked reserves have been topped up by £12.877m. It is important to note that outside of the net increase in capital reserves the council's revenue reserves are broadly similar, closing on £126.679m from a brought forward balance of £127.675m.

Table 7 Reserves Balances at month 12

Reserve Movements	Balance Brought Forward	net change	Resulting balance
	£000s	£000s	£000s
Revenue Reserves - non-earmarked	39,433	7,202	46,635
Revenue Reserves - earmarked (non-Covid-19)	30,145	5,675	35,820
Total Revenue Reserves	69,577	12,877	82,454
Revenue Grant - unapplied (Covid-19, general fund)	13,824	(7,067)	6,757
Revenue Grant - unapplied (Council Tax / NNDR)	30,825	(6,806)	24,019
Revenue Grant - unapplied (Brent Cross Designated Area s31)	13,449	0	13,449
Grant unapplied	58,098	(13,873)	44,225
Total Revenue Reserves & Grant Unapplied	127,675	(996)	126,679
Capital Reserves	16,067	16,080	32,147
Total All	143,742	15,084	158,826

- 2.14 The above table includes values for brought forward revenue grants unapplied relating to Covid-19 of £13.824m for general fund-related allocations, £30.825m for collection fund (business rates) related balances and Designated Area s31 receipts of £13.449m.
- 2.15 It is expected that revenue reserves are to be topped up to the value of £82.454m and £6.757m of Covid-19 grant unapplied will be carried forward.
- 2.16 Revenue grants unapplied relating to the collection fund (business rates) of £24.019m and £13.449m of s31 'designated area' receipts will be carried forward.

- 2.17 Overall, reserves brought into the year amount to £143.742m. Capital reserves were topped up by £16.080m and £0.996m of revenue reserves and grants applied, leaving an estimated carry forward of £158.826m.

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 meetings of the Housing & Growth and Policy & Resources Committees in February 2022.
- 3.2 The HRA, excluding capital charges and depreciation, was £0.068m adverse to budget, a favourable movement of £1.547m from M11. This includes:
- £0.672m favourable movement in 'other costs' was due to fewer site clearance costs on HRA estates, which are earmarked for Regeneration in the next couple of years.
 - £0.563m favourable movement in provision for Bad debt as £0.250m of expected write-offs in March, were not processed. Additionally, rents in arrears were 15% lower than expected in March 2022.
 - £0.475m favourable movement in Regeneration costs. The service was able to recharge developers and partners more than expected in March 2022
 - £0.101m favourable movement due to lower insurance recharges to the HRA by the Resilience & Assurance service.
 - £0.097m favourable movement in interest income on HRA cash balances.
 - £0.447m adverse movement in the Repairs and Maintenance fee, due to an accrued insurance re-claim (income) from FY19/20 which was not achieved. To be prudent, as this is taking much longer than expected, this income has not been re-accrued resulting in the variance.
- 3.3 Movement in the capital charges and depreciation element of the HRA (capital charges and depreciation) in M12 are as follows:
- RCCO is projected to be £1.933m, a movement of £1.548m from M11. To mitigate the adverse movement in the controllable elements of HRA.

Table 8 HRA Reserves Balances at month 12

HRA reserves	B/Fwd	C/Fwd
	£'000	£'000
HRA Reserve	(4,000)	(4,020)
Major Repairs Reserve	(6,849)	(2,000)
HRA Reserves	(10,849)	(6,020)

Dedicated Schools Grant (DSG)

3.3 The outturn position for the DSG for 2021-22 is an underspend of £1.627m against available resources. Table 9 below provides a further breakdown.

Table 9 DSG Expenditure and Grant Income at month 12

	2021/22 Outturn	Budget	Month 12 Provisional Outturn after reserves	Month 12 variance after reserves
	£000	£'000	£'000	£'000
Expenditure	-			
Schools:				
- Individual Schools Budget	150,504	150,222	150,578	282
- ESG retained funding	700	700	700	(0)
- Growth Fund	0	2,814	0	(2,814)
- Central schools expenditure	2,194	2,193	2,216	0
Sub-total	151,204	153,736	153,494	(2,531)
Early Years Block	28,683	29,278	28,348	(596)
High Needs Block	57,028	55,528	56,840	1,500
Sub-total	85,711	84,806	85,188	904
Total	239,108	240,735	238,682	(1,627)
Income				
DSG Income	(240,735)	(240,735)	(240,735)	0
Total	(240,735)	(240,735)	(240,735)	61
Net DSG 21/22	(1,627)	0	(2,053)	(2,053)

3.4 The DSG reserve brought forward into 2021-22 was £3.244m. The underspend in-year has been added to the reserve and the carried forward balance for 2022-23 and future years is £4.870m.

Table 10 DSG Reserves Balances at month 12

DSG reserves	B/Fwd	C/Fwd
	£'000	£'000
DSG Reserve	(3,244)	(4,870)
DSG Reserves	(3,244)	(4,870)

3.5 There is a £2.814m underspend within the growth fund. This is unchanged from previous months.

3.6 Early Years – The allocation was adjusted downwards due to reduced pupil numbers. Despite this, there is still an outturn underspend of £0.930m

3.7 High Needs – Tripartite funding for children and young people with social care requirements and with an Education, Health and Care Plan (EHCP) has contributed to an overspend of £1.5m on the block for 2021/22. This will be monitored closely through 2022/23 and future years to ensure the sustainability of the DSG.

Public Health Grant

3.8 The ringfenced public health grant of £17.817m overspent by £0.073m due to additional agreed service commitments partially offset by underspends in some of the demand led services. This overspend has been mitigated by a corresponding drawdown from the ring-fenced grant reserve.

Table 11 Public Health Grant forecast

Public Health Grant	2021/22 Budget	2021/22 Outturn	Variance
	£000	£000	£000
Public Health services (PH grant funded)	17,817	17,890	73
Public Health Services	17,817	17,890	73

3.9 The Public Health Grant Reserve at outturn is reported at £1.828m, after a drawdown of £0.073m.

Table 12 Public Health Grant Reserve forecast

Reserves use	brought forward	Actual carry forward
	£000	£000
Public Health reserve	1,901	1,828

Special Parking Account (SPA)

- 3.10 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 13 below illustrates the outturn position for the SPA and the appropriation to the general fund. It shows an outturn of net receipts of £9.352m against the budget of £14.094m.

SPA reserves brought forward into the year is £1.311m and after nil movement the balance carried forward is the same.

- 3.11 The losses arising from this underachievement of income amount to £3.921m, which is recovered from one-off Covid-19 funding (shown elsewhere in this report).

Table 13 SPA Forecast

SPA Accounts	2021-22 Budget	2021-22 Outturn		
	£'000	£'000	£'000	£'000
Income	Budgeted SPA Account	M12	M12	M12
		Outturn Excluding Covid-19	Funded Covid-19 losses	Forecast Outturn
Penalty Charge Notices	(16,275)	(9,047)	(3,558)	(12,605)
Residents Permits	(3,020)	(3,554)	-	(3,554)
Pay & Display	(3,990)	(3,093)	(363)	(3,456)
CCTV Bus lanes	(370)	(940)	-	(940)
Total Income	(23,655)	(16,634)	(3,921)	(20,555)
Budget Income Adjustment	2,600	-	-	-
Total Income after adj.	(21,055)	(16,634)	(3,921)	(20,555)
Operating Expenditure (running costs)	6,961	7,282		7,282
Net Operating Surplus	(14,094)	(9,352)	(3,921)	(13,273)
Appropriation to General Fund	(14,094)	(9,352)	(3,921)	(13,273)

4 Capital Programme

4.1 The capital outturn for 2021/22 is £270.241m, of which £200.437m relates to the General Fund programme and £69.804m relates to the HRA capital programme.

Table 14 Current Financial Year Forecast Capital Outturn

Service Area	2021/22 Budget	Re-profiled (to)/from future years	2021/22 Outturn	Variance from Approved Budget
	£000	£000	£000	£000
Adults and Health	4,547	(1,108)	3,439	(1,108)
Children's Family Services	15,795	(28)	15,767	(28)
Assurance	330	(330)	-	(330)
Growth and Corporate services	100,593	(32,458)	68,136	(32,458)
Environment	20,029	(5,379)	14,650	(5,379)
Brent Cross	123,568	(25,689)	97,879	(25,689)
Resources	567	0	567	0
General Fund Programme Total	265,429	(64,992)	200,437	(64,992)
HRA	77,584	(7,780)	69,804	(7,780)
Grand Total	343,013	(72,772)	270,241	(72,772)

4.2 The key variance since updating the programme overall is the in-year delay and re-profiling of budgets in Growth and Corporate Services of £32.458m, Brent Cross of £25.689m and Environment of £5.379m.

In addition to the reported outturn a further £1.189m for the Borough Cycling Programme and Local Improvement Plan (LIP) was approved at June 2022 P&R committee.

Funding of the Capital Investment Programme

4.3 The composition of capital funding in the current year is detailed in the table below. 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 15 Funding the Capital Programme 2021/22

Service Area	Grants/Other Contributions	S106	Capital Receipts	Revenue/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Health	2,738	0	0	0	526	174	3,439
Children's Family Services	14,965	0	53	0	136	346	15,499
Assurance	0	0	0	0	0	267	267
Growth and Corporate services	5,031	155	4,303	0	1,380	57,236	68,104
Environment	2,015	451	22	0	2,126	10,067	14,682
Brent Cross	96,181	0	0	0	0	1,698	97,879
Resources	0	567	0	0	0	0	566
General Fund Programme	120,931	1,172	4,378	0	4,168	69,788	200,437
HRA	1,815	0	1,084	42,015	0	24,890	69,804
Total Capital Programme	122,747	1,172	5,461	42,015	4,168	94,678	270,241

4.4 **Brent Cross** – The 2021/22 outturn position indicates re-profiling of £25.689m required across all elements. The latest programme update is available in the Housing & Growth Committee papers for the June 2022 meeting.

- **Land Acquisitions** – The 2021/22 outturn position is re-aligning £0.017m into the next financial year, this is part of the £25.689m shown within table 10 above. The minor variance relates to a combination of favourable positions on property acquisitions, resource charges and legal fees offset by additional pressures on design & planning fees and architect fees.

Brent Cross West Station – 2021/22 outturn position is re-profiling £18.622m into the next financial year, this is part of the £25.689m shown within table 10 above.

- **Delivery packages**

- **Station Construction** re-profiling programme as a result of cancelled or shortened possessions has impacted the subcontractor progress on site, underspend on recent station Schedule 4 possession charges. The Station Eastern Entrance Block programme realignment and key packages not commencing (Escalators, Lifts, Roof Glazing and Mechanical, Electrical and Plumbing)
- **Rail Systems and Sidings** - Minor additional expenditure due to timing differences in the financial year incurred. These were originally anticipated to take place in the prior year.
- **TOC Accommodation & Fuel Farm** - Re-profiling due to delays to as built design drawings and associated Network Rail APA costs.

- **Regeneration Packages**

- **Waste Transfer Station** – Re-profiling due to contractor start on site slower than anticipated on the Stage 1 works
- **Intergrated Programme Management Office Delivery** – Re-profiling due to a provision of legal expenditure not required in year and net benefit on utilisation of resources realised.
- **Land Purchase Costs** - Re-profiling due to Joint Venture partner support works to be delivered and charged, Network Rail retention funds to be requested offset by an increase in a commercial property estimate aligned to the latest offer submitted.

- **Critical Infrastructure** – 2021/22 outturn position indicates re-profiling £3.160m into the next financial year, this is part of the £25.689m shown within table 10 above.

- **Substation** – Re-profiling due to a change in the current drawdown profile
- **Southern Junctions** - Re-profiling due to revised Price Cost Estimate (PCE) position in March 2022 versus the December 2021 position.
- **Cardiff House** - Re-profiling based on the revised PCE estimate in March 2022 and deferred legal fees to complete the purchase in 2022/23.
- Minor re-alignments across the remaining packages in relation to utilisation of resources lower than forecast based on actual activity incurred.

- **BXT Land Acquisitions** –2021/22 outturn position indicates re-profiling £3.890m into the next financial year, this is part of the £25.689m shown within table 10 above. The re-

alignment relates to properties deferred into future years as well as the legal and resource requirements associated with the deferrals.

4.5 Growth and Corporate Services –£32.458m net re-profiling to future years against the £100.593m capital programme budget in the current year. This is mainly due to:

- Depot Relocation amounts of £0.295m due to:
 - reduced in-year technical fees following changes in design scope
 - re-programming of re-surfacing works at the former Brogans site, to minimise disruption to seasonal winter gritting operations.
- Asset Management amounts of £0.440m where projects have been re-profiled into next financial year. This is the result of delays due to weather conditions and resource availability.
- Development Portfolio amounts of £0.913m
 - Programme delays, provisional sums forecasted for Customer Support Group, planning performance agreement, and contingency, were not drawn down.
- Eleanor Palmer Trust Land disposal was deferred to future years, and Trinity Church professional fees have not progressed as the council negotiates an agreement.
- Town Centre amounts reprofiled to future years of £0.587m due to project delays on new Finchley Square – now due to start on site in Q2 22/23.
- Town Centre Strategic Community Infrastructure Levy (SCIL) amounts reprofiled to future years of £0.450m, as capital funding was replaced with Covid-19 grant monies, alongside project delays in some town centres.
- Milespit Cemetery Works programme amounts reprofiled to future years £0.171m.
- Window Replacement at Apthorp Care Centre, Firestopping Works and Care Homes Maintenance budgets should be merged going forward. Accelerated expenditure of £1.242m due to the completion of essential works which were safety critical was incurred compared to budget.
- Colindale Future of Work (FoW) Modifications amounts reprofiled to future years of £1.040m, due to project commissioning delays.
- Family Friendly Hub Fitout amounts reprofiled to future years of £0.139m due to surveys & some technical resources being deferred, whilst the project approach is being reviewed following discussions with Family Services.
- The Burroughs, Hendon was re-profiled by £6.992m as the project has been impacted by COVID-19.
- Colindale Station Works Capital project £2.858m underspend where the amount is due to be passported to TFL for station redevelopment works, as per the Funding Agreement, however a decision from TFL on whether to proceed with the project is pending. As a result, the entire amount has been reprofiled into the next financial year.

4.6 Children's and Family Service –The outturn for the capital programme was £15.767m against a budget of £15.796m, an underspend of £0.029m.

- Additional funds of £1.478m have been accelerated from 22/23 to support the delivery of the Alternative Provision Project. The project is still on budget. This acceleration is due to the project progressing at a faster pace than was previously forecasted. There was £1.507m of underspends reprofiled to future years across the remaining programme.

4.7 Adults and Safeguarding – The Adults and Safeguarding Capital budget for 2021-22, reported an underspend of £1.108m at period 12, to be reprofiled to future years, details are as follows:

- The leisure centres outturn position reported re-profiling of £0.039m mainly due to delayed works on the Playing Fields, which is to take place next year.

- Mosaic 'Investing in IT' budget funds the continuation of phase 2 and was underspent at P12 by £0.205m. This figure is flagged for deletion as the budget is no longer required to meet any future commitment.
- Community Equipment expenditure is incurred as a revenue item initially. A review of final activity data for the council that can be capitalised has resulted in an outturn underspend of £0.474m. This amount is to be profiled over future years' budgets.
- Disabled Facilities Grant - final year end underspend of £0.391m. Delayed expenditure from 2020/21 has been re-profiled over the next two financial years

4.8 Environment – The outturn of £14.650m is against the approved budget of £26.062m with £5.379m of delayed expenditure due primarily to the re-profiling of Vehicles, Park Infrastructure West Hendon and the CPZ programme.

4.9 Resources – The 2021/22 outturn for the capital programme was on budget.

HRA Capital Investment

4.10 The HRA Capital outturn of £69.803m represented an underspend of £7.782m, which is to be re-profiled into 2022/23. Material variances include:

- £2.692m was reprofiled to future years on Acquisition Phase 3 (Greater London Authority) programme. Programme approved in February 2022 and was incorrectly profiled for FY21/22.
- £1.454m was reprofiled to future years on Acquisition Phase 2 programme, due to a lack of suitably priced properties that met the council's housing needs coming on the market.
- £1.335m was reprofiled to future years on Acquisition Phase 3 (Right To Buy) programme. Programme approved in February 2022 and was created in a single accounting period. It has not been reprofiled in line with project timescales.
- £1.170m acceleration on Regeneration Stock - Additional Investment programme is due to works moving faster than expected.
- £1.415m was reprofiled to future years on Stag House is due to several issues, including specification requirements being altered and supply chain delays for materials.
- £1.852m was reprofiled to future years on Extra-Care Cheshir House programme is due to delays in obtaining vacant possession of the site, which are now resolved.
- £1.058m acceleration to the Voids and Lettings programme due to the volume of properties in need of capital works.

5 Revenues, debt, and treasury management

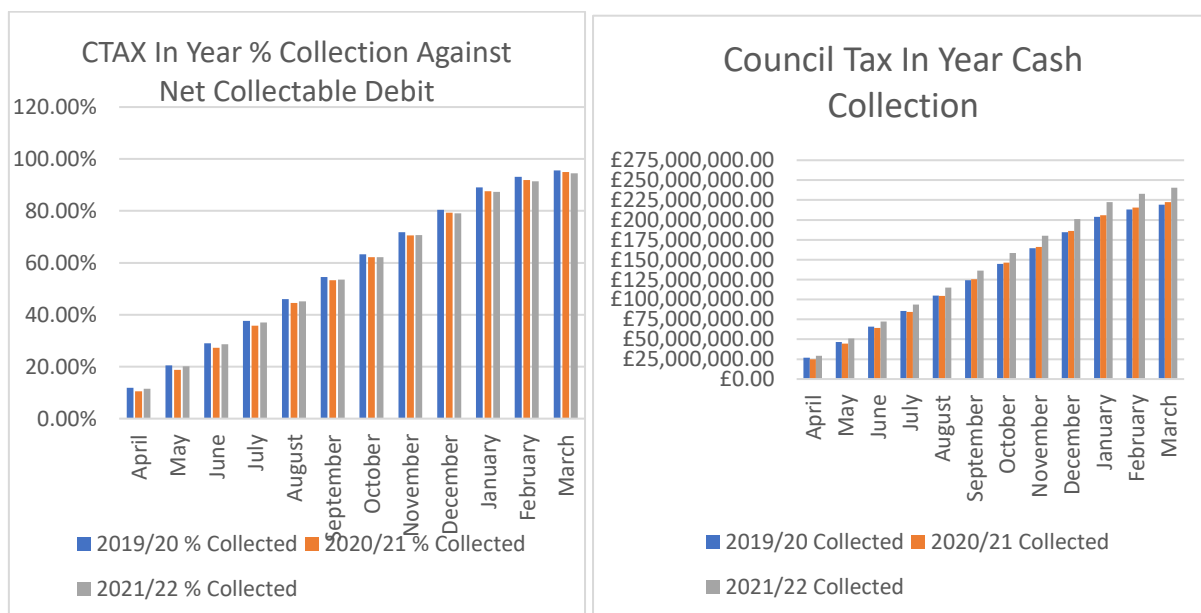
Collection Fund – Council Tax

5.1 Overall collection slightly reduced compared to last year at 94.46%, this is 0.48% lower than March 2021, and 1.19% lower than the previous year (i.e., pre-pandemic). In cash terms, current collection levels are £18.104m higher than last year and £21.616m higher than March 2020 (pre - pandemic) – this is due in part to annual increases in both the council tax base and the household charge over two budget cycles.

5.2 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 12 and there is not expected to be an adverse pressure on the Collection Fund arising from the tax base. Council Tax Support numbers have reduced slightly from previous months' and are now forecasting to be £0.075m above budget. This can be managed through the Collection Fund Adjustment Account.

5.3 The council's budget plan for 2021/22 assumes the collection of £198m of Council Tax. A review of prior year collection has been undertaken with collection rates holding up to deliver the budgeted Council Tax Requirement, including against 2020/21, where collection rates were impacted by COVID-19. The likely scenario is for Council Tax to be collected to budget for the 4-year period prior to, and including, 2020/21. The worst-case scenario is a deficit of £0.527m. This can also be managed through the Collection Fund Adjustment Account.

5.4 The charts below show the comparison of collection rates and cash values over the three years.



5.5 The council had a £0.992m deficit from prior years to fund with respect to Council Tax. This was held separate to Business Rates in the Collection Fund where funds received for the Brent Cross Designated Area provided some headroom to manage collection risks around Business Rates. As part of the Government response to Covid-19, a Tax Income Guarantee (TIG) scheme was set up, and the council received £1.6m based on its Net Collectible Debit and amounts collected. The TIG funding has been utilised to manage this deficit in 2021/22.

5.6 A review of the prior year's arrears position highlights a growing aged debt position. This is partly as a result of the council not undertaking write offs during the Covid-19 pandemic as resources were reprioritised to respond to the crisis and support residents. The council also paused recovery on all debt categories in the first 6 months of the pandemic as part of its programme of support, this has also contributed to the growth in the aged debt.

5.7 Table 16 provides an analysis of outstanding debt at year-end as a percentage of the net collectable debit (NCD), which is the total amount of Council Tax billed to residents, with a notable spike in 2020/21

Table 16 Aged Debt Analysis

Year	O/S debt	NCD	% of NCD o/s	Movement
	£000	£000	£000	£000
18/19	41,495	213,045	19.48%	
19/20	46,631	228,946	20.37%	0.89%
20/21	54,993	234,357	23.47%	3.10%
21/22	63,822	254,699	25.06%	1.59%

5.8 Table 17 provides the number of households in arrears alongside the percentage of the total tax base. The number of households in arrears continues to rise in line with the outstanding debt which may indicate a worsening of residents' financial wellbeing.

Table 17 Aged Debt Analysis

Year	Households in arrears	Tax Base	% of households in arrears	Movement
	£000	£000	£000	£000
18/19	62	152	40.53%	
19/20	65	154	42.35%	1.82%
20/21	70	155	45.01%	2.66%
21/22	75	157	47.61%	2.61%

5.9 Further analysis of the aged debt position will take place during 2022/23 to support the work around the council's Cost of Living response and reduce the aged debt in the process.

Collection Fund – National Non-Domestic Rates (NNDR)

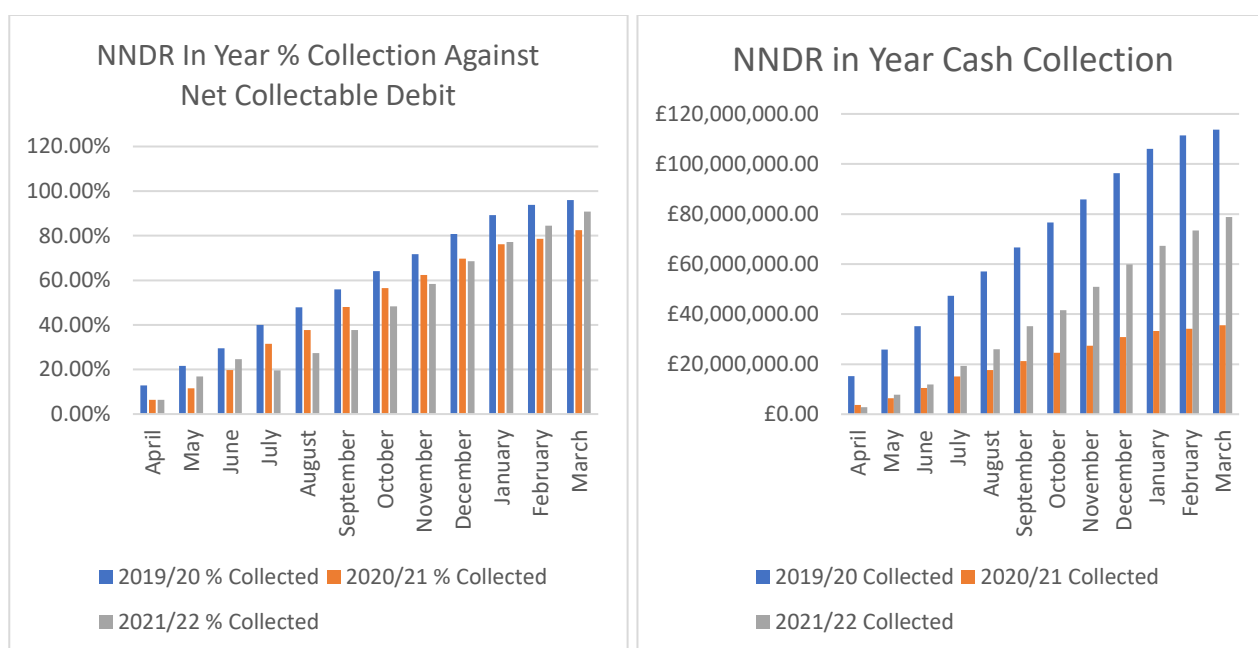
5.10 The Business Rates collection rate at year end was 90.83%, an increase of 8.41% compared to March 2021. This showed a significant improvement on the -1.06% position at the end of Quarter 3. The final position was down by 5.12% on March 2020 (pre-pandemic).

