

**MEETING**

**POLICY AND RESOURCES COMMITTEE**

**DATE AND TIME**

**TUESDAY 11TH DECEMBER, 2018**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

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

Chairman: Councillor Richard Cornelius  
Vice Chairman: Councillor Daniel Thomas

**Councillors**

Councillor Dean Cohen	Councillor Anthony Finn	Councillor Ross Houston
Councillor David Longstaff	Councillor Kath McGuirk	Councillor Arjun Mittra
Councillor Alison Moore	Councillor Sachin Rajput	Councillor Barry Rawlings
Councillor Peter Zinkin		

**Substitute Members**

Councillor Gabriel Rozenberg	Councillor Geof Cooke	Councillor Mark Shooter
Councillor Melvin Cohen	Councillor 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 6 December at 10AM. Requests must be submitted to Maria Lugangira 020 8359 2761 [maria.lugangira@barnet.gov.uk](mailto:maria.lugangira@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: Maria Lugangira 020 8359 2761

Media Relations Contact: Gareth Greene 020 8359 7039

**ASSURANCE GROUP**

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## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 10
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
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8.	Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20	61 - 194
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15.	Council Tax Support 2019/20 – Revision to Council Tax Reduction Scheme	To Follow
16.	Committee Forward Work Programme	471 - 474
17.	Any item(s) the Chairman decides are urgent	
18.	Motion to Exclude the Press and Public	
19.	Review of Capita Contracts: Appendix C - Financial Analysis [EXEMPT]	475 - 478
20.	The Home Group – Deed of Settlement [EXEMPT]	479 - 490
21.	Any other exempt item(s) the Chairman decides are urgent	

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## Decisions of the Policy and Resources Committee

23 October 2018

Members Present:-  
Councillor Richard Cornelius (Chairman)  
Councillor Daniel Thomas (Vice-Chairman)

AGENDA ITEM 1

Councillor Dean Cohen  
Councillor Ross Houston  
Councillor David Longstaff  
Councillor Kath McGuirk

Councillor Arjun Mitra  
Councillor Alison Moore  
Councillor Barry Rawlings  
Councillor Peter Zinkin  
Councillor Gabriel  
(substituting for Cllr Finn)

Rozenberg

### Apologies for Absence

Councillor Anthony Finn

Councillor Sachin Rajput

### 1. MINUTES OF LAST MEETING

**RESOLVED** that the minutes of the meeting held on 19<sup>th</sup> July 2018 be agreed as a correct record.

### 2. ABSENCE OF MEMBERS

Apologies were received from Councillor Anthony Finn, substituted at this meeting by Councillor Gabriel Rozenberg.

Apologies were received from Councillor Sachin Rajput.

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

Member	Item	Interest Declared
Councillor Dean Cohen	Item 14, Saracens Loan Agreement	Councillor Cohen declared he has a personal connection with Saracens. Councillor Cohen left the room and as such did not participate in the discussion or voting of this item.
Councillor Arjun Mitra	Item 15, Local Implementation Plan	Non-Pecuniary interest by virtue of the fact that Councillor Mitra is an employee of the London Assembly which scrutinises the

			work of TFL.
Councillor Longstaff	David	Item 15, Local Implementation Plan	Non-Pecuniary interest by virtue of the fact that Councillor Longstaff is Chair of the Chipping Barnet Town Team.

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

None.

**5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)**

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting.

Public comments were made by the following:

- Mr Nick Dixon – Item 9, 2018/19 Strategic Performance Report
- Mr Derek Dishman – Item 14, Saracens Loan Agreement
- Ms Theresa Musgrove – Item 14, Saracens Loan Agreement
- Ms Barbara Johnson - Item 14, Saracens Loan Agreement

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

None.

**7. SARACENS LOAN AGREEMENT**

The Director of Finance presented the Saracens Loan Agreement report to the Committee. The report sought authorisation to make a loan of £22.9 million plus fees (estimated at less than 1% of the loan value) to Saracens at a commercial rate for a period of 30 years to enable the construction of a new West Stand as part of the Allianz Park Stadium at Copthall. The report summarised the outcome of the due diligence and assurances work conducted.

Upon being put to the vote, recommendation 1 was unanimously agreed by the Committee.

Upon being put to the vote the remaining recommendations (2-4) as set out in the public report were agreed. The vote was recorded as follows:

\*Councillor Dean Cohen was absent from the vote and disclosed a personal interest in this item at the start of the meeting.

For	5
Against	5
Absent	1*
Abstain	0

The Chairman used his casting vote to approve the recommendations.

**RESOLVED that the Committee:**

1. Notes the outcome of the due diligence undertaken since July 2018, and the further assurances offered by Saracens, summarised in this report and detailed in the accompanying exempt report.
2. Authorises the Deputy Chief Executive to take all reasonable steps to prepare to enter into a loan agreement with Saracens Copthall LLP for the provision of a new West Stand as part of the Allianz Park stadium at Copthall.
3. Subject to:
  - The satisfactory completion of audits referred to in paragraph 2.20,
  - Council agreeing the relevant amendments to the Treasury Management Strategy (TMSS), and
  - Inclusion within the legal documentation of the assurances set out in the exempt report.Authorises the Deputy Chief Executive, in consultation with the Chairman of the Committee, to enter into a loan agreement with Saracens Copthall LLP for £22.9m plus and amount for fees estimated to be less than 1% of the loan value, repayable over 30 years at an interest of 6%, for the purpose of constructing a replacement west stand as part of their Allianz Park stadium at Copthall.
4. Notes that these monies are anticipated to be borrowed by the Council from the Public Works Loan Board (PWLB) and that the estimated PWLB loan rate as of 12 October 2018 was 2.93%.

#### **8. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

**RESOLVED** that under Section 10A (4) of the Local Government Act 1972 the public be excluded from meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 2 and 7 of Part 1 of Schedule 12A of the Act (as amended).

#### **9. SARACENS LOAN AGREEMENT [EXEMPT]**

**RESOLVED** – that the information contained in the exempt report be noted.

Re-admission of the public was allowed at this point, for all the remaining public items.

#### **10. BUDGET MANAGEMENT 2018/19**

The Committee considered the report which sought authority to amend the capital programme in relation to capital additions, deletions, slippage and accelerated spend. The report also sought approval from the committee for allocations from contingency over £250,000 in line with the Council's financial regulations.

Upon being put to the vote the Committee unanimously agreed the recommendations as set out in the report.

**RESOLVED** that the Committee:

1. Approves the Capital additions, deletions, slippage & accelerated spend contained within Appendix A.
2. Approves the allocations from contingency contained within section 1.2.19 of this report.
3. Approves the write offs in excess of £5k contained within section 1.2.5 of this report.

- 4. Notes the updated Capital Programme contained within Appendix B.
- 5. Notes the update on the capital receipts position outlined in section 1.4.13.

**11. TREASURY MANAGEMENT - OUT-TURN REPORT (2017-18) AND MID-YEAR REVIEW (2018-19)**

The Head of the Treasury introduced the report which outlined the TMSS Out-turn report 2017-18 and the TMMS Mid-year report for 2018-19. The report also sought authorisation to recommend to Council the amended appendix 5.3 Credit and Counterparty Risk Management to the 2018-19 TMSS as highlighted in appendix 3.

The Head of Treasury updated the Committee that the main change was that the capital expenditure was lower than the original projection which was due to projects being deferred to future years.

Upon being put to the vote recommendations 1 and 2 were unanimously agreed.

Upon being put to the vote recommendation 3 was agreed. The vote was recorded as follows:

For	6
Against	5
Abstain	0

**RESOLVED that the Committee:**

- 1. Noted the TMSS Out-turn report for 2017-18 (appendix 1)
- 2. Noted the TMSS Mid-year report for 2018-19 (appendix 2)
- 3. Recommend to Council the amended appendix 5.3 Credit and Counterparty Risk Management to the 2018-19 TMSS as highlighted in appendix 3.

**12. Q1 2018/19 STRATEGIC PERFORMANCE REPORT**

The Director of Finance introduced the report on the Strategic Overview of the performance for Quarter 1 2018/19 focusing on financial and staffing information, as well as performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

Upon being put to the vote, the Committee unanimously agreed the recommendations as set out in the report.

**RESOLVED that the Committee:**

- 1. The Committee is asked to note the Period 5 (August 2018) revenue and capital forecasts.
- 2. The Committee is asked to note the savings delivered in Period 5 (August 2018).
- 3. The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high-level service/joint risks that form the corporate risk register at Appendix A.

**13. BARNET'S LOCAL PLAN – STATEMENT OF COMMUNITY INVOLVEMENT**

The Committee considered the reported which provided them with an update on the Statement of Community Involvement to reflect further reforms to the planning system

including the introduction of Permission to Principle and clarity on how the community can get involved.

Upon being put to the vote the Committee unanimously agreed the recommendations as set out in the report.

**RESOLVED that the committee:**

1. **Considered the consultation response to the draft Statement of Community Involvement (SCI) and agrees the changes to the SCI outlined in the Responses to Representations Report at Appendix B.**
2. **Agreed the adoption of the Statement of Community Involvement (Appendix A) and delegates authority to the Deputy Chief Executive to make any necessary changes of a minor nature to the final wording of the SCI in consultation with the Leader before the final version of the SCI is published.**

**14. DRAFT COLINDALE STATION SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

The Committee considered the report on the draft Station Supplementary Planning Document (SPD) which set out the approach for delivering a new station which will be equipped to serve the increased growth and development in the area.

The Committee asked if Barnet Homes could be involved in bidding for the 50% affordable housing across the SPD site area. Officers said it was unlikely that Barnet Homes would be able to operate to such a scale, but they would bring this up during future discussions with TFL.

Upon being put to the vote the Committee unanimously agreed the recommendations as set out in the report.

**RESOLVED that the Committee:**

1. **That the Committee considers the contents of the draft Supplementary Planning Document (SPD) attached at Appendix A.**
2. **That the Committee having considered the contents approves the draft SPD as the basis for public consultation. The SPD will then return to the Committee with the consultation responses.**
3. **That the Committee delegates authority to the Deputy Chief Executive to make any necessary changes of a minor nature to the draft SPD in consultation with the Leader prior to public consultation.**

**15. UPDATE ON EXTRA CARE PROCUREMENT**

The Committee considered the report which provided them with an update on the re-tendering of care and support services at Wood Court.

Following discussion of the report, the Committee unanimously noted the progress.

**RESOLVED that the Committee:**

**Noted the progress on the re-procurement of care and support services for the extra care service at Wood Court.**

**16. UNIVERSAL CREDIT ROLL OUT UPDATE**

The Committee considered the report which provided them with an update on the Universal credit roll out in Barnet and Hendon Jobcentres.

The Committee noted that the 10% of Barnet Claimants who do not have their Universal Credit in payment within 9 weeks is a serious issue as this can lead to great financial difficult.

Following discussion of the item the Committee unanimously agreed to note the update.

**RESOLVED that:**

**The Committee noted the update on the Universal Credit roll out.**

**17. LOCAL IMPLEMENTATION PLAN - SUBMISSION OF DRAFT TO TFL AND PUBLIC CONSULTATION**

The Strategic Director for Environment introduced the report to the Committee. The report sought approval of the draft Local Implementation Plan (LIP) together with the LIP Annual Spending Submission for 2019/20. The Committee were asked to agree that, following consultation, the Environment Committee make the decision to agree the final draft version of the LIP, to allow compliance with the timetable for the LIP submission.

Upon being put to the vote the Committee unanimously agreed the recommendations as set out in the report.

**RESOLVED that the Committee:**

- 1. Approve the draft Local Implementation Plan for public consultation including with Transport for London.**
- 2. To approve the schemes identified in the Local Implementation Plan Annual Spending Submissions for 2019/20.**
- 3. That the Policy and Resources Committee agree that, following consultation and receipt of TFL recommendations, the Environment Committee make the decision to agree the final draft version of the LIP for submission to the Mayor of London for approval.**

**18. PROPOSED SUBMISSION NORTH LONDON WASTE PLAN (REGULATION 19) - WITHDRAWN**

This item was withdrawn from the agenda before publication.

**19. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the Forward Work Programme.

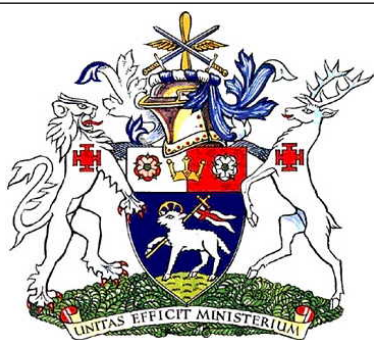
**20. ANY ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

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

None.

The meeting finished at 21.21



## Policy and Resources Committee

11 December 2018

<b>Title</b>	<b>Review of Capita Contracts</b>
<b>Report of</b>	Leader of the Council
<b>Wards</b>	All
<b>Status</b>	Public (except Appendix C, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972)
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix A – Updated Strategic Case Appendix B – Financial Model Assumptions Appendix C – Financial analysis (contains exempt information) Appendix D – Equalities Impact Assessment, Finance and Strategic HR
<b>Officer Contact Details</b>	John Hooton, Chief Executive <a href="mailto:john.hooton@barnet.gov.uk">john.hooton@barnet.gov.uk</a> 020 8359 2460  Cath Shaw, Deputy Chief Executive <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a> 020 8359 4716

### Summary

This report summarises the work to date on developing the business case for realignment of the Capita contracts as agreed by the Committee on 19 July 2018. It sets out the findings of the analysis of the three options identified in the July report, and concludes that further detailed analysis would be needed to form the basis of a sound recommendation to the Committee in relation to the totality of the Customer Support Group (CSG) and Development and Regulatory Services (DRS) contracts.

In addition to this options analysis, officers have focused in detail on two services: Finance and strategic Human Resources (HR). These services were chosen due to their strategic importance and concerns about the performance of the Finance service. Based on this detailed analysis, the report recommends that these services are returned to the council as a matter of priority, subject to the outcome of public consultation.

The report also notes that the development of a comprehensive full business case covering all services would require significant further work. Consequently, it recommends that future delivery arrangements should be considered for prioritised groups of services in turn; and that the findings of each phase of analysis be reported to this Committee for decision. This approach does not preclude the return of all services to the council.

The report recommends that in the meantime, the council should continue to work collaboratively with Capita on the future of services, using existing partnership working and contractual levers to drive service improvement.

Finally, the report recommends public and Best Value consultation on the approach set out in this paper and the future of services.

## **Officer Recommendations**

### **That the Committee:**

- 1. Notes the work undertaken in developing a business case for the realignment of the council's contracts with Capita, and the findings of the analysis to date, as set out in paragraphs 2.2 to 2.38.**
- 2. Agrees that further analysis is required to allow the Committee to make informed, robust decisions on the future delivery of the Customer Support Group and Development and Regulatory Services contracts, and the impact on the future of the RE Joint Venture.**
- 3. Notes the findings of the in-depth analysis of the Finance and Strategic Human Resources (HR) services, as set out in paragraphs 2.41 to 2.51.**
- 4. Authorises the Chief Executive to take all reasonable action to prepare to in-source Finance and Strategic HR services by 1 April 2019. Further authorises the Chief Executive, in consultation with the Chairman of the Committee, to consider the responses to the consultation (due in February 2019) and proceed with implementation of the proposal, if appropriate.**
- 5. Agrees a revised approach to completing the review, which considers groups**



of services on a phased basis, as set out in paragraphs 2.52 to 2.57.

6. **Agrees that consultation on the future approach to all services should take place, as set out in section 5.8.**
7. **Agrees the draft service groupings and prioritisation set out in paragraphs 2.58 to 2.63 as the basis for consultation. Following this consultation authorises the Chief Executive, in consultation with the Chairman of the Committee, to agree a programme for reviewing services; the programme to be updated from time to time by the Chief Executive in consultation with the Chairman of the Committee with a view to completing the review as rapidly as possible.**
8. **Approves the budget allocation for the next stages of the review and the implementation of the proposed in-sourcing of Finance and Strategic HR as set out in paragraph 5.2.2**
9. **Agrees that the council will continue to work with Capita to seek to reach a collaborative negotiated solution to the future of the contracts.**
10. **Agrees that while the review is underway, the critical task of service improvement should continue to be driven through partnership working and contractual levers.**

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

### **Background**

- 1.1. At its meeting on 19 July 2018, Policy and Resources Committee considered a report setting out proposals for reviewing the council's strategic partnership with Capita. The report set out three broad options for the future of the partnership, covering both the CSG and the RE contracts in their entirety. These were:
  - Option 1: Maintain the status quo in relation to the contracts.
  - Option 2: Re-shape the contracts to better align service delivery to the council and Capita's strengths and priorities.
  - Option 3: Bring the partnership to an end and either bring services back in house or re-procure them.
- 1.2. It was resolved at that meeting that the Committee:
  - 1) Agrees to review the council's partnership with Capita, and authorises the Chief Executive to develop a Full Business Case.

- 2) Agrees that the proposed strategic aims underpinning the Full Business Case should be to:
    - a) Deliver high quality services;
    - b) Secure best value for money for Barnet's residents; and
    - c) Strengthen the council's strategic control of services.
  - 3) Notes the three options identified and considered in more detail in paragraphs 2.4 to 2.7 and Tables 1 to 4 [of the July report].
  - 4) Agrees that option 2 – realigning the CSG and DRS contracts to bring back in house those services listed in Table 5 [of the July report] – is the proposed preferred option to be tested in the Full Business Case.
  - 5) Agrees that option 3 is fully tested and considered in the Full Business Case.
  - 6) Agrees that the Full Business Case should review the joint venture arrangement for the delivery of Development and Regulatory Services.
  - 7) Agrees that the Full Business Case should be considered by Policy & Resources Committee, for referral to Council for final decision.
- 1.3. The report highlighted the significant financial benefits that have been delivered by both contracts since their commencement in 2013, but also noted various issues in respect of service performance across the two contracts.
  - 1.4. The report concluded that it was timely to take stock of the partnership, including the joint venture arrangement for the delivery of the DRS contract, and consider the most appropriate approach going forward.

### **Progress to date**

- 1.5. Since the July report, work has been going on to secure and analyse the detailed information required to develop a robust business case comparing Options 2 and 3 with the status quo (Option 1). The findings of this analysis are set out in paragraphs 2.2 to 2.38 below.
- 1.6. Information gathering and analysis has been undertaken at a high level for all services and, in light of their strategic importance and performance concerns in some areas, has focused in more detail on the Finance and strategic HR services. One of the key findings of the detailed work on these two services is that the broader, high-level findings do not provide a level of certainty on the potential costs of in-house provision that would support sound decision-making

at this point. The report therefore recommends changing the approach to reviewing the contracts, to consider groups of services in a phased programme of work.

- 1.7. The detailed analysis also leads to the recommendation that the Finance and strategic HR services are returned to the council as a matter of priority.
- 1.8. Alongside development of the business case, work has also been carried out to resolve a number of commercial issues that have arisen between Capita and the council in the first five years of the contracts, such as the implementation of an adult services I.T. system (Mosaic), housing development on council-owned land, and the operation of the procurement gainshare arrangements. A settlement of these historic issues has now been agreed, and £4.12m will be paid by Capita to the council, as agreed by Urgency Committee on 30<sup>th</sup> November. The settlement also includes the end of the procurement gainshare and guarantee arrangements in respect of the CSG contract.

## 2. REASONS FOR RECOMMENDATIONS

### DEVELOPMENT OF THE BUSINESS CASE

- 2.1. The council's project management toolkit requires that a Full Business Case sets out, for each option, the advantages, disadvantages and risks of that option; and that for the preferred option a detailed financial appraisal is undertaken. For more significant projects, best practice is to adopt the Treasury's 'Five Case Business Model Approach', which involves:
  - A **strategic case** – a robust and evidence-based case for change, including the rationale for intervention, and a clear definition of the outcomes to be achieved
  - An **economic case** – identifying and appraising a 'long list' of realistic and achievable options, to assess how well they meet the objectives and critical success factors agreed for the scheme; and subjecting a short list of options to cost benefit analysis to identify a "preferred option".
  - A **commercial case** – typically this focuses on ensuring that the preferred option will result in a viable procurement and well-structured deal. In this case, the emphasis is on commercial deliverability, given the starting point of the existing contractual relationships.
  - A **financial case** – to demonstrate that the preferred option will result in a fundable and affordable deal.
  - A **management case** – to demonstrate that the preferred option can be delivered successfully.

## **Strategic case**

- 2.2. The strategic case for reviewing the relationship with Capita remains, in essence, as it was in July. For completeness, an updated version is attached at Appendix A. In summary, the key points are:
- a) Both contracts have delivered significant financial benefits since their commencement in 2013, and Capita have been instrumental in delivering efficiencies and service improvements across a range of services, for example savings of at least 25% of day to day running costs have been saved in CSG by operating a number of transactional services from outside Barnet. There has also been a significant increase in income from services delivered through RE.
  - b) Whilst some services are performing well, there have been various issues in respect of service performance across the two contracts, some of which have been persistent.
  - c) The robust application of contractual mechanisms has delivered the required improvements in some areas, but in others it has become clear that the issues are much deeper and require a more fundamental re-think of the approach to service delivery.
  - d) The rapidly changing environment in which the council is operating has accentuated the need for the council to increase the level of direct control it exercises over the levers that affect its strategic direction.
- 2.3. Performance issues in respect of the contracts have centred on the finance, estates and human resources for CSG, as noted in performance and audit reports. For RE, concerns exist in respect of the capacity of the highways service and the complexity that exists between commissioning and delivery teams. These issues have been reported to the relevant committees, most recently with the Grant Thornton report to Audit Committee on 22<sup>nd</sup> November 2018. Were these services to be in-sourced to the council, this would not necessarily directly lead to an improvement in performance, but it would give the council an opportunity to directly manage and drive the necessary improvements, and integrate teams into existing commissioning functions.
- 2.4. Conversely, some other services have performed well through CSG and RE. For example, the revenues and benefits service has delivered significant savings, increased income and performed well against performance indicators for benefits processing.
- 2.5. Against this background, Committee agreed that it was timely to take stock of the partnership with Capita, including the joint venture arrangement for the delivery of the DRS contract, and consider the most appropriate approach going

forward. Committee also agreed three aims to guide the development of a business case:

- i) To deliver high quality services;
- ii) To secure best value for money for Barnet's residents; and
- iii) To improve the council's strategic control of services.

### **Economic case**

- 2.6. Work to develop the economic case has focused on the financial costs of each of the three options outlined in the July report: Option 1, the status quo (which forms the baseline for comparison); Option 2, amending the contracts to bring some services in-house; and Option 3, ending the relationship with Capita. A preliminary assessment of non-financial costs and benefits has also been included.

#### Financial costs and benefits

- 2.7. A financial model has been developed, which assesses for each option:
- a) **Exit costs:** payments that must be made by the party that is terminating a contract to the other party. This would include items such as compensation for loss of profit, redundancy costs and lease break costs. These are all additional costs to the council.
  - b) **Transition costs:** the one-off costs that would be incurred in changing from the current arrangements. These are all additional costs to the council.
  - c) **Running costs** for in-house services, which could be higher or lower than at present, and so could represent a cost or a benefit to the council. The financial analysis presents the full running costs for services under each of the three options for comparison.
- 2.8. The assumptions underpinning the calculations in this section are set out in Appendix B. Two important assumptions in particular should be noted. First, Option 2 is assumed to be taking back the package of services proposed in the July committee report and set out in Appendix A, although other combinations of services are possible. Second, for the purposes of the modelling below, Option 3 is defined as taking all services back in-house to be run by the council. A broader analysis of Option 3 could also consider re-procuring services with an alternative provider; this variant has not been modelled at this stage.
- 2.9. It should also be noted that the results of the high-level modelling of Options 2 and 3 is a work in progress. It is not presented as accurate or complete, but as the progress made so far based on the available information and a set of assumptions. Accordingly, costs are presented as a mid-point of the range of estimates calculated so far in the analysis. It is recognised that the range

around the mid-point is significant and is too large for robust decision taking on the options at this time.

*a) Exit costs*

- 2.10. The DRS and CSG contracts provide for termination, either in full or in part, where either party is in default or at the council's discretion ("at will"). Exit costs vary significantly depending on whether termination is for default or at will. If the council were to decide to implement option 3 as matters currently stand, this would be a termination at will, and these are the costs that have been used in the assessment.
- 2.11. The exit costs for an "at will" termination would only become certain at the point of termination, and both Capita and the council have a duty to mitigate costs. Because the level of these costs is likely to be subject to negotiation, it is not in the council's interests to disclose them at this stage. Officers' best assessment of these exit costs is therefore set out in the associated exempt report.

*b) Transition costs*

- 2.12. Transition costs would primarily be made up of project team resource, including HR support and legal advice. If services that are currently provided by Capita are re-procured rather than brought in-house, there would be further additional costs associated with that process.
- 2.13. Estimated transition costs, although not of themselves commercially sensitive, have been included in the exempt report as, if they were public, the other commercially sensitive numbers could be inferred.

*c) Running costs*

- 2.14. The current ongoing running costs for these services are the management fees that are paid for the delivery of services under the two contracts, along with any revenue fees for special projects or additional services. Management fees were set at the time the contracts were let, with any adjustments to reflect agreed changes in service levels actioned through contract change notices. The apportionment of the management fees is defined as commercially sensitive material under Schedule 23 of the CSG contract and Schedule 21 of the DRS contract. It is, therefore, set out in Appendix C, which is exempt from publication.
- 2.15. It is important to note that the apportionment of the management fees is based on the financial model that was agreed in 2012, and does not necessarily reflect the current actual costs to Capita of delivering the services. If the actual cost of running a given service is higher than the model cost, there is a significant risk that the council could import a cost pressure in bringing that service in-house. Similarly, if actual costs are lower than actual running costs, the council

could benefit from a saving, or realise a dividend for investment in service improvement.

2.16. Key factors that would increase running costs through returning services to the council are:

- a) Current actual costs being higher than those anticipated in the financial model that underpins the management fee;
- b) Additional pension costs for staff who acquire the right to join the Local Government Pension Scheme, when they enter council employment (potentially an additional 20% on top of salary costs);
- c) Loss of economies of scale, particularly in relation to service management costs;
- d) Loss of the benefit of income guarantees, particularly on the RE contract;
- e) Additional salary and accommodation costs associated with delivering services from Barnet rather than lower cost locations such as Belfast and Coventry; and
- f) The potential need to buy-in expertise that RE and CSG staff currently access through the Capita Group.

2.17. Factors that would decrease ongoing running costs through in-sourcing are:

- a) Current actual costs being lower than those anticipated in the financial model that underpins the management fee;
- b) Reductions in the cost of contract management (primarily staffing); and
- c) Reductions in the direct cost of service delivery arising from not paying Capita overheads and profit.

2.18. An particular factor in respect of services delivered by RE is the loss of the benefit of the RE income guarantee, whereby RE makes up any shortfall against the contractually agreed level of guaranteed income. That shortfall is projected to be approximately £1m for the current financial year (2018/19), which would create a budget pressure on the council.

2.19. The methodology for assessing the costs of delivering in-house services has been based on:

- a) the views of council officers involved in clienting the contracts of the likely future staffing structure required to deliver the services, and an assessment by client-side HR and Finance of the salary (including pension) costs of that structure. Officers drew on benchmarking and the experience of other councils as appropriate;
- b) council client leads' view of other service-specific costs to run the service (e.g. specialist IT, contracts) using the financial model as a starting point;

- c) an assessment by client-side Finance of other staffing related costs, such as training and printing, based on the council’s average current spend per member of staff;
- d) an assessment of the higher costs of accommodation in Barnet, based on the staffing numbers not currently based in Barnet; and
- e) the impact on income guarantees.

2.20. The estimated running costs are set out in Appendix C, which is exempt from publication, as for Option 2 they inform the discount to the management fee, which is a subject for potential future negotiation.

*Conclusion of financial assessment*

2.21. Cost estimates, based on the mid-point of the calculated range for each option, are set out in table 3 below. A number of the assumptions used necessarily have ranges rather than point estimates, and hence the cost estimates shown below are subject to a variance of up to £22m for CSG and up to £9m for RE (over five years).

**Table 1: Financial summary**

	<b>Total of exit costs, transition costs, and 5-year running costs*</b>
<b>CSG</b>	
<b>Option 1</b>	<b>£139m</b>
<b>Option 2</b>	<b>£148m</b>
<b>Option 3</b>	<b>£163m</b>
<b>RE</b>	
<b>Option 1</b>	<b>£80m</b>
<b>Option 2</b>	<b>£87m</b>
<b>Option 3</b>	<b>£94m</b>

\*4 full financial years and 1 year of 5 months to August 2023.

2.22. The figures above do not include any allowance for optimism bias – that is the tendency of those designing and implementing change projects to underestimate their costs and overestimate their benefits. HM Treasury has published advice<sup>1</sup> on the application of optimism bias, which indicates percentage rates to be applied to the calculation of costs and benefits for different project types.

2.23. The guidance does not identify a rate for insourcing projects. Applying the outsourcing rate of 41% would increase the cost of Option 2 to £209m and

<sup>1</sup> [Green Book supplementary guidance: optimism bias, April 2013](#)



Option 3 to £230m for CSG and £123m and £133m respectively for RE. Option 1 remains unchanged.

#### Non-financial costs and benefits

2.24. Alongside financial costs and benefits, a full business case should seek to quantify non-financial costs and benefits. Two of the key aims of this contract review – to improve service quality and increase strategic control – represent non-financial benefits and will form a key element of the assessment process. Other non-financial benefits include:

- Flexibility – an in-house team arguably has more flexibility to respond to changing priorities than one operating within the constraints of a contractual relationship. However, an outsourced team operating within a larger pool of specialists has a greater ability to manage peaks and flows of work.
- Labour market impacts – a number of services delivered by Capita are delivered in locations with higher unemployment than in Barnet. Moving jobs from areas of high unemployment to places experiencing skills shortages can have a negative impact on communities and the economy. However, this effect is less pronounced than at the start of the contract, as unemployment rates in Belfast in particular have fallen markedly since 2013.

#### **Commercial case**

2.25. The aim of the commercial case is to demonstrate that the preferred solution can be delivered commercially. The sections below set out the commercial case for each of the three options.

2.26. Option 1 represents the status quo, and is deliverable by default, as it simply requires continuation of the existing contractual arrangements.

2.27. Option 2 (bringing back some services), can be implemented commercially through a negotiated agreement with Capita covering:

- the precise scope of services to be brought back in-house; and
- the corresponding price reduction in the current management fee paid to Capita to reflect a reduced level of service provision.

2.28. Under the terms of the Capita contracts, such changes to the scope and price of services can be enacted by a variation to the contract (called a 'Contract Change Notice'), agreed and signed between the parties. This process is

compliant with the Authority's obligations; any proposed change should also be assessed to ensure that it is consistent with procurement law.

- 2.29. Option 3 (termination at will) can be carried out by the council by serving the appropriate contractual notice, within the terms of the Capita contracts. The Authority has the right to do so at any time, but would incur significant financial exit costs associated with this action, as described in the economic case above.

### **Financial case**

- 2.30. The economic case assesses which option offers the best balance of costs and benefits, whereas the role of the financial case is to test that the preferred option is affordable.
- 2.31. Any such assessment would rely on a judgment of the extent to which the additional costs of options 2 and 3 above the baseline option 1 are affordable, within the context of the council's broader Medium-Term Financial Strategy.
- 2.32. Given the range of uncertainty of the cost estimates set out above for options 2 and 3, the council has not yet made an assessment of their affordability. However, it is clear that any increase in costs arising from changes in the approach to service delivery would create a budget pressure, which would need to be considered alongside the broader budget setting process.

### **Management case**

- 2.33. This part of the business case addresses deliverability, project management and governance. Many of the aspects of the management case, such as risk management, are addressed in the "implications" section of this Committee report.
- 2.34. Comprehensive programme governance arrangements have been put in place, in accordance with the council's project management toolkit. The programme board is chaired by the Chief Executive and meets frequently to oversee progress, review risks and consider emerging issues.
- 2.35. For option 1, there is no additional management preparation required, as this represents the status quo.
- 2.36. The chief management challenges arising from options 2 and 3 relate to:
- a) Accurately forecasting costs;

- b) Service transition – including staff transfer (TUPE), IT infrastructure and licenses, contract novation, transfer of assets, accommodation, systems integration, and interface management;
- c) Council restructuring to create structures that can accommodate the services;
- d) Carrying out contractual changes and negotiations; and
- e) Service transformation and improvement.

2.37. With the exception of contractual changes and negotiation, these issues are more complex to manage under option 3 than option 2, due to the number of services involved and the scale of those services. Bringing services back from different parts of the country would involve setting those services up virtually from scratch, including securing appropriate accommodation and carrying out a large-scale recruitment exercise.

### **Conclusion**

2.38. In all scenarios, taking the mid-point cost estimates indicates that the status quo is lowest cost and option 3 the highest. However, further consideration of the impact of one-off versus on-going costs will be required before final conclusions are drawn. Nevertheless, despite extensive effort to define and cost the nature of in-house services, and to model the financial implications of altering the contractual relationship with Capita, at this stage the range of potential impacts is too wide (up to £22m for CSG and up to £9m for RE) and the numbers too uncertain to form a robust assessment of the merits of the different options in their entirety.

2.39. Analysis to date suggests that to undertake such an assessment would take too long to meet the council's need for rapid service improvement. A phased approach allows a more detailed analysis and focus on each service, which in turn enables the financial uncertainty and delivery risk associated with any decision to in-source to be reduced to manageable levels.

2.40. It is, therefore, proposed that a phased approach be adopted, whereby services are examined in detail on a phased basis, with recommendations regarding the future delivery arrangements for each group of services being brought to this Committee upon the conclusion of each phase of work. This approach does not preclude all services being returned to the council at any time, should it be so decided.

## **FINANCE AND STRATEGIC HUMAN RESOURCES**

- 2.41. There has been a more detailed assessment of the Finance and Strategic HR services. These services were prioritised for this assessment in light of the recent performance issues, and because the process of insourcing services under either option 2 or option 3 requires the council to have access to appropriate HR and finance resource. Although this support could be procured separately, as an addition to the service provided by Capita, it would be more efficient to use an in-house function.
- 2.42. Detailed analysis has included agreement on the scope of services to return to the council, involving review of output specifications, staff functions and contracts held. A line by line review of current costs has also taken place, and an assessment of whether each cost was associated with services that would return to the council or be retained by Capita, noting that Capita would retain non-strategic HR and some aspects of the Finance service.
- 2.43. Through a process of negotiation, agreement has been reached that the reduction in the management fee will be based on the current actual cost of delivering the services. Even on this basis, it has been calculated that the council would incur additional ongoing running costs of approximately £400k in 2019/20, principally as a result of increased pension contributions.
- 2.44. The agreed price reductions are related to the content of the contractual financial model, which is defined as commercially sensitive material under Schedule 23 of the CSG contract and Schedule 21 of the DRS contract. They are, therefore, set out in Appendix C, which is exempt from publication.
- 2.45. The c.£400k pressure will increase in future years to a peak of c.£570k in 2022/23 due to the impact of a reducing contract price in the financial model, as well as a lower price reduction in future years in relation to agency costs.
- 2.46. For Finance, the scope of services includes all treasury management and accountancy functions, as well as debt management. It excludes transactional services that are provided from Darlington. For HR, it includes all strategic advice and the service provided by HR business partners and other locally-based staff. It excludes payroll and pensions administration provided from Belfast and Carlisle. In total, this will affect approximately 55 members of staff.
- 2.47. It should be noted that the council has previously committed to developing a self-service HR culture. There is no plan to change the trajectory of this commitment, if the Strategic HR element of the service returns, and all parties will continue to work together to develop and extend this approach, making it simpler where possible.

- 2.48. For both services, Capita will retain the element of the service that is provided to schools on a traded basis. The future delivery options for the traded services will be considered in a later phase of the review.
- 2.49. Subject to the Committee's decision and the outcome of consultation, any transfer will be executed through a Contract Change Notice. As indicated above, the associated adjustment to the management fee has been agreed between the council and Capita. This creates an additional cost pressure of approximately £400k in 2019/20, which will be addressed through the council's budget process.
- 2.50. In order to inform the development and consideration of proposals in respect of Finance and Strategic HR, a detailed transition plan has been developed, covering matters such as:
- a) Completing due diligence on the cost of transferring services;
  - b) Agreement on future support arrangements for the Integra finance system;
  - c) The TUPE process;
  - d) Confirming arrangements for the transfer of assets, licences etc.;
  - e) Mapping and agreeing future interfaces between returning services and those being retained by Capita; and
  - f) Completing the necessary Contract Change documentation.
- 2.51. The proposal will be subject to consultation with the public. It is proposed that preparatory work for the proposed transfer of services is undertaken in parallel with the consultation. This enables a more rapid transfer of services, but the Committee should also note the risk of wasted effort, should the proposal be revised or abandoned as a result of the consultation.

## **APPROACH TO REMAINING SERVICES**

### Recommendation to adopt a phased approach

- 2.52. In order to determine the future shape of the two contracts, it will be necessary to carry out a detailed, service by service, evaluation to assess whether or not the benefits associated with securing improvements in service delivery and strategic control for each service justify the cost involved.
- 2.53. Through the detailed work that has been carried out in respect of the ongoing financial impact of returning the Finance and Strategic HR services to the council, it has become clear that carrying out the level of due diligence across all services that is needed to ensure that the council has a sufficiently robust

understanding of the actual cost of delivering those services, would consume a considerable amount of resource and take significant time to complete.

- 2.54. It is not, therefore, considered feasible to set out a full business case that properly considers the future delivery arrangements for all services in one report, within a timeframe that adequately addresses the council's strategic concerns with these contracts.
- 2.55. Instead, officers recommend that the most effective approach would be to continue to review the services provided under the CSG and RE contracts on a phased basis, and that the findings of each phase of analysis are reported to this Committee for decision.
- 2.56. The cumulative effect of this phased consideration could deliver a version of option 2, or it could deliver option 3, albeit by a different route.
- 2.57. It should be noted that this review process is separate from, and additional to, performance management of services through the contract. Placing services in a later phase does not rule out taking contractual action – up to and including partial termination of the contract in relation to that service – to remedy persistent service failure. Similarly, should concerns about a particular service escalate, the review of that service could be brought forward. It is recommended that the authority to bring forward a service for urgent review is delegated to the Chief Executive. It may also be the case that, as learning increases during the process, it would be appropriate to re-order events to take advantage of that learning.

#### Prioritisation of service packages

- 2.58. Adoption of a phased approach requires prioritisation and packaging of services. Phase 1 is recommended to be Finance and Strategic HR as set out above. Proposals for the remaining phases are set out below, for consultation with the public.

#### *Phase 2: Highways & regeneration*

- 2.59. There are significant ongoing performance issues in the Highways service, which have been exacerbated by Capita's inability, for a variety of reasons, to recruit to key senior roles in the service. Members will also be aware that the Grant Thornton review of financial controls identified substantial issues within the Regeneration service. Whilst progress is being made on putting the necessary measures in place to address these performance and financial control issues, it is proposed that the future delivery arrangements for these two services should be prioritised for review as the next phase of activity.

- 2.60. It is proposed that the review of these services (including Skills, Employment and Economic Development) should commence in January 2019, taking place alongside the work on transitioning Finance and Strategic HR back to the council, and that it be informed by the outcome of public consultation (due in February 2019). As part of the review of these two services, consideration will also be given to the impact on the RE joint venture company.
- 2.61. A further report will be brought to this Committee in due course, setting out the findings and recommendations arising from phase 2, as well as the proposed timelines for the next phase of work.

*Phase 3 – Barnet based, customised services*

- 2.62. It is proposed that the third phase of the review will cover services that are local to Barnet, and which may be less well aligned with Capita's strategic direction of travel. This includes:

- Estates
- Social Care Direct
- Safety, Health and Wellbeing
- Strategic planning
- Procurement
- Insight
- Cemetery and Crematorium

*Phase 4 – volume transactional services*

- 2.63. The final phase will be high volume transactional services, many of which are based outside of Barnet. These will be considered alongside the Year 7 contract reviews of CSG and RE and will include:

- Revenues and benefits
- Customer services
- Information Services (IT)
- Planning (development management and enforcement)
- Regulatory services
- Transactional HR services (including Payroll and Pensions Administration)
- Any other remaining services

Managing the extended review period

- 2.64. It is recommended that the council should continue to work with Capita to seek to reach a collaborative negotiated solution regarding the future of the contracts, rather than seek to impose change through partial termination provisions, as it is considered that this is likely to lead to a better-informed and more positive outcome.

- 2.65. Where services are to remain under the existing contracts the council will continue to apply a robust approach to managing performance under the contracts, to ensure that service delivery meets expectations and that any issues are dealt with promptly.
- 2.66. This conclusion does not prevent the council from terminating either contract, in whole or in part, and the council will continue to enforce its rights where breaches occur.

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

- 3.1. The Committee could choose to maintain the status quo (Option 1), but this does not meet the strategic aims of the review.
- 3.2. The Committee could choose to pursue one of the Options 2 or 3 without further analysis. However, this is not recommended, as the cost of doing so cannot be confidently assessed.
- 3.3. The Committee could choose to request a full business case as originally agreed in July. However, this is not recommended as it is estimated that it would take a significant time to complete, during which time the council's strategic aims would not be being met.

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

- 4.1. If the Committee agrees the recommendations, work will commence immediately on implementing the transition of the Finance and Strategic HR services back to the council. This will include carrying out informal briefing of staff, with formal TUPE consultation commencing in the New Year.
- 4.2. Public and Best Value consultation documents will be finalised in the light of the Committee's decisions, with a view to consultation commencing on Monday 17th December. The outcomes of the public consultation will be reported to this Committee as soon as possible after the conclusion of the consultation process.
- 4.3. Work on the detailed assessment of the most appropriate delivery arrangements for Highways and Regeneration will also commence in the New Year, with a view to bringing the findings and recommendations back to this Committee in due course.



## **5. IMPLICATIONS OF DECISION**

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

5.1.1. The aims set out in the Strategic Case have been designed to ensure high quality, good value services as envisaged in the council's Corporate Plan.

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

5.2.1. On 19<sup>th</sup> July 2018, Policy and Resources Committee agreed resources of £300k for the development of the Full Business Case. As set out in this report, significant work has been undertaken, especially around Finance and Strategic HR. However, the scale of the work to be completed is considerable.

5.2.2. Therefore, further resources of £600k are required to cover the 6-month period January to June 2019 as follows:

- £350k – Ongoing review of other services, including project team and legal resources; and
- £250k – Implementation of proposals for Finance and strategic HR, as set out in this report, including project and change support and optimisation (including training).

5.2.3. The costs are justified by the scale of the contracts and the importance to the council of delivering best value going forward. The costs will be funded from reserves, which will have been enhanced by the £4.12m commercial settlement agreed by the Urgency Committee on 30 November 2018.

5.2.4. Alongside this report, the Committee is being asked to consider the draft budget and Medium-Term Financial Strategy. That report has been prepared on the basis that the Committee approve the recommendations in this report, i.e. with a budgetary allowance in 2019/20 of £400k to manage the financial pressure from the proposed insourcing of Strategic HR and Finance.

### **5.3. Social Value**

5.3.1. 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.

5.3.2. The contracts include several requirements that relate to social value, for example the provision of apprentices. The importance of at least maintaining these benefits will be reflected in the review of each service.

#### 5.4. Legal and Constitutional References

5.4.1. Council Constitution, Article 7 (Committees, Forums, Working Groups and Partnerships) provides that the Policy and Resources Committee is responsible for 'Strategic Partnerships'.

5.4.2. Detailed legal support is being provided to ensure that the council meets its legal obligations, for example in relation to public procurement regulations.

5.4.3. Under the Local Government Act 1999 there is a duty to consult:

3.— The general duty.

(1) A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

(2) For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—

(a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,

(b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,

(c) representatives of persons who use or are likely to use services provided by the authority, and

(d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.

(3) For the purposes of subsection (2) "representatives" in relation to a group of persons means persons who appear to the authority to be representative of that group.

(4) In deciding—

(a) how to fulfil the duty arising under subsection (1),

(b) who to consult under subsection (2), or

(c) the form, content and timing of consultations under that subsection, an authority must have regard to any guidance issued by the Secretary of State.

#### Revised Best Value Statutory Guidance - 2015

In considering the duty above, overall value should be considered, including economic, environmental and social value. The guidance reminds the reader about the duty to consider social value at pre-procurement stage (Social Responsibility duty). For the duty to consult the council should consider the

involvement of local voluntary and community organisations and small businesses in the consultation.

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:

- i. Where there is a statutory requirement in the relevant legislative framework as there is in this case.
- ii. 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
- iii. Exceptionally, where the matter is so important that there is a legitimate expectation of consultation
- iv. Where consultation is required to complete an equalities impact assessment.

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.

## **5.5. Risk Management**

5.5.1. The key risk associated with any review of these contracts relates to their scale and complexity. Many months of detailed work and due diligence went into developing the detailed financial models and mechanisms that underpin the contracts. Understanding these, and how they relate to the current setup and operation of services, is critical to making sound decisions in relation to future delivery options. There is a very high risk that decisions may be based on

incomplete or flawed data, leading to the council taking on services that it does not understand and/or cannot afford to operate.

- 5.5.2. A significant risk is that there is further deterioration in service quality, as key people, from both the council and Capita, focus their time and attention on the review process. Alongside the review work, the council is maintaining the established contract management mechanisms and continues to respond robustly to emerging performance issues.
- 5.5.3. There are further risks associated with the uncertainty created by the review process, which may lead to the loss of key personnel. The council is working with Capita to ensure that there is regular, joined-up, communication regarding progress. Dependent upon the outcome of the review process, there is also a risk that some Capita personnel may choose not to move across to the council. This is particularly likely with those staff that are based outside of London. Low unemployment locally is likely to make it hard to recruit to consequent vacancies.
- 5.5.4. Through the process of developing the business case and beyond, it is important that the council continues to comply with its obligations under the contract. For example, should the council behave as if the contract is terminated, it would risk a claim for “repudiatory breach”, which could entitle Capita to recover significant costs and damages. The council is complying, and intends to continue to comply, with its obligations under the contracts so that a such a scenario does not occur.
- 5.5.5. Comprehensive programme governance arrangements have been established. As part of these arrangements, a detailed risk register has been prepared and this is reviewed and updated on a regular basis.

## 5.6. **Equalities and Diversity**

- 5.6.1. Equality and diversity issues are a mandatory consideration in the council’s decision-making process. Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Policy and Resources Committee, or the officer decision maker if the decision is delegated to them, 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.

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:

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

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

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

5.6.2. An initial Equalities Impact Assessment for the return of strategic HR and Finance is attached at Appendix D. This will continue to be revised as preparations to transfer services continue, and in light of feedback from staff and the public.

## 5.7. **Corporate Parenting**

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

## 5.8. **Consultation and Engagement**

### *Public consultation and Best Value consultation*

5.8.1. The Best Value consultation will be with the groups identified in paragraph 5.4.3, above.

5.8.2. It is proposed that public and Best Value consultation should focus on:

1. Do consultees agree with the strategic objectives identified in paragraph 1.2 2) above and that these should be the basis for assessing the future delivery arrangements for each service?
2. Are there any other factors that should be considered by the council in reaching a decision on future service delivery arrangements?
3. The proposed prioritisation of services for detailed analysis.

5.8.3. Subject to Committee's agreement to the proposals set out in this report, it is suggested that public and Best Value consultation commences on Monday 17<sup>th</sup> December 2018 and concludes on Friday 15<sup>th</sup> February 2019. The consultation process will inform the phasing of the review and decisions in respect of the future delivery of services.

5.8.4. As stated above, the recommendation in respect of the return of Finance and strategic HR is subject to the outcome of consultation. It is proposed that the Chief Executive be authorised, in consultation with the Chairman of the Committee, to consider the responses to the consultation and proceed with implementing the proposal, if appropriate.

5.8.5. The outcome of the consultation and of each phase of the review will be reported to Policy and Resources Committee, as the review progresses.

### *Staff consultation*

5.8.6. 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.

- 5.8.7. 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.
- 5.8.8. Likewise, early engagement and ongoing dialogue with staff representatives is also good practice, with the aim of early identification and resolution of issues, reaching agreement on processes and approach to managing the workforce aspects of transfer and addressing any issues that may arise at the earliest opportunity so that statutory consultation and the transition itself can run smoothly for affected staff.
- 5.8.9. Finally, work is already underway to agree a joint staff engagement and communication plan between the council, CSG and Re to ensure there is transparent and consistent messaging for all groups of staff and their representatives throughout the coming period. A dialogue has also started with staff representatives and will continue throughout the decision-making process and any subsequent decisions taken by the Committee.

## 5.9. **Insight**

- 5.9.1. The analysis undertaken to date has been based on the current contractual model, information provided by Capita, and legal review of the contract.

## 6. **BACKGROUND PAPERS**

- 6.1. Approval of NSCSO full business case:  
<http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf>
- 6.2. Approval of preferred bidder for DRS services:  
<https://barnet.moderngov.co.uk/documents/s9226/DRS%20Cabinet%20Report.pdf>

- 6.3. Capita transformation update:  
<https://www.capita.com/news/news/2018/transformation-update-and-proposed-fully-underwritten-701m-rights-issue/>
- 6.4. Year three review of CSG contract:  
<http://barnet.moderngov.co.uk/documents/s35999/PCM%20report%20November%202016%20FINAL.pdf>
- 6.5. Year four review of RE contract:  
<http://barnet.moderngov.co.uk/documents/s43591/PCM%20RE%20Contract%20Review%20Report%20Nov%202017.pdf>
- 6.6. Report to Financial Performance and Contracts Committee – End of Year 2017-18 Contracts Performance Report:  
<https://barnet.moderngov.co.uk/documents/s47149/EOY%202017-18%20Contracts%20Performance%20Report.pdf>
- 6.7. Report to Audit Committee, CAFT annual report:  
<https://barnet.moderngov.co.uk/documents/s46044/Appendix%201%20-%20CAFT%20Annual%20Report%20201718.pdf>
- 6.8. Reports to Performance and Contract Management Committee
- Quarter 3 2017-18 Performance Monitoring Report (Part C: Contract Performance):  
<https://barnet.moderngov.co.uk/documents/s45224/Q3%202017-18%20Report.pdf>
- Quarter 2 2017-18 Performance Monitoring Report (Part C: Contract Performance):  
<https://barnet.moderngov.co.uk/documents/s43586/Quarter%202%20201718%20Performance%20Monitoring%20Report.pdf>
- Quarter 1 2017-18 Performance Monitoring Report (Part C: Contract Performance):  
<https://barnet.moderngov.co.uk/documents/s42044/Q1%202017-18%20Performance%20Monitoring%20Report%20010917.pdf>
- 6.9. Report to Policy and Resources Committee, Review of Capita Contracts – Strategic Outline Case:  
<http://barnet.moderngov.co.uk/documents/s47263/Capita%20Realignment.pdf>



- 6.10. Report to Audit Committee, Report of the Chief Executive (Grant Thornton report):  
<http://barnet.moderngov.co.uk/documents/s49672/Report%20of%20the%20Chief%20Executive.pdf>
- 6.11. Report to Urgency Committee, Commercial Settlement of Historic Issues:  
<http://barnet.moderngov.co.uk/documents/s49973/21.11.2018%20Capital%20Commercial%20settlement%20-%20Urgency%20Committee%20Report.pdf>

## **Appendix A: Updated Strategic Case**

A1.1 The council has a longstanding approach to service delivery, which is based on commissioning services from whichever organisation can deliver them most effectively, whether this a partner from the private, voluntary and community, or public sector; or an in-house service.

A1.2 In accordance with this approach, 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 and environmental health.

A1.3 This contract is delivered by a joint venture between Capita and the council<sup>2</sup>, known as Regional Enterprise Limited, or Re. The terms "DRS contract" and "Re contract" are used interchangeably in this report. 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. Detailed reports on the performance of both contracts were provided to Performance and Contract Monitoring Committee on 15<sup>th</sup> November 2016 in relation to the CSG contract, and 28<sup>th</sup> November 2017 in relation to the Re contract.

A1.4 Both contracts have delivered significant financial benefits since their commencement in 2013, and Capita have been instrumental in delivering efficiencies and service improvements across a range of services. This has been delivered in part through re-locating transactional services into shared service centres located outside of Barnet. The income derived from Development and Regulatory Services has increased significantly, to reduce the net cost of those services from £4.5m per annum to around £600k per annum.

A1.5 Particular benefits have included:

- Significant improvements in resident satisfaction across both contracts
- Investment in technology
- Improved revenue collection rates
- Implementation of Unified Reward
- Improvements in planning and planning enforcement
- Additional savings through, for example, office rationalisation

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<sup>2</sup> The council's involvement in the joint venture is through a separate, council-owned company

## **Current position & challenges**

- A1.6 Whilst the two contracts have delivered significant financial benefits and some services are performing well, there have been various issues in respect of service performance across the two contracts, some of which have been persistent. These have previously been reported to the Performance and Contract Management Committee (now Financial Performance and Contracts Committee) and Audit Committee. In relation to the CSG contract, these have included issues with: financial controls and reporting; pensions administration; estates; and user satisfaction with back office services. In relation to the Re contract, issues have been raised on financial controls and the operation of the Highways service. A number of these performance concerns were also highlighted in the contract reviews that were carried out in 2016 and 2017 of the CSG and Re contracts respectively.
- A1.7 Most recently, the Grant Thornton review, considered by Audit Committee on 22<sup>nd</sup> November 2018, highlighted significant, ongoing concerns regarding the operation of the finance function.
- A1.8 The council has been robust in applying contractual mechanisms to address these performance issues, claiming service credits and using the various arrangements that are available to require and monitor improvements. In some cases, this has delivered the required improvements. However, in others it has become clear that the issues are much deeper and require a fundamental re-think of the approach to service delivery.
- A1.9 Following the appointment of a new Capita Chief Executive and the publication of the company's 2017 end of year results, Capita set out a new strategic direction for the organisation. Capita's focus in future will be delivering technology-enabled services, at scale, where the company believes it can add the most value to service delivery. It is notable that the areas of persistent poor performance are generally (though not exclusively) concentrated in areas that are non-core to Capita, where they have relatively few local authority clients and where there is limited opportunity to benefit from economies of scale and new technologies. Conversely, those services that are core to Capita's strategic direction, such as Customer Services and Revenues and Benefits, are generally performing well.
- A1.10 The environment in which local government is operating has changed considerably since the contracts were let. Whilst both contracts envisaged the need to adapt to changing circumstances, it is recognised that, as well as a longer than forecast period of austerity, the outsourcing market has changed over time. This has impacted on the ability of the Re joint venture to attract new clients on the scale that was anticipated, when the joint venture was established.

In addition, the rapidly changing external environment has accentuated the need for the council to increase the level of direct control it exercises over the levers that affect its strategic direction.

A1.11 The council continuously reviews its service delivery arrangements, in line with its commitment to ensuring that they are as effective and efficient as possible. Against the backdrop of these changes, it is timely to take stock of the partnership, including the joint venture arrangement for the delivery of the DRS contract, and consider the most appropriate approach going forward.

### Scope

A1.12 The two contracts cover a broad range of services, as listed below.

<b>CSG contract</b>	<b>RE contract</b>
Finance and Accounting (excluding transactional services provided from the Darlington shared service centre)	Regeneration Commissioning (including commissioning the Brent Cross programme)
Finance – transactional services provided from the Darlington shared service centre*	Regeneration Delivery, including the Brent Cross Thameslink programme
Revenues and Benefits*	Employment, Skills and Economic Development
Estates (Property Services, Building Services and Facilities Management)	Strategic Planning
Estates – Printing	Planning (Development Management)
Strategic HR	Planning Enforcement
Safety, Health and Wellbeing	Highways
HR Payroll*	Cemetery and Crematorium
HR Pensions Administration*	Building Control
IT*	Land Charges
Procurement	Trading Standards
Insight	Licensing
Social Care Direct	Environmental Health
Customer Services*	
Customer Transformation Programme	

A1.13 Whilst many of these services are delivered by staff based within Barnet, the high-volume, transactional services (marked \*) that are delivered through the

CSG contract are generally delivered from shared service centres located elsewhere in the country.

A1.14 Those services highlighted in grey in the table above constitute the package of services that were proposed for in-sourcing under option 2, in the July Committee report.

### **Objectives**

A1.15 At its meeting on 19<sup>th</sup> July 2018, the Policy and Resources Committee agreed the need to review the council's key strategic contracts with Capita. In doing so, it also agreed three aims to guide the development of a business case:

- (a) To deliver high quality services;
- (b) To secure best value for money for Barnet's residents; and
- (c) To improve the council's strategic control of services.

### **Key benefits**

A1.16 A fundamental review of the council's strategic contracts with Capita provides an opportunity to re-set the relationship, with a view to ensuring that the council is able to secure rapid service improvement in critical areas, whilst maintaining the financial benefits that have been delivered by the contracts.

A1.17 Any re-shaping of the contracts should deliver greater flexibility to change priorities or performance methods, without incurring additional cost. It should also bring the provision of strategic advice closer to the heart of the council, making it more responsive to emerging challenges.

### **Constraints and Dependencies**

A1.18 The management of the constraints and dependencies and the overall monitoring of the programme will be through the formal programme progress and governance arrangements that were established following the July Committee report.

A1.19 The key constraint on the successful delivery of the review is the availability of sufficient and suitable resources to carry out the necessary work. Whilst some additional resource has been secured to support the review, much of the work requires the knowledge and experience that has been gained from managing the contract and service delivery over a period of time. Organisational capacity, for both the council and Capita, is limited and prioritisation of activity and workloads will be essential.

A1.20 A successful outcome is also dependent upon the council's ability to negotiate an appropriate commercial agreement, or series of agreements, which is itself dependent upon maintaining a constructive and effective working relationship with Capita. Any breakdown in that relationship would severely impact on the council's ability to secure the information and cooperation that is necessary to implement any changes in service provision within an appropriate timeframe and with minimum disruption to services. It should be noted that Capita colleagues have engaged positively in the review process to date, despite the challenging timescales and requirements. The importance of maintaining this collaborative approach throughout the process is acknowledged by both parties.

## **Appendix B: Financial Model Assumptions**

B1.1 Work done to date to assess the financial impact of each of the options has included:

- detailed review of the contractual models and review of existing council costs;
- zero-based budgeting exercise with clients leads including developing 'to be' staffing structures, and review of financial model cost base and contract lists;
- legal advice on contractual clauses; and
- review of implementation costs by staff who have implemented major change.

B1.2 This is a work in progress and is not presented as accurate or complete, but as the progress made so far based on the available information and a set of current assumptions.

### **Transition costs**

B1.3 Under option 1 there are no implementation costs. Implementation costs under options 2 and 3 have been calculated based on the following assumptions. Option 2 has been primarily pro-rated based on the value of the services that would return. The following assumptions have been used:

- Legal – 9 months of legal costs based on average spend
- Recruitment – based on head hunting for senior posts plus recruitment campaign for other posts.
- Project team – 9 months of a project team primarily projects managers and change managers
- Optimisation – based on 6 months of Business Analyst resources, people development, external training provision and 12 months senior resource for complex areas.
- System implementation – high level estimate of cost of system implementation
- No procurement costs have been assumed, as the modelling is currently based on services returning to the council.

### **Running costs**

B1.4 Option 1 - Status quo – This is the cost over a five-year period (4 full years and 1 year of 5 months) of the core fee to Capita, based on the contractual financial model for the 19/20 period onwards plus change requests, indexation, revenue SPIRs, volumes and non-procurement gainshare. The assumptions used are:

- The cost of the services as per the contractual financial model has been used.

- Actual indexation has been included up to 2018/19 with 2% added for 2019/20.
- For CSG revenue SPIRs have been added based on the average SPIR spend over the past two years. No SPIR spend has been added for Re as it is primarily capital.
- Gainshare has been included for Revs & Bens and Print based on 2018/19's projection, it does not include procurement gainshare.
- Volume charges have been included for Customer Services, IS & Revs and Bens, based on 2018/19 projections.
- The contract price reduces over the five years. This has been included in the figures.

B1.5 Option 2 – insourcing of some services – The same assumptions have been used as for option 1 for those services that would remain with Capita, but with a pro-rated approach based on the specific services.

B1.6 Based on the 2012 financial model, option 2 would involve approximately 35% of the CSG contract and c.55% of the Re contract would return to the council.

B1.7 For those services that would return to the council, council client leads were asked to develop a 'to be' budget for what they would need to deliver the services. These were built as zero-based models, using the contractual financial model as an indicative starting point. They included:

- Staffing – savings are assumed on clienting. 'To be' staffing structures were all reviewed by the HR client lead to ensure consistency and appropriateness. Some 'to be' structures, primarily in RE were anticipated to be a 'lift and shift' of the contractual structures and in these instances staffing was calculated on this basis. For all posts, Barnet on-costs were applied with assumed 90% take-up of pensions at estimated 2019/20 values (including inflation).
- Staffing-related costs – staff-related costs such as printing, childcare vouchers and training were included based on the council's average current spend per member of staff.
- Other costs – this includes contracts, IS spend and other items such as mailing. No additional accommodation costs were included as staff covered by option 2 are based in Barnet and the council is currently paying these accommodation costs. Costs in the original financial model and current contract lists provided by Capita were reviewed by client leads to identify whether costs would continue. Indexation was applied to cost identified as continuing.



B1.8 Option 3 – Full ‘At Will’ termination – The same assumptions have been used as for option 2 and applied to all services with a few exceptions to reflect services not currently delivered in Barnet as noted below:

- Staffing – for roles that are currently delivered outside of Barnet (e.g. Darlington, Carlisle, Coventry etc.) the structures took into account the higher wages that would need to be offered in Barnet.
- Other costs – accommodation costs were increased to reflect London prices, based on the current costs of NLBP accommodation.

B1.9 For income guarantee, under a full ‘At Will’ termination the council would be left with a shortfall in income for RE and for CSG traded services. Income pressures have been included in the 5-year costs.

## **APPENDIX C – EXEMPT COMMERCIAL INFORMATION**

- 1.1 This Appendix provides commercially confidential information on the work to date on developing the business case for realignment of the Capita contracts as agreed by the Committee on 19 July 2018.
- 1.2 The Appendix is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 1.3 The Appendix, which is three and a half pages long, comprises the following tables:

Table 1 – CSG 2019/20 running costs as set out in 2012 financial model

Table 2 – RE 2019/20 running costs as set out in 2012 financial model

Table 3 – Estimated contract exit costs for the Council in Options 2 & 3

Table 4 – Estimated transition costs for the Council in Options 2 & 3

Table 5 – Financial summary

Table 6 – 2019/20 price reduction for Finance and strategic HR

## Appendix D: Equalities Impact Assessment – Finance and Strategic HR

### Employee Equality Impact Analysis (EIA)

<b>1. Delivery Unit/Function and/or Service:</b> Strategic HR (disciplines to be defined)	
<b>Date assessment completed:</b> 22 October 2018	
<b>Title of project/proposal/policy change/Alternative Delivery model/organisation change being assessed:</b> Defined elements of existing strategic HR and Finance services to be TUPE'd in from Capita to LBB on anticipated date of 1 <sup>st</sup> April 2019.	
<b>2. This EIA is being undertaken because it is:</b>	
<input checked="" type="checkbox"/> A result of organisation change	
<input checked="" type="checkbox"/> Part of a project proposal for the Barnet Transformation programme 2018 – 2020	
<input type="checkbox"/> Other please specify:–	
<b>3. Names and roles of officers completing this assessment:</b>	
Lead officer	Natasha Edmunds
Stakeholder groups	All DUs
Representative from internal stakeholders (please specify)	HR, Equalities Allies Group, Trade Unions
Representative from external stakeholders (please specify)	Capita
Delivery Unit Equalities Network rep	Not known
Commissioning Equalities rep (where appropriate)	Not known
HR rep (for employment related issues)	Jeannette Stennett

#### 4. Employee Profile for the Proposal

On the 19<sup>th</sup> July, Policy & Resources Committee approved a more detailed assessment of which services might be brought back for the council to run, and which services would be likely to remain.

As part of this detailed assessment, it has been informally agreed with Capita (subject to formal approval by Policy & Resources Committee on 11<sup>th</sup> December and the outcome of consultation) that some pre-defined services within the strategic HR remit and the Finance remit be considered to be fast-tracked for return to LBB control, the rationale for this is detailed in the report to the Policy and Resources Committee on 11<sup>th</sup> December. These services are:

### **Strategic HR**

- HR Business Partners/Assistants

### **Finance**

- Accounts Receivable
- Treasury Management
- Closing and Monitoring Team
- Accounts Reconciliations
- Business Partnering
- Pension Fund Accounting and Investments
- Schools accounting and schools funding team

If the above is approved at Policy & Resources Committee on 11<sup>th</sup> December, the following services would remain with Capita:

- Payroll
- Schools HR Traded Services
- Recruitment
- Pensions Administration
- Pay & Data
- Printing AR invoices
- Accounts Payable (scanning, remittances, payment processing etc.)
- Revenues and Benefits
- Schools Finance Traded Services
- Integra System and Support (Financial management system)

Under this, or any of the other options to be set out to Policy & Resources Committee, there will be data about Capita staff in scope to be TUPE transferred in to LBB across the range of protected characteristics. The requirements of the Public-Sector Equality Duty rest with both Capita and LBB because the staff in scope for the project are Capita staff who will become LBB staff in the event that a TUPE transfer takes place. The duty for leading the transfer of staff, and for therefore leading the TUPE process, including staff consultation, lies with the transferring organisation, in this case Capita. However, due consideration will need to be given to any adjustments that may be required post transfer. It will not be possible to undertake a detailed assessment of equality impacts until the TUPE process is triggered as this will be the mechanism by which LBB will be provided with individual staff details and information on any protected characteristics for which any reasonable adjustments or mitigations will be required. In the event that a TUPE process is triggered this EQIA will be reviewed and updated accordingly.

LBB (the receiving organisation) will be working very closely with Capita (the transferring organisation) to try and ensure that disruption to staff being TUPE'd over is minimised and the process is as transparent and

strain free as possible. LBB has established a Strategic HR Transition Group to agree the process and the associated communications and stakeholder engagement plan.

It is not yet possible to be certain the impact on staff that will TUPE from Capita to LBB. However, certain staff Terms and Conditions are arguably better with LBB and others arguably better with Capita. These include the differences in the Capita versus the Local Authority Pension Scheme, certain staff benefits (including maternity leave, etc.). Against this background, we estimate that the impact on staff transferring to LBB from Capita will be considered neutral, or even minimum/positive. However, this will have to be clarified as part of a formal review of the EQIA as part of the TUPE process.

**HR will help you to complete the table below and analyse the equality impacts of the proposal. Please record HR contact above. Please indicate the source of employee data and use the most relevant data (for example Delivery Unit/Service level or team level. The council will also meet its responsibilities under the Data Protection Act 2018 and avoid encroaching on individual privacy. No sensitive personal data should be published that will allow identification of individuals. Please use this information in sections 4 – 8 of this EIA.**

Not known currently known. To be reviewed at the point a TUPE transfer is triggered which is dependent on a decision by the Council’s Policy and Resources Committee.

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
<b>Gender</b>	Female			
	Male			
<b>Age/Date of Birth</b>	<b>1986 – 1997</b>			
	<b>1976-1986</b>			
	<b>1966-1975</b>			
	<b>1965-1951</b>			
	<b>1950-1941</b>			
	<b>1940 and earlier</b>			
	<b>Ethnicity</b>	<b>White</b>		
British				

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
	Irish Other White			
	<b>Mixed</b> White and Black Caribbean White and Black African White and Asian Other Mixed			
	<b>Asian and Asian British</b> Indian Pakistani Bangladeshi Other Asian			
	<b>Black or Black British</b> Caribbean African Other Black			
	<b>Chinese or Other Ethnic Group</b> Chinese Other Ethnic Group			
<b>Disability</b>	<b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)			
	<b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)			
	<b>Vision</b> (such as blind or fractional/partial sight. Do not include			

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
	people who wear glasses/contact lenses)			
	<b>Speech</b> (such as impairments that can cause communication problems)			
	<b>Reduced physical capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)			
	<b>Severe disfigurement</b>			
	<b>Learning difficulties</b> (such as dyslexia)			
	<b>Mental illness</b> (substantial and lasting more than a year)			
	<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)			
<b>Gender Identity</b>	<b>Transsexual/Transgender</b> (people whose gender identity is different from the gender they were assigned at birth)			
<b>Pregnancy and Maternity</b>	Pregnant			
	Maternity Leave (current)			
	Maternity Leave (in last 12 months)			

Staff Equality Impact Assessment - Form

<b>Protected Characteristic</b>		<b>Team /Workforce Group</b>	<b>Delivery Unit/Service</b>	<b>Barnet Workforce</b>
<b>Religion or Belief</b>	Christian			
	Buddhist			
	Hindu			
	Jewish			
	Muslim			
	Sikh			
	Other religions			
	No religion			
	Not stated			
<b>Sexual Orientation</b>	Heterosexual			
	Bisexual			
	Lesbian			
	Gay			
<b>Marriage and Civil partnership</b>	Married			
	Single			
	Widowed			
	Divorced			
	In Civil partnership			



**5. How are the equality strands affected? Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.**

Not known due to lack of available data due to TUPE regulations which stipulate data will be available 28 days before Capita services (disciplines to be defined) TUPE transfer date predicted as 1 April 2019.

Equality Strand	Affected?	Explain how affected	Indicate any action planned or taken to mitigate negative impact?
1. Age	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
2. Disability	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
3. Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
6. Religion or belief	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/>	

		Neutral <input type="checkbox"/>	
<b>7. Gender / sex</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
<b>8. Sexual orientation</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
<b>9. Marital Status</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	
<b>10. Other key groups?</b>  Carers	Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>	Please assess Young, Parent and Adult carer.  Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	

6. Overall impact and Scale		
<p>Positive impact:</p> <p>Minimal <input checked="" type="checkbox"/> X</p> <p>Significant <input type="checkbox"/></p>	<p>Negative Impact or Impact Not Known</p> <p>Minimal <input type="checkbox"/></p> <p>Significant <input type="checkbox"/></p>	

7. Outcome			
<p>No change to decision</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p>Adjustment needed to decision</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p>Continue with decision <i>(despite adverse impact / missed opportunity)</i></p> <p style="text-align: center;"><input type="checkbox"/></p>	<p>If significant negative impact - Stop / rethink</p> <p style="text-align: center;"><input type="checkbox"/></p>

8. Please give full explanation for how the overall assessment and outcome was decided
<p>Not known or available.</p>

**9. Equality Improvement Plan**

Please list all the equality mitigations that have been identified from the Equality Analysis (continue on separate sheets as necessary). Make sure these are reflected in the project plan/ for mainstreaming and performance management purposes.

Equality Mitigation	Action	Officer responsible	By when	
<p>Negatives are changes for HR employees after 5 years firstly shifting to Capita with substantial changes. There is the recent LBB change programme and employee support within the TUPE In programme and a strong LBB Induction being developed as there have been changes in LBB.</p> <p>Minimum Positive for residents – communications will not change – or any HR work on My Account.</p> <p>Residents Satisfaction Survey data is currently good at 70% that LBB is giving value for money. We will keep this under review.</p>				

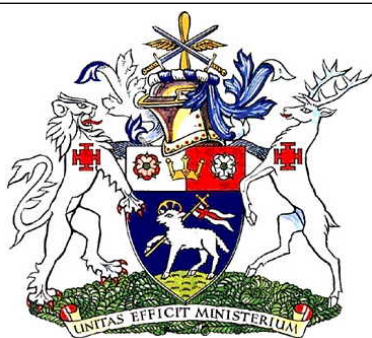
Equality Mitigation	Action	Officer responsible	By when	
In terms of equality it reduces differences and clarifies the organisations accountability and how we are organised to deliver our services.				
They will only have one point of access which is LBB. Only one front door and will enhance our reputation for giving value for money services.				
Monitor at point of implementation and subsequently Employee Attitude Service, Staff Led Sessions. Keeping an eye on Residents Perception Survey. This is based on continuity of service and we don't expect any impact on residents and based on Resident Perception Survey expect to see and increase or certainly no reduction in satisfaction.				
Community Participation and Engagement				

Equality Mitigation	Action	Officer responsible	By when	
<p>Corporation Plan 20-25</p> <p>Building resilient community.</p> <p>Are CSG dealing with Charity and Faith sector – more control, better communication and more timely.</p>				
<p>Once Committee has reached a decision on the option it will pursue we will review requirements for Public Consultation and Capita will begin the process of staff consultation as required by TUPE.</p> <p>Once options are chosen and any modus operandum for TUPE we will look again.</p> <p>Residents Participation Survey under review, Community Participation and Engagement Newsletter fortnightly and three public meetings per annum.</p>				

Equality Mitigation	Action	Officer responsible	By when	
<p>Community Network.</p> <p>Board Partnerships and Health and Wellbeing.</p> <p>Will be consulting through established partnerships and network boards.</p> <p>Monitor</p> <p>Residents Participation Survey Indicators for Residents</p> <p>DU - communicate any changes in residents' perception</p> <p>Public Consultation</p> <p>Not anticipated services will change though Service Provider will change</p>				

<b>Name</b>	<b>Date</b>	<b>Version Number and Summary of Changes</b>
Jeannette Stennett	22.10.2018	V1 – original draft
Andrew Merritt-Morling	19.11.2018	V1.1 - minor





## Policy & Resources Committee 11 December 2018

<b>Title</b>	<b>Corporate Plan 2019-24, Business Planning – Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	Yes
<b>Key</b>	Yes
<b>Enclosures</b>	<p>Appendix A – Corporate Plan 2019-2024  Appendix B – Policy and Resources Committee Priorities  Appendix C – Medium Term Financial Strategy (MTFS) 2019– 2024  Appendix D – Savings Proposals by Theme Committee  Appendix E – Capital Programme Changes  Appendix F – Proposed Capital Programme  Appendix G – Draft Capital Strategy  Appendix H – Fees and Charges  Appendix I – Theme Committee Priorities</p>
<b>Officer Contact Details</b>	<p>Kevin Bartle – Section 151 Officer  <a href="mailto:kevin.bartle@barnet.gov.uk">kevin.bartle@barnet.gov.uk</a></p> <p>Paul Clarke – Deputy Section 151 Officer  <a href="mailto:paul.clarke@barnet.gov.uk">paul.clarke@barnet.gov.uk</a></p> <p>Cath Shaw – Deputy Chief Executive  <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a></p>

### Summary

On 29 October 2018, the Chancellor of the Exchequer set out the 2018 Autumn Budget. The Autumn Budget is based on the latest forecasts from the Office for Budget Responsibility (OBR) for the UK economy and public finances. Informed by this, the council's Medium Term Financial Strategy (MTFS) has been reviewed and updated, thus ensuring the budget is

accurate and sustainable.

Alongside this, to ensure the council has a plan that reflects local priorities, the development of a new draft Corporate Plan and MTFs have been aligned to cover the next five years (2019-to 2024). The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the administration elected in May 2018, and resident feedback on what matters to them. Feedback was captured through public consultation and engagement that took place over the summer of 2018 and the Plan was amended accordingly. The Corporate Plan will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.

This paper sets out the council's refreshed Corporate Plan for approval, the priorities for this committee and each theme committee, MTFs, savings plans and capital programme. These figures are based on a financial forecast for the period 2019-2024 and will help to ensure resources are aligned to the strategic outcomes set out in the council's Corporate Plan.

This report forms a key part of the budget setting process for 2019/20 onwards. It provides the key budget headlines on both a local and national level. In addition, the report seeks to provide an update on the council's underlying financial strategy. Finally, the report seeks approval to make 'housekeeping' changes required to effectively manage the 2018/19 position.

## **Officers Recommendations**

### **Officers recommend that the Committee:**

1. Approve the draft Corporate Plan (Appendix A) and the outcomes, priority and approach that it sets out for referral to Council;
2. Approves the additional priorities and approach to delivery for this Theme Committee, as set out in Appendix B;
3. Notes the updated Medium Term Financial Strategy (MTFS) to 2024 as set out at Appendix C and the assumptions underpinning this in paragraph 1.5.9;
4. Agrees to consult on the use of the Council's flexibility to raise the level of General Council Tax by 2.99% in 2019/20;
5. Agrees that the savings proposals as set out in Appendix D, subject to consultation and equalities impact assessment, come back to Policy and Resources Committee in February 2019 and Full Council in March 2019 for final approval of the 2019/20 budget including Council Tax;
6. Approve the Fees and Charges as set out in Appendix H and outlined in paragraphs 1.4.9 to 1.4.12
7. Agrees the changes to the existing Capital Programme as set out in section 1.5.52 to 1.5.79 and Appendix E;
8. Notes the update on the London wide Business Rates Pool as set out in paragraphs 1.3.18 to 1.3.21;

9. Agrees the process for consultation as set out in section 5.8;
10. Agrees the bad debt write offs as set out in section 1.6.13;
11. Notes the recommendation in relation to the motion submitted by the Adults and Safeguarding Committee outlined in paragraph 1.6.11;
12. Agrees the proposed reserves strategy outlined in paragraphs 1.4.38 to 1.4.42 of the report;
13. Notes the draft capital strategy in Appendix G; and
14. Note the Theme Committee priorities as set out in Appendix I.

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

### **1.1 Executive Summary**

- 1.1.1 On 29 October 2018, the Chancellor of the Exchequer set out the 2018 Autumn Budget. The Budget, and further related announcements, are based on the latest forecasts supplied by the Office for Budget Responsibility (OBR) for the UK economy and public finances. Further statements are to be delivered in the spring of 2019; however, these are intended to be economic, as opposed to budget, statements.
- 1.1.2 In March 2018, the council set a Medium Term Financial Strategy (MTFS) covering the period 2018 to 2020. The MTFS for this period identified a total gross budget gap of £39.1 million; after mitigating actions and the planned use of reserves, this resulted in a balanced position for 2018/19 and a remaining gap of £5.9m anticipated for 2019/20.
- 1.1.3 Following a financial review in June 2018, and to ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the Corporate Plan and MTFS were realigned to cover the next five years (2019-2024). This will help to ensure we have a medium-term plan for how we will allocate our limited resources in line with what we want to achieve for the borough.
- 1.1.4 The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the administration elected in May 2018, and resident feedback on what matters to them. Feedback has been captured through public consultation and engagement that took place over the summer of 2018 and the Corporate Plan has been amended accordingly. This document will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery of these. The recommendations ask this committee to approve the plan and theme committee priorities.
- 1.1.5 To support delivery of the outcomes in the Corporate Plan, each Theme Committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference.
- 1.1.6 These priorities will inform an annual delivery plan for each Theme Committee which will set out the key activities, performance indicators/targets, and risks in relation to delivery of the corporate and committee priorities.
- 1.1.7 In line with the priorities for each Committee and to close the anticipated budget gap, Theme Committees have recommended savings proposals to Policy & Resources totalling £68.0m over the period 2019-2024. When recognising additional income as a result of the business rates pooling arrangements and increased social care funding, a balanced position is presented for approval for 2019/20.

- 1.1.8 A budget gap of £5.2m is currently forecast for 2020/21, which is assumed to be 50% (£2.6m) funded from reserves. It is expected that additional funding for social care is more likely to continue than not, therefore the gap does not present such a critical concern at this stage; however, this will be kept under review during 2019/20. The reduced use of reserves to balance the gap is in keeping with the council's overarching financial strategy of eradicating the use of one-off funding to balance the budget over the MTFs period.
- 1.1.9 The council's reserves are forecast to total £46.4m at the end of 2019/20. Over the course of the MTFs this is expected to reduce to £33.0m, with the crucial measure of Non Ringfenced Revenue Reserves expected to be £21.6m at the end of 2023/24. This represents a rapid stabilisation of the reserves position.
- 1.1.10 The council's capital programme was at £856m at the start of the financial year; however, following significant work by officers this has been reduced to £641m. This reduction has been the result of, and a direct benefit to, the council's need to achieve a sustainable revenue position.
- 1.1.11 The General Fund revenue forecast at the end of period 6 for 2018/19 is £295.414m, which is a net overspend of £2.073m compared with the revised budget of £293.341m. This forecast is stated after the contribution from specific and general earmarked reserves totalling £2.836m. Excluding these reserve movements, the forecast overspend is £4.909m.
- 1.1.12 Non-domestic rates totalling £703,369.06 are recommended for write off. The individual debts are all over £5,000 and cover the financial years 2007/08 to 2018/19.

## **1.2 Corporate Plan and Priorities**

- 1.2.1 The council wants to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. Like all councils, however, it faces an increasingly difficult financial challenge, with funding decreasing, demand increasing and uncertainty about how services will be funded in the future.
- 1.2.2 So far, the council has successfully risen to its financial challenges, evidenced by delivering savings in excess of £155m since 2010. However, looking forward, it is anticipated that these challenges are set to continue as the organisation now faces an anticipated budget gap of £69.9m to 2023/24.
- 1.2.3 To address that gap, the council will need to make some tough decisions about priorities and how limited funds are spent. This may mean that the council stops doing some things or does them in very different ways, as well as looking at how it can find opportunities to generate more income.
- 1.2.4 Despite the challenges, the council is ambitious for Barnet and the people that live and work here. During this time of significant challenge, the council has seen levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with the range of local services. The latest Residents' Perception Survey (Autumn 2017) indicates that 85 per cent of residents are

satisfied with Barnet as a place to live and 65 per cent feel that the council is doing a good job.

- 1.2.5 The council must now prioritise its limited resources effectively and develop plans for the next five years to deliver both statutory duties and ambitions for Barnet within these financial constraints. The council wants to ensure residents get a fair deal by maximising opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.
- 1.2.6 To ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the development of the Corporate Plan and MTFs have been aligned to cover the next five years (2019/20 to 2023/24). This will help to ensure we have a medium-term plan setting out how we will allocate our limited resources in line with what we want to achieve for the borough. The priorities within the Corporate Plan are considered by Policy and Resources committee at this meeting, before going to Full Council in March 2019.
- 1.2.7 The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the administration elected in May 2018, and resident feedback on what matters. Feedback has been captured through public consultation and engagement that took place over the summer of 2018. The Corporate Plan, Barnet 2024, will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.
- 1.2.8 The three outcomes for the borough focus on place, people and communities:
  - A pleasant, well maintained borough that we protect and invest in
  - Our residents live happy, healthy, independent lives with the most vulnerable protected
  - Safe and strong communities where people get along well
- 1.2.9 The draft Corporate Plan including the full list of corporate priorities for the next five years that support these outcomes, and the approach to delivery, can be seen in Appendix A.
- 1.2.10 To support delivery of the outcomes in the Corporate Plan, Barnet 2024, each Theme Committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference.
- 1.2.11 These priorities will inform an annual Theme Committee delivery plan which will set out the key activities, performance indicators/targets, and risks in relation to the corporate and committee priorities. Delivery plans will be approved by Theme Committees in early 2019 and will be refreshed on an annual basis.
- 1.2.12 The priorities relevant to this Theme Committee, and the strategic approach to delivery can be seen in Appendix B. All other Theme Committee priorities are included in Appendix I.

## 1.3 Strategic Context

### National Strategic Context

#### Autumn Budget 2018

1.3.1 On 29 October 2018, the Chancellor of the Exchequer announced the 2018 Autumn Budget, with a Spring Statement to follow in early 2019. In addition to the updates on the performance of the UK economy and health of the public finances, the Chancellor delivered several key financial and policy announcements specific to local government. These headlines have been summarised below:

- Additional funding for Social Care – confirmation of £240m of new funding for Adult Social Care in 2019/20. This is in addition to the £240m winter pressures funding earmarked for 2018/19. It is estimated the London boroughs will share an estimated £37m in both years;
- A further £410m will be made available to support both adult and children’s social care in 2019/20. Further details are to follow but it is estimated that London boroughs will receive between £60-100m;
- Disabled Facilities Grant – the Chancellor announced a further £55m funding in 2018/19 to help provide home aids and adaptations for disabled children and adults on low incomes;
- Removal of HRA borrowing caps – the immediate removal of the HRA borrowing limits was confirmed (from 29 October 2018) and the government estimates that an additional 10,000 homes a year will be built. Initial estimates suggest this will cost £4.6bn over 5 years (£1.3bn a year by 2022/23);
- Highways and Infrastructure - an additional £420m to local authorities in 2018/19 to tackle potholes, repair damaged roads, and invest in keeping bridges open. In addition, the government will also be making £150m of funding from the National Productivity Investment Fund (NPIF) available to local authorities for small improvement projects such as roundabouts;
- Schools - additional funding is to be made available in 2018/19 for schools across England with £400m to spend on their equipment and facilities;
- Small businesses - retail relief was announced for retail businesses with a rateable value (RV) less than £51,000 for two years – this will cost government £900m and local government will be “fully compensated”;
- High Streets – a further £675m to be invested in England to support local areas in redeveloping their high streets and town centres. This will invest in town centre infrastructure, including to increase access to high streets and support redevelopment and densification around high streets. Although spread across the whole period up to 2023/24, 90% of this funding is only to be made available after 2021/22; and
- Children in care – £84m will be invested over a 5 year period to expand programmes for those children in care.

1.3.2 The implications of each of the announcements above has been included within the council’s MTFs presented at Appendix C.

## Local Government Finance Settlement

- 1.3.3 During July 2018 the government issued its technical consultation paper on the Local Government Finance (LGF) Settlement. This is usually an indicator of the types of issue to be considered in more detail in the full settlement.
- 1.3.4 The full LGF settlement is not due until the 6 December 2018 meaning the details are not available for analysis within this report. It is usual that the settlement occurs after this budget headlines report is presented in December, with the implications being considered during the Policy and Resources Committee in February. As such, the following paragraphs provide an outline of the issues considered within the consultation.
- 1.3.5 The government sought views on:
- the continuation to the final year of the multi-year settlement offer;
  - the level at which councils are required to hold a referendum to support council tax rises; and
  - eliminating negative Revenue Support Grant from some authorities.
- 1.3.6 The council has not assumed any changes in its assumptions resulting from the issues raised in the settlement consultation.

## Brexit

- 1.3.7 Although there are many and varied factors which impact the UK's economy, uncertainty over Brexit is potentially having one of the most significant impacts. With speculation over whether a deal will be reached and what the nature of this will be; the UK economy has experienced slow growth and there is unpredictability around how our population, demand on services and council funding will be affected. This means there is a strong potential for Brexit to exacerbate existing challenges facing local government.
- 1.3.8 The government has now undertaken economic analysis of EU exit under different scenarios, published in a briefing paper in November 2018. This outlines that in the worst-case scenario, GDP could decrease by 10% over the next 15 years. Across all scenarios it is anticipated that the economy will contract. On a local level, this could cause significant challenges for businesses as levels of public spending are anticipated to decrease and they're likely to be affected by increased costs of trade. The council's revenues from business rates and growth could therefore be significantly affected by this, particularly due to the likelihood of a 75% retention scheme. This could add to the already significant financial challenges that are being faced across local government.
- 1.3.9 However, economic implications of Brexit for the Council and borough are still very difficult to forecast and quantify with the terms of exiting the European Union yet to be confirmed. There is insufficient detail available to be able to take a more informed view at this stage, and due to this uncertainty, whilst



refreshing the MTFs, neither a positive nor negative impact has been assumed within the budget.

1.3.10 Across the organisation, steps are being taken to ensure we have an awareness of the potential impacts Brexit could have across different areas and we are monitoring developments closely. One of the key risks is around our workforce and workforce supply chain, as it is anticipated that there may be skills shortages and challenges with recruitment. This is a particular concern across health and social care which is already an area facing great pressures. Further analysis is currently underway to try and quantify the impacts and identify mitigations where possible.

1.3.11 Despite the lack of detail available, during the Autumn Budget 2018 a number of notices relating to Brexit were announced and these have been taken into account. The headlines have been summarised below:

- Preparations for leaving the EU - The Chancellor announced an additional £500 million would be available to government departments to assist with preparations for leaving the EU
- Spring Statement – The Chancellor indicated that the Spring Statement next March could be updated to a full fiscal event if necessary
- European Investment Banking Group – If no future relationship with the EIBG is in place before the UK leaves the EU, the government has announced that it will provide the British Business Bank with the resources to enable it to make up to £200 million of investment in UK venture capital and growth finance in 2019-20.

### UK economy to 2020

1.3.12 The UK's public finances have performed more strongly than expected in 2018, reflecting stronger than expected tax receipts and lower than expected spending on welfare and debt interest. This is despite the wider real economy performing more weakly than expected this year. Gross Domestic Product (GDP) grew 1.3% in the year to the third quarter of 2018 and, whilst forecasts have been revised downwards, employment remains at near record high levels.

1.3.13 The OBR forecasts a “relatively stable but unspectacular trajectory for economic growth” in the medium-term. Growth in 2017 was slightly higher than forecast. The downwards revision to growth in 2018 primarily reflects snowy conditions in the first quarter and growth has now been revised upwards in 2019 from 1.3% to 1.6%; forecasts for 2020 have also been raised slightly, up from 1.3% to 1.4%.

1.3.14 Consistent with the last fiscal year, household spending continues to grow at a steady rate, although this has cooled somewhat relative to 2017's forecast. Business investment has grown moderately over the past year with net trade making a positive contribution to GDP growth.

### Public spending to 2020

- 1.3.15 Significant progress has been made since the 2009/10 fiscal year, with the deficit having fallen by 75% – from 9.9% to 1.9%. The OBR expects the deficit to remain below 2% of GDP and, after a modest rise in 2019/20, to fall slowly over the following four years to 2023/24. The central forecast is for a structural deficit of 1.6% in 2019/20 and 1.3% in 2020/21.
- 1.3.16 The OBR revised its underlying borrowing forecast, predicting that it will be around £12 billion lower in 2018/19 than it forecast in March 2018, approximately £2 billion lower in the following three years and less than £1 billion lower in 2022/23. The (revised) net borrowing as a percentage of GDP figure will rise slightly to 1.4% in 2019/20, up from 1.2% in 2018/19.
- 1.3.17 Public debt peaked in 2016/17 and is now falling, with the OBR forecasting a drop in the debt-to-GDP ratio for each year in the forecast period. On average, spending on public services will grow 1.2% above inflation a year from next year until 2023/24.