5.11 At Month 9, the council undertook a detailed NNDR review. This review included the likely changes in provision and impact of use of Collection Fund Reserves held for Covid-19 over a three-year period. Whilst there is likely to be risk in the base number of businesses liable to pay rates, given the make-up of Barnet's businesses (49% of the base are shops, restaurants and other related businesses, dependent on footfall) the review concluded there was not expected to be a net deficit arising to the Collection Fund from business rates in 2021/22.

5.12 In cash terms, the council is £43.613m above the position 12 months ago but £35m below the position 24 months ago (pre-pandemic). The cash collection is impacted by the Net Collectible debit (NCD) in each year. In 2021/22 the NCD in March was £86.7m, £43.485m higher than 2020/21 but £31.868m below 2019/20. The NCD is reduced by the amount of grant received by the council for expanded retail reliefs, for example. In 2021/22, the council received £58m in business rate reliefs.

5.13 At year-end, the council was able to reduce its requirements for appeals, specifically for the Major Changes in Circumstances appeals, whilst holding its bad debt appeal flat based on the aged debt profile for NNDR. These changes created a small surplus of £0.602m on the Collection Fund for in-year performance.

5.14 During Q4 2021/22 business rates collection saw a month on month increase in collection despite continuing to process Business Support Grants. January 2022 was up 1.01% on January 2021, February was up 5.86% and March 8.41%.



Emergency financial support for residents

5.15 Emergency support is in the form of Discretionary Housing Payments (DHP), Discretionary Council Tax Discounts and Crisis Fund payments.

- DHP has seen a 18.07% decrease against last year (pandemic), however the full Department for Work and Pensions’ allocation has been awarded.
- Discretionary Council Tax Discounts (Section 13A payments) has seen a 5.66% decrease against March 2021.
- Crisis Fund awards are 18.37% higher than March 2021. The main driver for the crisis fund increase is owing to the widening of the eligibility/entitlement requirements within the council’s policies. The decision was taken to extend the Crisis Fund relaxation period to 31 March 2022 to support residents both in the Covid-19 recovery period and subsequently the impact of rising inflation and cost-of-living increases.

Court Costs

5.16 Court costs awarded and collected have significantly increased compared to 2020/21. March 2022 costs awarded are up 52.1% on March 2021, however down 7% on March 2020. The budget income target of £1.689m has been exceeded by £0.370m.

5.17 Court costs collected in March 2022 are £1.379m. This is 241.8% up on 2020/21 owing to the freeze on both recovery and enforcement action for non-payment at that point in 2020 as of the council's pandemic response. In comparison to the pre covid year of 2019/20, March 2022 is down on January 2020 (pre-pandemic) by 0.08%.

Housing Benefit Overpayments (HBOP)

5.18 Housing Benefit Overpayment Collection for March 2022 is £2.646m. This is a 64% increase on the same on period last year (£1.037m), and a 4283% increase on the same period in 2019-20 pre-pandemic, (£0.793m).

5.19 The budget income target of £2.159m has been achieved.

Sundry Debt

5.20 Between February 2022 and March 2022 overall debtors increased by £32.779m. An analysis of debtors as at the 31 March 2022 is provided below at Table 18. It should be noted that this information is a snapshot as at that date and the overall position varies.

5.21 Overdue debtors (up to 30 days and older) as at 31 March 2022 was £22.234m a decrease of £10.431m for the same period in 2021 where the outstanding balance was £32.665m.

Table 18 Aged Debt Analysis as at 31 March 2022

Debtor	Not Overdue £000	Up to 30 days £000	30 - 60 days £000	60 - 90 days £000	Over 90 days £000	Total Debt £000
Month 12	37,430	7,436	1,053	1,012	12,732	59,663
Month 11	7,647	2,525	1,207	833	14,672	26,884
Movement	29,783	4,911	-154	179	-1,940	32,779

5.22 Table 19 gives detail of the top ten individual debts by debtor, totalling £33.319m.

Table 19 Top 10 debtors as at 31 March 2022

Debtor	Total Debt £000	Not Overdue £000	Up to 30 days £000	30 - 60 days £000	60 - 90 days £000	Over 90 days £000
NHS North Central London CCG	25,501	21,759	2,466	50	80	1,145
The Fremantle Trust	1,357	0	0	0	0	1,357
Barratt Metropolitan LLP	1,335	674	648	0	0	13
Barnet Enfield & Haringey Mental Health Trust	567	503	5	0	0	59
Conway Aecom	485	485	0	0	0	0
Affinity Water	423	34	388	2	0	-0.984
Royal Free London NHS Foundation Trust	340	340	0	0	0	0
Middlesex University	316	321	4	0	0	-9
Mayor's Office for Policing and Crime	245	189	50	0	0	6
NHS Enfield CCG	201	0	0	0	0	201
Total	30,770	24,306	3,562	52	80	2,771

5.23 Outside the Top 10 debts above, there is a significant class of debt relating to contributions to care in Adult Social Care. At the end of March 2022, the level of overdue debt related to individuals who receive adult social care services was £9.635mm. 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 and, at month 12, the project has recovered £1.13m.

5.24 The NHS North Central London CCG total debt has increased overall, however a large proportion of this debt is not overdue as at 31st March 2022, with much relating to quarter 4 invoices issued in March 2022. The position on debt over 90 days is at its lowest level at any point during the year. Work continues to ensure prompt payment of invoices raised.

5.25 The Fremantle Trust debt remains subject to legal review and ongoing discussions with the debtor. It was hoped to resolve this debt for 31 March 2022 but substantiating differences between parties remains an issue..

5.26 Barratt Metropolitan have paid £1.3m in month 3 of 2022/23.

5.27 £0.508m received from Barnet Enfield & Haringey Mental Health Trust in month 1 of 2022/23 and the Accounts Receivable team are liaising with them on the remainder.

5.28 The Conway AECOM balance has been cleared.

5.29 £0.422m received from Affinity Water in month 1 of 2022/23 and the Accounts Receivable team are liaising with them on the £0.0058m remaining.

5.30 Copy invoice £0.340m issued to Royal Free London NHS Foundation Trust for payment following their request.

5.31 The Middlesex University balance has been cleared.

5.32 Received £0.185m from Mayor's Office for Policing and crime in month 1 of 2022/23 and the Accounts Receivable team are liaising with them on the remainder.

5.33 Discussions are ongoing regarding the NHS Enfield CCG debt alongside the other CCG debts

Treasury & Liquidity

5.34 The council reported on its mid-year position to Policy & Resources Committee to the November meeting of the Committee. A new Treasury Management Strategy Statement (TMSS) covering 2022/23 was also agreed by Council on 01 March 2022.

5.35 Throughout 2021/22, the council remained in compliance with its agreed TMSS covering 2021/22. The full out-turn report can be found at Appendix A.

5.36 The council has undertaken £100m of new PWLB borrowing in 2021/22 and is currently assessing options to agree forward rates of borrowing covering £180m of borrowing need between 2023/24 and 2025/26 to fund its capital programme. These proactive measures to forward borrow are in line with the TMSS and seek to ensure better value than forecasted rates at the Public Works Loans Board (PWLB) over the same period.

5.37 Through improvements in cashflow reporting, the council has changed its mix of short-term investments to improve returns by investing over slightly longer periods with 37% of investments held beyond 30 June 2022. Short term investments are also benefitting from

the uplift to the Bank of England base rates by the Monetary Policy Committee (MPC). These rates were 0.75% at 31 March 2022, but have risen sharply to 1.25% and are forecasted to rise further when the MPC next sits.

5.38 At Month 12 outturn, the council held £192m in short-term liquid investments at an average rate of return of 0.43% (range from 0.17% to 1.51%) generating investment income of £0.657m for the financial year.

5.39 At the close of Month 12, the council had long-term borrowing totalling £521.58m 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. Further to this, the council has £5m of interest free loans from Salix.

6. Saracens Loan Agreement

6.1 The council currently has an agreement with Saracens Copthall LLP (SCLLP), to lend them £23.174m (inclusive of interest), in order for them to be able to build a new West Stand at their stadium at Copthall for completion in May 2022. The final drawdown was made in June 2022 bringing the loan balance drawdown to £22.134m. As at 28 June 2022, the total value of interest accumulated was £1.040m and the total value of the drawdown inclusive of interest to date is £23.174m. A shareholder contribution of £5m will fund the remaining works.

6.2 There has been slight slippage in the construction and the contractor is currently reporting a practical completion date of 25 July 2022. Delays have been caused by a combination of Covid related implications and material supply issues, most notably, steel and in connection of the water supply by Thames Water. The external works to the rear of the West Stand including street furniture and landscaping are being phased through August and early September. The loan drawdowns have been made monthly, following verification, including site visits to assess progress on site and these site visits by the council will continue until all works are completed.

6.3 Loan repayments to the council are expected to commence in August 2022, and in the same period rental payments from Middlesex University to SCLLP will also commence. It remains secure that the debt will be fully repaid in line with the Funding Agreement by January 2049.

7. REASONS FOR RECOMMENDATIONS

7.1 This report contains a summary of the Council's forecast revenue and capital outturn for the financial year 2021/22 as at Month 12 (March 2022).

8. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

8.1 None

9. POST DECISION IMPLEMENTATION

9.1 None

10. IMPLICATIONS OF DECISION

10.1 Corporate Priorities and Performance

10.1.1 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.

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

10.2.1 This report considers the out-turn position of the Council at the end of the financial year.

10.3 Legal and Constitutional References

10.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

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

10.3.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of Policy and Resources committee

(1) 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

(2) To be responsible for the oversight of:

- (a) the overall financial performance of the council
- (b) the performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; or Environment Committee
- (c) the council’s major strategic contracts (Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law)

including (but not limited to): Analysis of performance; Contract variations; Undertaking deep dives to review specific issues; Monitoring the trading position and financial stability of external providers; Making recommendations to theme committees on issues arising from the monitoring of external providers.

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

(4) 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&ID=349&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 Performance and Contract Management 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." Where Policy & Resources Committee has now subsumed the financial monitoring functions of the now-defunct Performance and Contract Management Committee.

10.4 Insight

10.4.1 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.

10.5 Social Value

10.5.1 None applicable to this report.

10.6 Risk Management

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

10.7 Equalities and Diversity

10.7.1 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 equality 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:
 - (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.
- Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- 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 prejudice 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:

- (a) Age
- (b) Disability
- (c) Gender reassignment
- (d) Pregnancy and maternity
- (e) Race
- (f) Religion or belief
- (g) Sex
- (h) Sexual orientation
- (i) Marriage and Civil partnership

10.7.2 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.

10.7.3 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

10.7.4 Measures undertaken as part of the Council's response to the Covid-19 pandemic have been undertaken in full awareness of the Council's commitment and responsibility to act in accordance with its own Equalities Policy and wider legislation. It is notable that the virus does appear to affect some parts of the community more than others, and the Council's actions have been informed by its commitment to mitigate impacts in all areas, and to appropriately protect or shield especially vulnerable individuals, in accordance with national guidelines.

10.8 Corporate Parenting

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

10.9 Consultation and Engagement

10.9.1 None in the context of this report

10.10 Environmental Impact

10.10.1 None in the context of this report

11. BACKGROUND PAPERS

11.1 None

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London Borough of Barnet

Appendix A: Treasury Management Outturn Report

1 April 2021 to 31 March 2022

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1. INTRODUCTION

1.1 Background

The council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2021/22 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 2nd March 2021)
- a mid-year (minimum) treasury update report (Council 1st March 2022)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all the above treasury management reports by either the Policy and Resources Committee or the Performance and Contract Management Committee before they were reported to the full Council. Member training on treasury management issues was undertaken on 14th June 2022 to support members' scrutiny role.

2. SUMMARY

2.1 Debt

During the year 2021/22, additional long-term borrowing of £100m was taken from the Public Works Loans Board in two £50m loans taken in May and July of 2021. The average annualised interest on the additional borrowing was 1.97%, which is considerably lower than the 2.90% average cost of borrowing across the council's overall debt portfolio. Further to this, there was a small reduction of outstanding interest free loans to the council from Salix of £1.1m.

Gross debt increased by £98.9m to £589.1m. Capital expenditure requiring funding by debt/internal balances was £115.3 million, which was below the TMSS projection for 2020 / 21 of £134.6 million.

2.2 Investments

Investment balances increased through the year, in part due to the new borrowing being taken to protect the capital programme by securing favourable low rates rather than to generate returns. Investments held rose £38.4m to £192.3m at year end.

2.3 Current Portfolio Position

The overall treasury management portfolio as at 31 March 2021 and the position as at 31 March 2022 are shown below for both borrowing and investments.

Investments and Borrowing				
	31.03.2021		31.03.22	
	£'000	%	£'000	%
Treasury Investments				
Money Market Funds	94,500	61.4%	10,250	5.3%
Local Authorities	-	0.0%	-	0.0%
Banks UK	49,400	32.1%	39,962	20.8%
Banks Overseas *	-	0.0%	117,100	60.9%
Other investments	10,000	6.5%	25,000	13.0%
Total treasury investments	153,900	100.0%	192,312	100.0%
* Refers to Overseas banks that are domiciled within the UK with a UK branch and all deposits are in Sterling				
Borrowing				
PWLB	421,580	86.0%	521,580	88.5%
Bank borrowing - LOBO's	62,500	12.8%	62,500	10.6%
Total long-term debt	484,080		584,080	
Short-term local authority debt	-	0.0%	-	0.0%
Interest free loans - Salix	6,088	1.2%	5,013	0.9%
Total Treasury Borrowing	490,168	100.0%	589,093	100.0%
Net Treasury Investments / (Borrowing)	(336,268)		(396,781)	
Other long-term liabilities – PFI**	(14,320)		(13,619)	
Net Investments / (borrowing)	(350,588)		(410,400)	
** Refers to the joint Streetlighting PFI lease liability				

Note: The 2022 Treasury Management Strategy Statement estimated PWLB borrowing at 31 March 2022 of £321.58m and £3m Salix. Subsequent to the 2022 TMSS being prepared the council borrowed £50m in both February and March 2021 explaining why the PWLB borrowing at 31 March 2022 disclosed above is different to that stated in the 2022 TMSS. In addition, the Salix balance at 31 March 2022 disclosed above allows for £3.088m drawn down between March 2020 and March 2021 which was not allowed for in the 2022 TMSS. This results in a Salix balance at 31 March 2022 of £6.088m.

There are multiple models that can be used to calculate the residual PFI lease liability which will apply different assumptions. The PFI lease liability at 31 March 2021 is aligned to the Statement of Accounts 20/21 whereas last year's outturn report for 2020/21 used a different method. The amount disclosed at 2021/22 is expected to be aligned to what will be disclosed within the 21/22 Statement of Accounts

2.4 Treasury Management Strategy Statement Limits

There were no breaches of limits set out within the 2021/22 Treasury Management Strategy Statement as agreed by Council on 1st March 2021 during the year to 31st March 2022.

However, note that the Commercial Limit set out within the TMSS is likely to be reviewed this financial period to better reflect the definitions of Commercial Income and Service Income which are set out in the 2021 Draft Prudential Code.

3. THE ECONOMY AND INTEREST RATES

3.1 Economic Summary

The coronavirus outbreak has had a significant impact on the global economy and has done huge economic damage to the UK and economies around the world. This led the Bank of England to take emergency action in March 2020 to cut the Base Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021, 0.50% at its meeting of 4th February 2022 and then to 0.75% in March 2022. Into the first quarter of the 22/23 financial year, we have continued to see steep rate rises with a further 0.25% increase in each of May and June, with current base rate at 1.25% and forecast to continue to rise.

Throughout the coronavirus pandemic, large numbers of businesses were forced to close or to operate at significantly reduced levels due to restrictions and workforce illness. With most of the economy opened up and nearly back to business-as-usual, the GDP numbers have been robust (9% y/y Q1 2022) and sufficient for the MPC to focus on tackling the second-round effects of inflation. At the end of March 2022, the 12-month CPI rate was 7% indicating strong inflationary pressures. In the 12 months to May 2022, CPI rose by 9.1% and supply side shortages, labour shortages, commodity price inflation, the impact of Russia's invasion of Ukraine and subsequent Western sanctions all point to inflation being at elevated levels until well into 2023.

Gilt yields fell towards the back end of 2021, but despite the war in Ukraine gilt yields have shot higher in early 2022. At 31st March 2022, 1.38%, 2-year yields remain close to their recent 11-year high and 10-year yields of 1.65% are close to their recent six-year high. These rises have been part of a global trend as central banks have suggested they will continue to raise interest rates to contain inflation.

Historically, rises in US Treasury yields drag UK gilt yields higher; there is a strong correlation between the two factors. However, the squeeze on real household disposable incomes arising from the 54% leap in April utilities prices as well as rises in council tax, water prices and many phone contract prices, are strong headwinds for any economy to deal with. In addition, from 1st April 2022, employees also pay 1.25% more in National Insurance tax.

4 TREASURY POSITION AT 31 MARCH 2022

At the beginning and the end of 2021/22, the Council's treasury, including borrowing by PFI and finance leases, position was follows:

TABLE 1	31 March 2021 (£'000)	Average Rate	Average Life	31 March 2022 (£'000)	Average Rate	Average Life
Debt	490,168	3.08%	27.3 yrs	589,093	2.90%	27.9 yrs
Other long-term liabilities	14,320			13,619		
Total debt	504,488			602,712		
CFR	736,666			839,422		
Over / (under) borrowing	(232,178)			(236,709)		
Total investments	153,900	0.11%	163 days	192,312	0.43%	110 days
Net debt	350,588			410,400		

Note: Investments exclude loans to Saracens and Open Door Homes (as these are included within CFR).

Through taking on £100m of new 50 year borrowing from the PWLB at an average cost of 1.97% in 2021/22, the council's average life of debt has increased and average cost of borrowing has fallen from 3.08% to 2.9% across its total external debt portfolio.

5 THE STRATEGY FOR 2021/22

During 2021-22, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between higher borrowing costs and lower investment returns.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this has been kept under review and due to the scale of the capital programme, the ability to take on debt at low rates against forecasts of Bank Rate increases in the future, and avoid incurring higher borrowing costs in the future, the council entered into £100m of new long-term borrowing.

Investment returns remained close to zero for much of 2021/22 although negative rates were avoided. The expectation for interest rates within the treasury management strategy for 2021/22 was that Bank Rate would remain at 0.10% until it was clear to the Bank of England that the emergency level of rates introduced at the start of the Covid-19 pandemic were no longer necessary.

The Bank of England and the Government also maintained various monetary and fiscal measures, supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the various lockdowns/negative impact on their cashflow. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates remained low until towards the turn of the year when inflation concerns indicated central banks, not just the Bank of England, would need to lift interest rates to combat the second-round effects of growing levels of inflation (CPI was 9.1% in May).

While the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

The strategy of minimising both new debt and investment balances was tempered in both 2021-22 and the prior year as new borrowings of £100 million were taken in both years. This reflected the five-year projected capital programme that required funding of £582.9 million from April 2021 and expectations that borrowing rates will increase from their historic lows. As a consequence, protecting the affordability of the capital programme took precedence over the short term cost of carrying additional debt.

Long-term interest rates have risen by around 100bps over the period from March 2022 to June 2022, with a risk that rates might increase further still. Given the under borrowed position of the Council, the Council is exploring opportunities to lock in interest rates further

during 2021/22. Whether the Council takes on further borrowing will be economically assessed, including considering the impact on short-term revenue due to cost of carry, the potential viability of the capital programme should rates rise further still and the relative value of PWLB borrowing costs relative to what could be achieved via Private Placements.

6 BORROWING REQUIREMENT AND DEBT

The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). The table below summarises the opening, projected and closing capital positions for both the HRA and General Fund.

	31-Mar-21 Actual	31-Mar-22 Budget	31-Mar-22 Actual
CFR General Fund (£'000)	494,861	542,971	554,977
CFR HRA (£'000)	241,805	316,488	285,145
Total CFR (£'000)	736,666	859,459	840,122

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 March 2022, there were no breaches of the Authorised Limit (maximum permitted debt) and the Operational Boundary (the value of debt considered affordable).

The total value of long-term loans as at 31st March 2021 was £490.168m¹. In the period spanning February 2021 to July 2021, £200m of new 50-year borrowing was acquired from the PWLB, with £100m being taken in each of 2020/21 and 2021/22, while £1.1m of interest free loans from Salix Finance Limited acquired to fund environment friendly projects were repaid in April 2021. The average rate of interest on the new PWLB borrowing (since February 2021) is 1.83% (range 1.71% to 1.95%) compared with a previous average interest rate for the existing long-term borrowing of 3.63% (prior to February 2021). Plans for additional borrowing to support the five-year capital programme will be taken in conjunction with advice from treasury advisors. Cash balances are sufficient to support the capital programme in the next 12 months although additional borrowing will be required to support the longer-term capital plans and as discussed below the timing of new debt will factor in projections of changes in borrowing costs.

The Council did borrow in advance of need in May and July as borrowing rates fell to a point where it was considered optimal to do so to finance capital expenditure which would be incurred within the time frame of the forward approved Capital Financing Requirement estimates. In taking this decision, the Council carefully considered achieving best value, the risk of having to borrow at higher rates later, the carrying cost of the difference between interest paid on such debt and interest received from investing funds which would be surplus until used, and that the Council could ensure the security of such funds placed on temporary investment.

As stated, the total loans outstanding has increased in the four months by £98.9m to £589.74m (31 March 2021: £490.135m). The authorised debt limits (absolute maximum permitted) is £962.6m and the Operational Boundary (maximum consistent with long term affordability) is £858.4m. These limits were created from borrowing requirements detailed in the capital programme in February 2021 and apply to the 2021/22 financial year as detailed in the 2021-22 TMS.

¹ This figure excluded accounting accruals for interest due at year end.

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.