### Service specific national, regional and local context

#### London Business Rates Pooling

- 1.3.18 For the 2018/19 financial year the council has been part of the London Business Rates Pool. The principles operated within the pool for the current financial year are that the pool is voluntary, but includes all London authorities; London retains a greater share of business rates in exchange for Revenue Support Grant; a “no detriment guarantee” ensures that the pool could not be worse off than the participating authorities would have been collectively if they had not entered the pilot pool; no “new burdens” were to be transferred to London and participation in the pilot would not affect the development or implementation of the Fair Funding review (currently anticipated in 2020/21).
- 1.3.19 Distribution - All authorities within the pool receive at least as much from the pool as they would have under the previous 50% retention scheme. Any additional net benefits of the pool –approximately £240m in 2018/19 – is distributed on the following basis:
- 15% to reward growth
  - 35% to reflect population
  - 35% to reflect Settlement Funding Assessment
  - 15% set aside for a “Strategic Investment Pot”

The resources not top-sliced for the investment pot would be shared between the GLA and the boroughs in the ratio 36:64.

- 1.3.20 The arrangements for the pool are likely to change for the 2019/20 financial year. It is expected that the pool would be at 75% retention, in line with the other pilot pools to be agreed for 2019/20. It is likely that this will be without a

“no detriment” guarantee. The “no detriment” guarantee was helpful in ensuring that the council was comfortable to enter the current pilot, but its financial significance is limited: the prospect of London’s overall tax base declining in the single year 2019/20 to such an extent that the guarantee would be triggered is remote.

1.3.21 The financial benefit of a 75% retention pilot would depend on the level of growth in business rate income across the capital next year, which cannot currently be accurately calculated. However, given the level of growth already anticipated to be achieved in 2018/19, London could expect to collectively retain additional business rates in 2019/20 of approximately £200m even without any additional year-on-year growth. Under the agreed distribution mechanism, this would lead to an additional £109m for the boroughs and the City of London, £61m for the GLA and £30m for the Strategic Investment Pot. It is anticipated this would mean an estimated £3m additional funding to Barnet.

### Children’s and Education Services

1.3.22 In April and May 2017, Children’s Services in Barnet were judged by Ofsted to be inadequate when they undertook an ‘Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board’. The Council fully accepted the findings of the report and has been working collectively with the designated Improvement Partner to drive the improvements needed to transform services for children, young people and their families from inadequate to good.

1.3.23 There have been four Ofsted monitoring visits to date, which have indicated that there is steady progress but that there is still some way to go to be ‘good’. The most recent letter following a visit in July/August stated that ‘the scope and pace of the improvement work over the last year has been appropriately considered and has been steady.’

1.3.24 The Children’s, Education & Safeguarding Committee is also responsible for education services. The Dedicated School Grant (DSG) is ringfenced funding to fund education in schools within the borough. It is split into four blocks: schools block, high needs block, central schools services block and early years block. There are regulations and statutory guidance prescribing how the funding can be used to ensure a minimum funding guarantee to schools. Not all of the council’s education responsibilities can be funded from the DSG and if there is a shortfall in funding in the DSG, the council can decide to use funding from its general fund to meet this shortfall. There is increasing pressure on high needs block (“High Needs”) budgets across the country, as a result of demographic growth, the increasing complexity of needs and the impact of the government’s special educational needs reforms (in particular extending educational provision for pupils with special educational needs from 0 to 18-year olds to 0 to 25-year olds).

1.3.25 Across 27 London Boroughs there is an overall overspend on High Needs budgets of £55.7 million. These pressures have impacted on the councils High Needs budget this year, which is now forecasting an overspend of over £1m in 2018-19, despite savings of £1.2m having already been made.

### 1.3.26 The main causes of the overspend are

- Increasing numbers of pupils with Education, Health and Care Plans (EHCPs) - a 30% increase in the number of children and young people with an EHCP between 2014 (when the new SEND reforms were introduced) and 2017.
- An increase in post-16 numbers and costs – 16-19 year olds with EHCPs rising from 309 in 2016 to 493 in 2018, and 19-25 year olds with EHCPs rising from none in 2016 to 174 in 2018.
- Increasing complexity – Barnet’s Special Schools provide for pupils with the most complex needs; their placement costs rose from £5.5m in 2015-16 to £7.1m forecast for 18-19.

### Adult Social Care

1.3.27 A recent benchmarking exercise based on 2017 figures showed that Barnet was the 31<sup>st</sup> lowest spending authority on adult social care out of 152 England authorities (where 1=lowest and 152=highest), decreasing from the 34<sup>th</sup> lowest in 2014.

1.3.28 The total adult social care net budget for 2018/19 is £95.4m. There is continued pressure on this budget, largely driven by the numbers of adults requiring care and support, the complexity of presenting care needs and inflation of providers’ care costs.

1.3.29 Barnet’s challenge is echoed nationally, with the Joint Select Committee for Health and Local Government stating that ‘social care [is] under great strain due to rising demand for services at a time of increasing costs and reductions in social care budgets’. According to reports, the pressure from increasing levels of social care need based on increasing number of older adults and adults with disabilities has been estimated at 2.8%, contributing to a funding gap in London of over £250m by the end of the decade. The recently published National Audit Office Factsheet sets out the links between increasing longevity, increasing social care needs (including complexity of need) and increases in the costs of care.

1.3.30 The Adult Social Care Outcomes Framework (ASCOF) 2017/18, a national performance report, showed that the council:

- Maintained or improved on strong performance against key indicators for strengths-based practice, ranking highly in our comparator group of 16 authorities;
- Had a 63.6% overall satisfaction rate (the proportion of people who were “very” or “extremely” satisfied with their care and support), second highest in our comparator group, an increase of 1.9% on the previous year;

- Continued to admit relatively few people to residential care, with the second lowest admissions rate for older adults and the fourth lowest for working age adults (within our comparator group);
- Enabled positive outcomes for adults with learning disabilities, with 78.7% supported to live independently, an increase of 7.1% on the previous year;
- Performed less well in supporting people with mental health issues into employment and stable accommodation, respectively ranking 12<sup>th</sup> and 15<sup>th</sup> in the comparator group; and
- Improved performance in relation to joint working with the NHS, for example in numbers of delayed transfers of care (DToC) from hospital, which fell from 6.2 to 3.9 delays per day per 100,000 people.

### Housing

1.3.31 The 2018 Autumn Budget included a number of measures aimed at increasing housing supply including:

- The Housing Revenue Account cap that controls local authority borrowing for house building has been abolished from 29 October 2018 in England, enabling councils to increase house building 10,000 homes per year;
- An increase in the Housing Infrastructure Fund of £500m to a total of £5.5bn. This is expected to unlock a further 650,000 new homes;
- Confirmation that the Government will introduce a simpler system of developer contributions that provides more certainty for developers and local authorities, while enabling the capture of a greater share of uplift in land values for infrastructure and affordable housing;
- Creation of a £675m of a future high street fund to support councils to draw up formal plans for the transformation of their high streets, supporting them to invest in the improvements they need to facilitate redevelopment of underused retail and commercial areas into residential;
- From April 2021, a new Help to Buy Equity Loan scheme will run for 2 years before closing in March 2023. The new scheme will be available for first time buyers only, and for houses with a market value up to new regional property price caps; and
- Stamp duty relief will be extended to first-time buyers of shared ownership properties up to £500,000, the government has announced, with the relief applied retrospectively to the time of the previous Budget.

### North London Waste Authority (NLWA)

1.3.32 In 2018/19 £12.175 million is projected to be spent on waste treatment and disposal for the year through the NLWA levy. The existing energy from waste facility at Edmonton EcoPark has been operating for over 40 years and the current payments for disposing of our waste are low compared to other areas of London. The Secretary of State for Business, Energy and Industrial Strategy granted a Development Consent Order for NLWA to build a replacement energy recovery facility and associated development at the Edmonton EcoPark in February 2017. This is known as the North London Heat and Power Project (NLHPP). The NLWA levy costs are projected to increase significantly in future years as the existing facility comes to the end of its life when the NLHPP is built. NLWA has agreed that the energy recovery facility will be funded through direct public borrowing.

#### **1.4 Barnet's approach to the financial challenge**

1.4.1 Barnet has been innovative in its approach to tackling the challenges local government faces. The council has been open to new ways of doing things and working closely with partners across the public, private and voluntary sectors. It is vitally important that Barnet continues this approach to ensure that it is well placed to meet current and future challenges, and continues to be a successful London borough.

1.4.2 The council will continue to focus on the best possible outcomes for Barnet, thus utilising a combination of internal, external, and shared service deliveries to achieve this. As part of meeting these strategic objectives, the council will ensure that all residents are treated equally, with understanding and respect, and will have access to quality services which provide value to the taxpayer. Our job is to work together and deliver:

- successful places
- resilient communities
- quality services
- great outcomes

The scale of the ongoing financial challenges means the way we deliver our services will need to change and there will be some difficult choices to make to ensure that savings are achieved, but not at the expense of delivering quality services and protecting our most vulnerable residents.

1.4.3 These challenges do, however, present opportunities for us as a council to further build on the progress we have already made in areas such as supporting people into employment. To continue to do so means making careful choices about what we invest in, where and how we make savings, and generating revenue through council tax and other sources to help pay for services. Through using the proceeds of growth to invest in our borough's infrastructure, we are ensuring the sustainability of the council by laying the groundwork for (local) future income generation.

#### Theme Committee Savings

1.4.4 To address the budget gap identified between 2019-24, Theme Committees have been asked to consider a programme of savings for the five-year period 2019-24.

1.4.5 Potential additional saving options in Adults services (highlighted in the table below under 'Adults pipeline savings'), of around £5.5m, were not presented to the Adults and Safeguarding Committee as firm proposals given their challenging nature, however if these savings ideas are not recognised, a larger MTFs gap occurs. These saving proposals, therefore, require detailed consideration before final inclusion in our MTFs. If they cannot be achieved, further savings will need to be identified elsewhere in the council to achieve the required balanced position.

1.4.6 The savings proposed have been fully recognised within the MTFs however, there are potential delivery risks which will be managed as plans progress.

1.4.7 The savings identified by Theme Committees are as below:

	19/20	20/21	21/22	22/23	23/24	Total
Theme Committees	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(6,330)	(3,586)	(1,724)	(1,332)	(1,092)	(14,064)
Assets, Regeneration & Growth*	(1,064)	(2,273)	(1,757)	(700)	(500)	(6,294)
Children, Education & Libraries	(3,912)	(1,959)	(1,009)	(1,404)	(1,509)	(9,793)
Community Leadership	(243)	-	-	-	-	(243)
Environment	(4,930)	(3,500)	(1,800)	(2,400)	(2,500)	(15,130)
Housing	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Policy & Resources	(4,499)	(1,768)	(661)	(434)	(361)	(7,723)
Public Health	(1,132)	(424)	(310)	(350)	(352)	(2,568)
<b>Identified Savings</b>	<b>(23,358)</b>	<b>(14,379)</b>	<b>(8,901)</b>	<b>(8,280)</b>	<b>(7,551)</b>	<b>(62,469)</b>
Adults Pipeline Savings	-	-	(1,200)	(2,375)	(1,950)	(5,525)
<b>Total Savings</b>	<b>(23,358)</b>	<b>(14,379)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(67,994)</b>
CT growth savings (shown as CT income)	(657)	-	-	-	-	(657)
<b>Savings as per MTFs</b>	<b>(22,701)</b>	<b>(14,379)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(67,337)</b>

\* Includes a further increase in Council Tax base which will be delivered as an increase in Council Tax rather than a reduction in net budget.

1.4.8 The detailed savings plans are included at appendix D.

#### Fees and Charges (Policy & Resources)

##### Court Costs

1.4.9 A review of the costs associated with obtaining a liability order against those who do not pay their council tax as billed suggests it is costing the council around £112 per case. This has been reviewed and the amount sought from court will be increased to reflect the cost of bringing the case. Each individual award is at the court's discretion.

##### Building Control

1.4.10 The fee structure in Building Control has been updated to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions.

1.4.11 The competitive and customer driven environment within the construction industry means categories of work must reflect operational demand which have changed over the past few years.

1.4.12 The new structure of fees, as set out in Appendix H, will provide fairer charges to consumers and the building industry in order to ensure that the recipient pays the full cost of the chargeable work to recover the local authorities' costs.

## **1.5 Financial Strategies**

#### Overarching financial strategy

1.5.1 At its meeting in March 2018, Council agreed the following financial strategy of the council:

- within the medium term, balance recurrent expenditure with estimated income in order that the council has a sustainable financial position;
- quickly address ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- maintain an appropriate level of reserves to protect the council against future budgetary impacts and the continuing financial pressures which the council faces;
- 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; and
- risk manage its budget estimates to ensure that they are robust and, to ensure that the budgets agreed are managed and delivered in year as required.

1.5.2 The council has been successful in its pursuit of these rules despite setbacks which inevitably come when managing a business of such a scale. The MTFS presented at Appendix C is fully compliant with the bullet points set out.

1.5.3 In order to continuously improve financial processes to support the financial sustainability of the council, the Section 151 officer recommends the inclusion of the following principles within the overarching financial strategy. Their



inclusion is to articulate the practice that already takes place and recognises a shift in focus from bringing the MTFS from a deliberate deficit position to one which supports the achievement of strategic aims of the council over the future period.

- to invest in the council's agreed priorities;
- where grants are ceasing or funding streams of services are reducing, that exit strategies must be developed and adhered to;
- to align budgeting and service planning, ensuring that any reductions required are considered within a corporate and strategic framework, and impacts on other services are fully taken into account; and
- to ensure that savings are genuinely achievable, that the estimated financial implications are robust and subject to an assessment in accordance with equalities legislation.

### Review of the Medium Term Financial Strategy (MTFS)

#### MTFS Summary

- 1.5.4 The MTFS presented to the Committee displays a balanced position for 2019/20 when accounting for a planned use of reserves of £3.720m. The overall deficit increases for 2020/21 however this dissolves into a balanced position as savings in the later part of the MTFS are delivered.
- 1.5.5 The council has assumed the benefit from Business Rates localisation does not continue into 2020/21. Whilst this may be considered a cautious view, there is presently no guarantee that the London Business Rates Pool will continue beyond 2019/20.
- 1.5.6 Additionally, the MTFS recognises £3.9m of grants towards the cost of Social Care (both adults and children's) in 2019/20 only due to confirmation being received just for that year. Clearly the national pressure caused by increased demand for social care will not go away in 2020/21 so it is likely that the government will continue this funding. The key risk to this assumption would be the impact of the Fair Funding Review, due to be implemented for 2020/21.
- 1.5.7 The MTFS presented includes significant additional funding towards service pressures. This is intended to resolve the carried forward budget deficits together with meeting the growth in costs associated with increasing demand. Cost increases as a result of pay and non-pay inflation are also provided for at broadly the same level as forecast inflation levels.
- 1.5.8 The following paragraphs explore the elements contained within the MTFS in further detail.

#### Assumptions contained within the MTFS

- 1.5.9 The assumptions relating to key items of income and expenditure within the MTFS are included in the table below. Other key items are discussed in further detail in the subsequent paragraphs.

Item	2019/20	2020/21	2021/22	2022/23	2023/24
Business Rates Multiplier	2.9%	2.4%	2.2%	0.0%	0.0%
Council Tax	2.99%	2.99%	2.99%	2.99%	2.99%
Social Care Precept	0.0%	0.0%	0.0%	0.0%	0.0%
Increase in Council Tax Base (No of Band D Equivalents)	2,512	1,750	1,316	1,532	1,212
Revenue Support Grant	(37.6%)	-	-	-	-
New Homes Bonus (£m)	0.658	0.390	1.004	(0.507)	-
Consumer Price Index (CPI)	2.0%	2.0%	2.1%	2.1%	2.1%
Pay Award	2.0%	2.0%	2.1%	2.1%	2.1%
Superannuation Rate	27.9%	27.9%	27.9%	27.9%	27.9%
Borrowing Rates – Long Term	3.00%	3.20%	3.40%	3.40%	3.40%

### Service Pressures & Growth requests

1.5.10 As part of the budget setting process, services were canvassed for the pressures that they expect to either carry forward from the current financial year, or those that they expect to occur next year. The table below summarises the amounts requested by services and the recommended items to be funded. This funding of pressures is included within the MTFS presented at Appendix C.

Service Area	Pressure Requested by Service £'000	Proposed Pressures Funding £'000	Remaining Pressure to be Managed by Service £'000	Growth or Existing Pressure carried forward
<b><u>Adults &amp; Safeguarding</u></b>				
Existing placements	1,026	1,026		Existing
Anticipated change in complexity	1,180	1,180	-	Growth
DoLs	100	-	100	Growth
Ordinary Residents Cases	600	600	-	Growth
CHC extra income	(400)	(400)	-	Growth
Capitalised telecare	450	-	450	Growth
			-	
<b>Total Adults &amp; Safeguarding</b>	<b>2,956</b>	<b>2,406</b>	<b>550</b>	

### **Assets, Regeneration & Growth**

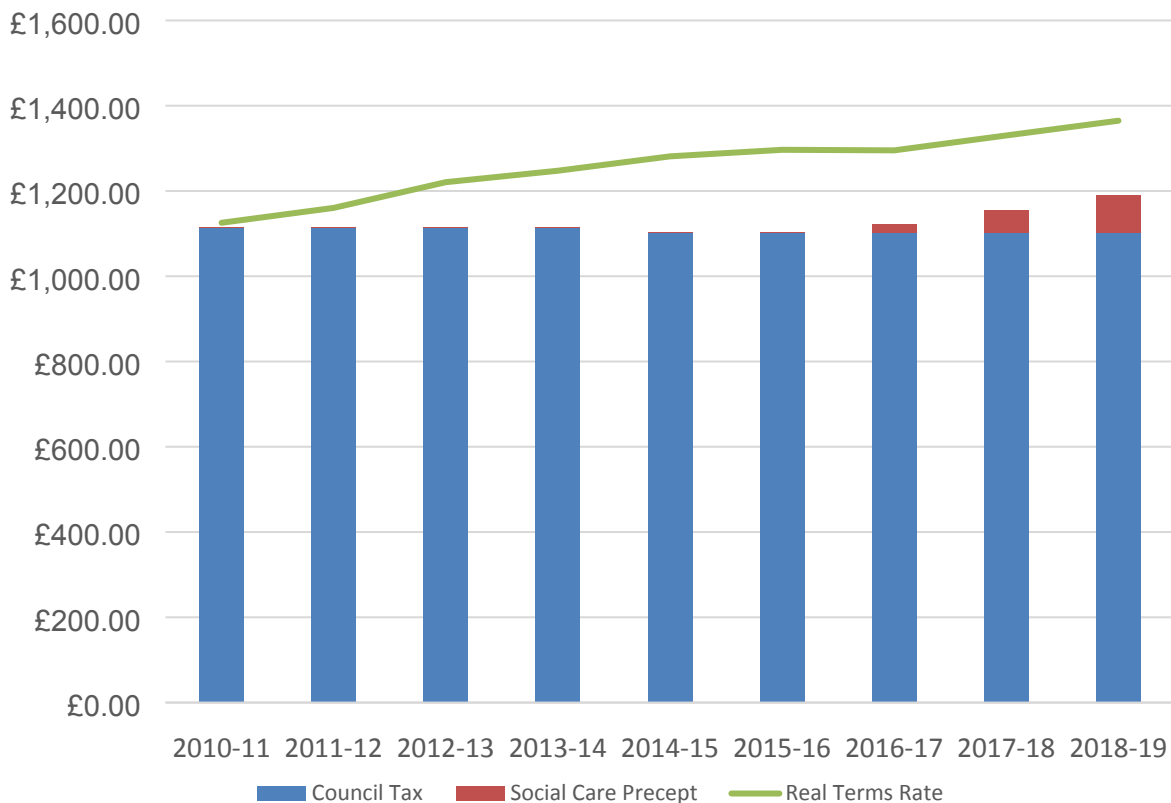
Estates remaining structural overspend	919	919	-	Existing
RE Guaranteed income (HRA offset)	810	810	-	Existing
RE LBB client costs (Legal)	165	165	-	Existing
			-	
<b>Total Assets, Regeneration &amp; Growth</b>	<b>1,894</b>	<b>1,894</b>	-	
<b><u>Children, Education, Libraries</u></b>				
One of mitigating pressures	1,340	1,340	-	Existing
Caseloads/staffing	360	360	-	Growth
CSW Bill	100	-	100	Growth
Demographics and complexity (placements)	1,400	1,400	-	Growth
Special Guardianship Orders	300	-	300	Growth
			-	
<b>Total Children, Education, Libraries</b>	<b>3,500</b>	<b>3,100</b>	<b>400</b>	
<b><u>Community Leadership Committee</u></b>				
Registrars structural shortfall in income	280	280	-	Existing
<b>Total Community Leadership Committee</b>	<b>280</b>	<b>280</b>	-	
<b><u>Environment Committee</u></b>				
RE Managed Budgets (LIP Income)	500	500	-	Existing
<b>Total Environment Committee</b>	<b>500</b>	<b>500</b>	-	
<b><u>Housing Committee</u></b>				
Temporary Accommodation	560	560	-	Existing
<b>Total Housing Committee</b>	<b>560</b>	<b>560</b>	-	
<b><u>Policy &amp; Resources</u></b>				
Internal Audit Service Growth	116	116	-	Growth
HB Public Law legal costs budget rightsize	1,100	600	500	Existing
Human Resources Team	54	-	54	Existing
Interest Receivable	440	440	-	Growth
Managed Budgets Structural Deficit	872	872	-	Existing
Service pension costs	400	400	-	Growth
North London Waste Plan	64	-	64	Existing
Local Plan	130	-	130	Existing
<b>Total Policy &amp; Resources</b>	<b>3,176</b>	<b>2,428</b>	<b>748</b>	
<b>Total Council Pressures</b>	<b>12,866</b>	<b>11,168</b>	<b>1,698</b>	

Council Tax

1.5.11 The council has already taken the maximum allowed flexibility to apply a social care precept over the past three financial years. It has been assumed that no further flexibilities will be allowed and therefore there is no additional precept included within the MTFS.

1.5.12 As can be seen in the summary of assumptions in section 1.5.9, the MTFS assumes an annual increase in each of the financial years of 2.99% for general council tax.

1.5.13 The proposed increase in general council tax will be the first increase for nearly a decade. Over that time, the council’s income from council tax has not kept pace with inflation which can be seen in the graphic below. Even with the assumed increases in rate, by 2024 Barnet’s Council Tax will be around £150 less per year than if general inflationary rises had been applied every year since 2009.



**Council Tax Support Scheme**

1.5.14 The Council Tax Support scheme helps residents on low incomes to pay their council tax. Under the current scheme, a working-age household liable for council tax could get up to 80% of the charge paid through the scheme, dependent upon their circumstances (Working-age is anyone under Pension Credit age).

1.5.15 A new simplified version of the scheme is being proposed to bring the scheme in line with Universal Credit and help reduce the overall cost of the scheme.

The proposed changes will see the overall cost of the scheme fall from £23.99m to £20.8m.

1.5.16 Further details on the proposed change can be found within the Policy & Resources Theme Committee savings section of this report and appendix D.

### Contingency

1.5.17 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. This therefore supports the delivery of the organisation's overall financial strategy.

1.5.18 The proposed MTFs allows a general, uncommitted contingency of around £2.5m in each of the financial years. For the years 2022/23 and 2023/24 this rises substantially to recognise the inclusion of a risk factor around the savings proposals. This approach has been taken to recognise that some of the proposals are at an early stage of development. As the MTFs is reviewed in future periods, these amounts will be considered against the prevailing risks to delivery.

### Grossing up of grant allocations

1.5.19 The MTFs has recognised non-ringfenced grant income and an equal value of expenditure. This 'grossing up' ensures that the MTFs shows all of the available funding sources which underpin the council's expenditure. The grants which have been included in this exercise are:

- London Crime Prevention Fund
- Flexible Homelessness Support Grant
- Special Educational Needs and Disability

### Other key areas of council funding

1.5.20 A narrative about other key areas of funding are as follows:

#### *Improved Better Care Fund (IBCF)*

1.5.21 The 2019/20 Barnet IBCF allocation is £7.9m and is used to fund work to strengthen the provider market, provide workforce capacity to meet social care pressures and predominantly to fund social care packages arising given the pressures from demand from health

1.5.22 In 2019/20 the Council has allocated:

- c£2.9m on “Ensuring that the local social care provider market is supported”,
- c£0.896m on “Reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready”
- c£3.9m on “Meeting adult social care needs”

1.5.23 The success of the IBCF is measured through the achievement of a reduction in emergency hospital admissions, reduction in delayed transfers of care, admissions to residential and care homes and the effectiveness and efficiency of the local social care provider market.

#### *Dedicated Schools Budget (DSG)*

1.5.24 In September 2017, the Department for Education (DfE) confirmed the introduction of a National Funding Formula for schools, high needs and central school services from 2018/19 and set out the details of the formulae for 2018/19 and 2019/20. The Government announced an additional £1.3bn for schools and High Needs across the next two years, over 2018/19 and 2019/20.

1.5.25 In late July 2018, the DfE published announcements and guidance detailing their continued proposals for implementation of a National Funding Formula for schools and high needs. The main structure of the National Funding Formula is not changing, but there have been minor changes to some of the calculation of elements of Schools Block funding to Local Authorities. In their July announcement, the DfE also advised that Local Authorities will be able to continue transition to the National Funding Formula (soft formula) in 2021/22 rather than the ‘hard’ National Funding Formula in that year, as previously expected.

1.5.26 The retained duties element of the Education services grant to cover the statutory duties carried out for maintained schools has now been transferred into the DSG central services school block, £0.825m (2018-19). With Schools Forum agreement this money can be retained by Barnet.

#### *Housing Revenue Account*

1.5.27 Housing Committee has made commitments to significant investment in improving fire safety in council blocks. Too partly offset the pressure of this investment, the Committee has identified savings that deliver benefits to the Housing Revenue Account (HRA). This totals £0.860m for 2019/20 and comprises the proposals below:

- Reduction in the management and repair costs due to forecast stock losses through estate regeneration and Right to Buy sales;
- Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT;
- Stopping ‘non-essential’ works and re-prioritisation of certain types of non-urgent repairs

## *Public Health Grant*

- 1.5.28 The Public Health (PH) Grant will continue to be ring-fenced until April 2020. It is anticipated that further announcement about its ring-fence status and PH Grant allocations beyond 2020 will be announced at Spring Spending Review in 2019. There is anticipated national PH Grant reduction in 2019/20 of 2.8%.
- 1.5.29 PH Grant currently funds statutory and non-statutory services such as sexual health, the Healthy Child Programme, drug and alcohol, smoking cessation, healthcare public health, and the resilience school programme – offers help targeted to local needs and is aimed at improving public health outcomes.
- 1.5.30 In recent years decreases in spend in core PH Grant due to the national grant reduction have been achieved via efficiencies and contract re-procurement. Furthermore, as part of MTFs the PH Grant is supporting demand management in social care: an investment in prevention and wellbeing contracts in adult social care (£1.3m in 2018-19 and £1.639m in 2019/20) and investment in early help (1.125m in 2018/19 and £1.464m in 2019/20).
- 1.5.31 A refresh of the Health and Wellbeing Strategy was reported to the Health and Wellbeing Board in July 2018, setting the whole system priorities for 2018/19 and 2019/20. The guiding principles will seek to maximise the impact on population health outcomes through the use of the PH Grant and influencing system wide prevention across the whole Council and local NHS agenda.

## *Risks contained within the MTFs*

- 1.5.32 There are known risks which have not been factored into the current MTFs, these are:
- **Children's improvement plan:** although the likelihood is low and the direction of travel has been positive, the risk of not successfully implementing the children's improvement plan at pace could lead to direction from the Secretary of State through Essex County Council, our improvement partner, which could lead to additional financial pressures;
  - **Demographic increases:** the MTFs factors in an increase in demographic pressures (both absolute population number and also the characteristics thereof), however if the increase services experience is more than this, then this could result in an overspend across those services impacted;
  - **Temporary accommodation pressure:** there is an insufficient supply of affordable, local, temporary accommodation. The council is looking to use temporary accommodation which may be in borough, out-of-borough or out-of-London;
  - **Non-pay inflation:** the current MTFs assumes an average 2.1% increase in contract spend, however inflation on some types of expenditure is estimated at 10%. If the average increase across expenditure and contracts exceeds 2.1%, then this could result in an overspend across services;
  - No benefit or dis-benefit has been assumed in the MTFs for the **Fair Funding Review** (expected to be 2020/21);

- No benefit or dis-benefit has been assumed in the MTFS for implications of **Brexit**, other than the macroeconomic trends currently being experienced;
- No benefit or dis-benefit has been assumed in the MTFS as a result of **Business Rates baseline** resets (due in 2020/21).
- **Potential insourcing costs:** £400k towards the additional ongoing costs of operating in-house Finance and Strategic HR services have been included within the MTFS as set out in the separate report to this Committee. There is a risk that the forecast costs of insourcing are exceeded. If the Committee makes future decisions to in-source services the MTFS will be updated accordingly.

### Council Reserves

1.5.33 The council's earmarked reserves are forecast to be £46.445m at the end of 2018/19, £29.3m lower than the beginning of the year. Whilst this is a significant reduction, approximately 67% of this relates to the spending of Community Infrastructure Levy (CIL) - £19.8m.

1.5.34 The proposed MTFS includes reserves funding of £3.7m in 2019/20 and £2.6m in 2020/21 contributing towards getting to a balanced budget. The use of reserves in this way is a temporary measure to balance the budget and is to be eradicated by 2021/22 in keeping with the council's overarching financial strategy of balancing expenditure within its income.

1.5.35 The table below incorporates the current forecast outturn position, MTFS planned usage of reserves and other known plans in order to create a forecast of the council's reserves position over the MTFS period. In terms of financial sustainability, the Non-Ringfenced Revenue Reserves is the key measure. This is due to reduce over the next two years but then level out to around £21.6m.

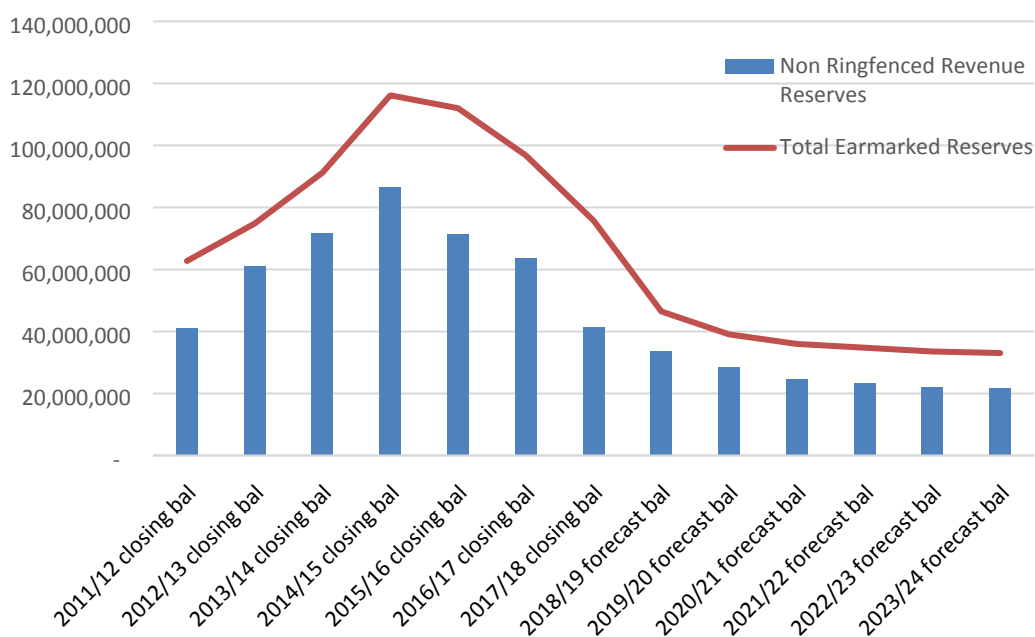
	2017/18 closing bal	2018/19 forecast bal	2019/20 forecast bal	2020/21 forecast bal	2021/22 forecast bal	2022/23 forecast bal	2023/24 forecast bal
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital - CIL	22,560	2,733	2,733	2,733	2,733	2,733	2,733
Revenue implications of capital	-	2,428	1,942	1,457	971	486	-
<u>Revenue</u>							
New Homes Bonus	19,330	-	-	-	-	-	-
MTFS	11,045	27,954	24,234	21,634	21,634	21,634	21,634
Revenue - Uncommitted	2,612	2,267	267	-	-	-	-
Transformation	3,432	532	2,000	1,500	1,000	500	-
Revenue - Service Specific	5,144	2,867	2,150	1,434	717	-	-
<b>Non Ringfenced Revenue Reserves</b>	<b>41,563</b>	<b>33,620</b>	<b>28,651</b>	<b>24,568</b>	<b>23,351</b>	<b>22,134</b>	<b>21,634</b>
<u>Ringfenced</u>							



DSG	501	(1,002)	(1,002)	-	-	-	-
Collection Fund Smoothing Reserve	2,482	5,000	5,000	5,000	5,000	5,000	5,000
Housing Benefits	3,542	3,112	3,112	3,112	3,112	3,112	3,112
North London Sub Region	567	567	567	567	567	567	567
PFI	-	-	-	-	-	-	-
Public Health	2,392	1,772	-	-	-	-	-
Special Parking Account	2,149	643	-	-	-	-	-
<b>Total Ringfenced</b>	<b>11,633</b>	<b>10,092</b>	<b>7,677</b>	<b>8,679</b>	<b>8,679</b>	<b>8,679</b>	<b>8,679</b>
<b>Total Earmarked Reserves</b>	<b>75,756</b>	<b>46,445</b>	<b>39,061</b>	<b>35,980</b>	<b>34,763</b>	<b>33,546</b>	<b>33,046</b>

1.5.36 Although several of the reserves appear to maintain a steady balance (eg Capital – CIL, Collection Fund Smoothing & Housing Benefits Reserves) there will be movements in and out throughout the year. The assumption is that income will offset expenditure in each year. With the CIL reserve, for instance, seeing forecast receipts and expenditure in the region of £10m each year.

1.5.37 The council's reserves have been decreasing consistently since 2014/15. This reduction is broadly in line with what the sector as a whole has experienced. The council's reserves balance over time (including a forward forecast) is shown within the graphic below.



### Reserves strategy

#### **MTFS Reserve**

1.5.38 The purpose of this reserve is to set aside an amount of money which can be drawn down to balance the council's budget when a budget deficit is unavoidable. This can be either through the planned use as displayed on the

MTFS for 2019/20 and 2020/21 or to top up the General Fund Balance when the council experiences an overspend. In considering the risks associated with the council's budget, the Section 151 officer recommends that the balance for this reserve be maintained at or above £20m.

#### *Costs of delivering the MTFS*

1.5.39 It is inevitable that there will be one-off costs in relation to the delivery of the savings required over the MTFS period. The transformation reserve has previously been accessed in order to fund this delivery in the past. Going forward it is necessary to top up the transformation reserve to meet the next 5 years savings challenge. The forecast in paragraph 1.5.35 includes the creation and application of a £2m fund for this purpose. This is expected to be sufficient based on the business cases produced to date. This facility will be kept under review by the section 151 officer as savings and projects are implemented.

#### *Collection Fund Smoothing Reserve*

1.5.40 The purpose of this reserve is to account for timing differences between when the MTFS expects tax receipts to come on stream and when the income actually starts to be accrued. Differences can occur as a result of a number of factors such as accelerated or slipped completion of housing developments affecting when properties are liable for council tax.

1.5.41 It is deemed that an appropriate 'cap' on this reserve should be £5m. Any additional balance above that will be freed up and placed into other earmarked reserves. It is anticipated that the year-end balance of this reserve will be £7.428m meaning that £2.428m can be released for other purposes.

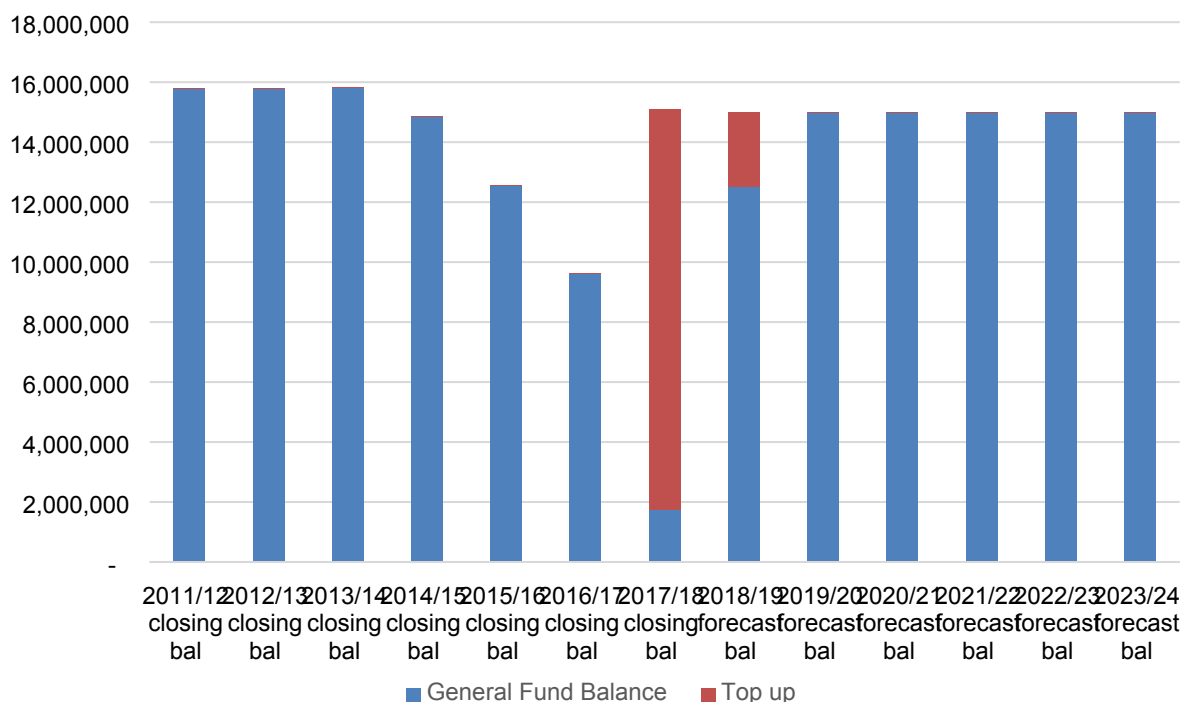
#### *Revenue implications of capital*

1.5.42 Over the past year, Policy & Resources Committee approved the realignment of the New Homes Bonus from the infrastructure reserve to revenue. An unintended consequence of this change was that the council removed the source of funding towards costs which did not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of the Office Build project. A solution is proposed to establish a new reserve from the surplus of the Collection Fund Smoothing reserve. The balance would therefore stand at £2.428m which is deemed an appropriate amount for the MTFS period. This has been included within the reserves forecast above.

#### *General Fund Balances*

1.5.43 In addition to Earmarked Reserves, the council maintains a General Fund balance to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve required to be held is not specified, however the council uses a guide of 5% of annual net revenue expenditure in line with the professional judgement of the Chief Financial Officer. For 2019/20 this equates to £14.5m. At the 31st of March 2018, the balance stood at £15.8m however this will reduce by an amount equal to the general fund overspend. The Director of Finance intends to 'top up' the general fund balance to £15m

post outturn. This transfer will be from the MTFFS reserve. The General Fund balance, including a look backwards and forecast forward is shown in the graphic below.



## Capital Programme

### Current Capital Programme

1.5.44 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.

1.5.45 The capital programme, including changes approved at this Committee's October meeting, currently totals £644.126m. This is broken down between Theme Committees as per the table below.

Theme Committee	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	25,611	12,515				-	38,126
Assets, Regeneration & Growth	82,947	87,235	4,677	20,550	750	250	196,409
Children's Education & safeguarding	51,503	25,346	-	-	-	-	76,849

Community Leadership & Libraries	-	-	-	-	-	-	-
Environment	22,497	12,061	-	-	-	-	34,558
Housing	53,147	71,314	6,974	-	-	-	131,435
Policy & Resources	14,284	3,120	-	-	-	-	17,404
<b>Total - General Fund</b>	<b>249,989</b>	<b>211,591</b>	<b>11,651</b>	<b>20,550</b>	<b>750</b>	<b>250</b>	<b>494,781</b>
Housing Revenue Account	41,872	69,835	19,589	18,049	-	-	149,345
<b>Total - all services</b>	<b>291,861</b>	<b>281,426</b>	<b>31,240</b>	<b>38,599</b>	<b>750</b>	<b>250</b>	<b>644,126</b>

### *Financing of the current programme*

1.5.46 The capital programme shown above is funded from the following sources:

- **Grants:** capital grants from central government departments (Transport for London, Education Funding Authority) or other partners;
- **S106:** developer contribution towards infrastructure; confined to specific area and to be used within specific timeframe;
- **Community Infrastructure Levy (CIL):** developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use; paid into infrastructure reserve;
- **New Homes Bonus (NHB):** There are no restrictions on how this can be used but is currently being used to fund infrastructure needs within the borough and is paid into the infrastructure reserve. There is uncertainty over the future of NHB beyond 2020;
- **Capital Receipts:** these are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets; and
- **Borrowing:** 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)

### *Capital Receipts*

1.5.47 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive.

1.5.48 The current capital programme is estimating to spend in excess of £640m over the next six years, £54.3m of which is planned to be funded by capital receipts. Of the £54.3m, £26.6m are Right to Buy receipts (RTB). Current RTB balances plus future estimates suggest that there will be enough receipts to fund the relevant projects.

1.5.49 The remaining £27.3m is expected to come from General fund receipts. With £15.7m needed in 18/19. Current general fund receipts are standing at £8.4m. This is forecast to increase by £1.5m for receipts from the Inglis consortium which have yet to come in. This leaves a gap of approximately £5.8m for the current financial year.

1.5.50 Beyond 2018/19 a further £11.6m of general fund receipts are needed. £2.6m of receipts are forecast to be received leaving a gap of around £9m. Any

shortfall in capital receipts would impact the revenue position of the council to the extent of £0.053m per £1m additional borrowing.

1.5.51 The Capital Receipts position will continue to be monitored closely and regular updates provided to both the Policy and Resources Committee and the Financial Performance and Contracts Committee.

### Changes to the Capital Programme

#### *Amendments to current schemes*

1.5.52 There are often several reasons why there can be in year requests for approval to change the profile of existing capital schemes. Examples of some of these reasons can be variances in the anticipated timings in the design process, completion of acquisition/land assembly stages, obtaining planning permission and starting on-site construction. These changes have no net impact on the overall cost of the programme and are presented in the following table as slippage or accelerated expenditure.

1.5.53 Occasionally it is necessary to vary the overall budget level of the project. This can occur as a result of project deletions, cost over or underruns or changes in the scope of a project.

1.5.54 The following table contains a summary of the changes requested for approval. Further detail on a scheme by scheme level can be found in Appendix E.

Theme Committee	2018/19		2019/20		All other years		Total	
	add/del	slip/acc	add/del	slip/acc	add/del	slip/acc	add/del	slip/acc
Adults and Safeguarding	-	-	-	-	-	-	-	-
Assets, Regeneration & Growth	-	(1,009)	-	(58)	-	1,067	-	-
Children's Education & Safeguarding	(2,442)	(9,895)	-	9,395	-	500	(2,442)	-
Community Leadership & Libraries	-	-	-	-	-	-	-	-
Environment	91	(1,557)	-	1,557	-	-	91	-
Housing	-	17,289	-	(17,289)	-	-	-	-
Policy & Resources	(1,000)	-	-	-	-	-	(1,000)	-
<b>Total - General Fund</b>	<b>(3,351)</b>	<b>4,828</b>	<b>(6,395)</b>		<b>1,067</b>		<b>(3,351)</b>	<b>-</b>
Housing Revenue Account	-	(1,983)	-	1,983	-	-	-	-
<b>Total - all services</b>	<b>(3,351)</b>	<b>2,845</b>	<b>(4,412)</b>		<b>1,067</b>		<b>(3,351)</b>	<b>-</b>

1.5.55 The revised capital programme including the changes described above is shown in the table below. This proposed programme does not presume any of the additions described in the subsequent section are approved. Should each individual scheme be approved they will be in addition to the position displayed in the following table.

Theme Committee	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding	25,611	12,515	-	-	-	-	38,126
Asset, Regeneration and Growth	81,938	87,177	4,677	21,617	750	250	196,409
Children's Education & safeguarding	39,166	34,741	500	-	-	-	74,407
Community Leadership & Libraries	-	-	-	-	-	-	-
Environment	21,031	13,618	-	-	-	-	34,649
Housing	70,436	54,025	6,974	-	-	-	131,435
Policy & Resources	13,284	3,120	-	-	-	-	16,404
<b>Total - General Fund</b>	<b>251,466</b>	<b>205,196</b>	<b>12,151</b>	<b>21,617</b>	<b>750</b>	<b>250</b>	<b>491,430</b>
Housing Revenue Account	39,889	71,818	19,589	18,049	-	-	149,345
<b>Total - all services</b>	<b>291,355</b>	<b>277,014</b>	<b>31,740</b>	<b>39,666</b>	<b>750</b>	<b>250</b>	<b>640,775</b>

#### *Addition of new schemes*

1.5.56 There are a number of additions to the capital programme which are being proposed. These form a mixture of expanding current schemes, recognising additional costs for projects currently in delivery or those required in order to support savings proposals discussed in section 1.4.7. A summary of the proposals is laid out in the table below. An explanatory narrative is contained within the subsequent paragraphs.

Description	£000						Total
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
LED Lighting	-	7,600	-	-	-	-	7,600
Pay and display parking machine estate upgrade	120	-	-	-	-	-	120
Moving Traffic Cameras	50	200	150	100	-	-	500
Controlled Parking Zones Review	50	100	150	150	50	-	500
St Georges Lodge	100	250	-	-	-	-	350

Temporary Accommodation conversion							
Colindale Parks Improvement Project	71	333	-	-	-	-	<b>404</b>
Hermitage Lane	537	86	-	-	-	-	<b>623</b>
Microsites	-	5,700	-	-	-	-	<b>5,700</b>
Sports and Physical Activity	-	2,868	-	-	-	-	<b>2,868</b>
<b>Total</b>	<b>928</b>	<b>17,137</b>	<b>300</b>	<b>250</b>	<b>50</b>	<b>-</b>	<b>18,665</b>

### LED Lighting

1.5.57 This project would replace all LBB owned & maintained Street Lighting assets across the borough. Approximately 26,000 assets to be converted from high pressure discharge lighting to state of the art low energy LED units. This will deliver a whiter light, reduced electricity consumption and therefore costs and a lower carbon footprint.

1.5.58 Operational costs will also reduce with the more reliable LED units, which require less routine & non-routine maintenance, with the additional benefit of less vehicular traffic contributing to reduced pollution and congestion. Ultimately this project will make a major contribution to managing the huge expected increases in energy charges, which if not counteracted with this project, would place significant financial pressures on the council's finances in the later years of the PFI contract.

1.5.59 As the project will significantly reduce energy consumption and positively impact on reducing carbon emissions, the council is able to access interest-free loans from SALIX. Salix Finance Ltd provides interest-free government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy usage. It is anticipated that the council may be able to access £4.9m (approx. 67% of the project costs) through this route. The remaining £2.7m would need to be made available from capital funds or PWLB borrowing.

1.5.60 This investment will be more than offset by the resultant cost reductions. Revenue savings will be generated via the annual reduction in electricity consumption, and associated cost, once the LED conversion has been completed. In addition, further annual savings will be made due to reduced maintenance.

### Pay and display parking machine upgrade

1.5.61 This proposal involves the upgrade of the council's 61 pay and display parking machine estate. The cost of the project is expected to be £0.120m. This will ensure all machines have new card payment equipment, and are therefore Payment Card Industry (PCI) compliant from 2019. They will have new keypads which will allow motorists to enter vehicle registration details therefore enabling the ANPR (automatic number plate recognition) solution which will be rolled out in the new parking enforcement contract. The keypads will prevent meter

feeding and enforce maximum stay periods, therefore preventing fraud and maximising revenue to the council.

1.5.62 This will be funded by council borrowing. The pay back on capital investment will be achieved in the roll out of ANPR as part of the enforcement contract.

#### Moving Traffic Cameras

1.5.63 This project involves the further roll out of Moving Traffic Cameras (MTC) to complement the current cameras and allow further locations to see the traffic management benefits achieved following the successful implementation of earlier phases of MTC deployment.

1.5.64 The objective of the project is to improve safety on the highway and increase compliance by motorists with regulations and ultimately to assist the authority to meet its Traffic Management statutory duties. The project outcomes include helping to ensure the smooth and safe operation of the road network, managing congestion and ensuring journey times, particularly for public transport, are maintained.

1.5.65 The anticipated project cost would be £0.5m and this will be funded by borrowing. The payback on capital investment is anticipated to be achieved within 12 months based on previous experience, due to the level of non-compliance that will be identified by the cameras.

#### Controlled Parking Zone Review

1.5.66 An addition to the programme is requested to conduct a thorough review of existing parking provisions with a particular focus on Controlled Parking Zones. The project would implement identified changes which will include amendments to existing zones and the addition of new zones and make the parking provisions provided throughout the borough fit for purpose.

1.5.67 The outcome would ensure that the parking provision is fit for purpose as it matches local requirements/demand and better aligns with other council policy, such as the Network Management and Transport Strategy.

1.5.68 This project is expected to cost £0.5m and will be funded by borrowing and payback on capital investment is projecting be achieved within 18 months.

#### St George's Lodge

1.5.69 St George's Lodge sits adjacent to Hendon Town Hall and is in a poor state of repair and requires substantial work. The previous use was for a commercial tenant, GMB, who sublet to ADDISS. The property is hard to let and is more financially viable if used as cost neutral Temporary Accommodation (TA).

1.5.70 This project would convert the property to 2x2 bedroom units for use as TA. This will increase supply of accessible and affordable TA in borough and produce a better return on investment for council, with TA cost avoidance and higher revenue return from housing rents than if it was let as a commercial



property. The anticipated project cost is £0.350m which would be funded through council borrowing and repaid through reductions in the cost of TA together with rental income.

### Colindale Parks Improvement

1.5.71 This proposed addition is to increase the current capital programme allocation of £7.665m for this project to £8.069m as a result of external grant funding totalling £0.404m being secured. The funding is provided by the GLA (£0.324m) and the Environment Agency (£0.80m). This will have no additional net cost to the council.

### Hermitage Lane

1.5.72 The Hermitage Lane scheme will provide new affordable homes which will contribute significantly towards reducing the costs to the council of providing temporary accommodation to households in need. The total cost avoidance is expected to be approximately £0.042m per year for the council.

1.5.73 This requested addition is to undertake the necessary legal and property work to support the legal proceedings and achieve vacant possession. Alongside this, and following ARG approval of the outline business case on 27 September 2018, the scope is to also progress the scheme to full business case and undertake the necessary due diligence required.

1.5.74 £0.282m is the remaining Development Pipeline budget funded by section 106 money. It is requested that this funding is transferred into a new project for Hermitage Lane to fund in part the work to full business case. The project then requires an additional £0.341m towards the anticipated costs.

1.5.75 As this expenditure relates to the preliminary stages of the project it does not meet the definition of capital expenditure. As such borrowing cannot be used as a funding method therefore the proposed new reserve for Revenue implications of capital schemes is suggested. Should this reserve not be established then the scheme would be funded from general earmarked revenue reserves.

### Microsites

1.5.76 An increase to the budget for microsites programme by £5.700m from £2.625m to £8.325m, following approval from Assets, Regeneration and Growth Committee 17 September 2018 to extend the programme to build 17 additional new homes for affordable rent on council land. 70% (£3.953m) of the project cost will be funded through section 106 contributions. The remaining £1.694m is being sought from the GLA in the form of a grant. If this is unsuccessful then the project is still financially viable when this amount is instead provided through borrowing.

### Sports and Physical Activity Project (Leisure Centres)

1.5.77 The construction programme commenced in November 2017 and has progressed with completion of the substructure elements. Risk items and further costs have materialised. Areas of significant cost relate directly to the New Barnet construction programme with the requirement to complete more extensive utility diversions and further work to resolve the robustness of ground conditions. This has impacted the allocated contingency and a further £2.868m is required in order to deliver the SPA project. The SPA project business case remains viable.

1.5.78 The redevelopment of New Barnet and Barnet Copthall Leisure Centres remain on track to deliver practical completion in June and August 2019 respectively.

#### Brent Cross Cricklewood

1.5.79 The changes to the capital programme recommended in the separate report to this Committee have not been incorporated in the capital programme as presented here. If the Committee agrees the recommendations of that report they will be included in the updated approved capital budget.

### Council Capital Strategy

1.5.80 The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019/20, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services an overview of how the associated risk is managed
- the implications for future financial sustainability.

1.5.81 This capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset.

1.5.82 The council has drafted a capital strategy, which is attached at Appendix G. This is presented to the Committee to note the progress and to invite comments at this stage. The proposed final version of this report will be presented to the February 2019 Committee for endorsement to full Council as part of the budget setting process.

## **1.6 Budget Management 2018/19**

### Period 6 Budget Monitoring

1.6.1 Full details of the council's in year financial performance are reported to the Financial Performance and Contracts Committee on a regular basis. The following section provides a high-level summary of the latest available information.

1.6.2 The General Fund revenue forecast for 2018/19 is £295.414m, which is a net overspend of £2.073m compared with the revised budget of £293.341m (see table below). This forecast is stated after the contribution from specific and

general earmarked reserves totalling £2.836m. Excluding these reserve movements, the forecasted overspend is £4.909m.

1.6.3 All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, later in the financial year. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves in balancing the budget.

1.6.4 The original budget approved by Council in March of each year is revised during the year to reflect movements between budgets and the allocation of contingency held within central expenses. All movements from contingency above £0.250m must be approved by Policy and Resources Committee. Significant allocations from contingency during 2018/19 to date include £2.333m allocated to fund pressures in Family Services (first reported at period 4).

1.6.5 At the Policy and Resources Committee on 23 October approval was provided to allocate additional funds from the council's contingency budget. These movements have been reflected in the table below. Additionally, it was announced that additional government funding would be made available in year towards Adult Social Care. This will be included in future period forecasts once more details are available and will significantly mitigate, if not eradicate, the current forecast overspend.

1.6.6 Other budget changes include the reallocation of Greenspaces from Streetscene to the Commissioning service (£1.368m).

#### General Fund Revenue Forecast

Service	Revised Budget	Period 6/Quarter 2 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Movts	Period 6/Quarter 2 Forecast after Reserve Movts	Variance after Reserve Movts Adv/(fav)
	£000	£000	£000	£000	£000	£000
Adults and Communities	95,498	97,331	1,832	(600)	96,731	1,232
Assurance	6,178	8,156	1,978	(879)	7,277	1,099
Central Expenses	44,379	42,184	(2,195)	150	42,334	(2,045)
Commissioning Group	36,355	36,836	482	(1,377)	35,460	(895)
CSG and Council Managed Budgets	24,952	25,816	864	-	25,816	864
Children's Services	66,654	66,654	-	-	66,654	-
Housing Needs and Resources (Barnet Homes)	6,926	6,957	31	-	6,957	31
Regional Enterprise (Re)	689	2,270	1,581	(130)	2,140	1,451
Street Scene	11,711	12,047	336	-	12,047	336
<b>Total</b>	<b>293,341</b>	<b>298,250</b>	<b>4,909</b>	<b>(2,836)</b>	<b>295,414</b>	<b>2,073</b>

### Motion from the Adults & Safeguarding Committee

1.6.7 On the 30<sup>th</sup> November 2018, the Urgency Committee considered a report in relation to the settlement of historical commercial disputes with Capita. The outcome of which is an expected £4.120m receipt to the council which was formed of the following key items:

- a) Mosaic (the Adults Social care system) – new IT system implementation that experienced issues with timeliness and quality of delivery;
- b) Development pipeline – delays in delivering housing on council land;
- c) Increased monitoring associated with financial controls – to cover cost of Grant Thornton and additional council resources (in addition to first payment made in September 2018);
- d) Procurement gainshare – settling of respective claims; and
- e) Miscellaneous items – estates compliance (related to 2013 to 2016); and KPI failures related to the Re contract.

1.6.8 On the 26<sup>th</sup> November 2018, the Adults & Safeguarding Committee passed the following motion: “That the Committee request the Strategic Director for Adults, Communities and Health to prepare a proposal for inclusion in the business planning report for the Policy and Resources Committee in December 2018, setting out the revenue pressures arising from the reimplementation of the Mosaic system and how the Capita contractual settlement can be used to address these financial pressures.”

1.6.9 The Adults service has seen additional costs forecast within the revenue budget as a result of the reimplementation totalling £0.300m which initially increased the overspend for the service.

1.6.10 Since the period 6 monitoring report was produced, additional funding to social care has been recognised which moves the Adults revenue budget into a marginal underspend position in period 7. As such the useful motion from the Adults & Safeguarding Committee is not necessary in order to manage the pressures as a result of the reimplementation.

1.6.11 As such, it is recommended that the full £4.120m receipt is put into the council’s MTFS reserve. This provides the council with additional resilience against unforeseen events and maintains the Non Ringfenced Revenue Reserves level above the £20m watermark as recommended by the Chief Financial Officer.

### Transfers from contingency

1.6.12 The constitution requires that any virement from contingency of £0.250m or above are approved by the Policy & Resources Committee. There are presently no proposed allocations from contingency for approval.

### Debt Write Off

#### Business Rates (NNDR)

1.6.13 Non-domestic rates totalling £703,369.06 are recommended for write off. The individual debts are all over £5,000 and cover the financial years 2007/08 to 2018/19.

1.6.14 All the debts are in respect of closed accounts. Most 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 again 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.

1.6.15 Attempts to trace absconded debtors include searches of internal systems, credit reference agencies, internet searches, enquiries with owners, agents, and new occupants of the relevant properties and visits by the inspector and Enforcement Agents. With regard to cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts and with a greater emphasis on checks made in respect of larger debts. It should be noted that if an absconder is subsequently located following a write off then the debt can be re-raised and attempts made to recover it, subject to statutory limitation periods and it being economical to do so.

1.6.16 The breakdown of the value of the Business Rates debts by year is as follows:

Year	Court Cost	Liability Debt	Grand Total
2007		£189.37	£189.37
2008		£910.14	£910.14
2009		£1,499.14	£1,499.14
2010	£340.00	£3,769.05	£4,109.05
2011	£170.00	£4,231.62	£4,401.62
2012	£170.00	£905.93	£1,075.93
2013	£170.00	£11,998.54	£12,168.54
2014	£510.00	£14,420.82	£14,930.82
2015	£1,190.00	£51,878.29	£53,068.29
2016	£3,520.00	£205,260.73	£208,780.73
2017	£4,590.00	£362,309.70	£366,899.70
2018	£680.00	£34,655.73	£35,335.73
<b>Grand Total</b>	<b>£11,340</b>	<b>£692,029.06</b>	<b>£703,369.06</b>

## 2. REASONS FOR RECOMMENDATIONS

2.1.1 The council is legally obliged to set a budget each year, which must balance service expenditure against available resources. It is also a key element of effective financial management for the council to put together a financial forward plan to ensure that it is well placed to meet future challenges, particularly in the context of reductions to local authority funding, demographic increases and legislative changes.

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

3.1.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income. Alternatives to this could include more significant reduction to the services that the council provides but those are not included in this report.

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

4.1.1 Following approval of these recommendations, resident consultation will begin on 12 December 2018 and end on 16 January 2019. The savings proposals will then be reviewed in light of the results from the consultation and individual and cumulative equality impact assessment and a further set of proposals along with the findings from the consultation will be presented to Policy and Resources committee on 20 February 2019.

4.1.2 Policy and Resources Committee will then, after considering the consultation responses and the equalities impact assessments, refer the proposals to Council. Council will set the budget envelope. Some savings proposals may need individual detailed consultation and this will be carried out before individual decisions are made. If the consultation and equality impact assessment results are such that the decision makes decide not to implement the proposals then alternative proposals will be considered including the use of reserves.

4.1.3 Savings proposals along with the council tax requirement will then be taken to Council on 5 March 2019.

### **5. IMPLICATIONS OF DECISION**

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

5.1.1 This supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

- A pleasant, well maintained borough that we protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well

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

5.2.1 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.

5.2.2 The budget proposals in this report will have an impact on staff. Individual reports will be presented to General Functions Committee detailing the extent of the impact on staffing.

## **5.3 Social Value**

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

## **5.4 Legal and Constitutional References**

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

5.4.2 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirement in accordance with the prescribed requirements of that section. This requires consideration of the authority’s estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.

5.4.3 Local authorities owe a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the council tax payers and ratepayers and the community’s interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

5.4.4 These proposals will be referred to Policy and Resources Committee consulted on, and if approved by Policy and Resources Committee referred on to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers

have some flexibility should any decisions have detrimental equalities impact that cannot be mitigated.

- 5.4.5 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.
- 5.4.6 The Council Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees.
- 5.4.7 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).
- 5.4.8 Under the financial regulations 2.4.15 any significant changes in the planned use of a reserve must be approved by Policy and Resources Committee.

## **5.5 Risk Management**

- 5.5.1 Risk is defined as an uncertain event that, should it occur, will have an impact on the organisation's ability to achieve its objectives. A risk is measured by the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation's objectives.
- 5.5.2 The overarching aims of the council's risk management framework are to improve the organisation's ability to deliver its strategic objectives by managing risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.
- 5.5.3 The risk management framework should help to ensure risk management is embedded throughout the organisation and involves all key stakeholders, including officers, senior managers, members and partners.
- 5.5.4 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.
- 5.5.5 The council's medium term financial strategy is designed to meet the challenges ahead and provide some flexibility to deal with varying service pressures, which may arise. The council holds a number of other provisions and reserves to meet known future liabilities and as a contingency against specific areas of risk.
- 5.5.6 Detailed monthly budget monitoring arrangements are in place across the council, which are designed to provide an early warning of possible budget variations to enable early remedial action, where appropriate, to be taken.



- 5.5.7 During the year management will focus resources on key risk areas as part of the overall monitoring and management of services so the risk of overspending is minimised.
- 5.5.8 The challenges set out in this report require fundamental change in the way council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 5.5.9 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However, the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the council must always ensure that safeguarding of adults, children and young people remains paramount.

## **5.6 Equalities and Diversity**

- 5.6.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council.
- 5.6.2 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. A lot of proposals are in formative stages, so the equality impacts will need to be updated as the projects are rolled out. Many of these proposals will need to be subject to separate decisions and at this stage the decision maker will need to be equipped with an updated equality impact assessment before they can make their decision. Consideration of the duties should precede the decision. It is important that Policy and Resources Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
- 5.6.3 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 prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.4 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 the need to:

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

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

5.6.6 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, the need to:

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

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

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

5.6.8 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.

5.6.9 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 February 2018 Policy and

Resources Committee it will include the assessment of any cumulative impact on any particular group.

5.6.10 The council's Annual equalities report 2017 reports on how this process was carried out in 2016/17. At this stage of the budget planning process for 2019/20 savings and savings to 2024, the council has conducted a preliminary high level review of the equalities impact of the initial proposals and these are outlined in the savings templates, which have been approved by the relevant Theme Committees. These are attached at appendix D to this paper and give detail of analysis to date indicating where further equality analysis may be required. Between December 2018 and February 2019 Delivery Units will review their equality analyses as proposals develop and in response to consultation feedback. Savings that are continuing from previous years will require on-going analysis and new savings will require initial analysis. The EIAs for 2019/20 proposals will be kept under review and updated prior to publication with the final budget report to Policy and Resources Committee and Full Council.

5.6.11 Similarly, 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.

## **5.7 Corporate Parenting**

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning within Family Services, to ensure decisions are made through the lens of what a reasonable parent would do for their own child

5.7.2 Each of the seven corporate parenting principles have, and will continue to be, considered as part of the development and delivery of MTFS proposals for 2019/20 and beyond; especially within service areas where there are greater savings pressures, such as Demand Management on Placements. In the case of placements savings, an initial strategic outline case has been developed which takes into account the corporate parenting principles, such as 'acting in the best the interests, and promoting the health and well-being of children and young people' and 'taking into account the views, wishes and feelings of children and young people'. Data from a range of sources was reviewed and analysed to inform the proposals, which included:

- Feedback from care about their experience of placements and unmet needs
- Data pertaining to care leavers rent and council tax arrears
- Consultation responses from care leavers regarding the newly introduced council tax relief policy

- Benchmarking with 'good' and 'outstanding' Ofsted rated local authorities

5.7.3 This insight enabled savings proposals to be developed through the lens of what a reasonable parent would do to support their own children, and ensured due regard of the corporate parenting principles. As work progresses to further develop business cases and deliver plans in order to achieve savings, further steps and opportunities will be taken to seek out the views of children in care and care leavers, and ensure services that meet their needs and reflect the corporate parenting principles continue to be delivered.

## **5.8 Consultation and Engagement**

5.8.1 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.

5.8.2 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.

5.8.3 Public consultation and engagement on the Corporate Plan took place between 16 July 2018 and 23 September 2018. The findings from this have been considered and incorporated into the draft document.

5.8.4 A total of 287 questionnaires were completed and 141 residents attended the three Question Time Leader led events.

5.8.5 Key headlines from the consultation are as follows:

- A clear majority of those responding to the questionnaire agree with all the outcomes the council is proposing to focus on for the next five years, with around nine out of ten respondents (90%) agreeing with each of the councils proposed outcomes.
- There was a similar level of agreement for the priorities set out under each outcome, with 80-90% of respondents agreeing with each of the priorities. The one exception to this was 'Delivering on our major regeneration schemes' where six out of ten agreed.
- Around 80% also agreed with the approach the council has outlined to deliver its outcomes over the next five years.
- When residents were asked to comment further, the main feedback was that they wanted more detail on how the priorities would be delivered and funded. This has resulted in more detail around the strategic approach to delivery being included in the draft corporate plan.
- Further comments on the outcomes, priorities and approach were very varied, the most common themes were around; street cleansing, tackling enviro-crime and anti-social behaviour, improving air quality and investing in sustainable transport methods.
- Comments on our approach related to outsourcing of services, robust management of contract and service delivery arrangements and a commitment to remaining transparent in our work. There was also a clear theme around how we balance our council tax rates with being able to deliver services.
- This feedback has now been incorporated and reflected in the draft plan.

5.8.6 Public consultation on the budget for 2019/20 and closing the budget gap to 2023/2024 will commence on 12 December 2018 subject to agreement from the P&R Committee on 11 December 2018. The final budget will then be recommended to P&R Committee on 20 February 2018 ahead of final approval at Full Council on the 5 March 2019.

- 5.8.7 Residents and National Non-Domestic Rate Payers will be invited to give their views through an online questionnaire published on Engage Barnet. Paper copies will also be available on request.
- 5.8.8 As part of the Council's statutory duty to consult with National Non-Domestic Rate Payers (NNDR payers), letters will be sent out to all the council's NNDR payers inviting them to take part in the consultation.
- 5.8.9 The consultation will be widely promoted via the Council's Residents' magazine, Barnet First; Barnet Online; local press; Twitter; and Face book.
- 5.8.10 Super-users, i.e. users of non-universal services, will also be invited to take part in the consultation through the Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists.
- 5.8.11 In terms of service specific consultations, the council has a duty to consult with residents and service users in a number of different situations including proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties, where there is a legitimate expectation or legislative requirement to consult. Service specific consultations will take place where necessary in line with timescales for any changes to be implemented.
- 5.8.12 Where appropriate, separate service specific consultations have already taken place or will be taking place for the 2019/20 savings. The outcomes of these consultations have or will feed into committee decision making process.

## 5.9 Insight

- 5.9.1 Not applicable.

## 6. BACKGROUND PAPERS

Committee	Item & Agenda	Link
Policy & Resources 19 July 2018	Item 7 Business Planning	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9725&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9725&amp;Ver=4</a>
Policy & Resources 11 June 2018	Item 4 Business Planning	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9458&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9458&amp;Ver=4</a>
Full Council 6 March 2018	Item 12 Business Planning 2018-20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9162&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9162&amp;Ver=4</a>

Policy & Resources 13 February 2018	Item 13 Business Planning 2018-20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=8742&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=8742&amp;Ver=4</a>
Policy & Resources 21 July 2014	Item 6 Finance and Business Planning – Capital programme and review of reserves	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=7860&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=7860&amp;Ver=4</a>

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# DRAFT CORPORATE PLAN

October 2018





# Barnet is a fantastic place, with many people choosing to call our part of London home.

As a council, we want to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. As we look to the future we want to build on our unique strengths: the parks and green spaces, excellent schools and diverse communities that get along and make an active contribution.

The pace of change in our world is fast, especially technology, so it's important that we move with the times, and make the most of the opportunities that come our way. This gives us the chance to embrace change and be innovative in the way that we deliver services.

## Financial challenges

Like all councils, we're in a difficult financial situation, with more and more people needing our services, less money to spend, and uncertainty about how councils are funded in the future.

Our resources are limited, so we must be clear about what we can do and ensure that we care for the most vulnerable people whilst achieving a financially sustainable balance across the services we provide.

We need to save £69million over the next five years. That's on top of the £155million we've saved since 2010. To do that, the council will need to make the decisions we need to about priorities and how we spend our limited funds. We may need to stop doing some things or do them in a very different way. We will also look at how we can find opportunities to generate more income.

## Ambitions for the future

Despite the challenges, we are ambitious for Barnet and the people that live and work here. We must now prioritise and use our limited resources effectively as we develop plans for the next five years.

We developed a draft plan – Barnet 2024 - which outlined outcomes we want to achieve for the borough, and priorities to focus on. These reflected what we know are important for Barnet, based on feedback from surveys, consultations, engagement events and your councillors. We also set out an approach for how we will deliver the plan within our budget.

We wanted to hear from residents, communities and businesses, so throughout the summer we gathered feedback through an online survey and events. We have taken those views on board and now incorporated them into a final draft.

## What you told us

A key piece of feedback was wanting to see more detail around how we would be delivering on the priorities we've set out, as well as how they would be funded. We understand that it's important to demonstrate our approach in how we are going to achieve what we're setting out to do.

Therefore, we have now added in information around the 5-year strategic approach to delivery for each of our priorities, giving an extra level of detail. This will be further supported by the development of annual delivery plans for each Theme Committee, which includes the responsibility of delivering any corporate priorities that fall within its remit, alongside any additional priorities specific to the committee.

Further comments on our outcomes and priorities were very varied with the most common themes being around; street cleansing, tackling environmental crime and anti-social behaviour, improving air quality and investing in sustainable transport. As these have come out as particularly important areas to you, we have now reflected them with more emphasis within our corporate plan.

Feedback was also received on our approach for how we will deliver the plan within our budget, with comments relating to outsourcing of services, robust management of contract and service delivery arrangements and a commitment to remaining transparent in our work. There was also a clear theme around how we balance our council tax rates with being able to deliver services. This has been taken on board and language has been changed to ensure there is greater clarity around these points.

## What next

The Barnet 2024 plan will be published in March 2019, alongside our Medium Term Financial Strategy.

# 2024

## WHAT WE WANT TO ACHIEVE

Our proposed focus is on three main outcomes:

### OUTCOME



### OUTCOME



### OUTCOME



## PRIORITIES

A set of key priorities that we will be focussing on sit underneath each outcome, including detail of how we intend to deliver this. This doesn't aim to capture all that the council does, rather it provides a framework to guide us.

**OUTCOME**

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

**Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections**

**Keeping the borough moving, including improvements to roads and pavements**

**Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces**

**Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents**

**Investing in community facilities to support a growing population, such as schools and leisure centres**

**Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough**

**OUTCOME**

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

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

**Integrating health and social care and providing support for those with mental health problems and complex needs**

**Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life**

**Helping people into work and better paid employment**

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

**Ensuring we have good schools and enough school places so all children have access to a great education**

**OUTCOME**

**Safe and strong communities where people get along well**

**Keeping Barnet safe**

**Tackling anti-social behaviour and environmental crime**

**Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime**

**Ensuring we are a family friendly borough**

**Focusing on the strengths of the community and what they can do to help themselves and each other**

**Supporting local businesses to thrive**



### OUTCOME

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



### **Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections**

How we will deliver this:

- Supporting residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and reuse
- Working with landlords and agents to reduce the hidden 'throw away' culture in many communal dwellings
- Fully utilising new street cleansing equipment
- Reducing bin clutter in town centres by continuing to implement time-banded collections

### **Keeping the borough moving, including improvements to roads and pavements**

How we will deliver this:

- Improving the condition of our roads and pavements
- Encouraging the use of public transport, walking and cycling through the 'healthy streets' approach
- Lobbying for improvements to public transport and bringing back disused public transport such as rail lines
- Developing a cycle network to major destinations in the borough without impeding main traffic routes
- Promoting and continuing to roll out electric vehicle charging and car clubs
- Using enforcement to increase compliance and support traffic to move smoothly and safely

# 2024

## **Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces**

How we will deliver this:

- Developing masterplans that deliver significant improvements to parks
- Delivering the tree planting programme across the borough to alleviate the effects of pollution
- Identifying sites for using green spaces to promote health and wellbeing
- Working with TfL and Highways England to improve air quality on the main network corridors and areas close to schools

## **Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents**

How we will deliver this:

- Increasing supply to ensure greater housing choice for residents
- Delivering new affordable housing, including new homes on council-owned land
- Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme
- Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved

## **Investing in community facilities to support a growing population, such as schools and leisure centres**

How we will deliver this:

- Investing in community facilities such as;
  - new and replacement schools;
  - enhancing our indoor and outdoor sporting facilities;
  - maintaining our 21st century libraries
  - transformation of parks and open spaces

## **Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough**

How we will deliver this:

- Working with partners to deliver the Brent Cross Cricklewood scheme which includes; a new town centre, train station, 27,000 jobs and 7,500 new homes
- Working with The Barnet Group to deliver housing on smaller sites across the borough
- Continuing to invest in Colindale, including through;
  - progressing the development of Grahame Park
  - enhancements to Colindale tube station
  - ensuring that the major housing developments in the area contribute to an overall sense of place

### OUTCOME

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



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

How we will deliver this:

- Improving children's services to get a 'good' Ofsted rating
- Providing effective leadership and empowering staff
- Improving the social, emotional and mental health and wellbeing of children and young people
- Preventing young people from getting involved in violence, crime, exploitation and anti-social behaviour
- Being a good corporate parent to children in care and care leavers

### **Integrating health and social care and providing support for those with mental health problems and complex needs**

How we will deliver this:

- Working with local NHS organisations, GPs and NHS Barnet Clinical Commissioning Group to provide more health and care services closer to home
- Working with the NHS to achieve timely discharge from hospital for patients
- Offering, and signposting to, prevention support for people to stay active and more independent in the community
- Developing joined up services for those with complex mental health needs to prevent crisis and to enable residents to fulfil their potential

# 2024

## **Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life**

How we will deliver this:

- Opening new extra care schemes for people that need additional support to remain living independently
- Providing enablement services that help people regain or increase their independence
- Using technology to enhance independence and assist with care
- Offering support for carers of people with dementia
- Providing equipment that allows people to stay more independent at home

## **Helping people into work and better paid employment**

How we will deliver this:

- Working with partners to provide employment support
- Offering employment schemes and apprenticeships on the regeneration sites
- Offering specific support to help people find work such as care leavers, people with disabilities and Universal Credit claimants
- Promoting apprenticeships across Barnet and supporting businesses to make use of the apprenticeship levy

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

How we will deliver this:

- Delivering new indoor and outdoor sporting facilities and enhancing existing sporting facilities, and ensuring participation in sport and physical activity is accessible to all
- Giving residents access to health and wellbeing information and activities through the Fit and Active Barnet (FAB) framework
- Completing the implementation of the new leisure contract (which includes a range of well-being services such as; the Fit & Active Barnet Card, weight management services, falls prevention, diabetes control and dementia friendly sessions)
- Supporting people to maintain and improve their mental health and wellbeing by raising awareness, tackling stigma and discrimination and making mental health everyone's business
- Providing residents advice, guidance and screening on substance misuse and ensuring that access to treatment is available to those who need it most
- Implementing the Healthy Weight strategy focusing on promoting physical exercise and healthy eating in schools

## **Ensuring we have good schools and enough school places so all children have access to a great education**

How we will deliver this:

- Planning and forecasting to deliver school places to meet identified needs
- Improving pupils' achievement and narrowing the attainment gap
- Improving outcomes for children and young people with special educational needs and disabilities
- Supporting children to have the best start in life and be ready for learning



### OUTCOME

**Safe and strong communities where people get along well**



### Keeping Barnet safe

How we will deliver this:

- Maintaining low levels of crime, anti-social behaviour and substance misuse on our streets
- Ensuring the effective management of offenders to reduce offending
- Supporting victims of crime and anti-social behaviour to reduce the risk of repeat victimisation
- Delivering the Violence Against Women and Girls Strategy
- Delivering a multi-agency response to violence, vulnerability and the criminal exploitation of children and vulnerable adults
- Reducing the fear of crime

### Tackling anti-social behaviour and environmental crime

How we will deliver this:

- Delivering targeted multi-agency interventions in areas subjected to persistent crime, anti-social behaviour and environmental crime (such as fly-tipping and littering)
- Using enforcement tools and powers to protect communities, reduce offending and increase compliance

# 2024

## **Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime**

How we will deliver this:

- Raising awareness of Barnet's diverse communities and providing opportunities to celebrate and promote cohesion
- Preventing radicalisation and supporting victims of hate crime, including raising awareness
- Working with local community groups to respond to Hate Crime
- Mapping and building relationships with new and emerging communities

## **Ensuring we are a family friendly borough**

How we will deliver this:

- Helping children to live in safe and supportive families and communities
- Providing services that encourage and build resilience
- Increasing the participation, voice and influence of young people
- Embedding children's rights across policies and procedures
- Ensuring children and families know about and can influence decisions that affect them

## **Focusing on the strengths of the community and what they can do to help themselves and each other**

How we will deliver this:

- Encouraging individual and corporate volunteers to help build active communities
- Providing access to a comprehensive directory of community resources
- Supporting the voluntary, community and faith sector to build capacity for meeting the needs of residents
- Developing strong and resilient partnerships through the Communities Together Network and Barnet Multi-Faith Forum

## **Supporting local businesses to thrive**

How we will deliver this:

- Streamlining council access for businesses and developing a clear business support offer through Entrepreneurial Barnet
- Reducing the numbers of vacant units to ensure key town centres are thriving
- Encouraging residents and local businesses to play an active role in shaping their high streets
- Supporting businesses to improve workplace health
- Making Barnet the best place in London to be a small business

# OUR APPROACH

WE HAVE SET OUT BELOW HOW WE INTEND TO DELIVER BOTH OUR STATUTORY DUTIES AND AMBITIONS FOR BARNET WITHIN OUR FINANCIAL CONSTRAINTS. WE WANT TO ENSURE THAT TAX PAYERS MONEY GOES AS FAR AS IT CAN.

## A FAIR DEAL

- Delivering services that matter most by making decisions to prioritise our limited resources
- Providing value for money for the tax payer and ensuring we are transparent in how we operate
- Standing up for Barnet and ensuring it gets its fair share of resources including policing and general funding

## EFFICIENT AND EFFECTIVE COUNCIL

- Managing our finances and contracts robustly
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Treating residents equally, with understanding and respect, with all having access to quality services





# APPROACH

## MAXIMISING OPPORTUNITY

- Taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate
- Making use of evolving technology and innovation to help us achieve better outcomes and become more efficient
- Capitalising on opportunities from responsible growth and development to boost the local economy

## SHARED RESPONSIBILITY

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Focussing on prevention and early help so residents can live independently for as long as possible
- Collaborating locally to achieve the best outcomes for Barnet



SCHOOLS

COMMUNITIES

HEALTHY

STRONG



INVESTMENT

SAFE

RESIDENTS



## Policy and Resources Committee

The Policy and Resources Committee is the principal way that strategic policy and plans on major issues are discussed and recommended to Full Council. The committee is responsible for; strategic policy, finance, corporate risk management, Information Technology, strategic partnerships, emergency planning and customer services.

### Introduction:

As a council we want to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. But, like all councils, face an increasingly difficult financial challenge, with funding sources not keeping pace with demand and uncertainty about how services will be funded in the future. The council must prioritise its limited resources effectively and develop plans for the next five years to deliver both statutory duties and ambitions for Barnet within these financial constraints. A key role for the Policy and Resources Committee is to coordinate the Council's budget setting process which includes bringing together the savings proposals and priorities for the theme committees. The committee also has a role in ensuring efficient back office services and effective customer services.

### Committee Priorities for 2019-2024

Committee priority	How we will deliver this by 2024
Ensuring we have strong financial management to make best use of our limited resources	<ul style="list-style-type: none"> <li>• Delivering on our five-year Medium Term Financial Strategy (MTFS)</li> <li>• Monitoring budgets robustly and equipping staff with the skills to be able to do this effectively</li> <li>• Reviewing and realigning contracts to ensure we are delivering services in the most efficient way</li> <li>• Tightening our financial controls to reduce unnecessary spend and target fraud</li> </ul>
Continuing to improve customer services	<ul style="list-style-type: none"> <li>• Making it as easy as possible for people to access our services digitally and providing support to those who can't do so on their own</li> <li>• Providing all customers with a high-quality service with efficient and effective resolution at the earliest opportunity</li> <li>• Providing greater certainty and trust by being clear about how we will manage requests at the outset, and proactively updating residents on progress</li> </ul>
Continuing to work effectively with our strategic partners to improve outcomes	<ul style="list-style-type: none"> <li>• Working closely with key public, private and voluntary organisations within the borough</li> <li>• Collaborating across priority cross-cutting areas such as mental health, employment and skills</li> <li>• Allowing closer collaboration with our IT to achieve more effective inter-agency working</li> </ul>
Planning strategically to enable Barnet to grow and meet the needs of residents	<ul style="list-style-type: none"> <li>• Delivering housing, community facilities and jobs for a growing borough</li> <li>• Working with the development industry and development partners to deliver new housing (particularly in Local Plan areas of change), to meet London-wide targets</li> <li>• Ensuring the delivery of affordable housing is integral to all new developments</li> <li>• Working with traders and the development industry to maintain vibrant town centres across the Borough</li> <li>• Securing and delivering CIL and S106 benefits associated with all new development</li> </ul>
Being resilient as a local authority	<ul style="list-style-type: none"> <li>• Ensuring effective procedures and processes are in place</li> <li>• Assessing the risks of emergencies, planning for major incidents and advising and warning the public</li> <li>• Working closely with partners in the North Central Resilience Forum, consisting of representatives from the emergency services, health services and other local government and volunteer agencies</li> </ul>

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Resources vs. Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Resources	290.837	286.221	296.332	304.780	311.987
Expenditure	294.557	291.445	296.333	304.780	314.680
<b>Net Surplus/(Deficit)</b>	<b>(3.720)</b>	<b>(5.223)</b>	<b>(0.000)</b>	<b>0.000</b>	<b>(2.693)</b>
<b>Funded from reserves</b>	<b>3.720</b>	<b>2.600</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Net Surplus/(Deficit) after reserves</b>	<b>0.000</b>	<b>(2.623)</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.693)</b>

Forecast Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
<b>Base Expenditure Budget</b>	<b>293.342</b>	<b>294.557</b>	<b>291.445</b>	<b>295.133</b>	<b>302.405</b>

Inflation - Pay	2.489	2.048	2.105	2.130	2.130
Inflation - Non Pay	3.144	3.344	3.428	3.497	3.497
Capital Financing Costs	1.700	(0.400)	(1.000)	(1.500)	0.000
Superannuation Rate	0.491	0.000	0.000	0.000	0.000
<b>Statutory / Cost Drivers Sub Total</b>	<b>7.824</b>	<b>4.992</b>	<b>4.533</b>	<b>4.127</b>	<b>5.627</b>

Contingency - general risks	2.231	2.800	3.100	7.800	8.200
Transfer to smoothing reserve	(4.390)	0.000	0.000	0.000	0.000
North London Waste Authority levy	1.912	1.000	1.000	1.000	1.000
Service Pressures - MTFS	11.168	5.755	5.500	5.000	5.000
<b>Service Expenses sub total</b>	<b>10.921</b>	<b>9.555</b>	<b>9.600</b>	<b>13.800</b>	<b>14.200</b>

IBCF & Adult Social Care grant	1.547	0.000	0.000	0.000	0.000
London Crime Prevention Fund	0.344	0.000	(0.344)	0.000	0.000
Flexible Homelessness Support Grant	3.050	(3.050)	0.000	0.000	0.000
Special Educational Needs & Disability	0.231	(0.231)	0.000	0.000	0.000

<b>Grant Income grossed up</b>	<b>5.172</b>	<b>(3.281)</b>	<b>(0.344)</b>	<b>0.000</b>	<b>0.000</b>
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<b>Total Forecast Expenditure</b>	<b>317.259</b>	<b>305.823</b>	<b>305.234</b>	<b>313.060</b>	<b>322.232</b>
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Forecast Resources	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m

**New Formula Grant Funding**

Business Rates (inc. S31 Grants)	39.333	36.366	37.093	37.093	37.093
Business Rates Localisation	3.000	0.000	0.000	0.000	0.000
Business Rates Top Up / (Tariff)	19.401	22.536	22.987	22.987	22.987
RSG	6.182	3.856	3.849	3.849	3.849
<b>New Formula Grant Sub Total</b>	<b>67.916</b>	<b>62.758</b>	<b>63.930</b>	<b>63.930</b>	<b>63.930</b>

<b>Council Tax Income</b>	<b>176.912</b>	<b>184.410</b>	<b>191.635</b>	<b>199.414</b>	<b>207.047</b>
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PFI Credit	2.235	2.235	2.235	2.235	2.235
New Homes Bonus	10.034	10.424	11.428	10.921	10.921
Housing and CT Benefit Admin	1.621	1.459	1.313	1.313	1.313
Public Health	16.703	16.700	16.700	16.700	16.700
London Crime Prevention Fund	0.344	0.344	0.000	0.000	0.000
Flexible Homelessness Support Grant	3.050	0.000	0.000	0.000	0.000
Special Educational Needs & Disability Grant	0.231	0.000	0.000	0.000	0.000
Social Care (ASC and CSC)	2.500	0.000	0.000	0.000	0.000
ASC Grant	1.400	0.000	0.000	0.000	0.000
ASC Grant / IBCF	7.891	7.891	7.891	7.891	7.891

Forecast Resources	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
<b>Other Funding Sub Total</b>	<b>222.921</b>	<b>223.463</b>	<b>231.202</b>	<b>238.475</b>	<b>246.108</b>
<b>Total Income From Grant and Council Tax</b>	<b>290.837</b>	<b>286.221</b>	<b>295.132</b>	<b>302.405</b>	<b>310.037</b>
Budget Gap before Savings and Pressures	(26.422)	(19.602)	(10.102)	(10.655)	(12.194)
Saving Proposals Identified	22.701	14.378	8.901	8.280	7.551
Adults Pipeline Savings	0.000	0.000	1.200	2.375	1.950
<b>Proposed Savings</b>	<b>22.701</b>	<b>14.378</b>	<b>10.101</b>	<b>10.655</b>	<b>9.501</b>
Budget Gap after Savings	(3.720)	(5.223)	(0.000)	0.000	(2.693)
Specific reserves contribution	3.720	2.600	0.000	0.000	0.000
<b>Reserves Sub Total</b>	<b>3.720</b>	<b>2.600</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total funding Surplus/(Deficit)</b>	<b>0.000</b>	<b>(2.623)</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.693)</b>
<b>Council Tax Requirement</b>	<b>176.912</b>	<b>184.410</b>	<b>191.635</b>	<b>199.414</b>	<b>207.047</b>
Council Tax Base	144,430	146,180	147,497	149,029	150,241
London Borough of Barnet Council Tax	£1,224.90	£1,261.53	£1,299.25	£1,338.09	£1,378.10
%age Increase	2.99%	2.99%	2.99%	2.99%	2.99%
Social Care precept	£0.00	£0.00	£0.00	£0.00	£0.00
%age Increase	0.00%	0.00%	0.00%	0.00%	0.00%
GLA precept	£309.15	£318.39	£327.91	£337.72	£347.81
%age Increase	5.07%	2.99%	2.99%	2.99%	2.99%
Total Council Tax	£1,534.05	£1,579.92	£1,627.16	£1,675.81	£1,725.91
%age Increase	3.40%	2.99%	2.99%	2.99%	2.99%

**Total Savings - 2019/20 - 2023/24**

	19/20	20/21	21/22	22/23	23/24	Total
Theme Committees	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(6,330)	(3,586)	(1,724)	(1,332)	(1,092)	(14,064)
Assets, Regeneration & Growth*	(1,064)	(2,273)	(1,757)	(700)	(500)	(6,294)
Children, Education & Safeguarding	(3,912)	(1,959)	(1,009)	(1,404)	(1,509)	(9,793)
Community Leadership & Libraries	(243)	-	-	-	-	(243)
Environment	(4,930)	(3,500)	(1,800)	(2,400)	(2,500)	(15,130)
Housing	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Policy & Resources	(4,499)	(1,768)	(661)	(434)	(361)	(7,723)
Public Health	(1,132)	(424)	(310)	(350)	(352)	(2,568)
<b>Identified Savings</b>	<b>(23,358)</b>	<b>(14,379)</b>	<b>(8,901)</b>	<b>(8,280)</b>	<b>(7,551)</b>	<b>(62,469)</b>
Adults Pipeline Savings	0	0	(1,200)	(2,375)	(1,950)	(5,525)
<b>Total Savings</b>	<b>(23,358)</b>	<b>(14,379)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(67,994)</b>
CT growth savings (shown as CT income)	(657)					(657)
<b>Savings as per MTFS</b>	<b>(22,701)</b>	<b>(14,379)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(67,337)</b>

Adults & Safeguarding

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget						Total savings (All years)					
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20		2020/21		2021/22		2022/23		2023/24		
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
<b>Efficiency</b>																				
E2	Adults & Safeguarding	Staffing Efficiencies	Efficient and Effective	This saving is based on the previous MTFS saving (£213k), plus an additional 5% budget reduction across adult social care staffing (Total staffing spend is circa £15.5m).	This will be subject to formal consultation with staff. All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation	This has the potential to impact on service delivery where capacity is reduced, such as longer waiting times. However, as far as possible, the proposals will take advantage of vacancies and maintain a strong front line.	If service delivery is negatively impacted there may be some negative impact on residents which will be kept under review.	An equalities impact assessment (EIA) will be undertaken as proposals develop and prior to commencement of formal consultation. This will need to consider staff and service users if there is a reduction in service level		(682)		(113)								(795)
E3	Adults & Safeguarding	Transformation of Your Choice Barnet supported living and day-care services	Efficient and Effective	Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better outcomes. Savings in the first two years of the transformation programme have been delivered and in the final two years will continue with new services helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings: ( <a href="https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a> ). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the four year period and paragraphs 9.4 to 9.9 provide further details on the methods being used.	Service specific consultation and one to one engagement took place between June-September 2016.  <a href="http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>	Impact on delivery positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensure that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes. The committee report on implementation of the new models at YCB (6th November 2017) sets out the reaction of service users and families to the new models.	Equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. <a href="http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>  The EIA has been reviewed and the impact remains unchanged. The EIA will be kept under review.		(227)		(369)							(596)	
E4	Adults & Safeguarding	Rescoping and targetting of prevention contracts	Efficient and Effective	The savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness. Ensures investment is better aligned with demand profile and delivers a programme of work with the sector to better utilise alternative models of delivery such as social enterprises	Engagement with providers and community as part of normal commissioning cycle.	This has been assessed on a contract by contract basis, efforts will be made to make savings without impacting on service delivery.	This has been assessed on a contract by contract basis, efforts will be made to make savings without impacting on service delivery.	Equalities impact will be considered on a contract by contract basis, with a full EIA where there is the potential for resident impact		(370)		(255)		(43)						(668)
E5	Adults & Safeguarding	Telecare overheads	Efficient and Effective	The current service has delivered £0.9m in savings from social care costs. This proposal is to continue with telecare services, maintaining the use of care technology to support people and reduce care costs whilst reducing the cost of the services by bringing the management of telecare service in house. It is anticipated that the front-line services for assessment, installation and monitoring will continue to be provided by the current sub-contractors. The proposal also includes some continued support from the current provider to support the on-going development of the service. The proposal is that the change will be made at the end of the 3 year contract in April 2020.	Engagement with providers	Telecare services will continue and the management of the front-line services for assessment, installation and monitoring will continue to be provided by the current sub-contractors. No impact to service delivery is anticipated however this will be kept under review as proposals develop.	No impact to customer services is anticipated however this will be kept under review as proposals develop.	Equalities impact will be considered as proposals develop.				(155)								(155)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget										Total savings (All years)					
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28		2028/29				
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE			
E6	Adults & Safeguarding	Meeting eligible needs in more cost-effective settings	Efficient and Effective	The council will have due regard for use of resources when support planning to create more cost effective support plans. This will mean considering the full range of care options to meet eligible needs (e.g. residential care), rather than offering community-based placements (e.g. supported living) by default. The saving level is based on the assumption that new clients are placed in cheaper accommodation settings where appropriate, and is calculated by assuming 50% of the current differential between high cost community placements and the maximum usual price for a residential placement is saved.	This is in line with the Care Act and does not require a specific consultation. Engagement with individuals will take place as part of the councils assessment and support planning process, which will identify eligible needs and support options that meet those needs. There may be a cases where a community placement that is more expensive than residential provision is offered, as this is necessary to meet the specific needs of an individual.	We will continue to meet our Care Act duties through meeting clients' eligible needs. However, some clients and their carers / families, may consider this change unfavourable if they have a preference for a community placement.	This could have an impact on customer satisfaction where their preferred option is staying in the community.	An equalities impact assessment has been carried out and shows potential negative impact. Impact on individuals will be assessed on an individual basis as part of the care planning process.		(424)												(424)		
E7	Adults & Safeguarding	Reduction in printing costs	Efficient and Effective	This represents a 33% saving on the current £150k spend on printing costs. This is based on targeting current areas of high spend and moving them towards less paper-intensive processes. New technology / digital processes developed as part of The Way We Work (TW3) Programme, for example enabling online self-service client financial assessments.	Service specific consultation is not required.	No impact	No / minimal impact	Assessment show no equalities impact. The option to print will remain where it is necessary to avoid any negative impact for people with protected characteristics.		(25)		(25)											(50)	
<b>Total Growth and Income</b>										<b>(1,728)</b>		<b>(917)</b>		<b>(43)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>(2,688)</b>	
I1	Adults & Safeguarding	BCF	Opportunity	The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift. It is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 19/20. The 'saving' made from the base budget, which has been replaced by the BCF.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.		(647)													(647)	
I2	Adults & Safeguarding	iBCF	Opportunity	The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This is income in the form of use of monies from the Better Care Fund and avoids reductions to adult social care that would be detrimental to the NHS. The savings is made from base budget which is being replaced by iBCF.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.		(1,391)													(1,391)	
I3	Adults & Safeguarding	Maintaining affordable levels of inflation	Opportunity	Maintaining affordable levels of inflation on care and support packages while continuing to meet statutory duties.	Engagement with providers but service specific consultation not required.	Has the potential to have an impact on providers' service levels and sustainability. Will continue to work with providers to mitigate this	As this could impact providers' ability to provide services, there could be an impact on customer satisfaction	An equalities impact assessment will be completed with each provider on a case by case basis.		(1,000)		(500)		(500)		(500)		(500)		(500)				(3,000)
I4	Adults & Safeguarding	Prepaid cards	Opportunity	By implementing a pre-paid card solution and transitioning 80% of direct payment clients to it, and a separate online facility to upload evidence of spend, we can increase transparency and then recoup unspent / wrongly spent monies from clients. Based on evidence from elsewhere and assumptions from the service, a medium impact scenario would realise year on year savings of c.£500k (6% of total DP spend), with a lower amount in year 1 and 2.	Service specific consultation is not required	This should have a positive impact on the ability of the service to monitor Direct Payment spend	This should have a positive impact on customer satisfaction, as the solution makes it easier to provide returns on DP spend. However, some people may prefer to use the old methods of monitoring	An initial equalities impact assessment has been completed and show a minimal potential positive impact. This will be kept under review as proposals develop.		(250)		(250)												(500)
I5	Adults & Safeguarding	Reduction of bad debt	Opportunity	Improving the process of bad-debt collection and preemptively channelling more clients onto direct debts to prevent debting, we may be able to reduce the budgetary provision for bad debt, by 10% of the total provision, currently circa £1m.	Service specific consultation is not required	Will not impact service delivery as is based on existing debt collection policy / process	Some customers will be under increased pressure to pay debts to the council; but these will be people that have been assessed as	This will only impact clients / estate that have been means tested and are owing monies to the local authority.		(100)		(50)		(50)		(50)		(50)		(50)				(300)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget										Total savings (All years)		
									Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19		2019/20		2020/21		2021/22		2022/23	
						£000	£000	FTE				£000	FTE	£000	FTE	£000	FTE	£000		FTE	£000
I7		Sale of naming rights - leisure	Opportunity	Following the example of other authorities, the sale of naming rights for our leisure centres could realise between £300k and £500k. However, as this is a one off, savings are not included here.																	0
I6		VAT efficient leisure contract	Opportunity	Ensuring a VAT efficient leisure contract	No service user or staff impact	No service user or staff impact	No service user or staff impact	No service user or staff impact				(61)	(124)	(159)	(184)						(528)
I7		SPA income	Opportunity	Use of contract income paid to council	No service user or staff impact	No service user or staff impact	No service user or staff impact	No service user or staff impact		(249)	(1,096)	(747)	(373)	(258)							(2,723)
<b>Total</b>										<b>0</b>	<b>(3,637)</b>	<b>(1,957)</b>	<b>(1,421)</b>	<b>(1,082)</b>	<b>(992)</b>	<b>0</b>	<b>(9,089)</b>				
<b>Reducing demand, promoting independence</b>																					
R1	Adults & Safeguarding	Increasing the independence of older adults / clients with physical disabilities	Responsibility	Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, adaptations, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.	Service specific consultation as part of the budget setting process for 2014/15 and 2015/16 budget, prior to the first year of the community offer initiative. <a href="https://engage.barnet.gov.uk/community-offer">https://engage.barnet.gov.uk/community-offer</a>	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met. This is a continuation of an existing savings programme.	Eligible needs will still be met. However, some users/relatives may still prefer traditional care and find creative options less palatable	EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral. In 2018 the EIA has been refreshed with updated data, the impact remains positive/neutral. Cases will continue to be assessed and reviewed on a case by case basis.		(192)										(192)	
R4	Adults & Safeguarding	Independence of Young People	Opportunity	Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.	Service specific staff consultation was undertaken in September 2015. Coproduction and research work has been underway with parent and carer representatives since March 2015. One to one engagement and reviews will be carried out on a case by case basis.	Should lead to better outcomes but may be difficulties in embedding new way of working.	Should improve independence of young people. Eligible needs and statutory duties will continue to be met. Some users and families may prefer traditional care and this could lead to reduced satisfaction.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users with disabilities. <a href="https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf">https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf</a>												0	
R5	Adults & Safeguarding	Assistive Technology	Responsibility	This is a continuation of an existing saving. Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, has led to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights) and this will continue in 2019/20. The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.	Provider engagement has taken place prior to procurement. Working group of service users and carers has helped inform implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff have been trained to identify service users who may benefit from assistive technology, and significant provider engagement is underway to introduce telecare into supported living and residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	Equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, LD, PD, MH). The EIA has been reviewed and the impact remains positive. This will be kept under review as proposals develop.		(300)										(300)	

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget												Total savings (All years)	
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20		2020/21		2021/22		2022/23		2023/24				
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
R8	Adults & Safeguarding	Support for Working age adults	Responsibility	Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up setting where there is a risk of carer breakdown, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals. 19/20 saving is based on existing MTFS. 20/21 saving is based on extending the impact of independence focussed reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction.	Equalities impact assessments for service user impact has been undertaken and shows positive /neutral impact on service users.		(285)		(500)		(100)		(150)						(1,035)
R9	Adults & Safeguarding	Mental Health service users moving to step down/independent accommodation	Responsibility	Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can enjoy greater independence and reduce reliance on care. The saving is modelled on lower cost support plans as alternatives are used instead of high cost care. 19/20 saving is based on existing MTFS. 20/21 saving is based on extending the impact of independence focussed reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any move-on plans are developed and supported.	There will be a need to secure suitable accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will take place to ensure existing providers support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	Impact will be assessed on an individual basis. Should be a positive impact for individuals.		(188)		(112)										(300)
R10	Adults & Safeguarding	Extra-Care Housing 2	Responsibility	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as potential residents are identified.	0			(100)		(160)								(260)
R11		Extra-Care Housing 3 (Cheshir House)	Responsibility	Plans are in place to develop a third Extra-Care Housing scheme at Cheshir House, with 75 units. Based on current projections, this should be completed in 2020/21. The benefits case will be updated once the first Extra-Care Scheme has gone live. Current savings projections are based on conservative assumptions	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 2, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as potential residents are identified.								(100)		(100)				(200)
<b>Total</b>									(965)	(712)	(260)	(250)	(1,332)	(1,092)	0	(2,287)						(2,287)
<b>Overall Savings</b>									(6,330)	(3,586)	(1,724)	(1,332)	(1,092)	0	(14,064)							(14,064)

Assets, Regeneration & Growth

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget										Total savings (All years)				
									Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19		2019/20		2020/21		2021/22		2022/23		2023/24	
						£000	£000	FTE				£000	FTE	£000	FTE	£000	FTE	£000		FTE	£000	FTE	
<b>Efficiency</b>																							
ARG1	Assets, Regeneration & Growth	Accommodation Strategy	Opportunity	Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22)	N/A	Alt location for FS will be required (probably East Barnet Library)	Nil	Nil	Nil	330			(623)		(207)								(830)
ARG2	Assets, Regeneration & Growth	Accommodation Strategy	Opportunity	Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently.	N/A	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on service delivery.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on customer satisfaction.	The equalities impact will be kept under review on implementation of the Colindale business case and locality strategy.	1,423	(250)		(750)											(1,000)
<b>Total</b>										<b>1,753</b>	<b>(250)</b>	<b>0</b>	<b>(1,373)</b>	<b>0</b>	<b>(207)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,830)</b>
<b>Growth and Income</b>																							
ARG3	Assets, Regeneration & Growth	Increase in Council Tax base	Opportunity	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTF5. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	0	(657)				(500)	0	(500)	0	(500)	0	(500)	0		(2,157)
ARG4	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Income to be generated through leasing out surplus buildings / space across the portfolio.	Internal, service specific consultation will be undertaken if required.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	Opportunity for commercial letting arrangements only so no equalities impact is anticipated on staff or residents. No EIA is therefore required.	0	(150)													(150)
ARG5	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Income from renting out spare space within building on an ad-hoc basis i.e. room hire.	Internal, service specific consultation will be undertaken if required.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.		(7)													(7)
ARG6	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Lease for modular build	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.				(50)											(50)
ARG7	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Increased ground rent from potential development (Bunn's Lane & Hendon Campus)	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	0						(200)								(200)
ARG8	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)	N/A	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	0			(850)		(1,050)									(1,900)
<b>Total</b>										<b>0</b>	<b>(814)</b>	<b>0</b>	<b>(900)</b>	<b>0</b>	<b>(1,550)</b>	<b>0</b>	<b>(700)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(4,464)</b>
<b>Overall Savings</b>										<b>1,753</b>	<b>(1,064)</b>	<b>0</b>	<b>(2,273)</b>	<b>0</b>	<b>(1,757)</b>	<b>0</b>	<b>(700)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(6,294)</b>



Children, Education & Safeguarding

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment	Budget												Total savings (All years)	
							2018/19	2019/20		2020/21		2021/22		2022/23		2023/24				
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
<b>Efficiency</b>																				
E1	Children, Education & Safeguarding	Contract management, including keeping costs down	Efficiency	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	26,634	(418)		(334)		(334)		(334)		(334)		(1,754)
<b>Total</b>										(418)	0	(334)	0	(334)	0	(334)	0	(334)	0	(1,754)
<b>Income Generation</b>																				
I1	Children, Education & Safeguarding	DSG De-delegation	Efficiency	Charging budgets of maintained schools to fund services previously funded from the Education Services Grant (ESG) and de-delegation to fund school improvement activities if school improvement grant is removed by the Department for Education.	Consultation with and agreement from Schools Forum required. If not agreed then agreement from Secretary of state would be required	This would impact on schools budgets	This could have an impact on customer satisfaction	The proposal seeks to ensure that school improvement activities are continued via use of DSG funding, following withdrawal of the ESG. If this is agreed, any equality implications are anticipated to be low.	2,495	(1,000)										(1,000)
I2	Children, Education & Safeguarding	Placements	Efficiency	Continuing Health Care contribution to appropriate placements for 18-25 year olds	None	None	None	No equalities impact is anticipated as a result of this funding change	6,170	(300)		(300)								(600)
I3	Children, Education & Safeguarding	Gainshare	Opportunity	Profit share with Cambridge Education through increased income from contracts with other local authorities	None	None	None	No equalities is anticipated as a result of this change	6,759					(100)		(50)				(150)
<b>Total</b>										(1,300)	0	(300)	0	0	0	(100)	0	(50)	0	(1,750)
<b>Service reform</b>																				
S1	Children, Education & Safeguarding	Grant funding	Responsibility	Savings through better use of grant funding- eg Troubled Families grant, Youth Justice grant and Trusted Relationships grant	None	None	None	No equalities impact is anticipated as a result of this change	N/A	(275)		(200)								(475)
S2	Children, Education & Safeguarding	Early Years further service reform	Opportunity	Development of 0-19 Family Hubs, including reconfiguration of Council staff into Hubs, with no impact on front line staff	A Full Business Case went to CES in June 2018 <a href="https://barnet.moderngov.co.uk/documents/g9466/Public%20reports%20pack%206th-Jun-2018%2019.00%20Children%20Education%20Safeguarding%20Committee.pdf?T=10">https://barnet.moderngov.co.uk/documents/g9466/Public%20reports%20pack%206th-Jun-2018%2019.00%20Children%20Education%20Safeguarding%20Committee.pdf?T=10</a> . Public consultation was undertaken between February and March 2018. Staff consultation was undertaken in July 2018	The reorganisation will not impact on the current levels of service delivery across the Borough	Findings from the initial pilot are that the new model increases customer satisfaction.	A full Equalities Impact Assessment for staff was completed as part of the Early Years business case considered by the Children, Education, & Safeguarding Committee on 6th June 2018	4,908	(527)										(527)
S3	Children, Education & Safeguarding	Early Years service reform	Opportunity	Transfer Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	Service specific consultation will be undertaken if required.	Likely to impact on the level of support to early years providers	This proposal may impact on customer satisfaction	At this stage the equalities impact is believed to be low. The impact will be kept under review during any contract negotiations.	560	(75)		(75)								(150)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget										Total savings (All years)	
									2018/19	2019/20		2020/21		2021/22		2022/23		2023/24		
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
S4	Children, Education & Safeguarding	Safeguarding Children's Partnership	Responsibility	Implement new multi-agency arrangements for safeguarding children to replace the current Local Safeguarding Children Board, resulting from the new Children Act 2004 responsibilities, introduced by the Children and Social Work Act 2017. This requires a 'shared and equal duty' between statutory partners.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	This proposal may impact on customer satisfaction	Any equality implications are considered to be low and will be kept under review as arrangements are developed.	196			(100)								(100)
S6	Children, Education & Safeguarding	Legal Spend	Efficiency	Reduce spend through commissioning less external counsel	None	None	None	None	567			(250)								(250)
S7	Children, Education & Safeguarding	Contact Centre	Efficiency	Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Anticipated that improved efficiency of the model will not have an impact on customer satisfaction	At this stage the equalities impact is unknown. An equalities impact assessment will be undertaken to determine whether there is an impact.	658					(150)		(200)				(350)
S8	Children, Education & Safeguarding	Demand Management	Responsibility	Remodelling of placements to reduce number of children in high cost placements	It is not anticipated that this will require formal consultation but there will be engagement with service users and their carers in the development of the proposals	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	14,668	(400)		(450)		(405)		(550)			(725)	(2,530)
S9	Children, Education & Safeguarding	Autism Placements	Responsibility	Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	It is not anticipated that this will require formal consultation but there will be engagement with service users and their carers in the development of the proposals	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	14,668										(200)	(200)
S10	Children, Education & Safeguarding	Staff flexibility	Opportunity	Back office saving through voluntary option for back office staff to work 4 day weeks	Consultation will be undertaken as part of the project	The impact on service delivery will be assessed as part of the business case	It is not anticipated that this will have an impact on customer satisfaction	An equalities impact assessment will be undertaken to determine whether there is an impact.	10,360					(270)		(270)				(540)
S11	Children, Education & Safeguarding	Contracts Review	Fairness	This will be delivered next year through 1) Cambridge Education contract savings- a rebate on pensions under 'allowable assumptions' which will deliver 19/20 savings and 2) ending the Barnet Pre-School Learning Alliance contract. Details on contracts to deliver the further 50k will be worked on next year and there will be consultations if necessary	Service specific consultation will be undertaken if required.	The impact on service delivery will be assessed as part of the business case	This proposal may impact on customer satisfaction	There may be an equalities impact related to any specific proposals and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop.	26,634	(277)		(50)								(327)
S12	Children, Education & Safeguarding	Agency staffing costs including overheads	Fairness	A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	None	None	None	No equalities impact is anticipated as a result of this but it will be kept under review	8,200	(190)		(200)								(390)
<b>Total</b>										<b>(1,744)</b>	<b>0</b>	<b>(1,325)</b>	<b>0</b>	<b>(675)</b>	<b>0</b>	<b>(970)</b>	<b>0</b>	<b>(1,125)</b>	<b>0</b>	<b>(5,839)</b>
<b>Shared services models</b>																				
S7	Children, Education & Safeguarding	Education and Skills- New Delivery model	Opportunity	Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	Service specific consultation with schools, residents and groups of parents took place during 2014/15. <a href="https://engage.barnet.gov.uk/the-future-delivery-education-and-skills">https://engage.barnet.gov.uk/the-future-delivery-education-and-skills</a>	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as services are protected and potentially enhanced.	An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014.	6,759	(450)										(450)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment	Budget													Total savings (All years)
								2018/19 £000	2019/20 £000	2019/20 FTE	2020/21 £000	2020/21 FTE	2021/22 £000	2021/22 FTE	2022/23 £000	2022/23 FTE	2023/24 £000	2023/24 FTE		
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact												
<b>Total</b>										(450)	0	0	0	0	0	0	0	0	0	(450)
<b>Overall Savings</b>										(3,912)	0	(1,959)	0	(1,009)	0	(1,404)	0	(1,509)	0	(9,793)

**Community Leadership & Libraries Committee**

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment		Budget			Total Savings (all years)
						Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20		
								£000	£000	FTE	
<b>Service Redesign</b>											
S1	Community Leadership & Libraries	Safer Communities	Opportunity	CCTV: Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.	Service specific consultation will be undertaken if required.	This saving could have an impact on customer satisfaction.	The need for an equality impact assessment will be kept under		(243)		(243)
<b>Total</b>									<b>(243)</b>		<b>(243)</b>
<b>Overall Savings</b>									<b>(243)</b>		<b>(243)</b>

Environment

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this)	Impact Assessment		Budget		2019/20		2020/21		2021/22		2022/23		2023/24		Total Savings (all years)	
						Impact on Service Delivery	Equalities Impact	£000	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE			
<b>Growth and Income</b>																					
G1	Environment	Green Spaces Development	Opportunity	Invest in 3G pitches: This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. These could be either new 3G artificial grass pitches (AGPs) on sites that are currently not laid out as grass pitches, or the conversion of existing grass pitches to AGPs. Current feasibility work on the creation of sports hubs, as required by the adopted Parks and Open Spaces Strategy and Playing Pitch Strategy, will determine the locations for the new AGPs. These will be compliant with the Playing Pitch Strategy and agreed with the Playing Pitch Strategy Steering Group which comprises, in addition to LBB, representatives of: Sport England, England Hockey, England and Wales Cricket Board, Football Association, Lawn Tennis Association and Rugby Football Union. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner. The grass pitches that the Council provides for the playing of team sports are currently subject to charges for their use. Charging will continue for the new facilities.	Public Consultation in relation to the Copthall Masterplan will be undertaken and all documentation reported to a future meeting of the Environment Committee in 2019.	This saving is not anticipated to impact on service delivery.	Equalities Impact Assessments will be developed as part of the implementation of the draft Copthall masterplan. This will ensure compliance with the requirements of the 2010 Act, also ensuring that the needs of the communities and groups are fully considered. The draft consultation can be found at: <a href="https://engage.barnet.gov.uk/CoptHall_Mill_Hill_Master_plan">https://engage.barnet.gov.uk/CoptHall_Mill_Hill_Master_plan</a> . This item has previously been reported to Environment Committee in March 2018 - <a href="https://barnetintranet.moderngov.co.uk/documents/s45527/Copthall%20Sports%20Hub%20and%20Mill%20Hill%20Open%20Spaces%20Draft%20Masterplan.pdf">https://barnetintranet.moderngov.co.uk/documents/s45527/Copthall%20Sports%20Hub%20and%20Mill%20Hill%20Open%20Spaces%20Draft%20Masterplan.pdf</a>	1,388	(100)		0		0		0		0		0		(100)
G2	Environment	Street Scene	Opportunity	Income generation from non-statutory commercial waste services: Income generation target across a range of chargeable services for commercial waste; including, but not limited to, additional collections and the identification of new services where charging the user more (in order to offset the impact of wider budget reductions) is appropriate. To be delivered through a fundamental review of all transactional services (e.g. development of the trade and commercial waste services); including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	No service specific consultation is required.	This saving requires a change to service delivery. The change is in year 3 of a 3-year programme: <a href="http://barnet.moderngov.co.uk/documents/s43101/Appendix%20A%20Environment%20Committee%20Savings%20Proposals.pdf">http://barnet.moderngov.co.uk/documents/s43101/Appendix%20A%20Environment%20Committee%20Savings%20Proposals.pdf</a>	No staff and / or service user equality impact analysis is required.	(1,787)	(300)		0		0		0		0		0	(300)	
G4	Environment	Commissioning Group	Fairness	Fees and charges: Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including parking products and highways services. Fees and charges will be reviewed within the statutory framework. This will include making sure that all fees are collected	The paper on fees and charges concluded that consultation was not required. Link here: <a href="http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf">http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf</a>	This saving is not anticipated to impact on service delivery.	Equalities impact assessment notes are within the report on fees and charges: <a href="http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf">http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf</a>	(4,800)	(130)		0		0		0		0		0	(130)	
G6	Environment	Safer Communities	Opportunity	CCTV: Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.	No service specific consultation is required.	Improved efficiency of the service.	No staff and / or service user equality impact analysis is required.	817	(200)		0		0		0		0		0	(200)	
G7	Environment	Green Spaces Development	Opportunity	Asset Management: Optimising the value of green spaces assets to maximise the level of income to sustain service delivery. This is to be achieved through a range of opportunity areas under review (e.g. lease arrangements or as referenced fees and charges)	Service specific consultation will be undertaken if required; including engagement with leaseholders as needed. Proposals will be submitted to future Environment Committee meetings for approval.	This saving is not anticipated to impact on service delivery.	Equality impact assessments will be undertaken if required, in line with any consultation requirements.	1,388	(100)		0		0		0		0		0	(100)	
G8	Environment	Commissioning Group	Opportunity	Advertising: A number of opportunities have been identified for advertising across the public realm, including: highways, bus shelters, parks and open spaces, and town centres. Cases will be dealt with in accordance with the council's policy on a case by case basis.	No service specific consultation will be undertaken. However it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure.	This would involve the provision of a new service(s), which is likely to be outsourced.	An initial equalities impact assessment has been completed and minimal impact on service users has been identified. However we are in the early stages of the project and have committed to review at a more appropriate time.	(4,800)	(200)		0		0		0		0		0	(200)	

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this)	Impact Assessment		Budget		2019/20		2020/21		2021/22		2022/23		2023/24		Total Savings (all years)																			
						Impact on Service Delivery	Equalities Impact	£000	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000		FTE																		
<b>Total</b>																				<b>(1,030)</b>																		<b>(1,030)</b>	
<b>Service Redesign</b>																																							
S2	Environment	Green Spaces Development	Opportunity	Parks and Open Spaces Strategy: Following specific site surveys for all green spaces in 2016, we will review and look at changes to how we maintain green spaces and who maintains them. This could be as whole green spaces or parts there within, and could include offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.	Service specific consultation will be undertaken if required, on a site by site or by area basis. The POSS was adopted in May 2016 by Environment Committee.	This saving requires a change to service delivery.	The POSS was adopted in May 2016 by Environment Committee. <a href="https://barnet.moderngov.co.uk/ie/ListDocuments.aspx?Cid=695&amp;Mid=8337">https://barnet.moderngov.co.uk/ie/ListDocuments.aspx?Cid=695&amp;Mid=8337</a> . The purpose of the Parks and Open Spaces Strategy is to ensure that the broad diversity residents and communities in Barnet continue to enjoy the benefits of these community assets and their needs and aspirations are reflected in the provision that Barnet makes. <a href="https://open.barnet.gov.uk/dataset/open-spaces-strategy">https://open.barnet.gov.uk/dataset/open-spaces-strategy</a>	1,388	(150)		0		0		0		0		0		(150)																		
S3	Environment	Parking	Opportunity	Controlled parking zones: Additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to take a coordinated approach to the process to save on cost (e.g. add 10 roads at a time instead of 1) and, except in exceptional circumstances, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	Consultation has taken place as part of the required statutory process. The main work for the 2019/20 year is Colindale CPZ and the consultation is found here: <a href="https://engage.barnet.gov.uk/colindale-cpz-consultation">https://engage.barnet.gov.uk/colindale-cpz-consultation</a>	This saving requires a change to service delivery. The costs of enforcement and operation of the controlled parking zone have been costed for the financial year and contractors are prepared for the required increase in activity.	EIAs form part of the process for CPZ consultation and implementation.	(4,800)	(150)		0		0		0		0		0		(150)																		
<b>Total</b>																				<b>(300)</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>(300)</b>	
<b>Reducing Demand, Promoting Independence</b>																																							
R1	Environment	Commissioning Group	Fairness	Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year, to North London Waste Authority, for treatment or disposal. If less waste is delivered than projected, a saving is made on the following year's levy. Future waste savings are reliant on; demand management projects, changes to collection services, and the success of communication campaigns. This will enable realistic lower waste tonnage projections to be made for the future and lower the quantity of waste that is actually collected.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	The need for an equality impact assessment will be kept under review and carried out if required.	12,847	(300)		0		0		0		0		0		(300)																		
R2	Environment	Street Scene	Fairness	Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste (enforced by fixed penalty notices); increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised. <b>NOTE – this is for information only and the saving is not included in the total.</b>	Service specific consultation, alongside Waste Strategy took place in January / February 2016. Further consultation on the Alternative Delivery Model is currently underway. The implementation of any specific proposed scheme will be dependant upon the completion of the service specific consultation and relevant equality impact analysis process, as the details of schemes are known.	This saving is anticipated to impact on service delivery.	An equality impact assessment will be completed. This will kept under review as the specific proposals develop. An initial equalities impact assessment for staff and residents has been completed and is available at: <a href="https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590">https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590</a>	11,178	(900)		0		0		0		0		0		(900)																		

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this)	Impact Assessment		Budget						Total Savings (all years)							
						Impact on Service Delivery	Equalities Impact	2018/19	2019/20		2020/21		2021/22		2022/23		2023/24				
								£000	£,000	FTE	£,000	FTE	£,000		FTE	£,000	FTE	£,000	FTE	£,000	FTE
R3	Environment	Green Spaces Development	Responsibility	Increased productivity and reduction of overheads: Develop a range of alternative management models for parks and open spaces including; trusts, management by friends groups, and volunteers. Ensure that all costs are recovered from external agencies, such as Barnet Homes, and ensure that suitable specifications are in place.	A staff consultation will be completed in line with any restructure proposals (in addition to an EIA).	This saving requires a change to service delivery.	A review of alternative management models will seek, where applicable, to include staff consultation and completion of an EIA. Any final proposal will be approved via the constitution and delegated powers via the Chief Officer (Environment).	1,388	(100)		0		0		0		0		(100)		
R4	Environment	Street Scene	Fairness	Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection (R2) and those set out in the November Environment Committee papers relating to parks and open spaces and fees and charges . Full-year effect from service changes which have been agreed by members.	No service specific consultation is required.	This saving is not anticipated to impact on service delivery.	No staff and / or service user equality impact analysis is required.	11,178	(200)		0		0		0		0		(200)		
R5	Environment	Street Scene	Fairness	Savings recovery plan: Alternative savings provision for £700k of original £900k target for changes to refuse collection (R2). Proposed option to move to a chargeable garden waste service.	Service specific consultation will be undertaken.	This saving requires a change to service delivery.	An equality impact assessment will be completed in Mar-19. This will be kept under review as the specific proposals develop.	11,178	(550)		(150)		0		0		0		(700)		
<b>Total</b>									(1,150)		(150)		0		0		0	0	(1,300)		
<b>Overall Total</b>									(2,480)		(150)		0		0		0	0		(2,630)	
<b>Priority Spending Review</b>																					
P1	Environment	Green Spaces Development	Responsibility	Delivery of Parks and Open Spaces Strategy: To reduce the annual revenue cost of the operation and management of green spaces by maximising the efficiency of the service and developing new and income generating uses for parks and green spaces sites.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery.	An equality impact assessment will be completed. This will be kept under review as specific proposals develop. Proposals will be submitted to a future Environment Committee for	1,388	0		0		(250)		(1,500)		(2,000)		(3,750)		
P2	Environment	Effective Borough Travel	Opportunity	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	No service specific consultation is required. However it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure .	The service is currently outsourced and there is no anticipated impact on delivery.	An initial equalities impact assessment has been completed and minimal impact on service users has been identified. However we are in the early stages of the project and have committed to review at a more appropriate time. Advertising policy was approved by Environment Committee in Sept-18 . As proposals are fully developed they will be submitted	269	(150)		(100)		(150)		(200)		(250)		(850)		
P3	Environment	Effective Borough Travel	Responsibility	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	No service specific consultation is required; as the project will still provide street lighting in compliance with the current code of practice, for lighting the highway, and all lamp columns remain in the same location	The service is currently outsourced and there is no anticipated impact on delivery.	An equalities impact assessment has been completed and no adverse impacts have been identified for service users and staff.	6,341	(150)		(600)		0		0		0		(750)		
P4	Environment	Effective Borough Travel	Opportunity	Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	Service specific consultation will be undertaken if required.	This would involve the provision of a new service(s), which is likely to be outsourced.	An initial programme equalities impact assessment has been completed, with a view to complete a revised assessment as specific proposals develop.	269	0		(50)		(650)		(700)		(250)		(1,650)		
P5	Environment	Effective Borough Travel	Fairness	Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery.	The need for an equality impact assessment will kept under review as the specific proposals develop and carried out if required.	(4,800)	(2,150)		(2,600)		(750)		0		0		(5,500)		
<b>Total</b>									(2,450)		(3,350)		(1,800)		(2,400)		(2,500)		(12,500)		
<b>Overall Total</b>									(4,930)		(3,500)		(1,800)		(2,400)		(2,500)			(15,130)	

Housing

Line Ref	Theme	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget												Total savings (All years)				
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19 £000	2019/20 £000	FTE	2020/21 £000	FTE	2021/22 £000	FTE	2022/23 £000	FTE	2023/24 £000	FTE						
H1	Housing	Opportunity	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a>	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.		(161)			(568)			(821)			(834)			(681)			(3,065)
H2	Housing	Opportunity	Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required  There is an opportunity to comment on our plans through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.		(1,025)			49			50			51			53			(822)
H3	Housing	Opportunity	Additional 89 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay a premium to the council for each property.	No service specific consultation required  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.								(158)			(162)			(5)			(325)
H4	Housing	Opportunity	Build 87 new council homes for rent on top of existing council housing blocks. Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	Consultation will be undertaken with residents living on affected estates.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.								(111)			(115)			(4)			(230)
H5	Housing	Opportunity	Increase some temporary accommodation rents to Local Housing Allowance.	Service specific consultation will be undertaken if required.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay a higher rent, but this will be eligible for housing benefit	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.		(62)															(62)



Line Ref	Theme	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget												Total savings (All years)		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20		2020/21		2021/22		2022/23		2023/24					
								£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
H6	Housing	Opportunity	Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	Service specific consultation will be undertaken if required.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay more rent, but this will be eligible for housing benefit	An equality impact assessment will be completed. This will be kept under review as the specific proposals develop.		0		(350)		(600)		(600)		(600)		(600)		(2,150)	
<b>Total</b>								(1,248)	0	(869)	0	(1,640)	0	(1,660)	0	(1,237)	0	(6,654)			(6,654)	
<b>Pressures</b>								560		755		500		0		0		0		0		1,815
<b>Overall Savings</b>								(688)	0	(114)	0	(1,140)	0	(1,660)	0	(1,237)	0	(4,839)			(4,839)	

Policy & Resources

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget												Total savings (All years)	
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20		2020/21		2021/22		2022/23		2023/24				
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE			
P&R1	Policy & Resources	Comm Gp	Fairness	Council Tax support - Introduction of a banded scheme to support Universal Credit roll out	Service specific consultation is being undertaken, closing 29/11/2018, ahead of any decision being made	An increase in the collectible debit will result in a minor impact on the collections team. The reduced number of changes required from UC notices will result in a major reduction in administration for the benefits team	Negative impact on satisfaction for customers having lost support, however this is in line with wider welfare reform agendas making work pay	Assessed and confirmed as significant negative with minimal positive. This will be updated to take into account the responses from the consultation.		(2,000)											(2,000)	
P&R2	Policy & Resources	CSG	Responsibility	The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. The full contract is available online.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This is a back office saving with no expected impact on service users.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. <a href="http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capitas%20Final%20Tender.pdf">http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capitas%20Final%20Tender.pdf</a>		(640)		(971)		(350)		(200)					(2,161)	
P&R3	Policy & Resources		Opportunity	A further reduction to the Customer & Support Group contract is proposed to Customer services, primarily through reducing demand through increased online contact, process automation and reduction in failure demand.	Service specific consultation will be undertaken if required.	The vast majority of savings in 2019/20 are anticipated to be through process improvements which are not anticipated to have a negative impact on service delivery. Some savings are anticipated to be made through changes to service levels.	The majority of savings are not anticipated to have a negative impact on customer satisfaction as they are process improvements. Any changes to service levels will be consulted on.	An initial equalities impact assessment previously carried out for the Customer Transformation Programme identified no equalities impact. <a href="https://barnet.moderngov.co.uk/documents/s34907/Appendix%20C%20-%20EIA.pdf">https://barnet.moderngov.co.uk/documents/s34907/Appendix%20C%20-%20EIA.pdf</a> This will be kept under review.		(400)											(400)	
P&R4	Policy & Resources		Responsibility	Reduction in cost of insurance contract through renegotiation	No service specific consultation required	No expected impact	No expected impact	No expected impact		(22)												(22)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget						Total savings (All years)				
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19 £000	2019/20 £000	FTE	2020/21 £000	FTE	2021/22 £000		FTE	2022/23 £000	FTE	2023/24 £000
P&R5	Policy & Resources	Comm Gp	Responsibility	Implement changes to senior management arrangements to reduce budget and areas of spend pressure. To take effect April 2019	Staff consultation Nov-Dec 18.	Unlikely to impact directly because not focused on front lines services	Unlikely to directly impact - potentially positive in terms of perception	No expected impact - HR processes will be followed and appropriate consultation and equality impact assessments will be completed.		(850)									(850)
P&R6	Policy & Resources	Comm Gp	Responsibility	Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income - such as through the filming contract, increase advertising on the web and in publications.  It is proposed that this will include not renewing the current Voluntary, Community and Faith Sector	No service specific consultation required, except with staff where required.	Potential of reduced communications with residents. Potential loss of printed Barnet First may be unpopular and will impact ability to communicate with residents. Reduction in resources to support VCFS sector and encourage community participation - aim to mitigate through alternative delivery options.	Impact on satisfaction & perception - aim to mitigate. Impact on ability to enable community participation and engagement with VCFS sector - aim to mitigate through alternative delivery options.	Low risk impact on digitally excluded for Barnet First. HR processes will be followed and appropriate consultation and equality impact assessments will be completed for staff. An EIA will be conducted in 19/20 prior to Year 2 saving on VCFS contract.		(183)		(32)		(107)				(107)	(429)
P&R7	Policy & Resources	Comm Gp	Responsibility	Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	No service specific consultation required, except with staff where required.	Low risk of impact on service delivery for 2019/20. Any potential to lead to less well-managed contracts will be kept under review in future years.	Low risk of impact on customer satisfaction for 2019/20. Any potential to lead to less well-managed contracts will be kept under review	Not expected to impact, but will be kept under review.				(203)		(104)		(134)		(138)	(580)
P&R8	Policy & Resources	Comm Gp	Responsibility	Economies of scale from review and redesign of professional support services, including economies of scale and efficiencies from joining up functions, reducing duplication. Assumes take effect May 2019	no service specific consultation	low risk impact if support not well designed	low risk impact if support to svces not well designed	not expected to impact		(297)		(260)							(557)
P&R9	Policy & Resources	Comm Gp	Opportunity	Generate income from selling data protection services, including to other councils. Assumes no increased running cost	no service specific consultation	not expected to impact	not expected to impact	not expected to impact		(57)		(81)							(138)
P&R10	Policy & Resources	Comm Gp	Opportunity	GIS value for money review (economy, efficiency and effectiveness)	no service specific consultation	Low impact because system not used. Potential missed opportunity for data led decisions	not expected to impact	not expected to impact	not expected to impact		(30)		(50)						(80)
P&R12	Policy & Resources	Assurance & Gov	Opportunity	Paperless committees (subject to robust digital infrastructure in place - hence implement in 2020/21)	no service specific consultation	no expected impact on services	low / no impact on service user. Change impact for Clirs	poss risk of impact on digitally excluded - mitigate with a "by exception" offer of printed papers for residents				(68)							(68)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget												Total savings (All years)	
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	2018/19	2019/20		2020/21		2021/22		2022/23		2023/24				
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
P&R13	Policy & Resources	Assurance & Gov	Responsibility	Stop refreshments for committee meetings incl Leader's briefings. Current budget £500, spend is c £4k	no service specific consultation	no expected impact	no expected impact	no expected impact		(1)												(1)
P&R14	Policy & Resources	Assurance & Gov	Responsibility	Stop rental costs for member surgeries & use council owned / free premises	no service specific consultation	unlikely to impact	temp risk because of change of venue	not expected - venues will be in community and DDA compliant		(4)												(4)
P&R15	Policy & Resources	Assurance & Gov	Responsibility	Stop funding of BT lines for elected members	no service specific consultation	no expected impact	no expected impact - cllrs have mobile lines	low risk impact on low income residents because of cost of calls but online channels free		(16)												(16)
P&R16	Policy & Resources	Assurance & Gov	Responsibility	Stop funding of printer cartridges as part of digitisation	no service specific consultation	no expected impact	no expected impact	no expected impact				(3)										(3)
P&R17	Policy & Resources	Assurance & Gov	Opportunity	Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	no service specific consultation	improvement of quality & resilience	increase through successful quality service	no expected impact				(100)		(100)		(100)					(116)	(416)
<b>Overall Savings</b>										<b>(4,500)</b>		<b>(1,768)</b>		<b>(661)</b>		<b>(434)</b>		<b>(361)</b>				<b>(7,724)</b>

Public Health

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment		Budget								Total savings (All years)				
								2018/19		2019/20		2020/21		2021/22			2022/23		2023/24	
								£000	FTE	£000	FTE	£000	FTE	£000	FTE		£000	FTE	£000	FTE
<b>Efficiency</b>																				
E1	Public Health	Different mode of delivery	Efficiency	Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns	None	No significant impact	None identified		(83)							(100)			(183)	
E2	Public Health	Third party income	Opportunity	PH School Resilience - This programme will be funded via NHS CAMHS Transformation Fund	None	None	N/A		(250)										(250)	
E3	Public Health	Staff restructure to improve skills and capacity	Responsibility	Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team	Any proposed restructure affecting staff will be subject to a minimum of 30 days consultation	There maybe a reduced capacity to deliver preventative services	Equality impact assessment on proposed new structure will be undertaken		(111)									(143)	(254)	
E4	Public Health	Contract efficiency savings	Efficiency	Substance Misuse - 2.5% year on year efficiency savings due to medicine prescriptions are built into contract until 2020	None	None	None identified		(65)										(65)	
E5	Public Health	Reprocurement of current contract	Fairness	Health Checks - Reconfiguration of healthchecks via GP federation to focus on hub approach will result in management cost reduction	None	Potential impact on delivering statutory targets	People over 50 years of age and those in least deprived areas may see reduction in services O11											(50)	(50)	
E6	Public Health	Service Transformation and demand management	Efficiency	Sexual Health Services - London-wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention	London-wide service transformation included consultation and service users focus groups that were used to inform service redesign	Sexual health services are demand led services and therefore any savings may be jeopardised by increase in demand	Sexual health services are used by all protected characteristics population but some of the high risk groups are LGBT groups, some ethnic minorities and young people		(489)		(100)		(310)		(250)		(100)		(1,249)	
<b>Total</b>									<b>(998)</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>(310)</b>	<b>0</b>	<b>(350)</b>	<b>0</b>	<b>(293)</b>	<b>0</b>	<b>(2,051)</b>	
<b>Service Redesign</b>																				
S1	Public Health	Service Transformation	Opportunity	Healthy Child Programme	Family Nurse Partnership transformation will require public consultation that focuses specifically on service users and stakeholders	Transformational change will need to be project managed to minimise impact on service continuity	Equality impact assessment will be carried out in redesign phase		(134)		(324)							(59)	(517)	
<b>Total</b>									<b>(134)</b>	<b>0</b>	<b>(324)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(59)</b>	<b>0</b>	<b>(517)</b>
<b>Overall Savings</b>									<b>(1,132)</b>	<b>0</b>	<b>(424)</b>	<b>0</b>	<b>(310)</b>	<b>0</b>	<b>(350)</b>	<b>0</b>	<b>(352)</b>	<b>0</b>	<b>(2,568)</b>	

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**Funding Template: Additions & Deletions, Slippage & Accelerated Spend Template**

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accel erated Spend	Explanation for request
				£'000	£'000	
Children's services -Education and Skills	2018/19	Modernisation - Primary & Secondary	Grants/contribution		(294)	re-profiled budget
Children's services -Education and Skills	2018/19	Urgent Primary Places - Temporary Allocated	Grants/contribution	(1,485)		budget no longer required, moved to school place planning
Children's services -Education and Skills	2018/19	St Agnes	Grants/contribution		(783)	re-profiled budget
Children's services -Education and Skills	2018/19	Kosher Kitchen	Grants/contribution		(150)	re-profiled budget
Children's services -Education and Skills	2018/19	Brookland	Grants/contribution	(234)		budget no longer required, moved to school place planning
Children's services -Education and Skills	2018/19	St Mary's & St John's	Grants/contribution	(280)		budget no longer required, moved to school place planning
Children's services -Education and Skills	2018/19	Whitefield School ASD	Grants/contribution		(1,500)	re-profiled budget
Children's services -Education and Skills	2018/19	School place planning (Primary )	Grants/contribution	514		surplus budget realigned
Children's services -Education and Skills	2018/19	School place planning (Secondary)	Grants/contribution	1,485		surplus budget realigned
Children's services -Education and Skills	2018/19	SEN	Grants/contribution		(2,700)	re-profiled budget
Children's services -Education and Skills	2018/19	SEN	S106		(1,000)	re-profiled budget
Children's services - Family Services	2018/19	Early Education and Childcare place sufficiency	CIL	(2,247)	(1,000)	re-profiled budget
Children's services - Family Services	2018/19	Early Education and Childcare place sufficiency	Borrowing	(195)		budget no longer required
Children's services - Family Services	2018/19	Information Management	Borrowing		(210)	re-profiled budget
Children's services - Family Services	2018/19	Meadow Close Children's Homes	Borrowing		(1,606)	re-profiled budget
Children's services - Family Services	2018/19	Family Services Estate - building compliance, extensive R&M, H&S, DDA	Borrowing		(652)	re-profiled budget
Housing Needs Resource	2018/19	Direct Acquisitions	Borrowing		17,000	re-profiled budget
Housing Needs Resource	2018/19	Micro Sites	S106		57	re-profiled budget
Parking and Infrastructure	2018/19	Highways (permanent re-instatement)	Borrowing		(115)	re-profiled budget
Regional Enterprise	2018/19	Carriageways	Borrowing		(413)	re-profiled budget
Regional Enterprise	2018/19	Investment in Roads & Pavement (NRP)	Grants/contribution	91		additional pothole grant
Regional Enterprise	2018/19	BXC - Funding for land aquisition	Borrowing		(642)	re-profiled budget
Regional Enterprise	2018/19	Colindale – Parks, Open Spaces and Sports	CIL		(300)	re-profiled budget
Regional Enterprise	2018/19	Grahame Park – Community Facilities	S106		1,000	re-profiled budget
Regional Enterprise	2018/19	Development Pipeline Strategic Opportunities f	Borrowing		(1,067)	re-profiled budget
Regional Enterprise	2018/19	Decent Homes Programme	Capital receipts		232	re-profiled budget
Regional Enterprise	2018/19	Refurbish and regenerate Hendon Cemetery at	RCCO	(557)		Funding substitution
Regional Enterprise	2018/19	Refurbish and regenerate Hendon Cemetery at	Borrowing	557		Funding substitution
Streetscene	2018/19	Parks & Open Spaces and Tree Planting	Capital receipts	7		additional budget required to complete
Streetscene	2018/19	Park Infrastructure	Grants/contribution		(8)	re-profiled budget
Streetscene	2018/19	Park Infrastructure	S106		(262)	re-profiled budget
Streetscene	2018/19	Victoria Park Infrastructure	Grants/contribution		(426)	re-profiled budget
Streetscene	2018/19	Parks Equipment	Capital receipts	(7)		budget no longer required
Streetscene	2018/19	Waste	Borrowing	(13)		budget no longer required
Streetscene	2018/19	Weekly Collection Support Scheme	Grants/contribution	(48)		budget no longer required
Streetscene	2018/19	Vehicles	Grants/contribution	40		additional budget required to complete
Streetscene	2018/19	Street cleansing and greenspaces - vehicles and equipment	Grants/contribution	8		additional budget required to complete
Streetscene	2018/19	Street cleansing and greenspaces - vehicles and equipment	Borrowing	13		additional budget required to complete
Streetscene	2018/19	Green spaces development project	Borrowing		(333)	re-profiled budget
HRA	2018/19	Extra Care Pipeline	Borrowing		931	re-profiled budget
HRA	2018/19	Development Pipeline Stag House	Borrowing		353	re-profiled budget
HRA	2018/19	Development Pipeline Stag House	Capital receipts		151	re-profiled budget
HRA	2018/19	HRA Fire Safety Programme	MRA		(3,418)	re-profiled budget
			<b>Total - 2018/19</b>	<b>(2,351)</b>	<b>2,845</b>	

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Theme								
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	25,611	12,515	-	-	-	-	-	38,126
Assets, Regeneration & Growth	81,938	87,177	4,677	21,617	750	250	-	196,409
Children's Education, Libraries & safeguarding	39,166	34,741	500	-	-	-	-	74,407
Environment	21,031	13,618	-	-	-	-	-	34,649
Housing	70,436	54,025	6,974	-	-	-	-	131,435
Policy & Resources	13,284	3,120	-	-	-	-	-	16,404
<b>Total - General Fund</b>	<b>251,466</b>	<b>205,196</b>	<b>12,151</b>	<b>21,617</b>	<b>750</b>	<b>250</b>	<b>-</b>	<b>491,430</b>
Housing Revenue Account	39,889	71,818	19,589	18,049	-	-	-	149,345
<b>Total - all services</b>	<b>291,355</b>	<b>277,014</b>	<b>31,740</b>	<b>39,666</b>	<b>750</b>	<b>250</b>	<b>-</b>	<b>640,775</b>

Theme	Total Funding						
	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	700	500	-	31,026	3,900	38,126
Assets, Regeneration & Growth	46,446	16,517	-	-	15,617	117,829	196,409
Children's Education, Libraries & safeguarding	53,498	8,002	1,736	-	5,099	6,072	74,407
Environment	6,034	1,067	4,861	-	40	22,647	34,649
Housing	6,458	1,838	22,895	60	-	100,184	131,435
Policy & Resources	20	-	11,602	-	16	4,766	16,404
<b>Total - General Fund</b>	<b>114,456</b>	<b>28,124</b>	<b>41,594</b>	<b>60</b>	<b>51,798</b>	<b>255,398</b>	<b>491,430</b>
Housing Revenue Account	4,080	-	12,674	88,609	-	43,982	149,345
<b>Total - all services</b>	<b>118,536</b>	<b>28,124</b>	<b>54,268</b>	<b>88,669</b>	<b>51,798</b>	<b>299,380</b>	<b>640,775</b>

<b>Adults &amp; Safeguarding</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Investing in IT	2,850	1,050						<b>3,900</b>
Sport and Physical Activites	22,761	10,765						<b>33,526</b>
Gaelic playing pitch relocation		700						<b>700</b>
	<b>25,611</b>	<b>12,515</b>						<b>38,126</b>

	TOTAL CAPITAL FUNDING						
Adults & Safeguarding	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Investing in IT						3,900	3,900
Sport and Physical Activites	2,000		500		31,026		33,526
Gaelic playing pitch relocation		700					700
	2,000	700	500		31,026	3,900	38,126

<b>Assets, Regeneration &amp; Growth</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
BXC - Funding for land acquisition	22,358	15,124						<b>37,482</b>
Colindale – Highways and Transport	1,500	4,654	1,427					<b>7,581</b>
Colindale – Parks, Open Spaces and Sports	1,365	4,800	1,000	500				<b>7,665</b>
Colindale Station Works	6,500	6,000	1,500					<b>14,000</b>
Grahame Park – Community Facilities	1,000	1,063						<b>2,063</b>
Town Centre	720	1,750	750	750	750	250		<b>4,970</b>
Thames Link Station	19,258	28,385						<b>47,643</b>
Office Build	23,423	2,300						<b>25,723</b>
Development pipeline	181	101						<b>282</b>
Development pipeline strategic opportunities fund	5,633			20,367				<b>26,000</b>
Strategic Infrastructure Fund		23,000						<b>23,000</b>
	<b>81,938</b>	<b>87,177</b>	<b>4,677</b>	<b>21,617</b>	<b>750</b>	<b>250</b>		<b>196,409</b>

	TOTAL CAPITAL FUNDING						
Assets, Regeneration & Growth	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
BXC - Funding for land aquisition						37,482	37,482
Colindale – Highways and Transport	948	2,807			3,826		7,581
Colindale – Parks, Open Spaces and Sports		115			7,550		7,665
Colindale Station Works		11,250				2,750	14,000
Grahame Park – Community Facilities		2,063					2,063
Town Centre	729				4,241		4,970
Thames Link Station	44,769					2,874	47,643
Office Build						25,723	25,723
Development pipeline		282					282
Development pipeline strategic opportunities fund						26,000	26,000
Strategic Infrastructure Fund						23,000	23,000
	<b>46,446</b>	<b>16,517</b>			<b>-</b>	<b>117,829</b>	<b>196,409</b>







<b>Children's Education, Libraries &amp; safeguarding</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Loft conversion and extension policy for Foster Carers	175	65						<b>240</b>
New Park House Children's home	20							<b>20</b>
Meadow Close Children's Homes	911	1,906						<b>2,817</b>
Family Services Estate - building compliance, extensive R&M, H&S, DDA	1,500	652						<b>2,152</b>
	<b>39,166</b>	<b>34,741</b>	<b>500</b>					<b>74,407</b>

	TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	6,903						6,903
Orion Primary School	75						75
Menorah Foundation	182						182
Martin Primary	9						9
Monkfrith	161						161
Wren Academy	80						80
London Academy	21						21
St Agnes	870						870
Saracens Primary	2,200						2,200
Kosher Kitchen	800						800
Brookland	830						830
<b>Permanent Secondary Expansion Programme</b>							
Oak Lodge Special School	288						288
St Mary's & St John's	721						721
Christ College Facilities Upgrade	251						251

	TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
St James / Blessed Dominic	17,755	3,951					21,706
Grammar school projects						1,000	1,000
<b>SEN Programme</b>							
Coppets Wood ASD	62						62
Chalgrove Primary school ASD	500						500
Whitefield School ASD	2,000						2,000
<b>Other Projects</b>							
Whitings Hill, Colindale and Northway/Fairway	431						431
School place planning (Primary )	1,283	2,268					3,551
School place planning (Secondary)	1,485	783					2,268
SEN	7,700	1,000					8,700
Alternative Provision	8,891						8,891
Libraries asset management			133			373	506
Early Education and Childcare place sufficiency					1,500		1,500
Information Management			428			245	673
Youth Zone					3,599	400	3,999

	TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Loft conversion and extension policy for Foster Carers			175			65	240
New Park House Children's home						20	20
Meadow Close Children's Homes						2,817	2,817
Family Services Estate - building compliance, extensive R&M, H&S, DDA			1,000			1,152	2,152
	53,498	8,002	1,736		5,099	6,072	74,407

<b>Environment</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>								
Local Implementation Plan 2016/17 and onwards	3,769	1,500						5,269
<b>HIGHWAYS non-TfL</b>								
Footway Reconstruction	43							43
Traffic Management	4							4
Highways Improvement	364							364
Travel Plan Implementation	91							91
Carriageways	237	1,702						1,939
Highways Planned Maintenance Works Programme	40							40
Saracens	16							16
Drainage Schemes	70							70
Road Traffic Act - Controlled Parking Zones	108							108
Investment in Roads & Pavement (NRP)	9,458	6,375						15,833
<b>OTHER ENVIRONMENT</b>								
Old Court House - public toilets	40							40
Parks & Open Spaces and Tree Planting	61							61
Park Infrastructure	140	325						465
Victoria Park Infrastructure	75	536						611

<b>Environment</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Data Works Management system	432							<b>432</b>
Parks Equipment	101	100						<b>201</b>
Waste	221							<b>221</b>
Weekly Collection Support Scheme	440							<b>440</b>
Vehicles	1,274	1,393						<b>2,667</b>
Street cleansing and greenspaces - vehicles and equipment	1,050							<b>1,050</b>
Green spaces development project	367	333						<b>700</b>
Refurbish and regenerate Hendon Cemetery and Crematorium	1,149							<b>1,149</b>
Hendon Cemetery & Crematorium Enhancement	116							<b>116</b>
Lines and Signs	170	170						<b>340</b>
Highways proactive patching	560							<b>560</b>
Highways (permanent re-instatement)	635	1,184						<b>1,819</b>
	<b>21,031</b>	<b>13,618</b>						<b>34,649</b>

	TOTAL CAPITAL FUNDING						
Environment	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>							
Local Implementation Plan 2016/17 and onwards	5,269						5,269
<b>HIGHWAYS non-TfL</b>							
Footway Reconstruction		43					43
Traffic Management		4					4
Highways Improvement		364					364
Travel Plan Implementation		91					91
Carriageways						1,939	1,939
Highways Planned Maintenance Works Programme					40		40
Saracens		16					16
Drainage Schemes	69					1	70
Road Traffic Act - Controlled Parking Zones		107				1	108
Investment in Roads & Pavement (NRP)	91					15,742	15,833
<b>OTHER ENVIRONMENT</b>							
Old Court House - public toilets		40					40
Parks & Open Spaces and Tree Planting	54		7				61
Park Infrastructure	63	402					465
Victoria Park Infrastructure			611				611

	TOTAL CAPITAL FUNDING						
Environment	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Data Works Management system			432				432
Parks Equipment			193			8	201
Waste						221	221
Weekly Collection Support Scheme	440						440
Vehicles	40		900			1,727	2,667
Street cleansing and greenspaces - vehicles and equipment	8					1,042	1,050
Green spaces development project						700	700
Refurbish and regenerate Hendon Cemetery and Crematorium			592			557	1,149
Hendon Cemetery & Crematorium Enhancement			116				116
Lines and Signs						340	340
Highways proactive patching			560				560
Highways (permanent re-instatement)			1,450			369	1,819
	<b>6,034</b>	<b>1,067</b>	<b>4,861</b>		<b>40</b>	<b>22,647</b>	<b>34,649</b>



<b>Housing</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Chilvins Court		60						<b>60</b>
Disabled Facilities Grants Programme	2,602	1,899	450					<b>4,951</b>
Empty Properties	1,843	2,000	467					<b>4,310</b>
Decent Homes Programme	232	107						<b>339</b>
Direct Acquisitions	40,000							<b>40,000</b>
DECC - Fuel Povety	7							<b>7</b>
Out of borough acquistition		7						<b>7</b>
Modular Homes	300	1,176						<b>1,476</b>
Open Door	22,000	48,103	6,057					<b>76,160</b>
Pinkham Way land release	1,500							<b>1,500</b>
Micro sites	1,952	673						<b>2,625</b>
	<b>70,436</b>	<b>54,025</b>	<b>6,974</b>					<b>131,435</b>

	TOTAL CAPITAL FUNDING						
Housing	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Chilvins Court				60			60
Disabled Facilities Grants Programme	4,951						4,951
Empty Properties			4,310				4,310
Decent Homes Programme			314			25	339
Direct Acquisitions						40,000	40,000
DECC - Fuel Povety	7						7
Out of borough acquisition						7	7
Modular Homes						1,476	1,476
Open Door			17,484			58,676	76,160
Pinkham Way land release	1,500						1,500
Micro sites		1,838	787				2,625
	<b>6,458</b>	<b>1,838</b>	<b>22,895</b>	<b>60</b>		<b>100,184</b>	<b>131,435</b>

<b>Policy &amp; Resources</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Depot relocation	1,950							<b>1,950</b>
Copthall Infrastructure Enhancement	1,000							<b>1,000</b>
Community Centre - Tarling Road	2,646	120						<b>2,766</b>
Asset Management	962	1,000						<b>1,962</b>
ICT strategy	2,210	2,000						<b>4,210</b>
Community Centres fit out	520							<b>520</b>
Customer Services Transformation Programme	3,301							<b>3,301</b>
Implementation of Locality Strategy	695							<b>695</b>
	<b>13,284</b>	<b>3,120</b>						<b>16,404</b>

	TOTAL CAPITAL FUNDING						
Policy & Resources	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Depot relocation			1,950				1,950
Copthall Infrastructure Enhancement						1,000	1,000
Community Centre - Tarling Road						2,766	2,766
Asset Management			946		16	1,000	1,962
ICT strategy			4,210				4,210
Community Centres fit out	20		500				520
Customer Services Transformation Programme			3,301				3,301
Implementation of Locality Strategy			695				695
	<b>20</b>		<b>11,602</b>		<b>16</b>	<b>4,766</b>	<b>16,404</b>

Housing Revenue Account	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,670	5,649	6,970	7,768				26,057
Regeneration	1,200	1,156	525	787				3,668
Misc - Repairs	2,785	2,235	2,314	2,324				9,658
M&E/ GAS	5,715	5,386	6,125	3,615				20,841
Voids and Lettings	3,605	3,677	3,655	3,555				14,492
Advanced Acquisitions (Regen Estates)	275	4,454						4,729
Moreton Close	6,274							6,274
Dollis Valley	30	6,577						6,607
Extra Care Pipeline	981	34,534						35,515
Burnt Oak Broadway Flats	250	4,732						4,982
Upper & Lower Fosters Community Led Design	1,669							1,669
Development Pipeline Stag House	1,435							1,435
HRA Fire Safety Programme	10,000	3,418						13,418
	<b>39,889</b>	<b>71,818</b>	<b>19,589</b>	<b>18,049</b>				<b>149,345</b>

Housing Revenue Account	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)				26,057			26,057
Regeneration				3,668			3,668
Misc - Repairs				9,658			9,658
M&E/ GAS				20,841			20,841
Voids and Lettings				14,492			14,492
Advanced Acquisitions (Regen Estates)			960			3,769	4,729
Moreton Close						6,274	6,274
Dollis Valley			6,607				6,607
Extra Care Pipeline	4,080		3,000			28,435	35,515
Burnt Oak Broadway Flats			1,490			3,492	4,982
Upper & Lower Fosters Community Led Design			195	475		999	1,669
Development Pipeline Stag House			422			1,013	1,435
HRA Fire Safety Programme				13,418			13,418
	4,080		12,674	88,609		43,982	149,345

# **London Borough of Barnet: 2019-20 Capital Strategy**

## **1) Introduction**

In December 2017, the Chartered Institute of Public Finance & Accountancy issued a revised Prudential and Treasury Management Code, requiring all local authorities to produce a Capital Strategy report from 2019-20 onwards.

This capital strategy meets the requirement by setting out Barnet's capital investment programme and how it contributes to the achievement of its strategic outcomes as detailed in the Corporate Plan, while considering resource availability and the wider financial context. It is intended to be supportive of the Council's other strategy framework documents.

The capital strategy is laid out as follows:

- Objectives
- Definition
- Corporate Strategy
- Current Capital Programme
- Financing
- Governance
- Preparing and approving the Capital Programme
- Monitoring
- Changes to the Capital Programme
- Risk identification & management
- Capitalisation policy

## **2) Objectives**

The main objectives of the capital strategy, as per the Council's Financial Regulations, are as follows:

- To maintain an affordable rolling capital programme of up to ten years
- To ensure capital resources are aligned with the Council's strategic vision and corporate priorities
- To undertake prudential borrowing only when there are sufficient monies to meet, in full, the implications of capital expenditure, both borrowing and running costs
- To maximise available resources by actively seeking appropriate external funding and disposal of surplus assets

Investing in the future is a key strand of the Council's response to the scale of the challenge facing local government from funding reductions and increasing demand on services. Barnet will not be able to support the growth needed to ensure the Council's financial independence without investment for the future.

Barnet’s Capital Strategy is aligned to its Medium Term Financial Strategy (MTFS), and all other relevant financial and non-financial strategies.

### 3) Definition

Capital expenditure referred to in the strategy is consistent with the definition within the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Accounting Code of Practice as;

*“...Expenditure that results in the acquisition, construction, or the enhancement of non-current assets (tangible or intangible) in accordance with proper practices... All other expenditure must be accounted for as revenue expenditure unless specifically directed by the Secretary of State.”*

### 4) Corporate Plan

The capital strategy supports Barnet’s draft five-year corporate strategy, Barnet 2024, which focuses on three strategic outcomes with key priorities in each, as set out in the visual below.



Barnet 2024 also outlines the approach taken by the Council in meeting the strategic outcomes, which comprises the following:



## **A Fair Deal**

- Standing up for Barnet so it gets its fair share of resources including police and general funding
- Effective management of resources and contracts to ensure we can keep council tax low and provide value for money for the tax payer
- Focusing resources to deliver targeted extra support at those who need it most, while continuing to deliver priority universal services

## **Maximising Opportunity**

- Taking a commercial approach to generating income and looking for new opportunities to generate revenue from our estate
- Making use of evolving technology and innovation to help us achieve better outcomes and become more efficient
- Capitalising on opportunities from responsible growth and development to increase income and boost the local economy

## **Shared Responsibility**

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Providing early intervention and prevention services so residents can live independently for as long as possible
- Collaborating locally with health partners and the police to achieve better outcomes for Barnet

## **Efficient and Effective Council**

- Reviewing the way that we work and deliver services to make best use of resources, including strong financial management
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services

## **5) Current Capital Programme**

The Council currently has a significant capital programme across both the General Fund and Housing Revenue Accounts, supporting the achievement of its strategic outcomes. Capital proposals 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 involves taking account of the revenue implications of the projects in the revenue budget setting process.

The latest approved budget for the Council's capital programme totals £641m over the latest MTFS period from 2018-19 to 2024-25.

A summary by Theme Committee is shown below.

Directorate	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Adult &amp; Safeguarding</b>	25,611	12,515	-	-	-	-	-	<b>38,126</b>
<b>Assets, Regeneration &amp; Growth</b>	81,938	87,177	4,677	21,617	750	250	-	<b>196,409</b>
<b>Children's, Education, Libraries &amp; Safeguarding</b>	39,166	34,741	500	-	-	-	-	<b>74,407</b>
<b>Environment</b>	21,031	13,618	-	-	-	-	-	<b>34,649</b>
<b>Housing</b>	70,436	54,025	6,974	-	-	-	-	<b>131,435</b>
<b>Policy &amp; Resources</b>	13,284	3,120	-	-	-	-	-	<b>16,404</b>
<b>General Fund Total</b>	<b>251,466</b>	<b>205,196</b>	<b>12,151</b>	<b>21,617</b>	<b>750</b>	<b>250</b>	<b>-</b>	<b>491,430</b>
<b>Housing Revenue Total</b>	<b>39,889</b>	<b>71,818</b>	<b>19,589</b>	<b>18,049</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>149,345</b>
<b>Total- all services</b>	<b>291,355</b>	<b>277,014</b>	<b>31,740</b>	<b>38,666</b>	<b>750</b>	<b>250</b>	<b>-</b>	<b>640,775</b>

### Selected Major Scheme Details

Some of the larger investment areas that the Council will be delivering as part of its current programme are outlined in the table below. The main benefits the investment will deliver and the strategic priorities supported are also provided. Many of the investment programmes will support multiple priorities, but only the most relevant is included here.

Investment area	Barnet 2024 Strategic Outcomes/Priorities	Main Benefits Delivered	Non-Delivery Risk
<b>Housing</b>	Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> <li>- Increase the Council's stock of affordable social housing</li> <li>- Enhance Barnet as a successful London suburb through delivery of quality new places and improved neighbourhoods</li> <li>- Reduction in need for and cost of temporary and emergency accommodation</li> <li>- Supporting Barnet residents, promoting independence, learning and well-being</li> </ul>	<ul style="list-style-type: none"> <li>- Continued shortfall of affordable housing and reliance on expensive temporary accommodation</li> <li>- Failure to deliver identified revenue savings</li> </ul>
<b>Brent Cross (Thameslink station)</b>	Delivering on our major regeneration schemes	<ul style="list-style-type: none"> <li>- Area regeneration</li> <li>- New jobs and homes</li> </ul>	- Lack of quality housing and job opportunities in

<b>and funding for land acquisition)</b>	including Brent Cross Cricklewood which will deliver 27,000 jobs and 7,500 new homes	- Improved transport linkages	the area
<b>Sports and physical activities- i.e. construction of two leisure centres</b>	Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>- Two new leisure centres at New Barnet and Cophall</li> <li>- Targeted increase in sport and physical activity participation among residents</li> <li>- Cost neutral leisure service provision with average income to council of £1.6m per annum</li> </ul>	- Potential financial impact on service provision
<b>Colindale investment (excluding office build)</b>	A pleasant, well maintained borough that we protect and invest in	<ul style="list-style-type: none"> <li>- Help deliver the regeneration of Colindale</li> <li>- Improved green and open spaces for area residents</li> <li>- Improved transport infrastructure in the area</li> <li>- Possible additional income generated through Controlled Parking Zone implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Poorer outcomes for Colindale residents</li> <li>- Reduced attractiveness of area</li> </ul>
<b>Barnet Council new office build</b>	A pleasant, well maintained borough that we protect and invest in	<ul style="list-style-type: none"> <li>- Delivers financial benefits through accommodation savings</li> <li>- Non-financial benefits for staff from move to a more 'agile working' environment</li> <li>- Forms part of the wider regeneration of the Colindale area</li> </ul>	- Additional costs to current lease arrangements/operational costs
<b>Schools</b>	Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>- The council has a duty to provide good school places.</li> <li>- Ensuring the borough has good schools and school places so all children have access to a great/outstanding education</li> </ul>	- Additional pressure on borough to meet statutory educational duties
<b>Investment in roads and highways</b>	Improving roads, pavement and transport connections	<ul style="list-style-type: none"> <li>-Improving the condition of roads</li> <li>- Making travel safer and more attractive</li> <li>- Support the use of low emission vehicles</li> </ul>	

More details of the council's capital programme can be found in Policy & Resources Committee papers on [www.barnet.moderngov.uk](http://www.barnet.moderngov.uk).

## 6) Financing

### Funding Sources

The best value for money approach to financing capital expenditure is achieved by allocating specifically received funding first, followed by unringfenced capital funding,

then other contributions and finally borrowing. The council seeks to use a wide range of funding to finance its capital investment programme, which are laid out below.

- **External Capital Grants:** capital grants from central government departments (Transport for London, Education Funding Authority) or other partners;
- **Section 106s:** developer contribution towards infrastructure; confined to specific areas and to be used within a specific timeframe;
- **Community Infrastructure Levy (CIL):** developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use; paid into infrastructure reserve;
- **Capital Receipts:** these are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets; and
- **Borrowing:** 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).

### Affordability

Details around a project's external financing should be added to the bid/business case. Where there is specific capital grant funding this should be included along with the grant determination letter (where applicable).

Any decisions on council funding sources such as borrowing, capital receipts or capital reserves are taken by the Capital Strategy Board (CSB), more details on which can be found in a later section. If council funding such as borrowing is identified as the funding source then there needs to be an assessment of the revenue implications. Finance Business Partners should be involved in helping to calculate and model these costs.

The council's treasury management service is responsible for the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer-term cash flow planning, to ensure that the council can meet its capital spending obligations as well as maintaining a financially sustainable position.

The council uses prudential indicators which are key to ensuring the affordability, prudence and sustainability of its capital programme.

The council sets its own borrowing limits based on revenue affordability, risk and any other relevant factors.

The key prudential indicators used by the council are as follows:

**Authorised limit for external debt:** This is a control on the maximum level of borrowing and represents a limit beyond which external debt is prohibited. This limit

needs to be set or revised by the full Council and reflects the external debt that, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.

**Operational boundary:** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

**Capital Financing Requirement (CFR):** The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the council's indebtedness and its underlying borrowing need. Any capital expenditure which has not been immediately paid for which increases the CFR. The CFR does not increase indefinitely as the minimum revenue provision (MRP) is a statutory annual revenue charge that broadly reduces the indebtedness in line with asset's life, and so charges the economic consumption of capital assets as they are used.

The current prudential indicators for the council are summarised in the table below.

	2018-19 Budget (£m)	2019-20 Budget (£m)	2020-21 Budget (£m)	2021- 2022 Budget (£m)	2022- 2023 Budget (£m)	2023- 2024 Budget (£m)	2024- 2025 Budget (£m)
Authorised Limit for external debt	<i>The table is shown here for illustrative purposes only and will be completed in a future draft</i>						
Operational Boundary							
CFR							
Actual external borrowing							

## 7) Governance

The Capital Strategy Board (CSB) has oversight of the Council's capital programme. The CSB is an officer body with a remit to advise the Council on its capital strategy and all property asset management. It is mainly an advisory body and takes any decision-making power from the delegated authority of officers attending as set out in the Financial Regulations and the Council's Constitution. It makes decisions only in accordance with the existing priorities agreed in the budgetary framework. It also ensures that necessary consultation is carried out with the Council Management Team (CMT) and Policy and Resources Committee (P&R) and relevant directors as part of the decision-making process. Any decision or policy that is outside the agreed budget or policy framework will be referred back to P&R Committee and/or Council in accordance with the Constitution.

The role of the body is as follows:

- lead on the development and maintenance of a Capital Strategy that is consistent with Council priorities;
- identify and monitor the resources available to fund the capital programme ensuring all approved schemes are fully funded;
- within this framework, develop and manage the Capital Programme; and,
- monitor the progress of the capital programme and key variances between plans and performance.

The CSB reports to the Policy & Resource Committee who are responsible for strategic policy, finance and corporate risk management including recommending the Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council.

## **8) Preparing and Approving the Capital Programme**

The existing Capital Programme covers all directorates/theme committees for a period of up to 10 years. Each year during the summer, as part of the budget setting process, Directorates will put forward proposals for new projects that are required to meet the needs of their services for consideration at Board and to be added to the Capital Programme.

All proposed schemes requiring capital investment must provide business cases including the following minimum information (see below for example):

- Description of the scheme;
- The estimated financial implications, both capital and revenue;
- The expected outputs, outcomes and contribution to the Council's Priorities;
- Risk assessment and appraisal with potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Business cases will be scrutinised by the Capital Strategy Board where representatives will discuss and appraise the schemes based on reference to the capital strategy, corporate priorities, asset management strategy. There will be a recommendation put to CMT for additions to be included in the December Budget Headlines Report.

These proposals along with the officer approved Capital Programme are then presented to P&R in February and referred to Full Council for approval; thereby setting the full capital programme for future years.

For in year additions these will need to be presented and agreed at CSB before being requested at a P&R committee.

## **9) Monitoring the Capital Programme**

For effective delivery of the Capital Programme it is important that the programme is realistic in terms of projects that can be delivered on time, within budget and that achieves the desired outcomes.

The Project Sponsor and Project Manager should meet their Finance Business Partner quarterly, improving the level of monitoring and scheme profiling moving forward.

Therefore, the capital programme is monitored with quarterly reports being produced for the Financial Performance & Contracts Committee. These quarterly reports are used the basis for a review to ensure schemes are as up to date as possible and any changes to forecasts or risks are discussed.

## **10) Changes to the Capital Programme**

Any slippages or accelerated spending or deletions to the capital programme must be approved by the Policy and Resources Committee. The process for additions is covered earlier in section 9.

### *a) Deletions*

Regular formal challenge is provided to capital schemes throughout the capital programme. Scrutiny is applied when expenditure has not yet been incurred or is lower than the anticipated profile of payments. Consequently, deletions are identified which remove projects which are recognised as not currently being planned for delivery. Removing unnecessarily planned capital expenditure not only reduces the revenue requirement but also supports good financial management in accurately forecasting project costs and reducing slippage.

### *b) Slippage & Accelerated Spend*

In addition to the process of challenge of schemes of the continued inclusion within the capital programme, scrutiny has been provided to the profiling assumptions of every scheme. As major capital works can span many financial years, there is a need to plan over a longer time horizon. Expanding the planning period enables existing schemes to spread the cost over a more reasonable delivery period.

## **11) Risk Identification and Management**

The principal risks concerning the capital programme are around funding of the current and future projects, variations in the cost from agreed budgets and the projects not delivering the planned outcomes. These risks are minimised by the processes that have been incorporated into the Council's normal practices.

**Funding** – All projects included within the programme are fully funded. Where external funds are being used the funds will be secured with funding agreements prior to their inclusion or received in advance. Where conditions apply careful monitoring will be in place to ensure the terms are met to prevent possible loss. Where borrowing is required the revenue costs will be built into the Medium Term Financial Strategy.

**Cost Variation** – These fall into two categories; (a) Where the timing of expenditure changes from the budget set, and, (b) Where the overall cost of the projects changes from the approved budget.

- This may result in a change to the borrowing profile of the Council and therefore have revenue implications. It may also affect the overall outcome of the project as decisions may need to be taken to ensure that the project that can be completed, with a potential impact on benefits delivered.
- Managers are required to ensure adequate budget is in place prior to the commencement of projects. Budget should include a contingency sum to allow for possible anticipated variations where prices are not fixed with contractors. Careful monitoring and timely reporting is required to reduce the effects of cost variations. Budgets will be re-profiled to ensure timing changes are captured. Managers are required to identify alternative funding sources where overall cost variations occur during the delivery to contain them before sums are committed.

**Delivery of Outcomes** – Outcomes must be measured and compared against original objectives to ensure value for money and to reduce risk.

- Risk may increase if project delays cause disruption to the service and require interim solutions with both financial and non-financial consequences. The CSB will meet throughout the year to discuss progress on projects and makes decisions to minimise risk.
- If planned savings are not produced from the investment the revenue budgets may have a shortfall which will have to be addressed. It is therefore essential that careful evaluation of business cases and financial models are carried out and approved prior to the projects commencing.

## 11) Capitalisation Policy

Capital expenditure as defined in section 2 is capitalised on an accruals basis. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. Any expenditure on an asset that is under £10,000 is considered non-enhancing and is treated as revenue expenditure. Any acquisitions such as equipment and vehicles for less than £10,000 are assessed and included in Property, Plant and Equipment if considered appropriate to do so.

In accordance with *IAS 16- Property, Plant and Equipment* assets are initially measured at cost, comprising:

- the purchase price;
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management; and
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.



The costs of assets acquired other than by purchase is deemed to be at fair value, unless the acquisition does not have commercial substance. In the later case, where an asset is acquired via an exchange, the cost of the acquisition via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Further details of the Council's capital expenditure accounting policies can be found in the Council's published Statement of Accounts which are available at [www.barnet.gov.uk](http://www.barnet.gov.uk).

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## Building Control (Re) Fees and Charges 2019/20

Reference/ Area	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Comments	Statutory - fixed fee - Discretionary fee / commercial	Additional detail for new charges / above inflation
Re	Building Control	Single storey dwelling	Per chargeable hour	-	£1,051.25	New Charge	Discretionary	
Re	Building Control	Each additional dwelling (single storey)	Per chargeable hour	-	£253.75	New Charge	Discretionary	
Re	Building Control	Two storey dwelling* (incorporating a basement storey)	Per chargeable hour	-	£1,377.50	New Charge	Discretionary	
Re	Building Control	Three storey dwelling	Per chargeable hour	-	£1,305.00	New Charge	Discretionary	
Re	Building Control	Each additional dwelling (three storey)	Per chargeable hour	-	£398.75	New Charge	Discretionary	
Re	Building Control	Three storey dwelling* (incorporating a basement storey)	Per chargeable hour	-	£1,486.25	New Charge	Discretionary	
Re	Building Control	Block of flats (up to 6 units/3 storeys)	Per chargeable hour	-	£2,501.25	New Charge	Discretionary	
Re	Building Control	Single storey extension (total floor area less than 6m <sup>2</sup> )	Per chargeable hour	-	£471.25	New Charge	Discretionary	
Re	Building Control	Each additional 20m <sup>2</sup> over 60m <sup>2</sup> total floor area (above)	Per chargeable hour	-	£181.25	New Charge	Discretionary	
Re	Building Control	Basement conversion	Per chargeable hour	-	£435.00	New Charge	Discretionary	

Reference/ Area	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Comments	Statutory - fixed fee - Discretionary fee / commercial	Additional detail for new charges / above inflation
Re	Building Control	Construction of enclosed carport	Per chargeable hour	-	£181.25	New Charge	Discretionary	We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order to ensure that the recipient pays the full cost of the chargeable work to recover the local
Re	Building Control	Underpinning (up to 20 linear meters)	Per chargeable hour	-	£580.00	New Charge	Discretionary	
Re	Building Control	Window and door replacement(s)	Per chargeable hour	-	£290.00	New Charge	Discretionary	
Re	Building Control	Drainage connection to foul system (porch / conservatory / outbuilding)	Per chargeable hour	-	£290.00	New Charge	Discretionary	
Re	Building Control	Single storey office (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£2,211.25	New Charge	Discretionary	
Re	Building Control	Single storey shop/commercial unit (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£1,957.50	New Charge	Discretionary	
Re	Building Control	Single storey assembly/recreation building (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£2,465.00	New Charge	Discretionary	
Re	Building Control	Single storey industrial unit (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£1,776.25	New Charge	Discretionary	
Re	Building Control	Conversion into a hotel or boarding house (up to 5 rooms)	Per chargeable hour	-	£2,030.00	New Charge	Discretionary	
Re	Building Control	Conversion into a shop	Per chargeable hour	-	£1,051.25	New Charge	Discretionary	

Reference/ Area	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Comments	Statutory - fixed fee - Discretionary fee / commercial	Additional detail for new charges / above inflation
Re	Building Control	Office extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£1,631.25	New Charge	Discretionary	authorities' cost.
Re	Building Control	Shop/commercial unit extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£1,522.50	New Charge	Discretionary	
Re	Building Control	Assembly/recreational building extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£1,740.00	New Charge	Discretionary	
Re	Building Control	Industrial unit extension* (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	-	£1,486.25	New Charge	Discretionary	
Re	Building Control	Shop/commercial unit fit-out (shell only)	Per chargeable hour	-	£688.75	New Charge	Discretionary	
Re	Building Control	Shop/commercial unit fit-out (shell and core)	Per chargeable hour	-	£906.25	New Charge	Discretionary	
Re	Building Control	Replacement shop front	Per chargeable hour	-	£580.00	New Charge	Discretionary	
Re	Building Control	Installation of a shopping centre kiosk (total floor area under 9m <sup>2</sup> )	Per chargeable hour	-	£761.25	New Charge	Discretionary	
Re	Building Control	Installation of a mezzanine floor (total floor area less than 500m <sup>2</sup> )	Per chargeable hour	-	£1,160.00	New Charge	Discretionary	
Re	Building Control	Window and door replacement(s)	Per chargeable hour	-	£471.25	New Charge	Discretionary	
Re	Building Control	Re-roofing/renovation of thermal element(s)	Per chargeable hour	-	£543.75	New Charge	Discretionary	

Reference/ Area	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Comments	Statutory - fixed fee - Discretionary fee / commercial	Additional detail for new charges / above inflation
Re	Building Control	Cancellation of application (after validation)	Cost recovery	-	£72.50	New Charge	Statutory discretionary	
Re	Building Control	Cancellation of application (after plan assessment)	Cost recovery	-	£435.00	New Charge	Statutory discretionary	
Re	Building Control	Administration (per hour)	Cost recovery	-	£72.50	New Charge	Statutory discretionary	

## Adults and Safeguarding Committee

The Adults and Safeguarding Committee is responsible for promoting the best possible Adult Social Care services, working with partners on the Health and Wellbeing Board to promote integration of social care with health, and ensuring that the council's safeguarding responsibilities are taken into account.

We work with health, housing, education and other services to meet people's care and support needs and help them to stay as independent as possible. We do this by focusing on people's strengths: on what people can do and how they can help themselves. We are diversifying Barnet's accommodation offer to help more people to live independently, through increasing supported living for younger adults and building new extra care facilities for older people. We have transformed our day care provision, so people can access employment and volunteering. We have integrated our social care services with health services. We have implemented innovative technology services and evidence-based prevention support to help people stay as independent as possible. We encourage active and healthy lifestyles to reduce demand on adult social services and are improving the borough's leisure facilities, parks, and open spaces to support this.

The national and local context for adult social care is one of increasing need for services at the same time as available funding through revenue support grant has been decreasing. There has been national recognition of the need for a longer-term sustainable funding solution for adult social care and a government green paper addressing this issue is expected in the near future. Barnet Council has sought to increase investment in adult social care, through application of the social care precept, review of its contribution policies and investment from council reserves of £12.3m from 2016/17 to 2018/19. The additional funding announced in the autumn 2018 budget will help balance the council's adult social care budget in 2019/20. However, beyond this there is no certainty of funding and insufficient funding in the system to meet levels of demand. This means that Barnet adult social care must focus on meeting its statutory duties alongside meeting the legal requirements of the council to remain on a sound financial footing. We will do this by ensuring that we meet eligible needs cost-effectively and that all investment in commissioned services enables better management of demand.

### Committee Priorities for 2019-2024

Priority	How will we meet this by 2024?
Integrating health and social care and providing support for those with mental health problems and complex needs <b>[Corporate Priority]</b>	<ul style="list-style-type: none"> <li>Working with local NHS organisations, GPs and NHS Barnet Clinical Commissioning Group to provide more health and care services closer to home</li> <li>Working with NHS colleagues to achieve timely discharge from hospital for patients</li> <li>Offering, and signposting to, prevention support for people to stay active and more independent in the community</li> <li>Continuing to offer support to working age adults with mental health needs</li> </ul>
Supporting those with disabilities, older, and vulnerable residents to remain independent and have a good quality of life <b>[Corporate Priority]</b>	<ul style="list-style-type: none"> <li>Opening new extra care schemes for people who need additional support to remain living independently</li> <li>Providing enablement services that help people regain or increase their independence</li> <li>Using technology to enhance people's independence and assist with care</li> <li>Offering support for carers of people with dementia</li> <li>Providing equipment that allows people to stay more independent at home</li> </ul>
Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing <b>[Corporate Priority]</b>	<ul style="list-style-type: none"> <li>Delivering new leisure centres and enhancing existing leisure facilities</li> <li>Ensuring participation in sport and physical activity is accessible and inclusive to all</li> <li>Giving residents access to health and wellbeing information and activities through the Fit and Active Barnet (FAB) framework</li> <li>Completing the implementation of the new leisure contract (which includes a range of wellbeing services such as the Fit &amp; Active Barnet Card, weight management services, falls prevention, dementia friendly sessions).</li> </ul>
Safeguarding adults at risk of	<ul style="list-style-type: none"> <li>Working with partners to safeguard adults at risk of abuse and neglect</li> </ul>

abuse and neglect <b>[additional committee priority]</b>	through a multi-agency approach, including the establishment of a new multi-agency safeguarding hub (MASH)
Delivery of statutory duties <b>[additional committee priority]</b>	<ul style="list-style-type: none"><li>• Ensuring that statutory duties are met whilst promoting financial sustainability</li></ul>



## Assets, Regeneration and Growth Committee

This committee is responsible for developing and overseeing strategies which maximise the financial opportunities of growth and regeneration, promoting skills and enterprise, and engaging with and supporting the business community.

### Introduction:

Housing and employment are essential elements to achieving a good quality of life. We will support local businesses to thrive, which in turn will create jobs and grow the economy. Through responsible regeneration, we will revitalise communities and improve the quality of life for people living in the areas of greatest need in Barnet.

### Committee Priorities for 2019-2024

Corporate priority	How we will deliver this by 2024
Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>Investing in community facilities such as;               <ul style="list-style-type: none"> <li>– new and replacement schools;</li> <li>– enhancing our indoor and outdoor sporting facilities;</li> <li>– maintaining our 21st century libraries</li> <li>– transformation of parks and open spaces</li> </ul> </li> </ul>
Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	<ul style="list-style-type: none"> <li>Working with partners to deliver the Brent Cross Cricklewood scheme which includes; a new town centre, train station, 27,000 jobs and 7,500 new homes</li> <li>Working with The Barnet Group to deliver housing on smaller sites across the borough</li> <li>Continuing to invest in Colindale, including through;               <ul style="list-style-type: none"> <li>• progressing the development of Grahame Park</li> <li>• enhancements to Colindale tube station</li> <li>• ensuring that the major housing developments in the area contribute to an overall sense of place</li> </ul> </li> </ul>
Helping people into work and better paid employment	<ul style="list-style-type: none"> <li>Working with partners to provide employment support</li> <li>Offering employment schemes and apprenticeships on the regeneration sites</li> <li>Offering specific support to help people find work such as care leavers, people with disabilities and Universal Credit claimants</li> <li>Promoting apprenticeships across Barnet and supporting businesses to make use of the apprenticeship levy</li> </ul>
Supporting local businesses to thrive	<ul style="list-style-type: none"> <li>Streamlining council access for businesses and developing a clear business support offer through Entrepreneurial Barnet</li> <li>Reducing the numbers of vacant units to ensure key town centres are thriving</li> <li>Encouraging residents and local businesses to play an active role in shaping their high streets</li> <li>Supporting businesses to improve workplace health</li> <li>Making Barnet the best place in London to be a small business</li> </ul>
Additional committee priority	How we will deliver this by 2024
Efficient and cost-effective asset management	<ul style="list-style-type: none"> <li>Effectively managing council sites and buildings to maximise capacity and ensuring that any spare space is used appropriately</li> <li>Identifying opportunities to expand the estate, including acquiring sites and buildings to generate additional income</li> <li>Ensuring that all our tenants have up to date leases and that tenants of community buildings have engaged with our community benefit assessment process</li> </ul>

## Children, Education and Safeguarding Committee

This committee has a wide range of responsibility for all matters relating to children, schools and education. This includes approving the Children and Young People Plan and leading on the council’s responsibilities under the Children Act 2004 and Education and Inspection Act 2007.

### Introduction:

The vision for this committee, which is set out in the Children and Young People’s Plan, is to make Barnet the most family friendly borough in London– where children, young people, and their families are safe and healthy, are informed and responsible, and feel listened to. At the core of this is a resilience based model of practice which involves identifying issues early and supporting families to build their resilience, underpinned by high quality social work. Our safeguarding arrangements for vulnerable children and young people will be effective and robust, with greater interface between services to provide a cohesive approach. We strive for schools in Barnet to remain among the best in the country, with enough early years and school places for all and children achieving the best they can, with attainment and progress of pupils in the top 10% nationally, and the progress of the most disadvantaged and vulnerable pupils accelerated.

### Committee Priorities for 2019-2024

Corporate priority	How we will deliver this by 2024
Improving services for children and young people and ensuring the needs of children are considered in everything we do	<ul style="list-style-type: none"> <li>• Improving children’s services to get a ‘good’ Ofsted rating</li> <li>• Providing effective leadership and empowering staff</li> <li>• Improving the social, emotional and mental health and wellbeing of children and young people</li> <li>• Preventing young people from getting involved in violence, crime, exploitation and anti-social behaviour</li> <li>• Being a good corporate parent to children in care and care leavers</li> </ul>
Ensuring we have good schools and enough school places so all children have access to a great education	<ul style="list-style-type: none"> <li>• Planning and forecasting to deliver school places to meet identified needs</li> <li>• Improving pupils’ achievement and narrowing the attainment gap</li> <li>• Improving outcomes for children and young people with special educational needs and disabilities</li> <li>• Supporting children to have the best start in life and be ready for learning</li> </ul>
Ensuring we are a family friendly borough	<ul style="list-style-type: none"> <li>• Helping children to live in safe and supportive families and communities</li> <li>• Providing services that encourage and build resilience</li> <li>• Increasing the participation, voice and influence of young people</li> <li>• Embedding children’s rights across policies and procedures</li> <li>• Ensuring children and families know about and can influence decisions that affect them</li> </ul>

## Community Leadership and Libraries Committee

The committee is responsible for grants to the voluntary sector, community engagement, libraries, culture, registration and nationality services, civic events and community safety. It also determines applications for buildings / land to be listed as an Asset of Community Value.