Prudential Indicators	Outturn at 31 March 2022 £'000
Capital Financing Requirement (CFR)	
CFR – Non-housing	554,977
CFR – Housing	285,145
Total CFR	840,123
Operational Boundary for External Debt	
Borrowing	944,574
Other long-term liabilities	13,088
Total Debt	957,662

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 2021/22 %
Upper Limit for Fixed Rate Exposure	100
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	40
Compliance with Limits:	Yes

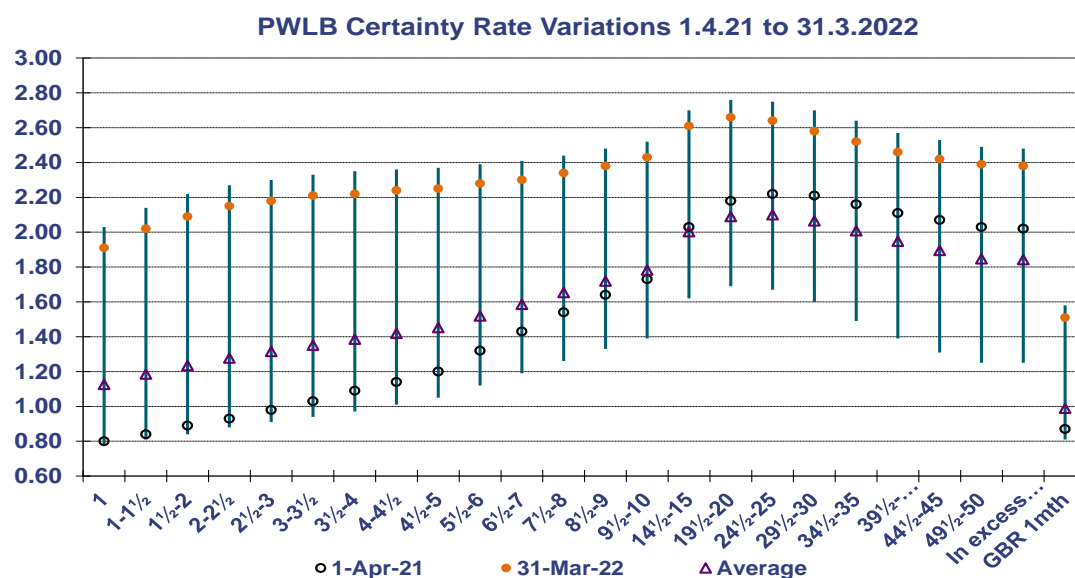
The below indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. Barnet debt is currently all long-term with no refinancing risk associated with short-term debt.

Table 4: Maturity Structure of Fixed Rate Borrowing

Maturity Structure of Fixed Rate Borrowing 31/03/22	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	0.34%	Yes
24 months and within 5 years	0	75	5,013	0.85%	Yes
5 years and within 10 years	0	75	91,032	15.45%	Yes
10 years and above	0	100	491,048	83.36%	Yes
Total			589,093	100.00%	

7 BORROWING RATES FOR 2021/22

The chart below represents the the PWLB certainty rate for different loan durations at 1st April 2021 (white circles), 31st March 2022 (orange circles), an average through 2021/22 (purple triangles) and the range through the year shown by the extremities of the horizontal bars.



PWLB rates are based on gilt (UK Government bonds) yields through H.M. Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. We have seen, over the last two years, many bond yields up to 10 years in the Eurozone turn negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at times, been an inversion of bond yields in the US whereby 10-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. Recently, yields have risen since the turn of the year on the back of global inflation concerns.

Gilt yields fell sharply from the spring of 2021 through to September and then spiked back up before falling again through December. However, by January sentiment had well and truly changed, as markets became focussed on the embedded nature of inflation, spurred on by a broader opening of economies post the pandemic, and rising commodity and food prices resulting from the Russian invasion of Ukraine.

At the close of the day on 31 March 2022, all gilt yields from 1 to 5 years were between 1.11% – 1.45% while the 10-year and 25-year yields were at 1.63% and 1.84%.

Regarding PWLB borrowing rates, margins attributed to their pricing are as follows: **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps), however as London Borough of Barnet sets out its capital expenditure plans to central government certifying no intention to

invest for commercial income in their capital plans, it is possible to borrow by accessing the discounted **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps).

8 BORROWING OUTTURN FOR 2021/22

At 31 March 2022 the council had long-term borrowing totalling £521.58m from the Public Works Loans Board (PWLB) and Bank borrowing structured as Lender Option Borrower Option (LOBO) loans totalling £62.5m.

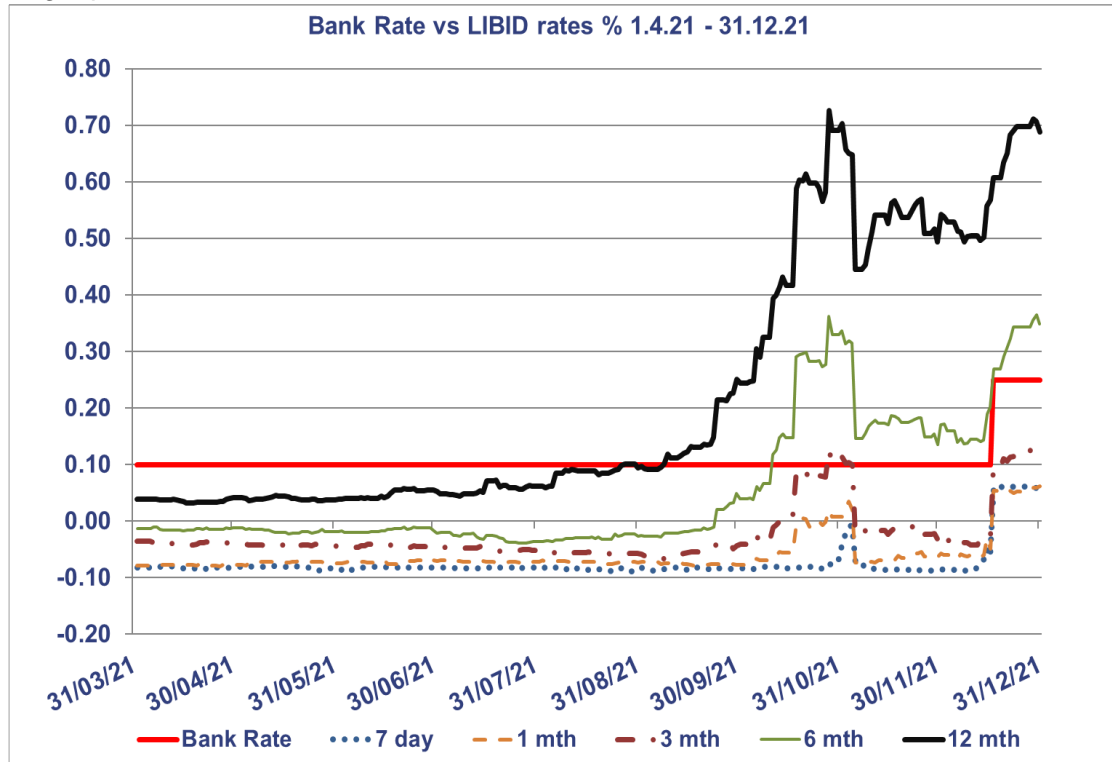
The council benefitted from the falling gilt yields and therefore PWLB rates during the year, undertaking £100m of new PWLB borrowing in 21/22, and is currently assessing options to agree forward rates of borrowing covering £180m of borrowing need between 23/24 and 25/26 to part fund its capital programme in order to remove the risk associated with the expected continuation of interest rises through 22/23 and beyond. These proactive measures to forward borrow are in line with the TMSS and seek to achieve a level of protection against rising Public Works Loans Board (PWLB) rates over the period where possible.

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.

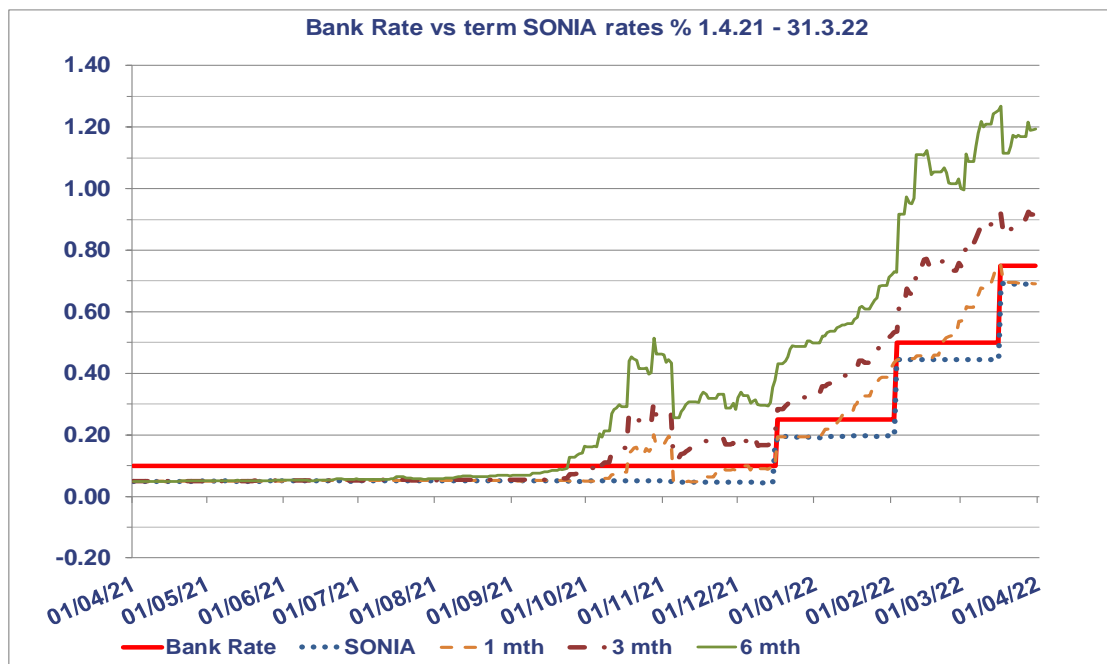
The council also has £5m of interest free loans from Salix.

9 INVESTMENT RATES FOR 2021/22

For consistency of comparison to previous rates, the below chart shows Bank Rate against the available data for LIBID rates which run to 31st December 2022 after which point it is no longer produced.



LIBID and LIBOR rates have both been phased out following recent issues with fixing and have been largely replaced by the Sterling Overnight Index Average (SONIA), which is shown below.



10 INVESTMENT OUTTURN FOR 2021/22

10.1 Investment Policy

The Council's investment policy, including timeframes and credit criteria for placing cash deposits, is governed by MHCLG guidance, which has been implemented in the annual investment strategy approved by the Council on 8th March 2021. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The TMSS 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 TMSS. A full list of the investments held by the council at 31st of March 2022 is in the table below.

The investment activity during the year conformed to the approved strategy, and the Council had retained sufficient cash balances to meet all its obligations on time.

10.2 Investments held by the council

Through improvements in cashflow reporting, the council has changed its mix of short-term investments to improve returns by investing over slightly longer periods with 37% of investments held beyond 3 months of 31 March 22. Short term investments are also benefitting from the uplift to the Bank of England base rates by the Monetary Policy Committee (MPC). These rates are currently at 1% with potential to rise further when the MPC next sits.

At 31 March 2022, the council held £192m in short-term liquid investments at an average rate of return of 0.43% (range from 0.17% to 1.51%) generating investment income of £0.657m for the financial year as detailed in the table below.

Counterparty	Principal (£'000)	Interest Rate (%)	Start Date	Maturity Date	Lowest long-term rating	Historic risk of Default (%)
Money Market Fund						
CCLA - The Public Sector Deposit Fund	<u>9,850</u>	0.39			AAA	0.04
Total Money Market	<u>9,850</u>					
Ultra Short-dated Bond Funds						
Aviva Investors Sterling Liquidity Plus Fund	400	0.17			AAA	0.04
Insight	<u>24,962</u>	-0.11			AAA	0.04
Total Ultra Short-dated Bond Funds	<u>25,362</u>					
Housing Associations (High credit quality)						
Southern Housing Group Ltd.	5,000	0.70	04-May-21	10-Aug-22	A-	0.05
Metropolitan Housing Trust Ltd.	10,000	0.90	10-Mar-22	11-Aug-22	A-	
Places for People Treasury PLC.	<u>10,000</u>	1.00	15-Mar-21	12-Aug-22	A-	0.05
Total Housing Associations	<u>25,000</u>					

Counterparty	Principal (£'000)	Interest Rate (%)	Start Date	Maturity Date	Lowest long-term rating	Historic risk of Default (%)
Banks						
Goldman Sachs International Bank	10,000	0.40	19-Apr-21	19-Apr-22	A+	0.05
Santander	10,000	0.35	19-May-21	19-May-22	A	0.05
Santander	15,000	0.35	26-Jul-21	26-Jul-22	A	0.05
ANZ Banking Group	7,500	0.17	26-Jul-21	26-Jul-22	A+	0.05
ANZ Banking Group	6,200	0.30	08-Oct-21	27-Jul-22	A+	0.05
Goldman Sachs International Bank	10,000	0.37	15-Oct-21	28-Jul-22	A+	0.05
Helaba Landesbank Hessen-Thuringen	5,000	0.30	03-Dec-21	29-Jul-22	A	0.05
ANZ Banking Group	8,200	0.53	05-Jan-22	30-Jul-22	A+	0.05
Helaba Landesbank Hessen-Thuringen	10,000	0.62	06-Jan-22	31-Jul-22	A	0.05
SMBC	6,000	0.48	20-Jan-22	01-Aug-22	A	0.05
Landesbank Baden Wurttemberg	10,000	0.41	21-Jan-22	02-Aug-22	A-	0.05
Landesbank Baden Wurttemberg	14,200	0.41	21-Jan-22	03-Aug-22	A-	0.05
Goldman Sachs International Bank	5,000	1.51	07-Feb-22	04-Aug-22	A	0.05
Close Brothers	10,000	0.45	01-Jul-21	05-Aug-22	A-	0.05
Close Brothers	5,000	0.55	30-Jul-21	07-Aug-22	A-	0.05
Total Banks	132,100					
Total Investments	192,312	0.43				0.05



Policy and Resources Committee

19th July 2022 AGENDA ITEM 13

Title	Delivery and Outcomes Framework – Q4 2021-22 and Annual Report 2021-22
Report of	Chair of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Delivery and Outcomes Framework End of Year Report 2021-22 Appendix B – Barnet Council Annual Report 2021-22
Officer Contact Details	Liz Cowie, Assistant Director Strategy & Communications liz.cowie@barnet.gov.uk

Summary

This report provides a progress 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

Officers Recommendations

1. That the Committee note the reports

1. WHY THIS REPORT IS NEEDED

1.1 This report highlights key achievements and performance against the council's Delivery and Outcomes Framework for 2021-22. The objectives within the framework have been listed by theme committee alphabetically. At the start of 2021-22 we committed to publishing an annual report which would provide an update on our progress against the things that we said we would do. This will be a public facing document that residents will be able to access.

1.2 Delivery and Outcomes Framework

1.2.1 The Programmes, Performance and Risk team have led on the co-design and implementation of the Delivery and Outcomes Framework which was agreed at Policy & Resources Committee 30th September 2021. It focuses on the key activities being carried out and the most appropriate way of measuring the success and / or progress of these activities, whether that be key performance indicators (KPIs) and / or narrative.

1.2.2 The attached Delivery and Outcomes Framework End of Year Report 2021-22 reports provide full details on the data and narrative listed by theme committee.

1.2.3 Below provides key highlights over the last 12 months:

- As part of the Residents' Experience Programme, a series of improvements to web content, online forms and phone options were implemented, resulting in a 32% increase in online completion rates and lower wait times.
- The new Street Cleansing model has enabled the emptying of 3,500 litter bins each week, maintaining over 2,000 roads and 21 town centre areas and the removal of c. 200 graffiti instances each month.
- All Network Recovery Programme (NRP) major road resurfacing works have now been substantially completed.
- Expansion of the community safety team from six to 21 officers, providing a more comprehensive and seven-day ward based response to anti-social behaviour issues.
- The progression of the financial vulnerabilities project using data insight and resident engagement, with a final insight report taken to committee in June 2022.
- Continuing to deliver a borough wide tree planting programme and securing significant investment to deliver a range of improvements across our parks and open spaces.
- Completion of the pilot for a new model of community based multi-disciplinary team support for people with dementia and their carers which will be rolled out across the whole of the borough.
- Further development of the integrated discharge team reablement offer; now all clients discharged from hospital requesting social care support are offered a reablement service to maximise independence.
- Coproduction of a new Fit and Active Barnet Framework 2022-2026. Barnet has seen the largest increase in London (since 2015/16) of adults aged 16 and over who are active for at least 150 minutes per week.
- Expansion of the Prevention & Wellbeing Team, with increased capacity to support residents remain independent, including through using technology and equipment.
- Launch of new Domestic Violence and Violence Against Women and Girls Strategy 2022-2025 in March 2022.

- Completion of the Homeless Prevention and Insight project. This will feed into the review of the Homeless and Rough Sleeper Strategy with the aim of having a refreshed version that accounts for the findings.
- Over 1000 residents have been supported into work during 2021-22.
- 85 apprenticeships have also been provided by developers working across the borough.
- A £23.5m investment has been made into Town Centres to support high street recovery.
- Implementation of the growth agenda has progressed and work has continued to build more homes across the borough. Barnet has the biggest housing and development programme in outer London.
- Works at Brent Cross Town have continued to progress over the last year. Highlights include the opening of the Pavilion viewing centre in December 2021.
- A total of £3.5m grant has been secured to install 500 electric vehicle charge points.
- Barnet's Sustainability Framework was approved in December 2021, outlining plans to make sure that Barnet is a sustainable borough.
- During 2021-22, investment in supporting children and families across the borough has seen positive outcomes for Barnet's children and young people. The Parenting Hub, which works to provide intensive interventions for children who are at risk of entering care, was launched in November 2021.
- Barnet's services for children in care received a 'good' rating.
- 97% of Barnet's schools were rated as good or outstanding showing continued high standards of educational attainment. The service delivered a significant range of support for schools to support educational recovery.
- A joint Ofsted and CQC inspection of services for children with SEND gave positive feedback about the services provided, the work with parents and carers, and the support given to schools.
- Committed to hearing the voices of Barnet's children and young people, the 'My Say Matters' strategy has been developed and published in 2021-22. The strategy was launched at Hendon Town Hall on 31 May 2022.
- In January 2022, Barnet's Youth Justice Service was inspected and received positive feedback.
- The Life Chances Strategy supported children and young people across Barnet and enabled them to seize opportunities to live fulfilling lives: the service invested in employment and training support for young people and increased the package of support to schools.

1.3 Annual Report 2021-22

- 1.3.1 At the start of 2021-22 we committed to publishing an annual report which would provide an update on our progress against the things that we said we would do. This will be a public facing document that residents will be able to access.
- 1.3.2 The annual report has used updates provided as part of Delivery and Outcomes Framework End of Year Report 2021-22 to demonstrate key achievements and includes some highlights from the Resident's Perception Survey 2021-22. It outlines how prevention and equalities have informed our work and highlights key work and projects within these areas. The report sets out how place-based working has taken shape over

the last year, particularly the work emerging from the Community Participation Strategy as well as providing some key information on spending and funding over the last year.

2. REASONS FOR RECOMMENDATIONS

- 2.1 A Delivery and Outcomes Framework was collaboratively designed to monitor progress in delivery and performance, and ensure that residents, partners, Members and others are able to see whether we are achieving the objectives. The Delivery and Outcomes Framework was agreed at Policy & Resources 30th September and this report provides progress of the delivery over the past 12 months.
- 2.2 At the start of 2021-22 we committed to publishing an annual report which would provide an update on our progress against the things that we said we would do. This will be a public facing document that residents will be able to access via the Barnet Council website.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

4. POST DECISION IMPLEMENTATION

- 4.1 Reporting outcomes in this way seeks to bring together agreed outcomes into a single place, it does not preclude or replace any existing arrangements.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Barnet Plan sets out the corporate priorities 2021-22 and how we will deliver them. This report provides an update on the progress to end of Q4. Work is in progress to develop the new administrations vision and priorities.

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

- 5.2.1 MTFS/business planning proposals have been mapped back to the objectives to ensure the budget includes resources to deliver all the elements of the plan. It should be noted that the Barnet Plan does not cover all budget areas – it provides a set of overall developmental priorities and sets out areas of focus. As such, in some areas 'business as usual' budgets already support delivery of key objectives, while in others there may be additional funds allocated to support delivery. More detailed information on financial performance will continue to be reported to Policy & Resources Committee.

5.3 Legal and Constitutional References

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

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

(1) To be responsible for: • Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget (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

(2) To be responsible for the oversight of: (a) the overall financial performance of the council (

b) the performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; or Environment Committee

(c) the council’s major strategic contracts (Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law) including (but not limited to): → Analysis of performance → Contract variations → Undertaking deep dives to review specific issues → Monitoring the trading position and financial stability of external providers → Making recommendations to theme committees on issues arising from the monitoring of external providers

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

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

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5.4 Insight

5.4.1 Insight and intelligence data from the Insight function was used to identify priorities and support decision making.

5.4.2 The Delivery and Outcomes Framework brings together data from across the organisation into one place, allowing a comprehensive view of progress and performance.

5.4.3 The results of the Resident’s Perception Survey 2021-22 have been included to report against agreed outcomes.

5.5 Social Value

5.5.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.6 Risk Management

5.6.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level (scoring 15 to 25) risks are reported to Policy and Resources Committee. Risks are currently reported as part of the budget papers.

5.7 Equalities and Diversity

5.7.1 The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

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

5.7.3 eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

5.7.4 advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

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

5.7.6 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:

5.7.7 remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

5.7.8 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;

5.7.9 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.

5.7.10 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.

5.7.11 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:

5.7.12 Tackle prejudice, and

5.7.13 Promote understanding.

5.7.14 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

5.7.15 Our approach to the delivery of this annual plan has been intended to benefit all communities and groups within Barnet. Where individual decisions have been required in relation to specific elements of delivery these have been considered on a case by case basis to ensure no group is disadvantaged or left behind and an equality impact assessment has been undertaken.

5.8 Corporate Parenting

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

5.9 Consultation and Engagement

5.9.1 Consultation on the Barnet Plan 2021-25 was carried out in the autumn 2020. The Barnet Plan was approved by Council in March 2021.

5.9.2 The Delivery and Outcomes Framework was approved at Policy & Resources Committee 30th September 2021.

6. BACKGROUND PAPERS

6.1 Council, 2 March 2021 – approved Corporate plan (The Barnet Plan 2021-25)
<https://barnet.moderngov.co.uk/documents/s63856/Appendix%20A%20BARNET%20Corporate%20plan%202021%20-%202025.pdf>

6.2 Policy & Resources Committee, 30 September 2021 – approved Delivery and Outcomes Framework
<https://barnet.moderngov.co.uk/documents/s66664/Proposed%20Delivery%20and%20Outcomes%20Framework%20for%20the%20Barnet%20Plan%202021-25.pdf>

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Delivery and Outcomes Framework – End of Year Performance 2021-22

This appendix highlights key achievements and performance against the council’s Delivery and Outcomes Framework for 2021-22.

The objectives within the framework have been listed by theme committee, set out in alphabetical order.

Please note:

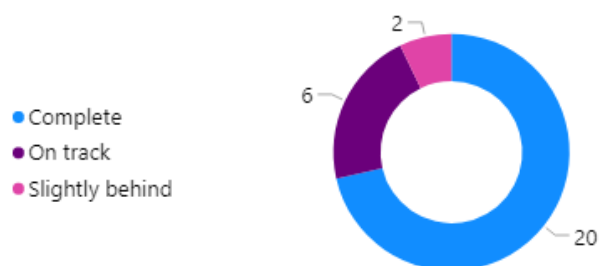
Where activities have a status of “On track” rather than “Complete”, these indicate that all intended activity has taken place in 2021-22 but further work will be done to progress these areas in 2022-23.

Outcome performance indicators are reported as a snapshot for the period stated unless otherwise mentioned.