### Introduction:

Barnet benefits from having safe, strong, diverse and cohesive communities and we want to ensure this continues. This means working with the police and our partners so that crime levels in the borough remain low and people feel safe. Our vision is for our communities to be engaged and more cohesive, with residents and community groups being involved in the design and delivery of services where appropriate, and residents having more options available to them. Communities will also take responsibility for their local areas, will be independent and resilient. Our modern and connected libraries will support this by helping to bring people together, acting as a focal point for communities and assisting resident groups to support their local area.

### Committee Priorities for 2019-2024

Corporate priority	How we will deliver this by 2024
Keeping Barnet safe	<ul style="list-style-type: none"> <li>• Maintaining low levels of crime, anti-social behaviour and substance misuse on our streets</li> <li>• Ensuring the effective management of offenders to reduce offending</li> <li>• Supporting victims of crime and anti-social behaviour to reduce the risk of repeat victimisation</li> <li>• Delivering the Violence Against Women and Girls Strategy</li> <li>• Delivering a multi-agency response to violence, vulnerability and the criminal exploitation of children and vulnerable adults</li> <li>• Reducing the fear of crime</li> </ul>
Tackling anti-social behaviour and environmental crime	<ul style="list-style-type: none"> <li>• Delivering targeted multi-agency interventions in areas subjected to persistent crime, anti-social behaviour and environmental crime (such as fly-tipping and littering)</li> <li>• Using enforcement tools and powers to protect communities, reduce offending and increase compliance</li> </ul>
Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	<ul style="list-style-type: none"> <li>• Raising awareness of Barnet’s diverse communities and providing opportunities to celebrate and promote cohesion</li> <li>• Preventing radicalisation and supporting victims of hate crime, including raising awareness</li> <li>• Working with local community groups to respond to Hate Crime</li> <li>• Mapping and building relationships with new and emerging communities</li> </ul>
Focusing on the strengths of the community and what they can do to help themselves and each other	<ul style="list-style-type: none"> <li>• Encouraging individual and corporate volunteers to help build active communities</li> <li>• Providing access to a comprehensive directory of community resources</li> <li>• Supporting the voluntary, community and faith sector to build capacity for meeting the needs of residents</li> <li>• Developing strong and resilient partnerships through the Communities Together Network and Barnet Multi-Faith Forum</li> </ul>
Additional committee priority	How we will deliver this by 2024
Continuing to maximise access to libraries through a technology and digitally enabled service that serves our communities	<ul style="list-style-type: none"> <li>• Providing spaces to hire for community groups in all Barnet’s Libraries and enable rooms and events to be booked on line</li> <li>• Raising awareness of the range of services available through libraries to maximise use</li> <li>• Providing an enhanced library management system to enable residents to search for information, and reserve books and other items online</li> </ul>

## Environment Committee

The Environment Committee has a wide remit and is responsible for all borough-wide matters relating to the street scene including; allotments, crematoria and mortuary, environmental health, lighting, parking, parks road safety, recycling and waste collections, street cleaning, trading standards transport, trees and waterways.

### Introduction:

Barnet is a green and leafy borough with parks and open spaces that are amongst the best in London. In order to meet the needs of our growing population as well as reduce the environmental impact of it we are working to reduce the amount of waste produced by each person in the Brough and ensuring resilient sustainable collections. Our streets will be safe and clean, day and night to support the prosperity of the borough. We will also ensure that our highways are maintained to a good standard and that transport connections are improved to support employment and the development of housing in the borough. However, we are also developing a Transport Strategy to provide improved alternatives to using the car and support improvements to air quality and health.

### Committee Priorities for 2019-2024

Corporate priority	How we will deliver this by 2024
Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	<ul style="list-style-type: none"> <li>Supporting residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and reuse</li> <li>Working with landlords and agents to reduce the hidden 'throw away' culture in many communal dwellings</li> <li>Fully utilising new street cleansing equipment</li> <li>Reducing bin clutter in town centres by continuing to implement time-banded collections</li> </ul>
Keeping the borough moving, including improvements to roads and pavements	<ul style="list-style-type: none"> <li>Improving the condition of our roads and pavements</li> <li>Encouraging the use of public transport, walking and cycling through the 'healthy streets' approach</li> <li>Lobbying for improvements to public transport and bringing back disused public transport such as rail lines</li> <li>Developing a cycle network to major destinations in the borough without impeding main traffic routes</li> <li>Promoting and continuing to roll out electric vehicle charging and car clubs</li> <li>Using enforcement to increase compliance and support traffic to move smoothly and safely</li> </ul>
Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces	<ul style="list-style-type: none"> <li>Developing masterplans that deliver significant improvements to parks</li> <li>Delivering the tree planting programme across the borough to alleviate the effects of pollution</li> <li>Identifying sites for using green spaces to promote health and wellbeing</li> <li>Working with TfL and Highways England to improve air quality on the main network corridors and areas close to schools</li> </ul>
Additional committee priority	How we will deliver this by 2024
Using regulation and enforcement to reduce non-compliance and maintain our public realm	<ul style="list-style-type: none"> <li>Taking enforcement action to reduce offending such as fly-tipping and littering</li> <li>Addressing and reducing unnecessary demand on public resources which are required to maintain the quality of the public realm</li> <li>Delivering multi-agency interventions including inspections and environmental audits to reduce offending and lessen the impact on local communities and businesses</li> </ul>
Creating a healthy environment	<ul style="list-style-type: none"> <li>Working closely with partners to help address and prevent health issues</li> <li>Utilising the built environment and green infrastructure to promote active travel (such as walking and cycling routes) to support health improvement.</li> <li>Enforcing environmental health regulations</li> <li>Working with TfL and Highways England to improve air quality on the main network corridors and areas close to schools.</li> </ul>

## Housing Committee

This committee is responsible for the Housing Strategy (including homelessness) and all matters relating to Private Sector Housing, and works with Barnet Homes, Re, Social Landlords and social housing providers on housing related matters.

### Introduction:

The Housing Committee agrees all matters relating to Housing Policy for the borough. The committee oversees the delivery of the Council’s Housing and Homelessness Strategies and is responsible for matters relating to housing performance, budgets and risk.

### Committee Priorities for 2019-2024

Corporate priority	How we will deliver this by 2024
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> <li>• Increasing supply to ensure greater housing choice for residents</li> <li>• Delivering new affordable housing, including new homes on council-owned land</li> <li>• Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme</li> <li>• Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved</li> </ul>
Additional committee priority	How we will deliver this by 2024
Raising Standards in the Private Rented Sector	<ul style="list-style-type: none"> <li>• Introducing a selective licensing scheme for landlords where the evidence supports the need for it</li> <li>• Improving the quality of advice and information available to private tenants</li> <li>• Targeting enforcement and monitoring of properties that require a licence</li> </ul>
Safe and secure homes	<ul style="list-style-type: none"> <li>• Providing additional investment in fire safety measures for council housing</li> <li>• Working with private owners and housing associations to ensure buildings are safe</li> <li>• Taking enforcement action to bring empty properties back into use</li> </ul>
Developing housing fit for our future population	<ul style="list-style-type: none"> <li>• Delivering a pipeline of new extra care facilities that provide additional support to help people remain independent</li> <li>• Ensuring 10% of new homes are wheelchair accessible</li> <li>• Ensuring the Local Plan supports delivery of the right homes in the right places</li> </ul>
Tackling and preventing homelessness and rough sleeping	<ul style="list-style-type: none"> <li>• Reducing the use of temporary accommodation</li> <li>• Focusing on prevention of homelessness</li> <li>• Maintaining effective multi-agency and voluntary sector partnerships, including strengthening links between housing and health</li> <li>• Supporting rough sleepers to address their housing and other needs</li> </ul>

## Health and Wellbeing Board

The Health and Well-being Board plays a key role in the local commissioning of health care, social care and public health through developing and overseeing a Joint Strategic Needs Assessment (JSNA) and Health and Well-being Strategy.

### Introduction:

The Health and Wellbeing Board represents a strategic partnership across local health and care economy and, as such, has a responsibility for collective leadership, joint decision-making, shared responsibilities and accountability. This partnership's role is to provide strategic oversight on the health and care offer locally, promote joint working, joint commissioning, as well as a joint bidding process for external resources.

Specific responsibilities for the Board include:

- Addressing health inequalities across the borough
- Overseeing public health and promoting prevention agenda across the partnership
- Developing further health and social care integration

### Committee Priorities for 2019-2024

Corporate priority	How we will deliver this by 2024
Integrating health and social care and providing support for those with mental health problems and complex needs	<ul style="list-style-type: none"> <li>• Embedding prevention in primary care with a focus on pre-diabetic screening, diabetes, childhood asthma, cardiovascular diseases and dementia</li> <li>• Implementing 'the whole borough' social prescribing model for referring people to interventions in the community (such as exercise classes, reading clubs etc.)</li> <li>• Developing joined up services for those with complex mental health needs to prevent crisis and to enable residents to fulfil their potential</li> </ul>
Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	<ul style="list-style-type: none"> <li>• Supporting people to maintain and improve their mental health and wellbeing by raising awareness, tackling stigma and discrimination and making mental health everyone's business</li> <li>• Providing a digital offer of interventions for residents (such as OneYou, health checks and smoking cessation services)</li> <li>• Implementing the Healthy Weight strategy focusing on promoting physical exercise and healthy eating in schools</li> </ul>
Improving services for children and young people and ensuring the needs of children are considered in everything we do	<ul style="list-style-type: none"> <li>• Improving the social, emotional and mental health and wellbeing of children and young people</li> <li>• Preventing children and young people from getting involved in violence, crime, exploitation and anti-social behaviour</li> <li>• Improving the health and wellbeing of those children and young people who are in need (Looked After Children, Children with Special Educational Needs)</li> </ul>
Additional committee priority	How we will deliver this by 2024
Creating a healthy environment	<ul style="list-style-type: none"> <li>• Tackling unhealthy advertising and sponsorship around our schools</li> <li>• Promoting healthy food and restricting access to sugary drinks on our premises by providing access to drinking water</li> <li>• Supporting local businesses to improve workplace health and offer healthier food options</li> <li>• Promoting cycling and walking through the 'healthy streets' approach</li> </ul>
Continuing improvements on preventative interventions	<ul style="list-style-type: none"> <li>• Ensuring that screening services meet the needs of Barnet's residents and that uptake is increasing</li> <li>• Focusing on promoting healthy sexual behaviour and preventing sexually transmitted infections amongst risk groups</li> <li>• Promoting benefits of and access to immunisation services</li> </ul>



## Policy and Resources Committee

11 December 2018

<b>Title</b>	<b>Brent Cross Cricklewood Funding and Delivery Strategy Report</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1: Station Works programme Appendix 2: Full Business Case Executive
<b>Officer Contact Details</b>	Cath Shaw, Deputy Chief Executive <a href="mailto:Cath.Shaw@barnet.gov.uk">Cath.Shaw@barnet.gov.uk</a> , 0208 359 4716 Karen Mercer, Programme Director <a href="mailto:Karen.Mercer@barnet.gov.uk">Karen.Mercer@barnet.gov.uk</a> , 0208 359 7563

### Summary

This report provides a progress update on the comprehensive regeneration of Brent Cross Cricklewood (BXC). It seeks approval for some immediate decisions to maintain project momentum, including allocating most of the £97m government grant within the capital programme. In relation to delivery of the new Thameslink Station at Brent Cross West, the report seeks approval to enter into the Implementation Agreement with Network Rail to deliver the Sidings and Rail Systems works and to commission the first phase of works under that agreement. It also recommends that the Council commence an OJEU procurement for the station platforms and station access / pedestrian bridge.

Given the strategic importance of BXC and the scale of the investment proposed in the delivery of the new station, Full Council's approval will be sought on 18 December 2018 to confirm that the council should proceed with the station project (BXT), and that the second stage of works under the Implementation Agreement should be commissioned *provided* Policy and Resources Committee is satisfied at its meeting in February that the Revised Funding Agreement (RFA) with HM Government (HMG) does not leave the council exposed to unacceptable risk.



## **Officers Recommendations**

### **That the Committee:**

- 1) Notes that on 27 November the Assets, Regeneration and Growth Committee received an update on progress with the Brent Cross Cricklewood (BXC) project and agrees the next steps in delivering the project, subject to confirmation of funding by this Committee.**
- 2) Notes that given the strategic importance of BXC and the scale of the investment proposed in delivery of the new Thameslink station at Brent Cross West (BXT), confirmation will be sought from Council on 18 December 2018 of the council's continuing commitment to the delivery of BXT and other elements of the critical infrastructure needed to support BXC.**
- 3) Subject to that confirmation by Council, authorises the Deputy Chief Executive to enter into the Implementation Agreement with Network Rail and to commission the Schedule 1A (site set up) works set out in that agreement.**
- 4) Notes that Council will be further asked to delegate to this Committee the decision to commission the Schedule 1B (rail systems and sidings) works provided: (a) a Revised Funding Agreement (RFA) has been agreed with HM Government (HMG); and (b) that the RFA does not expose the council to unacceptable risk.**
- 5) Notes progress on agreeing the RFA with HMG as set out in paragraphs 1.14-1.21.**
- 6) Notes the update on the financial tests set by the Committee in July 2014 and approves the proposed revisions to these tests for the council to assure itself that the prudential code can be satisfied, before making any capital commitment that borrowing can be undertaken to deliver the Thameslink Station (paragraphs 1.22-1.39).**
- 7) Approves the revised capital budgets for FY2018/19 as detailed in paragraphs 1.13 and 5.2.4 of this report.**
- 8) Notes that the final RFA and any consequential capital budget approvals required are expected to be reported to the Committee on 20 February 2019.**
- 9) Approves that the council commence an OJEU procurement for the station platforms and station access / pedestrian bridge elements of the programme as set out in paragraphs 1.43-1.52 of this report and that the evaluation process and contract award decision will be reported to the Assets, Regeneration and Growth Committee for approval prior to entering into the contract.**



## 1. WHY THIS REPORT IS NEEDED

- 1.1 This report seeks the necessary funding and procurement approvals to maintain the delivery of the BXC programme and implement the delivery strategy approved by the Assets, Regeneration and Growth Committee on 27 November 2018. It also provides an update on progress on agreeing the Revised Funding Agreement (RFA) with HM Government (HMG) and on the financial tests set by the Committee in July 2014 for the council to assure itself that the prudential code can be satisfied, before making the capital commitment that borrowing can be undertaken to deliver the Thameslink Station (BXT). The final RFA and any consequential capital budget approvals required are expected to be reported to the Committee on 20 February 2019.

### **Background and Project Update**

- 1.2 The comprehensive regeneration of the BXC area is a long-standing council objective.
- 1.3 Planning consent was granted in 2010 for comprehensive regeneration of Brent Cross Cricklewood (BXC), including 7,500 new homes, 455,220sqm commercial, extensive infrastructure (notably investment in the A406 North Circular) and doubling the size of Brent Cross Shopping Centre.
- 1.4 The scheme is being delivered in three parts:
- **Brent Cross North (BXN)** – the shopping centre expansion, critical highways infrastructure and 800 homes. Planned to be delivered by Hammerson & Aberdeen Standard Investments, owners of the shopping centre.
  - **Brent Cross Thameslink (BXT)** – the new station being delivered by Barnet Council and funded in partnership with the wider public sector following approval of the Full Business Case by HM Government (see paragraphs 1.14-1.21 of this report). Further information is provided within the FBC Executive Summary attached at appendix 2. The council is due to enter into contract with Network Rail (NR) in December 2018; with the station opening in May 2022. Any slippage in entering into the NR contract will delay the station opening at least until May 2023 if not later.
  - **Brent Cross South (BXS)** – 6,700 homes, a new office location and related social and 'hard' infrastructure. Being delivered by Argent Related in joint venture with the council. Start on site due 2019, housing completions 2021/22 onwards. BXS is dependent on delivery of the station and some elements of the BXN critical infrastructure, with office development timed to coincide with station opening.
- 1.5 Substantial progress has been made on all three projects since 2014 as set out in previous quarterly reports to the Assets, Regeneration and Growth (ARG) Committee to reach the point of delivery. Detailed planning has been granted for the first phases and the ability to acquire the land needed for the programme has been achieved through the confirmation of the three Compulsory Purchase Orders (CPO's) over the last 18 months. All programmes had been working to start on site by the end of December 2018. The BXT project has already started early site preparatory works to remove Japanese Knotweed and construction spoil from the sidings area in anticipation of the main works starting in January 2019.

- 1.6 As reported to ARG in September 2018, the shopping centre owners have deferred start on site for the shopping centre development. Whilst no fixed timetable has been provided, the project team are continuing to secure the necessary planning condition approvals and work with the council's integrated project management team on construction and logistics to enable a start on site. To ensure that BXN's deferral does not delay the comprehensive redevelopment of BXC, the council has been working with both the BXN and BXS partners to revise the delivery strategy to enable BXT and BXS to commence ahead of BXN as well as agreeing an alternative funding strategy with HMG.
- 1.7 The revised delivery strategy was approved by ARG on 27 November 2018 and the BXC Partners have agreed a programme to submit the required planning applications in March 2018 for determination in May 2016.
- 1.8 The project is at a critical stage. The development of new homes and offices relies on the delivery of the new train station. The station is scheduled to open in May 2022, and to meet that opening time, the team need to use the line closures (known as "rail possessions") booked for Easter 2019. Missing this opportunity will delay the station opening by at least 12 months. It will also introduce significant uncertainty into the programme which is very likely to have knock on effects to the delivery of homes and offices. Maintaining project momentum is therefore crucial for delivery of the new homes, the first of which are currently due to be available from 2021/22.
- 1.9 Subject to the required funding approvals, the council is now ready to enter into the Implementation Agreement (IA) with Network Rail for the Sidings and Rail Systems works to secure the comprehensive development of BXC and delivery of the station and first new homes by 2022.
- 1.10 The IA is now in its final form. The Sidings and Rail Systems work package is separated into two work schedules: Part 1A – Site Set up which NR needs to be let by 15 January 2019 to their subcontractor; and Part 1B main works to the railway which needs to be commissioned by 21 February to meet the key rail possessions already booked for Easter and November/Christmas 2019.
- 1.11 The Committee is asked to note that the costs of the Schedule 1A works can be contained within the already agreed £97m grant from HMG alongside existing contractual commitments and that the Schedule 1B works will need to have the HMG Revised Funding Agreement in place prior to commissioning given that business rates growth from BXN can no longer be relied upon.
- 1.12 Further information on the project delivery strategy and sequencing of works can be found in the November 2018 ARG Committee report. <http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>

### **Revised Capital Budgets**

- 1.13 The council has taken the approach of adding elements of the programme to the capital programme at the point where there are commissioned. Therefore, in order to enable works to start in January 2019 as approved by ARG, the Committee's approval is sought to increase the capital budget for the remainder of FY18/19 as listed below.

- 1) Increase the Thameslink capital budget for the remainder of FY18/19 so that the council can enter into the Implementation Agreement with Network Rail to deliver the Sidings and Rail Systems and proceed with the Stage 1A Site Set Up works in accordance with the Thameslink Delivery programme for the station opening in May 2022. The current approved budget in the capital programme is £70.516m, which includes £28.385m in 2019/20 which will need to be accelerated. An additional £22.27m is required taking the total budget to £92.79m for the station and associated infrastructure works. This includes £4m for reinstatement if the scheme does not progress. The BXC budget increases for the Thameslink station and associated infrastructure (BXT station) will be funded from the MHCLG grant allocated to the Council for this purpose. The GLA has also provided a grant of £2.9m to support the BXC Programme.
- 2) to reprofile existing capital commitment by bringing forward part of the lending currently scheduled for 2019/20 into 2018/19 to support the amended delivery strategy. The Council has previously agreed to lend £23m to the BXS Joint Venture Limited Partnership (between the council and Argent Related) to kick off the provision of BXS infrastructure. The terms are currently being finalised following approval by ARG on 17 September 2018. The revised delivery strategy now means that these funds will required by the JVLP in this financial year.

### **Thameslink Alternative Funding Strategy**

- 1.14 The funding package in the Full Business Case (FBC) approved by this Committee and HM Government (HMG) in 2016 relies on the ring-fencing of the local share of business rate growth from the expansion of the shopping centre to repay council borrowing to part-fund the development of the new Thameslink Station at Brent Cross West. The FBC Executive Summary is attached at appendix 2. This was documented in the Grant Funding Agreement dated 17 January 2017. The ringfence came into effect on 1 April 2018 and lasts for 12+3 years (or until the loan is repaid if sooner). Government grant of £97m was also provided as an alternative to the original suggestion of including the central share of business rates within the ringfence.
- 1.15 The Committee will recall that the council's investment in the BXT station and critical infrastructure was predicated on the BXN partners commencing the shopping centre development. This gave sufficient confidence that the business rates growth to support the borrowing costs would be realised.
- 1.16 The delay to the shopping centre expansion means that the borrowing needed to fund BXT the station cannot be contained within the existing business rate ringfence, the council is progressing discussions with HMG to agree an alternative funding solution. In this regard, the Council/HMG have been focusing on three challenges:
  - (1) ensuring that any borrowing is repayable from ringfenced business rate growth;
  - (2) availability of cashflow support for any interest payments before business rate growth is available; and
  - (3) ensuring that the council is sufficiently protected against risk.

- 1.17 All parties are working to agreeing the funding solution. Two solutions have been identified and are currently being discussed with HMG.
- Option 1 - HMG forward funding and investment in the station to unlock 7,500 new homes in return for 100% of the ringfenced local share of business rates growth for an agreed period.
  - Option 2 - If forward funding is not provided, the funding model is essentially the Risk Mitigation Option set out in the Full Regeneration Business case i.e. use the business rates growth from BXS only but with specific mitigations put in place to manage each of the points set out in paragraph 1.16 to ensure that the council is protected if BXS is not delivered, cost increases or business rates change. In this option, the key council asks to HMG are to amend the existing Grant Agreement to:
    - a) Extend the ring-fence area to include BXS for 25 years and reset the baseline to 1 April 2019.
    - b) Provide financial support for any unfunded interest
    - c) HMG write off any outstanding debt at 25 years
- 1.18 The BXC Business Rate Financial model currently shows that reliance on BXS Business Rates growth results in a payback period of 22 years (this is a reduction from 25.75 years pay back in FBC Feb 2016) reflecting the growing momentum behind the BXS programme that includes significant non-residential uses and increased confidence in BXS as an employment location as a direct consequence of the station and discussions with the market.
- 1.19 Discussions with MHCLG, GLA and Homes England are ongoing. All parties are working to having a finalised funding solution by 11 February for reporting to the Policy and Resources Committee on 20 February 2019 so that the council can confirm to Network Rail to commence Part 1B of the Implementation Agreement - Sidings and Rail Systems works by 1 March 2019 to meet the BXT station programme (Part 1A works will be funded through the existing grant in place as set out above).
- 1.20 MHCLG is in the process of writing to the council ahead of the Committee to confirm:
- a) that Government remains committed to delivery of the scheme, and in particular the 6,700 new homes to be delivered at Brent Cross South;
  - b) commitment to continue to work with the council to identify a preferred option with a view to putting in place a Revised Funding Agreement by 11 February 2019;
  - c) the council should maintain the programme and enter into an Implementation Agreement with Network Rail for the Sidings and Rail Systems noting that the IA is split into two work schedules: Part 1A – Site Set up and Part 1B main works to the railway;
  - d) Part 1A works should be progressed and funded from the already agreed £97m grant and acknowledge that Part 1B works will commence on the issue of any revised funding agreement;
  - e) the milestones set out in the existing agreement have been met and that the council is progressing the project in accordance with the terms of the grant agreement dated 17 January 2017;

f) costs to date have been properly incurred by the council.

1.21 This Revised Funding Agreement is expected to be reported to the Committee on 20 February.

#### **Update on the Six Financial Tests set by P&R, July 2014**

1.22 The Committee set itself six financial tests in July 2014 for the council to assure itself that the prudential code can be satisfied, before making the capital commitment that borrowing can be undertaken to deliver the Thameslink Station.

<http://barnet.moderngov.co.uk/documents/g7860/Public%20reports%20pack%2021st-Jul-2014%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>

1.23 An update on the six tests is set out below, in some instances the tests need to be updated to reflect scheme development, and some will not be relevant should forward funding be formalised through the Revised Funding Agreement. A summary of the current and proposed tests is set out in the table at paragraph 1.39.

**a) A guarantee of ring-fencing (or equivalent assurance) of business rates received from HMG and CLG (100% if fully funded from business rates, 50% if partially funded from business rates and partially funded by grant);**

1.24 The revised BXC delivery strategy and entering into the BXT contracts commits the council to significant construction spend on BXT and £55m on critical infrastructure. As set out in the ARG reports, the council cannot take this risk without a funding solution in place that meets the requirements set out in paragraph 1.16 above.

1.25 As set out above the preferred option is for MHCLG to forward fund BXT and the critical infrastructure. If Option 2 (as set out in paragraph 1.17 above) the council will seek specific mitigations to be put in place to manage each of the points set out in paragraph 1.16 within the Revised Funding Agreement to ensure the Business Rate Regulations are amended to protect the council if BXS is not delivered or in the event of cost increases, reduction in business rates income growth or changes to business rates to accord with this test.

**b) Confirmation that business rates will still pay back borrowing in 25 years if estimates of total business rate expansion are reduced by 40%;**

1.26 This aim of this test was to ensure that there is sufficient resilience in the funding model if business rates income was reduced. This was at a time when the scheme was at outline business case stage and the scheme's detailed design had not progressed sufficiently for a detailed calculation of the business rates income.

1.27 The Business Rates (BR) model has been further refined since the approval of the six tests in 2014 with Link Financial Services and CBRE advising the council. The BXN and BXS schemes have progressed significantly and the BR model is now based on detailed designs, net internal area calculations, delivery sequences (for demolition and construction) and leasing strategies for all non-residential use within the whole of the Brent Cross Cricklewood development. It includes allowances for tenant incentives (e.g. rent-free periods) in the calculation of the forecast rateable values. The model also

adopts cautious rental growth and hence forecast rateable values. The model therefore gives a significantly more sophisticated picture of business rate income over the lifetime of the project.

- 1.28 In all cases it has been assumed that the ringfence around the shopping centre remains in place, and that it is extended to include, or be supplemented by, a ring fence around the south side. The variables modelled are then whether, and at what pace, the shopping centre expansion and southern development come forward.

**1) Baseline – FBC Risk Mitigation Scenario – south side only**

The BR model calculates the pay back borrowing period based on the FBC risk mitigation option south side only as 20 years in accordance with the current business rate regulations (19 years if base date for the regulations is revised to 1 April 2019). The costs in the Model for the station are based on the GRIP 4 costs provided by Network Rail in February 2018.

**2) Most likely option - Inclusion of north side reduces payback to 14.5 years**

If the north side, the Brent Cross Shopping Centre (BXSC) expansion, is included (based on a start date July 2019 and opening March 2024), the payback period reduces to 14.5 years in accordance with the current business rate regulations (13.5 years if the base date for the regulations is revised to 1 April 2019). The BXN Partners are continuing to progress the scheme. However, the council cannot commit to the borrowing for the station given the BXN deferral announcement in summer 2018, hence the need to progress the risk mitigation option in line with the FBC.

- 1.29 Having reviewed this information, the figure of 40% was a reflection of the fact that detailed scheme design and rental strategies were not known at the time the model was created. Much more detail is now known and has been factored in. While this risk has reduced, the risk of cost overrun has emerged as a much more likely risk. The finance team therefore now recommend that this test should be updated and replaced by a sensitivity test that relate to cost increase by 15% on Network Rail controllable costs.

- 1.30 In this regard, a number of sensitivity tests have been run to reflect cost increases, reduction in income and delays to the project. These demonstrate that in a 'worst case' combined scenario of a substantial cost increase, 10% reduction in BR income, and a six months delay in project delivery, the payback period is just over the original maximum parameter of 25 years.

**c) That interest costs are capped at no more than 4.5%;**

- 1.31 The Business Rates Financial Model is based on a current rate 3% as advised by the council's Treasury Management team.

**d) That the expansion of Brent Cross has reached the "point of no return", as verified independently;**

- 1.32 The growth in business rates from the BXSC expansion was identified as a source of funding for the station and critical infrastructure investment because there was in effect no opportunity cost: without the infrastructure for housing there would be no BXSC expansion. In early discussions the council proposed that 100% of business rate growth was ringfenced. HMG preferred to make a capital contribution, thus the FBC is based on £97m grant, plus council borrowing to be repaid through ringfencing the local 50% of shopping centre business rates growth for 12+3 years.
- 1.33 The FBC was therefore based on the council borrowing *only after* the legal Property Development Agreement had gone unconditional and the critical infrastructure works are commenced by the shopping centre owners. These works (£300m) must be fully bonded, giving confidence that once started they, and the shopping centre, will be completed.
- 1.34 This purpose of this test is to protect the council against development not coming forward and guarantee that the business rates income would be generated to repay the borrowing. Should HMG agree to either forward fund the scheme or agree to write off any outstanding debt in 25 years the aim of this test would be met. This test should therefore be updated to reflect that BXN has been delayed and that a new funding strategy is being agreed that will meet the purpose of this test.

**e) That a fixed price has been received from Network Rail for the station build;**

- 1.35 The reports to the ARG Committees on 17 September and 27 November explained that Network Rail will not enter the fixed price variant for high value projects and that any contract with Network Rail will be an emerging cost contract and outlined the cost control measures that will be put in place to manage this risk.
- 1.36 The purpose of this test was to protect the council against cost overruns. This is a real concern. The council is seeking to mitigate this risk through the Revised Funding Agreement with HMG and by putting in place the cost control measures outlined to ARG on 17 September and 27 November within the contractual agreements. Subject to this Committee's approval the council will also commence an OJEU process to procure a contractor to design and build the station platforms and station / pedestrian access bridge to ensure value for money and greater cost certainty. This approach will allow the council to use a target cost contract rather than an emerging cost contract as required by Network Rail thereby allowing greater control and certainty on the output cost. Network Rail are supportive of this strategy.
- 1.37 As stated earlier, a number of sensitivities have been included in the BR model to test the impact of any costs increases from the NR emerging cost contract so that the Council and its public-sector partners understand the financial implications of cost increases over the station build period.

**f) That the general fund is in a sustainable position at the point of decision.**

- 1.38 The revised MTFs is also being reported to this Committee. In meeting this test, it will be necessary to demonstrate on 20 February that the BXC has nil net or positive impact on the council finances.
- 1.39 The current and proposed tests are summarised in the table below:

	<b>Existing Financial Test for the council to enter into borrowing to pay for the station</b>	<b>Updated Financial test for the council to commit to the Implementation Agreement Schedule 1B works</b>
1	A guarantee of ring-fencing (or equivalent assurance) of business rates received from HMG and CLG (100% if fully funded from business rates, 50% if partially funded from business rates and partially funded by grant);	A guarantee of either 1) forward funding investment in return for 100% of the ring-fenced local share of business rates growth or 2) ring-fencing (or equivalent assurance) of business rates received from HMG and CLG and that the RFA does not expose council to unacceptable risk. (paragraph 1.24-1.25-).
2	Confirmation that business rates will still pay back borrowing in 25 years if estimates of total business rate expansion are reduced by 40%;	If the RFA requires the council to borrow, confirmation that business rates will still pay back borrowing in 25 years if cost increase by 15% on Network Rail controllable costs. (paragraph 1.29-1.30).
3	That interest costs are capped at no more than 4.5%;	If the RFA requires the council to borrow, that interest rates are capped at no more than 4.5% (paragraph 1.31).
4	That the expansion of Brent Cross has reached the “point of no return”, as verified independently;	That an acceptable RFA is in place does not expose the council to unacceptable risk. (paragraph 1.32-1.34).
5	That a fixed price has been received from Network Rail for the station build	Noting that NR will only progress on an emerging cost contract (not fixed price), the RFA must mitigate the risk of NR cost overruns and not expose the council to unacceptable risk, noting the provisions within the Implementation Agreement approved by the Assets, Regeneration and Growth Committee on 17 September and 27 November 2018. (paragraph 1.35-1.37).
6	That the general fund is in a sustainable position at the point of decision.	That the impact on the council’s general fund is either net nil or positive (paragraph 1.38).

### **Minimum Revenue Provision Strategy**

- 1.40 Should the confirmed funding strategy be based on council borrowing (i.e. Option 2) the Council is required to charge minimum revenue provision (MRP) on any borrowing to its revenue account. This is in accordance with the principle that all local authority capital expenditure should be financed either from capital receipts, capital grants (or other contributions) or revenue.
- 1.41 In this regard, the council proposes to use the Asset Life annuity method for charging MRP on the borrowing taken out to finance the BXT Station and associated infrastructure. The rationale for this treatment is that the economic benefits from the station will accrue over time as more people use the station and in this case the MRP increases over time. In accordance with the Regulations, the Council proposes to start charging MRP in the



financial year following that in which the station becomes operational. Based on the planned May 2022 opening date, this would mean charging MRP from 2023/24.

### **Referral to Full Council**

- 1.42 Given the strategic importance of BXC and the scale of the investment proposed in BXT, Full Council’s approval will be sought on 18 December 2018 to confirm that the council should proceed with all the BXT station work packages (the station / sidings / rail systems; new waste transfer station and infrastructure works) subject to the Policy and Resources Committee being satisfied that the Revised Funding Agreement with HM Government (HMG) ensures that the council is sufficiently protected against risks. If the Revised Funding Agreement includes a requirement for council borrowing, this would mean that P&R would need to assure itself that borrowing is repayable from ringfenced business rate growth; cashflow support is available for any interest payments before business rate growth arises; and that the council is sufficiently protected against the risk if the commercial and/or shopping developments do not go ahead. An approach to handling cost overruns will also be needed.

### **Delivery of BXT Works – Procurement Strategy**

- 1.43 The BXT procurement and delivery strategy for each BXT work package has been approved by ARG throughout this year. These reports can be provided to the Committee on request. Amendments are now proposed to this strategy to ensure that the programme is maintained, provide greater control on resources and costs and to ensure that specialist support is correctly procured when needed. This is particularly relevant to works on the operational railway within the Rail Systems and Sidings works package.
- 1.44 The revised BXT procurement strategy is as follows:

<b>Work Package</b>	<b>Original Delivery Proposal</b>	<b>Revised Delivery Proposal</b>	<b>Rationale</b>
Rail Freight Facility	DB Cargo	DB Cargo	No change – legal agreement in place.
Waste Transfer Station	Grahams Contractor / Conway Aecom LBB /LOHAC Framework	Grahams Contractor / Conway Aecom LBB /LOHAC Framework	No change – contracts in place.
Train Operating Company (TOC) accommodation	NR	Grahams LBB Framework Contractor	This package can easily be separated from the main railway works contract and is off railway infrastructure, adjacent to the proposed sidings, and has no impact on railway infrastructure. Rationale for change is to have greater control over delivery; ensure value for money; and manage existing resources to maintain programme.
Sidings and Rail Systems	NR	NR	All significant works to the operational railway are contained within the Sidings and Rail Systems contract and it remains the case that Network Rail are best placed to deliver these works given the extent and their specialist nature alongside the complexity of working directly on the railway. No change proposed. The Implementation Agreement was reported to the ARG Committee on 17 September 2018. This explained in detail the cost risks associated with progressing the

			emerging cost contract with Network Rail and the cost control measures that will be put in place to mitigate this risk. These reports can be provided to the Committee on request.
Station Platform / station access / pedestrian bridge.	NR	OJEU Competitive tender to select design and build contractor.	<p>The station is made up of two small pre-fabricated steel buildings (ticket hall and station entrance) covered in cladding which will be pre-installed and joined by a footbridge. The buildings will be largely pre-fabricated off site and craned in to place on the railway infrastructure. The station has been designed to outline stage by Capita design team, with input from NR. This works package, which will essentially be built outside the operational railway is not as complicated as the rail system package and has no impact on railway infrastructure and is craned into place in completed sections.</p> <p>Given that there is time in the programme, it is appropriate and prudent to review the procurement strategy and tender the works to ensure value for money and that all delivery risks are fully assessed. A Prior Information Notice (PIN) was issued to the market on 26 October and a supplier day held on 13 November to assess market interest to undertake the works. This event did generate significant market interest, and of the 38 contractors who attended the event, it is believed that approximately half have the necessary skills and experience to deliver the station under a direct contract to the council.</p>

### **Station Platforms and Station / Pedestrian Access Bridge OJEU Procurement**

- 1.45 In addition to ensuring value for money and greater cost certainty, direct engagement with the market to deliver the Station Platforms and Station / Pedestrian Access Bridge should elicit innovative ideas to build the station more quickly with a modular mentality. This is probably the biggest positive factor in direct engagement, as a modular solution will reduce construction timescale, and hence reduce establishment/preliminary cost.
- 1.46 This strategy will allow the Network Rail team to focus on completing the site clearance and remediation works and transition into commencing the main Sidings and Rail Systems works contract in the new year.
- 1.47 This approach is not without risk. Firstly, an Asset Protection Agreement (APA) with NR will be required for the design and construction phase, together with the associated timescales for document review. However, contrary to the original strategy, NR has confirmed to the council that it wishes to focus on the Sidings and Rail Systems and therefore are content for the council to go to the market for these works and contract outside of NR. Helpfully, NR have already committed to supporting a collaborative APA process and the team within NR Engineering resources undertaking the assurance role for the Sidings and Rail systems design and build are very likely to also undertake the assurance role for the station design and build. These factors mitigate the risk to the programme regarding handback of the station.
- 1.48 Employing a contractor through NR would provide some level of insulation against any incidents that may occur on site. This can be mitigated by appointing an experienced contractor who is used to working on NR infrastructure and has an approved NR principal

contractor licence. By undertaking an OJEU the council can select a contractor who has completed works before, minimising the risk.

- 1.49 The majority of the station platform and station / pedestrian access bridge work package proposed will be fabricated off site away from the operational railway. The council has assembled a Client and Re Thameslink delivery team comprising professionals experienced in delivering large railway projects and used to working on the railway within Network Rail and their contractors to contract manage the station platforms and station / pedestrian access bridge contract.
- 1.50 Notwithstanding the risks outlined above, the council's delivery team considers that commencing such a competitive tender process offers the best opportunity to test whether procuring a more experienced contractor, who has proved their desire to deliver the design and build of the station through the tender process, will provide more programme certainty and, by being responsible for both the design and build, will be more able to reduce construction timescales through buildability input and innovation.
- 1.51 Consequently, given that time is available in the programme and that the OJEU procurement process offers the potential for increased market competition and scope for achieving best value for money, the Committee is asked to approve that the council commence an OJEU procurement for the station platforms and station access / pedestrian bridge elements of the programme and that the contract award decision will be reported to the Assets, Regeneration and Growth Committee for approval in Summer 2019.
- 1.52 Subject to this approval, the BXT delivery team will then, supported by the council's legal and procurement advisors, produce a detailed Procurement and Contracting strategy to ensure a compliant OJEU route-to-market in accordance with the Utility Contract Regulations 2016 and prepare the necessary tender documentation and evaluation process to the following programme:

- |                                                 |                |
|-------------------------------------------------|----------------|
| • Commence OJEU procurement                     | January 2019   |
| • Shortlist confirmed and issue detailed tender | April 2019     |
| • Contract Award                                | August 2019    |
| • Commence detailed design and construction     | September 2019 |
| • Station Commissioning                         | February 2022  |
| • Station into use                              | May 2022       |

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the Council, a key regeneration priority of the Mayor of London and actively supported by HM Government. The details of the scheme are set out in previous update reports to this Committee, including the report to the November 2017 meeting, which can be accessed on this link:  
<http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>

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

- 3.1 The Committee could choose not to enter into the Implementation Agreement, or allocate the government grant into the capital programme as recommended, but this would render the station opening date of May 2022 unachievable, and so is not recommended.
- 3.2 The Committee could choose to continue with the existing procurement strategy which sees Network Rail deliver the station platforms and bridge. However, for the reasons set out in paragraphs 1.41-1.50, this is not recommended.
- 3.3 Other alternative options have been considered throughout the development of this Programme, and these options are summarised in previous reports to this committee and to ARG.

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

- 4.1 The council and its advisors will continue to progress all work streams to ensure delivery of the Brent Cross regeneration proposals as outlined in this report and approved by the Assets, Regeneration and Growth Committee.

#### **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 Previous reports describe in detail the ways in which the regeneration of Brent Cross Cricklewood supports the Council's Corporate Plan 2015-20 as updated.

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

- 5.2.1 As stated in paragraphs 1.14-1.21 of this report, the council is making good progress with HM Government and other partners in developing a funding solution to support the delivery of the Thameslink station and other critical infrastructure to facilitate the regeneration of the BXC area and the delivery of the 7,500 new homes.
- 5.2.2 The requests for budget increases for BXC within the Council's capital programme in this report are in addition to those included in the Business Planning Report to this meeting.
- 5.2.3 The council has taken the approach of adding BXC expenditure to the capital programme at the point where it is committed. The increases proposed will be funded from the MHCLG grant allocated to the Council for this purpose. These additions will mean that the Council has budgeted expenditure of £92.79m against the grant amount of £97m. The GLA has also provided a grant of £2.9m to support the BXC Programme.

- 5.2.4 To date, the Council has received verbal assurances from MHCLG officials that, if a funding solution cannot be agreed and the scheme does not go ahead as planned, the MHCLG grant will not be repayable by the council. The council has been informed that the MHCLG Accounting Officer is drafting a letter to confirm that the grant funding should be used to fund works until the end of February 2019 whilst the detail of the funding solution is worked through and put in place by the end of February 2019.
- 5.2.5 The details of the funding solution and the borrowing required based on Anticipated Forecast Cost (including NR's emerging cost estimate for the sidings and rail systems) will be reported to this Committee on the 20 February 2019. This funding solution will be based on a Tax Incremental Financing arrangement utilising business rates growth arising from the regeneration of the BXC area to repay the borrowing.

#### Budget Monitoring

- 5.2.6 The Council has put in place procedures to ensure the effective monitoring of the financial performance of the BXC Programme. The BXC Governance Board comprising senior officers of the Council, including the Chief Executive and the Director of Finance, receives a detailed report each month setting out the financial performance of the BXC Programme. This report includes a breakdown of the performance against the approved budgets and details of the individual Officers responsible for managing the budgets included within the BXC Programme.

#### Land Acquisitions

- 5.2.7 The approved budget for land acquisition to facilitate the BXC programme in 2018/19 and future years is £37.482m split £22.355m in 2018/19 and £15.124m in 2019/20.
- 5.2.8 To date this year, £20.0m has been spent acquiring strategic sites to enable the development of the Brent Cross South area by the JVLP. These acquisitions were in accordance with the terms agreed in the PDA and Co-Operation Agreement with the BXN Partners for the acquisition of these sites as previously reported to this Committee. This cost will be recouped from the anticipated capital receipts from the sale of this land to the individual plot developers once the JVLP has provided the infrastructure to support the development of these plots.
- 5.2.9 The BXS Project Agreement provides the methodology for agreeing the Council's land value (the capital receipt), and in this regard CBRE have undertaken the necessary valuation work in respect of the signing off the inputs and assumptions to the financial model in respect of the BXS Phase Proposal. Best Consideration was confirmed by the Chief Executive on 24 November 2017.

#### BXC Revised Delivery Strategy

- 5.2.10 The revised delivery strategy, agreed by the council's Assets Regeneration and Growth Committee in November 2018, will require the council to forward fund procurement to deliver core critical infrastructure and land acquisition in early 2019. This will be drawn down from the council grant funding to BXN as documented in the grant agreement dated 11 July 2016. This agreement is being amended to allow these monies to be used

for this purpose and an update alongside the funding strategy will be provided to the next Committee.

### Thameslink Station

- 5.2.11 An increase in the Thameslink capital budget for the remainder of FY18/19 is required so that the council can enter into the Implementation Agreement with Network Rail to deliver the Sidings and Rail Systems and proceed with the Stage 1A Site Set Up works in accordance with the Thameslink Delivery programme for the station opening in May 2022. The current budget is £70.516m. Current spend to date (including expenditure committed but not yet paid) is £43.97m. A budget increase of £50.655m for 2018/19 is required taking the total approved budget to £92.79m. This comprises accelerated spend of £23.385m contained in the council's capital programme from 2019/20 and additional expenditure of £22.27m
- 5.2.12 As stated earlier, the delivery of the Thameslink works, including land acquisitions, is contained within the council's capital programme and partly funded by the grant of £97m from the MHCLG. To date £33.6m has been received from MHCLG to fund project costs and land acquisitions. The Council is drawing down funding on a quarterly basis. The next grant claim will be submitted to MHCLG for payment in December 2018.

### Brent Cross North/London

- 5.2.13 The Brent Cross Principal Development Agreement confirms that the BXN Partners are obliged to pay the Council's (and their consultants) costs in connection with this project – this covers a range of costs, including land acquisitions, fees, highway works.
- 5.2.14 The Council's recoverable costs for 2018/19 from the Brent Cross North elements totals £2.160m. This estimate has been provided to the BXL Partners.

### Brent Cross South

- 5.2.15 As previously reported, the Council has agreed to provide funding of £23m to the Council's Joint Venture Limited Partnership with Argent Related (the JVLP) to provide infrastructure to facilitate the development of the southern area. This funding will be provided by way of a loan to the JVLP which will be repaid from the proceeds of the sale of development sites in the southern area by the JVLP.
- 5.2.16 It was envisaged that this funding would be provided in 2019/20 and it is therefore included in the capital programme in 2019\20 as the Strategic Infrastructure Fund. The revised delivery strategy now means that these funds will required by the JVLP in this financial year. Therefore, approval is sought to move this budget from the 2019\20 year to 2018\19.

## **5.3 Social Value**

- 5.3.1 As indicated in sections within this report, the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

## **5.4 Legal and Constitutional References**

- 5.4.1 The Council's Constitution, Article 7.5 responsibility for function, states the functions of the Assets, Regeneration and Growth Committee, includes responsibility for regeneration schemes and asset management.
- 5.4.2 The Council's Constitution, Article 4, sets out the role and function of Full Council which as a matter of law required to take certain important decisions including approving the strategic funding of the Council upon recommendation of the Policy and Resources Committee determination of the financial strategy and approval of the capital programme.
- 5.4.1 Article 7 of the Council's Constitution – Responsibility for Functions- sets out the terms of reference of the Policy and Resources Committee which include:
- Responsibility for strategic policy finance including recommending: Capital and Revenue Budget; Medium Term Financial Strategy and Corporate Plan to Full Council as well as Finance including: treasury management, local taxation, corporate procurement, grants and writing off debt, virements and effective use of resources.
- 5.4.2 Council, Constitution, Article 10 Table A states that the Assets Regeneration and Growth Committee is responsible for authorising (1) all disposal and acquisition of land for over £500k and (2) any transaction which is a "less than best" transaction (interpreted as the term is set out at s 123(2) of the Local Government Act 1972).
- 5.4.3 The Council has a range of powers to enter into the legal agreements envisaged by this report, including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation as well as pursuant to Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.4.4 Additionally, the Council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, subject to obtaining all appropriate consents and approvals.
- 5.4.5 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.
- 5.4.6 The Council is aware of the need for any funding which is supplied (by way of the SIC for example) to be made on terms which comply with state aid law (article 107 Treaty of the

Functioning of the European Union) and as such any monies will be advanced on terms which reflect the approach of a private sector investor.

## 5.5 Risk Management

5.5.1 Risk management has been applied across all levels of the programme. As reported to Committee in September, owners and mitigation plans are identified and risks are measured against impact and likelihood to give an overall rating. High rating risks are escalated and reported through the defined reporting procedure with top risks reported to BXC Governance Board. Currently the key risks and mitigations are summarised below:

5.5.2 **Programme and funding** – There is a risk that BXN does not progress or that planning dates are not achieved across the programme. This risk has been identified in previous reports and the Council is working with public sector and development partners to ensure mitigation plans are in place. The funding risk to the station project because of BXN delay has always been recognised and as detailed in this report public sector partners have been working together to agree an alternative funding strategy.

### 5.5.3 Failure to agree Revised Funding Agreement

- 1) A delay to agreeing the revised Funding Agreement with public sector partners will impact the station programme and will delay the planned opening date of May 2022.
- 2) A failure to agree a revised Funding Agreement would lead to further risk and uncertainty as BXT is critical to delivery of BXS. Both programmes will stall and works will stop whilst a new funding solution is found. Contractors are very likely to be stood down and resources will be deployed elsewhere. Remobilisation will take time with a 2 year delay at best. It raises the uncertainty of whether BXS and comprehensive redevelopment of BXC is delivered. There would be no delivery of homes until post end of 2023 at the earliest.

5.5.4 A number of recommendations in this report are subject to the revised funding strategy being agreed by HMG, GLA as well as Policy and Resources Committee and Full Council. The Policy and Resources Committee in July 2014 set six tests for the council to assure itself that the prudential code can be satisfied before borrowing can be undertaken. These tests will need to be reviewed to ensure they remain fit for purpose and to mitigate the intended risk in light of the new funding strategy.

5.5.5 **BXT cost overruns / insufficient business rates generated.** The scale of the BXT investment without a guaranteed income is too great for the council to bear. The council is not able to make the commitment to fund the station programme in the current climate and capital exposure to date in relation to land assembly without confirmation that the business rates will be delivered. To mitigate and manage this risk, the two funding solutions proposed in this report seek to ensure 1) that any borrowing is repayable from ringfenced business rate growth; 2) provision of cashflow support for any interest payments before business rate growth is available; 3) ensure that the council does not



bear the risk if the commercial and/or retail developments do not go ahead.

**5.5.6 Thameslink delivery costs** – as with all major programmes there is the risk that costs will increase during programme delivery. The council is already undertaking an independent review of the Network Rail cost estimate and has reviewed the procurement strategy as set out in paragraph 1.41-1.50 of this report. All emerging cost contracts entered into will require strong contract management to ensure all costs incurred are reasonable. As part of the IA the council will have open book access to all of Network Rail's financial information relating to invoiced costs incurred on the programme. This will extend to Network Rail contractors where an emerging cost contract is in place. As referred to in the report to ARG in November 2018, the council also has the right (subject to notice and personal safety) to access the site and attend meetings. As referred to in paragraph 5.2.4 the Council has received verbal assurances from MHCLG officials that if a funding solution cannot be agreed and the scheme does not go ahead as planned the MHCLG grant will not be repayable by the council and that milestone requirements have been met as per the funding agreement

**5.5.7** The most important control mechanism for the council is to employ experienced staff who will provide diligent review and challenge of the NR cost base, and reject any costs which are not reasonably and properly incurred. The council's Client and Re Thameslink delivery team comprises professionals used to working on the railway within Network Rail and are experienced in delivering large railway projects. The challenge to NR will need to operate at several levels, including:

- a. A full time site presence that stays abreast of issues that arise on site, and monitors the detail and impact of any events, or failure to meet programme milestones, quality standards etc. The site team/person will also systematically log these events/issues and share this information with NR.
- b. Whilst it will always be difficult to isolate costs associated with NR/Contractor failure, from genuine cost, it is important that NR are discouraged from passing on contractor valuations without themselves challenging whether a deduction should be made to take account of notified failures.
- c. Attendance at key NR meetings. This is in addition to the role set out in (a), targeting any issues which may not have been picked up by the site based teams, but for the same purpose as (1).
- d. A strong commercial challenge that scrutinises and interrogates any unexpected costs which emerge during the pre-invoice (valuation) process, and repeats this when the main invoices are submitted.

**5.5.8 Station Delivery Date** – As reported to Committee in September, there is the risk – even with appropriate funding in place - that the May 2022 station opening date cannot be achieved. This would result in additional costs due to programme prolongation as the earliest viable opening date would be December 2022 due to restrictions on timetable changes. This could be later depending on other works on the railway. Railway possessions are already booked. To mitigate this risk there are project and programme review boards in place that regularly monitor and challenge deliverables at all levels. Specific project risks are identified and managed at the work package level with clear

owners and mitigation plans for each. Any risk that results in an impact on a key milestone is reviewed by the programme team and BXC governance board taking into consideration time and cost implications alongside impacts on BXS given the interdependencies and criticality of delivery of the station on the BXS programme.

5.5.9 **Residential Delivery** There is a risk that further delays to the BXN development will lead to uncertainty for residents and business owners who are being affected by the development either through relocation or disruption from construction activities. This is being mitigated through many communication activities and resident steering groups that have been setup specifically to keep affected parties up to date with the latest programme dates.

5.5.10 **Economic** – There is a risk that the prevailing economic position for the traditional retail sector will continue. This could result in reduced demand for retail space and administration to existing retailers. To mitigate this the BXS development partners are exploring a diversification of offer for BXS.

5.5.11 **Planning** – There is a risk that the BXC Partners do not meet the timescales established to secure the revised delivery strategy. To mitigate this all the BXC Partners are working to March submission date to ensure all parts of the scheme can be delivered to ensure comprehensive regeneration in its entirety.

## 5.6 **Equalities and Diversity**

5.6.1 As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.6.2 The development proposals for the Brent Cross Cricklewood scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.

## 5.7 **Corporate Parenting**

5.7.1 None in the context of this report.

## 5.8 **Consultation and Engagement**

### **Programme wide**

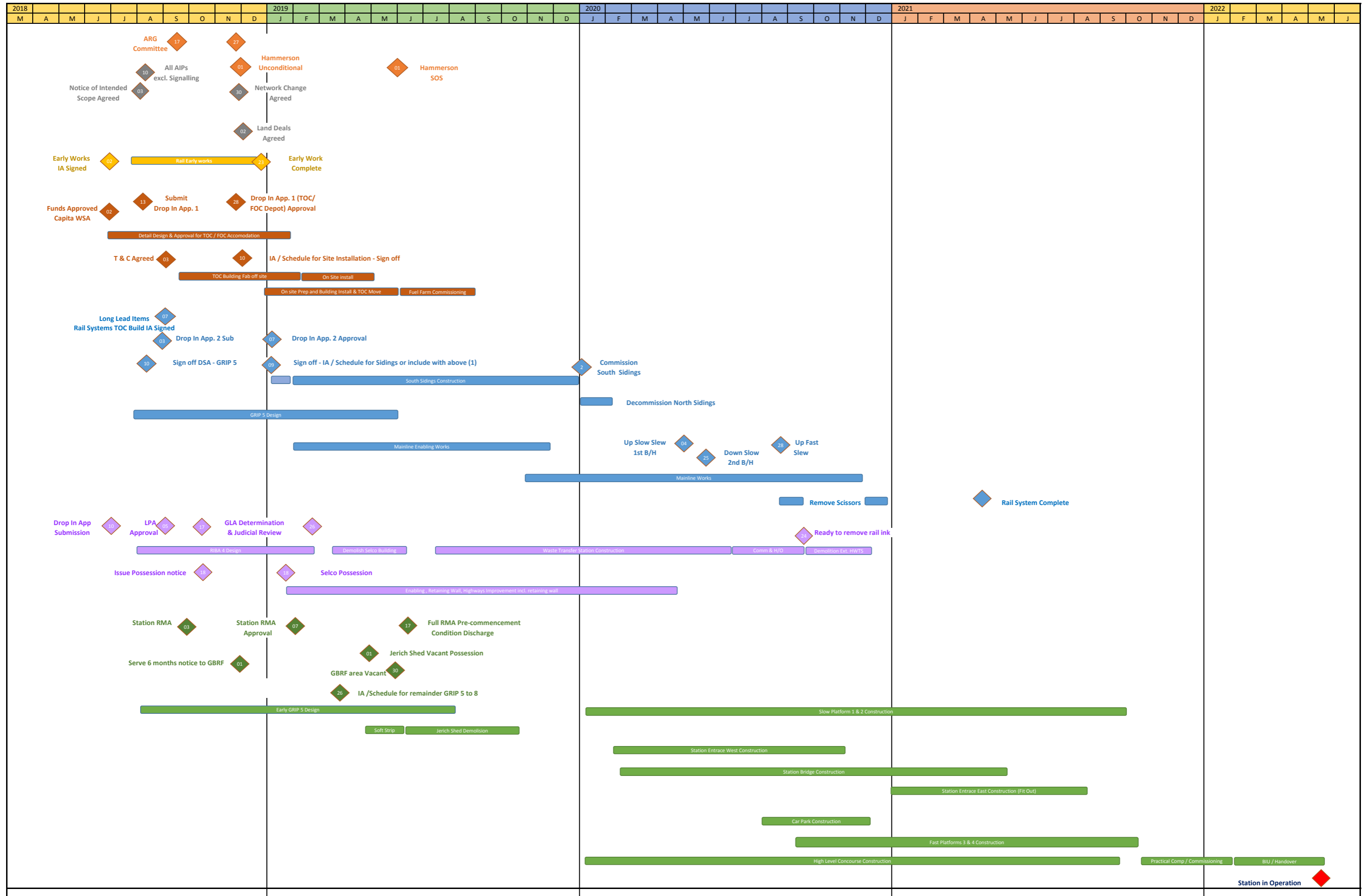
5.8.1 A detailed update on consultation and engagement was provided to the ARG committee on 27 November 2018.

<http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>

## 6.0 BACKGROUND PAPERS

- 6.1 Policy and Resources Committee 17 May 2016 Brent Cross Funding  
<http://barnet.moderngov.co.uk/documents/g7860/Public%20reports%20pack%2021st-Jul-2014%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>
- 6.2 Assets, Regeneration and Growth Committee, 17 March 2016, item 14, Brent Cross Cricklewood Compulsory Purchase Order (No.3),  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8312&Ver=4>
- 6.3 Assets, Regeneration and Growth Committee, 17 March 2016, item 16, Brent Cross Cricklewood  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8312&Ver=4>
- 6.4 Policy and Resources Committee 17 May 2016 Brent Cross Funding  
<http://committeepapers.barnet.gov.uk/documents/b27688/Brent%20Cross%20funding%20strategy%2017th-May%202016%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=9>
- 6.5 Assets, Regeneration and Growth Committee, 24 April 2017, Brent Cross Cricklewood Update Report  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8641&Ver=4>
- 6.6 Assets, Regeneration and Growth Committee, 24 July 2017, Brent Cross Cricklewood Update  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9337&Ver=4>
- 6.7 Assets, Regeneration and Growth Committee, 4 September 2017, Brent Cross Cricklewood update report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9080&Ver=4>
- 6.8 Assets, Regeneration and Growth Committee, 27<sup>th</sup> November 2017, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>
- 6.9 Assets, Regeneration and Growth Committee, 12<sup>th</sup> March 2018, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9083&Ver=4>
- 6.10 Assets, Regeneration and Growth Committee, 14<sup>th</sup> June 2018, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9480&Ver=4>
- 6.11 Assets, Regeneration and Growth Committee, 17<sup>th</sup> September 2018, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9764&Ver=4>

- 6.12 Assets, Regeneration and Growth Committee, 27th November 2018, Brent Cross Cricklewood Update Report  
<http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>



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## Brent Cross Cricklewood Thameslink Station

### Full Business Case – Summary

(v2)

#### Purpose

This Full Business Case seeks reconfirmation of Government investment in the Brent Cross Cricklewood Regeneration project to deliver approximately 7,500 new homes and up to 27,000 new jobs - within one the largest and most strategic regeneration projects, not only in London, but indeed across the UK.

The Outline Business Case was considered by the Finance Sub-Committee in February 2015. Following this, the Chancellor of the Exchequer confirmed support in the March 2015 Budget Statement:

“Brent Cross regeneration scheme – The government will provide £97 million funding and ring-fence the local 50% share of business rate growth to support the London Borough of Barnet and the Greater London Authority plans for the regeneration of Brent Cross, unlocking 7,500 new homes.”

This funding commitment was reaffirmed by the Chancellor in the November 2015 Spending Review.

This was subject to approval of the Full Business Case, and the following feedback provided by DfT that the Business Case should:

- include a full transport business case
- continue to demonstrate adequate value for money (including regeneration effects) when developed
- the Council should commit to take on the full capital cost and risk of delivery of the new station.
- the Council should commit to funding any operational subsidy to the Train Operating Company until the station becomes self-financing.
- the Council should work with DfT, Network Rail and train operators to develop a detailed plan for the funding and delivery of the new station throughout the project.

The Full Regeneration Business Case was considered by the Finance Sub-Committee on 25 February 2016.

## Approach

The business case adopted the Green Book – Five Case Model Approach and has been structured into the following sections:

### Strategic Case:

This section will communicate why there is a need for the proposed development scheme and the overall value brought by the development to the region.

### Economic Case:

This section will demonstrate how this proposal will optimise the public value that can be achieved.

### Commercial Case:

This section will summarise how the preferred option will result in a viable proposal that will be commercially acceptable.

### Financial Case:

This section will communicate how the scheme will be funded and can be financially viable.

### Management Case:

This section will demonstrate how the proposed scheme can be delivered successfully.

## 1.1 Introduction

- 1.1.1. This business case document seeks approval for Government investment in the Brent Cross Cricklewood regeneration project through the early delivery of a Thameslink mainline rail station and critical infrastructure required to facilitate the development.
- 1.1.2. This investment will unlock the significant economic and social benefits potentially available from the Brent Cross Cricklewood location – including 7,500 new homes and up to 27,000 new jobs. This represents one the largest and most strategic regeneration projects, not only in London, but indeed across the UK and wider EU.
- 1.1.3. Brent Cross Cricklewood has the potential to become a new and much needed economic centre for London, combining housing (at least 15%, and up to 30%, affordable homes) employment, retail, leisure and social infrastructure such as schools, public realm and green space. This 'new town centre for London' will offer benefits to both the local population and, through its strategic location and enhanced connectivity, the whole Greater London region.



## 1.2 Strategic Case

1.2.1 According to projections by the GLA Intelligence Unit, London’s population is set to rise sharply to ten million by 2030 and possibly to 11.3million by 2050. London is about to experience one of the most rapid population increases of any major European city<sup>1</sup>.

1.2.2 As London Mayor Boris Johnson has pointed out, the scale of the challenge is enormous and providing sufficient housing and infrastructure to cope with this population increase is not to be underestimated. The Mayor has stated: *“That is why I am developing a long-term infrastructure plan that will aim to meet the challenge head on. Key to the plan are schemes like Brent Cross Cricklewood, which as one of London’s largest brownfield development sites has the capacity to deliver thousands of new homes and jobs. We have been working closely with Barnet Council to secure investment in a new Thameslink Station at Brent Cross Cricklewood and I look forward to seeing this crucially important part of London transformed over the coming years”*<sup>2</sup>.

### 1.2.3 The strategic context

1.2.3.1 The development of Brent Cross Cricklewood directly addresses core strategic objectives in national plans (e.g. the UK National Infrastructure Plan 2013), London-wide plans (e.g. London Infrastructure Plan 2050, Vision 2020, the London Plan and the Jobs and Growth Plan for London) and sub-regional and local plans in the Barnet area. Each of these plans supports the overall strategic proposition that London’s population and economy are set to grow strongly in the coming 5-10 years, and that it is a key role of the public sector, at all spatial levels, to facilitate investment in the housing and infrastructure to support growth.

1.2.3.2 The projected increase in London’s population, and the need for the capital to continue maximising its economic contribution to the UK, means that housing and infrastructure development must be delivered effectively and sustainably. Delivering broad-based, mixed-use development schemes with a fully integrated transport system on under-utilised brownfield sites is seen as fundamental to the UK’s ability to unlock future economic growth. Brent Cross Cricklewood, a 151-hectare site strategically located within a large, fast-growing population centre in outer London, is well placed to contribute to this goal.

1.2.3.3 The London Plan, in particular, identifies the site as a key Opportunity Area capable of supporting regional shopping, housing and employment, while it is also recognised by the West London Alliance (WLA) as a key

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<sup>1</sup> ‘London Infrastructure Plan 2050: a consultation’, Greater London Authority, 2014

<sup>2</sup> Property Week, 11th July 2014

location for West London with the potential to link to the Mayor's plans for Old Oak Common (Crossrail and HS2).

#### 1.2.4 Business Need - The case for change

1.2.4.1 Brent Cross Cricklewood is both an under-used brownfield location and a key gateway into London. It is well connected by road – strategically located by the A5, M1 and A406 (North Circular) – but poorly connected by public transport. Although Barnet is a relatively prosperous London borough, it still contains pockets of significant deprivation in close proximity to the site. Housing affordability challenges are faced by a broad cross-section of the population. Both higher and lower-skilled residents would benefit from the new employment created, which will be in a mix of office-based and retail sectors. There are also potential business benefits in developing outer London employment and retail centres to provide alternatives to travelling into central London.

1.2.4.2 Development plans at the Brent Cross shopping centre site stalled during the recent economic downturn, jeopardising both the 4,000 jobs the centre already supports and future regeneration prospects in the wider area. Planning consent only permits development of the shopping centre in conjunction with wider redevelopment of the Brent Cross Cricklewood site. The planning presumption in favour of town centres also makes standalone investment in the shopping centre extremely challenging.

1.2.4.3 The development prospects at the site can be split into two packages:

- Brent Cross North: the domain of existing shopping centre owners Brent Cross North Partners (Hammerson and Standard Life Investments) and includes securing the 4,000 existing jobs at the centre plus creating up to 8,000 new jobs, as per the owners' stated ambition. The proposals include doubling the size of the shopping centre and providing the critical infrastructure required to facilitate comprehensive regeneration and small residential opportunity;
- Brent Cross South: comprises 7,272 new homes (including affordable properties), employment space for up to 19,000 new jobs, transport improvements including a new rail station plus social infrastructure - three new schools, public realm, park and leisure facilities.

1.2.4.4 Together, Brent Cross North and South have the potential to create a significant step-change in economic performance for Barnet and to provide a substantial boost to the wider London economy by facilitating the comprehensive regeneration of this area to create a new regional town centre in London. There is a high degree of interdependence between the two sites: the Brent Cross North Partners has committed to

significant infrastructure spending under a co-operation agreement with London Borough of Barnet (LBB), and some of this (e.g. utilities) will facilitate the first phase of Brent Cross South.

- 1.2.4.5 The overarching challenge is that, despite its obvious regeneration potential, Brent Cross South demonstrates a commercial viability gap initially modelled at £1.03bn (including interest costs). LBB has taken responsibility for driving the project forward in an attempt to secure the associated regeneration objectives, which are naturally of the highest strategic importance to the organisation.
- 1.2.4.6 Work by LBB to reduce costs and improve phasing had previously identified a position at the Outline Business Case stage whereby 2,461 of the 7,272 housing could have potentially been delivered in a viable, profitable Phase 1. However, this Do Minimum option is no longer viable due to the re-allocation of costs between Brent Cross North and Brent Cross South as a result of the revised infrastructure strategy.
- 1.2.4.7 Along with good schools, local amenities and green spaces, accessibility to public transport is one of the key drivers of house prices in London<sup>3</sup>. The new Station is therefore needed for two key reasons:
- As part of the integrated transport strategy to enable and accommodate the development proposals to come forward, and prevent a car-dependent culture becoming established.
  - As the only way to improve viability and deliver the remainder of the scheme.
- 1.2.4.8 Delivering the Thameslink Station early is projected to have a significant impact on housing values. Based on a highly conservative comparison with the projected impact of Crossrail, it is considered that the new station will result in local house prices increasing above market growth by 1% p.a. for 5 years prior to station opening and 1.75% p.a. for 5 years post the station opening, followed by a 0.25% p.a. reduction in additional growth every 5 years afterwards until the effect fully stabilises back down to 0%.
- 1.2.4.9 These figures assume that the effect of the new Thameslink Station is no more than half that of Crossrail. Modelling also suggests that the cost of delivering the station cannot be supported by the scheme and thus requires public funding.
- 1.2.4.10 The impact of the new station will result in the south side phases of the development programme all being viable on the basis of 15% affordable housing. A mechanism in the planning consent allows for the proportion of affordable housing to increase to up to 30% across all phases (1-5) if the viability position

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<sup>3</sup> See for example: 'Valuing housing and green spaces: Understanding local amenities, the built environment and house prices in London', GLA Economics Paper No 42, 2010; D. Banister (2005), 'Property values and Public Transport Investment', University College London; G M Ahlfeldt (2011), 'If We Build, Will They Pay? Predicting Property Price Effects of Transport Innovations', Spatial Economics Research Centre, London School of Economics.

improves. This reduces the risk of any developer acquiring 'super profits', as the first effect of house price rises above those projected will be to increase the proportion of affordable housing delivered.

### 1.2.5 Options for Delivery

1.2.5.1 Since Outline Business Case (OBC) Approval in March 2015 prevailing economic conditions have altered (notably around construction costs) and the Brent Cross North Partners have advised the Council and GLA that the required upfront infrastructure costs circa £250m, prior to the opening of the expanded shopping centre, was placing a significant burden on the overall viability of Brent Cross North project. The Brent Cross North Partners identified a potential viability gap of £152m (uninflated).

1.2.5.2 An alternative funding strategy has therefore been developed that corrects what had been a disproportionate allocation of the infrastructure costs to Brent Cross North by way of the public sector and south side joint venture (JVLP) providing support towards the upfront infrastructure costs. The proposed funding strategy comprises the following elements:

- A value engineering review of the existing critical road infrastructure
- Council providing a £25m package of support focusing on early land acquisition and waiving commuted sums
- Contribution from south side developer
- Extension of business rate ring-fencing

1.2.5.3 The Council's Assets, Regeneration and Growth Committee's approved to amend the existing commercial agreements with the Brent Cross North Partners on 30 November 2015 in line with the revised funding strategy subject to agreeing a package of measures that the Brent Cross North Partners will be required to contractually commit. These measures will ensure that Brent Cross North Partners along with other measures that will support effective delivery of the South and give greater certainty that the North will progress in a timely way.

1.2.5.4 This has led Brent Cross Cricklewood Regeneration programme to be separated into 3 distinct projects:

**1a – The updated 'New Preferred Option' for Brent Cross South** - delivery of 7,262 new homes space for 19000 jobs alongside retail/leisure, new public spaces, community facilities and 467,255 sqm of commercial space. The Council establishes JV with Argent Related Companies to deliver homes, jobs and infrastructure on the land to the south of the A406.

**1b - Delivery of the Mainline Station-** as part of south side scheme, the Council is now leading on the delivery of the Station in partnership with Network Rail and public sector stakeholder partners

**2 - Brent Cross North** - Brent Cross Shopping Centre and critical infrastructure (including 238 new homes and space for 8,000 new jobs) which will be developed by the Brent Cross North Partners

1.2.5.5 The New Preferred option is largely similar to the preferred option set out in the Outline Business Case but reflects the following developments since March 2015, namely: increased residential sales values following an improvement in market conditions, increased residential construction costs, the revised infrastructure funding strategy (with Brent Cross North continuing to deliver some critical road infrastructure and Brent Cross South delivering greater south side critical infrastructure) Public Sector Partners continuing to fund and deliver the Thameslink Station and elements of the south side critical infrastructure (by 2021 rather than 2031 and extending TIF from 10 to 15 years).

1.2.5.6 A Risk Mitigation Option is also being considered in the event that the north side scheme does not progress. This is largely similar to the preferred option set out in the Outline Business Case but includes additional critical infrastructure required for the south side delivery that are currently being provided by the north side scheme. While this demonstrates a viable scheme, there are some significant risks associated with this option as explained in the Strategic Case Chapter.

### **1.2.6 Strategic Benefits**

1.2.6.1 The benefits for the scheme fall into 3 broad groups:

- Benefits associated with enabling delivery of Brent Cross South;
- Benefits associated with facilitating 'comprehensive development' as required by the planning permission, hence allowing delivery of Brent Cross North;
- Benefits associated with the presence of a new train station and transport interchange. Overall, the scheme and early delivery of the station will contribute towards establishing a new, vibrant, mixed use economic centre for London.

## **1.3 Economic Case**

### **1.3.1 Full Business Case Long-listed Options**

1.3.1.1 A large number of distinct delivery options were considered at length in developing this Full Business Case. A basic 'Do Nothing' option was examined and this would result in essentially no regeneration of the area across both the north and south side sites. There would be only additional 100 housing units in the council / HSL land provided and the opportunity to create circa 27,000 new jobs would be lost. Moreover, because the

planning consent allows expansion of the shopping centre only as part of a comprehensive redevelopment, Brent Cross North would not be deliverable risking the future of the shopping centre and the 4,000 jobs based there.

- 1.3.1.2 The Full Business case also looked at the previous Do Minimum option which consisted of delivering 2,461 residential units on Brent Cross South, centred around the Living Bridge. However, as the re-allocated costs between the North and South side have to occur predominantly upfront in order for this option to be delivered, the burden is simply too great for the south side and the Do Minimum scheme therefore becomes unviable and undeliverable and has been discounted.
- 1.3.1.3 We also re-assessed the impact of the Master Developer for the south side delivering the Station at its own cost as part of the overall scheme delivery. We assessed both early and late station delivery options by the private sector. However, the cost burden is so great under both options, that both were unviable and undeliverable and therefore discounted.
- 1.3.1.4 We re-assessed the previous Preferred Option which was viable and deliverable in the Outline Business case. However, when we assessed the impact of the re-allocated costs from the North to the South into the previous financial model, the extra cost burden on the South resulted in an unviable scheme on the basis the Master Developer would not have been able to secure its required rate of return from the development. On this basis the scheme would not have been delivered. Therefore, the previous Preferred Option has also been discounted. However, we have been able to adapt the previous Preferred Option to get to a New Preferred Option which is viable and deliverable and forms the basis of this Full Business Case.
- 1.3.1.5 A number of other transport solutions were considered as alternatives to the early delivery of the Thameslink station solution but were discounted due to viability and because the step change in public transport provision required to support the development would not be achieved. In this context it should be noted that the Brent Cross Cricklewood planning permission already establishes an integrated transport strategy, with significant investment in other modes, notably a new bus station, funded through the Brent Cross North scheme.
- 1.3.1.6 The following delivery models were discounted due to a lack of viability, deliverability and affordability:
- Previous Do Minimum Option of reduced scheme delivery by the private sector
  - Whole scheme private sector delivery
  - Private sector delivery of Brent Cross South, including the Thameslink station in the later phases of the scheme

- Private sector delivery of Brent Cross South including Thameslink station in the early phases of the scheme
- Previous Preferred Option of Brent Cross South being delivered by the private sector

### 1.3.2 Short-listed Options

1.3.2.1 In undertaking the strategic property review and due diligence work in respect of Brent Cross South, the importance of the proposed Thameslink Station in facilitating the comprehensive regeneration of the area became increasingly clear. The Station is primarily needed as part of the integrated transport strategy to enable the development proposals to come forward. However, given that there are a limited number of ways to raise development values (good schools, good amenities, access to green spaces, access to public transport) it also became clear that given already established enhancements in other areas, the proposed station was the only remaining way to improve viability by lifting values.

1.3.2.2 It has already been established that the early delivery of the Thameslink station in the scheme results in a significant uplift in housing values both before the development of the station and post development. Not only that, but the Thameslink Station is critical to the delivery of the commercial elements (offices) of the scheme. Without the station, there is very limited prospect of the new commercial space being delivered. However, this was insufficient for scheme viability if the development of the station rested with the private sector in the Brent Cross South development. This is due to a significant financing commitment in advance of profit achievement. This led to the conclusion that the station needed to be delivered outside of the main scheme and it needed to be funded by the public sector. The re-allocation of costs from the North side to the South side have impacted on the viability of Brent Cross South, but with the residential market continuing to improve in the local area and the improved prospects of achieving higher office values as a direct result of the investment in the station has led us to be more optimistic on the prospects for the delivery of the commercial elements, which has led to a new preferred option, which is the only fully viable option for delivering the North and South side, known as the 'New Preferred' option.

1.3.2.3 **New Preferred Option** involves bringing forward delivery of the Thameslink station and elements of the south side infrastructure that will be funded by the public sector. Only by funding the station and infrastructure works outside of the core development scheme (i.e. removing the cost burden from the developers) does the south-side project become a viable private sector proposition.

1.3.2.4 The Preferred Option will ensure that the following elements of the scheme are capable of being delivered:

- 7,262 private units (of which 15% are affordable units)
- Supermarket

- 25,470sq m of retail floorspace
- 455,220 sq m commercial space (once the station is delivered)
- Primary school
- Senior School
- Special Needs School
- Childcare Facilities
- 3 nature parks
- Public square
- Care Home
- 30 hectares of additional remediated land
- Main line station

1.3.2.5 **Risk Mitigation Option** – If the North side is not going to be delivered, the South side will have to pay for the delivery of additional infrastructure items in order for the significant quantum of new homes south side to be delivered. However, the viability of the South side is such that the current scheme cannot afford to pay for this increased cost burden. Therefore, the only way these additional costs can be afforded is to increase the overall development density on the South side, which will require a new planning permission. This is known as the Risk Mitigation Option. In addition to the items being delivered under the New Preferred Option, the Risk Mitigation Option will also deliver a further 616 additional residential units (of which 15% will be affordable) and 9,290 sq m of additional retail floorspace. This option would require further planning permissions as well as amendments to the funding strategy to deliver the station, which remains critical to the south side housing delivery. The south side business rates could support the necessary borrowing but this represents a more risky income stream than the growth in business rates from an existing shopping centre, and will lengthen the payback period.

### 1.3.3 Cost-benefit analysis

1.3.3.1 There is no single economic appraisal guidance that provides a directly applicable cost benefit analysis methodology for this particular business case. However, the HM Treasury Green Book business case methodology includes a suite of guidance documents and a number of these have been used to provide the overall basis for the cost benefit analysis undertaken. The comparator scheme that has been used as a best practice example for this appraisal is the London Underground (Northern Line Extension) Economic and Business Case.

1.3.3.2 A significant element of the cost benefit analysis is related to the impact of the scheme in terms of resulting net job creation. It is recognised that the Department for Communities and Local Government (DCLG)



discounts this element of the analysis when considering the overall benefit cost ratio for the scheme. The BCR has therefore been calculated with and without the job creation impact.

1.3.3.3 In addition to jobs created, a number of core socio-economic benefits have been evaluated as part of the economic appraisal. These benefits include:

- Private residential units delivered,
- Affordable residential units delivered,
- Additional retail floorspace,
- Additional commercial development,
- Extra S106 transport payments,
- Net new primary school places,
- Net new secondary school places,
- Net new special needs school places,
- Parks and leisure-related space, open space,
- Extra care accommodation,
- Volume of remediated land,
- The Thameslink Station, and
- Highway infrastructure.
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Given the wide range of benefits that are likely to accrue from the development proposals, a number of different estimation and valuation techniques were adopted and applied. In all cases, best practice guidance from DCLG, HMT other sources was utilised as practically as possible.

1.3.3.4 Using this approach, the valuation of benefits from the Preferred Option is £2.81bn (£2,808,026,172). This demonstrates the starkly significant investment shift from the do nothing position to the strategic investment in the whole Brent Cross Cricklewood scheme. Do nothing now being the considered alternative situation, following the demonstration of the lack of viability of the original Do Minimum Option due to the changed circumstances in the development of Brent Cross North.

1.3.3.5 In terms of costings, the cost that has been estimated for the whole scheme based on the updated Preferred Option, including financing costs, is £1.938bn (NPV). Optimism bias adjustments have been calculated in line with the supplementary Green Book guidance to ensure that the overall view of the potential economic impact of the completed development is realistic and not overly optimistic. The applied optimism bias has been reduced from 43%, included in the March 2015 business case, to 2% to reflect the greater development certainty and strong planning and governance situation related to the updated Preferred Option.

1.3.3.6 The Benefit Cost Ratio for the whole Brent Cross Scheme on an additionality basis, comparing the additional benefit of the Preferred Option when compared to the Do Nothing situation, is 3.5 : 1 (excluding job creation, this is 2.9 : 1). This indicates that it is expected that every £1 investment in this scheme would result in £3.50 of economic benefit. In these terms it is a potentially strong economic case. The March 2015 Preferred Option has been compared with the updated Preferred Option set out in this business case. The benefit cost ratios are 3.9: 1 (excluding job creation 3.3 : 1) and 3.5 : 1 (excluding job creation 2.9 : 1) respectively. As summarised in the table below:

**Table 1 Benefit Cost Ratio summary**

Financial Impacts	Economic Costs and Benefits (Present Values)	
	Preferred Option (March 2015)	Preferred Option (Updated)
<b>TOTAL FINANCIAL IMPACTS</b>	<b>£590,945,381</b>	<b>£817,140,706</b>
<b>TOTAL FINANCIAL IMPACTS (adjusted for optimism bias)</b>	<b>£847,711,149</b>	<b>£833,892,091</b>
<b>TOTAL ECONOMIC IMPACTS</b>	<b>£3,293,426,467</b>	<b>£2,934,985,825</b>
<b>BENEFIT COST RATIO</b>	<b>3.9 : 1</b>	<b>3.5 : 1</b>
<b>BENEFIT COST RATIO (without job creation)</b>	<b>3.3 : 1</b>	<b>2.9 : 1</b>

1.3.3.7 The quantified cost-benefit analysis shows that the net additional investment associated with the updated New Preferred Option is still exceeded by the net additional benefits it is expected to deliver, both commercially to the developers and in wider terms to society. The risks of the New Preferred Option continue to be subject to robust analysis and mitigation, based on the experience of relevant individuals and organisations on projects elsewhere, and specific delivery experience in relation to key infrastructure such as the Thameslink station.

1.3.3.8 The important aspect of the Brent Cross Cricklewood scheme, based on the updated New Preferred Option, is that it creates value across a number of important benefits. The creation of new jobs is an important factor but so are the housing, transport, highways and community aspects of the scheme. The economic case has

clearly demonstrated the significant impact of the early development of the Thameslink station on the deliverability and viability of the Preferred Option, based on publically funded delivery. The station, alongside the remediated land and highway infrastructure investment, results in a significant expected uplift in the value of the housing provision and provides vital access for existing and new residents, workers and visitors. In addition, the sensitivity analysis has demonstrated the overall robustness of the cost benefit analysis, on a worst case scenario 2.5 : 1 and based on generally accepted additionality for retail and commercial development, with no housing benefit value, 1.2 : 1. On this basis the strength of the 3.5 : 1 ratio is successfully demonstrated. In addition, the qualitative benefits identified further demonstrate the community value of the proposed scheme in addition to the economic value.

1.3.3.9 It has been demonstrated that it is advisable to include a Risk Mitigation Option in this business case to explore what development could be achieved at Brent Cross South in the event that only a very limited Brent Cross North development goes ahead. The BCR for the Risk Mitigation Option is 2.5 : 1 (excluding job creation 2.2 : 1), which reflects the more challenging nature of this option. The optimism bias has been set at 43% against the cost position to reflect the fact that this option is relatively untested. As with the New Preferred Option, the sensitivity analysis has demonstrated the overall robustness of the benefit cost analysis, on a worst case scenario 2.0 : 1 and based on generally accepted additionality for retail and commercial development, with no housing benefit value, 0.9 : 1. On this basis the strength of the 2.5 : 1 ratio is successfully demonstrated. However, the finance case further demonstrates the challenging nature of this option in terms of affordability.

## 1.4 Commercial case

1.4.1.1 The key deliverable is to secure a start on-site for Brent Cross North and Brent Cross South by 2017 and to unlock the regeneration of Brent Cross South and speed up the delivery of the 7,272 new homes through bringing forward the construction of the Thameslink Station.

1.4.1.2 As a result of the change in delivery strategy, the Council is leading on Brent Cross South allowing the Brent Cross North Partners to focus on the delivery of the expanded Brent Cross shopping centre and the significant infrastructure required to support the comprehensive regeneration proposals.

1.4.1.3 The Council approved the commencement of an Invitation to Negotiate OJEU compliant procurement route to secure the preferred development partner to deliver the south-side masterplan.

1.4.1.4 On 22 July 2014, the OJEU notice was published and the Pre-Qualification Questionnaire issued. Six bids were received on 10 September 2014. On 5 October 2014, the Council announced the following shortlist to progress to Invitation to Negotiate stage:

1. Argent (Property Development) Services LLP and Related Companies LP
2. Barratt PLC and London & Quadrant Housing Trust
3. Capital & Counties Properties PLC
4. Far East Consortium International Limited with Countryside Properties PLC, Notting Hill Housing Trust and Southern Grove

1.4.1.5 Submissions were received from all four bidders on 29 January 2015. The evaluation process took place through February 2015 and Argent LLP and Related Companies (Argent Related) were selected as the preferred development partner in March 2015.

1.4.1.6 Argent Related together with the Council are currently preparing the vision and full business plan for approval by the Council's Assets, Regeneration and Growth Committee by March 2016, before the creation of a formal joint venture limited partnership.

1.4.1.7 The Council will take a share in the joint venture as a result of contributing its land value. The precise return will be dependent on the outcome of the re-allocated costs

#### **1.4.2 Thameslink Station**

1.4.2.1 Over the last 10 years, the development of the Thameslink Station project has been progressed by the Brent Cross Development Partners through Cricklewood Regeneration Limited in conjunction with Network Rail (and also Department of Transport) to develop a single stage option. The Development Partners submitted the Brent Cross Station and Stabling Remodelling Grip 2 Feasibility Report in January 2013. The Thameslink Station and adjoining transport interchange is fundamental to the creation of a regional town centre and forms an integral part of the fully integrated transport system that offers priority to sustainable transport modes including rail, bus, cycling and walking and enables the development to come forward.

1.4.2.2 As part of Brent Cross South, London Borough of Barnet is now leading on the delivery of the Station in partnership with Network Rail and public sector stakeholder partners. The original business case prepared in 2009 has been updated and provides a BCR of 1.6 for the Transport Scenario, which compares Do Minimum (the Full Development, No Station) and the Do Something (Full Development with Station) to enable analysis of the benefits associated purely by the new station.

1.4.2.3 The new station is designed to serve the new town centre including shoppers, residents and office workers commuting and counter-commuting to the new town centre. In the last 10 years, the development of the

Thameslink Station project has been progressed by the Brent Cross North Partners through Cricklewood Regeneration Limited in conjunction with Network Rail (and Department of Transport) to develop a single station option. The Council is now taking the lead and entered into a Design Services Agreement with Network Rail in November 2015 to progress the design development. Following the development of the single option a Design & Build contractor will be appointed to take the contract through to detailed design and construction.

- 1.4.2.4 The Council will contract Network Rail to manage the ‘on Network’ project works, with Re retained in commercial and engineering assurance roles, ensuring involvement in all commercial activities whilst enabling a robust commercial and engineering change control process.

## 1.5 Financial case

- 1.5.1 The current estimate of the cost of the Thameslink station at Brent Cross Cricklewood, to be built out between 2016-2019, is £215 million, uninflated. This is a capital cost. Any revenue costs associated with the station operation or on-going maintenance are assumed to be borne by Network Rail and the Train Operating Companies. The Council will be responsible for the full capital cost and risk of delivery of the new station and any required operational subsidy to the Train Operating Company until the station becomes self-financing. In addition to the Station Cost the proposed transfer of infrastructure commitment from Brent Cross North to Brent Cross South results in £56 million to be publically funded. The Council is committing to taking on the full capital cost and risk of delivery of the new station and any required operational subsidy to the Train Operating Company until the station becomes self-financing.

- 1.5.2 The overall exchequer gain from the preferred option is relevant to the assessment of the business case. For example, there will be returns from stamp duty for additional homes and business rates. The Chancellor’s announcement of 100% Business Rates Retention is likely to impact on the amount each of the public sector bodies retains but the total growth in business rates will still benefit the public sector. There is also likely to be a significant increase in income and corporation taxes from the economic activity that the preferred option will generate.

### 1.5.3 Funding options

- 1.5.3.1 Given that the Preferred Option is to fund the station outside of the scheme and via the public sector, a number of options were considered at the Outline Business Case stage. The potential funding options were considered in light of Central Government concerns and the criteria agreed by Barnet Councillors to ensure that borrowing decisions are made in compliance with the Prudential Code (for example that borrowing can

still be paid back in 25 years if assumptions on business rate yields reduce by 40%). The potential funding options considered are set out in the finance chapter. These included partial business rates retention, full business rates retention, Government grant, loan and equity investment and land receipts. These were discounted for a variety of reasons, predominately relating to risk.

1.5.3.2 The agreed funding approach based on the Preferred Option in the March 2015 business case was announced in the March 2015 Budget as follows:

**‘Budget 2015 also announces £97 million of funding and ring fencing of the local 50% share of business rate growth to support the London Borough of Barnet and the Greater London Authority’s (GLA) plans for the regeneration of Brent Cross.** This will unlock 7,500 new homes and create 4.9 million square feet of new commercial development with space for up to 27,000 jobs.’

1.5.3.3 Further confirmation of the grant funding was provided in the Spending Review and Autumn Statement announcement in November 2015:

1.5.3.4 **‘The Spending Review and Autumn Statement provides support for key regeneration schemes, including: £97 million to fund a new Thameslink station at Brent Cross’**

1.5.3.5 The proposed funding approach for the New Preferred Option is as follows

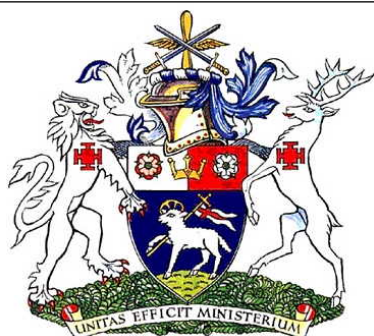
**Table 2: January 2016 funding package compared with the March 2015 funding package**

Details	Funding Package (March 2015)	Funding Package (January 2016)
Station cost + other public costs	£215m (£286m including inflation and interest)	£271m (£384m including inflation and interest)
Business Rates Retention - LBB and GLA share of North development growth	50%	50%
Business Rates ring-fencing – via newly laid regulations	Yes	Yes
Payback period	Fixed at 10 years	13.67 years
LBB Contribution	£113m	£171m
GLA BRR contribution	£73m	£113m
GLA Grant	£3m	£3m
HMT Grant	£97m	£97m

1.5.3.6 It can be seen that the cost has increased to incorporate the costs transferred from Brent Cross North to the publically funded element of Brent Cross South. The proposed package is still based on a 50% Business Rates Retention ring-fenced position. The payback period has extended to 13.67 years to reflect the increased cost commitment. This does bring increased risk to the borrowing position and further emphasises the importance of the HMT grant contribution of £97m and the GLA grant contribution of £3m.

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## Policy and Resources Committee

11 December 2018

### Title

**Proposed Submission North London Waste Plan (Regulation 19)**

### Report of

Chairman of the Policy and Resources Committee

### Wards

All Wards

### Status

Public

### Urgent

No

### Key

Yes

### Enclosures

Annex 1: Regulation 19 North London Waste Plan  
Annex 2: Response to Consultation at Regulation 18 Stage

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## Summary

Seven North London Boroughs have prepared the Proposed Submission North London Waste Plan (NLWP) for consultation. The NLWP has two main purposes: ensuring adequate provision of suitable land to accommodate appropriate waste management facilities up to 2035; and to provide policies against which planning applications for waste development will be assessed. The NLWP aims to achieve net self-sufficiency in waste and to maximise recycling to achieve the recycling targets set out in the London Plan. Progressing the NLWP is necessary to protect Barnet from potentially unsuitable waste development proposals which would be difficult to resist without an adopted Plan.

The Proposed Submission NLWP (Regulation 19) must be approved by all seven boroughs prior to public consultation (scheduled for early 2019) and submission for examination in public by an Inspector appointed by the Planning Inspectorate. The Proposed Submission NLWP has already been successfully passed by Camden Full Council, Enfield Cabinet and Waltham Forest Cabinet.

## Officers Recommendations

### That the Policy and Resources Committee:

1. Consider the responses to consultation at Regulation 18 (Town and Country Planning (Local Planning) (England) Regulations 2012) Stage (as set out in Annex 2);
2. Approve the Regulation 19 (Town and Country Planning (Local Planning) (England) Regulations 2012) Proposed Submission North London Waste Plan (NLWP), as set out in Annex 1, for public consultation and subsequent submission to the Secretary of State for public examination;
3. Recommend that Full Council approve the Regulation 19 Proposed Submission North London Waste Plan (NLWP), as set out in Annex 1; and
4. Delegate authority to the Deputy Chief Executive, in consultation with the Service Director Planning and Building Control, to make any further minor changes to the NLWP prior to consultation and submission, and during or after examination.

### 1. WHY THIS REPORT IS NEEDED

#### What is the North London Waste Plan?

- 1.1 The seven planning authorities of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest are working together to produce the North London Waste Plan (the 'NLWP'). When adopted the Plan will form part of the suite of documents that make up the Local Plan for each of the North London Boroughs.
- 1.2 The purpose of the NLWP is to ensure there will be adequate provision of facilities to manage North London's waste. It will set out the waste management needs and demonstrate how these needs will be met during the plan period (up to 2035) through the identification of suitable sites and areas for waste management facilities. It will also include a policy framework for determining planning applications for waste development.
- 1.3 LB Barnet needs an adopted Waste Plan to ensure unsuitable proposals for waste development can be resisted, avoiding potentially negative impacts on regeneration and housing delivery.
- 1.4 The requirement to plan for waste is based on national and regional regulations and plans, and currently upon the EU Waste Framework Directive. Following the exit of the UK from the EU there will a requirement from central government to make adequate provision for waste. The UK government has committed to incorporating all EU directives/legislation at the time of leaving the EU into UK law as part of the Brexit process. The NLWP must be in general conformity with the London Plan which apportions an amount of waste to each borough for management.
- 1.5 Taking a joint waste plan approach is common practice for London boroughs. Without joint working each authority would have to plan separately and incur the costs of going

independent while still having to work closely with North London Boroughs as a result of the legal duty to co-operate as waste facilities are shared under the management of the North London Waste Authority. Under the duty to co-operate there would be risk of challenges to each other's plans as well as duplication in terms of negotiations with authorities which receive our waste.

### **Progress on the North London Waste Plan**

- 1.6 In 2012 a previous version of the NLWP was found by a Planning Inspector to not meet the legal requirements of the new Duty to Co-operate introduced through the Localism Act 2011 and as a result the Boroughs had to start on a new NLWP.
- 1.7 In 2013 the NLWP recommenced with an 'issues' consultation, followed in 2014 by a series of three focus group meetings involving a cross section of key stakeholders to discuss emerging issues for the NLWP.
- 1.8 The Draft NLWP (Regulation 18) was approved by the Policy & Resources Committee for public consultation in July 2015. The Draft NLWP (Reg 18) public consultation took place over a nine-week period during July and September 2015.
- 1.9 In July 2016 the NLWP process stalled when LB Enfield objected to the concentration of existing waste facilities in their area and the impact on Crossrail 2 regeneration opportunities. LB Enfield required further work to provide a more balanced geographic spread of new sites and areas across the seven boroughs before they would progress to a Submission (Reg 19) stage. Preparation of the NLWP was continued by the other six boroughs, whilst continuing to engage with LB Enfield on waste planning. In late 2017 LB Enfield signalled a willingness to return to the NLWP, subject to further work to develop a more balanced geographical spread of sites and areas. Changes to the document have resulted in a more even distribution of sites and areas in the NLWP.
- 1.10 Oversight of the NLWP is provided by the Planning Members Group – a group which includes an elected Member from each of the seven planning authorities. In July 2018 the Planning Members Group agreed the fundamental principles of the NLWP.
- 1.11 Approval by all seven NLWP boroughs is required for the Proposed Submission (Reg 19) NLWP to be published for public consultation and subsequent submission to the Secretary of State for examination in public.
- 1.12 The Proposed Submission NLWP has already been successfully passed by Camden Full Council, Enfield Cabinet and Waltham Forest Cabinet.

### **Duty to Cooperate**

- 1.13 'Duty to Co-operate' is a legal requirement for local planning authorities to engage, constructively, actively and on an on-going basis with other public bodies on strategic matters. Methods to satisfy the requirements include meetings, exchange of information, statements of common ground and memorandum of understanding. Demonstrating that the Duty to Co-operate is required for plan making, although there is not a duty to agree.

- 1.14 A key issue for the NLWP is the movement of waste beyond the seven Boroughs, both within and outside London. As part of discharging the 'duty to co-operate', the North London Boroughs have contacted all waste planning authorities (WPA) who receive waste from North London to identify any issues which may prevent waste movements continuing during the plan period. A report on the duty to co-operate has been prepared and is available on the NLWP website<sup>1</sup>.

### **Regulation 18 Consultation Responses**

- 1.15 Draft NLWP (Reg 18) consultation took place over a nine-week period from 30th July to 30th September 2015. A total of 213 representations were received. There was general support for the draft aim, objectives and spatial strategy of the Plan. Some textual changes were suggested including a stronger commitment to achieving net self-sufficiency. The preferred approach for the Plan, including maximised recycling and net self-sufficiently in a number of waste streams, was on the whole supported by those in the field of waste planning. More information was requested on the management and export for each type of waste, particularly Construction, Demolitions & Excavation waste and hazardous waste.
- 1.16 Across the NLWP area as a whole, around 70% (148) of the comments received were objections to sites and areas. The methodology for identifying new sites and areas was broadly supported. However, a number of proposed sites and areas which have been assessed as potentially suitable for waste uses were not considered suitable by local residents and community groups. The main issues raised by residents related to the potential negative impacts of a waste facility, including traffic/congestion, suitability of roads and access, effect on biodiversity, flood risk, proximity to sensitive receptors and residential areas, concern over noise, smell and pollution. Several objections by landowners and tenants were also received. Objections for areas in Barnet included concerns regarding noise, traffic and site access, along with the impacts in relation to neighbouring residential areas.
- 1.17 There was broad support for the policy setting assessment criteria for waste management facilities, although a number of changes were suggested to strengthen requirements or for clarification. Competing views were received from residents who want strict controls on development alongside ambitious objectives, and the waste industry who consider some of the requirements in the policy too onerous.

### **What has changed in the Plan?**

- 1.18 Revisions included in the NLWP Regulation 19 version are based on responding to representations on the Draft Reg 18 and the further work undertaken to meet the concerns of LB Enfield. Changes include the following:
- Gathering and assessing additional information on the proposed sites and areas received during the consultation, or resulting from publication of new data. This includes sites and areas affected by Crossrail 2, historic assets and proximity of

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<sup>1</sup> <http://www.nlwp.net/download/duty-to-co-operate-report-july-2015/?wpdmdl=840>

sensitive receptors. In addition, Borough transport officers have undertaken highways assessments of the sites and areas.

- The revised approach to new provision is to focus on existing, well-established industrial land, while achieving a better geographical spread. The number of sites/ areas identified in the NLWP as suitable for waste use has been reduced, while maintaining flexibility and aiming for a wider geographical spread of land to maximise the opportunities for waste to be managed as near to its source as possible.
- NLWP policies have been revised. Policy 1, which deals with existing waste sites, requires that if a waste site is redeveloped, the re-provision of the facility must be in line with the spatial principle of the NLWP to get a better distribution of waste sites. Policy 4, which deals with windfall sites, introduces a sequential test whereby developers must demonstrate that no existing sites, or sites in the identified areas of search, are available or suitable before being able to develop on a site not identified in the plan. Any windfall site development must consider future development opportunities, such as those in Opportunity Areas, or from Crossrail2, West Anglia Mainline and four tracking. Policy 6, which deals with assessment criteria for waste developments, has strengthened amenity considerations regarding compatibility with neighbouring uses, and added detail on cumulative impacts of waste development and effects on regeneration. The provision of jobs and training is also highlighted.
- To ensure the NLWP is based on the latest data a fresh data study has been carried out, including the changed Borough waste apportionment from the Draft London Plan. Research into new waste developments and their site areas found evidence of greater throughput on smaller sites, reducing the North London capacity gap.
- Further work was carried out to estimate the amount and type of waste likely to be exported from North London to other waste planning authority areas during the plan period. Under the duty to cooperate the NLWP Boroughs have been engaging with these authorities and identifying any barriers to the continuation of these waste movements.

1.19 New sites and areas for built waste management facilities have been identified which perform well against the spatial framework (provides the strategic direction for the detailed policies of the NLWP and informs site/area selection) as reflected in the site selection criteria, as well as a range of environmental, social and economic criteria set out in the Sustainability Appraisal Scoping Report.

## **Overview of the North London Waste Plan**

1.20 The aim of the NLWP is:

‘To achieve net self-sufficiency for LACW, C&I and C&D waste streams, including hazardous waste, and support a greener London by providing a planning framework that contributes to an integrated approach to management of materials further up the waste hierarchy. The NLWP will provide sufficient land for the sustainable development of waste facilities that are of the right type, in the right place and provided at the right time to enable the North London Boroughs to meet their waste management needs throughout the plan period’

- 1.21 The NLWP plans for seven waste streams:
- Local Authority Collected Waste (LACW),
  - Commercial and Industrial (C&I),
  - Construction, Demolition & Excavation (CD&E),
  - Hazardous,
  - Agricultural waste,
  - Waste Water and
  - Low level radioactive waste.
- 1.22 The NLWP Spatial Framework section provides the basis for balancing priorities, opportunities and constraints, in particular the availability of sites/areas to achieve a deliverable distribution of waste management sites, whilst bringing social, economic and environmental benefits of new waste management facilities to North London.
- 1.23 The NLWP Data Study considers the amount of waste currently produced in North London. It examined how this is managed, the amount of waste that will be produced over the plan period to 2035, the capacity of existing waste infrastructure and the extent to which this can meet future need.
- 1.24 The NLWP must demonstrate that the amount of LACW and C&I waste apportioned through the London Plan can be managed in North London. The boroughs must also meet statutory recycling targets. To satisfy these requirements the NLWP strategic approach is net self-sufficiency for LACW, C&I and C&D waste.
- 1.25 Growth and behaviour scenarios have been modelled to project future capacity gaps and waste management needs. The optimum solution which ensures that NLWP meets statutory recycling targets will also ensure more waste is managed further up the waste hierarchy. Consequently, the NLWP provides more opportunities to divert waste away from landfill.

### **Sites and Areas**

- 1.26 The NLWP sets out the approach to identifying sufficient land for future waste management facilities in North London to ensure the delivery of the identified capacity requirements.
- 1.27 The Plan identifies that the capacity required for waste management facilities during the plan period up to 2035 is 9 hectares. Over the NLWP plan period there are capacity gaps for C&I, CD&E and Hazardous waste; North London will require additional facilities to meet these.
- 1.28 Existing waste sites are safeguarded through the London Plan. To identify further waste sites, waste site owners and operators were contacted about plans to rationalise or expand their facilities and a call for sites was also made; both approaches produced limited results and therefore a land availability search was undertaken.
- 1.29 A 'site' is an individual plot of land whereas an 'area' comprises numerous individual plots of land, for example, an industrial estate or employment area.

- 1.30 The NLWP identifies sites and areas that are potentially suitable for waste use. The NLWP does not allocate specific sites for waste facilities.
- 1.31 Identifying sites that are available and suitable for waste management facilities will contribute towards meeting the apportionment targets set out in the London Plan. There are ten existing safeguarded waste sites within Barnet (out of 64 in the North London boroughs).
- 1.32 Identifying areas within which waste uses would be broadly acceptable will ensure the NLWP is flexible. Developers of waste facilities seek flexibility in terms of land availability. Other non-waste uses would still be permitted in the areas identified.
- 1.33 The NLWP identifies a list of 13 areas covering a total of 102 hectares. Four areas covering a total of 6.7 hectares are identified in Barnet; all are in commercial use and are identified in Barnet's Local Plan as existing Locally Significant Industrial Sites.

### **Brent Cross Cricklewood**

- 1.34 The NLWP identifies four new sites for waste use, including one in LB Barnet. This site is land between Edgware Road and Geron Way (the Selco site) which falls within the Brent Cross Cricklewood regeneration area and is identified as the replacement site for the Hendon Rail transfer station. This site is suitable for a non-rail based waste handling facility for domestic waste generated in Barnet and Camden. The Waste Transfer Station (WTS) will receive, by road, municipal waste, street sweepings, recycling and food waste from the seven NLWA constituent boroughs, but principally Barnet and Camden. No waste will be accepted from commercial sources.
- 1.35 A planning application (17/6714/EIA) for a WTS on the Selco site will shortly be referred to the Mayor for Stage 2 approval. The application was developed in consultation with the NLWA which will operate the new facility. The facility will be a direct replacement for the Hendon Waste Transfer Station. This approach is consistent with the terms of the BXC planning permission (Conditions 41.4 and 41.5) although the capacity is being measured in average annual throughput as per the London Plan, rather than licenced capacity.
- 1.36 LB Barnet also requires the land of two of the other commercial waste management sites (McGovern and Cripps) as part of the early southern development phase of the BXC regeneration in advance of replacement capacity becoming available. These sites are included within the area of land subject to the confirmed Compulsory Purchase Order (No. 2) 2015.
- 1.37 The capacity of the new WTS can also be used towards off-setting some of the capacity of the PB Donoghues waste management site, which is currently in Phase 4 of the BXC scheme, but is not sufficient to fully off-set the capacity of this site at this stage. Therefore, any proposal to redevelop Donoghues would be required to address the shortfall of waste processing capacity before this site could be redeveloped. This would either have to be accommodated on sites within BXC or on another site outside of the development area (either in Barnet or beyond).

## **Pinkham Way**

- 1.38 The land at Pinkham Way (5.95 ha) in LB Haringey is identified as an area in the NLWP (Area A22-HR). This includes land in the ownership of LB Banet (1.8ha) as well as the NLWA (4.85 ha). A proportion of this land contributes to meeting the NLWP 9ha capacity gap for waste management facilities.
- 1.39 Land at Pinkham Way was assessed against the NLWP sites/areas assessment criteria and was found to be suitable for waste management purposes. The Draft (Reg 18) NLWP approved in July 2015 by the Policy & Resources Committee included Area A22-HR at Pinkham Way.
- 1.40 Pinkham Way is subject to LB Haringey's Local Plan (Strategic Policies adopted 2013 and updated 2017) where it is safeguarded for employment and nature conservation.
- 1.41 As the Pinkham Way site (A22-HR) is identified within Schedule 2 of the NLWP, within suitable land within the area covered by A22-HR applications for waste management development will be permitted, subject to other policies in the NLWP, the London Plan, Local Plans, and related guidance. This land is not safeguarded by the NLWP solely for waste use and therefore other uses can be considered. As the landowner, LB Barnet will remain in control over its usage, subject to Haringey's planning policies.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Failing to adopt an up-to-date waste plan as part of the Local Plan will delay the delivery of sustainable development and infrastructure, while reducing the Council's power to protect and enhance the borough.

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

- 3.1 In line with the NPPF the Sustainability Appraisal Report tests a range of options to demonstrate that the boroughs have considered reasonable alternatives and that the NLWP follows the most appropriate strategy.
- 3.2 The Council has formally agreed participation in the NWLP through the 2015 Memorandum of Understanding. This ensures Barnet's involvement until the NLWP adoption and would impose financial penalties if the Council withdrew. Furthermore, the Council would still need to address waste issues and safeguard waste management sites in the Local Plan, while the Duty to Cooperate would still require LB Barnet to engage with the other North London Boroughs on waste management issues.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Once all seven planning authorities have approved the Proposed Submission NLWP the document will go out to public consultation, which is anticipated to commence in early 2019. After consultation the NLWP is scheduled for Submission to the Planning



Inspectorate in June 2019, followed by the public hearing in September 2019. The Inspectors Report would be expected in early 2020, with adoption later in 2020.

## 5. IMPLICATIONS OF DECISION

### 5.1 Corporate Priorities and Performance

5.1.1 The NLWP will help to meet Corporate Plan 2015-20 strategic objectives in ensuring that Barnet is a place:

- **Of opportunity, where people can further their quality of life** – the NLWP will ensure appropriate planning of waste management facilities, thereby minimising the environmental impact;
- **Where people are helped to help themselves, recognising that prevention is better than cure** – the NLWP will ensure land is available for the necessary waste management facilities which allow North London to manage its own waste, involving people and business in recycling and responsible waste disposal, while supporting the business opportunities available from waste management;
- **Where responsibility is shared, fairly** – the NLWP will support an agreed network of waste sites across North London to share the responsibility for the safe and effective treatment of waste; and
- **Where services are delivered efficiently to get value for money for the taxpayer** - the NLWP will ensure the delivery of appropriate waste management sites in terms of function and location which will improve service delivery.

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

5.2.1 The project costs are allocated to the Boroughs on an equal basis. The main cost is Programme Management. Any further delay to the timetable for the NLWP will lead to an increase in these costs. Costs of the NLWP are currently met from the Council's budget (Central Expenses - Levies cost centre). Re will seek to manage and reduce costs where possible:

	2018/19	2019/20	2020/21
Consultant additional	£54,185	£10,800	
Consultant original	£22,860	£87,535	
Programme Management	£120,540	£122,815	£39,342
Publicity	£26,478	£50,000	£20,250
Legal	£10,000	£44,000	£5,000
Examination		£135,000	

Total	£234,063	£450,150	£64,592
Per borough	£33,438	£64,307	£9,227

### 5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

5.3.2 The NLWP will secure social benefits through supporting an agreed network of waste sites across North London to share the responsibility for the safe and effective treatment of waste, and through this minimising the environmental impact for the local population while ensuring the Boroughs meet targets for recycling and responsible waste disposal.

### 5.4 Legal and Constitutional References

5.4.1 The Planning & Compulsory Purchase Act 2004 and in particular Regulation 18 and 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 provide guidance on the preparation and adoption of Local Plan documents. Upon adoption the NLWP becomes a statutory Development Plan Document that forms part of Barnet's formal planning policy framework.

5.4.2 Under the Council's Constitution, Article 7 - Item 7.5 (Responsibility for Functions) sets out that the Policy and Resources Committee is responsible for the overall strategic direction of the Council including responsibility for Local Plans (except for matters reserved to Full Council). The Constitution, Article 4 (The Full Council) requires Full Council for approving the submission and adoption of Development Plan Documents comprising the Local Plan.

### 5.5 Risk Management

5.5.1 The Council has responsibility as a waste planning authority to deliver a waste management plan which identifies adequate land for waste use.

5.5.2 Following the exit of the UK from the EU there will a requirement from central government to make adequate provision for waste. The UK government has committed to incorporating all EU directives/legislation at the time of leaving the EU into UK law as part of the Brexit process.

5.5.3 Failing to adopt an up-to-date waste plan as part of the Local Plan will delay the delivery of sustainable development and infrastructure, while reducing the Council's power to protect and enhance the Borough.

5.5.4 Any further delay in Boroughs approving the NLWP will also have significant negative implications in terms of financial costs for the programme.

5.5.5 The NLWP must be shown to meet the legal requirements of the Duty to Co-operate, which is an issue for the movement of waste beyond the NLWP Boroughs, both within

and outside London. The seven Boroughs have engaged in discussions and sought agreements with local authority areas receiving waste.

5.5.6 The NLWP will undergo public examination with the appointed Planning Inspector assessing the Plan for soundness. If found unsound the NLWP would be returned to an earlier stage of the process and the Council's decision-making powers on waste management matters would be very significantly delayed. To mitigate this risk the NLWP will be assessed against the Planning Advisory Service Soundness Toolkit.

## **5.6 Equalities and Diversity**

5.6.1 Equality Impact Assessment (EQIA) was undertaken for the NLWP to examine the impact of proposed waste management facilities and waste planning policies on the area covered by the seven Boroughs. The EQIA found that implementation of NLWP policies and proposals should not lead to unacceptable adverse effects on different communities. Waste facilities can also provide employment opportunities both during construction and operation phase, which may be beneficial to all target groups in all boroughs. NLWP consultations were designed to gather the views of the local community and other relevant stakeholders.

## **5.7 Corporate Parenting**

5.7.1 N/A

## **5.8 Consultation and Engagement**

5.8.1 Once the Proposed Submission NLWP is approved by all seven planning authorities the document will undergo public consultation in early 2019. Following consultation any comments received will be considered before the document is submitted to the Secretary of State for examination in public in September 2019

## **5.9 Insight**

5.9.1 N/A

## **6. BACKGROUND PAPERS**

- North London Waste Plan Memorandum of Understanding

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**North London Waste Plan**

**Proposed submission**

**(Regulation 19)**

**October 2018**

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## 1. Introduction and Background

### What is the North London Waste Plan?

1.1. The seven North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest are working together to produce the North London Waste Plan (the 'NLWP'). The NLWP also covers part of the area of the London Legacy Development Corporation (LLDC), a Mayoral Development Corporation, which is the planning authority for a small part of Hackney and Waltham Forest<sup>1</sup>. Figure 1 shows the North London Waste Plan area.

1.2. The NLWP has two main purposes:

- to ensure there will be adequate provision of suitable land to accommodate waste management facilities of the right type, in the right place and at the right time up to 2035 to manage waste generated in North London; and
- to provide policies against which planning applications for waste development will be assessed, alongside other relevant planning policies/guidance.

1.3. The key elements of the NLWP are:

**The Aim and Objectives:** These are overarching principles which have steered the development of the NLWP.

**The Spatial Framework:** This sets out the physical and planning components that influence the Plan and identifies opportunities and constraints for waste planning in North London.

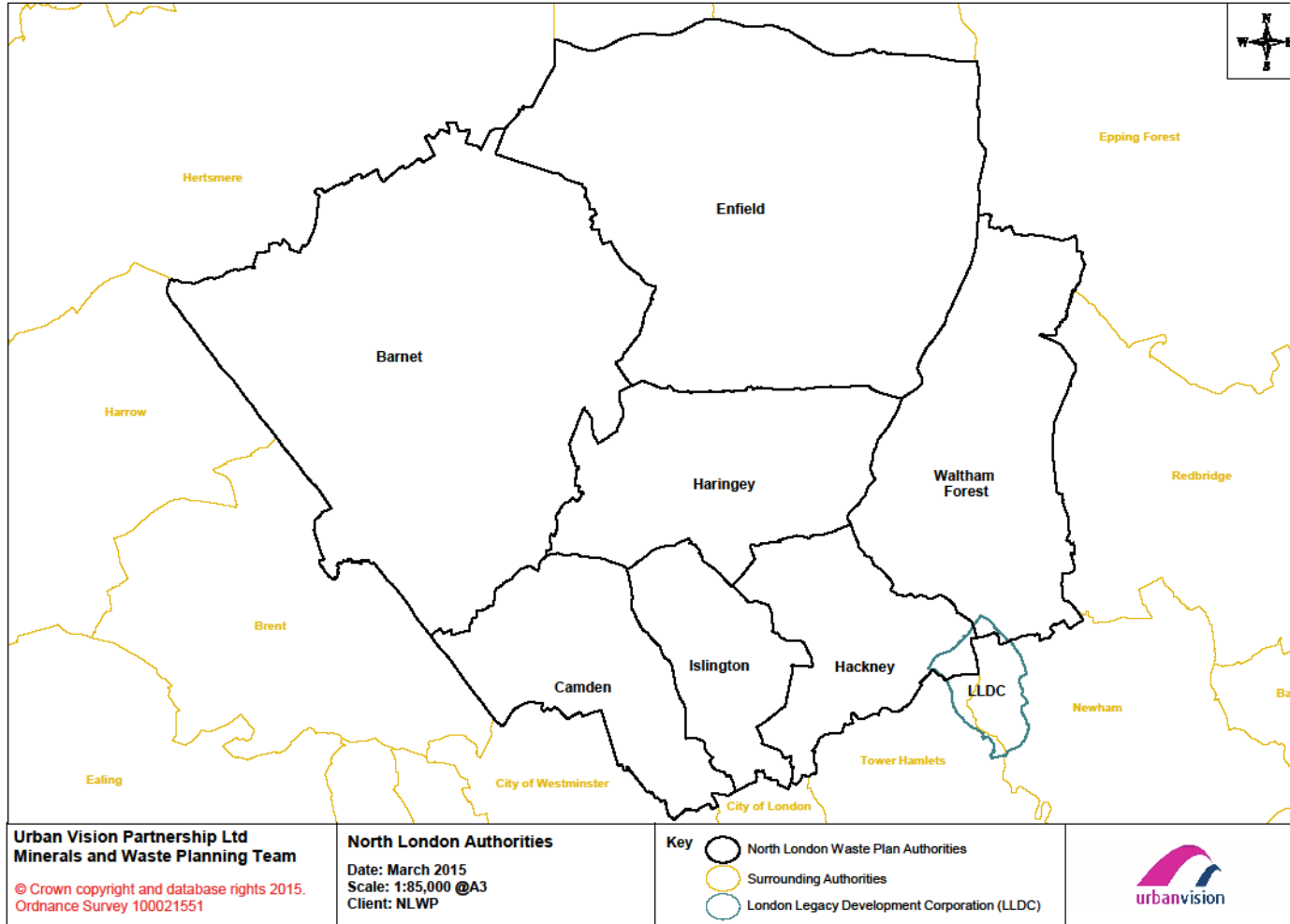
**The Provision for North London's Waste to 2035:** This sets out the preferred option for how the waste management needs for North London will be met for each waste stream over the Plan period.

**The Policies:** These are policies through which the aims and objectives, waste management strategy and Spatial Framework will be delivered. The policies provide the waste planning framework against which applications for waste development will be assessed across the Plan area.

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<sup>1</sup> The relationship of the NLWP to the LLDC is discussed further in para 1.15 below

Figure 1: North London Plan Area



1.4. The NLWP plans for all principal waste streams including:

- **Local Authority Collected Waste (LACW):** Waste collected by a Local Authority, including household and trade waste;
- **Commercial and Industrial (C&I):** Waste produced by businesses and industry;
- **Construction, Demolition & Excavation (CD&E):** Waste generated as a result of delivering infrastructure projects, building, renovation and the maintenance of structures;
- **Hazardous:** A sub category of all waste streams where the material produced is hazardous and requires specialist treatment;
- **Agricultural waste:** Waste produced by farming and forestry activity;
- **Waste Water / Sewage Sludge:** Waste produced from washing, cleaning and hygienic activities to create waste water and sewage effluents; and
- **Low level radioactive waste (LLW):** Waste associated with the undertaking of x-rays and laboratory testing using low level radioactive substances.

#### **How does the North London Waste Plan fit with other plans and strategies?**

1.5. The seven North London Boroughs, as Waste Planning Authorities (WPA) are required to prepare a Waste Local Plan. This requirement comes from Article 28 of the European Union (EU) Waste Framework Directive, the National Waste Management Plan for England and the National Planning Policy for Waste (NPPW).

1.6. The NLWP is prepared in line with the requirements of the Planning and Compulsory Purchase Act 2004, the Waste (England and Wales) Regulations 2011 and the Town and Country Planning (Local Planning) (England) Regulations 2012, The National Planning Policy Framework (NPPF) and supporting Planning Practice Guidance (PPG) direct how Local Plans should be prepared and the National Planning Policy for Waste (NPPW) provides detailed requirements specific to waste plan preparation and content.

1.7. Once adopted, the NLWP will form part of the 'Development Plan' for each of the North London Boroughs which comprises the London Plan<sup>2</sup> and borough Local Plans (see Figure 2). The NLWP must be in general conformity with the London Plan and consistent with other documents in borough Local Plans. The NLWP should be read alongside other relevant policies within the wider Development Plan. The Mayor published a draft London Plan for consultation in December 2017. The Examination in public is expected to begin in January 2019 with adoption scheduled for 2020. The London Plan sets the strategic framework for the NLWP

1.8. The London Plan projects how much LACW and C&I waste is likely to be generated in the capital over the next 20 years and apportions an amount of these two waste

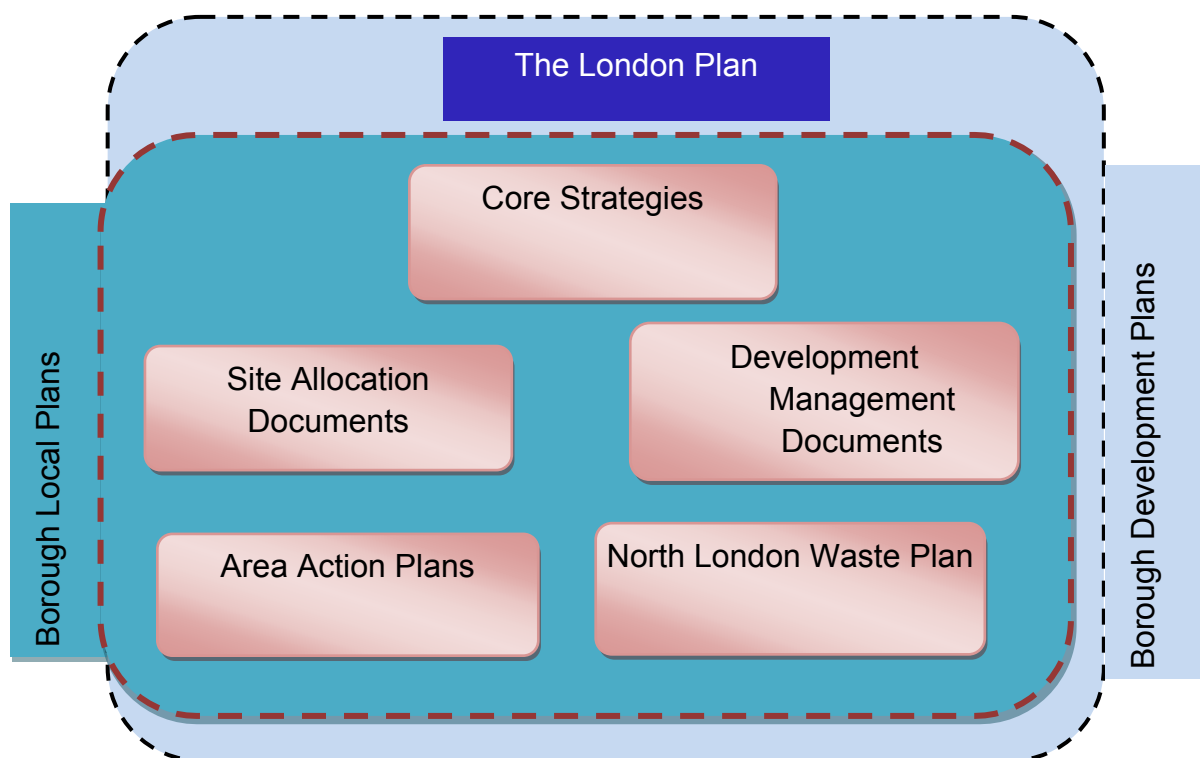
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<sup>2</sup> At time of writing this is The London Plan March 2016  
North London Waste Plan Proposed Submission October 2018

streams to each borough. The North London Boroughs have pooled their apportionments and will meet this collectively through existing sites and land allocated in the NLWP.

- 1.9. Each of the seven boroughs has a strategic waste policy as part of their Local Plan. The boroughs' strategic waste policies defer to the NLWP to provide a more detailed planning framework for waste development across the seven boroughs. Each borough's Local Plan may also include site allocation documents, development management policies and area action plans, as well as supplementary planning documents.

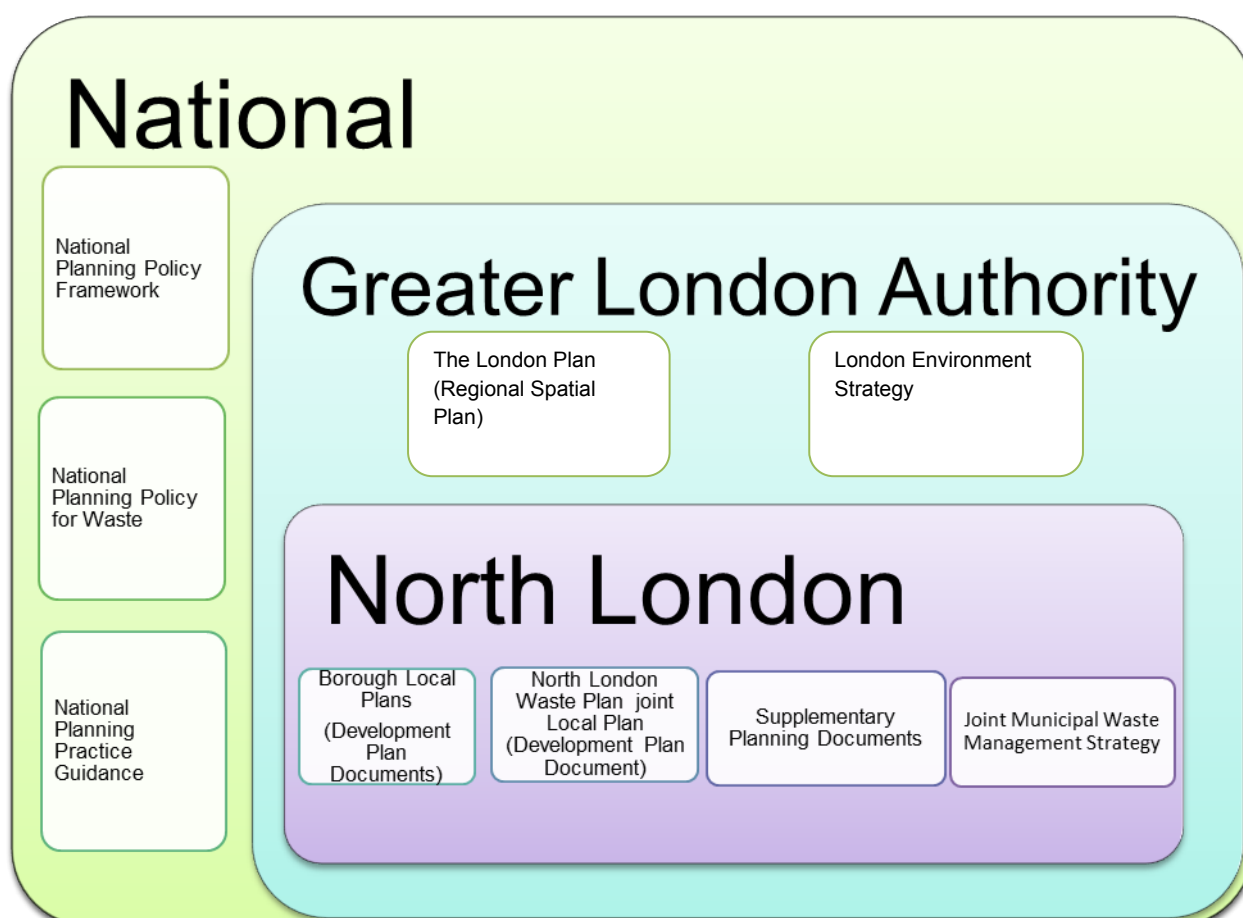
**Figure 2: Documents making up the Development Plan for North London Boroughs**



- 1.10. In addition to the national and regional planning policies, there are also waste strategies which impact on the development of the NLWP. The Mayor's London Environment Strategy (2018) contains recycling targets for Local Authority Collected Waste (LACW) and Commercial & Industrial (C&I) waste which inform policies within the London Plan.

1.11. The North London Waste Authority’s (NLWA) has produced the Joint Municipal Waste Management Strategy (JMWMS) (2009). The NLWA, as the Waste Disposal Authority for the NLWP area, is a key stakeholder. The NLWA is responsible for managing the waste collected by the North London boroughs, in particular household waste but also waste deposited at Reuse and Recycling Centres and some waste that the boroughs collect from local businesses; collectively this is known as Local Authority Collected Waste (LACW). The NLWP is required to ensure there is adequate provision for the disposal and recovery of this waste stream.

**Figure 3: Hierarchy of Planning Guidance Policies and Strategies**



1.12. Once adopted the NLWP will form part of the overarching planning framework used for the determination of planning applications relating to proposed or existing waste facilities in North London. These applications will be submitted to the Boroughs in which the facility is located. Developers will need to consider the documents highlighted in Figure 3 in making a planning application related to an existing or proposed waste facility:

- National planning policy and guidance;
- The London Plan and Supplementary Planning Guidance;

- The North London Waste Plan;
- Borough Local Plan documents

### **What is involved in preparing the North London Waste Plan?**

- 1.13. As mentioned above, the NLWP must be prepared in line with European, national, regional and local policies and guidance. Before the NLWP can be adopted by each of the Boroughs it must be examined by an independent Inspector. The Inspector will determine whether the Plan has been prepared in accordance with the duty to co-operate, legal and procedural requirements and whether it is 'sound'.
- 1.14. The duty to co-operate, introduced by the Localism Act 2011, and requires local planning authorities and other public bodies to engage constructively, actively and on an ongoing basis to develop strategic policies. Meeting the requirements of the duty to co-operate is a key part of the plan making process for the NLWP and the North London Boroughs are working closely with other waste planning authorities that are critical for the delivery of an effective waste strategy for North London, in addition to prescribed public bodies such as the Environment Agency and the Mayor.
- 1.15. As previously highlighted, the North London Boroughs are working closely with the London Legacy Development Corporation (LLDC). The LLDC is a Mayoral Development Corporation with responsibility for securing the regeneration of an area of London focused on the former Olympic Park. The LLDC is the local planning authority, which includes waste planning, for small parts of Hackney and Waltham Forest (and other boroughs not part of the NLWP group). However, while all the Boroughs have an apportionment of waste from the Mayor under the London Plan for which they must plan and find land, the LLDC is not allocated a share of the borough apportionment. The NLWP is required therefore to plan for the quantity of waste generated across the seven boroughs including the parts of Hackney and Waltham Forest that lie within the LLDC area. In carrying out their responsibilities under the NPPW, the North London Boroughs are engaging with other planning authorities outside London which import waste from North London including the LLDC area. The NLWP cannot directly allocate sites/areas within the LLDC area as this is the responsibility of the LLDC as the local planning authority.
- 1.16. An agreement for the working relationship between the North London Boroughs and the LLDC has been drawn up. This agreement, or Memorandum of Understanding, identifies the Sites and Areas suitable for waste within the Hackney and Waltham Forest parts of the LLDC area. The LLDC's Local Plan also identifies sites and areas that are potentially suitable for waste related uses. For waste development proposals in the parts of Hackney and Waltham Forest which fall within the LLDC area, the LLDC Local Plan policies will apply. Policy IN2 of the LLDC Local Plan requires planning decisions to take full account of the policies within the adopted waste plans of the Boroughs.

## **Supporting Documents**

- 1.17. The NLWP is accompanied by evidence base documents including a Data Study, Options appraisal, Sites and Areas report and Duty to Co-operate report. There are supporting assessments such as a Sustainability Appraisal (SA) (incorporating the requirements of the SEA Directive), Habitats Regulation Assessment (HRA), a Sequential Test Report )and Equalities Impact Assessment (EqIA). These assessments form a key element of the development of the Plan and help to ensure that the social, environmental and economic impacts of the policies developed in the Plan are assessed and taken into account in the decision making process. There are also reports on the outcomes of all consultations on the NLWP. The supporting documents can be viewed -on the NLWP website.

### **What stage is the NLWP at?**

- 1.18. This is the Proposed Submission Plan (Regulation 19). It has been prepared following consideration of responses received to the consultation on the draft NLWP (Regulation 18) which took place from 30<sup>th</sup> July to 30<sup>th</sup> September 2015. The consultation provided an opportunity for stakeholders and communities to comment on the Draft Plan and proposed policies. A report on the outcomes of this consultation and separate reports of the previous consultation at the outset of plan preparation are also available to view on the NLWP website.
- 1.19. The Proposed Submission Plan is the version of the NLWP that the Boroughs intend to submit to the Secretary of State for examination. It is being published to allow the opportunity for stakeholders and communities to submit representations on the soundness and legal and procedural compliance of the Proposed Submission Plan.
- 1.20. At the heart of national policy (the NPPF) is the presumption in favour of sustainable development and policies in the NLWP must reflect this presumption. The NLWP must meet the soundness tests as set out in paragraph 182 of the NPPF. These require the NLWP to be:
- Positively prepared (meet objectively assessed development needs of the area);
  - Justified (set out the most appropriate strategy based upon the evidence);
  - Effective (deliverable and address cross boundary issues);
  - Consistent with national policy.

### What happens next?

- 1.21. Representations made during consultation on the Proposed Submission Plan will be considered and any proposed changes will be submitted to the Inspector for examination along with supporting documents.
- 1.22. Once the Plan is submitted, an independent Inspector will be appointed (on behalf of the Secretary of State) to examine whether the NLWP meets the required legal and soundness tests, including duty to co-operate and procedural requirements. The indicative timetable for the Plan is as follows:

**Table 1: NLWP Timetable**

Consultation on Proposed Submission Plan (Regulation 19)	January – February 2019
Submission (Regulation 22)	June 2019
Public hearings	September 2019
Inspector's report	January 2020
Adoption	June 2020



## 2. Setting the Scene

2.1 Waste management has an important role in achieving sustainable development. There are a number of ways to define ‘sustainable development’. The most well-known definition is ‘*development which meets the needs of the present without compromising the ability of future generations to meet their own needs*’<sup>3</sup>. The UK Sustainable Development Strategy *Securing the Future* set out five ‘guiding principles’ of sustainable development:

- living within the planet’s environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance; and
- using sound science responsibly.

2.2 The National Planning Policy Framework (NPPF) references these definitions and goes on to set out three objectives to sustainable development: economic, social and environmental. The North London Waste Plan (NLWP) will help achieve sustainable waste management by providing a sound basis for the provision of waste management infrastructure, contributing to the conservation of resources by improving the efficiency of processing and making better use of the wastes created within North London.

### Geographical Extent

2.3 The North London Boroughs cover a large swathe of London from the inner city into the Green Belt of outer London. The geographical extent takes in both the inner London Boroughs of Camden, Hackney and Islington, and the outer London Boroughs of Barnet, Enfield, Haringey and Waltham Forest (see Figure 4). The land within the North London Boroughs spans an area of 293 square kilometres. The geographical characteristics of North London are a key element in both the Spatial Framework (see section 4) and the sites/areas assessment criteria (see section 8).

### Population Characteristics

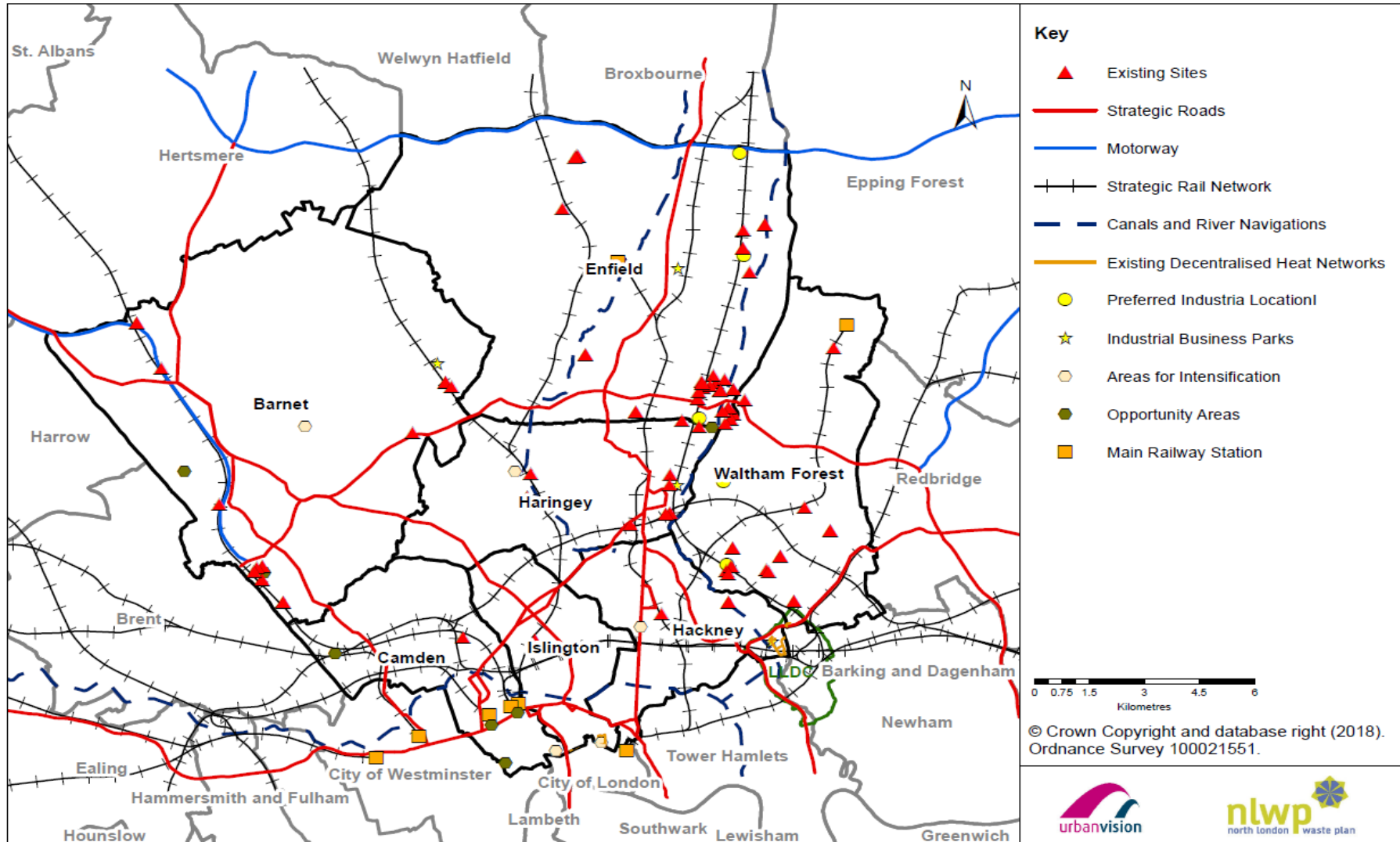
2.4 The North London area is one of the most densely populated areas in the UK. Recent statistics<sup>4</sup> show that the population has risen from 1.6 million in 2002 to an estimated 2.0 million in 2017 and that the population continues to grow at a rate

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<sup>3</sup> Brundtland Commission, 1987 (Resolution 42/187 of the United Nations General Assembly)

<sup>4</sup> Office for National Statistics

Figure 4: Main geographical and planning features of North London



North London Waste Plan Proposed Submission October 2018

above the national average. This population growth will also increase the amount of waste North London will need to manage in the future, even though the amount of waste generated per person may not increase (see section 6 ).

- 2.5 The highest density is in the inner boroughs of Islington (the most densely populated local authority in the UK according to the 2011 Census), Hackney and Camden, closely followed by Haringey. Waltham Forest, Barnet and Enfield are less densely populated, however these Boroughs are still substantially more densely populated than the rest of the country. Density of population and the built environment has an influence on the amount of waste generated but also on competition for land and the availability of sites suitable for new waste facilities (see section 7).
- 2.6 While the outer Boroughs are characterised by traditional detached, semi-detached and terraced housing, overall across the Plan area, there is a higher proportion of flats and similar multi-tenant properties. This is particularly the case in the inner Boroughs which, consequently, have fewer gardens (and green waste) than the outer Boroughs. The differing ability of types of housing stock to incorporate waste collection infrastructure (for example recycling bins) impacts on recycling rates in North London (see section 6).

### **Health**

- 2.7 There are varying levels of life expectancy across North London. The outer boroughs of Barnet and Enfield report life expectancies higher than the national average, however significant inequalities exist within the boroughs. In contrast, the other Boroughs report male life expectancy lower than the average for England, while the same is true of females in Islington and Waltham Forest. Impact on human health has been a key consideration in the development of the NLWP and is discussed in more detail in the Sustainability Appraisal (SA) which supports the NLWP.

### **Socio-Economic**

- 2.8 The average gross weekly earnings within each of the North London Boroughs is higher than the average for England. All of the Boroughs have a higher proportion of their working population employed than the national average. This is mirrored by the high cost of living in all Boroughs. Four Boroughs (Hackney, Haringey, Islington and Waltham Forest) contain wards amongst the 20 most deprived areas in England pointing to varying degrees of polarisation. All boroughs contain varying levels of deprivation within them. Maximising economic benefits by utilising waste as a resource is an objective of this plan. There are opportunities for job creation through the development of new waste facilities at both the construction and end

user stages. New technologies can also help to create ‘green collar’<sup>5</sup> jobs in new waste management facilities as well as in sectors that receive recycled or reprocessed material, turning it into new products, thereby creating wealth from waste. Economic growth in North London is predicted to result in greater amounts of waste being generated. This is due to more people in jobs, although the amount of waste created per person is expected to stay the same.

## **Environment**

- 2.9 The North London Waste Plan area includes important green space with many parks and larger areas such as Hampstead Heath, the Lee Valley Regional Park and part of Epping Forest. There are extensive areas of Green Belt in the outer areas and areas of agricultural land in Barnet and Enfield.
- 2.10 Enfield has identified Areas of Special Character where the Council will seek to preserve and enhance the essential character of the area, including landscape features such as woodlands, streams, designed parklands and enclosed farmland.
- 2.11 The Lee Valley contains an internationally important wetland habitat (Ramsar site and Special Protection Area (SPA)) as the reservoirs and old gravel pits support internationally important numbers of wintering birds as well as other nationally important species. In addition, the adjacent Epping Forest Special Area of Conservation (SAC), part of which lies in Waltham Forest, is important for a range of rare species, including mosses. There are six Sites of Special Scientific Interest (SSSI), 21 Local Nature Reserves and 307 Sites of Importance for Nature Conservation (SINC). The concentration of industrial land in the Lee Valley poses challenges for development to take into account key biodiversity issues set out in Borough Biodiversity Action Plans.
- 2.12 Throughout North London there are many areas and sites of historic interest including 172 conservation areas, over 14,000 listed buildings, registered landscapes, scheduled monuments, archaeological priority areas and as yet unknown archaeological remains. Protection for heritage assets is included in Local Plan policies and the sites/areas assessment criteria (see section 7) and policy 5.
- 2.13 The heavily developed and built up nature of North London coupled with differential values between competing land uses, and protected areas such as Green Belt presents a significant challenge in planning for waste. Expected development over the plan period will increase these pressures. For development which is perceived as likely to create more environmental risk and harm to the amenity of the local area, through factors such as noise, dust and increased traffic, the planning constraints near areas protected for their environmental value are greater.

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<sup>5</sup> Jobs in environmental sectors

- 2.14 Protection of groundwater is vital to prevent pollution of supplies of drinking water, while secondary aquifers are important in providing base flows to rivers. The Environment Agency has designated areas of source protection zones in a number of locations, particularly in the Lee Valley as well as implementing groundwater protection measures around boreholes in the area.
- 2.15 Historically much of the employment land in North London has been in industrial use. Inevitably the restructuring from an industrial-based to a service based economy has affected land use priorities, creating a situation where the type of employment land available has changed, particularly in the inner boroughs where offices predominate. Such areas are now under pressure to help deliver high housing and employment targets. The previous use of these areas raises the risk of contamination and the need for remedial measures regardless of how the land will be used in the future.
- 2.16 Air quality within North London is uniformly poor as a result of high levels of nitrogen dioxide and dust (NO<sub>2</sub> and PM<sub>10</sub> respectively) that are mainly, but not exclusively, due to road traffic. As a result, all of the councils have declared Air Quality Management Areas (AQMA) covering each Borough.
- 2.17 The NLWP includes strategies and policies to protect environmental assets and amenity.

### **Transport**

- 2.18 North London benefits from good access to the strategic road network such as the M1 and M11 and the M25. The local road network is dominated by important radial routes to the centre of London and also includes the key orbital North Circular Road (A406) which bisects the Plan area from east to west. Parts of this network experience high levels of congestion at off-peak as well as peak hours, despite the fact that part of the area lies within the London Mayor's congestion charging zone.
- 2.19 Three main train lines terminate at Euston, St Pancras and Kings Cross, all in Camden. The North London Line (NLL) is a commuter and nationally important freight route providing movement of material across the area. There is a planning application to replace the railhead at Hendon in Barnet that currently transports waste out of London by a new facility just to its north. Proposals for the West London Orbital line will improve rail access to the west of the area.
- 2.20 In March 2016, the National Infrastructure Commission recommended that Crossrail 2, a proposed new rail line serving six of the NLWP constituent Boroughs, should be taken forward as a priority. Transport for London and Network Rail are currently developing the scheme. Whilst the final scheme and timetable is not yet known, there is a potential for Crossrail 2 to impact upon existing or future waste management sites during the NLWP period. This is discussed further in Section 8.

- 2.21 In addition the Grand Union Canal and the Lee Navigation run through the area and provide sufficient draught to allow light cargo movements to and from industrial and other facilities close to a number of wharves along each waterway.
- 2.22 Opportunities for using sustainable modes of transport are a key element of the Spatial Framework.

### **Land Use**

- 2.23 Across North London as a whole the predominant land use is housing. There are also concentrated areas of commercial activity and town centres. Parts of Camden, Hackney and Islington fall into the Central Activities Zone which covers London's geographic, economic, administrative, and cultural core spanning ten boroughs in total. The Upper Lee Valley on the east of the NLWP area includes a concentrated area of industrial activity. Each borough contains areas of industrial or employment land that are designated for this purpose. The London Plan designates Strategic Industrial Locations (SILs) and provides the strategic direction for the identification of Locally Significant Industrial Sites (LSISs) and other industrial/employment designations in Local Plans.
- 2.24 There are a number of drivers for change in land use in London, in particular the need to boost housing numbers and make best and most efficient use of land around public transport modes. These pressures are likely to increase as a result of planned investment such as Crossrail 2, Stratford to Angel Road (STAR) Scheme and four-tracking on the West Anglia Mainline.
- 2.25 To deliver this change, the London Plan has identified Opportunity Areas and Housing Action Zones in parts of North London including parts of the Lee Valley and there may be future Opportunity Areas identified during the NLWP plan period. The Opportunity Areas overlap with land which contains existing facilities and also the areas identified in this Plan for new waste facilities. Therefore, alongside the opportunities for intensification and new homes, there will also be a need for Boroughs to consider existing waste operations and areas for new waste facilities, in light of NLWP Policies 1: and 2.
- 2.26 Some boroughs are beginning to review their Green Belt boundaries as a result of the review of Local Plans.

### **Climate Change**

- 2.27 The North London Boroughs are all focused on the challenges posed by climate change. Borough strategies are driven by the requirements to mitigate and adapt to all effects of climate change. The NLWP aims to deliver effective waste and resource management which makes a positive and lasting contribution to sustainable development and to combating climate change.

- 2.28 All Boroughs have lower CO<sub>2</sub> emissions per capita than the national average, with the exception of Camden where levels are elevated by the concentration of commercial and other non-domestic activities. However all Boroughs have significantly lower per capita CO<sub>2</sub> emissions from road transport when compared to the national average. This is particularly apparent in Camden, Hackney, Haringey, Islington and Waltham Forest. Per capita CO<sub>2</sub> emissions from the domestic sector are below the national average.
- 2.29 The NLWP seeks to reduce the reliance on disposal to landfill sites outside London as this contributes to CO<sub>2</sub> emissions from transport. While it is recognised that waste management facilities will continue to generate CO<sub>2</sub> emissions, new waste facilities generating energy need to meet the Mayor's Carbon Intensity Floor. The priority of the NLWP will be to implement policies and direct new development to sites which deliver a better overall environmental outcome.
- 2.30 The NLWP site and area assessments take into account those parts of all Boroughs that are under threat from surface water (and potentially sewer) flooding because of the extensive urbanised areas.
- 2.31 The site and area assessments also take into account the greater occurrence of urban flood events over the last sixty years and the risk that climate change will lead to a greater threat from flooding in the future. On the east side of the area a number of tributaries flow into the River Lee while parts of Barnet drain into the River Brent to the west.

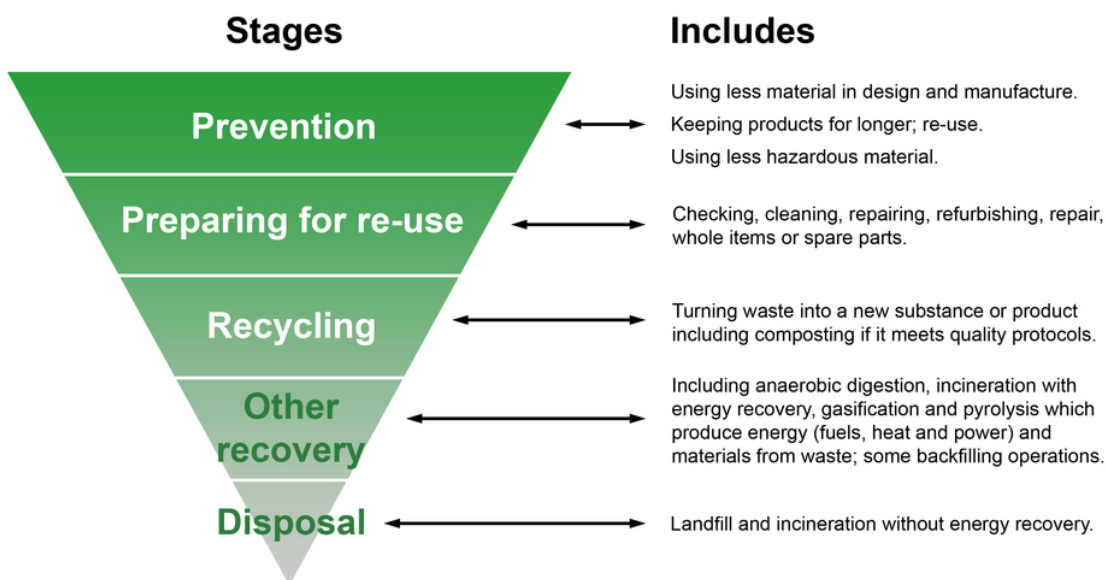
### 3. Aims and Objectives

#### Aim of the North London Waste Plan

- 3.1. Each of the seven Borough Local Plans contains a vision for their area, and the aim of the NLWP links to the delivery of that vision. The NLWP therefore includes a single overarching aim and a number of objectives to deliver that aim. The Aim meets the requirements of National Planning Policy for Waste (NPPW) through providing a set of agreed priorities for delivering sustainable waste management in North London
- 3.2. The NLWP treats waste as a resource rather than as a nuisance, promoting the principles of the waste hierarchy. The Aim acknowledges that the NLWP is part of a wider but integrated approach that will help to deliver sustainable waste management in North London, alongside such measures as improved resource management, and waste prevention and reduction spanning strategies which influence but are outside of the planning framework. The NLWP aim and objectives reference and integrate the Waste Hierarchy which is shown in Figure 5.

Figure 5: Waste Hierarchy

#### The Waste Hierarchy





3.3. The aim of the NLWP is:

**Aim of the NLWP**

“To achieve net self-sufficiency for LACW, C&I and C&D waste streams, including hazardous waste, and support a greener London by providing a planning framework that contributes to an integrated approach to management of materials further up the waste hierarchy. The NLWP will provide sufficient land for the sustainable development of waste facilities that are of the right type, in the right place and provided at the right time to enable the North London Boroughs to meet their waste management needs throughout the plan period”.

**Strategic Objectives**

3.4. The objectives of the draft NLWP are as follows:

SO1. To support the movement of North London’s waste as far up the waste hierarchy as practicable, to ensure environmental and economic benefits are maximised by utilising waste as a resource:

Met through Policies 2, 4, 6, 7 and 8

SO2. To ensure there is sufficient suitable land available to meet North London’s waste management needs and reduce the movements of waste through safeguarding existing sites and identifying locations for new waste facilities:

Met through Policies 1, 2, 3, 4, , 7 and 8

SO3. To plan for net self-sufficiency<sup>6</sup> in LACW, C&I, C&D waste streams, including hazardous waste, by providing opportunities to manage as much as practicable of North London’s waste within the Plan area taking into account the amounts of waste apportioned to the Boroughs in the London Plan, and the requirements of the North London Waste Authority:

Met through Policies 1, 2, 3, 4, and 8

SO4. To ensure that all waste developments meet high standards of design and build quality, and that the construction and operation of waste management facilities do not cause unacceptable harm to the amenity of local residents or the environment:

Met through Policy 5

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<sup>6</sup> Net self-sufficiency means providing enough waste management capacity to manage the equivalent of the waste generated in North London, while recognising that some imports and exports will continue.

- SO5. To ensure the delivery of sustainable waste development within the Plan area through the integration of social, environmental and economic considerations:  
Met through Policies 2, 5 and 7
- SO6. To provide opportunities for North London to contribute to the development of a low carbon economy and decentralised energy:  
Met through Policy 6
- SO7. To support the use of sustainable forms of transport and minimise the impacts of waste movements including on climate change:  
Met through Policy 5
- SO8. To protect and, where possible, enhance North London's natural environment, biodiversity, cultural and historic environment:  
Met through Policy 5

## 4. Spatial Framework

- 4.1 The spatial framework flows from the Plan's objectives and takes account of the spatial context outlined in section 2 and the strategic and policy context outlined in section 1, alongside the Plan's technical evidence base, and the views of stakeholders. Figure 6 below shows the relationship between the key elements that form the spatial framework.
- 4.2 The spatial framework provides the strategic direction for the detailed policies of the NLWP and informs site/area selection. The spatial framework also guides the assessment of the suitability of windfall sites under Policy 3. It reflects the complexities and realities of planning at a sub-regional level taking into account varied characteristics and functions across the seven boroughs, from densely populated urban areas to stretches of Green Belt. Competing and changing land uses, especially release of industrial land for housing, is a key issue for the boroughs.
- 4.3 The spatial principles set out below represent the outcome of balancing various priorities, opportunities and constraints, in particular the availability of sites/areas to achieve a deliverable distribution of waste management locations to meet identified need, whilst bringing social, economic and environmental benefits of new waste management facilities to North London.
- 4.4 The NLWP is underpinned by the following spatial principles:
- A. Make use of existing sites
  - B. Seek a geographical spread of waste sites across North London, consistent with the principles of sustainable development.
  - C. Encourage co-location of facilities and complementary activities
  - D. Provide opportunities for decentralised heat and energy networks
  - E. Protect local amenity
  - F. Support sustainable modes of transport
- A. Make use of existing sites**
- 4.5 NPPW requires Boroughs to consider the capacity of existing operational facilities in meeting identified need. Further to this, Policy 5.17 *Waste Capacity* of The London Plan requires boroughs, when preparing plans, to protect and facilitate the maximum use of existing waste sites.
- 4.6 In line with this and in order to recognise the valuable contribution existing waste facilities make to managing waste effectively, existing waste management capacity has provided the baseline for identifying the waste management capacity gap and the consequent need for expanded and new facilities. Existing waste management

sites form an important part of the strategic waste plan for North London and are safeguarded for waste use through NLWP Policy 1 and the London Plan (see Schedule 1 in Appendix 1 for a full list of existing sites).

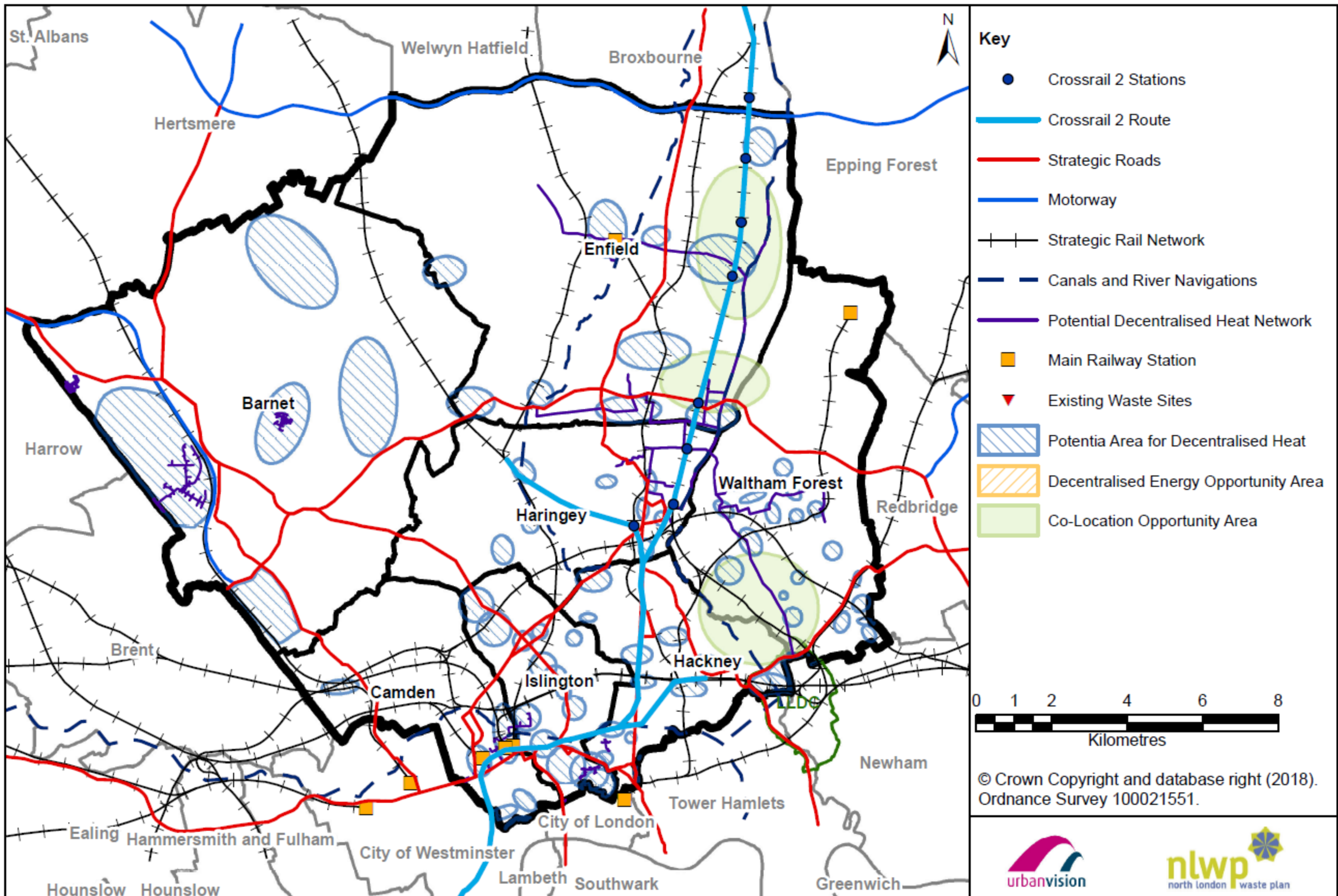
- 4.7 Figure 6 shows that the majority of existing waste sites are located to the east of the Plan area in the industrial parts of the Lee Valley corridor. These sites have developed over decades outside of a strategic plan for waste, and in locations which may have been suitable for waste uses but which did not create an even geographical spread across North London. This reflects the mixed function and character of the Plan area, notably in terms of significant differences among the boroughs in supply of industrial land where waste uses are generally more acceptable.
- 4.8 Three existing sites are known to be planning capacity expansion or upgrades to existing facilities (see Section 8). Most other existing sites do not have any current plans to expand capacity or change their operations but the North London Boroughs support, in principle, the expansion or intensification of operations at existing facilities and this is reflected in Policy 1.

**B Seek a geographical spread of waste sites across North London, consistent with the principles of sustainable development.**

- 4.9 The NLWP is underpinned by an aim to achieve net self-sufficiency for LACW, C&I, C&D waste streams, including hazardous waste. This will be achieved by identifying enough existing capacity and land in North London suitable for the development of new waste management facilities to manage the equivalent of 100% of this waste arising in North London. The objective is to reduce movements of waste, including waste exports, and increase the amount of waste managed in proximity to its source, in accordance with the principles of sustainable development. Waste is exported to a number of areas outside of North London, mainly in the south east and east of England and Figure 12 shows the estimated reduction of waste exports over the plan period. The strategy for achieving net self-sufficiency is set out in the Provision for North London's Waste to 2032 in section 7.
- 4.10 Net self-sufficiency does not mean that the North London Boroughs will deal solely with their own waste, nor promote use of the very closest facility to the exclusion of all other considerations. While it is desirable for waste to be treated as close as possible to its source in line with the proximity principle, the complexity of the waste management business poses challenges. Different types of waste require different types of management and facilities need to serve areas large enough to be economically viable. Consequently, the most suitable facility may not be the nearest and may well be outside of North London. In addition, facilities in North London will continue to manage waste from outside the area.

- 4.11 The current and changing character of each borough's industrial land is a consideration in identifying locations for new waste infrastructure. Larger and co-located facilities are more suited to areas with similar existing uses away from sensitive receptors. A future waste industry focused on resource management may derive positive cumulative impacts from a concentration of facilities. Conversely, the urban environments of NLWP boroughs are restricted by severe physical constraints limiting opportunities for some types of waste facilities. In addition, some areas, such as the protected Green Belt in the north, will be largely out of bounds for any built waste facilities. As population and densities in the plan area increase with projected growth, fewer areas away from sensitive receptors will be available. Continued development of waste facilities in areas which have, and continue to provide, significant waste capacity could have wider implications on the regeneration of the local economy. When choosing locations for future development, the benefits of co-location will need to be balanced against the cumulative impacts which can arise from an accumulation of facilities in one location. Cumulative impacts can include traffic levels, noise and odours. There may be times when the cumulative impacts of several waste developments operating in an area would be considered unacceptable. Any new waste development proposed in North London will be expected to be of a standard that is in keeping with and complements the existing and future planned development. By identifying suitable land across North London (Policy 2), the NLWP seeks to provide opportunities to manage waste as close to its source as possible, in line with the proximity principle. In promoting a geographic spread of facilities across the plan area consistent with the principles of sustainable development, the NLWP seeks to weigh the positive effects of co-location and economies of scale with the negative effects of excessive concentration of waste facilities in any one area. All North London Boroughs want to play their part in managing north London's waste and therefore support an equitable geographical distribution across the seven Boroughs.
- 4.12 Policy 2 seeks to extend the existing spread of locations for waste facilities by identifying locations which are suitable for new waste facilities, taking into account factors such as the character of different areas, changing land uses and availability of suitable industrial land. Where demand arises, opportunities to improve the spread of waste sites across the area are supported through Policy 3: Windfall Sites where they adhere to the site assessment criteria set out in section 8.
- 4.13 With local re-use and recycling centres (RRC) it is especially desirable to have a geographical spread that enables good access to residents. RRCs are facilities to which the public can bring household waste for free. Figure 7 shows the current network of local RRCs and a radius of two miles around them. Gaps in coverage have been identified by the NLWA in parts of the Plan area, namely Barnet and Enfield, shown outside of the two mile radius around each RRC. Any new RRC facilities will be assessed against Policy 4: Re-use and Recycling Centres.

Figure 6: Key diagram



## C. Encourage co-location of facilities and complementary activities

- 4.14 NPPW requires waste plans to identify opportunities to co-locate facilities together and with complementary activities, including end users of waste outputs such as users of fuel, low carbon energy/heat and recyclable wastes. These opportunities are also associated with a move towards a more circular economy. WRAP defines the Circular Economy as *an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life*<sup>7</sup>. The European Commission has published its Circular Economy package<sup>8</sup>, while in London the London Waste and Recycling Board has published a Circular Economy route map<sup>9</sup>.
- 4.15 There are several benefits of co-location of facilities. Co-location has the potential to minimise environmental impacts, take advantage of ‘economies of scale’, share infrastructure, existing networks (e.g. the rail and highway network) and skilled workforces. The concentration of waste facilities in the Lee Valley corridor provides the most promising opportunities for co-location with existing facilities. Notwithstanding this, NPPW requires the Plan to take account of the cumulative impact of existing and proposed waste disposal facilities on the well-being of the local community.
- 4.16 There are also co-location opportunities related to other industrial activities synergistic with waste management, for example the manufacturing of products from recycled materials and the development of a more circular economy. Existing waste facilities are already employing this approach as exemplified by the industries developing around the Edmonton EcoPark (Enfield) and the Plan seeks to build on the momentum by supporting this approach as a key element of the spatial framework and identifying which areas have potential for co-location.
- 4.17 Opportunity Areas, Housing Zones and the route of Crossrail 2 could also be factors when considering co-location of facilities. These schemes are likely to intensify development, especially near to stations, and there are both resulting opportunities and threats for existing waste facilities and land identified as suitable for waste uses. The opportunities include waste facilities supplying energy to new developments and new waste facilities being incorporated into the schemes, for example an anaerobic digestion facility to deal with household food waste, and consolidation or relocation of waste uses. Risks include new uses displacing waste facilities due to

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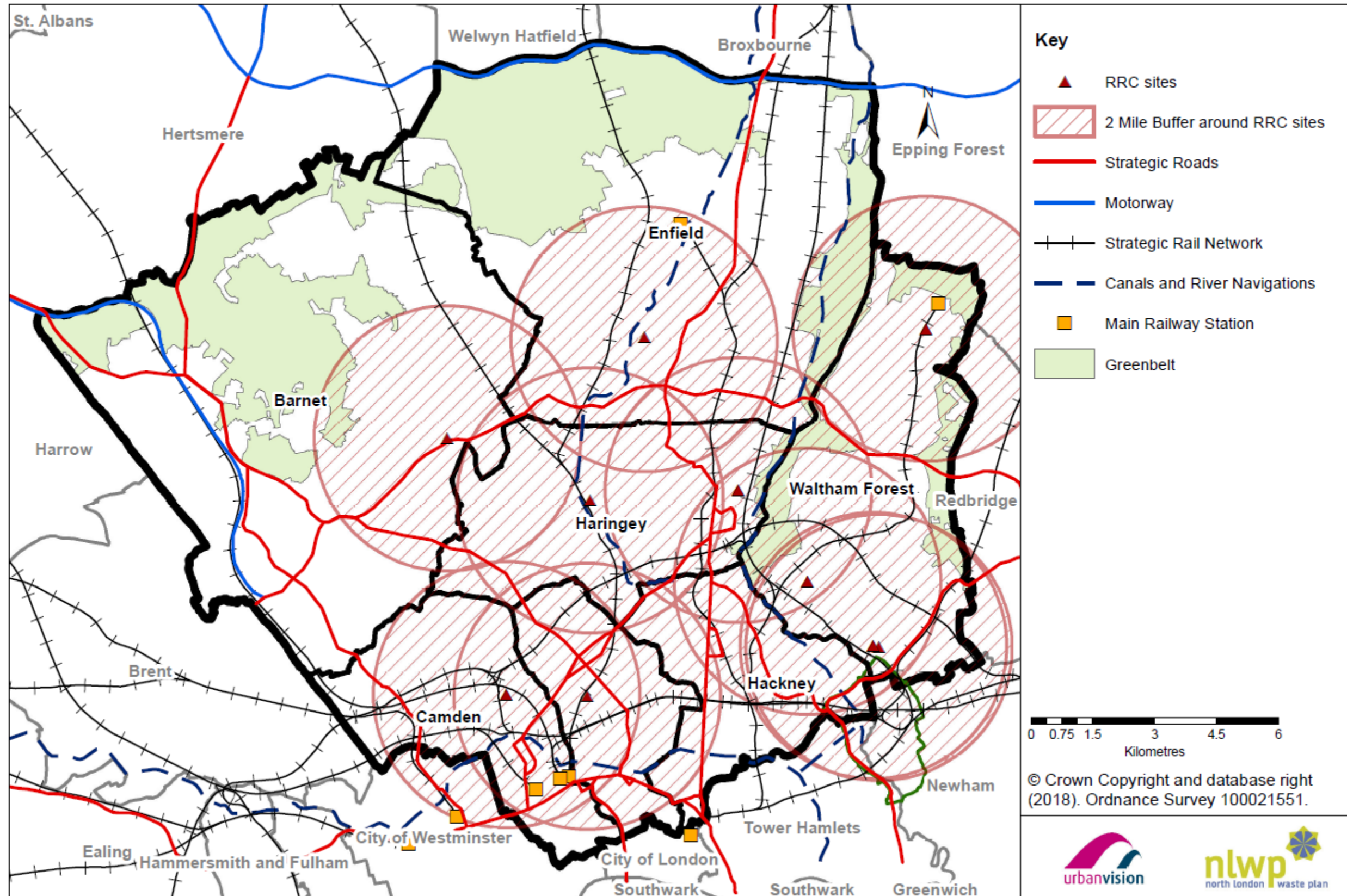
<sup>7</sup> <http://www.wrap.org.uk/content/wrap-and-circular-economy>

<sup>8</sup> Circular Economy Package [http://ec.europa.eu/environment/circular-economy/index\\_en.htm](http://ec.europa.eu/environment/circular-economy/index_en.htm)

<sup>9</sup> <https://www.lwarb.gov.uk/what-we-do/circular-london/circular-economy-route-map/>



Figure 7: Current Re-use and Recycling Centres (RRC) in North London





incompatibility or impacts of construction. Protection for waste capacity through safeguarding, the agent of change principle and re-provision policies in the London Plan, Local Plans and NLWP Policy 1 will be a key policy tool under these circumstances.

**D. Provide opportunities for decentralised heat and energy networks**

4.18 The NPPW recognises the benefits of co-location of waste facilities with end users of their energy outputs. The London Plan supports the development of combined heat and power systems and provision of heat and power to surrounding consumers.

4.19 The Key Diagram (Figure 6) shows where facilities could connect to a network ('decentralised heat opportunity area' and 'decentralised energy opportunity area'). There is already a relatively well-advanced plan for decentralised heat network in the Lee Valley and this offers the most promising and realistic possibility within the Plan area. The NLWP supports opportunities to develop combined heat and power networks on sites and areas, within the Lee Valley, south Barnet and elsewhere (see Figure 6), that not only have the ability to link in to the decentralised energy network but also have the potential for waste development with Combined Heat and Power. Policy 6 seeks to secure opportunities for the recovery of energy from waste where feasible.

**E. Protect local amenity**

4.20 The protection of amenity is a well-established principle in the planning system. The NPPW requires the Boroughs to consider the likely impact on the local environment and on amenity when considering planning applications for waste facilities. Amenity includes aural (noise) and visual amenity such as open space, flora, and the characteristics of the locality including historic and architectural assets. Negative amenity impacts also include odour arising from the processing and type of waste being managed.

4.21 The site selection criteria set out in section 8 effectively direct waste management development to the most suitable sites/areas taking into account environmental and physical constraints, including locations where potential amenity impacts can be mitigated to an acceptable degree as well as considering cumulative impacts of additional waste facilities in already well developed areas and areas with a history of waste development. All proposed sites and areas have been subject to assessment in the Sustainability Appraisal and the Habitats Regulation Assessment and the findings fed into the policy recommendations

4.22 The protection of local amenity has been considered during the assessment of sites/areas to identify those suitable for inclusion in the NLWP. Policy 5 sets out assessment criteria for waste management facilities and deals with protection of local amenity including information requirements to support applications for waste

facilities. The policy's presumption for enclosed as opposed to open air facilities is also important to the application of this principle in terms of air quality and protecting the health of residents.

- 4.23 As outlined within Policy 1, proposals for expansion or intensification of existing waste uses should not unacceptably harm the amenity of occupiers of any existing developments. The onus will be upon the developer of the new proposed development to ensure appropriate mitigation measures are put in place under the agent of change principle.
- 4.24 Policy 3 seeks to ensure that proposals for waste management facilities do not constrain areas undergoing development change, such as new transport or economic regeneration initiatives.

#### **F. Support sustainable modes of transport**

- 4.25 The NPPW and the London Plan require Boroughs to identify sites/areas with the potential to utilise modes of transport other than road transport. As Figure 6 shows, North London is well served by road, rail and waterway networks and waste is currently transported into, out of and around North London by both road and rail. But like many industry sectors, road is the main mode of transport for the movement of waste. There are potential opportunities for waste sites to better utilise sustainable modes of transport such as rail and waterways. Movement of waste via more sustainable transport methods is duly supported in line with Objective 7, although this may not always be practicable, especially when costs associated with investment in wharfs and rail sidings and other infrastructure which may be necessary before waste can be moved along the canal or rail network may not be economically viable, especially for smaller facilities. North London currently has one rail linked waste site (at Hendon) supporting the requirements of the NLWA, however this site is due to be redeveloped as part of the Brent Cross Cricklewood regeneration project and the NLWA's need for this railhead has changed. There is a planning application for replacement rail based depot with a different function under consideration. There is also a wharf on the Lee Navigation which potentially could provide future opportunities for transportation by water at Edmonton EcoPark.
- 4.26 Road transport will continue to be the principal method of transporting waste in North London, particularly over shorter distances where this is more flexible and cost effective. Access to transport networks including sustainable transport modes was considered when assessing the suitability of new sites and areas. Rail and road transport is particularly desirable when waste is travelling long distances. Policy 5 considers sustainable transport modes in planning decisions.

## 5. Current waste management in North London

- 5.1 This section looks at the current picture of waste management in North London, including the amount of waste generated; the current capacity, types and location of facilities; how each waste stream is managed, key targets and cross-boundary movements of waste.

### North London Waste Data Study

- 5.2 The Waste Data Study was prepared in July 2014 and updated in July 2015 to inform the Draft NLWP. A further update in 2018 accompanies this Proposed Submission Plan. All versions of the Data Study are available to view on NLWP website ([www.nlwp.net](http://www.nlwp.net)). The Waste Data Study is in three parts as shown below, with the date of the most recent version provided in brackets:

- Part One: North London Waste Arisings (2018)
- Part Two: North London Waste Capacity (2018)
- Part Three: North London Sites Schedule (2018)

- 5.3 The Waste Data Study includes the following information for the seven waste streams for which the NLWP plans:

- The amount of waste currently produced in North London;
- How and where the waste is managed;
- The capacity of existing waste infrastructure;
- The waste management targets the NLWP will support; and
- The amount of waste projected to be produced over the plan period (up to 2035) and the extent to which existing facilities can meet this future need.

### Waste generated in North London

- 5.4 Table 2 below shows the amount of waste generated in North London for the main waste streams using the latest data from 2016. Waste arisings vary from year to year and these figures represent a snapshot in time. Figure 8 shows the proportion of each waste stream as a percentage of the total waste in North London<sup>10</sup>.

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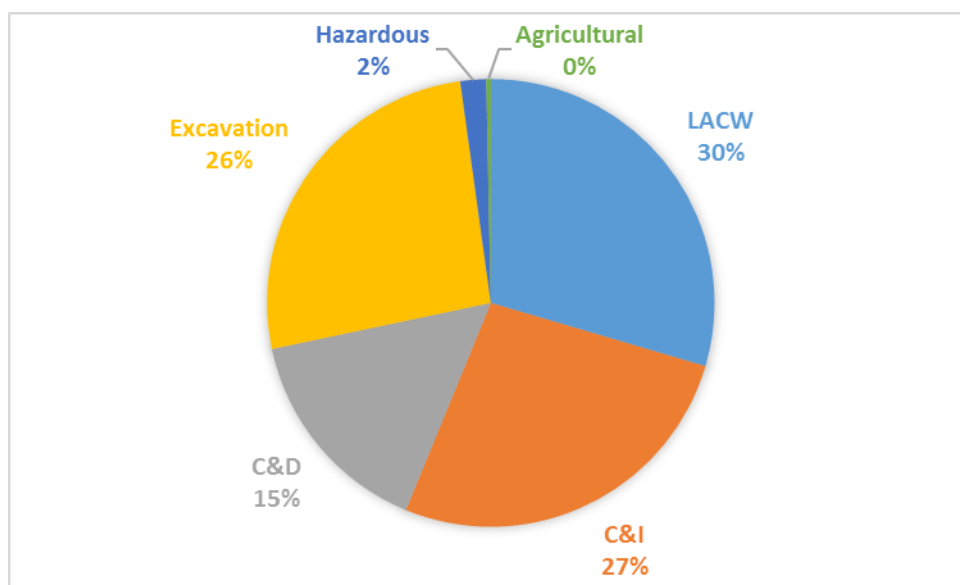
<sup>10</sup> The data is taken from the Waste Data Study (2016)

**Table 2: Amount of Waste Generated in North London, 2016**

Local Authority Collected Waste (LACW)	845,776
Commercial and Industrial Waste (C&I)	762,301
Construction and Demolition Waste (C&D)	443,180
Agricultural Waste	9,223
Hazardous waste	54,420
Excavation Waste	747,242
<b>TOTAL</b>	<b>2,861,062</b>

Source: North London Waste Data Study Update 2016

**Figure 8: Waste arisings in North London 2016**



Source: North London Waste Data Study Update 2018

### Existing facilities

5.5 Table 3 below shows the existing (2018) waste management facilities in North London by type and waste stream managed and changes in available capacity at known dates when facilities come on stream/close. It identifies an existing waste management capacity of around 4.4 million tonnes per annum, reducing to around 3.8 million tonnes by 2029 as a result of known closure of some existing sites up to

2028<sup>11</sup>. Figure 9 shows the location of the facilities represented in Table 3 and a full list is in Appendix 1.

**Table 3: Maximum Existing Annual Capacity at Licensed Operational Waste Management Facilities at the Start of the Plan Period and a key dates following changes in sites capacities**

Waste stream	Facility Type	2018	2026	2029
LACW only	Transfer stations (non-hazardous)	621,222	416,864	416,864
LACW only	Household Waste Recycling Site	100,204	100,204	100,204
LACW only	Composting	35,241	0	0
LACW only	Recycling (MRFS)	276,855	276,855	276,855
LACW only	Incineration with Energy Recovery	550,000	0	0
LACW and CI	Transfer stations (non-hazardous)	206,748	206,748	206,748
LACW and CI	Incineration with Energy Recovery	0	700,000	700,000
LACW, CI and CDE	Transfer stations (non-hazardous)	26,545	26,545	26,545
LACW, CI and CDE	Recycling (MRFS)	16,277	16,277	16,277
CI only	Transfer stations (non-hazardous)	288	288	288
CI only	Recycling (MRFS)	54,632	54,632	54,632
CI only	Treatment facility	2,332	2,332	2,332
CI only	Treatment facility (Hazardous)	64,132	64,132	64,132
CI and CDE	Transfer stations (non-hazardous)	236,245	119,050	119,050
CI and CDE	Recycling (MRFS)	432,538	432,538	432,538
CDE only	Transfer stations (C&D)	364,097	328,014	328,014
CDE only	Recycling (aggregates, other C&D)	980,780	746,840	627,876
Hazardous	Transfer stations (hazardous)	5	5	5
Hazardous	Treatment facility (Hazardous)	3,622	3,622	3,622
CI Specialist	Treatment facility	112,419	112,419	112,419
CI Metals	Recycling (ELVs)	362	362	362
CI Metals	Recycling (Metals)	318,522	318,522	318,522
CI Metals	WEEE	18,657	18,657	18,657
	<b>Total Capacity</b>	<b>4,421,723</b>	<b>3,944,906</b>	<b>3,825,942</b>

<sup>11</sup> Some of the planned closures include sites affected by the redevelopment of Brent Cross. It is expected that Barnet will identify new sites for the relocation of these sites in line with the Planning Permission for this development

- 5.6 When considering the overall amount of waste generated identified in Table 2 against the current capacity of waste management facilities in North London identified in Table 3, there appears to be more than enough waste management capacity. However, this does not take into account the specialism of each type of facility or importantly, since North London is a net exporter of waste in terms of tonnage, imports to and exports from the area.
- 5.7 Some facilities in North London have a wider-than-local catchment area and manage waste from outside North London. This includes recycling and treatment facilities, in particular metal recycling and end of life vehicle (ELV) facilities as well as facilities for the processing of CDE in to recycled aggregate products for resale. The extra capacity contributes to achieving net self-sufficiency, or managing the equivalent of the overall quantity of waste within the main categories for North London and London as a whole.
- 5.8 Conversely, North London does not have all the types of facilities necessary to manage all the sub-types of waste arising within the main categories shown in Table 2. For example, there are few hazardous waste facilities and no landfill sites in North London. North London will therefore need to identify sufficient capacity to manage the equivalent amount of this exported waste within its boundary.

#### **Local Authority Collected Waste**

- 5.9 In North London, around 850,000 tonnes of LACW was collected in 2016/17<sup>12</sup>. Of this, approximately 26% was recycled, reused or composted. Of the remaining LACW, 60% was sent to NLWA's energy-from-waste facility at Edmonton and 12% was sent to landfill outside of North London.
- 5.10 The NLWA has reported an increase in recycling performance from 23% in 2006/7 to 32<sup>13</sup>% by 2017/18. This is lower than the national average of 43.7% but in line with the London average of around 33%. There are a number of factors which contribute towards lower recycling rates in London than the country as a whole. These include: rapid population growth; a greater transient population than anywhere else in the UK; the greater proportion of flats compared to houses which presents challenges for setting up collection systems for recyclable waste; and proportionately fewer gardens generating lower level of green waste for recycling.