Theme Committee	Objective
Adults & Safeguarding	Address the longer-term impacts of COVID-19 on communities
	Bring health and care together
	Residents lead active, healthy lifestyles
	Residents maintain their mental health
	Support residents to maintain their strengths and independence
Children, Education & Safeguarding	Education and Learning
	Family and Belonging
	Health and Wellbeing
	Life Chances
	Safe and Secure
Community Leadership & Libraries	Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking
	Tackling domestic abuse and gender based violence
Environment & Climate Change	Better environmental services and a cleaner borough
	Create an efficient, convenient and reliable transport network
	Make Barnet a sustainable borough
	Unlocking the Potential of Parks and Open Spaces
Housing & Growth	Build a park town for Barnet at Brent Cross Town
	Help residents - especially young people - into work
	Homelessness Prevention
	Implement our growth strategy
Policy & Resources	Improving Customer Service
	Robust Financial Management

Adults and Safeguarding Committee

Status of 2021-22 Activities



KPI Performance against Last Year



Objective: Address the longer-term impacts of COVID-19 on communities

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Develop an insight led dashboard to identify areas which have been most impacted by the Covid-19 pandemic, to track the longer term impacts of the pandemic and the effectiveness of interventions	Complete	This activity was completed in Quarter 2. A dashboard was created, bringing together different information sources. Since then, the reporting has been partly integrated into the council's Joint Strategic Needs Assessment reporting: https://open.barnet.gov.uk/insight-and-intelligence/jsna/covid-19/
Develop an overview strategy that brings together the various delivery plans which sit in other areas of the Barnet Plan, such as unemployment, homelessness and financial vulnerability	Complete	This activity was completed in Quarter 2. The programme identified that the council is delivering a range of programmes / services and ensured a joined-up strategic approach to addressing the longer-term social and economic impacts of Covid-19. Council-wide work to address the long-term impact of Covid-19 continues as part of business as usual activity, and lessons from the work is embedded into how the council addresses new challenges, such as the cost of living crisis.
Engage and work in partnership with key stakeholders (such as Adults Voluntary and Community Sector liaison group, LBB Partnership Board members and Adults Voluntary, Community and Faith Sectors forum) to inform the development of the strategy and associated delivery plans	Complete	Earlier in the year, engagement activity was carried out with internal stakeholders and with the Partnership Board and the Adults Voluntary Community Sector (VSC) Liaison Group to inform the delivery plan. This is now being progressed as part of business as usual activity.

There are no outcome or key performance indicators for this objective as it was agreed that relevant indicators are being reported elsewhere.

Objective: Bring health and care together

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
<p>Work with health and Voluntary, Community and Faith sector partners to develop the Barnet Integrated Care Partnership (ICP). This will include extending the range of projects and initiatives, implementing new programmes of work and developing governance in preparation for implementation of a statutory integrated care system.</p>	<p>Complete</p>	<p>Integrated Care Systems (ICSs) are now enshrined in law following the passing of the Health and Care Act in April 2022. The ICS covering Barnet, as well as Camden, Enfield, Haringey and Islington – the North Central London ICS and its constituent bodies – is due to start on 1 July 2022 (along with other ICSs across England). As part of the ICS, the council has been working with the current North Central London Clinical Commissioning Group (CCG) and partners to develop the local integration of health and care services through the Barnet Borough Partnership. As the new organisation and structure evolves over 2022-23 and beyond, the council will continue to work with partners to develop integrated services as part of core business delivery.</p>
<p>Working with primary care networks, implement a model of community based multidisciplinary support for people with dementia, frail older people and their carers. Additionally, expand the model to achieve borough-wide coverage subject to the outcomes of the pilot.</p>	<p>Complete</p>	<p>The pilot of a new model of community based multi-disciplinary team support for people with dementia and their carers in primary care network 5 (covering Golders Green, Hendon, Brent Cross, Childs Hill and West Hendon) has now come to an end. The pilot was successful at delivering a holistic service support for residents. Moving into 2022-23, this model of dementia support will be absorbed into the multi-disciplinary team (MDT) approach to frailty, to include input from a specialist dementia nurse, a voluntary sector dementia advisor and the council's specialist dementia support team, and will be rolled out across the whole of the borough in Quarter 1 2022-23.</p>
<p>Develop neighbourhood based multi-agency working to address the wider determinants of health</p>	<p>On track</p>	<p>During 2021-22, the programme has established a dedicated neighbourhood programme team and governance structure to lead the programme, to support providers as they plan and implement changes, as well as to ensure consistent quality across the various projects being undertaken. An agreed shared purpose, core vision and principles will run through neighbourhood model working. This is a long-term project, and work will continue into the next year: the council will help lead the Barnet Integrated Care Partnership work on neighbourhood models of care to identify opportunities for more effective multi-disciplinary working across the system, aligned to primary care networks, which will include consideration of how the expanded prevention and wellbeing team will work with partners, work on frailty and dementia and the continuing alignment of council and Barnet, Enfield and Haringey Mental Health Trust locality teams.</p>

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Further develop the Integrated Discharge team model to ensure residents leaving hospital get the right care and support, in the right place and in a timely fashion. This will include embedding and mainstreaming the service model into 'business as usual', confirming funding and delivery levels for all partners and ensuring compliance with expected new legislation which will make the model a statutory requirement.	Complete	This activity was completed in Quarter 2. The integrated discharge team (IDT) was implemented in rapid time in response to the pandemic and has led to a better experience for residents. It has had a significant impact in helping save bed days by reducing length of stay and massively avoiding what would have been delayed transfers of care. This year the council has also further developed the reablement offer and now all clients discharged from hospital requesting social care support are offered a reablement service (a short-term service to maximise independence) for up to six weeks giving them support in the recovery period. This has resulted in positive outcomes for the service: in total, 1,859 reablement episodes were provided (an increase of 85% compared to 1,002 episodes in 2020-21) of which 62% of clients did not need any further support and a further 20% required decreased support of care provision.
Complete the transition back from central government funding of the initial period of post-hospital care without adding significant delay into the system. Ensure all residents who need one get a full Care Act assessment and a financial assessment.	Complete	This activity was completed in Quarter 2 as part of the Integrated Discharge Team implementation
Develop a health improvement and prevention approach to address health inequalities in communities	On track	During 2021-22, the service has been developing a health improvement and prevention approach to address health inequalities in BAME communities, building on work initiated through the Covid 19 vaccination programme. Cardiovascular disease prevention has been identified as a key area of short-term focus, with an emphasis on building trust in the community & reaching targeted high-risk populations to reduce the equality gaps. Health inequality will continue to be a focus over the next year.
Embed new models of quality and clinical in-reach support to care providers and sustain the services over the longer term.	Complete	This activity was completed in Quarter 2. The model has been successfully implemented as part of Barnet Integrated Care Partnership (ICP) and is now being managed as business as usual. The service has been mainstreamed and continues to support the system in delivering care to residents, meeting the aims and objectives set out.

Outcome Performance Indicators

Specific outcome performance indicators are under development. The below indicators monitor demand coming from hospital pathways into social care and the cumulative number of clients with joint funding (CHC) arrangements. These are local measures based on the national discharge to assess health and care pathways established in 2020-21.

Key Performance Indicators

Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
Number of adults discharged with support from adult social care (pathway 1 or 3)	2021-22 Q4	1,552	Monitor	6,311	New measure	—
Number of clients with joint funding (Continuing Health Care) arrangements	2021-22 Q4	367	Monitor	Data not available	Improved	▲

Objective: Residents lead active, healthy lifestyles

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Develop an updated Fit and Active Barnet (FAB) strategy that builds on our previous success to deliver positive outcomes for residents; implement our FAB campaign by developing and delivering behavioural change campaigns, working with partners and connecting to national campaigns such as 'This Girl Can' and 'We are Undefeatable'.	Complete	The service has worked extensively with partners, stakeholders and community groups to co-produce a new Fit and Active Barnet Framework (FAB) (2022-2026), which was approved by the Adults and Safeguarding Committee on 7 March 2022. The Framework is supplemented by a FAB Action Plan (2022-2023) which has been developed in collaboration with members of the FAB partnership. It identifies a series of actions to achieve the vision of 'a more active and healthier borough'. This high-level plan will be further developed over the course of the year and will be refreshed annually.
Increase physical activity levels in the borough through targeted work with groups who are less active and opportunities for physical activity that increase wellbeing and sustainability.	Complete	Physical activity interventions continued to be reinstated and delivered during the year to provide residents with opportunities to be physically active. Examples include targeted health interventions delivered by the council's leisure operator GLL such as adult and child weight management, Activate Schools, physical activity on referral, diabetes referral, cancer rehabilitation, dementia club and falls prevention, in addition to universal opportunities such as free swimming for under 8's, 8-15 year olds swim for £1 and walking football. Community based opportunities such as StreetTT (outdoor table tennis programme), Parkrun, OurParks, London Youth Games and GoodGym have also been introduced / reinstated in the borough. By the end of Q4 there were 39,093 residents registered with a FAB Card - a 48% increase since April 2021 (with 26,398 registered residents). 825 of the FAB Card holders are registered carers, foster carers, children in care and / or care leavers - with access to additional FAB benefits including free swimming across all Barnet swimming pools at any time. The latest Sport England Active Lives dataset (November 2020-21) demonstrates that 62.6% of adults aged 16 and over who are active for at least 150 mins per week. This is a 1% increase compared to the May 2020-21 dataset. Barnet continues to see the highest increase (5.4%) across all London boroughs since the Active Lives Survey commenced in November 2015-16.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Continue to invest in our leisure centres, enhancing facilities and developing longer term plans.	Complete	In respect of the council's leisure management contract, the service continued to monitor recovery and progress the service delivery plan for the year. Consequently, the partnership has recovered to 10,135 live pre-paid members, representing a positive movement of 3,394 members year on year and a return to 91% of the previous highest membership level. All centres contributed to the positive recovery, although Finchley Lido and New Barnet experienced the highest positive movement. Swimming lessons also had a strong return over the contract year reaching 99% of the level reached in March 2020. From April 2021 to March 2022, Barnet generated £6,443,604 in social value through the leisure centre services, averaging £103 per person, measured using the new Sheffield Hallam University Model. In February 2022 Finchley Lido and New Barnet Leisure Centre completed their QUEST assessments (the leisure industry accreditation system), where scores of "very good" and "excellent" were respectively achieved. In March 2022, Hendon and Burnt Oak Leisure Centres completed their QUEST assessments, each achieving a score of "very good". All centres presented a significant impact to the community through projects, outreach events, and opportunities. The QUEST assessors provided positive feedback, noting the availability of a variety of opportunities for the local community to engage and participate in physical activity.
Create more opportunities for healthier eating via the launch of the Healthier High Streets programme to encourage local hospitality businesses to become partners in Healthier Catering, London Refill (reusable water stations) and Breastfeeding Welcome.	Complete	The Healthier High Street programme pilot project launched in West Hendon and North Finchley in March 2022. An engagement plan has been developed, including feedback from businesses as well as from residents and community groups, to understand their views of the project and to help inform communication in the future. Branding has been created for the scheme and a wider communications plan has been developed for the full launch of the programme across the whole borough in July 2022.
Deliver a healthy eating campaign focusing on food budgeting, reading labels, smart shopping and healthier cooking; working with local partners and connecting to national campaigns such as Change for Life.	Complete	A number of initiatives have been delivered to encourage healthy eating during 2021-22, including adding new content on budget cooking and healthy eating to the Barnet website and participating in the national Sugar Smart week, working with families via early years and schools setting, and signing up 56 organisations as Sugar Smart partners. A 'New Year New You' healthy eating campaign was developed for the start of 2022; using both sugar smart resources and the Bread n' Butter videos - the videos were viewed in total 171 times. A series of four challenges were set for residents in January 2022 and posts were made via Facebook and Twitter, reaching an average of 450 and 638 people respectively.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Increase the number of residents supported to eat well through weight management services. We will work with NHS partners to deliver the new digital weight management service and our local specialist weight management dietetics service. These will be delivered alongside the existing National Diabetes Prevention Programme and the Better Leisure Weight Management Programme.	Complete	The Everyone Health Ltd (EH) service, appointed to deliver a targeted dietetics service for residents, has launched in all Primary Care Network partner networks. A total of 84 referrals have been received and 28 current active users are receiving the interventions. GLL have opened up the adult weight management service for self-referral. Feedback from residents includes: weight loss, improved wellbeing and newfound confidence to take up physical activity, previously avoided due to low body confidence. Barnet also led on the submission of a funding bid to the Greater London Authority to map wider weight management systems across North Central London which would help join up referral pathways for services across each borough. An expert facilitator will be appointed to conduct workshops with residents regarding the mapping of weight management in North Central London.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of Adults (16+) who are active for at least 150 minutes a week - reported twice a year	2021-22 Q3	60.5	61.6	Data not available	—
% of residents who agree that LBB is a place that supports them to live a healthier life	2021-22 Q3	Increase	65	Improved	▲

Key Performance Indicators

Delivery of Fit and Active Barnet opportunities

The Fit & Active Barnet (FAB) Framework was refreshed during 2021 which involved a series of engagement events across the Council and with partners, stakeholders and residents/community groups. The refreshed Framework (2022-2026), together with an accompanying implementation plan, received cross party approval at the Adults and Safeguarding Committee on 7th March 2022. Physical activity interventions continued to be delivered over the course of the year with registrations for the FAB Card achieving almost 39,000 as at the end of March and memberships across the five Better leisure centres operating at 88% pre-pandemic levels. Overall leisure centre attendances increased towards the end of the year, recovering from seasonal variances, the lifting of Covid restrictions and impact of the Omicron variant in Q3. Collaborative working with partners such as Age UK Barnet and Dementia Club facilitated engagement with older people, helping to limit isolation and increase physical activity levels, in addition to creating a sustainable partnership for future delivery opportunities.

Objective: Residents maintain their mental health

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Working in partnership with key prevention voluntary community sector providers such as Community Barnet, Mind, Meridien Wellbeing service to increase knowledge of support and raise awareness including online advice	Complete	Preventative voluntary community sector providers continue to be engaged as strategic partners in the dissemination of health and wellbeing information for the benefit of residents, and a variety of events have been held during 2021-22. In Q2, the Barnet Wellbeing Service, commissioned by North Central London Clinical Commissioning Group (NCL CCG), held a network event at the Meriden Wellbeing centre to promote mental health support and services available to Barnet residents and was attended by stakeholders from across health, social care and the voluntary community sector. In Q4, the Wellbeing Service hosted a borough-wide event for International Women's Day and promoted a range of wellbeing support to residents in attendance. Making Every Contact Count (MECC) e-learning and resources, including some new factsheets, continued to be promoted across the council and voluntary & community sector. These are intended to increase capacity and confidence within local organisations to have conversations about mental health with residents accessing their services.
Develop a multi agency suicide prevention strategy with particular focus on groups such as older men, and implement the strategy's actions for Year 1	Complete	Barnet Suicide Prevention Partnership has co-produced the first Suicide Prevention Strategy 2021-2025, with a comprehensive action plan. The strategy was approved by the Health and Wellbeing Board in June 2021 and an annual update on the actions will be provided in June 2022. The first phase of the suicide prevention campaign aimed at reducing suicidality and preventing poor mental health amongst men has been launched. The three strands of the campaign include promotion of the Stay Alive app, opening the first Andy's Man Club in London and community outreach targeting lower income men resulting in strong engagement with the campaign and increased downloads of the app. The community outreach, held with staff from the council depot and several construction companies including Wates Group, Mace and Barratt London, received very positive feedback and companies requested follow-up visits. The impact of the campaign has been formally evaluated, with a final report to be taken to Health and Wellbeing Board in July 2022. The results from the different elements of the campaign will be analysed and lessons learned will feed into the next phase.
Promote and support wellbeing events to raise awareness such as Mental Health Awareness Week and Suicide Prevention Month	Complete	This activity is complete: the Suicide Prevention Campaign was launched in October 2021, focusing on three areas: 1. Awareness building and asking residents to download the 'Stay Alive' suicide prevention app, packed full of useful information and resources to help you stay safe; 2. Training and upskilling those in male dominated industries and encouraging the public to do the Zero Suicide Alliance training; 3. Setting up a local Andy's Man Club offering peer to peer support for men, where men can speak openly about their mental health in a judgement free, non-clinical confidential environment.
Work closely with Barnet, Enfield and Haringey Mental Health Trust to ensure that their transformation programme for community mental health services most effectively meets the needs of Barnet residents.	On track	Work to develop the mental health transformation programme has progressed during 2021-22, including working with the Barnet, Enfield and Haringey Mental Health Trust to improve the provision of community mental health rehabilitation, develop mental health pathways that have a strong community focus, and to support hospital discharge. The clearer roles for social workers and health practitioners established earlier in the year have been embedded with a clear focus on working in an integrated way, but for each professional to fulfil their unique role. This approach supports a person-centred service, clearer and quicker pathways for adults and younger people and strengthens the prevention and recovery model.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
<p>Work with North Central London Clinical Commissioning Group and partners to improve the multi-agency model of care and support for people with severe mental illness. This will include: an enhanced community-based offer, including physical health, employment support, personalised care, medicines management, a preventative approach with a focus on reducing health inequalities, and support for self-harm and substance misuse; services for mental health aligned with primary care networks; and improved crisis support.</p>	<p>On track</p>	<p>The council, CCG and Mental Health Trust have been working collaboratively to support further development and implementation of the new community mental health framework, which is being piloted in Primary Care Network 3. The new ways of working will improve access to the right mental health support at the right time, with fewer barriers to access. Recruitment has been finalised for 14 new staff working within Mental Health Trust core teams but employed by VCS organisations. These peer support and community engagement workers will further develop access to mental health services within the community and bridge the gap to specialist services as needed.</p>

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of adults in contact with (secondary) mental health services in paid employment	2021-22 Q4	Monitor	8.7	Improved	▲

Key Performance Indicators

Number of people accessing the Network and associated outcomes

Staffing within the Network increased and all staff have temporarily taken on more assessments to clear the backlog of cases following the pandemic; as a result wait times for accessing the service greatly reduced and are under 2 months. Following a number of successes over the course of the year, including setting up a carers' group, a men's group and a focus on young people, the Network have continued to work in partnership with relevant partners and to develop the service offer in line with the prevention agenda. The main streams of support identified are suicide prevention, expanding the psychosocial carers course and developing the relationship with Children and Families to support clients who are transitioning from CAMHS (Children and Adolescent Mental Health Services) to adult mental health.

Objective: Support residents to maintain their strengths and independence

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Continue to develop our two new extra care schemes, Atholl House in Burnt Oak, due for completion in Spring 2022, and Cheshir House in Hendon, due for completion in Summer 2023.	On track	Development of the two new extra care schemes continued during 2021-22. Atholl House in Burnt Oak is due for completion in January 2023, and Cheshire House in Hendon is due for completion in March 2024. Work has also progressed on finalising the service specification for the support provision, drawing on local examples, best practice and informed by the experience of commissioning the service at Ansell Court in Mill Hill.
Work with our partners and commissioned services to ensure services adapt and are able to most effectively support residents with a learning disability or mental ill-health to enter or stay in the paid workforce.	Complete	The first stage of activities has been completed. The employment plan activity has been successfully refreshed with the aim of effectively supporting residents with a learning disability or mental ill-health to enter or stay in the paid workforce and an active Task & Finish group is in place to deliver the work. The activity includes: identifying employment opportunities, for example through utilising technology and as part of services such as Leisure Services and Green spaces; development of new campaign promoting employment; through a life planning approach, being well linked to develop opportunities for employment support options; working with Barnet Mencap through the Bright Futures contract, providing telephone well-being checks with people with learning disabilities who live alone or with older parents or carers, ensuring access to their employment and community activities. All commissioned providers signpost people appropriately and support people to be ambitious about getting into employment. Engagement working groups have been established to develop a greater understanding of the views of service users, families and carers.
Working with Family Services, develop new ways to expand choice of care and support and promote independence for young adults with learning and complex disabilities.	Complete	Throughout the year, the service has been working with family services to make improvements in the transition pathways for young adults with learning and complex disabilities. These are making the experience for residents and their families smoother and more coherent. This has included workshops with staff to generate improvement ideas and the introduction of new practice forums. The work will continue to be developed, including through engagement activities with young adults and their families being planned to coproduce improvements to the process, as well as working with providers to demonstrate and track support and progression outcomes.
Explore opportunities to increase the number of people that can benefit from the work of our prevention and wellbeing team, delaying or avoiding the need for adult social care.	Complete	This activity was completed in Quarter 2. The Prevention & Wellbeing Team has been expanded, with increased capacity to support, and continue to offer support to help residents remain independent by providing equipment for use at home and assistive technology to help residents to stay safe and connected in their homes and out in the community. This has been absorbed into business as usual activity, reported as part of Adults & Safeguarding Committee.

Continue to deliver the priorities agreed in the Autism Action Plan, including working on the diagnostic pathway, awareness training and peer support for people with autism in our community, employment and skills.	Slightly behind	The Autism Action Plan is an ambitious multi-agency delivery plan and while actions have progressed, the scale of the change has meant that some projects have not delivered against initial deadlines. Work has continued during 2021-22 with developing more detail and potential solutions and actions to further develop the Autism Action Plan. Key to this is engagement with service users for input and confirmation of Action Plan priorities. The Autism Strategic Action Plan Group is also engaging with key partners to map and understand current services and opportunities, which includes collaboration with Family Services in identifying new activities from the national strategy and action plan; Barnet Mencap supporting with work with the criminal justice system and the employment workstream and working with North Central London Clinical Commissioning Group to extend the Autism Advisors contract with Barnet Mencap which sits alongside the council's Bright Futures contract.
Complete work on our Dementia strategy, which will set out our commissioning intentions and priorities to improve outcomes for people with dementia and their carers.	On track	Further improving the council's holistic care and support offer for adults with dementia and their carers remains a priority area and a new borough-wide dementia strategy will be co-produced in 2022-23. The strategy, based on a full dementia needs assessment carried out by Public Health and co-produced with people with dementia and their carers, will set out the vision for a dementia friendly Barnet, addressing service development, community inclusion and the role of partner agencies and communities. The strategy will be developed in partnership with the Barnet Borough Partnership and access arrangements will be put in place so a wide range of people can participate.
Undertake a strategic review of respite support for older people, including people living with dementia and people with learning disabilities.	Slightly behind	The strategic review of respite support for older people has been delayed due to the closure or reduced running of respite services during the Covid-19 pandemic, and the need to assess demand once the service fully reopened and resident usage reached consistent levels. It remains a priority for 2022-23 to finish the strategic review and present options for future provision.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of adults with learning disabilities who live in their own home or with their family	2021-22 Q4	80	78.6	Worsened	▼
% of people who feel in control of their own lives - annual survey last done pre-Covid-19	2019-20	Maintain or increase	75.9	Improved	▲

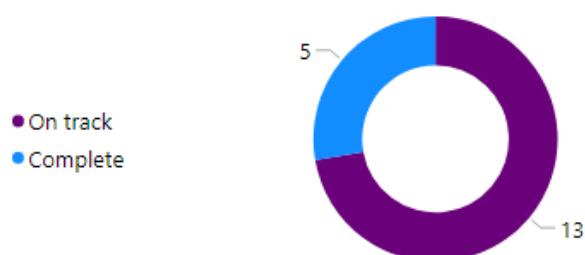
Key Performance Indicators

Indicator	Latest Data Available	Target*	Actual*	DoT on Last Year	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	2021-22 Q4	Maintain or reduce	514	Worsened	▼
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	2021-22 Q4	Maintain or reduce	10.6	Improved	▲

* Year to Date data is not available for these indicators so this relates to the latest period only

Children, Education & Safeguarding Committee

Status of 2021-22 Activities



Performance

Performance in Children's and Family Services is to be reported using the following reporting mechanisms which are already in place - the latest quarterly performance report to Children's, Education and Safeguarding Committee (CES) with the latest Children's services Analysis Tool report (ChAT) as an appendix, and the latest report to Children's Partnership Board (CPB).

Objective: Education and Learning

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver the School Places Strategy	On track	There is sufficiency of mainstream school places. The SEND needs analysis has been updated and all local special schools have increased the number of placements in 2021-22. A new primary Additional Resource Provision for Cognition and Learning has opened at Broadfields primary school. The new Pavilion Pupil Referral Unit has been built and will be completed in July 2022.
Ensure there is sufficiency of childcare places	On track	There is a total of 467 providers of Early Education in the borough. This includes private, voluntary and independent settings. 96% of these settings are judged to be 'good' or 'outstanding' by Ofsted. There has also been a steady increase in the take up of the Free Early Years Education schemes. The promotion of the schemes is a priority for the Early Years team and multi partnership action plans are in place and ongoing support to settings remains in place.