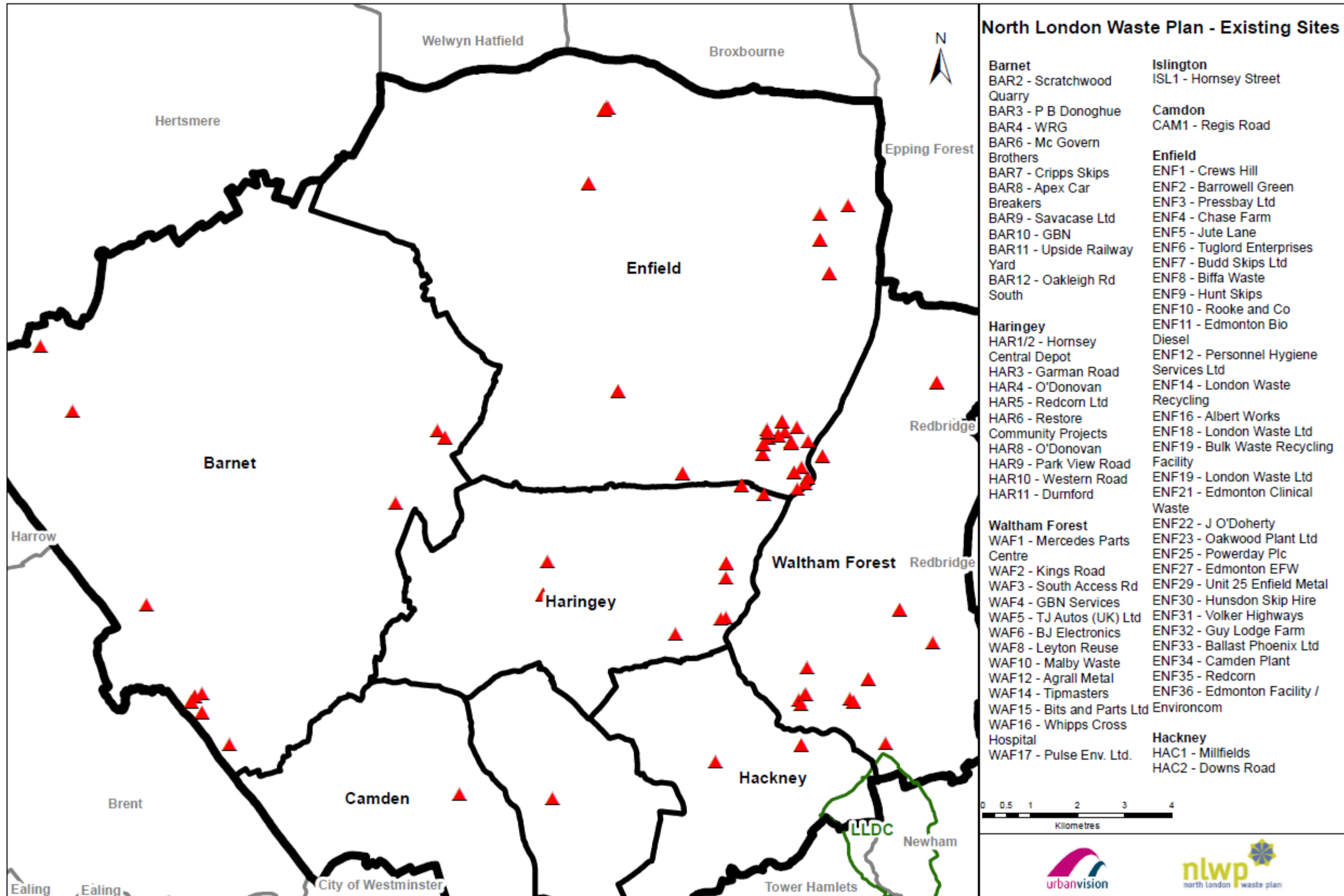
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<sup>12</sup> Figures NLWA Annual Monitoring Report 2016-17

<sup>13</sup> [North London Waste Authority Annual Report 2017/18](#)

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Figure 9: Existing Waste Sites



- 5.11 The North London Boroughs and the NLWA are committed to achieving the 50% recycling target set out in the Joint Municipal Waste Management strategy and the London Plan. The North London Boroughs, together with the NLWA, are beginning a renewed drive to increase recycling including looking at ways to standardise collection regimes. In addition, the London Waste and Recycling Board (LWARB) works with London Boroughs to increase recycling rates and supports waste authorities in improving waste management services.
- 5.12 The NLWA's long term waste management solution is based upon the continued use of the existing Edmonton facility until 2025 and the development of a new energy recovery facility on the same site to be operational from 2025 onwards. Further information on how it has informed the NLWP is set out in section 8.
- 5.13 The European Commission has put forward a Circular Economy Package<sup>14</sup>. This includes a 65% recycling target for municipal waste (LACW and C&I) by 2030. Notwithstanding the UK leaving the EU, the UK has signed up to delivering these targets as part of Brexit. These revised targets have been built into NLWP waste modelling work as part of the revisions to the Data Study, however the new targets have only been applied to C&I waste as it is assumed no change to the projections of the NLWA at this time.
- 5.14 Waste minimisation seeks to reduce the amount of waste produced by targeting particular behaviours and practices. As shown in Figure 5 in section 3, preventing waste generation in the first place sits at the top of the waste hierarchy.
- 5.15 The London Environment Strategy prioritises resource efficiency to significantly reduce waste and promotes reuse and repair. LWARB's 'Circular Economy route map' exemplifies a move towards a more resource efficient waste service. The route map builds on the 5 focus areas (the built environment, food, textiles, electricals and plastics) and sets out 8 cross cutting themes to ensure the benefits of a circular economy can be achieved across a number of sectors.
- 5.16 The North London Boroughs co-ordinate waste prevention activity through the NLWA's waste prevention plan. The NLWA run waste minimisation activities for schools and communities. These are delivered through the NLWA's "Wise up to Waste" programme and currently focuses on three priority areas: reducing food waste, encouraging a reduction of furniture waste by increasing re-use, and reducing textile waste (both clothing and non-clothing).

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<sup>14</sup> European Commission Circular Economy Package [http://ec.europa.eu/environment/circular-economy/index\\_en.htm](http://ec.europa.eu/environment/circular-economy/index_en.htm)



## Commercial and Industrial Waste

- 5.17 The Waste Data Study has used two methods to identify and project C&I waste. The first is to use data from the Defra C&I Waste Survey 2009 in line with the London Plan to assess the management routes of North London's C&I waste. The second is to use the new method for calculating C&I waste as introduced following the withdrawal of the Defra C&I surveys which uses published data from the EA's WDI. This new method of calculation indicates that 44% of C&I waste is recycled, reused or composted while 33% of this waste stream is sent to landfill and land recovery. A small proportion (6%) of C&I is sent for non thermal treatment with the remainder (17%) sent for thermal treatment with energy recovery. It should be noted that potential reliance on landfill will drop to 10% by 2030 in order to achieve EU statutory targets with recycling and reuse levels increasing to 65%.
- 5.18 Through the London Environment Strategy, the Mayor is seeking to make London a zero waste city with no biodegradable or recyclable waste sent to landfill by 2030 and by aiming to achieve 65% recycling from London's municipal waste, this will be achieved through a 50% recycling rate from LACW by 2025 (Policy 7.2.1) and 75% from business waste by 2030 (policy 7.2.2). The Mayor has also said that he does not expect there to be a need for any new energy from waste capacity if existing planned sites are completed (policy 7.3.2.b). The Mayor has also indicated that he will use his powers to ensure there are sufficient sites to manage London's waste. The Environment Strategy embraces the ideals of the Circular Economy requiring manufacturers to design products to generate less waste and which can be easily repaired, reused and recycled, and the strategy encourages the development of business to facilitate this.
- 5.19 There are a number of national schemes which promote waste minimisation. This includes the [Courtauld Commitment](#) which aims to reduce food waste, grocery packaging and product waste, both in the home and the grocery sector by 20%, the Mayors Environment Strategy seeks to go further by setting a target of 50% reduction per head by 2030.
- 5.20 European Commission Circular Economy Package<sup>15</sup> include increased recycling targets for packaging materials in the commercial and industrial sectors of 65% by 2025 and 75% by 2030. The UK has committed to delivering the Circular Economy targets as part of Brexit.

## Construction, Demolition and Excavation Waste

- 5.21 Local planning policies and development industry practice mean a lot of C&D material is managed on site and does not enter the waste stream. A total of 443,180

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<sup>15</sup> [http://ec.europa.eu/environment/circular-economy/index\\_en.htm](http://ec.europa.eu/environment/circular-economy/index_en.htm)

tonnes of C&D waste and 747,243 tonnes of excavation waste was produced in North London in 2016. The largest proportion of C&D waste arising in North London is managed via recycling (73%) and treatment (20%) facilities, with 7% sent directly to landfill. Recycling rates of C&D waste are high due to the nature and value of the material. Excavation materials are primarily disposed of directly to landfill (53%) with the remainder managed through transfer stations (28%) or sent for treatment (19%). The London Plan includes a target of 95% recycling of CD&E by 2020.

### **Hazardous Waste**

- 5.22 FA total of 53,420 tonnes of hazardous waste was produced in 2016, of this waste 40% was managed at treatment facilities, of which the majority was exported for treatment outside of North London. The next most common method of management was recovery (20%), with a further 16% being managed at landfill. Of the total hazardous waste arisings, 53,107 tonnes (99.4%) of waste was exported out of North London for management. It is not unusual for hazardous waste to travel outside the area to specialist facilities which tend to have a wider catchment area.
- 5.23 There are a number of initiatives in place to ensure better implementation of EU waste legislation, including on hazardous waste. None of the circular economy proposals referred to 5.13 announced by the European Commission in December 2015 will affect the NLWP strategy for hazardous waste.

### **Agricultural Waste**

- 5.24 A total of 9,223 tonnes of Agricultural waste was produced in 2016, with only 125 tonnes being identified as being managed off site. The majority of agricultural waste arisings are managed within the limited number of farm holdings within the Plan area, with a very small amount managed offsite through commercial waste facilities. As such, the NLWP does not seek to identify sites for additional facilities to manage this waste stream; any facilities which do come forward on farm land would be considered against Policy 3 'Windfall sites'.

### **Low Level Non-Nuclear Radioactive Waste**

- 5.25 The very small amount of Low Level Non-Nuclear Radioactive Waste (LLW) arising in North London, mainly from hospitals, is currently managed outside of the area in specialist facilities. Records of LLW in the sub-region indicate that there are currently 16 sites producing LLW as waste water, with a number of the amounts generated being below the reporting threshold, which is measured in terms of radioactivity.

## Waste Water and Sewage Sludge

- 5.26 Waste Water Treatment Works in North London are operated by Thames Water. The main Thames Water Waste Water/sewage treatment facility in North London is Deephams Sewage Treatment Works (STW), which is the ninth largest in England. The site is to be retained and improved for waste water use and planning permission has been granted for an upgrade to the sewage sludge treatment stream. Thames Water anticipates that the recently approved upgrade to Deephams STW will provide sufficient effluent treatment capacity to meet their needs during the plan period. Further details can be found in section 8.

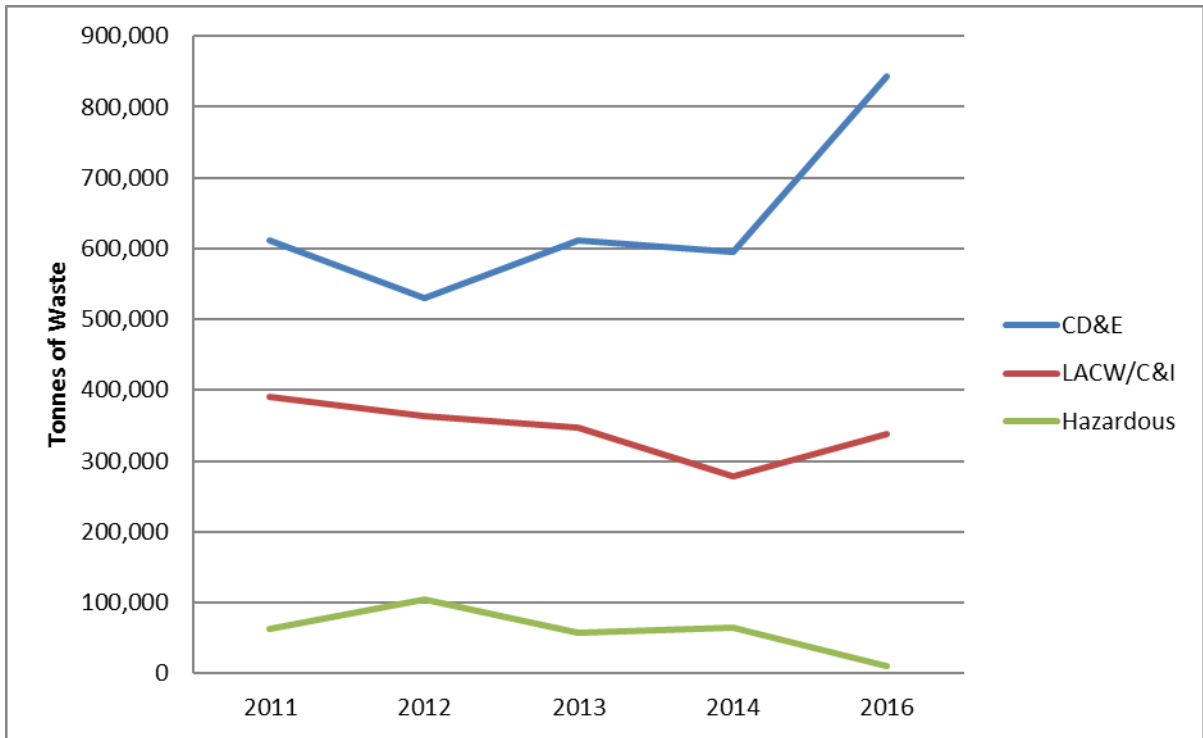
### Cross Boundary Movements (exports and imports)

- 5.27 In 2016, 1,201.964 tonnes of waste was exported from North London, 56% of which went to landfill. Exports in the LACW/C&I category have been steadily declining in recent years, however an increase was shown in 2016. This is consistent with the waste strategies of the London Mayor and the North London Waste Authority which aim to reduce the amount of waste going to landfill. Exports of CD&E waste generally follow patterns of waste arising, so when more CD&E waste is generated, more is exported. This pattern is shown in Table 4 and Figure 10 below.

**Table 4: Waste exported from North London 2011-2016**

Type of waste	2011	2012	2013	2014	2016
CD&E	610,864	530,025	611,902	595,203	843,856
LACW/C&I	390,226	362,950	347,206	278,050	337,836
Hazardous	62,473	103,884	58,216	64,193	10,352
<b>Total</b>	<b>1,063,563</b>	<b>996,859</b>	<b>1,017,324</b>	<b>937,446</b>	<b>1,201,964</b>

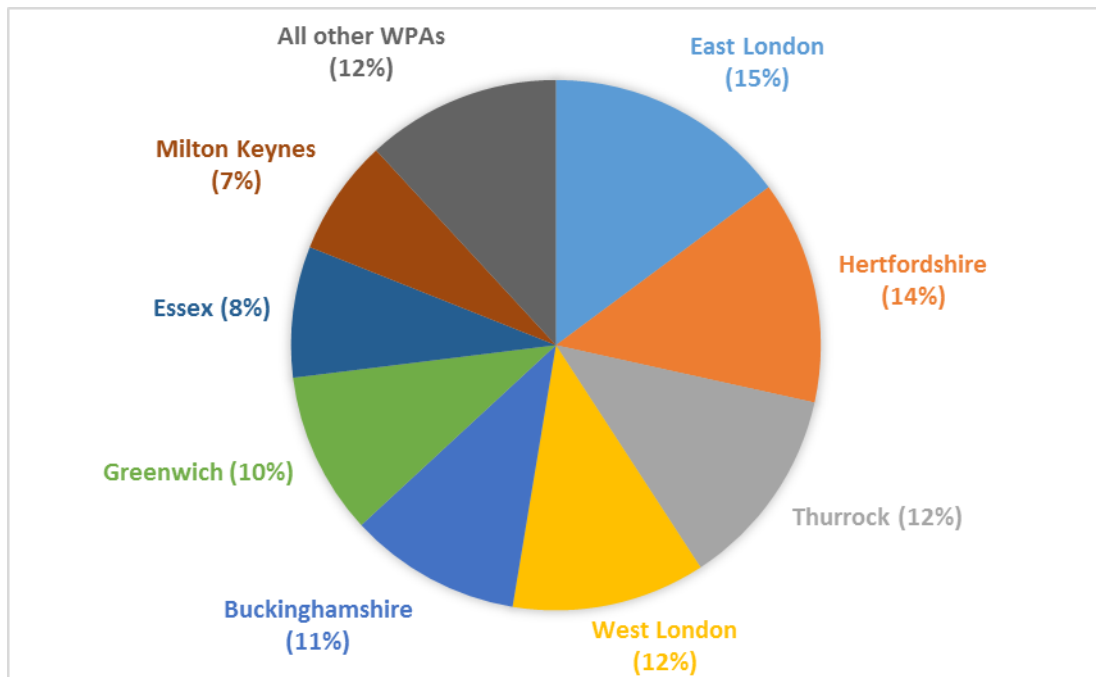
**Figure 10: Waste exported from North London 2011-2016**



Source: WDI 2011-2016

5.28 During 2013-2016 waste exports from North London were deposited in more than 70 different waste planning authority areas but the majority (88%) went to eight main destinations. These are shown in the Figure 11 below:

**Figure 11: Distributions of Waste Exports from North London**



Source: WDI 2013-2016

- 5.29 In 2016, around 1 million tonnes of waste was imported in to North London. Most of the imported waste comes from immediate neighbours in Greater London, the South East and East of England and is managed in transfer stations, treatment facilities and metal recycling sites
- 5.30 As part of discharging the 'duty to co-operate', the North London Boroughs have contacted all waste planning authorities (WPA) who receive waste from North London to identify any issues which may prevent waste movements continuing during the plan period. A Report on the duty to co-operate, issues identified and next stages accompanies this Plan and is available on the NLWP website.
- 5.31 Engagement to date has identified a constraint to the continuation of waste exports to landfill from North London relating to the scheduled closure of landfill sites during the plan period. Details can be found in the paper, Exports to Landfill 2017-2035, on the NLWP website ([www.nlwp.net](http://www.nlwp.net)), though the operation of some of these sites may be extended beyond their currently permitted end date. The boroughs will continue to monitor this information throughout the preparation of the NLWP, and after it is adopted as reflected in the monitoring framework in section 10.
- 5.32 Nonetheless, as set out in the exports to landfill paper, alternative capacity at other potential destinations has been identified for the amount of waste currently being exported to those sites earmarked for closure during the plan period. The paper shows that there are both alternative sites and adequate void space in London, South East and East of England to take North London's 'homeless' waste between 2018 and 2035.
- 5.33 A further constraint for the continued export of waste has been identified with regard to hazardous waste, namely a lack of detailed data on where it ends up. This type of waste is managed in specialist facilities which have wide catchment areas and therefore may not be local to the source of the waste. North London has one hazardous waste treatment facility with a capacity of around 3,600 tonnes per annum and two recycling facilities; one for metals and one for end of life vehicles handling around 2,500 tonnes per annum between them. The treatment facilities handle a small proportion of North London's hazardous waste (less than 1% in 2016) while the rest (99.4%) is exported. In addition, some facilities, whilst not classified as hazardous waste facilities, are permitted to manage a certain amount of hazardous waste alongside non-hazardous wastes. These include car breakers and metal recycling sites, WEEE sites as well as RRCs which will accept, for example, paints and batteries which require specialist treatment and disposal.
- 5.34 While the export of the majority of hazardous waste to the most appropriate specialist facilities is likely to continue, current data collection methods do not identify the hazardous waste facilities in question. The boroughs will continue to engage with the Environment Agency and waste planning authorities in receipt of hazardous waste from North London, including seeking to identify any constraints to the continued export of this waste. Should any constraints come to light, such as

anticipated closure of a facility, the boroughs will seek to identify potential new destinations with capacity for managing compensatory amounts. The North London Boroughs will pursue agreement on this matter with recipient waste planning authorities through a statement of common ground.

- 5.35 The North London Boroughs will continue to co-operate with relevant authorities on matters of strategic waste planning throughout the preparation of the NLWP and once the Plan is adopted.

## 6 Future Waste Management Requirements

### Context

- 6.1 In line with the NPPW and the London Plan, the NLWP must identify sufficient waste management capacity to meet the identified waste management needs of North London over the plan period.
- 6.2 It follows that a key part of the development of the NLWP is to identify how much waste will be produced during the plan period, how this will be managed, what capacity is required and whether there is sufficient capacity already available. The NLWP must also consider how changes in the waste management behaviours, practices and technologies may influence this.

### Targets for waste managed within North London

- 6.3 The North London Boroughs have statutory duties to meet recycling and recovery targets and the NLWP will need to be ambitious in order to achieve European Union, national, regional and local targets. These targets are as follows:

**Table 5: Recycling and Recovery Targets with 2016 Baseline**

Waste stream	Target	2016 baseline
LACW	50% recycling for LACW by 2025 (contributing to 65% recycling of municipal waste by 2030)	29%
C&I	75% recycling by 2030 (contributing to 65% recycling of municipal waste by 2030)	52%
C&D	95% recycling by 2020	50-60%
Biodegradable or recyclable waste	Zero biodegradable or recyclable waste to landfill by 2026	Not known

### Options for managing North London's waste

- 6.4 In accordance with the NPPF (paragraph 35) to ensure the NLWP is justified, a range of options were tested as part of the consideration of reasonable alternatives for managing North London's waste leading to selection of the preferred strategy. The scenarios considered looked at a range of options for recycling from maintaining the status quo to seeking to maximise opportunities for recycling in line with the targets

set out in Table 5 above, the latter option being the most popular option and taken forward. Along with this a number of options were also considered in relation to waste growth over the plan period and what impact that would have on waste growth, again 3 approaches were modelled looking at no growth, growth in line with the London Plan for C&I and CDE waste – with LACW growth being in line with that of the NLWA for all options, a minimised growth was also modelled but was not considered in line with the growth planned for in the London Plan, as such growth was modelled in line with the London Plan. An Options Appraisal Report (2018) has been prepared which provides more detail on each of the options considered and provides information on the different scenarios including how much waste would be generated over the plan period (incorporating economic and population growth assumptions), how much waste could be managed within North London (capacity strategy), and how this waste should be managed (management strategy) for each of the options considered. The preferred option identified in the Options Appraisal<sup>16</sup> has been carried through to the NLWP. The preferred option seeks to achieve growth in line with the London Plan and to deliver the targets set out in the Mayor’s Environment Strategy.

### **Chosen Approach**

- 6.5 The chosen approach for the NLWP following the option appraisal can be summarised as follows:

<p><b>Chosen Approach for planning for North London’s waste</b></p> <p>Population/Economic Growth in line with London Plan forecasts</p> <p>+ Maximising Recycling</p> <p>+ Net self-sufficiency for LACW and C&amp;I by 2026 and C&amp;D by 2035</p> <p>= Quantity of waste to be managed</p>
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- 6.6 It is considered that this approach provides the most robust modelling scenario to project future capacity gaps, taking account of existing/planned capacity, and waste management needs.

### **Meeting the Capacity Gap**

- 6.7 Table 6 below sets out the capacity gap broken down in to 5 year periods over the NLWP plan period. The capacity gap is the difference between tonnage associated with existing and planned waste management capacity (see Table 3 – section 5) and the quantity of waste to be managed over the plan period (see the chosen approach set out above). This method identifies whether there is adequate or surplus capacity, or a requirement for additional facilities. Table 6 sets out the capacity gaps

<sup>16</sup> Available on the NLWP website



for each management route. Negative figures indicate a capacity gap and therefore the type of management route for which capacity is sought over the plan period. The boxes that are not highlighted denote where 'surplus' capacity exists.

**Table 6: Capacity gaps throughout the Plan period –chosen option**

Waste function and stream managed	2018	2025	2030	2035
Landfill (C+I and LACW)	-114,496	-112,951	-114,726	-119,392
Landfill (Hazardous)	-12,741	-12,741	-12,741	-12,741
Landfill (C+D)	-26,534	-23,683	-24,664	-25,685
Landfill (E)	-405,634	-429,334	-447,106	-465,613
Energy from waste (LACW,C&I)	-47,167	-1,438*	3,280	-9,190
Energy from waste (Hazardous)	-53	-53	-53	-53
Thermal Treatment (without energy recovery) (AGR)	-32	-32	-32	-32
Thermal Treatment (Hazardous - no energy recovery)	-2,476	-2,476	-2,476	-2,476
Recycling (C+I and LACW)	-95,461	-207,611	-256,906	-288,570
Recycling (CD&E)	393,108	73,829	-72,993	-102,005
Recycling (specialist material)	331,997	331,673	331,430	331,177
Recycling (Hazardous)	-16,838	-16,838	-16,838	-16,838
Treatment plant (C&I CD&E)	-85,564	-50,667	-57,514	-64,645
Treatment Plant (Hazardous)	46,437	46,437	46,437	46,437
Land recovery	-9,098	-9,098	-9,098	-9,098
Transfer Station	1,555,349	1,233,796	1,233,796	1,233,796
Transfer Station (Hazardous)	5	5	5	5

Source: NLWP data study model 2016

6.8 The capacity gap figures in tonnage of waste have been converted to waste management land requirement using data from evidence gathered and evaluated on typical capacity and land take for each type of facility. The Data Study (2018) available on the website ([www.nlwp.net](http://www.nlwp.net)) provides a fuller explanation. Table 7 below sets out the amount of land required within North London to meet the capacity gaps identified in Table 6 for the chosen approach of net self-sufficiency for LACW, C&I and C&D waste streams.

**Table 7: Land take requirements for meeting net self-sufficiency for LACW, C&I and C&D (requirements for London Plan apportionment in brackets )**

Facility Type	Hectares				
	2018	2025	2030	2035	Total
Recovery (C&I/LACW)	1 (1)				<b>1(1)</b>
Recycling (C&I)	1(1)	1(1)		1	<b>3(2)</b>
Recycling (C&D)	0	0	2	0	<b>2</b>
Recycling (Hazardous)	2				<b>2</b>
Treatment HIC, CDE	1				<b>1</b>
<b>TOTAL land required in North London</b>	<b>5 (2)</b>	<b>1 (1)</b>	<b>2 (0)</b>	<b>1 (0)</b>	<b>9 (3)</b>

6.9 Although Table 7 identifies a need for recovery facilities for C&I waste, this need is immediate and declines over the plan period to when the Edmonton Energy Recovery Facility is completed. For this immediate need to be met facilities would need to be in place now, or at least in planning, which is not the case. Therefore it is highly probable that this need will not be met and that C&I waste requiring recovery will continue to be exported in the short term. As highlighted earlier the Mayor’s Environment Strategy states that the Mayor does not want any additional energy from waste capacity over the plan period as existing sites should be able to meet the needs of all municipal waste arisings. The main need identified is for the provision of construction and demolition recycling facilities in order that the 95% recycling target for this waste stream can be achieved. There is also a requirement throughout for additional recycling facility to manage the increasing levels of recycled waste expected from the C&I waste stream reflecting the 75% recycling target in order to achieve the Environment Strategy target of 65% from municipal waste (LACW and commercial waste). A further 1ha is identified for additional treatment facilities for LACW, C&I and CDE.

6.10 A capacity gap equivalent to two hectares of land has been identified for meeting North London’s hazardous waste management need over the plan period, a small requirement of less than 2,500 tonnes per annum has also been identified for recovery of hazardous waste, but this figure is considered too small to plan for. While the North London Boroughs support the provision of hazardous waste facilities in appropriate locations, it is acknowledged that these facilities generally operate for a wider-than-local catchment area due to their specialist nature. The Boroughs will

therefore work with the GLA and other boroughs across London to identify and meet a regional need.

- 6.11 The Data Study concludes that over the NLWP plan period there are capacity gaps for C&I, CD&E and Hazardous waste, and that North London will require additional facilities to meet these. In relation to the gap for Hazardous waste, the North London Boroughs will contribute to the planning for hazardous waste facilities at a regional level and through the identification of areas within North London that may be suitable for hazardous waste facilities. Additional land is not required to accommodate new facilities for Low Level Non-Nuclear Radioactive Waste (LLW), Agricultural Waste or Waste Water/Sewage Sludge during the plan period. More information about how each waste stream will be managed can be found in the Provision for North London's Waste to 2035 (section 7).

## 7. Provision for North London's Waste to 2035

- 7.1 The North London Boroughs have developed the following strategic policy which sets out in broad terms how the waste management needs in North London over the plan period are being planned for

### **Strategic Policy for North London's Waste**

The North London Boroughs will identify sufficient capacity and land for the provision of waste facilities to manage the equivalent of 100% of waste arisings (net self-sufficiency) for Local Authority Collected Waste (LACW) and Commercial & Industrial (C&I) waste by 2026 and Construction & Demolition (C&D) waste by 2035, including hazardous waste. The North London Boroughs will plan to manage as much of North London's excavation waste arisings within North London as practicable. To achieve this, the North London Boroughs will plan to manage the quantities of waste set out in Table 8 over the next 15 years.

The North London Boroughs will encourage development on existing and new sites and that promotes the movement of waste up the waste hierarchy, increases management of waste as close to the source as practicable, and reduces exports of waste to landfill.

The North London Boroughs will continue to co-operate with waste planning authorities who receive significant quantities of waste exports from North London.

- 7.2 Existing capacity and additional new capacity will be needed to meet North London's identified need for waste management over the plan period (2020-2035). Existing waste capacity in North London is safeguarded and set out in Schedule 1 (see Appendix 1) and land for new waste facilities is set out in Schedule 2 (see Policy 3). The focus for new waste capacity in North London is for recycling and recovery facilities to manage the quantities of waste set out in Table 8, thereby reducing exports.
- 7.3 Table 8 sets out the quantities of waste, by waste stream, which need to be managed within North London in order to meet the policy for net self-sufficiency target for LACW and C&I waste by 2026 and C&D waste by 2035, including hazardous waste. Table 8 also takes account of the policy to manage as much of North London's excavation waste arisings within North London as practicable. The quantities of waste take into account population and economic growth and waste targets including net self-sufficiency, apportionment, recycling and landfill diversion, set out in the London Plan. The North London Boroughs are planning to meet more than their apportionment targets and to manage the waste arisings for North London set out in the London Plan. Further details of the methodology to estimate waste arisings is available in the NLWP Data Study (2018).

**Table 8: Amount of waste to be managed within North London 2018-2035**

Waste Stream		2018 (tonnes)	2022 (tonnes)	2027 (tonnes)	2032 (tonnes)	2035
Estimated Waste arising		2,773,054	2,880,209	2,952,840	3,028,636	3,357,725
Net self-sufficiency	LACW	967,755	991,619	1,004,001	1,017,548	1,026,176
	C&I	774,768	800,321	833,451	867,949	889,332
	C&D	450,429	465,284	484,544	504,601	517,032
	Hazardous	53,421	53,421	53,421	53,421	53,421
Excavation		353,831	365,501	380,631	396,386	406,151
Agricultural		9,223	9,223	9,223	9,223	9,223

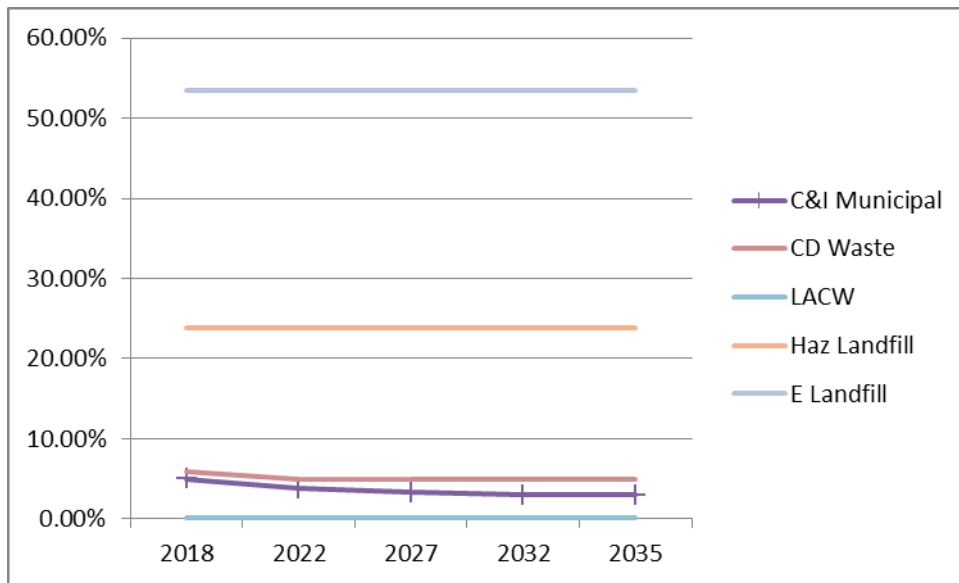
7.4 The North London Boroughs will monitor the NLWP against the quantities of waste set out in Table 8 to ensure the strategic policy is being delivered. Monitoring indicators are set out in Section 10 of this plan.

7.5 To enable waste planning authorities outside London to plan for North London's waste exports, Table 9 shows projected exports to landfill outside the North London area. The figures represent waste which cannot be prepared for reuse, recycled/composted, or used for other recovery and therefore has to be exported to landfill. The North London boroughs will plan to manage the equivalent amount of exported waste within North London through waste imports however, in reality, some of North London's waste will continue to cross borders to be managed or disposed of in facilities which North London does not or cannot accommodate, such as landfill or specialist hazardous waste facilities.

**Table 9: Projected exports from North London to landfill 2018-2035**

Waste Stream	2018 (tonnes)	2022 (tonnes)	2027 (tonnes)	2032 (tonnes)	2035
Excavation	405,634	419,012	436,356	454,419	465,613
C&I	112,496	109,868	111,666	114,569	117,392
C&D	26,534	23,114	24,071	25,067	25,685
LACW	2,000	2,000	2,000	2,000	2000
Hazardous waste	12,741	12,741	12,741	12,741	12,741
Total	559,405	566,735	586,834	608,796	623,431

**Figure 12: Predicted Landfill Exports as a % total Waste Stream.**



7.6 The North London Boroughs have engaged with each of the main recipients of North London’s waste to landfill and identified if there are planning reasons why similar exports of waste cannot continue over the plan period, for example the planned closure of a site. This work is set out in *North London Exports to Landfill 2017-2032* (2018). The North London Boroughs have established that there are sites and available void space in London, South East and East of England to take North London’s estimated waste exports to 2035. The Boroughs will continue to co-operate with waste planning authorities who receive North London’s waste, and mechanisms for monitoring waste movements after the NLWP is adopted are set out in in section 10.

7.7 The following section sets out how North London’s will meet its strategy for waste to 2035 in more detail, setting out each waste stream and management method separately.

#### **Local Authority Collected Waste (LACW) and Commercial & Industrial Waste (C&I)**

7.8 Local Authority Collected Waste (LACW) and Commercial and Industrial (C&I) waste streams comprise similar types of waste. The NLWP identifies sufficient land to manage the equivalent of all LACW and C&I waste arising in North London by 2026.

#### Recycling/Composting

7.9 The North London Waste Authority (NLWA) is seeking to achieve a household waste recycling target of 50% by 2020 consistent with the targets set out in the North London Joint Waste Strategy. The Authority and partner boroughs will continue to seek to maximise recycling levels for LACW.

- 7.10 There is a need for additional capacity for recycling for both LACW and C&I waste streams throughout the plan period. As many facilities can manage both waste streams, the need for recycling is combined.
- 7.11 In addition to recycling, the existing composting facility at Edmonton will be displaced due to the development of the new Energy Recovery Facility. The NLWA are not intending to build a replacement facility to meet this requirement. Current contracts exist to export this waste outside the Plan area.

#### Recovery

- 7.12 Most LACW is managed at the Edmonton EcoPark facility which has an existing capacity of around 550,000tpa. It is intended that the existing Edmonton facility will be modified to enable connection to a heat network. The facility does not currently accept C&I waste from private operators.
- 7.13 The existing Edmonton facility will be replaced in 2025. The NLWA have gained consent for a new Energy Recovery Facility (ERF) with capacity of around 700,000 tonnes per annum to deal with all the residual waste under the control of the Authority from 2025 until at least 2050. The planning framework for this site includes the Edmonton EcoPark Supplementary Planning Document and emerging Central Leaside Area Action Plan.
- 7.14 As the existing EfW facility at Edmonton does not currently treat C&I waste, there is an immediate capacity gap for recovery of C&I waste amounting to 1ha of land as identified in Table 7. However, as no such facilities are currently in the pipeline, it is likely the waste will continue to be exported in the short to medium term until 2025. After this time, the recovery requirement of C&I waste can be met by the new Edmonton ERF to the end of the plan period in line with the objectives of the Mayors Environment Strategy 2018

#### Transfer

- 7.15 NLWA manage three waste transfer stations in North London namely the Hendon Rail Transfer Station (Barnet), Edmonton Ecopark Transfer Station (Enfield) and the Hornsey Street Transfer Station (Islington). The Hendon Rail Transfer Facility in Barnet is being relocated due to the Brent Cross Cricklewood development and a planning application is currently under consideration for the new location within Barnet.

#### Landfill

- 7.16 North London has no landfill sites and depends on capacity outside the Plan area. The NLWA intend to minimise the amount of LACW sent direct to landfill by maximising recycling and ensuring the existing EfW facility can sufficiently manage the expected tonnage of North London's residual waste up to 2025. Much less waste will be exported to landfill from 2017/18 due to changes in contractual arrangements and virtually no LACW will go to landfill by 2026.

- 7.17 It is anticipated that some C&I waste will continue to be exported to landfill throughout the plan period, although this will be a decreasing quantity as new facilities become operational and recycling levels increase.
- 7.18 The North London Boroughs have established that there are landfill sites in London, South East and East of England able to take North London's waste between 2017 and 2035. See Figure 12 for the anticipated decline in landfilling of North London's waste over the plan period.

### **Construction, demolition and excavation waste (CD&E)**

- 7.19 The NLWP will identify sufficient land to manage the equivalent of all Construction and Demolition (C&D) waste arising in North London by 2035, while acknowledging that some exports will continue, particularly for Excavation waste.

#### Recycling

- 7.20 The majority of C&D waste is recycled on site or through transfer facilities. Each Borough Local Plan has a sustainable design and construction policy in place which seeks to minimise waste generated during the design and construction of development and re-use or recycling of materials on-site where possible.
- 7.21 North London has a number of transfer facilities which also recycle CD&E waste but a large quantity is still exported to landfill, mainly excavation waste. Recycling opportunities are likely to be mainly for C&D wastes although around 28% of excavation waste is also recycled within North London, with 53% being disposed of directly to landfill and 19% through treatment facilities. Taking account of the diversion of C&D waste away from landfill, the Data Study has identified a capacity gap of around 67,000 tonnes per annum from 2029, rising to around 102,000 tonnes per annum by 2035. Provision will be needed throughout the plan period.
- 7.22 A total of 2 hectares of land will be required to facilitate this provision. Opportunities to re-use CD&E waste locally will be supported, though this cannot be predicted with any certainty. Policy 8 'Inert Waste' seeks to ensure that any planning application for the recycling and reuse of inert waste for all types of development demonstrates that viable opportunities to minimise construction and demolition waste disposal will be taken, making use of existing industry codes of practice and protocols, site waste management plans and relevant permits and exemptions issued by the Environment Agency.

#### Landfill

- 7.23 North London has no landfill sites and depends on capacity outside the NLWP area. Some of the CD&E waste stream, particularly excavation waste, will continue to be exported to landfill unless opportunities materialise to re-use it locally. It is anticipated that C&D waste exports to landfill will reduce over the plan period while excavation waste exports will increase in line with growth.



- 7.24 The North London Boroughs, working with waste planning authorities who receive CD&E waste from North London, have identified constraints to the export of this waste and have established that there are both alternative landfill sites and adequate void space in London, South East and East of England to take North London's waste between 2017 and 2035. See Figure 12 for the anticipated decline in landfilling of North London's waste over the plan period.

### **Hazardous Waste**

- 7.25 All the waste streams include some hazardous waste. Some facilities in North London, whilst not classified as hazardous waste management facilities, are permitted to manage a certain amount of hazardous waste alongside non-hazardous wastes. Hazardous waste is more commonly managed in specialist facilities which have and depend on wide catchment areas for their economic feasibility, and may not be local to the source of the waste. Planning for hazardous waste is a strategic issue (regionally and arguably nationally rather than sub-regional) and it is not anticipated that land for facilities would be identified to meet the requirements of North London alone, though the areas identified in the NLWP have been assessed for their potential suitability for such facilities.

#### Recycling and Recovery

- 7.26 North London has one hazardous waste treatment facility with a capacity of around 3,600 tonnes per annum and two recycling facilities; one for metals and one for end of life vehicles handling around 2,500 tonnes per annum between them. In addition, other facilities permitted to manage hazardous waste include car breakers and metal recycling sites, WEEE sites as well as RRCs which will accept, for example, paints and batteries which require specialist treatment and disposal. Such sites will continue to make a valuable contribution to managing North London's hazardous waste requirements.
- 7.27 There is a capacity gap for the recovery of around 2,500 tonnes per annum, this is considered too small a figure to plan for provision of a new facility and as such a specific land requirement is not identified for this management option. There is a requirement for recycling of around 17,000 tonnes per annum, requiring an estimated 2ha of land. The North London Boroughs support the provision of such facilities in appropriate locations and will work with the GLA and other Boroughs across London to meet this need. It is noted in the sites and area profiles in Appendix 2 of the NLWP where a site or area is not suitable for hazardous waste recycling and recovery facilities. Any applications for hazardous waste facilities in North London that do come forward will be considered on a case by case basis. However, in the short term it is likely that hazardous waste will continue to be exported to the most appropriate specialist facilities.

#### Landfill

- 7.28 The need for export to landfill of around 13,000 tonnes per annum, is expected to continue due to inability of the area for provide this type of facility. The North London Boroughs will continue to work with waste planning authorities who receive

hazardous waste from North London to identify constraints to the continued export of this waste and identify potential new destinations if necessary.

### **Agricultural Waste**

- 7.29 The small amount of agricultural waste generated in North London is not expected to increase over the plan period and there is no requirement to plan for additional facilities to manage this waste stream.

### **Low Level Radioactive Waste**

- 7.30 The very small amount of Low Level Non-Nuclear Radioactive Waste (LLW) arising in North London is produced as wastewater and disposed of through foul sewer and it is expected that this will continue. Any more specialist waste which may be produced would need to be managed outside the area in specialist facilities. It is therefore not necessary to plan for additional facilities in North London for this waste stream.

### **Waste Water**

- 7.31 The main Thames Water sewage treatment facility in North London is Deephams Sewage Treatment Works (STW), operated by Thames Water. Work to upgrade this facility was completed in 2017. Thames Water anticipates this will provide sufficient effluent treatment capacity to meet its needs during the plan period. Thames Water is also proposing an upgrade to the sewage sludge treatment stream at the site which will be sufficient to meet its needs during the plan period. It is therefore not necessary to identify additional land for this waste stream in the NLWP, however any new facility for waste water will be assessed against Policy 8.

## **8. Sites and Areas**

### **Context**

- 8.1 This section sets out the approach to identifying sufficient land for future waste management facilities in North London to ensure the delivery of the identified capacity requirements. Sections 3-6 of the NPPW set out the approach Local Plans should take to identify future waste requirements over the plan period and this has been used to help develop the approach to identifying future locations for waste development in North London. Assessment criteria have been developed using waste planning policy and in consultation with key stakeholders in a series of focus groups..
- 8.2 The NLWP identifies a number of areas to meet future waste needs. An 'area' comprises a number of individual plots of land, for example, an industrial estate or employment area that is in principle suitable for waste use but where land is not specifically safeguarded for waste. The NPPW and the draft London Plan endorse the identification of "sites and/or areas" in Local Plans. The approach is also supported by the waste industry and key stakeholder in consultation. It was initially intended to also identify sites within the NLWP, i.e. individual plots of land that would be safeguarded for waste use. However, only one site was brought forward by landowners during the call for sites exercises and no further sites are required for the management of LACW. As a result, only areas have been identified.

### **Expansion of existing Waste Management Facilities**

- 8.3 Existing waste management facilities are also a key part of future provision. A call for sites exercise in 2014 targeted existing waste operators in North London, seeking information on any planned capacity expansion or upgrades to existing facilities. Three sites were put forward: Edmonton EcoPark, Deephams Sewage Treatment Works and Powerday in Enfield. Any applications for expansion or consolidation of existing waste management sites will be considered against NLWP policies and those of the Borough Local Plan in which the proposal is situated. A further exercise was also undertaken in 2018 but no new sites were put forward for expansion.

### **Edmonton EcoPark**

- 8.4 In November 2014 the NLWA announced plans for the development of a new Energy Recovery Facility (ERF) - the North London Heat and Power Project - on their existing site at the Edmonton EcoPark in Enfield. This will replace the existing Energy from Waste (EfW) plant at the EcoPark that is coming to the end of its operational life.

- 8.5 A Development Consent Order (DCO) has been approved by the Secretary of State for the new ERF which will manage the treatment of the residual element of LACW during the NLWP plan period and beyond. The replacement facility, expected to be operational from 2025, will generate power for around 127,000 homes and provide heat for local homes and businesses as part of a decentralised energy network known as the Lee Valley Heat Network, trading as *energetik*.
- 8.6 The NLWA's DCO allows for the loss of the composting plant at the Edmonton EcoPark site in 2020 to make way for the new ERF facility to be built whilst maintaining the current EfW operation. The development also includes a Resource Recovery Facility (RRF) including a new Reuse and Recycling Centre (RRC), a relocated transfer hall and a bulky waste/fuel preparation facility on the site.
- 8.7 Once the new facility has been developed, the existing EfW facility will be demolished. The associated parcel of land, on which the current plant is located, will continue to be safeguarded for future waste use, and will become available towards the end of the plan period. The development of Edmonton EcoPark for the new ERF will provide a strategic facility for the NLWP and provide a solution for managing the non-recyclable element of LACW. Delivery of this facility will see the NLWA continue to manage LACW from the North London Boroughs and help reduce the reliance on disposal of waste to landfill. Enfield Council have adopted Edmonton EcoPark Supplementary Planning Document and have submitted the Central Leaside Area Action Plan for independent examination, both of which provide more detail on the planning framework and objectives for this site.

### **Deephams Sewage Treatment Works**

- 8.8 Deephams Sewage Treatment Works is a waste water treatment facility in Edmonton. The works serves a large area of north east London, both inside and outside the M25 corridor. The Environment Agency has issued a significantly tighter environmental permit in respect of sewage treatment standards that came into force in March 2017 and requires Thames Water to make improvements to the quality of the discharged effluent. The need for an effluent upgrade to Deephams Sewage Treatment Works (STW) is highlighted in the National Planning Statement on Waste Water, and planning permission for this work was granted by Enfield Council on 20<sup>th</sup> February 2015. Work has started and is expected to continue for a minimum of 7 years.
- 8.9 Thames Water is also proposing an upgrade to the sewage sludge treatment stream at Deephams STW during its 2015 to 2020 business plan period by providing enhanced sludge treatment plant within the boundaries of the existing site. Enfield Council will continue work with Thames Water and the Environment Agency to ensure that adequate and appropriate waste water treatment infrastructure is provided. Any new waste water facility will be assessed under Policy 7.

## **Powerday**

- 8.10 Powerday in Enfield is an existing site currently operating as a Waste Transfer Station. Planning permission was granted for an upgrade to a Materials Recovery Facility (MRF) capable of handling 300,000 tonnes of C&I and C&D waste per annum and the new facility was opened in 2015.

## **Loss and re-provision of existing waste management facilities**

- 8.11 Where existing sites need to be relocated, compensatory capacity is required in order to comply with the London Plan, Borough Local Plans and, once adopted, the NLWP. It is known that some capacity will be lost during the plan period. Some of this capacity will be replaced within North London, some outside North London with a net loss to North London but not to London as a whole, and some is as yet unknown. Where such issues are known and new sites have already been sought, this information has been fed in to the Plan process and information has been given in Schedule 1.
- 8.12 The North London Boroughs are aware that the regeneration of Brent Cross Cricklewood redevelopment (BXC) is likely to affect existing waste sites, comprising a NLWA transfer station and three commercial operations. These sites will be redeveloped under the approved planning permission for the regeneration of Brent Cross Cricklewood (Barnet planning application reference F/04687/13). The Hendon Rail Transfer Station (BAR 4) will be replaced as part of the BXC development with a new facility on site S01-BA to meet the NLWA's requirements. The existing facilities at BAR 6 and BAR 7 fall within the land required to deliver the first Southern phase of the BXC regeneration which is anticipated will commence in early 2018. Replacement capacity for these sites will not be provided prior to their redevelopment and therefore replacement capacity will be sought outside of the BXC regeneration area on alternative sites / areas to be identified by the London Borough of Barnet by 2025 in line with the planning permission.

## **The impact of Crossrail 2 on existing and proposed new areas**

- 8.13 Transport for London has been consulting on Crossrail 2. The timetable for a Hybrid Bill submission is at present unknown. Depending on the route selected, some existing waste sites and proposed areas identified as suitable for new facilities might be affected by the scheme.
- 8.14 At the time of publication, only one location (A02-BA-Oakleigh Road) within an Area identified in Schedule 2 New locations for waste management has been identified in the Crossrail 2 [safeguarding directions](#) issued in January 2015. This plot of land (shown in Appendix 2) has been safeguarded in order to deliver part of the construction of Crossrail 2 and will be released after this is completed. However, as the scheme develops and further information is made available on the preferred

route, there could be locations within other Areas, which may be required for the purpose of constructing Crossrail 2, particularly along the West Anglia Mainline. Once known, should applications for waste uses come forward in these locations, they will need to be subject of consultation with TfL and Network Rail as necessary.

8.15 Furthermore, a number of the new Areas identified in Schedule 2 Areas suitable for waste management are in locations close to Crossrail 2 stations and could make a valuable contribution towards realising the wider benefits of Crossrail 2 in terms of both delivering additional homes and supporting wider regeneration. Those Areas which in part may have such a role in the longer term include:

- A12-EN – Eley’s Estate
- A22-HR – Friern Barnet Sewage Works
- A19-HR – Brantwood Road
- A21-HR – North East Tottenham

8.16 Known information on Crossrail2 is detailed further in the site profiles in Appendix 2 and in the proformas in the Sites and Areas Report.

8.17 In line with the NLWP approach to Opportunity Areas and Housing Zones as set out in section 2, any non-waste related development in these locations will need to be brought forward in a way that safeguards existing capacity (see Policy 1) and considers future waste management requirements alongside the need to deliver new homes and more intensive employment uses. Within these locations there is likely to be significant benefit in seeking opportunities to co-locate or consolidate existing waste uses so as to minimise potential conflict and ensure that they can coexist alongside residential and other more sensitive uses.

8.18 As required, the North London Boroughs will work proactively with the GLA and TfL to create proposals which address these issues ensuring that North London’s waste management needs can be met whilst helping to realise the significant opportunities associated with schemes such as Crossrail 2.

8.19 How the impact of Crossrail 2 on the NLWP will be monitored and managed is addressed under Indicator 2 of the monitoring arrangements in section 10.

#### **Site and Area Search Criteria**

8.20 The proposed site and area search criteria used in the NLWP site selection process were developed based on the requirements of national waste planning policy. Both planning and spatial criteria were discussed with key stakeholders through a focus group session in spring 2014 . Following the introduction of the NPPW in October 2014, the site search criteria were reviewed to ensure compliance with this document.

## Site and Area Search and Selection Process (Methodology)

- 8.21 An extensive site and area search and selection process has been undertaken. Full details of the site selection exercise are set out in the 'Sites and Areas Report' available on the NLWP website. In summary it has involved the following key stages:
- i. Survey of existing waste sites – this involved a detailed review of the existing waste sites, including obtaining information from the operators on their future plans and validation of existing information held regarding their sites. This work indicated that there was insufficient capacity within existing sites to meet the expected waste arisings over the plan period.
  - ii. Call for sites - a call for sites exercise was carried out in two stages. This included targeting existing operators, landowners and other interested parties requesting them to put sites forward for consideration.
  - iii. Land availability search – this was an initial search into the land available in North London that may be suitable for the development of waste management infrastructure. At this stage, all available sites and areas were included in the process in order that the site assessment process for the NLWP could then be applied. The result of this work was to identify a long list of potential sites.
  - iv. Desk based site and area assessment – the long list of sites and areas was then assessed against the selection criteria. As shown in Table 8 below, the assessment criteria were split into two levels, absolute criteria and screening criteria. The absolute criteria were applied first to determine if the identified constraints affected part of the proposed sites and areas, resulting in their removal. The remaining sites and areas were then subject to the screening criteria. The aim of using the absolute criteria was to ensure that those sites/areas which are wholly unsuitable are excluded from further consideration and to identify those which may be suitable.
  - v. Site visits were undertaken in August and October 2014 to check and refine information from the desk based assessment and make a visual assessment of the suitability for different types of waste management facilities as well as the relationship with adjoining development. The information was used to complete the criteria-based assessment to ultimately determine the suitability of the sites/areas for future waste development as well as evaluate the potential facility types.
  - vi. Areas identified as suitable for future waste management facilities were subject to an assessment to calculate the level of capacity they could reasonably be expected to provide. Firstly the proportion of North London's industrial land in waste use was established. This showed the ability of waste

facilities to compete with other land uses in these areas was good and that waste is a growing sector in contrast to declining industries such as manufacturing. Secondly, a review of the vacancy rates and business churn for industrial land was used to estimate the proportion of land within these areas which are likely to become available over the plan period. Further information is available in the Sites and Areas Report.

- vii. Sustainability Appraisal<sup>17</sup> and Habitats Regulation Assessment<sup>18</sup> of sites/areas – all proposed sites have been subject to these assessments and the findings fed into the policy recommendations.
- viii. Consultation with Landowners – Following completion of the above, land owners for all the sites remaining were contacted to seek feedback on the inclusion of their land as a waste site allocation. The findings of this work have further refined the list of sites and further information can be found in the Sites and Areas Report.
- ix. Sequential test – any sites lying within a level 2 or 3 flood risk zone have been subject to sequential testing to assess the potential impact of a waste development in this zone. The results of this work can be found in the Sites and Areas Report.

8.22 The assessment criteria applied to all sites and areas is listed in Table 10 below. The criteria have been used in assessing sites and areas during both the desk based assessment and site visits.

**Table 10: Sites and Areas Assessment Criteria**

Absolute Criteria	Screening Criteria
<ul style="list-style-type: none"> <li>• Metropolitan Open Land (MOL)</li> <li>• Green Belt (for built facilities)</li> <li>• Grade 1 &amp; 2 agricultural land (part of the Green belt)</li> <li>• Sites of international importance for conservation e.g. Ramsar sites, Special Areas of Conservation (SACs) and</li> </ul>	<ul style="list-style-type: none"> <li>• Sites of local importance for nature conservation (SINCs)</li> <li>• Flood risk areas/flood plain</li> <li>• Accessibility (proximity to road, rail, canal/river)</li> <li>• Sites greater than 2km from the primary route network</li> </ul>

<sup>17</sup> Sustainability appraisal is the assessment of the potential impact against an agreed set of social, environmental and economic objectives. It encompasses the requirement of Strategic Environmental Assessment which is a requirement of Europe that all plans undergo.

<sup>18</sup> HRA is a requirement of Europe that all plans are assessed against their potential impact of natura 2000 sites.



Absolute Criteria	Screening Criteria
<p>Special Protection Areas (SPAs)</p> <ul style="list-style-type: none"> <li>• Sites of national importance for conservation e.g. Sites of Special Scientific Interest and National Nature Reserves</li> <li>• Ancient Woodlands</li> <li>• Scheduled Ancient Monuments</li> <li>• Listed Buildings (grade I and II*)</li> <li>• Registered Parks and Gardens (grade I and II*)</li> <li>• Registered battle fields</li> <li>• Areas of Outstanding Natural Beauty (AONB)</li> <li>• Protected open spaces</li> <li>• Landscape designations such as Areas of Special Character (part of the Green Belt)</li> </ul>	<ul style="list-style-type: none"> <li>• Ground water protection zones</li> <li>• Surface waters</li> <li>• Major aquifers</li> <li>• Airfield safeguarding areas (Birdstrike zones)</li> <li>• Air Quality Management Areas</li> <li>• Unstable land</li> <li>• Green belt (for non-built facilities)</li> <li>• Local Plan designations</li> <li>• Settings of Scheduled Ancient Monuments</li> <li>• Settings of Listed Buildings</li> <li>• Settings of Registered Parks and Gardens (grade I and II*)</li> <li>• Neighbouring land uses</li> <li>• Proximity to sensitive receptors</li> </ul>

### Draft Plan Consultation

8.23 The sites and areas identified as a result of the methodology set out above were consulted on as part of the Draft Plan prepared under Regulation 18 of the Town and Country Planning Regulations 2012.

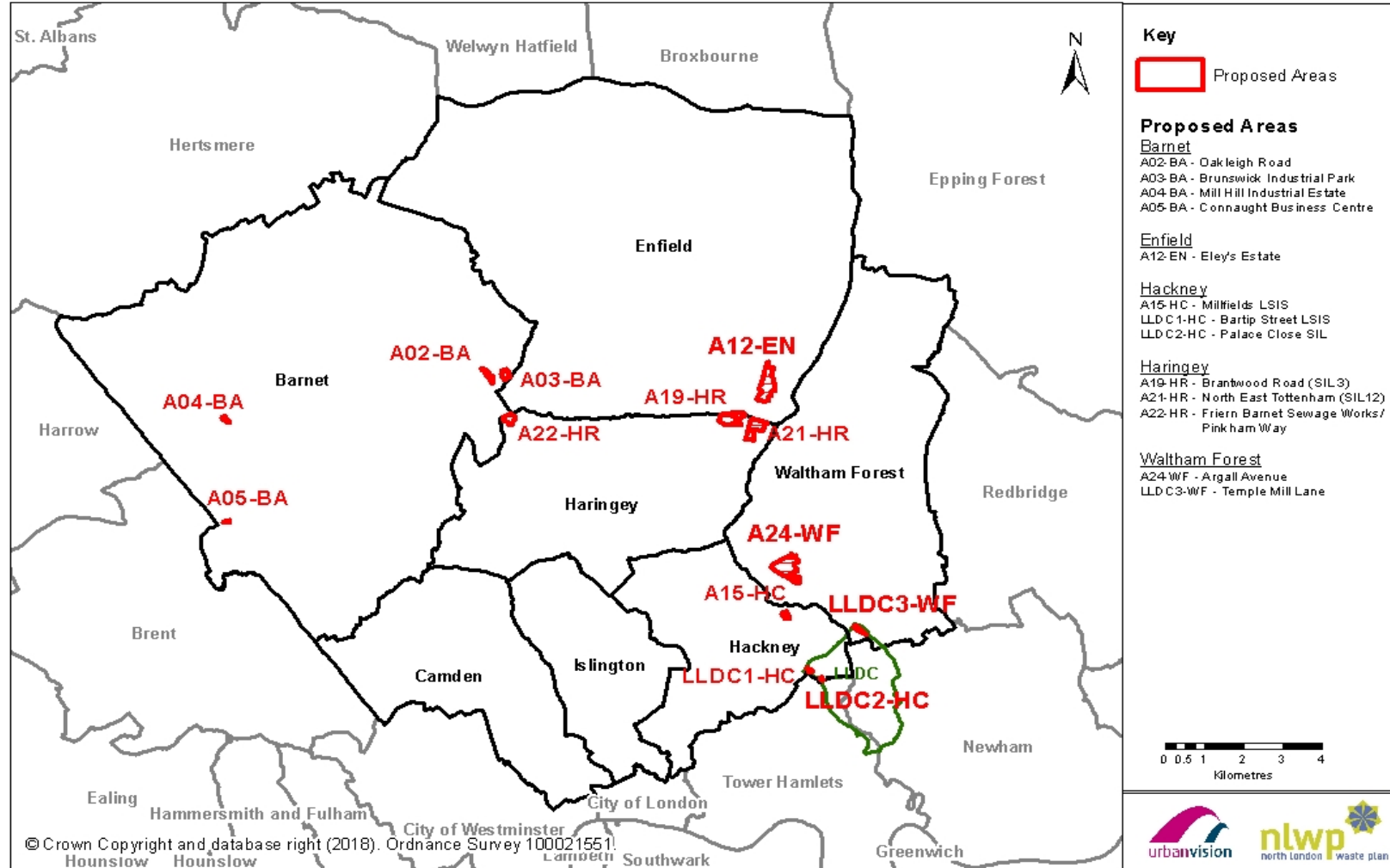
8.24 In preparing this (Proposed Submission) version of the NLWP, and deciding which sites and areas to take forward, the North London Boroughs took into account national and regional policy, the aims of the NLWP and consultation responses on the Draft Plan, including issues raised around deliverability and other constraints. Further work was undertaken to gather and assess additional information on the proposed sites and areas received during the consultation or as a result of new data being published.

8.25 The North London Boroughs developed a range of reasonable options for taking forward sites and areas in the Proposed Submission version of the plan. The preferred option was to take forward land designated as industrial land and high-

performing (Band B) sites/areas, while achieving a better geographical spread by reducing the number of sites identified in Enfield. This focus on industrial land and the highest performing areas helps to locate waste facilities away from residential properties, as far as this is possible in an urban area like North London. Further details are set out in Options Appraisal for Sites and Areas to be taken forward in the Proposed Submission NLWP (2018).

- 8.26 The areas, shown in Figure 13 (see also Schedule 2 in section 9), have been identified as suitable for built waste management facilities.. The areas are being put forward as they comply with the NLWP Spatial Framework which is reflected in the site selection criteria, as well as a range of environmental, social and economic criteria set out in the Sustainability Appraisal Scoping Report. During the course of the plan, it is expected that land will become available as part of the business churn. Any proposals for waste facilities within the areas will be subject to planning permission. No provision is made for landfill due to the inability of the Plan area to accommodate development of landfill.

Figure 13: Location of proposed new areas



## 9 Policies

- 9.1 The policies set out in this section will form part of each Borough's 'development plan' which also includes the Mayor's London Plan and individual borough Local Plans (see Figure 2). All planning applications for waste uses will be assessed against the following NLWP policies and other relevant policies in the development plan and any associated Supplementary Documents (SPD)/guidance. Any proposals for waste development will be expected to take account of the full suite of relevant policies and guidance.
- 9.2 The NLWP policies will help deliver the NLWP's aim and objectives (section 3), Spatial Framework (section 4) and the Strategy Policy for North London's Waste (section 7). The supporting text sets out why the particular policy approach has been chosen, any alternatives considered and how the policy will be implemented.
- 9.3 The policies are:
- Policy 1: Existing waste management sites
  - Policy 2: Locations for new waste management facilities
  - Policy 3: Windfall sites
  - Policy 4: Re-use & Recycling Centres
  - Policy 5: Assessment criteria for waste management facilities and related development
  - Policy 6: Energy recovery and decentralised energy
  - Policy 7: Waste Water Treatment Works and Sewage Plant
  - Policy 8: Control of Inert Waste

### Policy 1: Existing waste management sites

#### Policy 1: Existing waste management sites

All existing waste management sites identified in *Schedule 1: Existing safeguarded waste sites in North London*, and any other sites that are given planning permission for waste use, are safeguarded for waste use.

Expansion or intensification of operations at existing waste sites will be supported where the proposal is in line with relevant aims and policies in the North London Waste Plan, the London Plan, Local Plans and related guidance.

Applications for non-waste uses on safeguarded waste sites will only be permitted where it is clearly demonstrated to the satisfaction of the relevant borough that

compensatory capacity will be delivered in line with the spatial framework on a suitable replacement site in North London, that must at least meet, and, if possible, exceed, the maximum achievable throughput of the site proposed to be lost and help to promote the increased geographical spread of waste sites across the plan area.

Development proposals in close proximity to existing safeguarded waste sites or sites allocated for waste use which would prevent or prejudice the use of those sites for waste purposes will be resisted under the agent of change principle unless design standards or other suitable mitigation measures are adopted to ensure that the amenity of any new residents would not be significantly adversely impacted by the continuation of waste use at that location or suitable compensatory provision has been made for the waste use elsewhere within the Plan area.

**This policy helps meet strategic objectives SO2 and SO3**

**This policy contributes towards Spatial Framework components A and C**

- 9.4 The purpose of Policy 1 is to ensure that the existing waste capacity in North London is protected and is able to expand where appropriate. It applies to sites with existing operational waste facilities, and any other sites developed for waste use throughout the plan period.
- 9.5 *Schedule 1: Existing safeguarded waste sites in North London* is in Appendix 1. The London Plan requires boroughs to protect their existing waste capacity and each North London Borough is safeguarding this land through their Local Plan and Policies Map. The contribution currently made by these facilities, and their future contribution, is taken into account in the estimation of how much additional waste management capacity is needed throughout the plan period, so it is important to protect these existing facilities to ensure there is sufficient capacity available to meet identified needs over the plan period. If existing facilities were lost and the capacity not replaced elsewhere in North London, this would result in additional waste capacity being required to meet the identified need and achieve net self-sufficiency.
- 9.6 Planning applications for expansion of existing waste facilities will be supported where they are in alignment with policies in this Plan and with Borough Local Plans.
- 9.7 If, for any reason, an existing waste site is to be lost to non-waste use, compensatory provision will be required within North London. Replacement provision will be calculated using the maximum achievable throughput (tonnes per annum) that the site has achieved as set out in the EA Waste Data Interrogator. Maximum throughput for existing sites 2009-2016 can be found in the [Data Study Part 3: Sites Schedule Report](#) Tables 1-7: Assessment of existing waste management capacity. This information is sourced from the Environment Agency's Waste Data Interrogator. Applicants will need to demonstrate that provision of replacement capacity is secured before permission is granted for an alternative use. This could be through a

compensatory site of a suitable size to meet at least the maximum annual throughput or an increase of capacity in an existing facility. However, it may not be necessary for replacement sites to be on a 'like for like' basis, for example, a new site with a larger capacity might replace a number of sites with individually smaller, but combined equivalent, capacity.

- 9.8 Compensatory provision should be delivered in accordance with the spatial framework and such proposals will need to demonstrate compliance with Policy 3 (Windfall sites) and 5 (Assessment Criteria for waste management facilities and related development) of the NLWP. The area of search for a replacement site should be within North London. As set out within Section 4, a key Spatial Principle of the NLWP is to establish a geographical spread of waste sites across North London, consistent with the principles of sustainable development. The aim is to ensure that waste is managed efficiently and as close to its source as possible whilst minimising any negative cumulative impacts resulting from a high concentration of waste facilities. Avoiding an unduly high concentration of waste facilities in a location is consistent with the overarching objectives of sustainable development, identified within the NPPF and would leave land available for other uses. The most suitable location for the re-provision of a site lost to non-waste development may therefore not necessarily be within the same north London borough as the displaced site. Adequate evidence of compensatory provision will be required to the satisfaction of the local planning authority before planning permission for redevelopment proposing loss of a facility is granted.
- 9.9 Any sites that come forward and receive planning permission for waste development which are implemented in the lifetime of the NLWP will be regarded as existing waste sites in North London and safeguarded under the provisions of this Policy (1).
- 9.10 Policy 1 also seeks to protect existing and permitted waste sites from the influence of an incompatible use in close proximity prejudicing the continuation or further development of waste operations at that location. Waste facilities have an important role to play in ensuring that communities are sustainable. Identifying and safeguarding suitable sites for waste facilities is challenging with issues relating to public amenity, access, hydrology, and geology, amongst others, to consider. In addition, waste is a relatively 'low value' land use which, although capable of competing with other industrial type uses, cannot outbid higher value uses. The introduction of sensitive types of development nearby, such as housing, could have an adverse impact on the continued operation of the existing sites in North London and their ability to provide sufficient waste capacity as well as helping meet waste recycling, diversion and recovery targets. This would undermine the anticipated capacity of the network of existing facilities across North London to manage waste and consequently the overall deliverability of the NLWP. The NPPF and the draft London Plan sets out the 'Agent of Change' principle. This principle places the responsibility of mitigating the noise impact (from existing noise-generating

businesses) on the proposed new development. Developers proposing non-waste development in close proximity to existing waste sites should be aware of the potential impacts on existing waste operations and plan this into their development so as not to prevent or prejudice the continued waste use in that location, otherwise such developments will not be permitted. Accordingly proposed non-waste developments should be designed to protect both the amenity of potential new residential developments and the existing waste operation within that area.

## Policy 2: Locations for new waste management facilities

### Policy 2: Locations for new waste management facilities

Areas listed in *Schedule 2: Areas suitable for waste management* and *Schedule 3: Areas identified in LLDC Local Plan* are identified as suitable for built waste management facilities.

Applications for waste management development will be permitted on suitable land within the areas identified in Schedule 2 subject to other policies in the North London Waste Plan, the London Plan and Local Plans, and related guidance.

Development proposals will need to manage waste as far up the waste hierarchy as practicable.

Applications for waste management development within the areas identified in Schedule 3 will be assessed by the London Legacy Development Corporation.

**This policy helps meet strategic objectives SO1, SO2, SO3 and SO5**

**This policy contributes towards Spatial Framework components B and F**

**Table 11: Schedule 2 Areas suitable for waste management**

Area ref	Area Name	Area (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
A02-BA	Oakleigh Road	0.99	Barnet	X		X		X
A03-BA	Brunswick Industrial Park	3.9	Barnet	X				X
A04-BA	Mill Hill Industrial Estate	0.9	Barnet	X				X
A05-BA	Connaught Business Centre	0.9	Barnet	X				X
A12-EN	Eley's Estate	26.1	Enfield	X	X	X	X	X
A15-HC	Millfields LSIS	1.48	Hackney			X		
A19-HR	Brantwood Road	16.9	Haringey	X			X	X
A21-HR	North East Tottenham	15.32	Haringey	X			X	X
A22-HR	Friern Barnet Sewage Works/	5.95	Haringey	X	X			X

Area ref	Area Name	Area (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
	Pinkham Way							
A24-WF	Argall Avenue	26.91	Waltham Forest	X	X			X

**Table 12: Schedule 3 Areas identified in LLDC Local Plan**

Area ref	Area Name	Area (ha)	Borough	Waste Facility Type				
				A	B	C	D	E
LLDC1-HC	Bartrip Street	0.6	Hackney	X				X
LLDC2-HC	Chapman Road (Palace Close)	0.33	Hackney	X				X
LLDC3-WF	Temple Mill Lane	2.1	Waltham Forest	X	X			X

9.11 Policy 2 identifies areas and their suitability for a range of built waste management facilities. National and European requirements state that waste plans must identify locations where future waste development may take place. In addition, the London Plan requires boroughs to allocate sufficient land to provide capacity to manage apportioned waste.

9.12 The NLWP data study has identified capacity gaps for waste management during the plan period for the preferred option of net self-sufficiency. The purpose of Policy 2 is to ensure that sufficient land is identified to accommodate built waste management facilities to deal with these identified capacity gaps for North London.

9.13 The NLWP identifies several areas to provide land suitable for the development of waste management facilities. Each 'area' comprises a number of individual plots of land, for example, an industrial estate or employment area that is in principle suitable for waste use but where land is not safeguarded for waste. The identification of areas suitable for waste uses, subject to detailed site assessment at planning application stage, will help to achieve net self-sufficiency whilst encouraging co-location of facilities and complementary activities (an objective of the NPPW and Spatial Framework).

9.14 The areas are considered to be in the most suitable, sustainable and deliverable locations in North London for new waste management facilities when assessed against a range of environmental, economic and social factors and the Spatial Framework.

9.15 The site profiles in Appendix 2, indicate the size of each area, the type of facility likely to be accommodated on the area, and any mitigation measures which may be required. Developers should be aware that any type of facility listed as potentially



suitable is subject to consideration against the full suite of relevant local planning policies/guidance.

- 9.16 The ability of areas to accommodate a range of types and sizes of waste management facility is important to the flexibility of the Waste Plan. Table 13: Key to Waste Management Facility Types contains a full list of the types of facilities which were considered when assessing sites and which may be required over the plan period to meet the identified capacity gap. The facility types identified are broad categories which may come forward over the plan period. The order of facility types reflects their place in the waste hierarchy, with categories A and B at the 'recycling' level and C-E at the 'other recovery' level. Applicants should take account of this order when responding to the second criteria of Policy 2 which requires development proposals to manage waste as far up the waste hierarchy as practicable.
- 9.17 The NLWP recognises that currently emerging or unknown waste management technologies, not listed in Table 13 'Key to Waste Facility Types', may be proposed on allocated sites and within identified areas during the plan period as new ways of treating waste come to the fore. As with all proposals, those for waste management technologies not listed will be assessed against the relevant NLWP policies, policies in the London Plan, Borough Local Plan policies and related guidance.

**Table 13: Key to Waste Management Facility Type**

	<b>Facility type</b>
A	Recycling
B	Composting (including indoor / in-vessel composting)
C	Integrated resource recovery facilities / resource parks
D	Waste treatment facility (including thermal treatment, anaerobic digestion, pyrolysis / gasification, mechanical biological treatment)
E	Waste transfer

- 9.18 A full assessment of the suitability of the area for a facility type should be prepared by the developer to inform any development application for waste use. This will allow for a more detailed analysis and consideration of potential impacts associated with a specific proposal at the planning application stage.
- 9.19 In North London the most likely options for waste management will be recycling and recovery. The test of whether the proposed management is acceptable in terms of the waste hierarchy will be based on the type of waste and the treatment proposed and demand.
- 9.20 It is not within the remit of the NLWP to directly allocate sites/areas within the London Legacy Development Corporation (LLDC) planning authority area; this falls to

the LLDC Local Plan. Therefore Schedule 4 sets out separately those areas identified in the LLDC Local Plan as being potentially suitable for built waste management facilities.

### **Policy 3: Windfall Sites**

#### **Policy 3: Windfall Sites**

Applications for waste development on windfall sites outside of the sites and areas identified in Schedules 1,2 and 3 will be permitted provided that the proposal can demonstrate that:

- a) the sites and areas identified in Schedules 1, 2 and 3 are not available or suitable for the proposed use or the proposed site would be better suited to meeting the identified need having regard to the Spatial Principles;
- b) the proposed site meets the criteria for built facilities used in the site selection process (see Table 10 of Section 8 of the NLWP) the proposal fits within the NLWP Spatial Framework, and contributes to the delivery of the NLWP aim and objectives;
- c) future potential development including Opportunity Areas identified in the London Plan, and transport infrastructure improvements such as West Anglia Main Line, Four Tracking and Crossrail 2 would not be compromised by the proposals,;
- d) it is in line with relevant aims and policies in the NLWP, London Plan, Opportunity Area Planning Frameworks, Local Plans and related guidance; and
- e) waste is being managed as far up the waste hierarchy as practicable

**This policy helps meet strategic objectives SO2 and SO3**

**This policy contributes towards Spatial Framework components B**

9.21 The purpose of this policy is to ensure that development for new waste facilities on sites which do not form part of the planned strategy in the NLWP make a positive contribution to managing waste in North London. Windfall sites refer to locations which are not identified in Schedules 1-3 of this Plan. Windfall sites will cater for the needs of new waste facilities as well as those of displaced facilities lost under proposals considered under Policy 1. Windfall sites will also need to comply with Policy 5 which applies to all proposed waste developments.

9.22 The site search process for suitable potential locations for waste facilities has been extensive, thorough, and subject to public consultation, Equality Impact Assessment (EQIA), Sustainability Appraisal (SA) and Habitats Regulations Assessment (HRA). However, there remains a possibility that sites not identified in the plan i.e. windfall

sites may be brought forward by operators or landowners for waste development over the plan period.

- 9.23 Developers of windfall sites are required to demonstrate why the sites and areas in Schedules 1, 2 and 3 are not available or suitable or that the proposed site would be better suited to meeting the identified need having regard to the Spatial Principles of the NLWP. There may be instances in the future where advances in waste technologies are such that the identified sites/areas do not meet the technical requirements of a proposed waste management facility, for example, the identified locations might be too small for the proposed development or the facility may need to be located near a specific waste producer or user of heat. Some of the areas identified in Policy 2 may become unavailable over the Plan period because they will be used for other purposes or affected by future development proposals such as Crossrail 2 and Opportunity Areas. Locating certain types of waste processing sites within large scale redevelopment areas may also have benefits for reducing need for waste transport especially during the construction phase for the management of CDE. In addition, it is also recognised that proposals on windfall site may come forward to provide capacity for displaced facilities from within the plan area where existing capacity needs to be re-provided locally and this need cannot be met through the existing allocations.
- 9.24 Proposals for waste development on windfall sites will be supported where the proposal would not compromise existing planning designations and where the impacts on communities and environment can be satisfactorily controlled. This should not work against the principle of balanced geographical distribution as set out in the Spatial Framework.
- 9.25 Proposals for waste development on windfall sites should be in line with the London Plan, the NLWP, and Local Plans adopted by the North London boroughs. Proposals for waste facilities on windfall sites will need to demonstrate compliance with the same planning and spatial criteria (Table 10, section 8) used for the identification of sites and areas in the NLWP, and any other relevant material considerations, including the assessment criteria as set out within policy 5. The windfall sites policy has been developed to ensure that any unplanned development contributes positively to future waste capacity in the plan area while not undermining the approach to development set out in the NLWP, the London Plan and Local Plans. Any waste development brought forward on a windfall site must meet the same high level of sustainability as the areas identified through the site selection process.
- 9.26 Applications for waste developments on windfall sites will need to demonstrate how the application supports delivery of the NLWP and assists in the aim of net self-sufficiency by providing capacity that addresses the requirements of North London to manage more of its own waste or in providing replacement capacity for an existing facility which has been displaced. In line with the aim and objectives of the

plan, planning applications will need to demonstrate that there will be social, economic and environmental benefits from the development and that amenity will be protected.

9.27 Historically, waste development has been concentrated within the east and west of North London. Policy 3 provides an opportunity to develop a wider network of sites across the area, in line with the Spatial Framework. This policy allows new sites to come forward across the area where demand and commercial opportunity arise helping to provide a wider spread of facilities across the plan area in future.

9.28 There will be mixed use developments across North London within the period of the NLWP. The revised London Plan sets out a framework for development of new housing and employment together with the ancillary development necessary to sustain that development. Crossrail 2 will impact considerably on north London as mixed use development is expected to accumulate around Crossrail 2 stations.

9.29 In large scale redevelopment areas across the boroughs there is opportunity to plan for waste uses to form part of the master-planning process. In this way it should be possible to design-out any potential land use conflicts with non-waste uses in close proximity and support the agent of change principle as promoted by the London Plan. In such areas it may also be beneficial to allow temporary sites that can manage CDE waste generated as part of the redevelopment, subject to licencing and planning requirements.

9.30 In areas which contain a mixed use of employment and housing, suitable waste uses are likely to be re-use, repair or recycling uses. The following issues need special considerations when designing waste facilities into a mixed use area as part of the master planning process.

- How to minimise visual and acoustic nuisance from the site to residential properties and other uses, including utilising suitable screening, building orientation including avoiding residential units overlooking waste operations or vehicle site access points, and use of appropriate building materials.
- Impact of odour, dust, litter on local amenity – An Environmental Management Plan to be submitted in support of a planning application to be applied to prevent such impacts from becoming a nuisance;
- Access and traffic – consider the most appropriate route and timing for vehicles to access the waste facility and separation of access to avoid conflict with traffic and access associated with neighbouring uses.

These issues are considered in more detail in policy 5 including a presumption that waste uses will be enclosed.

9.31 The test of whether the proposed operations are acceptable in terms of the waste hierarchy will be based on the type of waste and the treatment proposed and demand.

#### **Policy 4 – Re-use & Recycling Centres**

#### **Policy 4 – Re-use & Recycling Centres**

Proposals for Re-use & Recycling Centres will be permitted where:

- a) They are sited in an area of identified need for new facilities in Barnet or Enfield or elsewhere where they improve the coverage of centres across the North London Boroughs, and;
- b) They are in line with relevant aims and policies in the North London Waste Plan, London Plan, Local Plans and other related guidance.

**This policy helps meet strategic objectives SO1, SO2 and SO3**

**This policy contributes towards Spatial Framework components B**

9.32 Re-use & Recycling Centres (RRCs) provide members of the public with access to a wider range of recycling facilities and they also deal with bulky items. There are currently nine RRCs in North London of which eight are the responsibility of the North London Waste Authority (NLWA). They are safeguarded for waste use under Policy 1. The NLWA has identified areas of deficiency in coverage in parts of Barnet and Enfield and is seeking to address this by providing new or replacement sites so that 95% of residents live within two miles (measured as a straight line) of a facility<sup>19</sup> - see Figure 7 in Section 4. The NLWA is also proposing a new RRC on the Edmonton EcoPark site as part of its current Development Consent Order (DCO) application on the site. The Spatial Framework seeks a network of waste sites across North London and, as part of this aim, to ensure residents have good access to RRCs where there is an identified need.

9.33 Re-use & Recycling Centres should be located where they can provide appropriate access for members of the public and for contractors and their vehicles. They are best sited on former waste sites or in areas of industrial or employment land and need to be of a sufficient size for the range and quantity of materials likely to be received. Sites within areas identified in Schedules 2 and 3 Areas suitable for waste management are likely to be suitable. There may be scope to provide localised recycling centres as part of major new development.

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<sup>19</sup> Household Waste Recycling Centre Policy, North London Waste Authority (June 2010)

## **Policy 5: Assessment Criteria for waste management facilities and related development**

### **Policy 5: Assessment Criteria for waste management facilities and related development**

Applications for waste management facilities and related development, including those replacing or expanding existing sites, will be required to demonstrate to the satisfaction of the relevant Borough that:

- a) the amenity of local residents is protected;
- b) the facility will be enclosed unless justification can be provided by the developer as to why that is not necessary;
- c) adequate means of controlling noise, vibration, dust, litter, vermin, odours, air and water-borne contaminants and other emissions are incorporated into the scheme;
- d) there is no significant adverse effect on any established, permitted or allocated land uses likely to be affected by the development;
- e) the development is of a scale, form and character in keeping with its location and incorporates appropriate high quality design;
- f) there is no significant adverse impact on the historic environment (heritage assets and their settings, and undesignated remains within Archaeological Priority Areas), open spaces or land in recreational use or landscape character of the area including the Lee Valley Regional Park;
- g) active consideration has been given to the transportation of waste by modes other than road, principally by water and rail;
- h) there are no significant adverse transport effects outside or inside the site as a result of the development;
- i) the development makes the fullest possible contribution to climate change adaptation and mitigation;
- j) the development has no adverse effect on the integrity of an area designated under the Habitats Directive and no significant adverse effect on local biodiversity or water quality;
- k) there will be no significant impact on the quality of underlying soils, surface or groundwater;
- l) the development has no adverse impact on Flood Risk on or off site and aims to reduce risk where possible;
- m) appropriate permits are held or have been applied for from the Environment Agency;

- n) there is no adverse impact on health
- o) there are no significant adverse effects resulting from cumulative impact of any proposed waste management development upon amenity, the economy, the natural and the built environment either in relation to the collective effect of different impacts of an individual proposal, or in relation to the effects of a number of waste developments occurring concurrently or successively.
- p) There are job creation and social value benefits, including skills, training and apprenticeship opportunities<sup>20</sup>.
- q) The proposal is supported by a Circular Economy Statement

This policy helps meet strategic objectives SO4, SO5, SO7 and SO8

This policy contributes towards Spatial Framework component E

9.34 Policy 5 seeks to ensure that the construction and operation of waste facilities does not give rise to an unacceptable impact, or harm the **amenity** of local residents or the environment. Amenity is defined as any element providing positive attributes to the local area and its residents and impacts can include such issues as increased noise disturbance, light impacts including increased light or reduced light or sunlight, reduced privacy, loss of outlook and reduced visual amenity. Applicants will need to demonstrate that appropriate measures have been taken to minimise any potential impacts from the proposed waste development to ensure the protection of local amenity. The specific requirements will vary from site to site, however issues to be addressed may include strict hours of operation, effective cladding on buildings to prevent noise pollution, and dust and odour suppression systems as appropriate. These issues are discussed in more detail below.

9.35 Waste facilities can be separated into '**enclosed**' facilities, where waste is processed inside a building and 'open' facilities, which largely deal with waste in the open air. Waste facilities are often seen as bad neighbours, due to problems associated with open air facilities. It is current best practice that the operations are carried out within a covered building enclosed on all vertical sides with access and egress points covered by fast acting doors which default close in order to minimise local public health and environmental impact. Such enclosed facilities are similar in appearance to modern industrial shed developments such as factories or logistics facilities and it is this type of facility that is the focus of the NLWP site allocations. 'Open' facilities

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<sup>20</sup> This requirement is an issue for all development and waste applications should provide details as to how they will meet these objectives.

are unlikely to be suitable for North London as outlined in the section 3 of the Plan except in exceptional circumstances. There are types of waste development for specific waste streams or waste types that may not need to or should not be enclosed but any activity likely to cause dust should be carried out within a building or enclosure. Enclosing waste management facilities not only results in less dust and particulate pollution but will also reduce the risk of pollution caused from other amenity issues such as noise, pests and odour. **Noise, vibration, dust, litter, vermin, odours, air and water-borne contaminants**, other emissions and their potential health impacts have been a major concern raised through public consultation. However, well sited, and well managed facilities should not cause harm or disturbance. Details of controls for emissions (including bio aerosols) from the site need to be supplied with the application. Planning conditions and section 106 agreements will be used to secure measures to address any issues where necessary and where control is not already exercised through other consent regimes (i.e. the requirement for environmental permits, which is assessed by the Environment Agency). Applicants will be expected to comply with Borough policies on contaminated land. The North London boroughs require that any development can safely complement surrounding uses.

- 9.36 The North London boroughs expect well controlled and well-designed waste facilities capable of fitting in with **surrounding land uses** and acting as good neighbours. Where development is proposed close to residential areas, in line with the agent of change principle, the design must incorporate noise reduction measures as well as dust and odour suppression as necessary. It should be designed to minimise its impact on the local area and ensure it is compatible with existing surrounding land uses. When assessing planning applications for waste uses, in addition to Policy 5, the boroughs will also have regard to the criteria in Appendix B of the NPPW and relevant London Plan and Local Plan policies. Applicants are required to submit sufficient information to enable the waste planning authority within which the subject site falls to assess the potential impact of the development proposal on all interests of acknowledged importance. Applicants are encouraged to contact the relevant borough prior to submitting a planning application to discuss relevant matters. Where new waste development is being sited near existing waste sites, developers will be expected to consider potential cumulative impacts as well as also demonstrating any possible benefits of co-locating waste development. **Good design** is fundamental to the development of high quality waste infrastructure and the North London boroughs seek approaches that deliver high quality designs and safe and inclusive environments. The documents submitted in support of the planning application should set out how the development takes on board good practice such



as the Defra/CABE guidance on designing waste facilities<sup>21</sup>. The supporting documents should set out how the siting and appearance complements the existing topography and vegetation. Materials and colouring need to be appropriate to the location. The development should be designed to be in keeping with the local area and include mechanisms for reducing highway deposits<sup>22</sup>, noise and other emissions where necessary.

- 9.37 The supporting documents should set out how landscape proposals can be incorporated as an integral part of the overall development of the site and how the development contributes to the quality of the wider urban environment. The applicant will need to demonstrate that there will be no significant adverse effect on areas or features of landscape, historic or nature conservation value. Where relevant, the delivery of waste facilities (through construction to operation) should take account of the need to conserve and enhance the historic environment in line with the NPPF.
- 9.38 Where sites include, or are likely to have an impact on the setting of a **heritage** asset both designated (Listed Buildings, Conservation Areas, Scheduled Ancient Monuments, Registered Historic Parks and Gardens and Battlefields) and undesignated, including archaeology, it should be demonstrated that the development will conserve the significance of the asset. Where the site has potential to include assets with archaeological interest, such as if it is in an archaeological area identified in a Borough Local Plan or may affect a site recorded on the Greater London Historic Environment Record, an appropriate desk based assessment and, where necessary, a field evaluation, is required to accompany the planning application. Where such an assessment and evaluation confirms significant archaeological interest then appropriate mitigation by design or investigation is also required.
- 9.39 A large part of the Lee Valley Regional Park (1483 ha) falls within four of the North London Boroughs involved in the Plan; Waltham Forest, Haringey, Enfield and Hackney. New development should contribute to the protection, enhancement and development of the Regional Park as a world class visitor destination and the wider public enjoyment of its leisure, nature conservation, recreational and sporting resources. The Lee Valley is a significant resource for North London and developments should not have an adverse effect on the **open space** and character of the area, and should aim to contribute to its enhancement where appropriate.

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<sup>21</sup> Designing waste facilities – a guide to modern design in waste, Defra & CABE, 2008

<sup>22</sup>This can be achieved through provision of wheel wash facilities etc where required and placing conditions of the applications to ensure all vehicles are covered

- 9.40 Waste and recyclables require transportation at various stages of their collection and management and so opportunities to employ more sustainable options such as rail and river should be fully considered. North London is characterised by heavy traffic on all principal roads. That is why developers need to prioritise **non-road forms of transport** if at all possible and to set out their assessment in a Transport Assessment detailing transport issues to be submitted with any planning applications for waste facilities (see below). In North London there exists considerable potential for sustainable transport of waste as part of the waste management process. There are a number of railway lines and navigable waterways in North London including the Regents Canal and the Lee Navigation. It is existing practice to transport waste by train and pilot projects have taken place to transport waste by water. Developers are required to demonstrate that they have considered the potential to use water and rail to transport waste before reliance on transport of waste by road. Where the site lies adjacent to a wharf or waterway, capable of transporting waste, developers need to demonstrate that consideration has been given to the provision and/or enhancement of wharf facilities.
- 9.41 Applicants will need to submit a **Transport Assessment** in line with the relevant borough Local Plan policy and the London Plan. The Transport for London Best Practice Guide contains advice on preparing Transport Assessments when they are required to be submitted with planning applications for major developments in London. Consideration should be given to access arrangements, safety and health hazards for other road users, the capacity of local and strategic road networks, impacts on existing highway conditions in terms of traffic congestion and parking, on-site vehicle manoeuvring, parking and loading/unloading areas, and queuing of vehicles. The statement should include a traffic management plan establishing the times of access for vehicles to minimise disruption on the local road network during peak hours, and setting out specific routes to ensure that vehicles are accessing the site via roads considered suitable by the Highways Authority and, where possible, avoid overlooking of the site access by residential properties.
- 9.42 The development of Servicing and Delivery Plans and Construction Logistic Plans (CLP) will be encouraged for all waste developments. Such Plans ensure that developments provide for safe and legal delivery and collection, construction and servicing including minimising the risk of collision with vulnerable road users such as cyclists and pedestrians. Consideration should be given to the use of Direct Vision Lorries for all waste vehicles and the use of freight operators who can demonstrate their commitment to TfL's Freight Operator Recognition Scheme (FORS) or similar.
- 9.43 Sustainable design, construction and operation of waste management development will be assessed against relevant borough Local Plan policies. Consideration should be given to how the development contributes to the mitigation of and adaption to

**climate change**, promotes energy and resource efficiency during construction and operation with the aim of developments being carbon neutral, the layout and orientation of the site and the energy and materials to be used. Developments should achieve the highest possible standard under an approved sustainability metric such as BREEAM or CEEQUAL in line with the relevant borough's policies. Information supplied should enable the borough in question to assess the proposal against relevant planning policies by clearly setting out how the application complies with sustainable design and construction policies and guidance including measurable outputs where appropriate. Where appropriate, production of a site waste management plan should be provided prior to the commencement of construction of the development.