Objective: Family and Belonging

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver the Autism Action Plan	On track	The Autism Action Plan is being delivered across the partnership with the Leading-Edge Group working to embed the plan and track the impact. A Barnet Autism Position Statement has also been drafted that sets out approaches, language and practice principles. The Early Intervention Project is ongoing with the commissioning of Resources for Autism by the 0-25 Disability Service to work with families to develop their confidence in manage autism and the demands it places on the whole family.
Deliver the Corporate Parenting Strategy	Complete	Delivery continues to progress well. Following feedback in the Bright Spots survey, the inaugural care leaver conference is scheduled for care leavers week in November 2022. Two youth mentors have been commissioned through BELS to focus on training and apprenticeships for young people. There has also been a reduction in care leavers accessing temporary accommodation with an increase in offers of permanent tenancy. Participation events for Looked After Children continue to take place in school holidays to provide fun activities for this cohort.

Review protocol with Barnet Homes and determine acquisition needs for additional homes	On track	Agreement to acquire new properties was obtained in Q3 and Barnet Homes is in the process of acquiring single and shared properties to provide accommodation for 30 care experienced young people across Barnet. These properties will be permanent, secure, tenancies for the young people and will support the Independent Living Programme by ensuring that young people can move into their accommodation without having to live in temporary accommodation for a period of time.
Deliver the Placements Strategy	On track	The focus of the programme has continued to be placement sufficiency, obtaining best value for money and analysis of cost-effective in-house provision that provides choice and stability. The recruitment of foster carers is a high priority as external fostering placements have increased; the council has run a communications campaign to encourage residents to consider fostering, and there is an ongoing review of external sibling placements to see if they can be moved to internal carers. Internal carers who have voids are reviewed on a bimonthly basis to ensure maximum capacity. Placement Board continues to receive reports on progress, focusing on financial impact and occupancy of new provisions developed as part of the Placement Transformation programme.
Develop a Feedback, Engagement and Participation Strategy	Complete	Following consultation with children and young people, the My Say Matters strategy was launched on 31 May 2022. This strategy outlines how we will work to ensure service delivery is co-produced with children and young people in Barnet and will ensure that the voices of children and young people are at the heart of what we do.
Secure a new provider for the Children's Integrated Therapy Service	Complete	This activity was completed in Quarter 2: a new provider for the Children's Integrated Therapy Service is in place.

Objective: Health and Wellbeing

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Work with the North Central London Clinical Commissioning Group (NCL CCG) as the lead commissioner, to secure a new provider for the Children's Integrated Therapy Service.	On track	Work is ongoing to agree priorities for Barnet with the Council, BELS and the CCG. In addition to this, the Assessment Hub, which will provide an additional route for Children and Young People to be assessed, is in development. The service has also acquired funding through the inequalities bid to reach out to vulnerable groups who cannot access services and provide more accessible routes. The service is awaiting the outcome of the community services review which will enable them to build on this work.
Roll out Mental Health Support Teams across all schools	On track	Mental Health Support Teams have been rolled out and are delivering in schools across the borough, this is supplemented by Child Well Being Practitioners, Resilient Schools and Primary Mental Health Teams.
Develop a Parenting Hub	Complete	The Parenting Hub was launched on 11 November 2021 and is now working with families who are subject to pre-proceedings (PLO) and providing intensive interventions to prevent those children from entering into care. Outcomes will be assessed towards the end of 2022.

Objective: Life Chances

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver the Life Chances Strategy	On track	Work is progressing well across the four key priorities and is reviewed at regular intervals by the Children's Partnership Board. Packages of support for schools have continued throughout the academic year regarding impact on mental health and well-being as a result of the pandemic.
Deliver Post-16 Education and Skills Strategy	On track	Good progress has been made on this activity including development of T level opportunities, improving vocational outcomes and production of the first borough wide prospectus offering post-16 opportunities, which has been shared with all Heads of Sixth form and Career Education leads as well as online for all residents to access. The service has invested in extra specialist employment and training support for young people aged 18 plus who are NEET or are unknowns in Barnet to reduce the number of young people not in education, employment or training. For the period 2021-22, this has consistently been maintained at 1% or less, the lowest figures on record.
Support delivery of the Work, Productivity and Skills Action Plan	On track	In 2021-22, the Care Leavers programme (BELS) has engaged 130 participants. This has resulted in 34 job starts, four apprenticeships and 22 individuals entering education or training.

Objective: Safe and Secure

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver the Youth Justice Plan 2021-2023	On track	The Youth Justice Plan (YJP) 2021 - 2023 is complete and has been submitted to the Youth Justice Board (YJB). However, the YJB has updated the YJP template requiring all Local Authorities to revise their published plans. The plan is currently being updated to meet new expected standards ready for publication in Summer 2022. Barnet's Youth Justice Service was inspected earlier in the year and received positive feedback. There were 7 recommendations from the inspection and the Improvement Plan currently in development was submitted in June 2022 and signed off by the Head of Her Majesty's Inspectorate of Probation's Youth Inspectors. The YJB will oversee the implementation of the action plan in future meetings.
Recommission the Domestic Abuse provision in line with the VAWG strategy	Complete	The 2022-2025 Domestic Abuse (DA) & Violence Against Women and Girls (VAWG) Strategy has been published and successfully launched. A partnership Action Plan has been developed with partners and will be monitored via the Children's Safeguarding Partnership Board. DA victim and survivor services have been recommissioned following a DA Needs Analysis and Gap Assessment which was overseen by the VAWG Delivery Group (VDG). In addition to this, Barnet Council applied for and was successful in receiving White Ribbon (WR) accreditation. The WR Steering Group has until September 2022 to develop an action plan. Men can sign up as ambassadors and everyone else can become a champion; 13 ambassadors and 11 champions have taken the pledge as at the end of May 2022 and promotion to increase sign ups for additional ambassadors and champions is underway. Partners are also being encouraged to work towards accreditation.

<p>Deliver the Barnet Safeguarding Children's Partnership Business Plan</p>	<p>On track</p>	<p>The Red Quadrant independent scrutiny visit in November 2021 outlined good progress in particular on areas such as embedding learning from Child Safeguarding Practice Reviews (CSPRs), strength of single agency and multi-agency audit activity and voice of the child work. The Barnet Safeguarding Partnership Business Plan incorporated the recommendations and was approved at the Leadership Forum in February 2022 with delivery commencing on 1 April 2022. The Business Plan carries forward six areas of priority and incorporates four shared safeguarding themes across the Partnership. These are domestic abuse, neglect, self harm & suicide & learning from serious youth violence.</p>
<p>Deliver the Vulnerable Adolescents Strategy</p>	<p>On track</p>	<p>The Vulnerable Adolescents Strategy 2020-2022 has been delivered. The Trusted Relationships Project ended 31 March 2022 and building community capacity work has begun in the West of the borough. The Annual Report on progress against 2020 – 2022 VA Strategy is being prepared and this will inform development of the next 3-year strategy and evolution of this area of practice into strategic priorities aimed at tackling violence, vulnerability and exploitation.</p>

Community Leadership & Libraries Committee

Status of 2021-22 Activities



KPI Performance against Last Year



Objective: Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Review schemes of delegation and legislation to identify commonalities, process improvements and how we can maximise opportunities for joint working	On track	The initial review has been completed and process improvements identified, but further review is needed moving forward as services return in house to ensure that opportunities for joint working are maximised.
Review IT arrangements with the aim of adopting a common system to record incidents of non-compliance across teams	On track	The review has been completed and ECINS agreed as the central database to record all incidents across various teams. Rollout has begun but further review and an alternative option may be required as services return in house.
Increase staffing resources available for specialist Investigation and enforcement work	Complete	Constitution and General Purposes Committee meeting on 6 January 2022 approved the expansion of community safety operations, including expanding the team from six to 21 officers, to provide a more comprehensive and seven-day ward-based response to issues of anti-social behaviour, fly-tipping and other community nuisances. Alongside the increased number of officers, work is ongoing to step up the use of intelligence and partnership working with the police and other organisations.
Strategic review of CCTV to upgrade software and hardware and ensure cameras are located appropriately	On track	Following the approval of a review paper setting out the Outline Business Case for the strategic review of Barnet's Community Safety CCTV requirements and the procurement for new CCTV contracts at Community Leadership and Libraries (CLL) Committee on 6 October 2021, an options paper for the future provision of CCTV in the borough is being taken to CLL Committee on 20 June 2022. In the meantime, the "Chase the crime" scheme has been implemented, using mapping software to identify crime hotspots and redeploy CCTV cameras to more appropriate locations.

Outcome Performance Indicator

Aggregated score of the breakdown below

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who see anti-social behaviour as a very or fairly big problem	2021-22 Q3	Reduce	25	Improved	▲

Outcome Performance Indicator - Breakdown

Indicator - % of residents who see the following as a very or fairly big problem	Latest Data Available	Target	Actual	DoT on Last Year	
Noisy neighbours or loud parties	2021-22 Q3	Reduce	13	Improved	▲
People being drunk or rowdy in public places	2021-22 Q3	Reduce	16	Improved	▲
People using or dealing drugs	2021-22 Q3	Reduce	28	Improved	▲
Rubbish or litter lying around	2021-22 Q3	Reduce	46	Improved	▲
Teenagers hanging around on the streets	2021-22 Q3	Reduce	20	Improved	▲
Vandalism, graffiti and other deliberate damage to property or vehicles	2021-22 Q3	Reduce	28	Improved	▲

Objective: Tackling domestic abuse and gender based violence

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Specific activities will be included in the Violence Against Women and Girls (VAWG) strategy which will go to The Barnet's Safer Community Partnership Board for approval in January 2022	Complete	The Barnet Partnership Domestic Abuse (DA) & Violence Against Women and Girls (VAWG) Strategy was launched in March 2022. It details ambitions for the next three years. The supporting action plan will be monitored by the VAWG Delivery Group who agreed the year 1 priorities in June 2022. The proposed priorities include: rollout of the IRIS programme (a specialist domestic violence and abuse (DVA) training, support and referral programme for General Practices) implemented in all 51 GP surgeries; scoping of the opportunity to set up a survivor forum to enable the service to seek their feedback; campaigning to raise awareness of local services with underrepresented groups; development of a strategy and action plan to support to survivors of trafficking and modern slavery in Barnet and build a local picture of links between domestic abuse mental health and substance use services.

Outcome Performance Indicators

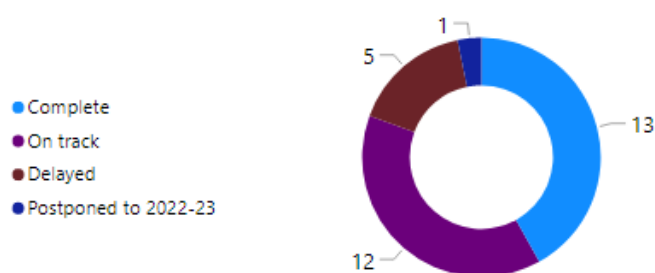
Outcome performance indicators for this objective will be confirmed in line with the drafting of the VAWG strategy and outcomes of the consultation.

Key Performance Indicators

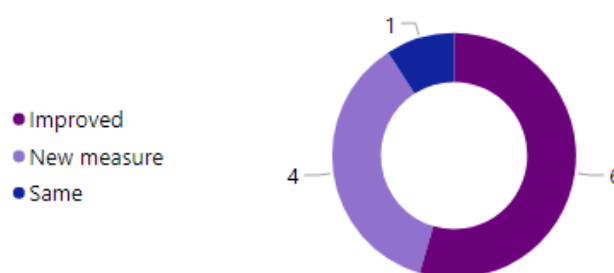
Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
Number of domestic abuse offences reported to police	2021-22 Q4	752	Monitor	3,245	Improved	▲
Number of domestic abuse incidents reported to police	2021-22 Q4	1,237	Monitor	5,233	Improved	▲
Number of referrals received at Barnet's Advocacy and Support Service	2021-22 Q4	380	Monitor	1,378	New measure	—
Number of service users supported by Barnet's Advocacy and Support Service	2021-22 Q4	221	Monitor	872	New measure	—

Environment & Climate Change Committee

Status of 2021-22 Activities



KPI Performance against Last Year



Objective: Better environmental services and a cleaner borough

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Implement the new area-based model for Street Cleansing by June 2021	Complete	This activity was completed in Quarter 1. The new area based Street Cleansing Operating model was fully launched on 1 April 2021, increasing the Street Cleansing establishment from 77 to 115 employees.
Invest in additional resource and staff training to support the implementation of the new Street Cleansing model and tackle issues such as flytipping and targeted cleansing	On track	The council has increased its Street Cleansing establishment from 77 to 115 employees, facilitating the delivery of the new area based street cleansing model. Specialist teams are now in place and dedicated resource in defined areas is supporting more structured, scheduled, cleansing activity and enhanced responsiveness. This includes emptying 3,500 litter bins each week, maintaining over 2,000 roads and 21 town centre areas, the removal of circa 200 graffiti instances each month and utilising innovative methodologies such as alternate side cleansing arrangements for heavily parked areas. The fly tipping consolidated resource pilot, launched in January 2022, continues between the council and Barnet Homes. The pilot will be assessed at the end of June 2022 to determine whether the model is proposed for permanent implementation.
Introduce mechanised cleaning to supplement manual cleansing operations across the borough	Complete	This activity was completed in Quarter 2. The new service model, live from 1 April 2021, makes use of additional mechanised cleansing schedules including use of various mechanised equipment such as HAKO, Karcher, Glutton, Tri-Lo and large Mech sweeper.
Complete implementation of the new works management system to provide a robust and efficient system to manage Street Scene activities	Delayed	The commercial module of the new works management system went live in Quarter 3, however the in-cab technology trial has been delayed whilst the legal position is determined on new driving controls around the use of mobile/hand held devices and the relationship with the proposed solution. The in-cab trial will now take place in Quarter 2 2022-23.
Continue to improve Streetscene systems to provide customers with reactive and proactive notifications on their service requests	Complete	Proactive and reactive notifications to residents went live in Quarter 3 and are now integrated within business as usual. It is estimated that this has reduced missed bin requests by 250 a month, by providing residents with updated service information and clear feedback.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Continue to develop customer access to services and information online	Complete	The council's fly-tipping online reporting pages have been reviewed and streamlined so that the customer journey when reporting a fly-tip is simpler and much quicker. A social media campaign was undertaken at the end of April 2022 to signpost customers to the online fly tipping reporting portal and encourage people to report fly tipping incidents.
Develop internal management information dashboards for Streetscene to understand demand and inform service decisions	Complete	Following development over the course of the year, Street Scene services actively use business intelligence and service data dashboards to performance manage most operational functions as part of business as usual. Power BI dashboards are being increasingly used to analyse and present service performance, trends, demand heat maps and to inform deployment and future strategies.
Continue to promote take up for the chargeable garden waste collection service, generating income to support the continued delivery and/or enhancement of other services	On track	Promotion of Chargeable Green Waste collection services continued during the year and income levels exceeded 2020-21. For 2022-23, analysis is being completed to project the likely outturn position and any impact of the cost of living within the UK.
Implement a range of activities to support recycling and waste reduction, as part of the council's Reduction & Recycling Plan such as low plastic zones, trialling recycling for flats and introducing new ways of combatting contamination of recycling	On track	A contamination trial of flatted properties was completed in Quarter 2 and a successful range of communication initiatives was rolled out in September 2021 including Recycle Week communications and promotion of Waste from Electrical and Electronic Equipment (WEEE) recycling information. Government is yet to release regulations or statutory guidance setting out the detail of the provisions within the Environment Act 2021 so scenario planning and modelling continues.
Work with the North London Waste Authority to support their initiatives on recycling and waste reduction	Postponed to 2022-23	Initiatives are dependent on the guidance expected from the Government following the Environment Act 2021. Proposals will be discussed with elected members and Environment & Climate Change Committee Chair in Quarter 2 2022-23.
Implement the 2021/22 Network Recovery Plan Programme	Complete	Network Recovery Plan works for 2021-22 were completed within Quarter 4 2021-22. It was agreed to defer one footway scheme to 2022-23 due to a clash with the town centre regeneration programme so that improvement works can be coordinated. As the works were completed early, by agreement some of the 2022-23 works have commenced early to ensure continuity and efficiency of the operations.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents satisfied with refuse and recycling services	2021-22 Q3	Increase	80	Improved	▲
% of residents satisfied with street cleansing services	2021-22 Q3	Increase	58	Improved	▲
% of residents satisfied with the quality of pavements	2021-22 Q3	Increase	41	Improved	▲
% of residents satisfied with the repair of roads	2021-22 Q3	Increase	43	Improved	▲

Key Performance Indicators

Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
Total number of StreetScene service requests	2021-22 Q4	6,505	Monitor	26,710	New measure	—
Number of requests for flytip removal	2021-22 Q4	3,125	Monitor	10,200	New measure	—
Number of requests for graffiti removal	2021-22 Q4	162	Monitor	866	New measure	—
Garden waste income (£)	2021-22 Q4	£6,390	Monitor	£3,039,070	Improved	▲
% of carriageway resurfacing schemes that have been commenced and completed on time	2021-22 Q4	100	100	100	Same	◆
% of footway relay schemes that have been commenced and completed on time	2021-22 Q4	171.4	65	127.3	Improved	▲

Objective: Create an efficient, convenient and reliable transport network

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Investigate the proposals noted in the Long Term Transport Strategy - this includes working with partner such as Transport for London (TfL) to undertake feasibility studies to improve orbital travel, active travel infrastructure etc.	Delayed	Current and future Local Implementation Plan (LIP) funding from Transport for London (TfL) is still unknown. A short term settlement has been agreed between TfL and central government, which has resulted in LIP funding allocation to the council of £188k up to 24 June 2022. This fund is specific for maintaining staff in active travel roles and for six specific high priority schemes to address road safety and promote active travel. Progress has been made on some projects and where possible funding bids have been submitted for funding to support them. The A1000 cycle scheme remains in place and a new experimental traffic order has been published following minor amendments to the scheme.
Refresh the parking policy in alignment with the Transport Strategy proposals	Complete	In March 2022 at Environment committee, the Parking Policy was adopted in alignment with the Transport Strategy proposals. The policy sets a cap on parking permits for developments in line with their planning consent which means that the council has a process in place to manage the impact of new developments on neighbouring communities.
Continue to introduce electric car charging provision - actively bid for funding; installation of Electric Vehicle charge points will be dependent on this	On track	Over 220 electric vehicle charging points have now been installed since April 2020. The project to deliver 500 charge points has been tendered and the contract is expected to be awarded in Quarter 2 2022-23.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
% of residents who are concerned about poor public transport	2021-22 Q3	Reduce	13	Improved	▲	
% of residents who are concerned about traffic congestion	2021-22 Q3	Reduce	44	Improved	▲	

Key Performance Indicators

Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
▲ Number of Electric Vehicle Charge Points (EVCPs) installed on the public highway	2021-22 Q4	46	Monitor	211	Improved	▲

Objective: Make Barnet a sustainable borough

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Develop a cross cutting Sustainability Strategy for Barnet. Year 1 will focus on the production of the strategy, public consultation and taking it to committee for approval	On track	Following the approval of the Sustainability Strategy Framework at Policy and Resources Committee in December 2021, community engagement took place in March 2022 with residents, businesses, young people and local community groups. These workshops allowed for ideas and comments on sustainability, and specifically views on the themes and actions noted within the framework, to be gathered. The analysis of the engagement is currently taking place and will be used to inform the draft Sustainability Strategy. Work has commenced to further develop each of the workstreams and actions during Quarter 1 2022-23.
Rollout of energy saving equipment: install energy saving equipment under the Public Sector Decarbonisation Scheme (PSDS1).	On track	The service completed the Public Sector Decarbonisation Scheme (PSDS) phase 1 in March 2022. This means that 11 heat pumps have been installed across a number of Barnet non-domestic sites which contribute towards heat decarbonisation. Barnet's PSDS phase 3 has started and is anticipated to be completed in March 2023. The second PSDS phase 3 application (£1m) has been deferred until Summer 2022 when the PSDS phase 4 is announced.

Outcome Performance Indicators

Outcome performance indicators will be identified and included as the Sustainability Strategy is developed.

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
Mean concentration of nitrogen dioxide (µg/m3) - annual in arrears	2020-21	No more than 40	32	Improved	▲	
Mean concentration of particulate matter (µg/m3) - annual in arrears	2020-21	No more than 40	19	Improved	▲	

The air quality results above show the mean concentration of NO₂ (Nitrogen dioxide) / PM₁₀ (Particulate matter less than 10 micron in diameter) for 2020 at site ABN1 (Tally Ho Corner), being the site with the most valid data capture for the monitoring period.

Objective: Unlocking the Potential of Parks and Open Spaces

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Progress with design development of West Hendon Playing Fields to planning stage, secure Community Infrastructure Levy funding to deliver programme	On track	Following a competitive tendering exercise the service has appointed the Landscape Institute to support appointment of landscape and design services. A topographical survey for the site has been completed and will form part of the suite of technical documents. HBPL have been instructed to carry out full legal checks of the site, including utilities etc, and a report is due in Quarter 1 2022-23.
Commencement and delivery of circa £1m investment project at Colindale Park	Complete	The Colindale Park Project has been completed and the park opened. The final site sign off meeting was held on 21 February 2022. A play safety inspection regime is in place which is undertaken by Street Scene and Greenspaces.
Complete investment project at Childs Hill Park as part of S106 contributions	Complete	This activity was completed in Quarter 2 with the opening ceremony held on 12 September 2021.
Achieve planning consent for delivery of Rushgrove Park, subject to award commence with procurement of construction partner	On track	The planning application is expected to be determined at June 2022 Planning Committee. Subject to approval, the next steps are to remobilise the project team to draft and complete the tender packs and material to support the commencement of construction.
Complete tennis management pilot at Victoria Recreation Ground, Hendon Park, Montrose Playing Fields and Edgewarebury Park, providing recommendations on the future options	On track	The service has planned additional engagement to take place in Quarter 1/2 2022-23 to support a full options appraisal of tennis management in Barnet. This will include a user satisfaction survey to gather feedback on the bookings system. This is in addition to co-ordinating all public consultation on the expansion of fees and charges model for tennis in Barnet. The service has also submitted a funding bid to the Lawn Tennis Association (LTA) for approximately £400,000 of match funding. If successful, this will support a wider programme of tennis court improvements across the borough.
Progress with design development of Heybourne Park to planning stage	On track	The Landscape Architect was appointed in Quarter 3 and the project team are currently co-ordinating a series of engagement opportunities with the local community. This activity will also take place during Quarter 1 2022-23. Alongside this, a cost plan is being developed to inform the total estimate to deliver investment.
Progress with design development of Copthall and Mill Hill Open Spaces masterplans	Delayed	£2 million of Strategic Community Infrastructure Levy (CIL) monies have been secured through Policy and Resources Committee to support the future design development and planning application for the development of Copthall Playing Fields masterplan. The programme remains under review with a future analysis of an Outline Business Case planned for 2022-23.
Plant circa 700 trees as part of the Tree Planting Programme	Complete	As at the end of 2021-22, a total of 3,788 trees have been planted over the past four years. 712 trees remain to meet the five year target of 4,500.
Identify a location for a 'Tiny Forest' within the borough and deliver project	Complete	The Tiny Forest project was completed in Quarter 4 and is accessible for residents. A community launch took place on 24 February 2022, involving two schools in the morning and community tree planting for the public in the afternoon, with 600 trees planted as a result. All legal documentation is in place, with Earthwatch holding a license for the location.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
In line with the 'Keep Britain Tidy' campaign, co-ordinate litter clearance efforts working with stakeholders (such as the Environment Agency / Canals & River Trust) at strategic locations	Complete	Street Scene litter resourcing was increased to assist litter clearance efforts and enhanced resource will remain available for 2022-23.
Support the development of a vision and action plan for the 'Welsh Harp' working in partnership with the Canals & Rivers Trust, Environment Agency and LB Brent.	Delayed	A full public consultation on the final draft Strategy and Action Plan will be undertaken by The Canals and River Trust (CRT) in Quarter 1 2022-23. The final document will be presented to Environment & Climate Change Committee in Quarter 2 2022-23.
In partnership with commissioned partner, co-ordinate an Events programme to be delivered within identified park locations	On track	In Quarter 2, the contract with The Events Umbrella was extended to December 2022. The service is working to deliver the marketing and promotion for the Barnet Summertime Festival in July 2022. In addition the Event Management Plan for this event remains in progress which includes the submission of a license to permit activity at Barnet Playing Fields. These activities are in addition to external event applications which continue to be received and processed by the council to support hosting events in parks during Summer 2022.
Commence pilot of park patrol service, in consultation with Streetscene and Enforcement services	Complete	The Parkguard pilot focused on the key objectives of engaging with residents, informing of any relative information (such as booking processes) and supporting enforcement operations. Parkguard worked closely with a range of council services (Greenspaces, Street Scene and Community Safety) to gather intelligence which could be used to inform deployment, understand parks usage/issues and support community enforcement operations. The service is currently conducting an options appraisal which will assess the introduction of a dedicated park ranger service for the Borough. Subject to future agreement, any model is unlikely to be in place until mid-2023, consequently the service are engaged with Parkguard to support enhanced operations for Summer 2022.
In line with Environment Committee recommendations, install car park charging infrastructure at Mill Hill Park, Old Courthouse Recreation Ground, West Hendon Playing Fields and Scratchwood Open Space	Delayed	Delayed due to statutory notices required. Notices will be displayed mid June 2022 giving 1 month's notice before the car parking charges start.
Implementation of the Parks & Green Spaces improvement plan	On track	£3.75m Strategic Community Infrastructure Levy (CIL) funding has been secured via Policy and Resources Committee, with £2m profiled for expenditure in 2022-23. Priority improvement plan workstreams include refurbishment of tennis courts, improved play areas, infrastructure (e.g. bins/benches), signage and opportunity for modular buildings (such as cafe). In Quarter 4, a parks play equipment assessment was undertaken by the service. This exercise has identified priority locations based factors such as asset condition, current availability, demand etc. The service has also worked with its play contractor; Konpan to develop draft design proposals for these parks, the team will engage with the local community and Friends Of Parks groups in advance of implementation which is planned for Quarter 3 and Quarter 4 2022-23.

Outcome Performance Indicators

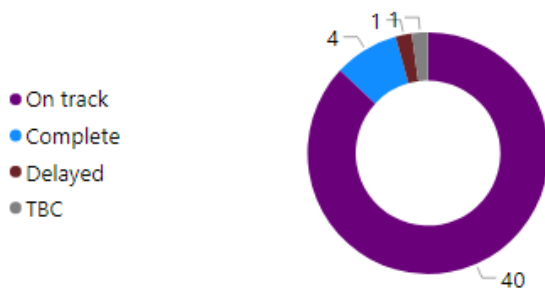
Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents satisfied with parks and open spaces	2021-22 Q3	Increase	81	Improved	▲
Total amount of investment secured to support park improvements year to date	2021-22 Q4	Monitor	£494,822	New measure	—

Key Performance Indicators

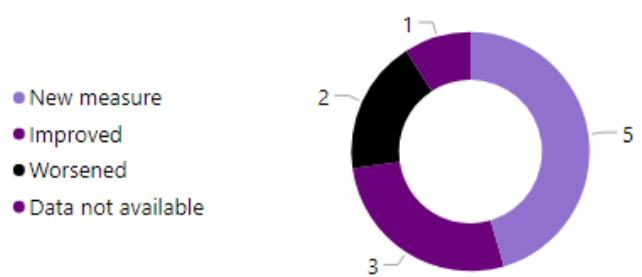
Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
Number of attendees at park events	2021-22 Q4	210	Monitor	7,910	New measure	—
Number of park events delivered	2021-22 Q4	3	Monitor	10	New measure	—
Number of trees planted (reported by urban heat island)	2021-22 Q4	50	Monitor	132	Improved	▲
Number of trees planted (reported by parks)	2021-22 Q4	99	Monitor	224	Improved	▲
Number of trees planted (reported by streets)	2021-22 Q4	89	Monitor	607	Improved	▲
Total trees planted	2021-22 Q4	315	Monitor	963	Improved	▲

Housing and Growth Committee

Status of 2021-22 Activities



KPI Performance against Last Year



Objective: Build a park town for Barnet at Brent Cross Town

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver the planned programme of building works - homes and infrastructure	On track	Construction on plots 53/54 (replacement homes for the Whitefield estate) have continued to programme. Enabling works for the first plots (12/13/14) being delivered by Argent are also progressing to programme with basement works progressing well. A deal to progress early works on the student accommodation on plot 25 has also been agreed.
Replace Claremont Primary School and Whitefield and Mapledown Schools with new schools	On track	Regular contact with the affected local schools continues. Planning permission for the replacement Claremont Primary school has been achieved and a programme for works is being developed by Argent.
Deliver the programme of greenspaces development at Claremont Park	On track	Following the programme of greenspace development, the new Claremont Park is scheduled to open at the end of May 2022. The second round of consultation on the redesign of Clitterhouse playing fields has been completed with design concepts developed. One further round of consultation will take place later this year ahead of the planning application.
Develop and launch Brent Cross West station by (date TBC)	On track	Works to complete the Brent Cross West Station have continued to progress well and works on both East and West entrances are well underway. The footbridge has been installed with cladding and roofing install underway and lifts and escalators are being installed. Construction is scheduled to complete in November 2022. Due to the cancelled railway possessions in week 35 which delayed some of the critical station construction works, the station opening date (i.e. with trains calling at the platforms) will now likely be in around March 2023, in order to allow sufficient time for testing and commissioning the station before full opening.
Deliver highways improvement and infrastructure works to enable and support the new town	On track	Both southern junctions at Cricklewood are now complete and operational. The focus is now on delivering the Tiling Road junction improvement and developing the scope for future improvements at Staples Corner / A41 junctions as required by the development.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver programme of work to attract businesses to use newly created office space, create jobs, including targets for people employed (focus on priority groups, local residents), offer opportunities in the project to local businesses and that targets are embedded into each major contract. Develop the "TransformingBX" website for opportunities	On track	The Claremont Way Parade of shops upgrades have progressed well. Happy Face Pizza is now open and supplements the new Cafe in the BXT Pavilion which opened in 2021. The new Coffee shop and Bakery are now open. BXTown have been marketing their early office plots and have good levels of interest. Employment and skill action plans have been developed and implemented and are showing positive results in terms of local employment. A review of the Transforming BX website is underway. As parts of the development complete and become available the information on the website transformingbx.co.uk will focus more on the new town and facilities being made available to residents.
A plan to build a net zero carbon town is currently being drafted by Argent - details TBC	On track	Works on the new substation and energy centre have commenced and the installation of infrastructure to support the delivery of net zero carbon town is also well underway.

Performance reporting for the objective of "Build a park town for Barnet at Brent Cross Town" is being developed for the Delivery and Outcomes Framework. A narrative update only is available for this reporting period.

Objective: Help residents - especially young people - into work

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Collaborate with Barnet Education and Learning Service (BELS), local partner organisations, youth service providers etc to support young people into employment, utilising internships, apprenticeships and other opportunities, and targeting support for groups such as care leavers, young offenders and those with disabilities	On track	Over the last year, 85 apprenticeships have been provided for Barnet residents. In addition to this, the Risk of NEET Indicator (RONI) programme delivered by BELS has engaged 320 participants which has seen a total of eight apprenticeships, 37 job starts and 180 individuals entering education or training. The Care Leavers programme (BELS) has engaged 130 participants and this has resulted in 34 job starts, four apprenticeships and 22 individuals entering education or training. Transform and Achieve (engagement and motivational programme supporting the most disengaged towards employment) also launched with 17 Barnet residents attending.
Launch a new "one-stop shop" to help those who have never been unemployed before to navigate the system so they can find the opportunities and support they need	Complete	The Grahame Park Hub launched in October 2021 as the first "one stop shop" and continues to grow services. West Hendon Hub is now fully reopened with the inclusion of employment support provided by Metropolitan Thames Valley through Love London Working programme. Work will continue during 2022-23 to increase engagement.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Bring forward the review of the Local Plan Supplementary Planning Document (SPD) 'Delivering Skills, Employment and Training Through S106' to ensure it is maximising the resources available now for investment in training for those who need it most	On track	The service continues to work with Planning with relevant elements of the Local Plan Supplementary Planning Document (SPD) being revised now in line with 2022 costings. The 1% Construction Training Initiative (CTI) contribution will be built into the full document at a later date in line with the process and these updates will provide increased funding for future employment and skills initiatives.
Work with the West London Alliance (WLA) to secure further funding from the Department of Work and Pensions (DWP) to deliver large scale employment and skills programmes	On track	The West London Alliance Employment Support Fund programme has successfully launched with the first job outcomes seen in February 2022. Commitment was gained from the Department of Work and Pensions to fund more Sector Based Work Academies (SWAPs) for the care sector and construction when the volume of jobs are available.
Work with our partners to develop new approaches to employment schemes for high-growth sectors focusing on health and care, construction trades and creative industries, which will together generate thousands of new jobs in the coming decade	On track	The council joined a number of forums and projects to explore apprenticeships and training opportunities in high growth sectors as well as collaborating with the Royal Free Hospitals, Middlesex University and Barnet and Southgate College. Key achievements include a successful bid for funding to set up a Mayor's Academy for Green Skills in February 2022 and a care sector recruitment event hosted by the council which was attended by over 80 residents. The Royal Free programme to support local people into local jobs with the NHS continues to develop plans to expand the number of roles offered and Ashden hosted a green jobs event from which the service gained a network of Local Authorities to share best practice on this workstream.
Working with Planning, encourage regeneration developers to actively create new local job opportunities alongside upskilling their existing workforce	On track	86 apprenticeships for Barnet residents have been filled by our developers during the year and the Supplementary Planning Documents (SPD) refresh should generate more outcomes in future by making our expectations clearer and obligations easier to secure. The Developers Forum (launched in January 2022) and Barnet and Southgate College are moving forward plans for ongoing collaboration to shape courses to better meet employer needs and allow flexibility particularly around apprenticeships. The Barnet Employability Group (large local forum of employers and training providers) continues to join employers, brokerages and training providers bimonthly with an average attendance of over 60 people.
Work with anchor organisations such as Middlesex University and Barnet & Southgate College to support training in high growth sectors	On track	The council worked with the Federation of Small Businesses, Middlesex University (MDXU) and Barnet & Southgate College (BSC) to offer a range of business support and training programmes from February 2022 onwards. These are particularly aimed at small businesses in the borough which have struggled during the pandemic. On green skills, the council has completed a first draft of the Sustainability Framework Action Plan which brings together workstreams linked to sustainability and the green economy. In the Film and TV sector, BSC engaged with the JGA led Mayors Academy Hub for the sector, and the service met with local employers Troubadour, London North Studios and Film Fixer to better understand their needs. BSC and MDXU formed a working group to map career entry and pathways.

Develop more joined up partnerships between training providers and businesses so that residents are able to develop the skills employers need in growing sectors	On track	In Quarter 3, the Mayors Academy Hub bids for West London Business in Green Skills and Film and TV Industries were successful in securing funding. St George are building a new superstore in Silk Park generating 220 retail jobs for 2023. In response, Barnet & Southgate College (BSC) have begun preparations to provide Scottish Wider Access Programmes (SWAPs) courses in Care, Security, Civil Service and Construction.
Ensure that essential training opportunities and support is available to those who need it through activities such as maintenance of the Jobs Portal on the council website, continuation of the Barnet Employability Network and active promotion through BOOST (Barnet Employment and Financial support) and BELS	On track	Relationship building between partners has grown over the last year as a result of the Barnet Employability Group with an average of over 60 attendees per event. In addition to this, a new Skills and Employment Officer has been appointed and tasked to revamp and upgrade the jobs and training portal. This will ensure that residents continue to be able to access vital training opportunities to achieve success in employment.
Work closely with DWP and Job Centre Plus to continue the successful rollout of the Work & Health programme to help at least 300 residents into work this year	On track	Close collaboration with DWP and Shaw Trust continued during 2021-22, ensuring that programmes gain referrals and can operate in Barnet to effectively benefit residents. A total 295 jobs have been secured by the Shaw Trust through the Work and Health Programme.
Work with DWP and the West London Alliance (WLA) to ensure Barnet residents are able to fully access the Job Entry Targeted Support (JETS) programme	On track	The Shaw Trust JETS programme in Barnet has secured 179 people into employment in 2021-22. Unverified figures for Barnet and Hendon suggest close to 430 job outcomes across the borough.
Support at least 300 residents into good work through our BOOST programme	On track	In Quarter 2, a £250,000 bid to support this workstream was successful to expand the current service, as well as further funding through the European Social Fund and match funding from the council in Q3. In 2021-22, BOOST generated 387 job starts, of which 266 are confirmed as sustained for three months or more.
Expand our existing provision of digital skills to help break down the biggest barriers to employment, through working in partnership with BOOST and digital inclusion programme	On track	A number of programmes have been rolled out in 2021-22 to expand the existing provision of digital skills, including recruiting a lead officer for digital inclusion for BOOST in July 2021, digital champions training (with 30 champions having completed or progressing training during the year), the recycled laptops scheme and Get Active, Get Connected in conjunction with Age UK which connects over 55s with help to complete online courses, apply for employment, use NHS services and to connect with friends and family. Digital Skills workshops have been set up and are being run weekly both at Burnt Oak and Grahame Park, covering skills such as access to email.
Review and monitor the current provision for adults and young people with learning disabilities and implement recommendations once identified	On track	A working group made up of council services and partners was established in July 2021 to design programmes for those with learning disabilities to secure routes into employment. Procurement of new accommodation and support providers was completed in Quarter 3 and the service has worked closely with day opportunities commissioning and BOOST to focus on achieving employment opportunities. West London Alliance Supported Internships (SI) programme secured enrolment on supported internships for 35 young people from Barnet and the BELS SI programme delivered 27 positive outcomes from 69 engagements.

Expand the availability of ESOL (English for Speakers of Other Languages) provision to offer additional support to those who traditionally do not engage with other services	On track	The council supported Barnet and Southgate College (BSC) to submit a funding bid to the Department of Levelling Up, Housing and Communities (DLUHC) to extend the ESOL for Integration project to 2022, which has been successful in securing £255,000. The programme was launched in September 2021 with BSC actively engaging with local stakeholders supporting refugees and asylum seekers. 175 residents have attended courses so far and close to 300 residents have engaged with the service.
Establish at least two local hubs in the heart of the Grahame Park, West Hendon and Dollis Valley communities where the need for work is highest, in order to set up co-location of support services such as employment, financial and benefits advice	Complete	The Grahame Park Hub opened in Quarter 2 with core partners such as BOOST, DWP and Twinings attending weekly. West Hendon Hub reopened in Quarter 3 with employment support provided by Metropolitan Thames Valley through the Love London Working programme.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who are in employment	2021-22 Q4	Increase	70	Worsened	▼
% of residents who are NEET (Not in Education, Employment, or Training)	2021-22 Q4	Reduce	0.9	Improved	▲
% of residents with a learning disability who are currently in paid employment	2021-22 Q4	Increase	8.9	Improved	▲

Key Performance Indicators

Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
% of participants in Employment & Skills programmes who move into employment	2021-22 Q4	89	Monitor	40	New measure	—
% of 16-24 year olds signed up to Employment and Skills programmes who move into Education, Employment, or Training	2021-22 Q4	42	Monitor	40	New measure	—

Objective: Homelessness Prevention

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Review our Homelessness Strategy, with a focus on prevention. This will include the completion of a health needs assessment for rough sleepers, an initial scoping exercise to review the effectiveness of homeless prevention partnership working across the borough, the impact on the customer and how a local forum / partnership can best deliver the refreshed aims of the Homelessness and Rough Sleeping Strategy 2019-2024.	Complete	The Homeless Prevention and Insight project presented the Executive Summary to the Healthy Workstream Programme Board on 20 April 2022. The full report is being finalised and will be shared for comment and discussion on the findings and recommendations. The results will feed into the review of the Homeless and Rough Sleeper Strategy with the aim of having a refreshed version that accounts for the changes that the pandemic has introduced. This is especially relevant around the impacts on rough sleepers and engaging with vulnerable customers in a remote working environment with the need to ensure there are accessible support services available at the right time for those identified as being at risk of homelessness.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Number of households approaching for housing assistance year to date	2021-22 Q3	Monitor	608	Not comparable - demand led	—

Key Performance Indicators

Indicator	Latest Data Available	Target Year to Date*	Actual Year to Date*	DoT on Last Year	
Number of homelessness preventions achieved year to date	2021-22 Q3	1,010	952	Worsened	▼
Number of households in temporary accommodation - as at the end of the reporting period	2021-22 Q3	2,600	2,142	Improved	▲
Number of households in TA that are families with children under 18	2021-22 Q3	Monitor	1,106	Data not available	—
% of housing placements out of borough (of total households in temporary accommodation)	2021-22 Q3	Monitor	34	New measure	—
Supply of affordable housing - through building or purchase	2021-22 Q3	146	133	Data not available	—

* These indicators are only reported Year to Date, not as a quarterly snapshot

Objective: Implement our growth strategy

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver our existing regeneration programme and explore new growth opportunities to increase the supply of housing	On track	Construction has continued to progress across the council's estate regeneration schemes. Over £1.7m of funding has been secured from the Brownfield Land Release Fund to support the delivery of 252 affordable homes in the borough and the council also secured £500,000 of One Public Estate (OPE) Funding to explore opportunities for housing delivery in Colindale West and New Southgate.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Deliver more homes that people can afford on council land and through our planning system	On track	In December 2021, the build contract was signed for an additional 142 affordable general needs homes at Fosters Estate in Hendon. The Full Business Case for the delivery of 35 affordable homes at Little Strand in Colindale and the Outline Business Cases for the delivery of 43 affordable homes at The Grange in East Finchley and up to 16 affordable homes at Coppetts Road were approved by Housing and Growth Committee on 17 February 2022.
Deliver new specialist housing, such as Extra Care schemes in Hendon and Burnt Oak that will enable our growing older population to live as independently as possible	On track	The Extra Care Housing programme will deliver 179 new homes across three schemes to support elderly residents with care needs. By March 2022, 53 homes had been completed and the remainder will complete in 2023-24. In December 2021, Barnet Homes signed the build contract to deliver 75 extra care homes on the Fosters Estate in Hendon and work onsite has continued to progress at Stag House.
Work with our public sector partners such as the NHS, Transport for London and Greater London Authority to deliver homes on public sector land	On track	Work has continued with public sector partners to explore new opportunities for the delivery of housing. As part of this, the Barnet and Enfield One Public Estate (OPE) Programme was set up and is attended by representatives from the NHS, CCG, Community Health Partnerships, Transport for London and the Greater London Authority. In Quarter 4 the council secured £500,000 of OPE funding to explore opportunities for housing delivery in Colindale West and New Southgate.
Work with partners to enable new and enhanced public transport connections, including Brent Cross West station and other improvements to orbital connectivity (across the borough as opposed to North to South) and interchange between rail lines, reduce congestion on roads and rail and improve accessibility	On track	Work on the Brent Cross West station has continued to progress well. Argent have secured planning permission for the station eastern interchange with enabling works underway, and the Brent Cross Regeneration team have submitted a planning application for the western interchange. Both interchanges will be constructed in time for station opening and will feature level access to the platforms and also across the overbridges, as well as integration with wider active travel and public transport options at both ends of the station. Elsewhere, improvements are being implemented to the route from the Brent Cross tube station to the new development.
Investigate improvements to signage and wayfinding, the footway network, cycle parking and cycle network. Commence work with partners on active corridor improvements at Edgware-Mill Hill-Finchley Central		