- 9.44 Waste developments should be designed to protect and enhance local **biodiversity**. Development that would have an adverse effect on any area designated under the Habitats Directive will not be permitted. Assessments undertaken for the Plan have identified sites of European Community importance within and nearby the Plan area. Sites at least partially within the Plan boundary are the Lee Valley Special Protection Area (SPA) and RAMSAR site and part of Epping Forest Special Area for Conservation (SAC). Additional sites at least partially within 10 km of the Plan area boundary are Wormley-Hoddesdon Park Woods SAC and Wimbledon Common SAC<sup>3</sup>. Developers need to be able to demonstrate that their proposals will not have an adverse effect on the integrity of any European site. In addition there are six Sites of Special Scientific Interest and 20 Local Nature Reserves as well as sites of importance to nature conservation (SINC). Developers should take note of existing Biodiversity Action Plans, protect existing features and promote enhancement for example through the use of green walls where acoustic barriers are required. Where a development site is adjacent to a river the Environment Agency has advised that a setback of a minimum of 8 metres from the top of the bank should be incorporated into any redevelopment proposals. Consistent with this advice, setting back waste management development (not including wharf development) from watercourses and providing an undeveloped buffer zone free from built structures will be important for maintaining access to the river, to allow the landowner access for routine maintenance activities and for the Environment Agency to carry out Flood Defence duties. Maintaining a sufficient wildlife and riverside corridor is also important for minimising the potential adverse impacts to the **water quality** and riverine habitats. This will provide opportunities for flood risk management in line with the Environment Agency Catchment Flood Management Plans. Opportunities for river restoration through the development of sites should also be encouraged to ensure compliance with requirements under the Water Framework Directive and the Thames River Basin Management Plan.

9.45 There are a number of **groundwater** source protection zones in North London to protect drinking water supplies and prevent contamination of aquifers. Source protection zone 1 boundaries are defined in the immediate area of boreholes and other abstraction points. Waste facilities may be permitted in source protection zone 1 provided that any liquid waste they may contain or generate or any pollutants they might leach, especially if hazardous, do not pose an unacceptable risk to groundwater. A groundwater risk assessment will be required. Soil quality will need to be protected from potential adverse impact by certain operations, such as open windrow composting. The following waste facilities are considered lower risk and are more likely to be acceptable:

- Energy from Waste ;
- In-Vessel Composting activities;
- Mechanical Biological Treatment;
- Materials Recycling Facility (dry wastes only), and;
- Waste Electrical and Electronic Equipment (WEEE) sites that exclude potentially polluting wastes.

9.46 Higher risk waste uses are less likely to be acceptable in source protection zone 1. Early liaison with the Environment Agency is encouraged.

9.47 Source protection zone 2 covers a wider area around an abstraction point. Where developments are proposed in source protection zone 2, a risk assessment will be required and any waste operation apart from landfill may be considered. Where sites are in source protection zones, developers are encouraged to engage in early discussions with the Environment Agency.

9.48 The North London Strategic Flood Risk Assessment (SFRA) and individual borough 'Level 2' SFRA's have demonstrated the risks from **flooding** from various sources across North London and site specific flooding assessments have been undertaken on new sites/areas in schedules 2 and 3. Where a site is near or adjacent to areas of flood risk, the development is expected to contribute through design to a reduction in flood risk in line with the NPPG. Waste facilities are often characterised by large areas of hardstanding for vehicles and large roof areas. Development proposals will be required to show that flood risk would not be increased as part of the scheme and, where possible, will be reduced overall through the use of Sustainable Drainage Systems (SuDS) and other techniques. Any proposed development should be reviewed by the Environment Agency at an early stage to discuss the reduction of flood risk on the site.

9.49 Developers of waste facilities should at the time they submit their planning application be engaged with the Environment Agency and hold or be in the process of applying for appropriate **permits from the Environment Agency** as the

contemporaneous consideration of planning and environmental permit enables the application to be considered in the round.

- 9.50 Developers of waste facilities will need to fully identify the **health implications** of the development and plan the most appropriate scheme to protect the surrounding uses and community. Any proposed waste development which is required to have an Environmental Impact Assessment will also require a Health Impact Assessment.
- 9.51 Paragraph 5 of the National Planning Policy for Waste (NPPW) requires consideration be given to:  
*“The cumulative effect of existing and proposed waste disposal facilities on the well-being of the local community, including any significant adverse impacts on environmental quality, social cohesion and inclusion or economic potential”.*
- 9.52 **Cumulative impacts** relate to the way in which different impacts can affect a particular environmental resource or location incrementally, for example, combined noise, dust and traffic emissions on a dwelling from a new road scheme. In essence, cumulative impacts are those which result from incremental changes caused by other past, present or reasonable foreseeable actions together with the proposed development. Therefore, the potential impacts of the proposed development cannot be considered in isolation but must be considered in addition to impacts already arising from existing or planned development.
- 9.53 In determining an application for a new waste facility, account will normally be taken of the potential cumulative impact of waste management and other development within the locality and in particular the area’s capacity to absorb that change. Factors to be taken into account will include; the nature of the waste and the process involved; the direction of the prevailing wind; the amount of enclosure for the processes; use of odour neutralisation and minimisation; measures for dust control; the number of persons affected by the development and its duration; the effects on amenity that pollution would cause; local topography providing natural screening; the extent of noise and vibration generated by the operations; the proposed hours of working; and the impact of flood-lighting. In some instances, the combined impact of development over a sustained period of time may be sufficient to warrant refusal of planning permission. However it is acknowledged that cumulative impacts can have positive impacts through synergies with other local waste uses and businesses in the area. Such synergies may lead to less road miles for waste as well as the potential development of green industry hubs attracting more highly skilled and technical jobs. Proposals should seek to make a positive contribution to improving issues of deprivation and inequality within local communities. Where an area has historically hosted significant waste infrastructure and is moving towards regeneration initiatives to improve its economic and investment potential, the cumulative impact

on these regeneration activities should be considered when waste development is proposed, especially where the benefits of co-location and economies of scale are outweighed by a resultant reduction in land values, employment opportunities and regeneration potential. In these circumstances where development takes place, opportunities to address inequalities should be taken up in order to promote a better spatial distribution of facilities and avoid undue concentration of waste uses.

- 9.54 As stated throughout this document applications will be assessed against the full suite of relevant **national, London Plan and Local Plan policies** and guidance. However, given the status of the NLWP as a multi-Borough DPD which will form part of the Local Plan of each of the seven Boroughs, Policy 5 is a valuable signpost to impacts that will be considered in the determination of applications.
- 9.55 As part of the application, and in line with policies in the borough local plan, Developers should give details of the jobs created as a result of the new development, the level of skills required and the availability of **training and apprenticeship** opportunities. Developers should seek to meet the aspirations of borough economic and employment strategies and make a positive contribution to the local economy.
- 9.56 As part of the Circular London programme, LWARB published a **Circular Economy** Route Map in June 2017. The Route Map recommends actions for a wide range of stakeholders, including London's higher education, digital and community sectors as well as London's businesses, social enterprises and its finance sector. Developers should submit a Circular Economy Statement in line with the London Plan and guidance issued by the Mayor.

## Policy 6: Energy Recovery and Decentralised Energy

### Policy 6: Energy Recovery and Decentralised Energy

Where waste cannot be managed at a higher level in the waste hierarchy and recovery of energy from waste is feasible, waste developments should generate energy and/or recover excess heat (including the recovery of energy from gas) and provide a supply to networks including decentralised energy networks.

Where there is no available decentralised energy network and no network is planned within range of the development, as a minimum requirement the proposal should recover energy through electricity production and be designed to enable it to deliver heat and/or energy and connect to a Decentralised Energy Network in the future.

Developers must demonstrate how they meet these requirements, or provide evidence if it is not technically feasible or economically viable to achieve them, as part of a submitted Energy Statement.

**This policy helps meet strategic objectives SO1 and SO6**

**This policy contributes towards Spatial Framework component D**

- 9.57 Tackling climate change is a key Government priority for the planning system and a critical new driver for waste management. The purpose of this policy is to ensure that applications for waste management facilities incorporate opportunities for sustainable energy recovery and combined heat and power (CHP) where feasible and practicable. The policy complements more detailed policies in borough Local Plans on financial contributions relating to feasibility, sustainable design, CHP and development of heat networks, against which applications will also be considered.
- 9.58 The NPPW and the London Plan both recognise the benefits to be gained from any energy from waste facility to capture both heat and power, and encourage all developments of this kind to achieve that end.
- 9.59 National policy for renewable energy says that Local Development Documents, such as the NLWP, should contain policies that promote and encourage, rather than restrict, the development of renewable energy resources. The London Plan includes minimum performance for technologies for generating energy from London's waste, known as the carbon intensity floor. This has been set at 400 grams of CO<sub>2</sub> eq generated per kilowatt hour (kwh) of electricity generated.
- 9.60 The GLA has committed to working with London Boroughs and partners in the private sector to develop opportunities by providing assistance for commercialisation of large decentralised energy projects. Opportunities for district heating were identified across London as part of the Decentralised Energy Master Planning programme led by the GLA in 2008-2010<sup>23</sup>. The programme initially focused on identifying opportunities for district heating networks through heat mapping and energy masterplanning with the London Boroughs.
- 9.61 Work is already underway to progress the delivery of a decentralised network in the Lee Valley known as the Lee Valley Heat Network (LVHN). The LVHN will capture affordable low carbon heat from waste to energy facilities and combined heat and power plants, supplying it to buildings and industry across the Lee Valley. The LVHN is requesting hot water to be supplied for the energy from waste facility (Efw) at

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<sup>23</sup> London Heat Map – [www.londonheatmap.org.uk](http://www.londonheatmap.org.uk)

Edmonton EcoPark. However, over time, the network will connect additional heat sources, including other waste developments, elsewhere in the Lee Valley.

### **Policy 7: Waste Water Treatment Works and Sewage Plant**

#### **Policy 7: Waste Water Treatment Works and Sewage Plant**

Proposals for the provision of new facilities for the management, treatment and disposal of wastewater and sewage sludge will be permitted, provided that:

- it is demonstrated that there is an identified need for such a facility within the North London Waste Plan Area, which cannot be met through existing waste facilities; and
- the proposals meet the other policies of this North London Waste Plan together with all other relevant policies of the appropriate borough's Development Plan, and meet environmental standards set by the Environment Agency.

**This policy helps meet strategic objectives SO1, SO2 and SO5**

**This policy contributes towards Spatial Framework component B**

9.62 Waste Water Treatment Works in North London are operated by Thames Water, with the main facility being Deephams Sewage Treatment Works (STW), which is the ninth largest in England. Deephams STW serves a Population Equivalent (PE) of 891,000 (as at 2011). Works to Deephams STW are planned to commence in 2018 providing sufficient capacity to meet Thames Water's projections of future requirements into the next decade.

9.63 The Environment Agency has issued a significantly tighter environmental permit that came into force in March 2017 and requires Thames Water to make improvements to the quality of the discharged effluent. The need for an effluent upgrade to Deephams STW is highlighted in the National Planning Statement on Waste Water, and planning permission for this work was granted by Enfield Council in 2015. The site is to be retained for waste water use and Thames Water anticipates that the approved upgrade to Deephams STW will provide sufficient effluent treatment capacity to meet their needs during the plan period.

9.64 The boroughs will work with Thames Water and the Environment Agency to ensure that adequate and appropriate waste water treatment infrastructure is provided to meet environmental standards and planned demand. In September 2014 the



Government approved plans to build the Thames Tideway Tunnel - a 25km conduit flowing beneath the Thames which would provide collection, storage and transfer capacity for waste water and rainwater discharge from a significant part of Central London. Construction is scheduled to begin in 2018 with completion scheduled for 2023. Once completed the new tunnel will be connected to the Lee Tunnel which will transfer sewage to the expanded Beckton Sewage Treatment complex. The proposal has indirect implications for the Plan area in that it will benefit from the additional capacity and this will relieve pressure for further expansion of local Waste Water Treatment Works.

- 9.65 Any other new waste water and sewage treatment plants, extensions to existing works, or facilities for the co-disposal of sewage with other wastes will be supported where the location minimises any adverse environmental or other impact that the development would be likely to give rise to, and the suitability of the site can be justified in accordance with this Plan. The Plan has a supporting role to identify suitable locations for additional infrastructure.

### **Policy 8: Control of Inert Waste**

#### **Policy 8: Control of Inert Waste**

Proposals for development using inert waste will be permitted where the proposal is both essential for, and involves the minimum quantity of waste necessary for:

- a) The purposes of restoring former mineral working sites; or
- b) Facilitating an improvement in the quality of land; or
- c) Facilitating the establishment of an appropriate use in line with other policies in the Local Plan; or
- d) Improving land damaged or degraded as a result of existing uses and where no other satisfactory means exist to secure the necessary improvement.

Where one or more of the above criteria (a-d) are met, all proposals using inert waste should:

- a) Incorporate finished levels that are compatible with the surrounding landscape. The finished levels should be the minimum required to ensure satisfactory restoration of the land for an agreed after-use; and
- b) Include proposals for high quality restoration and aftercare of the site, taking account of the opportunities for enhancing the overall quality of the environment and the wider benefits that the site may offer, including biodiversity enhancement, geological conservation and increased public accessibility.

Proposals for inert waste disposal to land will not be permitted if it can be demonstrated that the waste can be managed through recovery operations and that there is a need to dispose of waste.

**This policy helps meet strategic objectives SO1, SO2 and SO3**

**This policy contributes towards Spatial Framework component B**

- 9.66 Construction, demolition and excavation waste is largely made up of inert construction waste, such as bricks and hardcore which can be used in site restoration and land reclamation projects.
- 9.67 Recycling and reuse of inert waste applications for all types of development should demonstrate that viable opportunities to minimise construction and demolition waste disposal will be taken, making use of existing industry codes of practice and protocols, site waste management plans and relevant permits and exemptions issued by the Environment Agency.
- 9.68 Inert waste materials can be used for beneficial purposes, such as the restoration of mineral sites and in engineering works, or at other 'exempt sites' rather than disposed of at inert landfill sites. Increased use of recycled and secondary aggregates can reduce the need and demand for primary aggregates extraction.
- 9.69 Inert waste will continue to be deposited to land where it is reused for beneficial purposes, including within engineering schemes, for the restoration of mineral workings, and for agricultural improvement. Recycling and recovery are the preferred methods of management and inert waste should only be disposed of to land as a last resort, consistent with the waste hierarchy. Proposals on unallocated sites for the recycling of inert waste will be permitted where it can be demonstrated that there is a market need, consistent with the principle of net self-sufficiency.
- 9.70 There should be a clear benefit or benefits from the proposed development. This should be a benefit to the site itself, for example, the use of residual inert material associated with the restoration of an active or dormant mineral working the restoration of a former mineral working to agriculture or an engineering operation for the provision of a new leisure facility. However, given the likely disturbance to local communities and the local environment, for example, due to the movement of HGVs, there should be benefits for the wider area, for example, through environmental improvement or the creation of new public rights of way.

## **10. Monitoring and Implementation**

### **Monitoring the Plan**

- 10.1 The Planning and Compulsory Purchase Act (2004) requires planning authorities to monitor and report annually on whether the Aims and Objectives of all local plans (whether prepared individually or in conjunction with other authorities) are being achieved (paragraph 35). The NPPW identifies the need to monitor and report on the take-up of allocated sites and areas; changes in the available waste management capacity as a result of closures and new permissions; and the quantities of waste being created locally and how much is being managed at different levels in the waste hierarchy i.e. recycling/composting, recovery, and disposal.
- 10.2 Monitoring is also required to check on whether the intending policy outcomes of the NLWP are being delivered and whether the identified capacity gaps are being met through the allocated areas listed in Policy 2. Monitoring will also ensure that sufficient identified land remains available for new facilities during the plan period which is also likely to see intense competition for land for other uses especially housing. The results of monitoring will also play an important role in informing Development Management decisions when authorities determine planning applications for new waste facilities.
- 10.3 Responsibility for monitoring lies with the individual boroughs. Data will be collated by each borough and included in their Authority Monitoring Report, which is produced annually.
- 10.4 To supplement the boroughs' annual monitoring, it will be important for the GLA to monitor London Plan Policies 5.16 and 5.17 and gather data in partnership with the boroughs on waste arisings, waste management capacity, both within London and landfill outside of London.

### **Proposed monitoring framework**

- 10.5 The aim of monitoring is to check whether the policy framework in the NLWP is working as intended. The proposed monitoring indicators reflect a number of National Indicators and also the statutory and non-statutory performance targets including those set by the EU, the Waste Policy for England and the London Plan. The list of indicators is not intended to be exhaustive and is intentionally focused on parameters where it is possible to evaluate the effect of the NLWP. For example, an indicator reporting on the number of times air quality thresholds were exceeded is of little use if the contribution of waste management facilities and transport of waste cannot be differentiated from those of other activities.

10.6 Table 14 sets out the monitoring indicators proposed for each policy in the NLWP and identifies targets where appropriate. In some cases it will only be necessary to monitor (i.e. count the number of instances of) what has happened in the preceding year. In line with statutory requirements, the North London boroughs will review the plan every five years. If any targets are not being met the boroughs will assess where changes can and should be made.

**Table 14: NLWP Monitoring Indicators**

Indicator	Target(s)	What it monitors	Outcome(s) sought
1. Amount of Land within identified areas or on windfall sites brought forward for waste use during the plan period.	In line with Table 7: landtake requirements	SO2 (capacity provision) Policy 2: Area allocations Policy 3: Unallocated sites	To check that identified sites and areas are being taken up as anticipated.
2. Sites in Schedule 1 and Areas in Schedules 2 and 3 lost to other non-industrial uses through a major regeneration scheme or designated for non-industrial uses in a review of the London Plan or Local Plan	Less than 25% of land lost  If 50% of land is lost this will trigger review of plan	SO2 (capacity provision) Policy 2: Area allocations	To check that identified land is sufficient to deliver the plan's aims  To ensure sufficient existing capacity remains for managing the levels of waste expected across North London over the plan period as set out in Table 8.
3. Tonnage of waste capacity, including new waste capacity available by management type (recycling/composting, recovery and disposal) and type of wastes handled (LACW, C&I and CD&E)	Capacity sufficient to manage capacity requirements as set out in Table 6 Capacity Gaps. New waste facilities in line with Table 7: land take requirements	Strategic Aim (capacity supply and self-sufficiency)  Strategic Aim (move waste up Waste Hierarchy)  SO1 (resource efficiency)  SO3 (net self-sufficiency)  Meeting Future Requirements as specified in	Ensure that new waste facilities will close identified capacity gaps  Support delivery of the London Plan apportionment and the additional capacity required to achieve a net self-sufficient outcome across the principal waste streams

Indicator	Target(s)	What it monitors	Outcome(s) sought
		<p>the NLWP</p> <p>Policy 2: Area allocations</p> <p>Policy 3: Unallocated sites</p> <p>Policy 4. Reuse and Recycling Centres</p> <p>Policy 7 Waste Water Treatment Works and Sewage Plant</p> <p>Policy 8 Control of Inert Waste</p>	
4. Loss of existing waste capacity and provision of replacement capacity	<p>Zero loss</p> <p>Replacement locally, within the Borough, North London or London</p> <p>Replacement capacity for Brent Cross Cricklewood provided within Barnet</p>	<p>Strategic Aim (capacity supply and net self-sufficiency)</p> <p>SO2 (capacity provision and protection)</p> <p>Policy 1: Safeguarding existing waste management sites</p>	<p>Ensure sufficient capacity of the right type is available throughout the plan period</p> <p>Ensure that capacity is replaced locally unless valid planning reasons are provided for not doing so.</p>
5. Total quantity of waste arisings managed by waste stream (LACW, C&I and CD&E)	In line with Table 8 in Section 7 and the Data	Strategic Aim (capacity supply and self-sufficiency)	Ensure the NLWP meets EU, national Waste Policy and London Plan targets

Indicator	Target(s)	What it monitors	Outcome(s) sought
and management route (recycling/composting, recovery and disposal)	Study	Strategic Aim (move waste up Waste Hierarchy) SO1 (resource efficiency) SO3 (net self-sufficiency) Meeting Future Requirements as specified in the NLWP % waste diverted and % landfilled	Ensure the NLWP delivers a net self-sufficient waste management outcome for the principal waste streams
6. Amount of waste exported to landfill by waste stream (LACW, C&I and CD&E)	Exported waste to landfill in line with Table 9 of the NLWP	Net self-sufficiency	Waste exports are in line with those estimated in the NLWP and through the duty to co-operate
7. Number of approvals for new waste facilities which meet legislative requirements	100%	SO5 (sustainability) SO8 (protect the environment) Spatial framework (Reduce impact on amenity) Policy 5: Assessment Criteria for waste management facilities and related	Avoid impact on sensitive receptors or maximise scope for effective mitigation

Indicator	Target(s)	What it monitors	Outcome(s) sought
		development	
8. Number of new CHP facilities serving district heat networks in which the principal fuel source is residual waste or recovered waste fuel	Monitor only	Strategic Aim (green London) SO6 (decentralised energy) Spatial framework (Provide opportunities for decentralised heat and energy networks) Policy 6: Energy recovery and decentralised energy	Contribute to delivery of decentralised energy and incremental improvement in environmental performance with respect to climate change
9. Sufficient infrastructure in place for management of waste water	Monitor only – information to be obtained from Thames Water	Strategic Aim (capacity supply and self-sufficiency) SO5 (sustainability)	To ensure that Thames Water have sufficient capacity to management the levels of waste water generated in Noth London over the plan period
11. Number of developments permitted which include disposal of inert waste to land	To ensure that inert waste is managed in line with the waste hierarchy	Strategic Aim (capacity supply and self-sufficiency) Strategic Aim (move waste up Waste Hierarchy) SO1 (resource efficiency)	To ensure that proposals involving the importation and disposal of inert waste to land are achieving in line with waste hierarchy.



Indicator	Target(s)	What it monitors	Outcome(s) sought
		SO3 (net self-sufficiency) SO5 (sustainability) SO8 (protect the environment)  Meeting Future Requirements as specified in the NLWP  % waste diverted and % landfilled	

## Implementing the Plan

- 10.7 Development and adoption of the Plan must be followed by actions by a range of agencies and other organisations to ensure that its Aims and Objectives are met. The section summarises proposals for how these outcomes will be delivered and who will be responsible for them.
- 10.8 Implementation has four components – infrastructure delivery; application of the policies to planning proposals for waste facilities; ongoing regulation and monitoring of the local waste management sector; and achieving performance levels – each of which involves different actors. Table 15 summarises the organisations involved in each component.

**Table 15: Roles and responsibilities involved in implementing the Plan**

Organisation	Role	Responsibilities
Local planning authorities (including London Legacy Development Corporation)	Apply Plan policies	Assessing suitability of applications against Plan policies and priorities  Deliver the strategic objectives and policies of the NLWP alongside wider development and regeneration objectives
	Regulate / monitor	Inspect operating waste sites periodically  Monitor Plan performance annually
	Performance delivery	Support / promote waste reduction initiatives through the planning system
Borough waste collection authorities	Infrastructure delivery	Bring forward new / replacement waste sites for recycling / composting LACW
	Performance delivery	Implement waste collection activities to deliver desired performance levels as appropriate  Support / promote waste reduction initiatives
North London Waste Authority (NLWA)	Infrastructure delivery	Delivery of replacement Edmonton ERF plant  Delivery of other facilities enabling achievement of desired performance levels

Organisation	Role	Responsibilities
	Performance delivery	<p>Prioritising infrastructure delivery that moves waste up the Waste Hierarchy</p> <p>Support / promote / deliver waste reduction initiatives</p>
Landowners	Infrastructure delivery	Propose new waste sites in line with NLWP policies that deliver capacity requirements
Waste industry	Infrastructure delivery	Propose new waste sites and deliver new waste facilities in line with NLWP policies that deliver capacity requirements
Environment Agency	Regulate / monitor	<p>Advise on planning applications according to the nature of the proposal</p> <p>Assess applications for Environmental Permits, issue licences where the proposal meets the necessary standards</p> <p>Inspect operating waste sites periodically</p> <p>Collect and publish information about waste movements for use in Plan monitoring</p> <p>Monitor water quality</p>
	Performance delivery	Promote waste reduction initiatives
Health & Safety Executive	Regulate	<p>Advise on planning applications according to the nature of the proposal</p> <p>Monitor</p>
Other statutory bodies (e.g. Natural England)	Regulate / monitor	<p>Advise on planning applications according to the nature of the proposal</p> <p>Monitor protected sites such as SSSI</p>
Greater London Authority	Performance delivery	<p>Promote waste reduction initiatives</p> <p>Promote carbon reduction initiatives</p>
	Apply Plan policies	Assessing suitability of applications against London Plan policies and

Organisation	Role	Responsibilities
		<p>priorities</p> <p>Regional coordination of waste planning</p>
London Waste and Recycling Board	Infrastructure delivery	Support to new waste infrastructure
	Performance delivery	<p>Support to waste collection authorities to deliver desired performance levels</p> <p>Support / promote waste reduction initiatives</p>

10.9 New commercial infrastructure required during the plan period will be funded by private funding through sources that cannot be identified at this time. In addition, there may be other sources of funding available such as public sector borrowing. Facilities required for the management of LACW will be funded by NLWA. The waste industry has been invited to take part in the development of the Plan through involvement in the various consultation processes and calls for them to propose suitable sites for waste management use. The NLWP identifies infrastructure priorities for the next 15 years and this will help to provide the industry with greater certainty about waste management priorities in the North London Boroughs that can inform future investment decisions.

10.10 Table 16 sets out how policies in the NLWP will be implemented and who will be involved in each action and which of the Strategic Objectives are addressed as a result.

**Table 16: How the NLWP policies will be implemented**

Mechanism	Stakeholders involved	Objectives implemented
Policy 1: Existing waste management sites		
<p>Planning permission for the expansion or intensification of operations at existing waste facilities.</p> <p>Refusal of planning permission for non-waste use on existing waste sites unless capacity is</p>	Local planning authorities/ Landowner/developers/NLWA	SO2, SO3

Mechanism	Stakeholders involved	Objectives implemented
<p>re-provided.</p> <p>Identifying compensatory provision when it is proposed to redevelop existing waste management facilities for non-waste uses.</p>		
Policy 2 Locations for new waste management facilities		
Planning permission and subsequent development	Landowners and developers / waste management companies / NLWA / local planning authorities / Environment Agency and other statutory bodies	SO1, SO2, SO3, SO5
Policy 3: Windfall sites		
Planning permission and subsequent development	Landowners and developers / waste management companies / NLWA / local planning authorities / Environment Agency and other statutory bodies	SO2, SO3
Policy 4: Re-use & Recycling Centres		
Planning permission and subsequent development	Landowners and developers / waste management companies / NLWA / local planning authorities / Environment Agency and other statutory bodies	SO1, SO2, SO3
Policy 5: Assessment criteria for waste management facilities and related development		
Planning permission and subsequent development	Local planning authorities / Environment Agency and other statutory bodies	SO4, SO5, SO7, SO8
Policy 6: Energy recovery and decentralised energy		
Planning permission and subsequent development	Landowners and developers / waste management companies / local planning	SO1, SO6

Mechanism	Stakeholders involved	Objectives implemented
	authorities / NLWA / Environment Agency and other statutory bodies	
Policy 7: Waste Water Treatment Works and Sewage Plant		
Planning permission and subsequent development	Thames Water / Environment Agency and other statutory bodies / local planning authorities	SO2, SO4, SO5, SO8
Policy 8: Control of Inert Waste		
Planning permission and subsequent development	Landowners and developers / waste management companies / local planning authorities / Environment Agency and other statutory bodies	SO1, SO2, SO3, SO5, SO8

## Appendix 1: Schedule 1: Existing safeguarded waste sites in North London

Table 17: Schedule 1: Existing safeguarded waste sites in North London

Site ID	Site Name	Borough
BAR 2	Scratchwood Quarry	Barnet
BAR 3 ♦	P B Donoghue, Claremont Rd	Barnet
BAR 4 ♦	W R G, Hendon Rail Transfer Station	Barnet
BAR 5	Summers Lane Reuse and Recycling Centre	Barnet
BAR 6 ♦	Mc Govern Brothers, Brent Terrace, Hendon	Barnet
BAR 7 ♦	Cripps Skips Brent Terrace	Barnet
BAR 8	Apex Car Breakers, Mill Hill	Barnet
BAR 9	Railway Arches, Hendon Savacase Ltd	Barnet
BAR 10	G B N Services Ltd, New Southgate	Barnet
BAR 11	Mill Hill Depot	Barnet
CAM1	Regis Road Reuse and Recycling Centre	Camden
ENF 1	Crews Hill Transfer Station	Enfield
ENF 2	Barrowell Green Recycling Centre	Enfield
ENF 3	Pressbay Motors Ltd, Motor Salvage Complex	Enfield
ENF 4	Chase Farm Hospital, The Ridgeway (SITA)	Enfield
ENF 5	Jute Lane, Brimsdown	Enfield
ENF 6	Tuglord Enterprises (AMI Waste) Stacey Avenue	Enfield
ENF 7	Budds Skips, The Market Compound, Harbert Road	Enfield
ENF 8	Biffa Edmonton, Adra Road, Edmonton	Enfield
ENF 9	Hunt Skips, Commercial Road, Edmonton	Enfield
ENF 10	Rooke & Co Ltd, Edmonton	Enfield
ENF 11	Edmonton Bio Diesel Plant	Enfield
ENF 12	Camden Plant, Lower Hall Lane, Chingford	Enfield
ENF 13	Personnel Hygiene Services Ltd, Princes Road, Upper Edmonton	Enfield
ENF 15	Yard 10 - 12 Hastingwood Trading Est. A & A Skip Hire Limited	Enfield
ENF 17	Albert Works, Kenninghall Road, Edmonton	Enfield
ENF 19	London Waste Ltd Composting, Edmonton Eco Park, Advent Way	Enfield

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- ♦ These sites will be redeveloped under the approved planning permission for the regeneration of Brent Cross Circlewood (Barnet planning application reference F/04687/13). The Hendon Rail Transfer Station (BAR 4) will be replaced as part of the BXC development with a new facility on site S01-BA to meet the NLWA's requirements. The existing facilities at BAR 6 and BAR 7 fall within the land required to deliver the first Southern phase of the BXC regeneration which is anticipated will commence in early 2018. Replacement capacity for these sites will not be provided prior to their redevelopment and therefore replacement capacity will be sought outside of the BXC regeneration area on alternative sites / areas to be identified within the London Borough of Barnet.

Site ID	Site Name	Borough
ENF 20	London Waste Bulk Waste Recycling Facility, Edmonton EcoPark, Advent Way	Enfield
ENF 20	London Waste Ltd, Edmonton Ecopark, Advent Way	Enfield
ENF 22	Edmonton Clinical Waste Treatment Centre	Enfield
ENF 23	J O' Doherty Haulage, Nobel Road, Edmonton	Enfield
ENF 24	Oakwood Plant Ltd, Edmonton	Enfield
ENF 25	Envirocom Ltd, Stonehill Business Park, Edmonton	Enfield
ENF 26	Powerday Plant Ltd, Jeffreys Road	Enfield
ENF 27	Edmonton EFW	Enfield
ENF 31	Volker Highways Ltd	Enfield
ENF 32	Guy Lodge Farm	Enfield
ENF 33	Ballast Phoenix Ltd	Enfield
ENF 34	London & Metropolitan Recycling Facility	Enfield
ENF 35	Unit 25 Enfield Metal Kingswood Nursery, Theobalds Park road	Enfield
ENF 36	Greenstar Environmental	Enfield
HAC 1	Millfields Waste Transfer & Recycling Facility	Hackney
HAC 2	Downs Road Service Station (Braydon Motor Company), Clapton	Hackney
HAR 1/2	Hornsey Central Depot, Haringey LBC	Haringey
HAR 3	Garman Road, Tottenham	Haringey
HAR 4	O'Donovan, Markfield Rd, Tottenham	Haringey
HAR 5	Redcorn Ltd, White Hart Lane, Tottenham	Haringey
HAR 6	Restore Community Projects, Ashley Road, Tottenham	Haringey
HAR 7	Brantwood Auto Recycling Ltd, Willoughby Lane	Haringey
HAR 8	O'Donovan, Markfield Road, Tottenham	Haringey
HAR 9	Park View Road Reuse and Recycling Centre	Haringey
HAR 10	LondonWaste Ltd. Western Road H W R C	Haringey
ISL 1	Hornsey Household Re-use & Recycling Centre	Islington
WAF 2	Kings Road Household Waste Recycling Centre	Waltham Forest
WAF 3	South Access Road Household Waste Recycling Centre	Waltham Forest
WAF 4	G B N Services, Estate Way, Leyton	Waltham Forest
WAF 5	T J Autos ( U K ) Ltd	Waltham Forest
WAF 6	B J Electronics, Ravenswood road Industrial Estate, Walthamstow	Waltham Forest
WAF 8	Leyton Reuse & Recycling Centre	Waltham Forest
WAF 10	Malby Waste Disposal Ltd, Staffa Road, Leyton	Waltham Forest
WAF 11	Baseforce Metals, Unit 1 Staffa Road, Leyton	Waltham Forest
WAF 14	Tipmasters	Waltham



<b>Site ID</b>	<b>Site Name</b>	<b>Borough</b>
		Forest
WAF 15	Argall Metal Recycling, Staffa Road	Waltham Forest

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Response to the comments made during the consultation on the draft NLWP at Regulation 18 stage

No	Question	Summary of representations	Changes to the NLWP
Q1:	<b>Do you agree with the proposed Aim for the draft NLWP? If not, please suggest an alternative.</b>	There was general support for the draft Aim of the Plan. Some textual changes were suggested including a stronger commitment to achieving net self-sufficiency.	The commitment to net self-sufficiency has been clarified and strengthened.
Q2:	<b>Do you agree with the proposed Draft Objectives for the draft NLWP? If not, please suggest an alternative and/or additional objectives.</b>	There was general support for the draft Objectives. In addition to textual changes, suggestions included an additional objective to protect the amenity of local residents, better links with other parts of the Plan, giving weighting to the objectives and a stronger commitment to achieving net self-sufficiency.	The commitment to net self-sufficiency has been clarified and strengthened. Protection of amenity is already covered by SO4 and so has not been changed but later on in section 4 The spatial framework, part E on protecting local amenity has been strengthened
Q3:	<b>Do you agree with the draft spatial strategy for the NLWP? If not, please provide further detail and any alternative approaches.</b>	<p>There was general support for the draft spatial strategy. In addition to textual changes, suggestions included improving consistency and links with other parts of the Plan and double-checking that most up to date information on licenced facilities is used. It was noted that it is not possible to assess sites against non-spatial criteria of the spatial strategy.</p> <p>Conflicting comments were received in relation to the use of waterways to carry waste. The Canal &amp; River Trust, the Commercial Boat Operators Association, organisations such as Sustainable Hackney and one local resident support the use of waterways for the movement of waste materials. This is because it can contribute to reducing road congestion and pollution and is supported by national and regional policy. However, many residents and residents' associations do not support use of the canal or river</p>	<p>Latest data on licenced waste facilities from the Environment Agency has been used and links to the remainder of the plan have been updated.</p> <p>Export of waste was an example of a non-spatial criteria and this has removed as spatial principle. The "spatial strategy" of the draft NLWP has been changed to a "spatial framework" and the section has been updated to provide the strategic direction for the detailed policies of the NLWP and to inform site/area selection. The spatial framework also guides the assessment of the suitability of windfall sites under Policy 3.</p> <p>Changes to the spatial framework include embedding the principles of sustainable development and proximity. There is consideration of how to balance the benefits of co-location of facilities, encouraging a more circular economy against the cumulative impacts which can arise from an accumulation of facilities in one</p>

		<p>for transporting waste, fearing pollution and a negative impact on biodiversity. Some comments also raised the issue of the practicalities of accessing waste facilities from the waterways and how this would affect the waterway's leisure/amenity use for local residents. The NLWA add that the NLWP should make clear that transporting waste by water over short distances may not be the most commercially viable option.</p>	<p>location.</p> <p>On sustainable transport, the transfer of waste by water is still supported but this is tempered by noting the likely high cost of investment in new wharves.</p>
<p><b>Q4:</b></p>	<p><b>Do you agree with the NLWP taking forward the Preferred Options of Option B: Growth, Option II: Maximised Recycling to meet Option 3: Net self-sufficiency for LACW, C&amp;I and C&amp;D waste streams? If not, please state why and suggest an alternative option.</b></p>	<p>This is one of the most technical parts of the NLWP and many local residents expressed confusion at the information presented. Clearly further work is required to explain how the capacity gap has been calculated. On the whole, the approach was supported by those in the field of waste planning. One representor suggested that further options are considered. It was also suggested that further modelling work is required on the re-classification of transfer stations, the impact of the circular economy and in light of new information from NLWA. It was also suggested that the Plan should contain more information about exempt sites.</p>	<p>The boroughs have taken the opportunity to reassess the preferred option in the light of the targets in the draft London Plan and other changes. A revised option appraisal paper has been prepared. As a result the section in the plan dealing with this has been shortened and improved to demonstrate how the capacity gap has been calculated.</p> <p>A revised data study has been carried out which has modelled higher recycling options. The revised data study has used the most up to date available data from a variety of sources.</p> <p>The contribution of exempt sites to capacity has been considered in the NLWP data study. The unreliability of the data means it has not been included, although it is assumed significant amounts of CD&amp;E will continue to be managed through exemptions, without ever being recorded.</p> <p>The Plan has greater coverage of the circular economy including of the route map for London by the London Waste and Recycling Board.</p>
<p><b>Q5:</b></p>	<p><b>Do you agree with how waste</b></p>	<p>Most of the detailed comments on this section were from waste</p>	<p>The 'Provision for North London's Waste to 2032' part of the plan in</p>

	<p><b>management needs will be met as set out in 'Provision for North London's Waste to 2032'? If not please suggest alternative an approach.</b></p>	<p>planning authorities (WPAs) who currently receive waste exports from North London. More information on the management and export for each type of waste was requested, particularly CD&amp;E and hazardous waste. It was also suggested that this section include more information about how the NLWP is reducing exports.</p>	<p>section 7 has been turned into the strategic policy for the NLWP. The strategic policy considers provision up to 2035.</p> <p>The boroughs have continued to liaise with WPAs who receive significant amounts of waste from North London. A key part of the NLWP is to manage more waste in North London and to reduce exports. The adopted approach of net self-sufficiency does mean that there will continue to be exports and imports, especially given the lack of landfill facilities in North London. The revised data study includes the latest data on hazardous and CD&amp;E waste. Revised forecasts of exports have been carried out. The NLWP has identified areas where built waste facilities could come forward over the plan period. Such facilities will help facilitate the movement of waste up the hierarchy and reducing our reliance on landfill, and ultimately export of waste outside of North London.</p>
<p><b>Q6:</b></p>	<p><b>Do you agree that the above described methodology used to identify potential sites and areas for future waste development is justified and proportionate? If not why not? Please provide an alternative approach.</b></p>	<p>The methodology for identifying new sites and areas was broadly supported, although the resulting sites/areas were often not. Residents felt very strongly that waste facilities should be located well away from residential areas. It was clear from the comments that residents were not familiar with the types of waste facility which could be built in North London or their potential impacts. More information on types of waste facility needs to be included in the Plan. Some representors felt that too much land had been identified and that sites in 'Band B' should be prioritised. Other representors felt that all industrial areas</p>	<p>The methodology for assessing new sites and areas has been largely unchanged. Further detailed work has been done to review the sites and areas under consideration for the proposed submission plan including identifying the potential impacts of the proposed Opportunity Areas in the London Plan and the location of stations which will form Crossrail 2. Work has included searching for new areas of land to consider; taking on board information given during the consultation, doing a desk top study to ensure that information on areas is more comprehensive and up to date, dealing with the implications of policy changes on areas in borough local plans that have been progressed, updating</p>

		<p>should be considered suitable. One representor felt that consolidation of a number of smaller sites should also be considered.</p>	<p>the area proformas, revisiting the areas for assessment, considering the areas as part of the Sustainability Appraisal and Habitats Regulation Appraisal that accompany the proposed submission version, and undertaking a Flood Risk Sequential Test on the proposed areas.</p> <p>The boroughs do not consider it useful to include more information on types of waste facility in the plan which is already lengthy. Information on facility types will be provided on the NLWP website.</p> <p>The Plan does not propose any specific consolidation of waste sites as this is a commercial decision to be taken by the existing operators, but such consolidation would be possible under the NLWP policies.</p> <p>How the list of sites and areas has changed in the light of consultation is considered in the response to Questions 8 and 9 below.</p>
	<b>New policy suggestions</b>	<p>Comments included suggestion for new policies including incorporating recycling facilities in new development, waste water and landfill/landraising.</p>	<p>Each borough has detailed policies on storage and collection of waste and recycling in new development so the NLWP does not duplicate them.</p> <p>There is a new policy 7 on waste water treatment works and sewage plant and a new policy 8 on control of inert waste</p>
<b>Q7:</b>	<b>Do you know of any existing waste facilities which are not included in Schedule 1 in Appendix 1? If so, please provide details.</b>	<p>There was strong support for Policy 1: safeguarding of existing sites. It was suggested that this policy could include expansions to existing facilities.</p>	<p>Policy 1 has been amended to allow expansion of existing waste premises in appropriate circumstances.</p> <p>Another amendment to policy 1 is to introduce the 'Agent of Change' principle. This principle, which is contained in both the NPPF and</p>

			<p>the draft London Plan, places the responsibility of mitigating the noise impact (from existing noise-generating businesses) on the proposed new development. Developers proposing non-waste development in close proximity to existing waste sites should be aware of the potential impacts on existing waste operations and plan this into their development so as not to prevent or prejudice the continued waste use.</p>
<p><b>Q8:</b></p> <p><b>Q9:</b></p>	<p><b>Do you agree with the draft policies for development on new sites and areas? If not, please provide reasons why and suggest an alternative.</b></p> <p><b>Do you have any comments on the accuracy of the details in the sites and areas proformas in Appendix 2? Do you have any additional sites or areas you wish to put forward for consideration?</b></p>	<p>Around 70% (148) of the comments received were objections to sites and areas. A number of proposed sites and areas which have been assessed as potentially suitable for waste uses through the NLWP assessment criteria were not considered suitable by local residents and community groups. The main issues raised by residents related to the potential negative impacts of a waste facility in the local area, including traffic/congestion, suitability of roads and access, effect on biodiversity, flood risk, proximity to sensitive receptors and residential areas, concern over noise, smell, pollution, vermin etc. A number of objections by landowners and tenants were also received.</p> <p>Residents in more densely populated areas of North London wish to see locations for new waste facilities in less densely populated areas and away from residential areas. Comments also expressed support for the aim to co-locate facilities and enlarge existing facilities which helps to minimise conflict with uses such as residential. However, other representors want to see a</p>	<p>As the selection of new sites and areas was the most controversial part of the draft NLWP, the boroughs have given careful consideration to the points made about them during the consultation.</p> <p>The information contained in representation on individual sites and areas has been carefully considered. As mentioned under question 6 above, the boroughs undertook further work to expand and update information on all sites and areas.</p> <p>As well as improving information on sites and areas, the boroughs also considered which sites and areas were most suitable and how much land was required to deliver the NLWP.</p> <p>The revised approach to new land in the proposed submission version is to focus on existing, well-established industrial land, and areas which performed well against the assessment criteria, while achieving a better geographical spread across the plan areas as well a recognising the impact of developments such as Crossrail 2 and the London Plan Opportunity areas . It also took account of progress made in each borough’s Local Plan which would</p>

		<p>wide geographical distribution of facilities in order to manage waste near to its source. The waste industry would like to see all industrial land included as potentially suitable for waste development.</p> <p>Some residents also suggested waste sites should be on the outskirts of North London or outside of North London entirely. However, the surrounding WPAs want to see more facilities within North London to deal with the area's own waste.</p> <p>The North London Waste Authority (NLWA) submitted the land at Pinkham Way in response to the call for sites. The land was assessed against the sites/areas assessment criteria and was found to be suitable for some waste facilities. However, number of residents, politicians and community groups consider Pinkham Way site to be unsuitable for waste use on a range of grounds including viability and are challenging the ability of the site to be brought forward for waste use by the NLWA.</p>	<p>impact on proposed allocations as well as any development which had taken place which could affect the suitability of waste uses in that location. Consideration of all these points has resulted in a number of areas being removed from further consideration for waste use in the NLWP.</p> <p>With the exception of Pinkham Way (discussed below), the remaining areas identified for new land are designated as either Strategic Industrial Locations (SIL) or Locally Significant Industrial Sites (LSIS) in the London Plan and Local Plans. These are recognised industrial and employment areas where waste uses are normally suitable and is in keeping with the approach set out in the London Plan. In addition' in the site assessment process carried out for the NLWP, the areas in the proposed submission version are all in the higher scoring band B and band C categories .</p> <p>Pinkham Way was put forward by the North London Waste Authority (NLWA) during the call for sites as necessary for the delivery of the NLWA's waste strategy. Pinkham Way has a dual designated as an employment site and a site of nature conservation interest in the Haringey Local Plan. Following the NLWP site assessment, it is considered as suitable for waste management and is in the list of new areas under policy 2.</p> <p>Since the draft NLWP, the last remaining new site is the subject of a live planning application as a replacement site for the NLWA's transfer operations at Hendon. Policy 2 only considers new <i>areas</i> which are potentially suitable for</p>
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			<p>waste management.</p> <p>For the proposed submission version, the boroughs have carried out a revised data study using the latest data on waste arisings and existing waste facilities. Research has also been done on recently permitted modern waste facilities in urban areas and how much waste they can process on a site.. Following these two bits of work, the capacity gap has been recalculated and is smaller than previously identified, and with new higher throughout per hectare figures for some facility types, the amount of new sites required has reduced. As a result the amount of land that the boroughs need to identify has been reduced.</p>
<b>Q10:</b>	<b>Do you agree with the inclusion and provision of the policy on unallocated sites? If not, please provide an alternative approach.</b>	<p>There was general support for this policy, although some respondents expressed concern that sites could come forward near residential areas. Suggested changes included clearer referencing and definitions of criteria used to assess unallocated sites and renaming the policy 'unidentified' or 'windfall' sites.</p>	<p>Policy 3 has been renamed 'Windfall sites'. It has been redrafted to demonstrate that the boroughs' preference is for waste development to take place either on an existing waste site or on a site within the areas considered potentially suitable for waste use identified in policy 2. If a windfall site does come forward, developments will be assessed against the site criteria used for the NLWP site selection process and against the NLWP spatial framework in addition to the other policies in the plan. Waste developments on windfall sites should not compromise wider regeneration proposals such as those around major new transport infrastructure and should demonstrate the need for the facility in that location over the areas identified in the NLWP.</p>
<b>Q11:</b>	<b>Do you agree with the locations identified as being in need for new Re-use &amp; Recycling</b>	<p>There was general support for improving RRC coverage across North London. However, many respondents were not clear where the "areas of identified</p>	<p>The areas of identified need have been set out in policy 4 and are displayed in Figure 7. Details of the proposed new RRC at Edmonton EcoPark are set out in</p>

	<b>Centres?</b>	need” for new RRCs were. The supporting text needs to include more detail on this. It was noted that a new RRC at Edmonton EcoPark is proposed.	the text.
<b>Q12:</b>	<b>Do you agree with assessment criteria for waste management facilities and related development? If not, please suggest alternatives.</b>	There was broad support for this policy although a number of changes were suggested to strengthen requirements or for clarification. Competing views were received from residents who want strict controls on development alongside ambitious objectives, and the waste industry who consider some of the requirements in the policy too onerous.	<p>There have been some additions and clarifications within policy 5. There has been greater clarification of the heritage assets and landscape character to be considered. There are new criteria dealing with environmental permits, health impacts, cumulative impacts, job creation and circular economy statements.</p> <p>The text underneath the policy has been updated to reflect the latest guidance and good practice in these areas.</p> <p>At waste industry request, the presumption that waste facilities should be enclosed could be partly relaxed for any waste activities where the developer can demonstrate that it will not cause noise or dust eg storage.</p>
<b>Q13:</b>	<b>Do you agree with the proposed approach to Energy Recovery and Decentralised Energy? If not, please suggest an alternative.</b>	There was broad support for this policy, although the waste industry considers some of the requirements too onerous as currently written and suggested a number of changes	The boroughs acknowledge that the original draft of this policy was confusing and led to misunderstanding of what was required. The revised policy 6 is more focused on the expectations and the requirements.
<b>Q14:</b>	<b>Do you agree with the proposals for monitoring the NLWP and the roles and responsibilities of the bodies involved in implementing it? If not, please state why and suggest an alternative.</b>	A number of suggestions about monitoring the NLWP were received. This included clarity on who is responsible for monitoring. Additional monitoring indicators were also suggested.	The monitoring indicators have been reviewed and updated and it is clarified that it is individual borough’s responsibility to monitor the plan.

## Policy and Resources Committee

11 December 2018



<b>Title</b>	<b>Q2 2018/19 Strategic Performance Report</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: Corporate risk register
<b>Officer Contact Details</b>	Alaine Clarke, Head of Performance and Risk <a href="mailto:alaine.clarke@barnet.gov.uk">alaine.clarke@barnet.gov.uk</a> Paul Clarke, Head of Finance <a href="mailto:paul.clarke@barnet.gov.uk">paul.clarke@barnet.gov.uk</a>

### Summary

This report provides a **strategic overview** of performance for **Quarter 2 (Q2) 2018/19** focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

### Officer Recommendations

1. The Committee is asked to note the Period 6 (Q2 2018/19) revenue and capital forecasts.
2. The Committee is asked to note the savings delivered in Period 6 (Q2 2018/19).
3. The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high level service/joint risks that form the corporate risk register at Appendix A.

## 1. PURPOSE OF REPORT

### Introduction

- 1.1 This report provides a **strategic overview** of performance for **Q2 2018/19** focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.
- 1.2 This report is in addition to the Q2 2018/19 Themed Performance Reports to each Theme Committee (26 to 30 November 2018) and the Q2 2018/19 Contracts Performance Report to Financial Performance and Contracts Committee on 17 December 2018. These reports can be found on the committee section of the council's website at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1>

### Financial information

- 1.3 The revenue and capital forecasts for Period 6 (Q2 2018/19), along with a high level narrative are provided below. More detailed information can be found in the Theme Committee Performance Reports (26 to 30 November 2018) and the Chief Finance Officer Report to Financial Performance and Contracts Committee 17 December 2018.
- 1.4 The General Fund revenue forecast for 2018/19 is **£295.414m**, which is a net overspend of **£2.073m** compared with the revised budget of £293.341m (see table 1). This forecast is stated after the contribution from specific and general earmarked reserves totalling £2.836m. Excluding these reserve movements, the forecasted overspend is £4.909m.

All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, later in the financial year. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves in balancing the budget.

The original budget approved by Council in March of each year is revised during the year to reflect movements between budgets and the allocation of contingency held within central expenses. All movements from contingency above £0.250m must be approved by Policy and Resources Committee. Significant allocations from contingency during 2018/19 to date include £2.333m allocated to fund pressures in Family Services (first reported at Period 4).

At the Policy and Resources Committee on 23 October 2018 approval was sought to allocate additional funds from the council's contingency budget. These movements have been reflected in table 1. Additionally, it was announced that additional Government funding would be made available in-year towards Adult Social Care. This will be included in future period forecasts once more details are available and will significantly mitigate, if not eradicate, the current forecast overspend.

Other budget changes include the reallocation of Greenspaces from Street Scene to Commissioning (£1.368m).

**Table 1: Revenue forecast (Period 6 – September 2018)**

Service	Revised Budget	P6 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Movements	Forecast after Reserve Movements (Adv/(fav))	Variance after Reserve Movements Adv/(fav)
	£000	£000	£000	£000	£000	£000
Adults and Communities	95,498	97,331	1,832	(600)	96,731	1,232
Assurance	6,178	8,156	1,978	(879)	7,277	1,099
Central Expenses	44,379	42,184	(2,195)	150	42,334	(2,045)
Commissioning Group	36,355	36,836	482	(1,377)	35,460	(895)
CSG and Council Managed Budgets	24,952	25,816	864	0	25,816	864
Children's Services	66,654	66,654	0	0	66,654	0
Housing Needs and Resources (Barnet Homes)	6,926	6,957	31	0	6,957	31
Re	689	2,270	1,581	(130)	2,140	1,451
Street Scene	11,711	12,047	336	-	12,047	336
<b>Total</b>	<b>293,341</b>	<b>298,250</b>	<b>4,909</b>	<b>(2,836)</b>	<b>295,414</b>	<b>2,073</b>

1.5 The forecast overspend at Period 6 (after reserve movements) has decreased by £1.941m since the forecast reported at Period 5. The main movements are shown in table 2.

**Table 2: Movement from Period 5 (August 2018) forecast**

Service	P5 Forecast Variance	P6 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
Adults and Communities	691	1,232	541	Increase in client care package placements (£0.241m) and Mosaic costs (£0.300m)
Assurance	392	1,099	707	Removal of assumed mitigation reducing legal services overspend
Central Expenses	(2,701)	(2,045)	656	Additional historic pension costs (£0.292m), increases as a result of the capital cost of borrowing review (£0.230m), coroners court (£0.041m) and small movements in the resources budget (£0.059m)
Commissioning Group	13	(895)	(908)	Increase to Parking income (£0.276m) and reductions in the NLWA levy (£0.247m), registrar costs (£0.272m) and Growth and Development (£0.158m) offset by other minor overspends (£0.045m)
CSG and Council Managed Budgets	3,997	864	(3,133)	Estates budget transfer from contingency (£2.667m) and a reduction in the budget pressure of (£0.466m)

Service	P5 Forecast Variance	P6 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
Children's Services	163	-	(163)	Previously unachievable savings on Adoption regionalisation mitigated by savings in other areas of the service
Housing Needs and Resources	153	31	(122)	Increased flexible homelessness support grant
Re	986	1,451	465	Local Implementation Plans (LIP) fee income pressure and additional client costs
Street Scene	320	336	16	Minor movement
<b>Total</b>	<b>4,014</b>	<b>2,073</b>	<b>(1,941)</b>	

1.6 The main reasons for the forecast overspend of £2.073m are set out below.

- The revenue budget for **Adults and Communities** is projected to overspend by £1.232m which represents 1.3% of the overall budget. This is driven by an overspend of £1.540m in the care placements budgets as Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15.

The Mental Health service is projecting to overspend by £0.344m due to activity growth in supported living and nursing care. There have been 40 new care packages for existing clients that have commenced since Period 3 (Q1 2018/19) and eight new clients in the last month.

Physical Disabilities services are overspending by £1.019m due to activity growth and increased complexity in homecare (£0.416m), nursing care (£0.245m), supported accommodation (£0.124m), residential care (£0.068m) and direct payments (£0.132m). Most of the pressure is due to the full year effect of new clients who entered services during 2017/18.

The Placement overspends are partly mitigated by an underspend on non-placements budgets of £0.308m. The underspend is largely due to Equipment and Adaptation (£0.247m) as a result of planned capitalisation of the cost of large items of equipment via the Disabled Facilities Grant (DFG) budget.

- The overspend of £1.099m in **Assurance** is driven by the HB Public Law contract. This is a demand-led service and in this year to date, demand has exceeded the available budget. In previous periods, a mitigation was anticipated whereby services would be able to better ration their access to legal services together with reducing the use of expensive barrister support. Given the cost and complexity of ongoing cases together with the requirement to protect the council's legal interests going forward it has been deemed likely that the mitigation will not achieve the originally anticipated reduction in forecast. This has resulted in a £0.707m increase from the previous period.
- Central Expenses** is projecting an underspend of £2.045m which represents 4.6% of the overall budget. The underspend relates mainly to capital financing costs (£2.746m) due to slippage on the capital programme and levies (£0.190m). The significant underspend on capital financing is partially offset by the one-off payment of pension strain areas (£0.922m) due to the Pension Fund.

- **Commissioning Group** is forecasting an underspend of £0.895m which represents 2.5% of the overall budget. The underspend is primarily as a result of the Special Parking Account, which is expected to exceed its income target resulting in an underspend of £1.373m. In addition, there is forecasted additional income from Housing Benefits overpayment recovery (£0.105m) and underspends against the North London Waste Authority Levy of £0.289m.

The forecasted underspends are negated partially by an overspend in Human Resources, which is projecting an overspend of £0.717m. The activity in this area is greater than budgeted, including an ongoing commitment for organisational development resources and a one-off cost pressure resulting from implementation of a new recruitment system. The structural funding deficit will be addressed when setting the 2019/20 budget.

- The overspend for **CSG and Council Managed Budgets** is £0.864m, 3.5% of the overall budget. This includes an overspend within the Estates service, primarily related to the repair and maintenance budget (£0.979m). An under recovery of income exists within the retained income lines (£0.872m). This includes historically unachievable income targets of £1.3m, which are partially offset by additional recovery of court costs of £0.428m. These overspends are reduced by an underspend on the CSG Management Fee of £0.987m following the removal of gainshare payments.
- Education and Skills and Family Services have been combined and are shown as Children's Services. **Children's Services** are currently reporting a balanced budget on a delivery unit budget of £66.654m. The nature of services provided to children and families by Family Services manage significant levels of risk. The implementation of the Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

Through recruitment activities the service is planning to reduce additional agency expenditure by £0.900m by year-end. This is being closely monitored to ensure there is no impact on improvement activity. The forecast builds in new placements of £0.600m, however due to the often need to meet emergency situations expenditure can fluctuate month on month. There are a number of assumptions underpinning the forecasts, the most significant of which are that grants announced in 2017/18 will continue and that charges from other departments will be within the allocated budget including legal costs.

- The forecasted overspend of £0.031m for **Housing Needs and Resources** represents 0.4% of the total service budget (£6.926m). The forecast includes mitigations in place including acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and appropriate recharging of costs to the HRA. The current main risks to the forecast are around increases in demand for temporary and emergency accommodation. There are currently approximately 1,600 households in temporary accommodation. It is expected the cost of servicing these properties will be £24.400m in 2018/19, which is being managed within the forecast variance referred to above.
- The forecast for **Re** is an overspend of £1.451m. The variance primarily relates to a £1.160m adverse variance as a result of a shortfall in net income compared to the total income generated by Re that is budgeted within both the General Fund and the HRA. The Grahame Park Community facility capital project has a risk of being aborted. If this occurs there will be a £0.640m risk to the revenue position.

- The overspend of £0.336m for the **Street Scene** service represents 2.9% of the total service budget (£11.711m). The bottom line forecast overspend is due to delays in withdrawing the separate food waste collection service. The delay has been as a result of the Mayor of London's request that Barnet enter consultation with his office regarding the withdrawal. As such the savings, a significant proportion of which would have been made in the school holidays by a reduction in agency spend to cover annual leave, are yet to be made. In-year pressures within waste and recycling are being offset by savings across the rest of the service while the collection round reorganisation is being planned and implemented.

1.7 The **Housing Revenue Account (HRA)** has a budgeted contribution from balances of £0.754m in 2018/19. The forecast for the year as at 30 September 2018 is a deficit of £0.394m, thus there is a forecast balance of £14.609m as at 31 March 2019.

**Table 3: Housing Revenue Account (Period 6 – September 2018) forecast**

	Revised Budget £000	P6 Forecast £000	Variance from Budget Adv/(Fav) £000
Dwelling rents	(49,810)	(50,050)	(240)
Service and other charges	(9,133)	(8,676)	457
Housing management	20,375	19,995	(380)
Repairs and maintenance	7,570	7,570	-
Provision for bad debts	250	250	-
Regeneration	837	664	(173)
Capital charges	30,760	30,760	-
Interest on balances	(95)	(119)	(24)
<b>Total</b>	<b>754</b>	<b>394</b>	<b>(360)</b>

1.8 The main reasons for the variance from budget are set out below.

- **Income** - Dwelling rents are projected to over recover by £0.240m compared with the revised budget. This is mainly due to lower than expected rental loss from stock loss through sales and the regeneration programme. Tenant service charges, leasehold contributions and other non-dwelling income such as garage rents are currently projected to under recover by £0.457m based on activity to Period 6.
- **Expenditure** - Housing management costs mainly reflect the core management fee of £17m paid to Barnet Homes to manage the housing stock. There is a forecast underspend of £0.380m mainly due to professional fees (£0.166m) and the remainder on other running costs and internal recharges.

The repairs and maintenance budget of £7.570m relates to the management fee paid to Barnet Homes for the repair and maintenance of housing stock and refurbishment of properties when they become void. The current forecast is to budget.



The housing regeneration forecast shows an underspend of £0.173m due to costs being partially recovered from developers on a number of regeneration schemes at Dollis Valley, Grahame Park, Stonegrove, West Hendon and Granville Road.

- 1.9 The **Dedicated Schools Grant (DSG)** budget for 2018/19 has been revised to take into account the brought forward reserve of £0.501m. All blocks with the exception of High Needs are forecast to spend to budget. The High Needs block is forecasting an overspend of £1.503m due to top-up funding for high needs pupils.

The high needs funding system supports provision for vulnerable children and young people, principally those with special educational needs and disabilities (SEND), from their early years to age 25, enabling both local authorities and providers to meet their statutory duties under the [Children and Families Act 2014](#). High needs funding is also intended to support good quality Alternative Provision for pre-16 pupils who cannot receive education in schools.

DSG High Needs funding has not kept up with inflation or the rate of demographic growth in recent years, whereas demand, driven by a mixture of demographic change, the growing complexity of needs and the new framework created by the SEN reforms, has grown significantly. Local authorities across England are facing similar problems and many are known to have faced significant overspending on their High Needs budgets.

The £0.501m carry forward has as planned been offset against the overspend, giving a total projected overspend of £1.002m. Table 4 summarises the DSG position.

It should be noted that the current DSG forecasted overspend on the High Needs Block will take the DSG reserve into a negative balance. There is also a risk that this overspend will increase and further analysis is being carried out to quantify the risk. The council is able to carry forward a negative balance on this reserve for a limited period subject to having a robust recovery plan in place.

The council is currently consulting with schools and the Schools Forum about a proposal to transfer 0.5% of the schools block funding (£1.26m) into the High Needs block for 2019-20. If the schools forum turns down a proposal from the authority to move funding out of the schools block, but the authority wishes to proceed with the transfer, it must submit a disapplication request to the Secretary of State by 30 November. The Children, Education and Safeguarding (CES) Committee will consider this at its meeting on 29 November 2018.

There have been no previous transfers between funding blocks under the new ring-fenced arrangements for funding blocks. In previous years there has been underspending in the overall Schools Budget, which helped to create reserves that could be used to address new pressures, such as the need to allocate 'growth funding' for new and expanding schools. However, the reserves have gradually been used up, largely to pay for growth funding and because of the growing pressures on the High Needs budget.

Across the country a significant number of local authorities have sought agreement to such transfers for 2018-19 from their Schools Forum and have secured agreement. This is a reflection of the fact that there is an overall shortfall in the High Needs Block nationally. 'London Councils' is continuing to lobby the Government to request this is dealt with as part of the Comprehensive Spending Review.

A recovery plan is also in place to secure savings within the High Needs Block. Savings of £1.2m have already been achieved and plans are in place to achieve further savings of

over £1m in 2019-20, rising to £2m in 2020-21. Combined with the proposal to transfer 0.5% of the schools block (£1.26m) to the High Needs block in 2019-20, this should remove the deficit next year, provided demand pressures are in line with current forecasts.

**Table 4: Dedicated Schools Grant (Period 6 - September 2018)**

	Revised Budget £000	Quarter 2 Forecast £000	Variance from Budget Adv/(Fav) £000
Schools			
- Individual Schools Budget	141,056	141,056	0
- Growth Fund	984	984	0
- Central schools expenditure	1,268	1,268	0
- ESG retained funding	852	852	0
<b>Sub-total</b>	<b>144,160</b>	<b>144,160</b>	<b>0</b>
Early Years Block	28,392	28,392	0
High Needs Block	44,309	45,311	1,002
<b>Sub-total</b>	<b>216,861</b>	<b>217,863</b>	<b>1,002</b>
DSG Income	(216,360)	(216,360)	0
DSG c/f	(501)	(501)	0
<b>DSG Total</b>	<b>0</b>	<b>1,002</b>	<b>1,002</b>

1.10 The forecast as at 30 September 2018 on the council's 2018/19 **capital programme** is **£292.356m**, £252.467m of which relates to the General Fund programme and £39.889m to the HRA capital programme. This is **£32.118m less** than the approved 2018/19 budget of £324.474m reported at Period 3 (Q1 2018/19). Table 5 summarises the actual expenditure, budget and variance by service.

**Table 5: Capital forecast (Period 6 – September 2018)**

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P5 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Adults and Communities	2,850	0	0	2,850	0	0.0
Commissioning Group	59,974	0	0	59,974	0	0.0
Children's Service (Education and Skills)	37,519	0	(6,427)	31,092	(6,427)	(17.1)
Children's Service (Family Services)	13,478	(195)	(4,715)	8,568	(4,910)	(36.4)
Housing Needs and Resources (Barnet Homes)	50,538	0	17,057	67,595	17,057	33.8
Parking and Infrastructure	1,480	0	(115)	1,365	(115)	(7.8)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P5 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Re	77,920	91	(1,190)	76,822	(1,099)	(1.4)
Street Scene	5,230	0	(1,029)	4,201	(1,029)	(19.7)
<b>General Fund Programme</b>	<b>248,990</b>	<b>(104)</b>	<b>3,581</b>	<b>252,467</b>	<b>3,477</b>	<b>1.4</b>
HRA (Barnet Homes)	41,872	0	(1,983)	39,889	(1,983)	(4.7)
<b>Total Capital Programme</b>	<b>290,862</b>	<b>(104)</b>	<b>1,598</b>	<b>292,356</b>	<b>1,494</b>	<b>(0.5)</b>

1.11 The majority of service areas are forecasting slippage with a couple of areas forecasting additions, deletions and accelerated spend. The principal variances from budget and the reasons for these are set out below.

- **Adults and Communities** and the **Commissioning Group** are forecasting to budget. Adults and Communities has one project Mosaic and the Commissioning Group has a number of projects, including the Sports and Physical Activities and Office Build projects.
- **Children's Services (Education and Skills)** are forecasting slippage of £6.427m. This is largely due to SEN projects that will not start in 2018/19. The **Children's Services (Family Services)** forecast of £8.568m includes slippage of £4.715m. This is primarily due to £2.247m from the child care and sufficiency project where funds have yet to be allocated and delays to the construction of Meadow Close Children's homes £1.606m.
- The **Housing Needs and Resources** capital programme is showing accelerated spend of £17.057m. This is due to property acquisitions for use as temporary accommodation being brought forward. The Cheyne project is expected to bring on units at a much slower rate than planned. As a result, the direct acquisition programme has been re-prioritised and is expected to achieve 60 acquisitions, 33 more than the 27 forecast at Period 4.
- The **Parking and Infrastructure** programme is forecasting slippage of £0.115m. This is as a result of a reduction in capital requirements on Highways re-instatements where revenue works have been prioritised.
- The **Re** capital programme has decreased by £1.099m overall. The Brent Cross land acquisitions project is showing slippage of £0.642m. This forecast is based on the current expected spend profile following the conclusion of CPO challenges. The Development Pipeline Strategic Opportunities Fund has slipped £1.067m following further re-profiling of the budget. The Grahame Park community facility project initially slipped the 2018/19 budget but has now accelerated £1.000m back into 2018/19. The expenditure relates primarily to the planning and design phase however there is a risk that if planning permission cannot be sought the project will have to be aborted creating a risk to revenue.
- **Street Scene** are forecasting slippage of £1.029m. The main areas of slippage are Victoria Park Lodge £0.426m due to delays in the design and procurement, Park Infrastructure purchases £0.270m and Greenspaces £0.333m. The Greenspaces budget is being reviewed to establish how much can be capitalised.

- The forecasted capital expenditure on the **HRA** capital programme is £39.889m against a revised budget of £41.872m, resulting in a forecast variance of £1.983m. The Fire Safety programme is forecasting slippage of £3.418m, which was over accelerated in a previous period when planned expenditure was at an early stage. The Extra Care Pipeline is expected to start construction towards the end of the financial year resulting in accelerated spend of £0.931m, expenditure will be incurred for Barnet Homes' development fees and build costs. Stag House is planned to complete in 2018/19 and as a result the 2019/20 budget has been accelerated £0.504m.

1.12 In 2018/19 the council budgeted to deliver £11.287m of savings. Table 6 summarises by Theme Committee the value of savings that are expected to be achieved against the savings programme. In total, **£9.622m of savings is expected to be delivered** by year-end, representing 85.3% of the target. Delivery of these savings is included in the forecasts reported in table 1. Commentary on the delivery of savings is included within the explanation of variance from budget above.

**Table 6: Savings (Period 6 - September 2018)**

Service	18/19 MTFS Savings Target	Savings Achieved / Expected to be Achieved	Savings Unachiev-able	Savings Expected to be Achieved
	£000	£000	£000	%
Adults and Safeguarding	2,980	2,315	665	77.7
Assets, Regeneration and Growth	2,355	1,855	500	78.8
Children, Education and Safeguarding	2,692	2,692	-	100.0
Environment	1,915	1,915	-	100.0
Policy and Resources	1,345	845	500	62.8
<b>Total</b>	<b>11,287</b>	<b>9,622</b>	<b>1,665</b>	<b>85.3</b>

- **Adults and Safeguarding** savings of £0.665m are unlikely to be achieved in 2018/19. £0.465m relates to moving clients into Moreton Close, the construction of which will not complete until the end of the year. £0.150m is linked with savings from cases 0-25 years old which is currently under review but will not be resolved in 2018/19; and £0.050m is linked with lower than anticipated savings from the reduction of care agency usage by personal assistant employed directly by service users.
- **Assets, Regeneration and Growth** unachievable savings of £0.500m will now not be achieved until 2019/20 as a result of the Office Move to Colindale taking place later than originally planned.
- **Policy and Resources** savings of £0.500m as part of the Customer Transformation Programme have been delayed until 2019/20

## Staffing information

1.13 There were 1,725 staff in established posts (1,428 FTEs) and 262 agency staff (170 agency FTE) in October 2018 (see tables 7a, 7b, 8a and 8b). There has been a sustained reduction in agency staff (by 88) and agency FTE (by 61) since the introduction of the recruitment panel in May 2018. A report detailing the council's use of agency staff, including expenditure, was presented to Financial Performance and Contracts Committee on 9 October 2018. The report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9731&Ver=4>

**Table 7a: LBB staff headcount (April - October 2018)**

Service	Headcount*						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
Adults and Communities	317	309	310	319	319	317	320
Commissioning Group	242	243	249	262	262	260	256
Family Services	667	668	667	665	664	657	662
Street Scene	526	523	518	498	495	496	487
<b>Overall</b>	<b>1,752</b>	<b>1,743</b>	<b>1,744</b>	<b>1,744</b>	<b>1,740</b>	<b>1,730</b>	<b>1,725</b>

\*Figures exclude vacancies and Education and Skills  
Source: HR Establishment Pack

**Table 7b: LBB staff full time equivalent (April - October 2018)**

Service	FTE*						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
Adults and Communities	284	276	275	284	285	283	287
Commissioning Group	223	224	229	243	243	241	236
Family Services	483	486	488	490	490	485	487
Street Scene	445	444	440	425	422	424	418
<b>Overall</b>	<b>1,435</b>	<b>1,430</b>	<b>1,432</b>	<b>1,442</b>	<b>1,440</b>	<b>1,433</b>	<b>1,428</b>

\*Figures exclude Education and Skills  
Source: HR Establishment Pack

**Table 8a: Agency headcount (April - October 2018)**

Service	Agency Headcount*						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
Adults and Communities	48	51	60	52	39	38	28
Commissioning Group	24	22	24	24	28	26	30
Family Services	179	186	174	163	157	160	143
Street Scene	99	91	69	61	60	67	61
<b>Overall</b>	<b>350</b>	<b>350</b>	<b>327</b>	<b>300</b>	<b>284</b>	<b>291</b>	<b>262</b>

\*Figures exclude Education and Skills  
Source: HR Establishment Report (figures extracted from Matrix 10 days after the end of the month. Figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix). FTE is calculated using the previous month's FTE as a proportion to agency Headcount.

**Table 8b: Agency full time equivalent (April - October 2018)**

Service	Agency FTE*						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
Adults and Communities	41	43	48	42	31	30	22
Commissioning Group	18	22	18	18	21	20	23
Family Services <sup>4</sup>	120	124	114	107	102	104	93
Street Scene	47	42	36	32	31	35	32
<b>Overall</b>	<b>226</b>	<b>231</b>	<b>216</b>	<b>199</b>	<b>185</b>	<b>189</b>	<b>170</b>

\*Figures exclude Education and Skills

Source: HR Establishment Report (figures extracted from Matrix 10 days after the end of the month. Figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix. FTE is calculated using the previous month's FTE as a proportion to agency Headcount).

1.14 Sickness absence has consistently fallen over past six months from 10.10 days in April 2018 to 8.57 days in October 2018. This is the lowest recorded sickness absence since August 2017 (8.47 days). Long-term sickness absence (5.15 days) continues to impact on the overall rate, with absences most notable in Street Scene (7.96 days) and Adults and Communities (5.84 days). Three-fifths of sickness absence is long-term.

**Table 9a: Sickness absence (April – October 2018)**

Service	Average days lost per FTE (rolling 12 months)						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
Adults and Communities	10.76	10.97	10.63	10.06	9.87	9.39	8.96
Commissioning Group	3.71	3.48	3.38	3.11	2.81	2.79	2.74
Family Services	8.01	8.20	8.34	8.25	8.07	7.83	7.61
Street Scene	15.12	14.86	14.44	14.46	13.92	13.25	12.69
<b>Overall*</b>	<b>10.10</b>	<b>10.08</b>	<b>9.89</b>	<b>9.64</b>	<b>9.31</b>	<b>8.91</b>	<b>8.57</b>

\*Figures include Education and Skills

Source: HR Dashboard (average over rolling 12 months)

**Table 9b: Long and short-term sickness absence (October 2018)**

Service	Average days lost per FTE (rolling 12 months)		
	Oct-18	Long-term absence	Short-term absence
Adults and Communities	8.96	5.84	3.13
Commissioning Group	2.74	1.59	1.15
Family Services	7.61	4.04	3.57
Street Scene	12.69	7.96	4.73
<b>Overall*</b>	<b>8.57</b>	<b>5.15</b>	<b>3.42</b>

\*Figures include Education and Skills

## Performance and risk information

1.15 The corporate priorities are set out in the Corporate Plan 2018/19 Addendum. These are the top 15 priorities for the council. As well as these, the Theme Committees have additional priorities that will be reported to them as part of the performance and risk reporting framework. Information relating to the additional priorities has not been included in this Strategic Performance Report, except where there are indicators that have not met target and/or high level risks.

1.16 The update on **corporate priorities** is presented by Theme Committee and includes performance and risk information as follows:

- Progress on activities



- Performance of key indicators<sup>1</sup>
- High level risks from the Corporate Risk Register<sup>2</sup>

1.17 In addition, any indicators that have not met target and/or high level risks linked to **additional priorities** for the Theme Committee are presented; along with any strategic issues/escalations related to the Theme Committee's Terms of Reference.

1.18 An overall status has been given for each corporate priority (see table 10). This reflects the Q2 position for budget forecasts, progress on activities, performance of key indicators and any high level risks.

**Table 10: Overall status for priorities (Q2 2018/19)**

Corporate priority	Overall status
<b>Children, Education and Safeguarding</b>	
Children's Services Improvement Action Plan	Amber
Delivering the family-friendly Barnet vision	Green
<b>Adults and Safeguarding</b>	
Embedding strength-based practice	Amber
Integrating local health and social care	Green
<b>Assets, Regeneration and Growth</b>	
Regenerating Brent Cross Cricklewood	Amber
Increasing the housing supply	Amber
Helping people into work	Green
<b>Housing</b>	
Building compliance and fire safety	Green
<b>Environment</b>	
Modernising environmental services	Amber
Delivering highways improvements	Red
<b>Community Leadership and Libraries</b>	
Safer communities	Amber
Tackling issues with domestic violence, mental health and substance misuse	Amber
<b>Policy and Resources</b>	
Implementing The Way We Work programme	Red
Continuing to improve customer services	Amber
Medium and long term strategic planning	Amber

<sup>1</sup> RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q2 18/19 result minus Q2 17/18 result equals difference; then difference divided by Q2 17/18 result multiplied by 100 = percentage variation. Any results not for three months of quarter, illustrated by (c) = cumulative from start of financial year; (s) snapshot at end quarter; or (r) rolling 12 months.

<sup>2</sup> The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q2 2018/19 Corporate Risk Register provides a snapshot in time (as at end September 2018). All risk descriptions for the strategic and high level service/joint risks are available in Appendix A.

## CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

### Children's Services Improvement Action Plan

1.19 Children's Services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The council fully accepted the findings of the report and is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly. In response to the recommendations and areas for improvement identified by Ofsted, the Children Services Improvement Action Plan was developed and a final version presented to CES Committee in November 2017. Progress on the Improvement Action Plan is reported to CES Committee and reports are available online at:  
<https://barnet.moderngov.co.uk/ieListMeetings.aspx?CId=697&Year=0>

Since November 2017, Ofsted have conducted four monitoring visits of Barnet Children's Services, which focused on 'front door' services, Duty and Assessment, Intervention and Planning, Children in Care and work with vulnerable adolescents.

During this period, Ofsted have found there to be a steady and strong focus on improving services and the quality of social work practice in Barnet. Although the pace of change has begun to establish improved social work practice over the last year, there is more work to do to ensure consistent quality of practice across all services.

A fifth monitoring visit is scheduled for 27 and 28 November 2018 and will focus on the 'front door' services and the Duty and Assessment Teams. A sixth monitoring visit is scheduled for 14 and 15 February 2019 and will focus on the leaving care service, Onwards and Upwards.

The first Children's Services Ofsted Improvement Action Plan ran from September 2017 to September 2018. A new plan has been developed and was taken to the Social Work Improvement Board in September 2018. The plan reflects the rigorous focus on assessment and care planning across Family Services and will be approved in October 2018.

1.20 There are two key indicators linked to this priority in the Corporate Plan. Overall progress against the Children's Services Improvement Action Plan is indicated in the table below and further details will be taken to the Children, Education and Safeguarding Committee in November 2018.

Indicator	Polarity	Annual Target	Q2 18/19			Q2 17/18	Benchmarking
			Target	Result	DOT	Result	
Overall progress against Children's Services Improvement Action Plan	Monitor	Monitor	Monitor	Pace of change is as expected	New for 18/19	New for 18/19	No benchmark available
Findings of Ofsted Monitoring Visits	Monitor	Monitor	Monitor	or quicker	New for 18/19	New for 18/19	No benchmark available

1.21 In addition to these, CES Committee receives a comprehensive datapack of indicators that are subject to additional focus through the Children's Services Improvement Action Plan.



This includes updated data on **caseloads**, which has been extracted for information below (see para 1.22). The September Performance Matters will be presented at the November meeting and will be available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MIId=9468&Ver=4>

## Caseloads

1.22 The council has invested in additional staffing in Family Services to keep caseloads down, especially in the Duty and Assessment (DAT) and Children in Care (CIC) teams. The data for August 2018 (see table 11) shows that since the Ofsted inspection, the average caseload has decreased across all teams except one, with a notable decrease of circa 40% in the Duty and Assessment Team.

There has been a small increase in the REACH team from 9.8 to an average of 10.5; however, this is still significantly lower than the average of 15 to 16 cases that is considered a “good” caseload size. The REACH team was newly created in the spring of 2017 and, therefore, caseload levels were lower at this point whilst the team was being established and referrals started to be made.

The service is now back to ‘business as usual’ staffing levels in the Duty and Assessment Team and Intervention and Planning Team (overall 10 over establishment social work posts as at August 2018 compared to 30 over establishment in December 2017). Maintaining manageable caseloads during this transition period has been an achievement for the service.

The Ofsted Monitoring Letter (August 2018) noted that “social workers have manageable caseloads, which means that they have time to engage in direct work with children”.

**Table 11: Average caseloads (August 2018)**

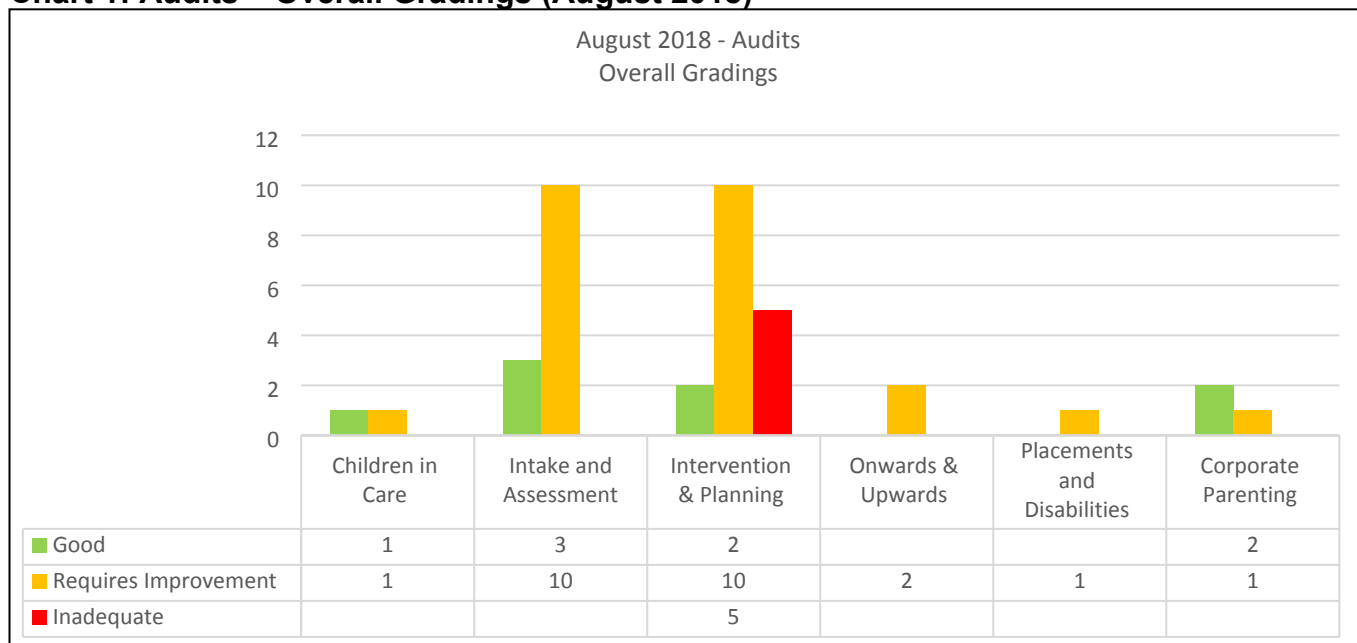
	Apr/May-17 (Ofsted Inspection)	Aug-18
Duty and Assessment (DAT)	28.3	16.2
Intervention and Planning (I&P)	17.3	16.3
Children in Care (CIC)	15.9	12.2
0-25	17.6	16.4
Onwards and Upwards	21.2	20.6
REACH	9.8	10.5

Source: Data Dashboard, Performance Matters, August 2018

## Audits

1.23 As at 18 October 2018, 38 regular and thematic audits had been recorded as completed in August 2018. These looked at the quality of casework across six domains including assessment, planning and management oversight. The gradings can be found in chart 1.

**Chart 1: Audits – Overall Gradings (August 2018)**



1.24 There is one high level risk linked to this priority. This is a strategic risk.

- **STR021 - Delivery of Ofsted Improvement Action Plan (residual risk score 16).** The Improvement Action Plan is monitored regularly and overseen by a Board chaired by the Chief Executive. In July 2018, Ofsted conducted a fourth monitoring visit of Children’s Services, which focused on children in care. The feedback from this visit was reported to CES Committee and Policy and Resources in Q1. As outlined in paragraph 1.19, a fifth monitoring visit is scheduled for November 2018.

### Delivering the family-friendly Barnet vision

1.25 Work has continued on shaping a new Children and Young People’s plan, which is underpinned by the partnership with UNICEF UK. The approach, which supplements the ambition to be the most ‘Family Friendly borough by 2020’, will embed children’s rights in Barnet’s services and delivery.

Contributions are being taken from young people, elected members, council officers, heads of service and partner agencies to ensure the best outcomes. It will enable the council, its partners and young people to work in a more responsive and empowering way.

A draft version of the Plan is due to be reviewed by CES Committee in November 2018. In addition, the annual Young People’s Survey will be conducted in the next few months and provide an important insight into views, opinions and concerns of children and young people living in the borough. As well as informing the new Plan, responses will assist with better targeting and improvement of services.

1.26 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks.

### Strategic issues/escalations

1.27 There are no strategic issues/escalations from CES Committee.

### Embedding strength-based practice

- 1.28 Work to embed strength-based social care improvement has continued with an ongoing programme of case audit activity reporting into the Quality Board. The panel, which authorises new care packages, has continued to review the incorporation of strength-based principles and from September 2018 has also begun authorising all lower level funded packages of care.

The mental health (MH) reablement pathway has continued to maintain a range of services and wellbeing opportunities. MH employment remains better than target at 7.6% (target is 7.5%). Learning disabilities (LD) employment has reduced to 8.6% from 9.6% in Q1 and remains below target (target is 10.3%) largely due to an increase in the cohort for the indicator (see paragraph 1.29). The approved provider list for employment and day opportunities support is now live and is being prototyped with the LD service. In Q3, work will occur to roll-out activity across MH services and a monthly steering group has been established to support the development and monitoring of this.

Adults with LD living in their own home or with their family is better than target at 79.7% (target is 72.5%) and above Barnet's comparators (68%) and England (76%). Adults with MH needs who live independently, with or without support, is slightly below target at 82.5% (target is 83%). There is no comparator data for this indicator (see paragraph 1.29).

New admissions to residential care for both older and working age adults has remained low at 2.9 admissions per 100,000 population for working age adults and 145.3 admissions per 100,000 population for older adults respectively – though it is expected that the rate of admissions for older adults will increase as winter pressures start to build. The low rate of admissions for working age adults in part reflects the promotion of alternative opportunities such as supported living.

- 1.29 There are 11 key indicators linked to this priority in the Corporate Plan. Two are annual indicators and will be reported later in the year. Four have met the quarterly target; three cannot be reported because of difficulties reporting from the case management system (Mosaic); and two have not met the quarterly target.
- **Adults with learning disabilities in paid employment (RAG rated RED) – 8.6% against a target of 10.3%.** 68 (out of 787) adults with LD in contact with the council's adult LD team were in paid employment in Q2, compared with 75 in Q1. The LD transformation project has continued to improve practice quality, including ongoing promotion of the strength-based approach. This includes identifying opportunities to promote employment services. Support plans at all levels of cost are being signed off via a panel process that provides feedback and challenge on whether employment options have been considered.
  - **Adults with mental health needs who live independently with or without support (RAG rated AMBER) - 82.5% (566 out of 686) against a target of 83%.** Performance is slightly below target but better than last year (81.8%). The service is supporting an increasing number of adults with very complex needs for whom community placements may not be appropriate. This is seen particularly in the work to expedite discharges from hospital in which adults are being discharged to placements which require high levels of care and support to avoid pressure on hospital beds.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking <sup>3</sup>
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is Better	312.5	468.5 <sup>4</sup>	234	145 (G)	↑ I -21%	185	CIPFA Neighbours 383.4 London 406.2 England 585.6 (NASCIS, 17/18)
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is Better	3.2	12.0	6.0	2.9 (G)	↓ W +81%	1.6	CIPFA Neighbours 8.8 London 9.6 England 14.0 (NASCIS, 17/18)
Adults with learning disabilities who live-in their own home or with their family	Bigger is Better	75%	72.5%	72.5%	79.7% (G)	↑ I +14%	70.0%	CIPFA Neighbours 70.9% London 73.3% England 77.2% (NASCIS, 17/18)
Adults with learning disabilities in paid employment	Bigger is Better	10.1%	10.9%	10.3%	8.6% (R)	↓ W -14%	10%	CIPFA Neighbours 9.3% London 7.5% England 6.0% (NASCIS, 17/18)
Adults with mental health needs in paid employment	Bigger is Better	6.7%	7.5%	7.5%	7.6% (G)	↑ I +10%	6.9%	CIPFA Neighbours 7.8% London 6% England 7% (NASCIS, 17/18)
Adults with mental health needs who live independently, with or without support	Bigger is Better	82.4%	83%	83%	82.5% (A)	↑ I +0.8%	81.8%	CIPFA Neighbours 67.1% London 61% England 57% (NASCIS, 17/18)
Contacts that result in a care package (c)	Monitor	22.9%	Monitor	Monitor	No result <sup>5</sup>	N/A	5.2%	No benchmark available

<sup>3</sup> 2017/18 results for ASCOF indicators were published online on 23 October 2018. The data is in process of being quality assured by the service to ensure published data matches submitted data.

<sup>4</sup> This target has been revised to bring it into line with the trajectory agreed in Better Care Fund monitoring.

<sup>5</sup> This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking <sup>3</sup>
				Target	Result	DOT	Result	
Service users receiving ongoing services with telecare (c)	Bigger is Better	25.4%	26.5%	25.7%	No result <sup>6</sup>	N/A	25.1%	No benchmark available
Instances of information, advice and guidance provided to carers (c)	Bigger is Better	3874	3600	900	No result <sup>7</sup>	N/A	1256	No benchmark available
People who feel in control of their own lives (Annual)	Bigger is Better	72.1% <sup>8</sup>	73%	N/A	Due Q3 18/19	N/A	N/A	London 73.2% England 77.7% (NASCIS, 17/18)
Service users who find it easy to get information (Annual)	Bigger is Better	61.1% <sup>9</sup>	69.8%	N/A	Due Q3 18/19	N/A	N/A	London 72.2% England 73.3% (NASCIS, 17/18)

1.30 There are five high level risks linked to this priority. Two are strategic risks and three are service risks. The case management system risk sits at both a strategic and service level.