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Work with broadband service providers to accelerate investment in and rollout of high speed digital infrastructure across the borough, ensuring every home and business has access to high speed internet by 2025	On track	As at the end of March 2022, a total of 12,223 homes in Barnet now have access to full fibre connectivity from a main partner 'Community Fibre'. Of this number, 5059 Barnet Homes Multi Dwelling Units and 1224 Single Dwelling Units have been enabled. In addition to the main Barnet Homes programme, a number of other fibre operators who are now mobilised in the Borough have been enabled to provide connections to private homes and businesses. Officers expect the majority of Barnet Homes properties to be connected by the end of 2022.
Deliver a programme of digital inclusion interventions aimed at ensuring all residents have access to the technology to be able to succeed in the future, such as making connections with community centres, working with BOOST to improve digital skills, and working with providers to make affordable broadband more accessible to those on low incomes	On track	The Digital Inclusion Programme for communities in Barnet began delivering a range of projects during 2021-22. To improve connectivity, free-for-life community centre broadband connections were installed in Grahame Park Community Centre, Clitterhouse Farm in Cricklewood, and Tarling Road Community Centre in East Finchley. 14 households received free broadband packages and many more were advised about eligibility for discounted schemes. Additionally, over 250 laptops were distributed to residents and community centres to ensure that those without access to devices could get online. All three schemes will continue throughout 2022-23. Local digital inclusion support networks have also been developed, including the training of over 30 volunteer Digital Champions who will provide digital skills training and 1:1 support for residents through local charities and services, public libraries, and community centres. Over 100 residents completed Essential Digital Skills courses; and there are currently 23 training or support sessions now running every week to provide residents with essential digital skills training and support.
Convene regular business events to directly engage with and understand the needs of Barnet-based businesses	On track	A range of business events have taken place in 2021-22, including a Meet the Buyer event, creation of the Barnet Developers Forum and the continuation of the Barnet Employability Group which meets bimonthly to bring together attendees from employers and support providers from across the borough. Support and updates have also been provided to small businesses attending the monthly North London Federation of Small Business Networking and a research project is being launched by Middlesex University, aimed at understanding the needs of SME (small and medium enterprise) businesses across the borough.
Identify and engage with strategically important sectors, and those of potential greater future importance in Barnet's local economy, to assess ways that the council can support them to maintain and grow their contribution to the borough. Initial sectors of focus include Health and Social Care, Recreation and Leisure, Construction and Creative Industries	On track	In Quarter 3, a new project was launched to engage with local construction supply chain businesses. The project completed in Q4 and identified 850 companies. Procurement has concluded for a supplier to start a new two-year engagement phase (phase 2). Businesses identified in phase 1 will be offered supplier training, opportunities to meet buyers and to network. This will increase their capacity to take advantage of council and commercial development contracts, helping to retain more investment inside the borough.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Facilitate and create job and skills development opportunities in growth sectors	On track	Barnet supported two bids for the Mayors Academy Hubs which were successful: the Greater London Authority led Hub won screen skills and West London College led Hub won green skills in West London. A number of programmes supported residents into work in sectors such as care, the railway industry and Galldris construction. During 2021-22, BOOST, BELS and Shaw Trust have seen 1000 residents into some sort of work programme.
Enhance delivery of local supply chain commitments through potential policy changes, new regeneration scheme contracts, and council-wide social value contractual commitments, including developing a new supply chain initiative to better promote the opportunities for, and benefits to, local businesses in relation to the regeneration of Brent Cross Cricklewood	On track	The Social Value Policy was approved at Policy and Resources Committee in December 2021 with an emphasis on engaging local SMEs. As part of the local construction supply chain engagement project, completed in Quarter 4, recommendations have been made to adapt the Economic Development Supplementary Planning Document to prioritise local procurement and to introduce a scale of fees charged to developers towards the cost of facilitating local procurement.
Plan and deliver town centre public space and public realm improvement projects such as shop front improvements and 1-2-1 business support in Burnt Oak and improvements to West Hendon Broadway	On track	A number of town centre public realm projects have been progressed throughout the past year, most notably Finchley Square (due to start on site Autumn 2022), Burnt Oak and Golders Green. These are all in line with adopted Town Centre Strategies and entail significant community involvement. Smaller projects in West Hendon Broadway and Cricklewood have also been developed and progressed throughout the year, for delivery 2022-23. Officers engaged in on-going discussions with developers in Edgware and North Finchley to progress ambitious proposals for the public realm in these town centres. Also, business support initiatives have been developed and launched across the borough and in individual town centres, using the Government's Additional Restrictions Grant. These included subsidised membership of the Federation of Small Businesses, free training programmes delivered by Middlesex University and Barnet and Southgate College, a construction sector supply chain initiative and targeted business support programmes in Burnt Oak, West Hendon Broadway, Finchley Central and North Finchley.
Deliver projects and improvements identified within adopted Town Centre Strategies and Community Plans such as developing the business case for priority projects in the Golders Green Town Centre Strategy and working with the community and businesses to deliver priority projects identified within the Chipping Barnet Community Plan	On track	A number of town centre public realm projects have been progressed throughout the past year, such as Golders Green, where a tender specification was scoped and launched to appoint multidisciplinary design to take forward public realm works and Chipping Barnet where five draft feasibility studies for priority projects identified in the Community Plan were developed. Additional projects have also been identified from within adopted strategies, e.g. Victoria Park, Finchley.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Work with partners to launch a programme to address the impact of empty shops on the borough's high streets, and scope a programme to repurpose vacant retail units in town centres through meanwhile uses such as pop-up shops, arts and community	On track	Officers have been progressing this programme through specific opportunities, most notably in Finchley Central, Chipping Barnet and Edgware. The intention is to develop an inward investment service to match new occupiers (current Barnet businesses looking to grow or external businesses looking to locate here) to commercial space across the borough, including vacant high street units. The service will be launched in Quarter 2 2022-23.
Deliver new, specialist SME (small and medium-sized enterprise), creative and light industrial workspace aimed at key sectors through investment in council assets and by influencing private development	Delayed	During 2021-22, officers have worked across services, with landowners in the borough and workspace providers to scope and identify workspace opportunities. While demand from SMEs continues to be high, an appropriate space has not yet been secured.
Support preparation of the Regulation 19 stage Local Plan and the Visitor Economy Plan by using best practice to identify locations and activities that best support new 'evening economy zones', to enable joined-up regulatory support for cafes, bars, festivals and activities, ensuring Barnet's town centres remain safe and antisocial behaviour is minimised	On track	Delivery of the council's Temporary Streetspace Programme has continued throughout 2021-22, supporting additional businesses to trade from the public realm, and creative placemaking initiatives are being planned and delivered in a number of town centres, including Burnt Oak, Edgware, Golders Green and West Hendon Broadway. The council is also preparing a bid for a Creative Enterprise Zone, aligned to work in one of our town centres.
Deliver a significant 'Welcome Back' programme of events to activate town centres, promoting their safe return	On track	To celebrate the re-opening of Barnet's high streets, the council launched a Shop Window Competition as part of the Discover Barnet campaign, intended to encourage independent businesses across town centres to refresh their window displays and provided them with an opportunity to access funding to make further improvements. Welcome packs were developed and delivered to support all town centre businesses with their safe return and post-Covid recovery. The packs provided a number of existing initiatives to support local businesses to recover from the impact of the Covid-19 pandemic. The council has also launched a second round of the Temporary Streetspace Fund programme in January 2022 supporting local businesses in town centres to access additional street trading space. From 2022-23, this programme has been integrated into the work of the borough's Events Board.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
<p>Deliver Grahame Park and West Hendon community centres and digital support hubs at Brent Cross Cricklewood, Grahame Park and West Hendon, explore the potential of a new programme of leisure services investment, and support the delivery of infrastructure facilities to facilitate regeneration and growth as set out within the Infrastructure Delivery Plan</p>	<p>On track</p>	<p>Hubs have been delivered at Grahame Park and West Hendon in Quarter 2 and Quarter 3 respectively. £80m of Community Infrastructure Levy funding has been allocated to projects across Town Centres, Greenspaces, Highways and CCTV for infrastructure projects to be delivered over the next 5 years.</p>
<p>Deliver the planned programme of development to improve the quality of parks and open spaces, such as the capital investment project for Colindale Park, the Copthall and Mill Hill Open Spaces Masterplan, a Borough wide review of parks infrastructure (for example bins, benches) and a diverse events programme.</p>	<p>On track</p>	<p>Works to Colindale Park have completed with the play area and outdoor gym opening in October 2021 and the rest of the park completed in November 2021. Opportunities to deliver the Copthall Masterplan are being explored. The council has appointed the landscape Institute to support the proposed delivery of improvements to West Hendon Playing Fields.</p>
<p>Work with development partners to deliver and launch the Brent Cross Visitor Pavilion and commence work to prepare the 'Visitor Economy Plan' (incorporating update and replacement of the Arts and Culture Strategy) by undertaking a visitor asset mapping exercise</p>	<p>Complete</p>	<p>The Pavilion visitor centre opened in December 2021. The Pavilion contains a café which has proven very popular and supplements the improvements to the Claremont Way Parade of shops which has also seen new businesses recently open including a Pizzeria and Bakery.</p>
<p>Engage more closely with creative sectors and provide support for new local leisure and cultural destinations, and conduct a cultural audit, mapping the borough's existing creative industries assets and identifying gaps in access.</p>	<p>On track</p>	<p>A cultural programme has been developed and outlines the key work around engaging with the creative sector. A new Creative Economy Project Officer has been recruited to support the delivery of workstreams under the Arts and Culture Strategy.</p>

Outcome Performance Indicators

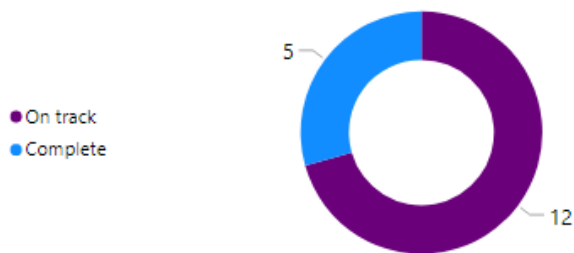
Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who are satisfied with the local area as a place to live	2021-22 Q3	Increase	85	Improved	▲
Number of households approaching for housing assistance year to date	2021-22 Q4	Monitor	679	New measure	—
% of homes which have access to a live full fibre internet connection	2021-22 Q4	Increase	23.7	New measure	—

Key Performance Indicators

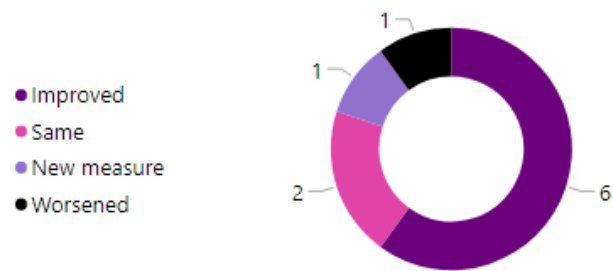
Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year	
Total number of new homes - annual in arrears	2020-21	Not applicable	2,677	2,316	Worsened	▼
Number of affordable new homes - annual in arrears	2020-21	Not applicable	231	245	Worsened	▼
Number of Barnet Homes (social housing) which have access to internet connectivity	2021-22 Q4	1,151	Monitor	5,596	New measure	—
Number of "Discover Barnet" events delivered	2021-22 Q4	0	Monitor	7	New measure	—

Policy and Resources Committee

Status of 2021-22 Activities



KPI Performance against Last Year



Objective: Improving Customer Service

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
<p>Review top 5 processes for both council tax and housing benefit to increase automation (details being scoped) and reduce repeat contact</p> <p>Embed continuous improvement plans at a service level that are monitored and aligned to overall objectives: for Year 1, review outbound correspondence for council tax and housing benefit to reduce queries and repeat contact</p> <p>Launch customer standards and principles to drive service led improvement plans and embed in service so each have their own framework</p>	On track	<p>Staff in the council tax and resident experience teams have used data to identify areas of customer frustration, implementing a series of improvements this year. Examples include improvements to web content to provide clearer signposting and guidance; optimising some existing online forms and identifying additional new forms to be developed; updated phone menu options based on feedback; and reviewing some automation parameters to speed up processing times. These have led to a 32% increase in online completion rates, lower wait times on the phones and fewer escalations. This still remains an area of high contact and an opportunity for joint working to improve customer satisfaction. This activity has been rolled over to 2022-23 to ensure continuous improvement.</p>

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Devise a broader customer service training programme so that all staff understand how to deliver great customer care: a series of courses on Barnet's eLearning Hub (POD) which will be relevant for all staff (those not in contact centre roles) and a course for Members to reduce escalation of Members' enquiries	On track	Customer service training has been devised with the new customer service hub launched in Quarter 3, providing a consistent training offer for all staff, information for staff on how to support residents digitally and shared insight to help with improvements and collaboration. Internal breakfast briefings and direct communication to staff helped raise awareness and further communications are planned for 2022-23 to ensure high engagement in the training and tools now available.
Procure and implement a new complaints management system by end of March 2022 to improve recording and reporting processes to drive business improvements and outcomes from the complaints process.	Complete	The new case management system, iCasework, was rolled out on 1 April 2022. Cases are now being routinely logged on the new system and reporting training has been delivered to key council officers so that data can be extracted to support the reporting requirements of individual teams. Moving into 2022-23, the service will focus on ensuring the new system is embedded and operating in line with our expectations.
Develop insight into how our residents interact across council services and tools that allow quicker analysis of trends and behaviours: introduce Power BI for contact centre management information to improve analysis and make better service decisions informed by data	On track	Reporting has been set up within Power BI and access provided to key staff, however due to the complexity and number of different datasets involved, further work is required to present the data in more accessible formats to enable analysis and data driven decision making.
Produce an options appraisal to determine whether the technology needs to change	On track	The options appraisal was completed in Quarter 2 and a new contact centre platform has been agreed. Testing and design is underway, which will include an element of resident engagement in June / July 2022. The new technology is planned to go-live in August 2022.
Create a portal on the LBB website that provides staff and residents with one place to access resources, support and help on offer for digital enablement both at the council and via its partners	On track	The Digital Barnet portal, a one stop place for Barnet's digital skills and support offer for residents and staff, went live in Quarter 3. Two new accessibility tools are being tested prior to deployment (planned for July 2022): a British Sign Language (BSL) 'live' solution supporting our deaf and hard of hearing residents access services in a much more convenient way and a tool called ReciteMe, to improve the web experience for visually impaired residents to access to digital content.
Review the role of the face-to-face customer service staff at Colindale reception, with the aim of introducing an alternative model which will deliver support across the borough to our most vulnerable residents and possible adoption of the customer advocacy model through CSG	On track	The review has been completed and the new team launched in February 2022, focusing on customer advocacy and digital inclusion. Having been trained as Digital Champions to support residents to learn the right skills to get online, the team are to be based in Colindale with the option to also offer targeted appointment-based support from libraries.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year		
% of residents who agree that LBB is improving customer service	2021-22 Q3	Increase	57	Improved	▲	
% of residents who report that it is easy to access council services	2021-22 Q3	Increase	64	Improved	▲	

Key Performance Indicators

Indicator	Latest Data Available	Actual This Period	Target Year to Date	Actual Year to Date	DoT on Last Year		
% of customers who are satisfied overall with customer services (does not include web contacts)	2021-22 Q4	93.8	89	92.7	Improved	▲	
% of customers who are satisfied with the service on the web (performance and feedback)	2021-22 Q4	67.6	55	65.3	Improved	▲	
% of customer cases that were closed within agreed timescales	2021-22 Q4	100	94	100	Improved	▲	
% of overall contacts that were made via the web rather than phone	2021-22 Q4	70.3	50	70.8	Improved	▲	

Objective: Robust Financial Management

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Ensure robust financial management processes are in place, to include setting a balanced revenue budget each year, setting an appropriate capital budget each year (which allows us to live within our means, led by how much we can afford to repay), setting a Medium Term Financial Strategy to guide financial decision making.	On track	The council set a balanced budget for 2022-23 in line with its legal obligations. This was for both revenue and capital expenditure. The council approved its Medium Term Financial Strategy (MTFS), noting additional requirements to deliver efficiencies and income generation opportunities to support front line service delivery. The Section 151 Officer has already begun the process for 2023-24 and the MTFS to 2027 and all services have been engaged.
Develop and implement policies for Responsible Procurement and Social Value	On track	The council's Social Value Policy (SVP) is in place and all new procurements from January 2022 have followed the policy as laid out. The outcomes from the SVP are beginning to support responsible procurement in the borough through the use of the supplier toolkit generating environmental and social outcomes. Sustainable Procurement is being developed in 2022-23 in line with the requirements of the council's developing Sustainability Strategy.
Review an approach for maximising and realising benefits from investments in strategic property acquisitions	On track	The council has developed an update to the Asset Acquisition Strategy that builds on the initial approach set in place and improves indicators to maximise benefits; this is to be finalised in Quarter 1 2022-23. The estate review was finalised in Quarter 4 and outcomes are expected to be reported in 2022-23. Brent Cross Retail Park has delivered additional income over and above the amounts required for the sinking fund and this income has been used to support the revenue budgets for the delivery of Brent Cross Town.

2021-22 Activities	Status as at the end of 2021-22	Narrative on Progress as at the end of 2021-22
Improvement in Treasury performance (Interest paid and earned minimised/maximised) to provide value for money to the taxpayer.	On track	Treasury income, both short and long-term investments, have improved in 2021-22 compared to 2020-21. Overall income generated is £0.250m higher than prior years with additional benefits expected in future years arising from the council's long-term investments and the increase in the Bank of England base rate for borrowing.
Carry out an external review of Capital Budget to provide assurance that spending is in line with Capital Strategy and is sustainable	Complete	This activity has been completed. Capital Budgets have been reviewed against plans and changes recommended to Policy and Resources Committee to reflect delivery progress. Further in-year reviews take place at quarterly intervals to ensure budgets and financing forecasts remain prudent, appropriate and sustainable.
Financial vulnerability: develop a financial vulnerability dashboard with multiple service vulnerability datasets overlaid to match datasets across key revenue and benefits, Adult Social Care and wider service areas to develop "single view" of individuals and their engagement with the council. Explore resulting insights to design a multi-service approach to provide appropriate support to identified residents.	On track	The Financial Vulnerability Dashboard has been developed following multiple sprints including data from Welfare, Adults and Housing. The council engaged Policy in Practice to undertake qualitative interviews with residents to inform further work in the area, responding to the rising cost of living and other causes of financial vulnerability in the borough. A paper will be taken to Policy and Resources Committee outlining next steps both over the short and longer-term.
Carry out a review of internal controls, to include compliance with delegated powers, financial regulations and contract procedures to ensure these all reflect best practise and align to LBB constitution. Clearly communicate roles and responsibilities for compliance, governance and assurance	On track	This activity has been completed with a full follow-up review agreed for inclusion in the Quarter 1 2022-23 audit plan and the Delegated Powers Reports and Financial Regulations to be considered for inclusion in the 2022-23 plan.
Clarify roles and responsibilities for maintaining a strong control environment while delivering a robust internal audit function including planned risk-based audits	Complete	This activity was completed in Quarter 2. All audit reports include appendix 'Responsibilities of management and internal auditors' which confirms that it is management's responsibility to develop and maintain sound systems of risk management, internal control and governance and for the prevention and detection of irregularities and fraud.
Undertake a light touch check-in to ensure the updated special projects framework, for commissioning Capita works outside of the core contracts with CSG and RE, is working effectively	Complete	This activity was completed in Quarter 2. The results of the check-in confirmed that the updated framework has significantly improved the turnaround time for reviewing / approving SPIRs by 69%.
Undertake a comprehensive review of strategic and service risks to ensure risks reflect the challenges of the last 18 months; are focused on the delivery of our objectives; and emerging risks are identified	Complete	This activity was completed in Quarter 3. The risk review has resulted in updated risk registers with all risks framed in the present and with new treatment actions, and a reduction in the total number of risks of approximately 30%.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who agree that LBB provides good value for money	2021-22 Q3	Increase	52	Improved	▲
% of residents who are satisfied with the way LBB runs things	2021-22 Q3	Increase	67	Improved	▲

Key Performance Indicators

Indicator	Actual	DoT on Last Year	
Revenue budget outturn forecast	Achieved: performance against the budget of £333.101m approved by Council in March 2021 shows that overall net expenditure is largely on budget, and in line with previous forecasting.	Same	◆
Budget savings are delivered on time or substituted appropriately	The 2021-22 budget includes planned savings of £10.590m. 76% of these have been achieved. Continued disruption to the Leisure industry, a direct consequence of the pandemic, accounts for much of the gap in savings delivery. All deferred savings from 2020-21 arising from the Covid-19 pandemic have been delivered in 2021-22.	Same	◆
Council tax collected in year	Overall collection slightly reduced compared to last year at 94.46%, this is 0.48% lower than March 2021, and 1.19% lower than the previous year (i.e.pre-pandemic). In cash terms, current collection levels are £18.104m higher than last year, mainly due to increases in the tax base and the 4 year collection target has been delivered.	Worsened	▼
Business rates collected in year	Business Rates collection at year end was 90.83%, an increase of 8.41% compared to March 2021 and a significant improvement on the -1.06% position at the end of Quarter 3.	Improved	▲
Sundry debt outstanding within 90 days	Although the overall sundry debt total has increased compared to last year, overdue debtors (up to 30 days and older) as at 31 March 2022 was £22.234m, a decrease of £10.431m for the same period in 2021 where the outstanding balance was £32.665m.	Improved	▲
Progress of agreed critical and high priority audit actions	For Q4, there were 0 new critical and high audit findings. Of the previously agreed critical and high priority audit actions that were due within the quarter, 50% were confirmed as implemented and there were none which were not fully implemented when checked on more than 3 occasions.	New measure	—

Barnet Council Annual Report 2021-22

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Foreword

We are pleased to present Barnet Council's Annual Report for 2021–2022. This report highlights some of the Council's key activities and achievements over the last year and documents our progress in working to make sure that Barnet is a place where people can expect good quality public services.

Working with partners and residents, we have delivered initiatives over the last year that have helped to improve the lives of those who live and work in Barnet. From our investment in providing employment and skills opportunities to expanding our Community Safety Team. I would like to thank all council staff, partners, residents and the communities of Barnet for all they have done for our borough over the last year.

John Hooton

Our Values

Our work at Barnet is underpinned by four values which set out what we believe as an organisation and how we behave. We strive to ensure that in all our interactions with residents and our decision making, we will embody these values:

Caring – we will 'put ourselves in the shoes of residents' and respond in a way that demonstrates the people and place of Barnet are important to us

Learn to Improve – we believe in being open to improving and we want to use learning to enable us to improve our communities, infrastructure and organisation.

Inclusive – we want to use equalities, diversity and inclusion as a platform for delivering a strong and cohesive community

Collaborative – behaving in a collaborative way is an essential part of our success and we will work closely with the public, private and voluntary sectors – as well as the community – to meet our outcomes.

Governance

Corporate governance is about making sure that we meet the highest standards and that our resources are being used in a way that has been properly agreed. It makes sure that there is clear accountability for decision making at every stage of service delivery. We take this responsibility seriously as the trust of our residents matters. We want the residents of Barnet to trust us to not only deliver excellent customer services, but also to know that we are open and transparent with them. This Annual Report forms a part of our governance framework and is our opportunity to communicate with our residents and partners our progress on the things we said we would deliver.

Performance

Throughout the last year, we have reported on our progress in delivering projects and services through an 'Outcomes Framework'. This is an interactive tool that has enabled us to keep track of our performance. In Appendix, you can find our performance indicators and see our progress against our key objectives.

The Year in Numbers

500 electric vehicle charge points installed

260 diverse Community Champions recruited

97% of schools rated as *good* or *outstanding*

130 participants in our Care Leavers Programme (BELS) resulting in 34 job starts

3,500 litter bins emptied

Around 200 instances of graffiti removed each month

£23.5m investment in Finchley, Burnt Oak, Golders Green, Colindale and West Hendon Broadway Town Centres

963 trees planted across the borough

87,000 Covid kits testing distributed

33,255 items of assistive technology and equipment delivered this year to support residents who need assistance

2694 residents have been moved out of homelessness

1,300 residents helped to stop smoking

Over 80 young people given access to treatment for substance misuse

Over 100,000 food parcels delivered for vulnerable residents

Over 2,000 roads maintained

1,201,352 visits to our leisure facilities

£1.2m investment in Colindale Park

172 affordable homes have been built

£80m of funding allocated to projects in Town Centres, Greenspaces, Highways and CCTV

We have dealt with 2026 street cleansing reports

What you said

Between November 2021 and March 2022, the council carried out the annual Resident's Perception Survey. This survey is an opportunity for us to hear from our residents to understand how they feel about living in Barnet and how satisfied they are with the services that they receive. We value the feedback that we receive from residents, and we use this feedback to shape our services to best meet the needs of our residents. This year we surveyed 2,000 Barnet residents face to face and over the phone. The results show that we are continuing to move in a positive direction in terms of resident satisfaction. Here is what residents surveyed said.

- 85% of residents said they are satisfied with living in Barnet
- 83% said that it is a family friendly place to live
- 88% of residents feel that they get on well together and 85% feel that they belong to their local area.
- 67% of residents are satisfied with the way that the council runs things
- 52% feel that the council provides value for money
- 80% feel informed with what the council is doing
- 72% feel that the council is trustworthy
- 75% think the council is doing a good job

Our Achievements

Customer Services

Over the last year, we have seen a 32% increase in online completion rates for customer queries, lower waiting times on the phones and fewer escalations. In addition to this, this year we launched the Digital Barnet Portal. This is a one-stop shop which offers digital skills and support to residents and staff. This has enabled us to help visually impaired, deaf, and hard of hearing residents access our services in a convenient way

Parks and Open Spaces

Following a £1.2m investment, in November 2021 we re-opened Colindale Park. The park includes an outdoor gym, table tennis, fixed chess tables and fruit trees in an orchard. We also created new cycle and pedestrian paths and provided bins, benches, trees, and plants. As well as this, we have also invested £5m in the regeneration of Silkstream Park and Montrose Playing Fields.

Anti-social behaviour

We have invested in Barnet's Community Safety Team to include ward specific high-visibility presence seven days a week. In addition to this, we have expanded the team to thirty posts which includes a new Head of Service for Community Safety. Expanding the team has enabled us to deal with issues of nuisance, crime and anti-social behaviour more efficiently

Street Cleansing

Over the last year the council has increased its Street Cleansing service and has now grown from 77 to 115 employees. This has enabled us to facilitate a new area-based street cleansing model which means that we now have teams to provide more structured cleansing activity. This includes emptying 3,500 litter bins each week and maintaining over 2,000 roads and twenty-one town centres.

Corporate Parenting

In November 2021, we published our Corporate Parenting Strategy and delivery has progressed well. The Care Leavers Participation Project enabled twenty-two care leavers to move into employment or education and we have employed two youth mentors to support more care leavers into employment. In August 2022, Ofsted reported that Barnet's Children's Services have continued to improve since they were rated 'Good' in 2019.

My Say Matters

In spring 2022, we published the 'My Say Matters' Strategy. This strategy outlines how we will work to ensure service delivery is co-produced with children and young people in Barnet and will ensure that the voices of children and young people are at the heart of what we do.

Live Unlimited

Live Unlimited, the charity created by the council to support Barnet's children in care and young care leavers, has create multiple opportunities and helped to develop new skills and break social isolation among dozens of Barnet's looked after children and care leavers over the last year. As a response to Covid-19, they launched Aspire Higher, a careers networking scheme which connects care experienced young people to meet with industry leaders that they would not usually get to meet, resulting in three young people going on to paid employment. They also delivered the Outdoor Club, a forest-school based scheme which gets care experienced young people outside, connecting with nature, taking risks and making new friends.



Live Unlimited also manages Driving Ahead, a scheme which offers a package of 46 hours of driving lessons and the theory and practical test. Since the launch of the scheme seven young people have passed their tests, six of which now use their driving licences in new job opportunities.

Education

Over the last year, the borough has seen continued high educational attainment for many children and young people, with 97% of Barnet schools rated as 'good' or 'outstanding'. We have also rolled out Mental Health Support Teams across the borough to ensure that our children and young people can have access to the support that they need. In addition to this, a joint Ofsted and CQC inspection of our services for children with SEND this year gave positive feedback about the services provided, the work with parents and carers, and the support given to schools

Parenting Hub

In November 2021, Barnet Council launched the Early Years Parenting hub. This is an early intervention service for parents and their children aged 0-5. The Hub provides support to families across Barnet to ensure that our youngest children can have the best start in life and grow up in a safe environment in which they can learn, grown and develop secure attachments.

Integrated Hospital Discharge Team

Throughout the last year we successfully implemented the Integrated Hospital Discharge Team. This has meant that we have been able to make sure that hundreds more people are discharge from hospital without delay. As well as this, we have offered a reablement service to residents which supports them to maximise independence. This year we have provided reablement support in 1,859 instances across the borough.

Extra Care Housing

Extra care housing is an alternative to residential care housing and offers independent living with the security of on-site 24-hour emergency support as well as personalised care and support hours. People live in their own self-contained flat which are designed with in-built flexibility and the option for assistive technology to be added to enable independence as needs change. Communal facilities are also available for residents such as gardens and lounges alongside a wide-ranging activity and event programme, some of which are also dementia friendly. These homes are for life and offer residents the security and support to live independently. We committed to providing 178 Extra Care flats between 2019 and 2024. So far, Ansell Court was completed in 2019; Atholl House in Burnt Oak is due for completion in January 2023; and Cheshire House in Hendon is due for completion in March 2024.



During Covid residents at Ansell Court requested that one of their smaller lounges be transformed into a gym so that they could keep active.

Healthy Living

This year, we co-produced a new Fit and Active Barnet Framework (FAB) (2022-2026), setting out our vision to 'create a more active and healthier borough'. Barnet has seen the largest increase in London (since 2015/16) of adults aged 16 and over who are active for at least 150 minutes per week. Furthermore, by the end of Q4 2021/22 there were 39,093 residents registered with a FAB Card - a 48% increase since the start of the year.

We also launched the Healthier High Street programme pilot project in West Hendon and North Finchley – the programme encourages local hospitality businesses to become partners in Healthier Catering, London Refill (reusable water stations) and Breastfeeding Welcome.

Mental Health

This year we launched the Barnet Suicide Prevention Partnership to make sure we can reduce suicide across the borough. As part of this, we ran a campaign focused on preventing mental ill-health and suicidality amongst men. Throughout the duration of this campaign there were no suspected suicides reported during a 3-month period. In addition to this, this year we introduced and promoted 'Marking Every Contact Count'. These factsheets offer support and advice to residents on how to manage or improve their mental health and wellbeing. The council continues to work with local Clinical Commissioning Groups and the Mental Health Trust to further support mental health initiatives within the borough and improving access to mental health support.

Domestic Abuse and Violence Against Women and Girls

In March 2022, the Council launched the Domestic Abuse and Violence Against Women and Girls Strategy. This strategy set out our vision to see Barnet become a borough where everyone is free of domestic abuse and women and girls are safe from violence. The strategy enables us to make sure that victims and survivors can access the appropriate services and that the council and our partners ensure that we deliver early intervention and actively pursue perpetrators. Over the last year alone, Barnet's Advocacy

and Support Service has helped 872 residents who have experienced domestic abuse.

Homelessness

A Homeless Prevention and Insight project was completed, identifying that many causes of homelessness and problems which need immediate relief have services in place which can help. The findings will feed into the upcoming review of the Homelessness and Rough Sleepers, including a focus on accessibility around these support services at the right time for those identified as being at risk of homelessness.

Grahame Park Hub

The Grahame Park 'Make it Happen' Hub launched in October 2021 as the first "one stop shop" and continues to grow services. West Hendon Hub is now fully reopened with the inclusion of employment support provided by Metropolitan Thames Valley through Love London Working programme. Work will continue during 2022-23 to increase engagement at both hubs and potential for a hub at Dollis Valley.

Cherry Tree Foundation

In 2021, Cherry Tree Foundation launched a training programme funded by Countryside Properties and Barnet Council to support fifteen residents of Dollis Valley Estate to gain training towards employment in the Rail industry. The part-time, six-week programme teaches the rules and regulations of working on the Rail line. Participants are supported to overcome their barriers to employment, and gain a Network Rail Sentinel card, Small Tools qualification and Track Induction Course. 7 of the trainees have so far secured employment.



Social Value

In December 2021, the council approved its first Social Value and published the Social Value Toolkit. This policy commits us to making sure that we secure wider social, economic, and environmental benefits to the community from our contracts with suppliers. This means that when bidding, suppliers must demonstrate to the council an activity that they will undertake above fulfilling the requirements of the contract to bring positive change to the borough.

Brent Cross Town

Throughout the last year, good progress has been made on delivering the



Brent Cross Town development. Claremont Park opened in June with a weekend of activities for the community, it follows the Visitor Pavilion which opened in December 2021 alongside Spruce and Larch café. Several other businesses have now opened including Happy Face Pizza and Karma

Bread Bakehouse on Claremont Way, and Gussy's Ice Cream in Claremont Park. Works to complete Brent Cross West Station have also progressed well and are scheduled to be completed in December 2022. We are working with our rail partners to agree an opening date for the new station.

Transport

In March 2022 at Environment committee, the Parking Policy was adopted in alignment with the Transport Strategy proposals. The policy sets a cap on parking permits for developments in line with their planning consent which means that the council has a process in place to manage the impact of new developments on neighbouring communities.

Over 220 electric vehicle charging points have now been installed since April 2020. The project to deliver five hundred charge points has been tendered and the contract is expected to be awarded in Quarter 2 2022-23.

Sustainability

In December 2021, Barnet's Sustainability Strategy Framework was unanimously approved by Policy & Resources Committee. This lays the groundwork for the Sustainability Strategy by defining our net zero ambitions, setting some commitments and detailing the next steps for the development of the strategy. Following this, the council held a series of engagement workshops with residents, businesses, young people, and community and interest groups; the results of these will further inform the development of the Strategy. Additionally, in May 2022 Barnet declared a Climate Emergency. The council will continue to work towards creating a sustainable borough for future generations, while remaining proactive in its approach to protecting the borough's natural environment.

How we work

In delivering our services, the council has made progress in ensuring that our work is underpinned by effective participation with residents, promoting equality and enabling prevention. By ensuring that these remain at the centre of what we do, over the last year we have seen some great outcomes for residents and progress towards ensuring that Barnet Council is an effective organisation which delivers good outcomes for residents.

Prevention

Prevention is not about rationing or restricting access to services or limiting service provision, rather it enables us to help people remain healthy, happy, and independent in all aspects of life. It includes:

- **Being universal:** Engaging, empowering, and supporting all individuals, communities and society, at all stages of their lives, at any point
- **Encouraging self-serve and resilience:** Identify, self-serve and seek effective solutions
- **Identifying problems earlier:** Avoid adverse outcomes by identifying problems earlier
- **Investing to save:** Reducing costs by taking an invest to save approach
- **Ensuring all services encourage prevention:** Going beyond statutory duties and being equally accessible to all.

Over the last year we have delivered:

- The Suicide Prevention Action Plan, Food Security Plan and Barnet Borough Partnership Health Inequalities workstream which focuses on cardiovascular disease prevention and children's oral health
- The [Joint Health and Wellbeing Strategy 21-25](#) was published in July 2021 and focused on three Priorities: Healthy Environment and Resilient Communities, Start Well, Live Well and Age Well and

Ensuring Delivery of Co-ordinated and Holistic Care when we need it

- The Prevention Framework was developed and is supported by the Prevention Fund of £500k to stimulate proactive, preventative approaches across the Council. So far, the Prevention Fund is supporting work on debt and financial vulnerability and the retrofitting of a school caretaker property to make it more efficient
- We have gathered extensive quantitative and qualitative research on debt and financial vulnerability in the borough that will inform overall Council's Strategy on Cost of Living
- Published the Council's Community Participation Strategy and launched the Barnet Innovation Fund to support our borough partnership priorities (collaboration between local NHS colleagues, Council and voluntary, community and faith sector)

Equality

Supporting all our communities to thrive in an environment that is free of harassment and discrimination is a core strand running through all our priorities and is fundamental to how we work as a council.

In June 2021, we published our updated Equality, Inclusion and Diversity Policy, setting out our strategic equality objective:

"All communities will be treated equally, with understanding and respect. Both our council and our borough will be places where diversity is celebrated, and inequality is actively tackled; where people have equal opportunities and equal access to quality services".

Our staff networks are key allies in developing our organisational approach to equalities. Together, we have:

- Developed our recruitment processes, succession planning and learning and development, using them to address underrepresentation of specific groups at all levels of the organisation so that we can deliver better services for Barnet.
- Attained Level 2 Status of the Disability Confident Scheme

- Continued to embed the principles of Race at Work Charter

This year we have also introduced a new Tackling the Gaps Group, that aims to address inequalities in the borough by taking on an outward-facing, resident and partnership focused equality, diversity and inclusion agenda. Departments are expected to identify areas of inequality, especially as applied to access to services, and to develop or integrate into plans activities which tackle the gaps in their service areas, improving long-term outcomes for residents.

Community Participation

In 2021 the Barnet Community Participation Strategy was approved. This set out our vision for greater engagement with our residents and community groups.

The strategy has four key themes:

- Enabling place-based working
- A stronger partnership with the voluntary community, faith and social enterprise sector
- Enabling resident participation
- Unlocking resources for the community.

Since the strategy was approved, we have achieved many positive outcomes in our engagement with residents.

The strategy has enabled us to deliver:

Grahame Park Neighbourhood model

This initiative focused on collaborating with the community to improve mental health and wellbeing on Grahame Park Estate. We have been able to

analyse and use data on resident's mental health within the area and work with MIND (mental health charity) to facilitate focus groups with residents.

A new alliance with Barnet Together



This year the council approved significant investment into an enhanced infrastructure partnership to increase the reach and impact that the existing Barnet Together partnership can bring to the borough. This new alliance has enabled us to ensure more effective representation, engagement and support for the voluntary sector in Barnet.

Barnet Food Hub

This is a joint project delivered by Barnet Together and funded by the council to tackle food insecurity by ensuring a stable source of suppliers to a network of eighteen foodbanks and twelve community groups around the borough who provide cooks meals.

Health Champions

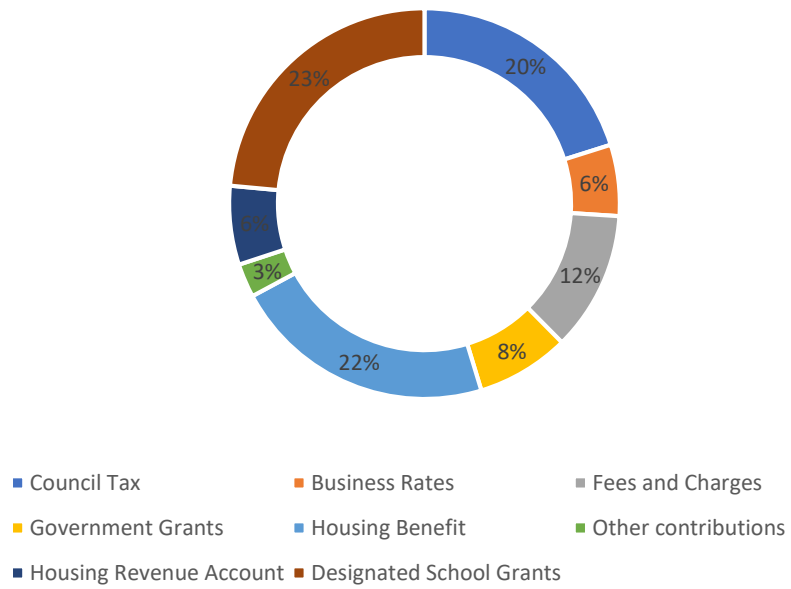
Around two hundred residents in Barnet are signed up to be Health Champions within the borough and work to share vital public health messages in their communities and social networks. This programme is delivered by Volunteer Barnet

Community Innovation Fund (CIF)

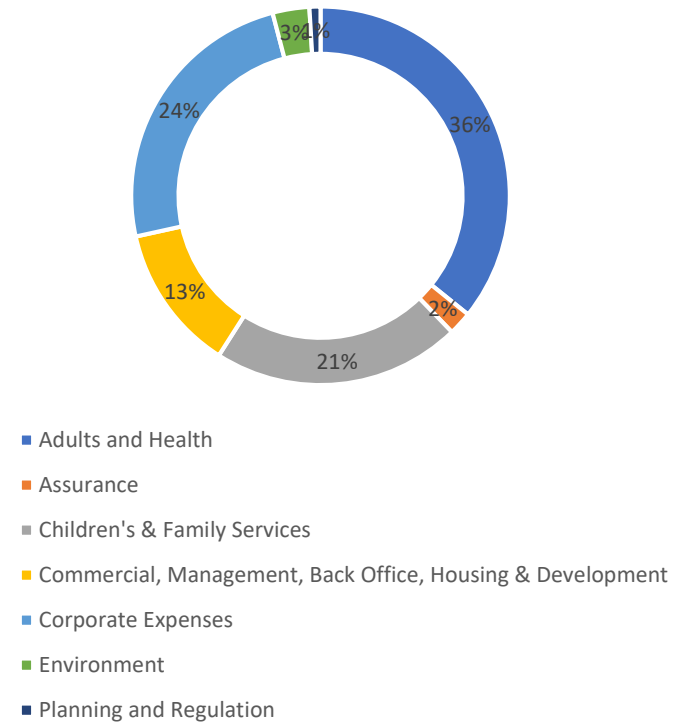
The Community Innovation Fund launched in 2021 supports projects and initiatives within the community to improve residents' health and wellbeing. The second funding round in January 2022 saw success for thirty-two organisations and a combined total award of £466,708.

Our Finances

Our income



Net expenditure for 2021/22 by service area



Appendix A: Performance Indicators

Objective	Indicator Title	Last Latest Data as at:	Target	Actual Year to Date	DoT on Last Year
Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking	% of residents who see anti-social behaviour as a very or fairly big problem	2021-22 Q3	Reduce	25	Improved ▲
	% of residents who see noisy neighbours as a very or fairly big problem	2021-22 Q3	Reduce	13	Improved ▲
	% of residents who see people being drunk or rowdy in public places as a very or fairly big problem	2021-22 Q3	Reduce	16	Improved ▲
	% of residents who see people using or dealing drugs as a very or fairly big problem	2021-22 Q3	Reduce	28	Improved ▲
	% of residents who see rubbish or litter lying around as a very or fairly big problem	2021-22 Q3	Reduce	46	Improved ▲
	% of residents who see teenagers hanging around on the streets as a very or fairly big problem	2021-22 Q3	Reduce	20	Improved ▲
	% of residents who see vandalism, graffiti and other deliberate damage to property or vehicles as a very or fairly big problem	2021-22 Q3	Reduce	28	Improved ▲
Better environmental services and a cleaner borough	% of residents satisfied with refuse and recycling services	2021-22 Q3	Increase	80	Improved ▲
	% of residents satisfied with street cleansing services	2021-22 Q3	Increase	58	Improved ▲
	% of residents satisfied with the quality of pavements	2021-22 Q3	Increase	41	Improved ▲
	% of residents satisfied with the repair of roads	2021-22 Q3	Increase	43	Improved ▲
	Garden waste income (£)	2021-22 Q4	Monitor	£3,039,070	Improved ▲
	Total number of StreetScene service requests	2021-22 Q4	Monitor	26,710	New measure —
	Number of requests for flytip removal	2021-22 Q4	Monitor	10,200	New measure —

	Number of requests for graffiti removal	2021-22 Q4	Monitor	866	New measure	—
	% of carriageway resurfacing schemes that have been commenced and completed on time	2021-22 Q4	100	100	Same	◆
	% of footway relay schemes that have been commenced and completed on time	2021-22 Q4	65	127.3	Improved	▲
Bring health and care together	Number of adults discharged with support from adult social care (pathway 1 or 3)	2021-22 Q4	Monitor	6,311	New measure	—
	Number of clients with joint funding (Continuing Health Care) arrangements	2021-22 Q4	Monitor	367	Improved	▲
Create an efficient, convenient and reliable transport network	% of residents who are concerned about poor public transport	2021-22 Q3	Reduce	13	Improved	▲
	% of residents who are concerned about traffic congestion	2021-22 Q3	Reduce	44	Improved	▲
	Number of Electric Vehicle Charge Points (EVCPs) installed on the public highway	2021-22 Q4	Monitor	211	Improved	▲
Help residents - especially young people - into work	% of residents who are in employment	2021-22 Q4	Increase	70	Worsened	▼
	% of residents who are NEET (Not in Education, Employment, or Training)	2021-22 Q4	Reduce	0.9	Improved	▲
	% of residents with a learning disability who are currently in paid employment	2021-22 Q4	Increase	8.9	Improved	▲
	% of participants in Employment & Skills programmes who move into employment	2021-22 Q4	Monitor	40	New measure	—
	% of 16-24 year olds signed up to Employment and Skills programmes who move into Education, Employment, or Training	2021-22 Q4	Monitor	40	New measure	—
Homelessness Prevention	Number of homelessness preventions achieved year to date	2021-22 Q4	1,350	1,293	Improved	▲
	Number of households approaching for housing assistance year to date	2021-22 Q4	Monitor	2,649	Not comparable -	—

					demand led	
	Number of households in temporary accommodation - as at the end of the reporting period	2021-22 Q4	2,630	2,115	Improved	▲
	Number of households in TA that are families with children under 18	2021-22 Q4	Monitor	1,103	Improved	▲
	% of housing placements out of borough (of total households in temporary accommodation)	2021-22 Q4	Monitor	33	New measure	—
	Supply of affordable housing - through building or purchase	2021-22 Q4	186	172	Data not available	—
Implement our growth strategy	% of residents who are satisfied with the local area as a place to live	2021-22 Q3	Increase	85	Improved	▲
	Number of households approaching for housing assistance year to date	2021-22 Q4	Monitor	2,649	New measure	—
	% of homes which have access to a live full fibre internet connection	2021-22 Q4	Increase	23.7	New measure	—
	Total number of new homes - annual in arrears	2020-21	2,677	2,316	Worsened	▼
	Number of affordable new homes - annual in arrears	2020-21	231	245	Worsened	▼
	Number of Barnet Homes (social housing) which have access to internet connectivity	2021-22 Q4	Monitor	5,596	New measure	—
	Number of "Discover Barnet" events delivered	2021-22 Q4	Monitor	7	New measure	—
	Number of attendees at "Discover Barnet" events	2021-22 Q4	Monitor	13,062	New measure	—
	Total number of visits across Barnet leisure facilities operated and managed by Better	2021-22 Q4	296,882	1,201,352	Improved	▲
Improving Customer Service	% of residents who agree that LBB is improving customer service	2021-22 Q3	Increase	57	Improved	▲
	% of residents who report that it is easy to access council services	2021-22 Q3	Increase	64	Improved	▲

	% of customer cases that were closed within agreed timescales	2021-22 Q4	94	100	Improved	▲
	% of customers who are satisfied overall with customer services (does not include web contacts)	2021-22 Q4	89	92.7	Improved	▲
	% of customers who are satisfied with the service on the web (performance and feedback)	2021-22 Q4	55	65.3	Improved	▲
	% of overall contacts that were made via the web rather than phone	2021-22 Q4	50	70.8	Improved	▲
Make Barnet a sustainable borough	Mean concentration of nitrogen dioxide ($\mu\text{g}/\text{m}^3$) - annual in arrears	2020-21	No more than 40	32	Improved	▲
	Mean concentration of particulate matter ($\mu\text{g}/\text{m}^3$) - annual in arrears	2020-21	No more than 40	19	Improved	▲
Residents lead active, healthy lifestyles	% of residents who agree that LBB is a place that supports them to live a healthier life	2021-22 Q3	Increase	65	Improved	▲
	% of Adults (16+) who are active for at least 150 minutes a week - reported twice a year	2021-22 Q3	60.5	61.6	Data not available	—
Residents maintain their mental health	% of adults in contact with (secondary) mental health services in paid employment	2021-22 Q4	Monitor	8.7	Improved	▲
Support residents to maintain their strengths and independence	% of adults with learning disabilities who live in their own home or with their family	2021-22 Q4	80	78.6	Worsened	▼
	% of people who feel in control of their own lives - annual survey last done pre-Covid-19	2019-20	Maintain or increase	75.9	Improved	▲
	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	2021-22 Q4	Maintain or reduce	10.6	Improved	▲
	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	2021-22 Q4	Maintain or reduce	514	Worsened	▼
Tackling domestic abuse and gender based violence	Number of domestic abuse incidents reported to police	2021-22 Q4	Monitor	5,233	Improved	▲
	Number of domestic abuse offences reported to police	2021-22 Q4	Monitor	3,245	Improved	▲

	Number of referrals received at Barnet's Advocacy and Support Service	2021-22 Q4	Monitor	1,378	New measure	—
	Number of service users supported by Barnet's Advocacy and Support Service	2021-22 Q4	Monitor	872	New measure	—
Unlocking the Potential of Parks and Open Spaces	% of residents satisfied with parks and open spaces	2021-22 Q3	Increase	81	Improved	▲
	Total amount of investment secured to support park improvements year to date	2021-22 Q4	Monitor	£27,616,502	New measure	—
	Total trees planted	2021-22 Q4	Monitor	963	Improved	▲
	Number of trees planted (reported by streets)	2021-22 Q4	Monitor	607	Improved	▲
	Number of trees planted (reported by urban heat island)	2021-22 Q4	Monitor	132	Improved	▲
	Number of trees planted (reported by parks)	2021-22 Q4	Monitor	224	Improved	▲
	Number of park events delivered	2021-22 Q4	Monitor	10	New measure	—



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

July 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)
29 September 2022			
Update on Corporate Plan development.	Update committee on progress	Deputy Chief Executive	Key
Delivery and Outcomes Framework– Q1 2022-2023	This report highlights key achievements and performance against the council’s Delivery and Outcomes Framework.	Deputy Chief Executive	Key
Consultation and Engagement Strategy	To approve the refreshed Consultation and Engagement Strategy	Deputy Chief Executive	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
Q2: 22-23 Contracts Performance Report	To note the Quarter 4 (Q4) 2021/22 and End of Year (EoY) performance for the Council strategic contracts	Director Commercial and Customer Services	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
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

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Arts Depot to be designated a community asset	To seek approval from committee to designate the Arts Depot as a community asset so that a CBAT assessment can be undertaken to understand the level of rent subsidy available to the tenant.	Deputy Chief Executive	Non-Key
Assets Acquisition Strategy	approval of revised strategy paper	Deputy Chief Executive	Key
Strategic Opportunities Fund	approval of revised strategy paper	Deputy Chief Executive	Key
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
Cost of Living: Debt and wider Financial vulnerability workstream	This report on the findings of the design phase for approval and provide recommendations	Director Of Public Health & Prevention	Key
Annual Procurement Forward Plan 2022-23	To approve the Annual Procurement Forward Plan	Director Commercial and Customer Services	Key
Delivery and Outcomes Framework– Q2 2022-2023	This report provides a progress update on delivery and performance against the associated Outcomes Framework	Deputy Chief Executive	Key
22 February 2023 [deadline for cleared reports 15 March]			

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
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
Q2: 22-23 Contracts Performance Report	To note the Quarter 4 (Q4) 2021/22 and End of Year (EoY) performance for the Council strategic contracts	Director Commercial and Customer Services	Key
20 April 2023			
Delivery and Outcomes Framework– Q3 2022-2023	This report provides a progress update on delivery and performance against the associated Outcomes Framework	Deputy Chief Executive	Key
TBC			
Local Heritage Site Review	Approval the nomination for the Heritage List	Deputy Chief Executive	TBC
Capital Programme	To receive an annual update on the Capital Schemes within the Capital Programme.	Deputy Chief Executive Assistant Director Capital Strategy	Non key

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

AGENDA ITEM 17

Document is Restricted

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