- **STR020 and AC028 - Lack of fully functioning case management system (residual risk score 20).** The fortnightly programme board continued to meet to monitor progress and manage this risk. A new provider is being sought to complete the Mosaic implementation, with the budget agreed by Policy and Resources Committee in July 2018.
- **STR007 - Significant adults safeguarding incident (residual risk score 15).** The risk controls include adherence to the London multi-agency safeguarding adults' policy and procedures; a training programme and supervision policy; practice standards; performance monitoring; quality assurance and audit programmes. Reports are provided annually to the Adults and Safeguarding Committee and the Health and Wellbeing Board. The implementation of Mosaic safeguarding reports was completed on time, but these provisional reports require further development. Following completion of this, no further actions will be required; the risk has reached its target score and is being tolerated with the existing controls and mitigations in place. It is understood that even with very effective management of safeguarding risks, a safeguarding incident could still occur.
- **AC001 - Increased overspend to meet statutory duties (residual risk score 20).** The budget management process forecasts demographic growth and pressures over several years. Budget and performance monitoring and management controls are used throughout

<sup>6</sup> This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

<sup>7</sup> This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

<sup>8</sup> This survey indicator has a confidence interval of +/-4.1%pts. The result differs slightly to that reported in Q3 2017/18 (69.9%) due to further data cleansing.

<sup>9</sup> This survey indicator has a confidence interval of +/-4.1%pts. The measures from the annual social care survey have been subject to further validation and are being resubmitted to NHS Digital, the publishers of national social care data. These updated figures are not yet reflected in the published NHS Digital results. The result differs slightly to that reported in Q3 2017/18 (61.7%) due to further data cleansing.

the year. Demand for care services continues to increase particularly in complexity and the cost of individual care packages. The service is continuing to forecast an overspend position. Recovery planning has been undertaken and measures implemented, including holding vacant posts; scrutiny of new spend by an Assistant Director to ensure care planning is appropriate and proportionate; recruitment of additional capacity to carry out financial assessments to ensure income is realised.

- **AC031 – Budget management (residual risk score 16).** Delays in resolving issues with Mosaic have limited the ability to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion leading to overspend. The new finance reporting solution has completed testing and has been used for budget forecasting. Data inputting resources continue to manage down the backlog of care package recording to ensure information is timely. Data cleansing has taken place with a focus on homecare recording. Implementation of the review of the system build and service configuration structure is dependent on agreement of the revised implementation approach for the programme with the new provider.

## Integrating local health and social care

- 1.31 Delayed transfers of care (DTC) have been maintained at a low level during the summer; although there have been a number of pressures to be managed particularly in relation to complex MH cases where market capacity to meet needs is limited, as well as an increasing volume of older adult discharges. While social care delays have remained below the nationally set targets, health and joint delays have pushed the total number of delays in Barnet very slightly above target. The number of people needing discharge from hospital is likely to increase going into the winter months and to respond to this a review of the discharge to assess pathway is being carried out along with a review of staffing levels in the hospital teams.

The council is working with NHS Barnet CCG on the Care Closer to Home programme.

The specification for infrastructure for Care Closer to Home Integrated Networks (CHINs) across Barnet is being developed with a number of services developed or mobilised in early Q3, including paediatric services and a multi-disciplinary team for frail older adults. Two further potential CHINs have been proposed following the engagement sessions and the primary care team are attending initial meetings.

The Transforming Care Partnership continues to perform well with no new hospital admissions in September 2018. No further discharges are imminent; and work is underway with NHS partners to agree the funding principles for any new cases before additional work on placements takes place.

- 1.32 There are two key indicators linked to this priority in the Corporate Plan. Reducing Delayed Transfers of Care (DTC) has been a priority for Adult Social Care, with national targets set for DTC reduction in July 2017 and the improved Better Care Fund (iBCF) was linked to achieving this target.
- **Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (RAG rated AMBER) - 6.85 against a target of 6.84** (slightly above target). Performance on adult social care DTC improved throughout 2017/18 and social care has met the quarterly target. However, the total delays target, which includes NHS, social care and joint delays was just missed.



Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result 10	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (s)	Smaller is Better	9.4 <sup>11</sup>	6.84 <sup>12</sup>	6.84	6.85 (A)	N/A	N/A <sup>13</sup>	CIPFA Neighbours 6.53 London 6.63 England 10.64 (August 18, Department of Health)
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only (s)	Smaller is Better	2.3 <sup>14</sup>	2.03 <sup>15</sup>	2.03	1.98 (G)	N/A	N/A <sup>16</sup>	CIPFA Neighbours 2.33 London 2.20 England 3.34 (August 18, Department of Health)

1.33 There are no high level risks linked to this priority.

### Additional priorities

1.34 There are three additional priorities for A&S Committee: **Needs-based support; Improving leisure facilities and physical activity; and Health and wellbeing**. Budget, performance and risk information in relation to these have been reported to Adults and Safeguarding Committee. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

1.35 There are two key indicators linked to the additional priority “**Improving leisure facilities and physical activity**”. One is from the Active Lives survey and will be reported in Q3. The other has not met the quarterly target.

- **Leisure attendances (RAG rated AMBER) - 265,111 against a target of 290,750**. This indicator is profiled as an approximate over four quarters and seasonal variances will affect target achievement. It is anticipated that the target will be achieved by year-end. Health and fitness investment at Finchley Lido and Hendon leisure centres is expected to enhance customers’ experience and increase retention (with a positive net movement already demonstrated at Finchley Lido). Attendances on sports courses at Burnt Oak Leisure Centre has seen a decline and the operator is focused on improving this. School lesson attendances dipped over the summer due to the school holidays.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19	Q2 17/18	Benchmarking
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<sup>10</sup> Q2 2018/19 result is for August 2018. The NHS publication schedule for this data means there is a gap in reporting with September 2018 data due to be released on 8 November 2018.

<sup>11</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

<sup>12</sup> The DTOC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 9.1 to 6.84.

<sup>13</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

<sup>14</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

<sup>15</sup> The DTOC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 2.6 to 2.03.

<sup>16</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

				Target	Result	DOT	Result	
Total number of leisure attendances	Bigger is Better	New for 18/19	1,163,000	290,750	265,911 (A)	New for 18/19	New for 18/19	No benchmark available

1.36 There are five key indicators linked to the additional priority “**Health and wellbeing**”. Two are annual indicators and will be reported later in the year. Two indicators have not met the quarterly target. These are reported a quarter in arrears, so Q1 results are reported below.

- **Smoking cessation - 4-week quitters (RAG rated RED) - 86 against a target of 100.** Q1 results have been affected by the transfer of the Public Health service and contracts from Harrow to Barnet. This caused a delay in initiating smoking cessation sessions with some service providers, with some contracts yet to be returned. The results are provisional at this stage, as the support provided to smokers covers a six week period; therefore, some smokers will not complete the sessions until the following quarter. The final Q1 results are expected to be higher.<sup>17</sup> Smoking cessation is also thought to be influenced by seasonal campaigns such as Stoptober and links to behavioural change such as New Year resolutions.
- **NHS Health Checks – Uptake (RAG rated RED) - 1757 against a target of 2325.** Q1 results have been affected by the transfer of the Public Health service from Harrow to Barnet. New contracts were sent out to GPs, with some yet to be returned. Training will be provided for practice staff in service delivery.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Smoking cessation – 4-week quitters	Bigger is Better	444	400	100	86 (R)	↑   +13%	76	No benchmark available
NHS Health Checks - Uptake	Bigger is Better	6286	9300	2325	1757 (R)	↑   +86%	945	No benchmark available
NHS Health Checks - Invites	Bigger is Better	17938	20155	5038	5105 (G)	↑   +72%	2969	No benchmark available

1.37 There is one high level risk linked to the additional priority “**Health and wellbeing**”. This is a service risk.

- **PH06 - Pandemic Influenza type disease outbreak (residual risk score 20) - A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the borough’s residents. Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004). Secure tools have been developed to support the recording and updating of cases offline in emergency situations. Management of the risk includes reviewing the multi-agency Pandemic Flu emergency preparedness and resilience and**

<sup>17</sup> There is time lag on results for smoking cessation due to the verification process. Final results will be confirmed at year-end.



response planning to ensure robust borough planning is in line with national and regional guidance. The risk has reached its target risk score of 20 and is being tolerated with the existing controls and mitigations in place. The risk score is as high as 20 because Pandemic Flu outbreaks occur in a cycle of 10 years and it is 9 years since the last pandemic. Therefore, it is considered by the WHO that a pandemic is highly likely to occur in the near to medium future.

### **Strategic issues/escalations**

1.38 There are no strategic issues/escalations from A&S Committee.

### Regenerating Brent Cross Cricklewood

1.39 An update on Brent Cross Cricklewood was reported to ARG Committee on 17 September 2018. This reported on progress since June 2018 and sought the necessary approvals to maintain the programme over the forthcoming period. The report is available online at: <https://barnet.moderngov.co.uk/documents/s48493/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>. The key updates included:

- **Brent Cross North** – discussions continue around Brent Cross funding after the decision by Hammerson to defer the start of works on the shopping centre. Partners have been preparing and submitting detailed information to satisfy the pre-commencement planning conditions that are required to be discharged before works can start. In addition, final approval in principle designs for the highways and bridge structures are being submitted for approval by the Highways Authorities (LBB, TfL and Highways England).
- **Brent Cross Thameslink** - on 28 June 2018 the council entered into the Implementation Agreement with Network Rail to undertake the early site preparatory works to remove construction spoil alongside removal/treatment of vegetation and invasive species, a temporary haulage road and site clearance and remediation for the start of the main works in January 2019. The works commenced on 23 July 2018. The detailed design of the replacement rail sidings has progressed. A drop-in application for the compound and associated facilities that are needed to operate the existing and relocated sidings was submitted on 24 August 2018. The planning application for the Waste Transfer Station was approved by the Planning Committee on 5 September 2018.
- **Brent Cross South** – partners have submitted details for the Temporary Open Space (TOS), which is required to be provided under the terms of the outline planning permission to off-set the closure of Clarefield Park in the short term. This application was made on 22 August 2018. The TOS will be one of the first improvements to be delivered as part of Brent Cross South.

A further update was provided to ARG Committee on 27 November 2018. The report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9482&Ver=4>

1.40 There are no key indicators linked to this priority in the Corporate Plan

1.41 There is one high level risk linked to this priority. This is a service risk.

- **SPPC002 - Brent Cross funding strategy (residual risk score 15)**. This is a new risk for Q2. If the funding strategy is not agreed in time for the required committee approvals at ARG Committee on 27 November 2018 and P&R Committee on 11 December 2018, this could lead to delays in the Brent Cross project, including delivery of the Thameslink station.

### Increasing the housing supply

1.42 The first site within Opendoor Homes' **affordable housing** delivery programme completed in Q2. Gordon Court (formerly Elmshurst Crescent Garages) comprises 13 homes. The business justification case and funding for phase two of Opendoor Homes' **Microsites** Phase 2 programme was approved by ARG Committee on 17 September 2018. This

programme will deliver 17 homes for affordable rent. The report is available online at: <https://barnet.moderngov.co.uk/documents/s48486/Microsites%20Programme%20Phase%202%20project%20Business%20Justification%20Case.pdf>

ARG Committee also approved The Barnet Group as the preferred delivery partner to take forward **mixed tenure schemes** at five sites in the borough, including Hermitage Lane. This report is also available online at: <https://barnet.moderngov.co.uk/documents/s48466/Mixed%20tenure%20housing%20programme.pdf>. A planning application for a 56 unit scheme at Hermitage Lane was submitted in July 2018.

Work has progressed on the **extra care schemes** being delivered by Barnet Homes on behalf of the council. Construction has progressed at Ansell Court and practical completion is on track for late December 2018; although handover is likely to be early January 2019. For Stag House vacant possession is expected to be obtained by December 2018.

There have been negotiations on the Grahame Park redesign following GLA approval of social housing levels. In addition, the Upper and Lower Fosters has been reviewed to ensure scheme viability. A GLA grant funding bid has been submitted to support the delivery of **Upper and Lower Fosters**.

The CPO Public Inquiry in relation to **Granville Road** was held in July 2018 and the council is awaiting the formal decision from the Secretary of State. The revised planning application for Phase 3 was submitted on 20 September 2018 for **Dollis Valley**. This will deliver 135 homes. West Gardens (a private open space for the benefit of Dollis Valley residents) was officially opened on 5 September 2018. Schemes at **Mill Hill East** and **West Hendon** are on track.

- 1.43 There are five key indicators linked to this priority in the Corporate Plan; and **affordable housing completions** (linked to another priority for Housing Committee) has been included for information. The **new homes completed** and **affordable housing completions** are 'Monitor only' indicators for the quarter; both have worsened since last year. **Statutory compliance with civic estate (planned inspections)** is also a 'Monitor only' indicator for the quarter and shows a delay in planned inspections. One indicator has not met the quarterly target.
- **New homes completed** - the London Plan annual target for Barnet is 2349 and Barnet has projected that 3100 new homes will be completed in 2018/19 from a combination of regeneration schemes, The Barnet Group and private developers/developments. Surveys are undertaken in July/August of each year to confirm the number of completions in the preceding year, whereby progress on all outstanding planning consents is undertaken. Figures are based on Building Control records and do not take into account records of Approved Inspectors (private building control companies) or allow for a time-lapse in properties being completed and paperwork being recorded. New homes will only be counted as completed where a phase or the total development is completed, which means a number of completed new homes may not be counted until the wider scheme is at completion stage. The number of housing completions is also dependent on the number of schemes granted planning permission. 211 new homes were completed by the end of Q2, including 114 from regeneration schemes. The regeneration schemes are expected to contribute 311 new homes towards the 3100 target.

- **Affordable housing completions** - 16 affordable homes were completed in Q2, compared with 113 last year. This is significantly lower than last year, but the target of 294 is expected to be achieved by year-end. 183 affordable homes are expected to be completed in Q3. However, the figures should be treated with caution as developments can slip into the following quarter and developments due to complete in the next financial year could complete earlier than expected.
- **Statutory compliance with civic estate (planned inspections) – 384 planned inspections** were carried out in Q2 (806 YTD) out of an annual programme of 1861. There have been challenges with sub-contractors and quality assurance, which has affected the timely completion of remedial work arising from the inspections to make the buildings fully compliant. This is being managed through regular contract management meetings. All planned inspections and remedial works are expected to be delivered by year-end.
- **Income from the estate (RAG rated RED) - £1.60m against a target of £1.85m.** Some lease renewals and rent reviews planned to take place in Q2 were not completed due to longer than expected negotiations with tenants or lengthy legal clearance processes. Areas still awaiting completion include Barnet Homes and NHS Clinical Commissioning Group. The target is expected to be achieved by year-end.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
New homes completed	Bigger is Better	2,208 <sup>18</sup>	3100	Monitor	211	↓ W -25%	282	No benchmark available
Affordable housing completions	Bigger is Better	303 <sup>19</sup>	294	Monitor	16	↓ W -86%	113	No benchmark available
Homes started on site through development pipeline programme	Bigger is Better	97	Monitor	Monitor	83	↑ I	0	No benchmark available
Statutory compliance with civic estate (planned inspections)	Bigger is Better	100%	100% (1861) <sup>20</sup>	Monitor	384	N/A	N/A <sup>21</sup>	No benchmark available
Income from the estate (c)	Bigger is Better	£4.05m	£3.70m <sup>22</sup>	£1.85m	£1.60m (R)	↑ I +2.5%	£1.56m	No benchmark available
Running costs of estate (designated civic buildings only) (c)	Smaller is Better	£5.03m	£4.54m	£2.27m	£1.53m (G)	↑ I -18%	£1.86m	No benchmark available

<sup>18</sup> This is a confirmed result (2,208) as of October 2018. The final result will be published in the GLA Annual Monitoring Report in 2019.

<sup>19</sup> This is a confirmed result (303) as of October 2018. The final result will be published in the GLA Annual Monitoring Report in 2019.

<sup>20</sup> The annual target may change throughout the year because of the removal of buildings due to them being closed, fall under project works or have been leased out.

<sup>21</sup> 2017/18 programme covered five buildings. Q2 2017/18 result not available. 2018/19 programme covered 94 buildings.

<sup>22</sup> Annual target revised from £3.046m to £3.70m after publication of Corporate Plan 2018/19 Addendum.

1.44 There are no high level risks linked to this priority.


### Helping people into work

1.45 Universal Credit Full Service was rolled out in Barnet on 16 May 2018. Whilst Universal Credit has been available to single people since 2015 this further roll out will see more families and couples claiming Universal Credit. The Welfare Reform Task Force has continued to support Universal Credit claimants with finding work, managing their claim online and monthly budgeting. They can also help residents to claim for discretionary funds such as Advance Payments, Discretionary Housing Payments, Crisis Fund and Discretionary Council Tax Relief. In Q2, the team supported 446 Universal Credit claimants with managing the transition to the new benefit; and the council's employment projects supported 73 people into work (170 YTD).

The council has continued to promote apprenticeships as a route to good work. In Q2, Re secured 21 apprenticeships with developers working in Barnet.

Preparation is underway for the West London Jobs Show, which takes place next quarter.

1.46 There is one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has improved since last year.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.4% (Jan – Dec 17)	Monitor	Monitor	4.6% (Jul 17 - Jun 18)	 -6.1%	4.9% (Jul 16 - Jun 17)	London 5.1% National 4.2% (Jul 17 - Jun 18, Nomis)

1.47 There are no high level risks linked to this priority.

### Strategic issues/escalations

1.48 There are no strategic issues/escalations from ARG Committee.

## HOUSING COMMITTEE

### Building compliance and fire safety

- 1.49 An update on fire safety issues, including progress with implementing the £30m package of fire safety improvement works for council properties managed by Barnet Homes was published in a Members Briefing on 10 October 2018. The briefing paper is available online at: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/governance/Members-briefings.html>

The replacement of the cladding system to the three blocks at Granville Road continues to progress well and is ahead of schedule. The cladding and removal of the mast climbers to is scheduled to be completed during October 2018 and there will be some remedial works to be undertaken at low level. A grant application was submitted to the Government in August 2018 requesting £5m for cladding replacement works and confirmation of a decision on the application is expected in Q3.

Work has continued to deliver the remainder of the £30m fire safety improvement programme, which was agreed at Housing Committee in June 2018 (see <https://barnet.moderngov.co.uk/documents/s46912/Fire%20Safety.pdf>). The works include installation of sprinkler systems for blocks of flats with 10 or more floors and a single escape stairwell and installation of fire detection systems. Various schemes have commenced physical works onsite and the design works for Longford Court, which includes the first sprinkler system installation, is nearing completion. Detailed design surveys continue to be undertaken to other high-rise blocks across the borough and tender documents for these works are being prepared.

Following further statements issued by the Government regarding systemic failures discovered within the fire door industry, updated fire risk assessments have been undertaken or are in progress for all blocks that contain GRP composite doors. There are 5,000 of these doors in the stock. A replacement door type has been selected for installation and the doors are being tested in November 2018 ahead of a wide-scale replacement programme commencing.

It was recommended to the Housing Committee in June 2018 that consideration be given to extending the fire safety programme to include low and medium rise flats. Barnet Homes have considered options for this, however there is further work to be undertaken to develop a fuller set of recommendations, which will be reported to Housing Committee in January 2019.

A programme has commenced to ensure fire safety compliance by tenants of council-owned shops under flats. Each lease is being evaluated to ensure the appropriate action (or access to each property) can be implemented. Tenants in the shops under flats were notified in writing in October 2018 of their obligation under the lease to either carry out fire safety related works or to provide access for the council to ensure the property is compliant.

- 1.50 There are two key indicators linked to this priority in the Corporate Plan. Both indicators have met the quarterly target.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	



Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	96.7%	100%	100%	100% (G)	New for Q3	New for Q3	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	100%	90%	90%	100% (G)	New for Q3	New for Q3	No benchmark available

1.51 There are no high level risks linked to this priority.

### Additional priorities

1.52 There are three additional priorities for Housing Committee: **Tackling homelessness; Driving up the quality of the private rented sector; and Providing suitable housing to support vulnerable people.** Budget, performance and risk information in relation to these have been reported to Housing Committee. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

1.53 There are ten indicators linked to the additional priority **“Tackling homelessness”**. Affordable housing completions is a ‘Monitor only’ indicator for the quarter and has been reported under “Increasing the housing supply” in paragraph 1.43. Of the remaining nine indicators, one is monitored annually and will be reported later in the year; three have met the quarterly target; and four have not met the quarterly target.

- **Average re-let time for routine lettings (RAG rated AMBER) – 14.3 days against a target of 13.25 days.** An issue with a Mears sub-contractor providing repair and maintenance services on empty properties has impacted on performance. The sub-contractor was removed from the Barnet Homes repairs contracts mid-quarter and replaced with a new sub-contractor, which led to an immediate improvement in the work. However, this was not enough to achieve the target this quarter. Performance, whilst not achieving target, still represents a top quartile benchmarking result (ranked 1 out of 4 London Boroughs)
- **Homelessness preventions (RAG rated RED) – 419 against a target of 552.** The Homelessness Reduction Act has impacted on staff capacity to deliver on casework, which has reduced prevention outcomes. Barnet Homes have put in place interventions to increase the capacity for casework, including recruiting additional agency staff; moving legacy cases away from Housing Needs Officers; streamlining administrative processes in Jigsaw; and opening up a customer portal for engagement in Jigsaw. These interventions are aimed at increasing capacity to move the balance towards casework rather than administration and it is expected that performance in this area will significantly improve in Q3.
- **Emergency Temporary Accommodation (RAG rated RED) - 316 against a target of 200.** Whilst the overall number of households in Temporary Accommodation has fallen to 2519 (target 2675), the number of households in Emergency Temporary Accommodation (ETA) has continued the same trend as previous quarters due to a sustained lack of affordable supply of longer-term accommodation, providers requesting units be handed back at lease end and the Barnet Homes compliance programme ending lease arrangements. These challenges should be recognised in the context of the new

Homelessness Reduction Act requirements introduced in April 2018, which have created increased levels of demand. Mitigations put in place to manage demand included managing the number of placements into Private Rented Sector lettings and preventing ETA admissions through the Accommodation Solution Project, which helped to prevent 18 households being transferred into ETA. Whilst it is expected that performance will improve throughout the remainder of the year, it is not anticipated that the target will be achieved.

- **Current arrears as a percentage of debit (RAG rated AMBER) – 3.5% against a target of 3.2%.** This equates to £1.993m arrears of a £57.756m annual debit. The introduction of Universal Credit in May 2018 may have led to a fall of housing benefits receipts. This was coupled with a reduced amount of rent collected. A short-term improvement focusing on areas with high levels of rent arrears has been introduced to improve performance.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Average re-let time for routine lettings (days) (s)	Smaller is Better	10.7	12	13.25	14.3 (A)	↓ W -18%	12.17	Rank 1 (out of 4 London Boroughs) (Q1 18/19, Housemark)
Homelessness preventions (c)	Bigger is Better	1140	1110	552	419 (R)	↓ W -21%	532	Rank 9 (out of 22 London Boroughs (17/18, DCLG)
Emergency Temporary Accommodation (s)	Smaller is Better	244	200	200 <sup>23</sup>	316 (R)	↓ W +82%	174	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Current arrears as a percentage of debit (s)	Smaller is Better	3.3%	3.1%	3.2%	3.5% (A)	→ S	3.5%	Rank 2 (out of 4 London Boroughs) (Q1 18/19, Housemark)

## Strategic issues/escalations

1.54 There are no strategic issues/escalations from Housing Committee.

<sup>23</sup> The target is 200 at any point in time due to the supply of accommodation and demand availability.



## ENVIRONMENT COMMITTEE

### Modernising environmental services

- 1.55 The focus during Q2 has continued to be on delivering the MTFs commitments. A significant element of this will be through the recycling and waste round re-organisation, which has involved creating the new rounds, engaging with frontline staff and creating a communications programme for residents. The go live date for this change is planned for 4 November 2018, following a month's delay due to discussions with the Mayor of London. The recycling and refuse collections will remain weekly and the garden waste collections fortnightly. The new collection days have been published online at [Bin Collection Day Finder](#). The food waste service will be suspended at the same time and a review of services will be undertaken jointly with the Mayor of London. The delay has cost an estimated £260k. Following approval by the Environment Committee in June 2018, Street Scene has also completed removal of the recycling bring sites and introduced a time banded waste collection in Mill Hill town centres.
- 1.56 There are three key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. One indicator has not met the quarterly target:
- Household waste sent for reuse, recycling and composting (RAG rated RED) - 39.2% against a target of 43.7%<sup>24</sup>.** To counter any further decrease in recycling, targeted work has been initiated to improve recycling from flats and estates through the provision of the correct balance of refuse and recycling capacity. Work is also planned to reduce recycling contamination. The alignment of waste, dry recycling and garden waste collection that will be delivered through the round reorganisation that goes live from 4 November 2018 will also potentially benefit recycling levels, as has been recorded in other boroughs that have implemented similar service changes.

Indicator	Polarity	17/18 EOY	18/19 Target	Q1 18/19			Q1 17/18	Benchmarking
				Target	Result	DOT	Result	
Household waste sent for reuse, recycling and composting	Bigger is Better	36.9%	42%	43.7%	39.2% (R)	↓ W -0.3%	39.3%	Rank 10 (out of 32 London Boroughs) (17/18, Waste Dataflow)

- 1.57 There are no high level risks linked to this priority.

### Delivering highways improvements

- 1.58 Highways reactive repairs has continued to be a concern and discussions have taken place with Conway Aecom, the third-party contractor, to address the underlying IT issue that has affected performance, including the transfer of information, instructions and photographs between the two systems (Exor and Icon); whilst continuing to monitor the quality and timeliness of repairs. An interface to address the IT issue has been developed and was implemented in October 2018. A paper updating on the resolution to the IT issue will be

<sup>24</sup> Indicator reported a quarter in arrears, so results are for Q1 2018/19.

reported to Financial Performance and Contracts Committee on 17 December 2018 and will be available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9787&Ver=4>.

The planned repairs programme under the Network Recovery Plan (NRP) for 2018/19 is on schedule with 60 schemes completed. The NRP includes 33 footway schemes, 36 micro asphalt surfacing schemes and 17 carriageway resurfacing schemes.

Nine of 19 new Local Implementation Plan (LIP) schemes will be implemented in 2018/19. They include Traffic Management and Accident Reduction schemes; Minor Traffic Management schemes; Bus Stop accessibility improvements; School Travel Plan schemes; and Cycle schemes. Design work has commenced for four car park schemes with electric charging points and consultation took place in September 2018.

1.59 There are eight key indicators linked to this priority in the Corporate Plan. Three are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The **satisfaction with NRP repairs** are 'Monitor only' indicators for the quarter and have been provided for information. One indicator has met the quarterly target. Two indicators have not met the quarterly target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated AMBER) – 92.8% against a target of 100%.** An interface has been developed to address the IT issue affecting the transfer of information, instructions and photographs between the Exor and Icon systems. This was tested in early October 2018 and is expected to go live at the end of October 2018. Other factors affecting performance included parked cars and delays with instructing work orders.
- **Highways Category 2 defects rectification completed on time (RAG rated RED) – 78.9% against a target of 100%.** See comment above.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	98.9%	100%	100%	100% (G)	↑ I +3.8%	96.3%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	87.5%	100%	100%	92.8% (A)	↓ W -5.5%	98.2%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	73%	100%	100%	78.9% (R)	N/A	N/A <sup>25</sup>	No benchmark available
Satisfaction with NRP repairs – footways (Annual)	Bigger is Better	90% <sup>26</sup>	93%	Monitor	Due in Q1 19/20 <sup>27</sup>	New for 18/19	New for 18/19	No benchmark available

<sup>25</sup> Data not reported for Q2 2017/18; therefore, no DOT provided.

<sup>26</sup> The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 93%. 101 surveys were completed for footways.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Satisfaction with NRP repairs – carriageways (Annual)	Bigger is Better	80% <sup>28</sup>	90%	Monitor	Due in Q1 19/20 <sup>29</sup>	New for 18/19	New for 18/19	No benchmark available

1.60 There are two high level risks linked to this priority. These are service risks.

- **OP014 - Insufficient staff in Highways (residual risk score 16 – increased from 12).** This risk has increased in the last quarter due to the level of vacancies within the Highways service and difficulties retaining experienced and qualified Highways staff, which could impact on the delivery of the service. We are working to resolve this and have a timetable for recruiting to the vacant posts. The situation is being monitored monthly as part of the Highways contract management meetings to ensure operational oversight of resource levels. Progress is being monitored via the monthly Highways Contract Management forum.
- **PI011 - Winter Service (residual risk score 15).** The increased travel time resulting from relocating the gritting depot to Harrow could impact on the delivery of an effective service in terms of speed of response, which may prevent the three eastern routes from being treated within the required timescale. As there is no other alternative available during this winter season, the risk is being tolerated.

### Additional priorities

1.61 There is one high level risk linked to the additional priority “**Delivering transport improvements**”, which was reported to Environment Committee in accordance with the Terms of Reference for the Committee. This is a service risk.

- **TS013 - Passenger transport services move (residual risk score 20).** This is a new risk for Q2. The handback of North London Business Park will require the Passenger Transport Service vehicles to relocate to an alternate site. If a suitable site is not secured this could lead to additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Needs children in and out of borough. A project board has been setup to review progress and update key stakeholders.

### Strategic issues/escalations

1.62 There are no strategic issues/escalations from Environment Committee.

<sup>27</sup> No surveys have been carried out since February 2018.

<sup>28</sup> The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 90%. 118 surveys were completed for carriageways.

<sup>29</sup> No surveys have been carried out since February 2018.

### Safer communities

1.63 There have been 27,664 total notifiable offences in Barnet over the rolling 12 months to September 2018. This is a 5% increase compared to a year ago (London has seen a 3% increase). Barnet's crime rate per 1000 population is the 8<sup>th</sup> lowest out of the 32 London boroughs and the rate of violence with injury offences is the 2<sup>nd</sup> lowest out of the 32 London boroughs. There has been a 20% reduction in knife injury offences in the rolling 12 months to September 2018 compared to a year ago. There has also been an 11% reduction in anti-social behaviour reports to the Police in the 12 months to September 2018 and a 26% reduction in the number of repeat victim anti-social behaviour reports compared to a year ago.

Barnet's first **Public Space Protection Order** will go live on 8 October 2018 in Burnt Oak, supported by multi-agency days of action in the ward. The Order will focus **on reducing alcohol related anti-social behaviour**. Interventions include installation of additional CCTV, repairing damaged fencing, gating the stairwells on Watling Avenue, providing outreach services to street drinkers, licensing and compliance visits to businesses, a communication campaign and stepping up enforcement. Other Public Space Protection Orders are planned for Edgware and Childs Hill.

The Victim Support project has provided individual support to over 50 victims of crime and anti-social behaviour since the start of the financial year.

There have been 21 illegal encampments dealt with across the borough between June 2018 – September 2018, 6 of which were on council land. All encampments on Council Land were dealt with by way of Section 77 and were vacated within a maximum of 5 days. The average time for the encampments to be vacated were between 48-72 hours.

A knife crime action plan has been developed for Barnet. The CST continue to engage with the police on their restructure – this has included focusing on how offenders are managed across the partnership and delivering on gangs.

1.64 There are four key indicators linked to this priority in the Corporate Plan. One is an annual indicator, which was due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The others are 'Monitor only' indicators and all have worsened since last year.

- **Overall crime rate in Barnet – 71.1 compared to 67.6 last year.** Whilst overall crime has increased in Barnet, this is in line with other London Boroughs. Barnet remains the 8<sup>th</sup> lowest London Borough for overall crime and has the 2<sup>nd</sup> lowest rate of violent crime in the capital. The increase in violent crime in some other London Boroughs such as knife and gun crime has not been reflected in Barnet.
- **Racist and religious hate crime – 711 compared to 667 last year.** The Community Safety Strategy identifies Hate Crime as one of the most unreported crime types. The Barnet Zero Tolerance to Hate Crime is focused on raising awareness and increasing victims' confidence to report Hate Crimes. The number of Hate Crimes reported has increased for the second consecutive quarter, which may be a reflection of this campaign work. This will be monitored closely.

- Proven re-offending rate – 27.9% compared with 22% last year.** There is a substantial lag in the reported figures from the Ministry of Justice. It is difficult to ascertain the reasons why reoffending has increased in Barnet and nationally. Reducing reoffending is part of ongoing work with partners such as the Met Police, National Probation Service (NPS) and the Community Rehabilitation Company (CRC). Activities ongoing to reduce the re-offending rate include the NPS directly managing offenders before their release from prison and assessing offenders ahead of release on license where they will be under NPS supervision. The CRC supervise low to medium risk offenders servicing community orders and those in prison. In addition, the CRC plays a role in providing services (housing, employment, finance and debt advice) for offenders sentenced to less than 12 months in prison.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	71.8 <sup>30</sup>	Sustain reductions	Sustain reductions	71.1 <sup>31</sup>	↓ W +5.3%	67.6	London 93.71 (Oct 17 - Sep 18, Met Police)
Racist and religious hate crime (r)	Smaller is Better	815	Monitor	Monitor	711 <sup>32</sup>	↓ W +6.6%	667	No benchmark available
Proven re-offending rate (r)	Smaller is Better	29.1%	Monitor	Monitor	27.9% <sup>33</sup>	↓ W +27%	22%	London 27.8% National 29.2% (Oct 15 - Sep 16, Ministry of Justice)

1.65 There is one high level risk linked to this priority. This is a strategic risk.

- STR024 - Tri-borough reorganisation of the Met Police (residual risk score 15).** This risk relates to the reorganisation of the Met Police into a tri-borough format with Harrow and Brent. The risk is being managed with support from the Safer Communities Partnership Board which is monitoring quarterly performance on police demand pressures and response times and regular meetings with the Met Police Borough Commander. The Police have confirmed the go-live date for the Tri-borough reorganisation as November 2018. The Police have shared the final Tri-borough senior management structure with the council. The Superintendent for Partnerships has been allocated and bi-monthly Tri-borough meetings take place with the superintendent and Borough Strategic Lead attends. The Police are regularly updating the council on officers appointed and portfolios covered. Performance data on Police response data has been provided. The Police have shared how they will allocate police officers for schools across the three boroughs and are consulting with each local authority.

### Tackling issues with domestic violence, mental health and substance misuse

1.66 The Public Health and Community Safety teams have undertaken a joint piece of work to produce an in-depth analysis on domestic abuse, mental health and substance misuse.

<sup>30</sup> 71.8 per 1000, 12 months to 31 March 2018.

<sup>31</sup> Rolling 12 months to September 2018.

<sup>32</sup> Rolling 12 months to August 2018.

<sup>33</sup> Rolling 12 months to September 2018 (data refers to Oct 2015 – Sep 2016)

The key findings were presented to senior managers and the Violence Against Women and Girls Delivery Group and will inform the development of recommendations for service delivery and practice. This will include increasing the identification and referral of domestic abuse cases through mental health and substance misuse services.

More than 75 substance misusing (alcohol or drugs) offenders received treatment and interventions through the services provided by the WDP recovery centres in the first six months of the financial year. In the 12 months to September 2018, there were 753 violence with injury domestic abuse offences reported (a reduction of 3% compared to a year ago).

1.67 There is one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has worsened since last year.

- **Sanction detection rate of domestic abuse – 21.2% compared with 28.1% last year.** The reduction in sanction rate for domestic violence has been seen London wide; although the reduction in Barnet over the past year is higher at -25% than the reduction across the average for London (-5.7%). The Police are continuing efforts to ensure opportunities are taken to capture evidence to support prosecution in cases of domestic abuse.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Sanction detection rate of domestic abuse - violence with injury offences (r)	Bigger is Better	23.4%	Monitor	Monitor	21.2% <sup>34</sup>	W ↓ -25%	28.1%	London 27.5% (Oct 17 - Sep 18, Met Police)

1.68 There are no high level risks linked to this priority.

### Strategic issues/escalations

1.69 There are no strategic issues/escalations from CLL Committee.

<sup>34</sup> Rolling 12 months to September 2018.



## POLICY AND RESOURCES (P&R) COMMITTEE

### Implementing The Way We Work programme

- 1.70 This programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively.

Work has continued on the build of the new office in Colindale; however, completion is expected to be delayed by four months until May 2019. Staff are being prepared for the move with a new development programme for managers, which will equip managers with the skills to manage teams in a more flexible working environment and utilise the new technology to support more flexible working. 'Team principles' are being drawn up to support this and create a positive team culture; and a 'TW3 passport' will provide a checklist of activity required ahead of the move.

The Office 365 project has concluded. Over 90% of staff are using Office 2016 and Skype for Business, including Skype telephony. Over 900 staff attended Skype training sessions held between May and August 2018. Following the conclusion of the Skype training, staff continued to be supported through floorwalking activity across NLBP and Barnet House to resolve any queries.

- 1.71 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks linked to this priority.

### Continuing to improve customer services

- 1.72 There has been a focus on service engagement to reduce contacts and costs, particularly with high volume services such as Council Tax, Parking, Assisted Travel, Street Scene and Social Care Direct and demand reduction initiatives have been agreed. A benefits tracker has been created to measure the success of these initiatives, which will be enabled by digital improvements and a reduction in avoidable contact. The customer transformation programme has been re-prioritised in support of this to maximise customer and financial benefit against the investment made.

Website satisfaction has missed target for the third consecutive quarter (see paragraph 1.73).

- 1.73 There are three key indicators linked to this priority in the Corporate Plan. Two indicators have not met the quarterly target.
- **Satisfaction with the council's website (RAG rated RED) – 33% against a target of 55%.** A report was presented to the Financial Performance and Contracts Committee in October 2018 updating on the action plan in place to address the decrease in performance. The new council website will go live in early 2019, with improved navigation and search facilities; as well as an upgrade to 'My Account'. The new website will be hosted on a new cloud based server to improve stability and resilience. Website satisfaction is expected to improve in subsequent quarters.
  - **Customer cases closed within agreed timescales (RAG rated AMBER) – 87.8% against a target of 94%.** Performance in Q2 was affected by Street Scene where only 61% of cases were closed within the agreed timescales. A resolution had been provided

to customers but due to resource issues the administrative task of closing the cases on the system was not completed on time. Revenues and Benefits was also slightly below target at 91%. As this service accounts for 75% of all cases, this has impacted on the overall performance.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction)	Bigger is Better	91%	89%	89%	89.4% (G)	↓ W -0.7%	90%	No benchmark available
Satisfaction with the council's website	Bigger is Better	48%	55%	55%	33% (R)	↓ W -40%	55%	No benchmark available
Customer cases closed within agreed timescales	Bigger is Better	91% (Q4 17/18)	94%	94%	87.8% (A)	↑ I +0.9%	87%	No benchmark available

1.74 There are no high level risks linked to this priority.

### Medium and long term strategic planning

1.75 The council needs to save £62 million over the next five years. Significant work has been undertaken to resolve this gap and address the medium-term challenge of financial sustainability. A refreshed Priorities and Spending Review (PSR) was initiated in autumn 2017 to explore options for addressing the financial gap to 2024. Shortlisted options have been developed into business cases with indicative financial benefits and these are shaping options for the Medium Term Financial Strategy (MTFS), which will be available for public consultation between December and January 2019. The draft corporate plan, Barnet 2024, setting out the council's priorities for the next five years (2019-2024), was available for public consultation between July and September 2018. The draft documents are being presented to Policy and Resources Committee in December 2018 and the final documents will be approved by Full Council in March 2019.

1.76 There are four key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The remaining two indicators are 'Monitor only' and performance is comparable to last year (+0.2% and 0% variation).

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Council tax collection (Not in-year)	Bigger is Better	98.6%	98.5% (4-year target)	Monitor	98.6%	↑ I +0.2%	98.5%	Outer London 97.1% London 96.7% England 97.1% (17/18, DCLG)



Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Business rate collection (Not in-year)	Bigger is Better	99.4%	99.0% (4-year target)	Monitor	99.9%	→ S	99.9%	Outer London 98.7% London 98.8% England 98.4% (17/18, DCLG)

1.77 There are six high level risks linked to this priority. Four are strategic risks and two are service risks.

- STR004 - Future financial pressures and funding uncertainty (residual risk score 20).** This risk captures the uncertainty of the impact on Barnet finances of changes in the national and regional political landscape. The Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21 has identified a significant budget gap. Financial recovery plans have been developed to address the existing overspend and any MTFS savings that were considered to be undeliverable have been substituted for alternative action where possible. Future MTFS savings are undergoing a robust challenge to minimise this risk and a revised MTFS will be reported to P&R Committee in December 2018.
- STR013 - Effective response to internal and external changes (political and economic) (residual risk score 15 - increased from 10).** Work is underway to set a new five-year MTFS and corporate plan, which take into account the demographic, risks and uncertainty around local government spending and other external factors.
- STR023 - Commercial viability of strategic suppliers (residual risk score 15).** A contract management framework and policy/procedures for commercial activity are in place to manage this risk. Contract monitoring takes place monthly, with quarterly reporting to the Financial Performance and Contracts Committee. The contract register is kept under review with checks on financial status of strategic suppliers. Contract management arrangements are in place, including indicators to identify financial stress. There has been progress in collating the information required for the council to take over running of contracted services, if necessary. IT information has been collated and good progress made against all services (CSG and RE contracts).
- STR028 - Impact of insourcing Re and CSG services (residual risk score 15).** This is a new risk for Q2 and reflects the potential disruption to service, performance and costs/savings should change management and risk management not be effective. The business case for potentially insourcing services delivered by Re and CSG is subject to committee agreement and will be reported to P&R Committee in December 2018.
- SPPC001 - Challenge to deliver capital projects (residual risk score 15 - increased from 10).** Retaining current staffing levels for the management of construction schemes has become a challenge due to the uncertainty of the future of CSG Corporate Programmes. This could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget/time.
- CSG007 - Quality of CSG finance support falls below required standard (residual risk score 15 – reduced from 20).** Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information. Mitigations have been put in place to

eliminate known weaknesses in client resourcing, including additional resources for key areas and an action plan to deliver improvements.

## Additional priorities

- 1.78 Policy and Resources Committee has two additional priorities in the Corporate Plan: “**A culture of transparency and accountability for personal information**” and “**Emergency planning, preparedness and response**”. An update on these additional priorities is provided below.

### **A culture of transparency and accountability for personal information**

- 1.79 The council has been undertaking a project for GDPR/Data Protection Act 2018 compliance. Detailed privacy notices have been published on the council’s website for most services, with work continuing on the remaining notices needed. An in-depth review of fostering and adoption processes is underway to review forms and information provided to individuals using those services. In addition, a wider project to review processes and data flows is being undertaken in Family Services to ensure all processes, guidance and information for clients are clear and correct.

Most key policies and toolkits within the new policy framework have been published, with work continuing on the policy framework and the beginning of work on ‘quick guides’. E-learning has been rolled-out to all staff and additional face-to-face training has been provided to social care staff. Further specialist training has been provided to groups such as the Safeguarding Adults Board.

- 1.80 There are no key indicators linked to this priority.

- 1.81 There is one high level risk linked to this priority. This is a strategic risk.

- **STR030 Impact on internal control environment (residual risk score 16).** This risk was added to the risk register in Q2, in light of the unprecedented number of high priority audit actions being followed up and subsequently found to have not been implemented within the agreed timeframes and therefore requiring repeat follow-up audit visits. If audit actions are not implemented, this could lead to a deterioration in the council’s control environment and result in a Limited Assurance annual opinion. Audit actions are recorded on a central system and audit actions are discussed at monthly Contract Management Meetings. Updates and evidence are collated in advance of Audit Committee and meetings are held with the Assurance Director or Chief Executive to discuss non-implementation. Going forward, any revised timeframes will be made clearer to Audit Committee to enable better challenge by Members.

### **Emergency planning, preparedness and response (incl. business continuity)**

- 1.82 The council’s Emergency Planning Team is called on to respond to a wide variety incidents within the borough, from fire and flooding to structural collapse. In doing so it supports Barnet’s residents, communities and business when they are most in need.

Underpinning this ability to respond, is the council’s business continuity arrangements. These ensure that in the event of an incident that potentially disrupts the council’s normal working and its ability to deliver its services, arrangements are in place to ensure the disruption is minimal.

Currently the council is in the process of a wide-ranging internal review of its emergency planning and business continuity services to ensure they remain increasingly robust and responsive to the changing and evolving requirements of Barnet's residents and businesses and the challenges to its own service delivery. The review's recommendations are expected to be in place for exercise Safer City, May 2019, a London-wide Exercise managed by London Resilience and involving all London's local authorities. To achieve this, the council is working towards full compliance with the requirements of the Emergency Planning 2020 standardisation project and its soon to be introduced Resilience Standards for London. This work, supported by all London's 33 local authorities and London Councils, will ensure Barnet's emergency planning service has the ability to respond to the challenges of the coming years and includes a review of resources for emergencies and business continuity, training packages for the entire incident control and command structure and the introduction of standards to ensure interoperability between boroughs, giving resilience in depth to the Barnet arrangements.

1.83 There are no key indicators linked to this priority.

1.84 There is one high level risk linked to this priority. This is a service risk.

- **SPPC009 - Inability to effectively respond to Major Emergency Incidents (residual risk score 15 – increased from 8).** This risk refers to a potential inability to effectively respond to a major emergency if the Emergency Planning 2020 recommendations and Resilience Standards for London are not implemented. The first stage of an Emergency Planning review is underway, which will identify and inform the work required in relation to strategy and policy documents, training and exercises and resources. Due to the recent absence of key staff in this area, interim arrangements have been put in place resulting in an increased likelihood score of 3 (possible) and a review of the impact of recent major incidents on other London Boroughs has led to an increased impact score of 5.

## **2 REASONS FOR RECOMMENDATIONS**

2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 6 March 2018.

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

3.1 None.

## **4 POST DECISION IMPLEMENTATION**

4.1 None.

## **5 IMPLICATIONS OF DECISION**

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

5.1.1 The report provides an overview of performance for Q2 2018/19, including budget forecasts, staffing, progress on activities, performance of key indicators and any high level risks.

5.1.2 The Q2 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

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

5.1.4 Relevant council strategies and policies include the following:

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

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

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

5.2 The budget forecasts are included in the report. More detailed information on financial performance will be provided to Financial Performance and Contracts Committee.

### **5.3 Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

## **5.4 Legal and Constitutional References**

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

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

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

(1) To be responsible for:

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

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

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

(4) To determine fees and charges for services which are the responsibility of the committee.

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

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

## **5.5 Risk Management**

5.5.1 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 risks are reported to the relevant Theme Committee and Policy and Resources Committee. The strategic risks and all high level risks (scoring 15 or above) associated with the priorities for this Committee are outlined in the report.

## **5.5 Equalities and Diversity**

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

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

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

5.5.3 In order to assist in meeting the duty the council will:

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

This is also what we expect of our partners.

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

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

## **5.7 Corporate Parenting**

5.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider the Corporate Parenting Principles when exercising its functions in relation to looked after children and young people. These are:

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people

- For those children and young people to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and young people for adulthood and independent living.

5.7.2 As part of the Ofsted improvement journey the following actions have been taken:

- Ongoing learning and development for Members and senior officers to ensure there is a clear understanding of their duties and responsibilities to children in care and care leavers. The last training session for Members was delivered on 31 May 2018
- Development of a Local Offer for care leavers, which will be published in January 2019
- Council tax relief for care leavers to help them transition to independence through the provision of guaranteed relief in their first two years of independent living.
- An annual report on Barnet's Corporate Parenting Pledge will be presented to the Corporate Parenting Advisory Panel in September 2018.

## **5.8 Consultation and Engagement**

5.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

## **5.9 Insight**

5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

## **6 BACKGROUND PAPERS**

6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan.

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>

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Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Residual Risk (with existing controls)			Target Risk		Response Option
							Impact	Likelihood	Risk Score	Impact	Likelihood	
<b>Strategic Risks (24)</b>												
STR004	Future financial pressures and funding uncertainty	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	4	20	4	4	Treat
STR020	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge and reputational damage.	Assistant Director, Community and Well-being (Adults)	Statutory Duty	A&S - Embedding strength-based practice	-A programme board is in place to drive delivery of a fully functioning case management system (Mosaic), with escalation routes agreed into the Barnet Partnership senior structures. -Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. -Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. -Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. -Assurances have been sought in relation to information governance controls within the programme. -LBB to continue close monitoring of plan and delivery. -Escalation to CMT where mitigating actions are not meeting timescales	5	4	20	1	1	Treat
STR021	Delivery of Ofsted Improvement Action Plan	If the Ofsted Improvement Action Plan is not delivered across the partnership quickly enough, this could lead to outcomes for children, young people and families not improving at the pace required; also this may result in negative monitoring reports and future inspection outcomes.	Strategic Director, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-Delivery of robust action plan to take recommendations forward. -Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. -Refresh of the Barnet Safeguarding Children's Partnership functions, membership and work programme. -Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the council to support improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels (particularly when moving at pace).	4	4	16	4	3	Treat
STR030	Impact on internal control environment	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Assurance Director	Statutory Duty	P&R - A culture of transparency and accountability	-Audit actions are recorded on BarnetPerforms and discussed at monthly Contract Management Meetings (CSG and Re) to encourage implementation. - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee. - Quarterly meeting to discuss non-implementation with Assurance Director or Chief Executive in attendance. - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented. - Growth bid submitted for 2019/20 to address risk of increased number of audit actions being raised and subsequent non-implementation / additional follow-up work.	4	4	16	4	2	New
STR007	Significant adults safeguarding incident	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Chief Executive	Statutory Duty	A&S - Embedding strength-based practice	-Adherence to the London multi-agency safeguarding adults policy and procedures. -Training programme and supervision policy and practice standards. -Quality assurance programme, including case audit, supervision audit, performance monitoring. -Report to CMT Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults and Safeguarding Committee and Health and Wellbeing Board annually. -Quality assurance ongoing in adult social care. -Provisional Mosaic safeguarding reports are in place.	5	3	15	5	3	Tolerate
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macro-economic changes, the council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-The council undertakes forward planning at the corporate level, as well as business planning. -The corporate risk management framework and audit process also control this risk. -Budget modelling takes into account latest population projections, changes in legislation and emerging pressures. Therefore, long term planning allows for financial planning and certainty but an annual review allows for any emerging pressures to be factored in.	5	3	15	5	1	Treat
STR023	Commercial viability of strategic suppliers	If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction; failure to discharge statutory duties; and financial costs.	Deputy Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-Contract management framework, with policy and procedures for commercial activity. -Contract monitoring takes place monthly with quarterly reporting to Financial Performance and Contracts Committee. -Contract register kept under review with checks on financial status of strategic suppliers. -Contract management arrangements in place, including indicators to identify financial stress. -Business continuity plans in place.D11	5	3	15	4	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Residual Risk (with existing controls)			Target Risk		Response Option
							Impact	Likelihood	Risk Score	Impact	Likelihood	
STR024	Tri-borough reorganisation of the Met Police	Reorganisation of the Met Police into a tri-borough format may result in a dip in performance while the changes take place, police resources previously available to Barnet being reallocated to Harrow and Brent, and an increase in police response times due to the service being delivered over a larger geographical area and the relocation of police hubs. These events may ultimately lead to a decrease in community safety, reputational damage and a reduction of public confidence in policing in Barnet.	Strategic Director, Environment	Statutory Duty (the Met Police are responsible for these duties)	CL - Safer communities	-Regular sharing of data including the police staffing numbers and police response times. -Regular meetings with the Met Police borough commander. -Regular monitoring of confidence in police via Resident Perception Surveys by the council and Metropolitan Police surveys. -There is increased collaboration between the Met Police borough commander and Barnet's senior management team. -A monitoring regime has been implemented in advance of the implementation of the Tri-borough reorganisation.	3	5	15	2	4	Treat
STR028	Impact of insourcing Re and CSG services on performance, contract and finance management	Proceeding with the business case for insourcing services delivered by Re and CSG (subject to committee agreement) without comprehensive and effective change management and risk management could lead to service disruption, temporary or longer-term performance reduction, additional costs, reduced long-term savings, contractual complications with remaining outsourced services, loss of technical knowledge and experience through personnel changes and failure to deliver statutory duties. This could result in a proportion of the projected savings not being realised and costs incurred.	Chief Executive	Finance	P&R - Medium and long term strategic planning	1. Officers identified to carry out financial analysis ahead of choosing which of the business case options will provide best value for money and highest performance. 2. Elected members scrutiny of the business case decision via Full Council. 3. Effective management of "STR008 Successful challenge to the decision-making process" in relation to this insourcing risk.	5	3	15	5	1	New
STR001	Ability to attract and retain scarce skills or those in high demand	If LBB is unable to attract and retain scarce skills or those in high demand within the labour market there could be an impact on the ability to deliver outcomes for residents and statutory responsibilities resulting in financial pressure, reputational damage and poor customer satisfaction.	Deputy Chief Executive	Statutory Duty	P&R - Medium and long term strategic planning	-Targeted interventions are underway to attract social workers in children's social care, and a further intervention is underway to convert agency social workers to permanent staff. -A new recruitment system is being implemented to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. -The council is investing in new office accommodation in Colindale which will provide a new, modern working environment where staff can work in a more flexible, agile way. -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. -An audit of the staff onboarding process is about to commence reviewing and seeking improvement to the processes for new starters. -Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff.	4	3	12	4	2	Treat
STR006	Complexity of partnership working in the borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage.	Chief Executive	Statutory Duty	P&R - Continuing to improve Customer Services	-We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards. -Barnet Partnership Board meetings.	4	3	12	4	2	Treat
STR012	Potential health and safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health and safety / compliance policies and procedures are not sufficiently developed, tested or adhered to by officers, members or the council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage.	Chief Executive	Health and Safety	P&R - Medium and long term strategic planning	-Health and safety policies and processes around managing compliance are in place (available on the intranet), and the 95 buildings are being managed effectively. There are plans to identify gaps for other council stock. -Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. -There is a "split" service, allowing access to additional health and safety advice available as required, but alongside Barnet-based staff with health and safety knowledge of local issues carrying out monitoring activities (including health and safety audits and inspections) as well as a statutory officer in place. -We have systems to collect information on incidents, and undertake regular health and safety audits and reports to senior officers and committees.	4	3	12	4	2	Treat
STR025	Contractual disputes due to underperforming commissioned services	The potential for contract underperformance or non-delivery of commissioned services could result in disputes between Barnet and its delivery partners which, if unresolved, could lead to ongoing service delivery underperformance, failure to discharge statutory duties, legal/contractual costs, reputational damage and ultimately commissioned services being brought back in-house with the loss of planned savings and guaranteed income.	Commercial Director	Finance	P&R - Medium and long term strategic planning	-Contract performance is measured by monthly/quarterly/annual indicators and the output specification. -Contract performance is monitored via monthly/quarterly performance reports and monthly contract management meetings. -Dispute resolution is supported by a jointly managed issues log, the contract dispute resolution processes including escalation to exceptional meetings and legal support from HB Public Law. -Service continuity is ensured by provisional service continuity plans.	4	3	12	3	2	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Residual Risk (with existing controls)			Target Risk		Response Option
							Impact	Likelihood	Risk Score	Impact	Likelihood	
STR031	Financial controls	If financial controls are not sufficient this could lead to the Council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses	Director of Finance	Finance	P&R - Medium and long term strategic planning	A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	2	10	5	1	New
STR008	Successful challenge to the decision-making process	If statutory obligations to consult are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in judicial review of process, which has implications for officers and members, and could lead to reputational damage.	Chief Executive	Statutory Duty	P&R - Medium and long term strategic planning	-Corporate advice and guidance on decision-making are in place, with a clearance process. -Senior officers and members have oversight of decisions.	5	2	10	5	2	Tolerate
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach, financial loss, personal injury or death.	Director of Finance	Health and Safety	HOUS - Building compliance and fire safety	Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessments (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	2	10	5	1	Treat
STR010	Potential fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and policies and procedures are neither fit for purpose nor adhered to, this could lead to the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage.	Section 151 Officer	Finance	P&R - Medium and long term strategic planning	-The council observes financial regulations, internal controls and standing orders, and contract procedure rules. Responsibilities relating to fraud prevention, detections and investigations are set out in the council's constitution. -There is a policy framework in place called the counter-fraud framework which contains counter-fraud, bribery and corruption policy and a whistleblowing policy. -The council also has an employee code of conduct which includes a gifts and hospitality policy, also other HR policies are in place. There is oversight by the Audit Committee. -The council has a dedicated fully qualified Corporate Anti-Fraud Team (CAFT), and an internal audit team who work closely together and have a risk based joint work plan which includes a communication/publicity strategy to ensure fraud risks/issue are identified and the control environment is reviewed as well as consideration and continued planning in relation to new risks and outcomes from internal audits/fraud investigations. -The CAFT also conduct proactive fraud drives and provide Fraud Awareness programmes and advice. CAFT take part national data matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	3	3	9	3	2	Treat
STR016	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.	Strategic Director, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-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. -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. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	3	3	9	3	2	Treat
STR022	Development of Barnet House	Colindale Full Business Case (FBC) has a challenge to remove the liabilities around Barnet House. Failure to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement could result in increased costs, reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Deputy Chief Executive	Finance	P&R - Implementing The Way We Work programme	-An investment report has been commissioned and circulated detailing the current and potential liabilities. -A Barnet Homes development options report has been commissioned. -Reviewing option agreement to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement. -A draft of the Investment Case has been presented to the council for comment with an FBC model. -Negotiations with the new freeholder are planned to facilitate and early lease termination. -An option appraisal has been commissioned, which will detail the available options to maximise value from Barnet House and the Colindale office building. -Negotiations with the Barnet House freeholder / head-lease holder will potentially take place once the report has been presented.	3	3	9	2	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Residual Risk (with existing controls)			Target Risk		Response Option
							Impact	Likelihood	Risk Score	Impact	Likelihood	
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans/incident response plans, the council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage.	Deputy Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-The council has a corporate Business Continuity Strategy and Plan, and maintains a network of business continuity leads, with quarterly meetings on this subject. -The council carries out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios. -Quarterly Business Continuity meetings.	4	2	8	4	2	Tolerate
STR011	Impact of change in policies across the council/for specific committees	If there is a change in policies or in priorities across the council/for specific committees, this could result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-Decisions are made in accordance with legal advice and the council undertakes forward planning at the corporate level. -The risk to the budget is controlled by the MTFs and business planning process, and Members are fully engaged.	4	2	8	4	2	Tolerate
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) could expose IT networks to attacks the results of which could compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Deputy Chief Executive	Business Continuity	CL - Emergency planning, preparedness	Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades.	4	2	8	4	2	Tolerate
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) could lead to disruption of IT networks resulting in a loss of access to information assets and disruption to council services.	Deputy Chief Executive	Business Continuity	CL - Emergency planning, preparedness	Incident management policies in place to improve resilience and support business continuity, including regular assessment of information assets.	4	2	8	4	2	Tolerate
STR027	Compliance with Equality Duty without an Equalities Officer	With no dedicated Equalities Officer in place there is a risk that compliance with the Public Sector Equality Duty under the Equality Act 2010 is not maintained leading to worsening outcomes for Barnet citizens and legal action against the council.	Chief Executive	Statutory Duty	P&R - A culture of transparency and accountability	-Equality Policy 2014 in place -Strategic Equalities Objective in place -Corporate Performance Indicators in place -Equality Annual Report in place -Equality commitments to residents published -Equality Champions trained and in place -Mandatory Equality learning and development in place -Equality guidance material and advice available to all staff -Equality Duty is considered when any policy is developed, decided upon, implemented and reviewed -Joint Senior Leadership ownership of improved outcomes for people who have protected characteristics	4	2	8	4	1	New
<b>Service Risks (8)</b>												
<b>Adults, Communities and Health (4)</b>												
AC001	Increased overspend in 2017/18 to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director (DASS)	Statutory Duty	A&S - Embedding strength-based best practice	The council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The Priorities and Spending Review will identify future demand pressures, and the council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model which focus on reducing demand for services and finding more creative ways to manage complex need.	5	4	20	3	3	Treat
AC028	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director Community and Wellbeing	Statutory Duty	A&S - Embedding strength-based best practice	-A programme board is in place to drive delivery of a fully functioning case management system (Mosaic), with escalation routes agreed into the Barnet Partnership senior structures. -Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. -Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. -Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. -Assurances have been sought in relation to information governance controls within the programme. -LBB to continue close monitoring of plan and delivery. -Escalation to CMT where mitigating actions are not meeting timescales	5	4	20	1	1	Treat
PH06	Pandemic Influenza type disease outbreak - LA business continuity risk	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents.	Director of Public Health	Statutory Duty	A&S - Health and wellbeing	Secure tools developed to support the recording and updating of cases offline in emergency situations.	5	4	20	5	4	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Residual Risk (with existing controls)			Target Risk		Response Option
							Impact	Likelihood	Risk Score	Impact	Likelihood	
AC031	Budget management	Following the move to the new case management system, delays in resolving issues have limited the ability for the council to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion, leading to overspend.	Assistant Director Community and Wellbeing	Finance	A&S - Embedding strength-based best practice	Workarounds in place to provide financial forecasts.	4	4	16	1	1	Treat
<b>Growth, Resources and Commercial (3)</b>												
SPPC001	Challenge to deliver capital projects	Lack of capabilities to deliver capital and infrastructure projects within CSG corporate programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget and over time	Deputy Chief Exec	Finance	P&R - Medium and long term strategic planning	1. With uncertainty around the future relationship between LBB and Capita, retention of staff is becoming a key risk. 2. There is ability to take resource from the wider Capita supply chain, at day rate costs. 3. Ability to procure resource from other frameworks, at day rate costs. 4. Prioritisation of capital schemes to ensure appropriate focus of resources.	5	3	15	5	1	Treat
SPPC002	Brent Cross funding strategy	Risk that the funding strategy will not be agreed in time for the required committee approvals in November and December 2018 could lead to delays in the Brent Cross project specifically the delivery of the Brent Cross Thameslink station resulting in financial impact to the council income streams.	Deputy Chief Exec	Finance	ARG - Regenerating Brent Cross Cricklewood	1. Risks are managed by the relevant project board and escalated to the Brent Cross Governance Board and Assurance board.	3	5	15	3	2	New
SPPC009	Inability to effectively respond to Major Emergency Incident	The failure to implement the EP2020 recommendations and Resilience Standards for London, could lead to the inability to effectively respond to a major emergency resulting in failure to deliver statutory support of emergency services under the Civil Contingencies Act 2004, increased risk/harm to individuals, legal challenge, financial and reputational.	Assurance Director	Business Continuity	P&R - Emergency planning, preparedness and response	1. Current review of EP and BC arrangements including EP2020 and resilience standards 2. Tested Plans and arrangements in place 3. Interim support arrangements in place in service and also with Haringey EP team in event of major incident	5	3	15	4	2	Treat
<b>Environment (2)</b>												
TS013	Passenger transport services move	The handback of NLBP will necessitate the relocation of PTS vehicles with operation to a suitable alternate site, not being able to secure suitable site will result in either incurring additional costs to extend the current lease (subject to availability) or cause disruption to the Home to School transport service for Special Education Need children in and out of borough.	Street Scene Director	Business Continuity	ENV - Delivering transport improvements	Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	4	20	4	3	New
PI011	Winter Service	As a result of relocating the gritting depot from Barnet to Harrow there is a risk that the associated increased travel time will be detrimental to the ability to deliver an effective service in terms of speed of response and in particular the possibility that this may prevent the three eastern routes from being treated within the required timescale which may lead to road traffic accidents, associated insurance claims and even non-compliance with statutory duty in extreme cases.	Strategic Director, Environment	Business Continuity	ENV - Delivering highways improvements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. 4. Relevant contacts at TfL identified and daily exchange of plans/information implemented. 5. Lessons learnt exercise from the 2017/18 gritting season and the review and subsequent changes in operations is planned and underway in advance of the 2018/19 winter gritting season due to commence in October 2018. The intention of this exercise is to make changes that will improve service outcomes, including changes that will assist in reducing timescales of completing gritting operations.	5	3	15	5	2	Treat
<b>Joint Risks (2)</b>												
<b>Customer Support Group (1)</b>												
CSG07	Quality of CSG finance support falls below required standard	Inadequate resourcing and/or poor processes may lead to incomplete or misleading financial information. Basing strategic decisions on inaccurate financial information can lead to sub-optimal financial performance and poor value for money outcomes.	Head of Finance	Finance	P&R - Medium and long term strategic planning	-Weekly meetings to discuss issues and challenges and current staffing provision. -Temporary staff appointed to cover vacancies.	5	3	15	2	3	Treat
<b>Regional Enterprise (1)</b>												
OP14	Insufficient staff in Highways	Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks resulting in poor delivery of tasks, non-compliance to statutory design requirements/standards, risk of Injury, insurance claim liability, reputational damage or failure of timely scheme delivery.	Barnet Partnership Director (Capita)	Staffing and Culture	ENV - Delivering highways improvements	1. Robust recruitment. 2. Regular service level meetings with LBB to ensure all services are being managed to ensure seamless delivery.	4	4	16	2	2	Treat

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## Policy and Resources Committee

11 December 2018

<b>Title</b>	<b>Annual Equalities Report 2017/18</b>
<b>Report of</b>	Chairman of Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix One: Annual Equalities Report 2017/18 Appendix Two: Barnet Council Equalities Data Appendix Three: Equalities Action Plan 2018/19 Appendix Four: Progress on Action Plan 2017/18
<b>Officer Contact Details</b>	Sara Elias Bassett, Community Participation, Engagement and Strategy Lead 0208 359 5688 <a href="mailto:Sara.Elias-Bassett@Barnet.gov.uk">Sara.Elias-Bassett@Barnet.gov.uk</a>

### Summary

This report seeks approval for the Council's Annual Equalities Report for the financial year 2017-18 which demonstrates how the Council complies with the Public Sector Equality Duty. The publication of the Annual Equalities Report (AER) forms part of that process.

This AER looks back over the previous financial year and details how the Council has approached its statutory responsibilities under The Equality Act and the Public Sector Equality Duty; our approach to implementing our equalities policy; and our progress against our Strategic Equalities Objective, which is set out in Barnet's Corporate Plan. The AER also proposes a number of priorities for further work in the Equalities Action Plan 2018/19 (Appendix One).

## **Officers Recommendations**

- 1. That the Committee approve the Annual Equalities Report 2017/18 for publication on the council website.**

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

- 1.1 The Council's Strategic Equalities Objective (SEO) is that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. The current Corporate Plan 2015 -2020 (as amended in 2017/18) states that this objective will be reflected in the actions the Council takes to deliver the Corporate Plan.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 In order to transparently monitor performance against the SEO, an Annual Equalities Report is produced by the Council and published on the Council website.

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

- 3.1 There are no alternative reporting options considered.

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

- 4.1 Once the Annual Equalities Report has been considered and approved by Policy and Resources Committee, it will be published on the equality pages of the Council's website. The priority actions identified in the Equalities Action Plan for the financial year 2018/19, set out in the report, will be implemented.

### **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 For the reporting period of 2017/18, the Council's Strategic Equalities Objective (SEO) was part of the Corporate Plan 2016 -2020. It is that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. The Corporate Plan states that this objective will be reflected in the actions the Council takes to deliver the Corporate Plan. To transparently monitor performance against the SEO, an Annual Equalities Report is publicly reported to Council. The report details how the Council has approached its statutory responsibilities under The Equality Act 2010 and Public Sector Equality Duty, (further detail is outlined at Appendix One to this report).



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

5.2.1 There are no resource implications in this proposal.

## 5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

## 5.4 Legal and Constitutional References

5.4.1 The Council has statutory obligations under the Equality Act 2010 - and s149 which sets out the Public Sector Equality Duty (PSED) - which came into force on 5 April 2011.

### 5.4.2 General Public Sector Equality Duty

The Public Sector Equality Duty ('PSED') consists of a general duty, with three main aims. The general duty requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people from different groups; and
- Foster good relations between people from different groups.

### 5.4.3 Obligations to Publish Information and Set objectives.

By the Equality Act 2010 (Specific Duties and Public Authorities) Regulations, SI 2011/ 353 the Council is required to publish information to demonstrate its compliance with the public sector equality duty. The information must include information relating to persons who share a protected characteristic, who are its employees or who are affected by the Council's policies or practices. Publication is required annually. This information is set out in each Annual Equalities Report published since 2014. Under the same regulations the Council is also required to set and publish equality objectives to comply with the public sector equality duty, at least every 4 years.

### 5.4.4 Protected Characteristics

The 2010 Equality Act identifies the following protected characteristics:

- age
- disability

- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

5.4.5 In addition to assessing the impact of proposals on the nine protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed.

## 5.5 Risk Management

5.5.1 The Council's approach to equalities is designed to value and respond to the diversity of Barnet residents and to mainstream equalities into council activities and decision making. Progress will be monitored against with the Council's Strategic Equalities Objective, to mitigate against a range of equalities risks, and to ensure that the Council meets its statutory obligations under the Equality Act 2010 and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

5.5.2 The Council, and all organisations acting on its behalf, must ensure that it meets its legal obligations to pay due regard to equalities. Barnet provides services through a mixed economy of private, public and community organisations to secure the best value for our residents. The Council's 2014 Equalities Policy outlines how the Council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented.

5.5.3 We work in partnership with organisations that have processes in place to meet their obligations under the Equality Act 2010. Equalities impact assessments are required as part of contractual agreements. In 2017/18 our Equalities Lead supported officers from across the council to ensure that equalities considerations are embedded into the decisions the council and partners make, and into business and financial planning processes.

5.5.4 The Independent Government Review into PSED (September 2013) recommended that public sector bodies should take a proportionate approach to the requirement to pay due regard to equalities and not seek to 'gold plate'. It also recommended that the PSED should be further reviewed, suggesting in three years' time (September 2016). No further information is available about any proposed review of the PSED.

## 5.6 Equalities and Diversity

5.6.1 The legal requirements of the 2010 Equality Act are outlined above and describe the requirement for public bodies to pay due regard to equalities.

5.6.1 This Annual Equalities Report responds to the requirement to publish information to show compliance with the Equality Duty at least annually.

## 5.7 Corporate Parenting

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. Age is a protected characteristic and Barnet's approach to Equalities is to ensure that the most vulnerable are protected.

## 5.8 Consultation and Engagement

5.8.1 It is not considered necessary to consult on the Annual Equalities Report. The Annual Equalities Report will be published on the Council's website.

## 5.8 Insight

5.8.1 This report demonstrates how Equality and Diversity Data is used by the council to meet its PSED.

## 6. BACKGROUND PAPERS

6.1 June 2017 Policy and Resource Committee: Annual Equalities Report 2016/17  
<https://barnet.moderngov.co.uk/documents/s40460/Annual%20Equalities%20Report%202016-17.pdf> .

6.2 June 2016 Policy and Resource Committee: Annual Equalities Report 2015/16  
<https://barnet.moderngov.co.uk/documents/s32732/Annual%20Equalities%20Report%20201516.pdf> .

6.3 January 2015 Full Council: Adoption of Equalities Policy  
[https://www.barnet.gov.uk/dam/jcr:45f49f6e-2d2f-4d0c-a35f-bd9a200def51/008627\\_Equalities\\_A4\\_Booklet\\_digital\\_.pdf](https://www.barnet.gov.uk/dam/jcr:45f49f6e-2d2f-4d0c-a35f-bd9a200def51/008627_Equalities_A4_Booklet_digital_.pdf)

6.4 At the meeting on [24 June 2013](#), Cabinet Resources Committee approved the performance measures for monitoring progress against the council's Strategic Equality Objective, as set out in the Corporate Plan and required by the PSED.

## **APPENDIX ONE**

### **London Borough of Barnet Equalities Annual Report 2017/18**

#### **Contents**

- 1. Introduction, policy and legal obligations**
- 2. Corporate Plan 2015 – 2020 (as amended in 2017/18) and Strategic Equalities Objective**
- 3. Our approach to equalities**
- 4. Case studies: Putting policy into practice**
- 5. The way forward**

#### **1. Introduction and context**

- 1.1 This report details how the council has implemented its equalities policies and met our statutory responsibilities. The report outlines our progress against the Strategic Equalities Objective (SEO) and how the Council takes account of equalities in decision making. The report also includes an Action Plan for 2018/19.
- 1.2 The 2010 Equality Act outlines the provisions of the general and specific Public Sector Equality Duties and requires Barnet to have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
  - Advance equality of opportunity between people from different groups;
  - Foster good relations between people from different groups;
  - Set and publish equality objectives, at least every four years; and
  - Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.
- 1.3 This places a legal obligation on the Council to pay due regard to equalities. We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.
- 1.4 At their first meeting on June 10, 2014 Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and, of disadvantaged communities when making their recommendations on savings proposals. Therefore, in addition to assessing the impact of proposals on the 9 protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include

people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed.

## **The demographic evidence we used and what it shows**

### **Barnet continues to grow and diversify**

- 1.5 Barnet Council uses demographic and equalities data to identify trends and barriers and to take action to achieve the SEO. This report uses evidence on demographic change in the borough taken from the recent 2017 update of the [Joint Strategic Needs Assessment \(JSNA\)](#). The JSNA contains a wide range of data from national and local sources, and where possible, this has been benchmarked against other areas and put into time series so that the major trends in Barnet can be understood over time and compared. The JSNA data highlights continuing and increasing pressure and demand for council services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration. We also use evidence from other sources about service users and their needs from consultation feedback and the individual EIAs carried out for the budget savings proposals.

### **Key Facts (JSNA 2017 data refresh)**

- Barnet is the largest Borough in London by population and is continuing to grow. The most recent population projections estimate Barnet population to reach 389,400 at the end of 2017. The borough's overall population is projected to increase by approximately 19% between 2017 and 2032, taking the number of residents to 462,300. The highest rates of population growth are forecast to occur around the planned development works in the west of the Borough, with over 121% growth in Golders Green and 115% in Colindale between 2017 and 2032.
- Barnet's population is diverse and is projected to become increasingly diverse. The overall Black, Asian and Minority Ethnic (BAME) population is projected to increase from 39% to 44% of the total Barnet population by 2020. One of the key challenges will be meeting the diverse needs of these growing communities. Colindale, Burnt Oak and West Hendon have increasingly diverse populations that are more than 50% Black, Asian and Minority Ethnic (BAME).
- Barnet is now forecast to have the largest number of children of any London borough by 2020. Over 52% of all 0-4 year olds in Barnet are forecast to be from a Black, Asian or Minority ethnic background in 2017 and this is estimated to continue to increase.
- The over-65 population is forecast to grow three times faster than the growth in the 0-15 and 16-64 age groups and the overall

population between 2017 and 2032. East Barnet, Finchley Church End, Garden Suburb and High Barnet are projected to experience higher levels of growth in the proportion of the population aged 65 and over, as the number of residents aged 65 and over will grow between 2017–2032 to account for over a quarter (25%) of each total ward population. The number of people aged 65 and over is projected to increase by 47% by 2032.

- The evidence shows increasing demand for our services from a large, growing and increasingly diverse proportion of elderly residents – 14.2% of Barnet’s population are over 65, compared to the 13.1% of the population of outer London. Furthermore, Barnet has a higher proportion of people aged 85 and over (3.1%) compared to Outer London (1.8%) and the UK (2.3%). Between 2017 and 3032 the numbers of older people (over 65) in Barnet are predicted to grow at three times the rate of the rest of the population and older people will account for 25% of population in each ward. It is estimated that over 4,000 people in Barnet are living with dementia and even greater numbers of families and friends are adversely impacted by the condition.
- Compared to other boroughs, Barnet has a high proportion of care homes. There are 85 residential and 21 nursing homes in Barnet registered with the Care Quality Commission. In total, these homes provide approximately 2,800 beds for a range of older people and younger people with disabilities.
- West of the Borough has the highest concentration of more deprived areas LSOAs, with the highest levels of deprivation in Burnt Oak, Colindale, Childs Hill and West Hendon. The most deprived areas in the borough are situated in the LSOAs which contain Grahame Park and West Hendon estate, in Colindale. These are in the 10% most deprived LSOAs in England and 5% for London.
- The life expectancy of individuals living in the most deprived areas of the borough are on average 7.3 years less for men and 5.0 years less for women. By ward, Burnt Oak has the lowest average life expectancy from birth, at 79.2 years. It also has the lowest life expectancy from 65 years and over, at 18.2 years, closely followed by Coppets at 18.4 years.
- According to the 2011 census, by religion, Christianity remains the largest faith in Barnet accounting for 41.2% of the total population. The next most common religions are Judaism (15.2%) and Islam (10.3%).
- Driven by regeneration within the Borough, some areas will get younger, bucking the trend of an ageing population, bringing different health and wellbeing needs.

- Barnet is ranked 10th and 2nd out of all London boroughs in relation to 'life-satisfaction' and 'worthwhileness' wellbeing scores in 2014/15; both indicators have positively increased since 2013/14.
- Barnet is an attractive place for international migrants, with the Greater London Authority (GLA) estimating net international migration into the borough to have exceeded 51,000 between 2004 and 2015.
- At the last census (2011), 32,256 Barnet residents classified themselves as carers. On average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week.

## **2. Corporate Plan 2015 - 2020 (as amended in 2018/19) and Strategic Equalities Objective**

- 2.1 Council's Strategic Equalities Objective (SEO) forms part of the Corporate Plan 2015-2020 (as amended in 2018/19). It is that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. The Corporate Plan states that this objective will be reflected in the actions the Council takes to deliver the Corporate Plan. To transparently monitor performance against the SEO, an Annual Equalities Report is publicly reported to Council through Policy and Resources Committee.
- 2.2 The Council's Corporate Plan 2015 – 2020 (as amended in 2018/19) outlines how we will work together with residents and businesses to the following values and to achieve the following outcomes for the Borough:
- Successful places
  - Great Outcomes
  - Quality Services
  - Resilient Communities
- 2.3 The Corporate Plan and Strategic Equalities Objective (SEO) are fundamental to the Council's approach to fairness. They ensure that the Borough priorities reflect the diversity of need in Barnet and are addressed in a mainstreamed and holistic way. As discussed in Section 5 of this report, the Corporate Plan - including the SEO - will be updated in 2018 and adopted by full Council in March 2019.

### **Monitoring Progress with our Strategic Equalities Objective (SEO)**

- 2.4 The Council monitors progress against the SEO through a basket of indicators selected from the Corporate Plan. We use information about staff, residents and service users to monitor our progress and we break that information down by protected characteristics wherever possible. We consider service user satisfaction rates in relation to services such as waste and recycling; parks and green spaces; attainment rates for all Barnet's young people, including

children in care; a focus on housing and employment for vulnerable groups such as people with learning disabilities and people with mental health issues. We also look at Residents' Perception Survey measures relating to community cohesion; and health inequalities in the borough.

2.5 Barnet [Residents' Perception Survey](#), Autumn 2017 shows that:

- Satisfaction with Barnet remains high and in line with national and London averages. 85% of residents are satisfied with their local area as a place to live and 65% are satisfied with the way things are run in Barnet.
- 75% of respondents agree that Barnet is a family friendly borough.
- Community cohesion is increasing with:
  - 84% of residents agreeing that people from different backgrounds get on well together in the borough;
  - 76% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration; and,
  - 75% of residents report feeling they belong to their neighbourhood.
- Overall there have been some health improvements in Barnet. Most notably child health outcomes outperform the London average and death amongst those less than 65 years old from cardiovascular disease continues to fall. However, life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest (JSNA and Public Health England, Segment Tool 2015)
- In Barnet, life expectancy at birth in females (85.0 years) is higher than males (81.9) and overall life expectancy for both male and female population in Barnet is higher than the average for England (male =79.4, female =83.1)
- The average household income data for Barnet is £690 pw. This is higher than the London rate of £654.60 pw
- Average incomes in Barnet are increasing at a higher rate than across both London and Great Britain. (+15.6% in Barnet; +6.7% in London; +8.7% in Great Britain (2012 to 2017)
- However, this growth is driven predominantly by more affluent wards, with wage growth in other areas stagnating and even falling in real terms, resulting in higher income inequality between different areas of the borough



- CACI Pay check 2017 data suggests that in 2017 around 23.0% of Barnet households are living in poverty; lower than the London figure (27.0%) and higher than the Great Britain (21.0%) rate. In comparison to other London Boroughs, Barnet has the eleventh lowest rate of households living below the poverty threshold.
- Some of the most deprived areas of the borough (such as Burnt Oak and Colindale) exhibit much higher rates of household earning below the poverty threshold (42% and 40% respectively), than other areas of the borough (such as Garden Suburb and Finchley Church End, 14% and 18% respectively).

## Unemployment

2.6 Following the recession, unemployment rates within Barnet increased from 5.0% in 2008 to 9.3% in 2012

[1]. However, in the period Jan 2017 – Dec 2017 unemployment levels have reduced to a ra

2.7 The proportion of people claiming out of work benefits has decreased and there has also been a slight decrease in the number of residents claiming Employment Support Allowance (ESA). 4.1% of all residents claim ESA (a sickness related benefit) with fewer people claiming JSA which now accounts for 1.0% of residents in Barnet. 5.9% of Barnet residents claim main out of work benefits in comparison with a London figure of 7.2%. Burnt Oak (215), Colindale (290) and Child's Hill (285) have the largest amount of benefit claimants, whereas (Hale (115) and High Barnet (110), Garden Suburb (115), Totteridge (95) and Finchley Church End (135) have the smallest. All data on income and employment has been sourced from the CACI 2017, NOMIS and Local Government NEET figures.

## Employment

2.8 The table below shows employment rates within Barnet, compared against London and Great Britain averages. Barnet is broadly in line with both comparators however the borough has a slightly lower rate than Great Britain but a slightly higher rate than London.

2.9 Of people employed, Barnet has a much higher rate of self-employed workers (16.6%) compared to London (13.5%) and Great Britain (10.6%). This implies a strong entrepreneurial flair within the Borough.

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[1] ONS Labour Market Profile – based on 16-64 age group

**Table One: Employment Rates for 16-64 Year Olds, (Barnet, London and National), Jan 2017 – Dec 2017**

	<b>Barnet (No.)</b>	<b>Barnet (%)</b>	<b>London (%)</b>	<b>Great Britain (%)</b>
In Employment	198,100	74.9	74.0	75.9
Employees	151,600	58.1	60.1	64.0
Self Employed	45,700	16.6	13.5	10.6

Source: ONS Annual Population Survey

- 2.10 Supporting people into employment is a priority for the Council and has resulted in such initiatives as the Welfare Reform Task Force, which has brought together the council’s housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.
- 2.11 There have been improvements in employment opportunities for young people and only 2.0% are not in employment, education and training (NEET). This is well below the London figure of 3.1% and the lowest of all Barnet’s neighbours.
- 2.12 All data on income and employment has been sourced from the CACI 2017, NOMIS and Local Government NEET figures.

### **3. Our approach to Equalities and Valuing Diversity**

- 3.1 Since 2012 the Council has adopted a consistent and proportionate approach to meeting the Public Sector Equality Duty so that we pay due regard to equalities as we respond to the needs of residents and businesses in the borough. We take account of equalities considerations in delivering services and in establishing the Council’s priorities and the Council incorporates equalities into the Council’s commissioning priorities and work plans. This includes addressing dementia, mental health and safeguarding issues for vulnerable adults and young people; promoting independent living; helping people to support each other and keep well for as long as possible in the community; reducing, delaying and avoiding reliance on statutory services for as long as possible; building individual, family and community resilience; sharing the benefits of growth and regeneration and supporting people into employment.

In 2017/18 the council continued to:

#### **Mainstream equality considerations into policy, strategy and decision making**

- 3.2 Equalities Impact Assessments (EIAs) are a requirement in the Council. With support from the council's Equalities Lead, officers developed robust EIAs and mitigation plans, which take into consideration the results of consultations (where relevant). These EIAs are provided and published for each theme committee, ensuring that committees have access to the analysis before decisions are made.

### **Meet our responsibility to be fair in business planning**

- 3.3 In the annual business planning and budget setting process, Barnet looks at the anticipated impact of budget savings proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable.
- 3.4 A Cumulative Equalities Impact Analysis (CEIA) has been published each year with the draft budget for the last 5 years. It has included evidence about service users and their needs, consultation feedback and the individual EIAs carried out for the budget savings proposals.
- 3.5 The 2017/18 CEIA underlined that, as the council continues to take some difficult decisions relating to local service, we identify and endeavour to mitigate wherever possible, any negative impacts for the protected characteristics and other vulnerable groups.
- 3.6 The CEIA for the budget proposals for 2017/18 showed only one EIA with a negative impact. The Libraries EIA continues to show minimum negative impact for young people under 16, pregnant women and people with disabilities during unsupervised hours of opening and toilet closure during that time. This will continue to be monitored as the proposals are implemented.
- 3.7 As in previous years the CEIA recognises that protected characteristics cannot be viewed in isolation from broader socio-economic trends which can bring additional sources of disadvantage. The CEIA outlines that 23% of households in Barnet are living in poverty; 25% of employed residents in Barnet are low-paid. Full details of the CEIA can be found at Appendix I to the Business Planning paper presented to Policy and Resources Committee in February 2018

### **Identify Equality Leads**

- 3.8 For this reporting period, our lead Member for Equalities was Cllr Richard Cornelius, Chairman of Policy and Resources Committee and Leader of the Council. Our lead Member for Community Cohesion was Cllr Longstaff, Chairman of the Community Leadership and Libraries Committee. Our lead Officer for Equalities and Community Cohesion was the Assistant Chief Executive.

### **Promote inclusion in our approach to consultation, community participation and engagement**

- 3.9 Guidance on equalities has been incorporated into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups including hard to hear voices. Barnet is building strong

community links and partnerships through our Community Participation Strategy and the Communities Together Network (CTN), which aims to foster excellent community relationships and community spirit. CTN is co-facilitated by Barnet Council and CommUNITY Barnet, one of our key strategic VCS partners.

- 3.10 CTN is a strategic networking and information sharing forum to support Barnet's diverse communities to feel informed, included and safe, to promote community cohesion and to foster the potential for people to take on more responsibility for their local areas and deliver better outcomes for residents and communities in the years ahead. It brings together the voluntary, faith and community sectors with public sector partners to share information and build an understanding of what really matters to Barnet's communities. CTN enables a dialogue where the Council and other public sector partners can consult and seek input into some of the major decisions which impact on the borough for example, Welfare Reform and Dementia.
- 3.11 Barnet work closely with Barnet Multi Faith Forum (BMFF), our strategic partner for faith, through the Covenant on Faith Action, which recognises the faith community as an equal and valued community partner. We work with BMFF to secure good outcomes for Barnet residents, promote community cohesion and the peaceful co-existence of the borough's diverse community and faith groups.

#### **Use evidence and data**

- 3.12 Barnet uses demographic information to understand differences in our communities, tailor services to need and work with local people and groups to develop community based services which deliver better outcomes. We monitor the diversity of our service users and use evidence to support the delivery of needs led, appropriate and accessible services which reflect the diversity of need at different stages in people's lives.

#### **Make difficult decisions transparently and fairly**

- 3.13 Equalities considerations are embedded into Council decision making processes and fully integrated into our annual business planning process, with support provided by our Equalities Lead. Changes to policies and services are analysed to assess the potential equalities impacts and risks and mitigate them wherever possible. This information is provided to decision makers within an EIA, with information on the full impact before any decision is made. In addition to producing EIAs for individual budget proposals, the Cumulative EIA explores the cumulative impact of Barnet Council's budget proposals on protected groups within the borough. This is provided and published alongside each year's budget proposals. <https://barnet.moderngov.co.uk/documents/s44942/Business%20Planning%202018-2020.pdf>

#### **Use our purchasing power to promote equalities**

- 3.14 Barnet recognises that it can promote equality and diversity through its supply chain. Barnet provides services through a mixed economy of private, public

and community organisations to secure the best value for our residents. The Council's 2014 Equalities Policy outlines how the Council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented. The Council, and all organisations acting on its behalf, must ensure that they meet the legal obligations to pay due regard to equalities. Barnet Council also values diversity through broadening its supply chain. We do this by providing procurement training to local Small and Medium size enterprises (SME) and Voluntary, Charity Sector VCS organisations.

#### **4. Putting policy into practice – case studies from across the organisation**

- 4.1 This section reports on actions taken throughout the organisation to put our policy into practice.

##### **Children's and Family Services**

- 4.2 Barnet is now forecast to have the largest number of children of any London borough by 2020. The Council's vision, set out in the [Children and Young People's Plan 2016 -2020](#), is to make Barnet the most family friendly borough by 2020 through a resilience-based approach and giving children the best start in life to ensure that all children thrive and achieve their potential. The Council aim to ensure that children and young people in Barnet generally do well and have:

- Good health outcomes overall
- Access to good and outstanding schools
- Good education performance and high achievement across all key stages of education
- Low rates of offending

- 4.3 A corporate wide priority for Barnet is to implement our Children's service improvement plan so that the Council provides the right help at the right time to children and young people to:

- improve outcomes for vulnerable children;
- deliver good and outstanding services that give every child the best start in life; and,
- keep children and young people safe

- 4.4 Our family friendly vision is to put children and families at the heart of everything we do. We have started a three-year partnership with UNICEF to support all our children to be safe, happy and resilient. We have strengthened our approach and services for children with special educational needs and disability to foster resilience and independence for young people with complex needs. We will continue to develop our work to involve young people in decision making and to make Barnet the most family friendly Borough by 2020.

##### **Live Unlimited**

4.4 As part of our commitment to give every child the best start in life, the Council set up the charity Live Unlimited for children and young people in our care and care leavers. The charity will support our looked after children to achieve the best possible life chances and lead happy and fulfilling lives. Barnet is currently home to 539 looked after children and care leavers. While many looked after children thrive in their new environment, the evidence shows that, in comparison with children living with their birth families, looked after children and young people tend to have poorer life chances and outcomes. For example, they may:

- do less well in school
- struggle with independent living
- be vulnerable to mental health issues
- be vulnerable to sexual exploitation
- have more experience of the criminal justice system
- be over represented in the Borough figures for young people not in employment, education and training and have fewer employment opportunities

4.5 The Imagination Trust is the first scheme run by the charity Live Unlimited. It gives Barnet's looked after children and care leavers the opportunity to apply for small grants to pursue their own interests and passions. More information can be found at there is more info on the website: <http://www.liveunlimited.org.uk/>

### **Excellent Schools**

4.6 Barnet's [Children and Young People's Plan \(2016-2020\) sets](#) out Education and Skills aims as follows:

- ensure children have access to high quality education at good or outstanding schools
- focus on closing the attainment gap at schools
- promote opportunities for young people to help others through volunteering schemes
- develop programmes to reduce the number of young people not in education, employment and support (NEETs)
- link education funding more closely to need through pupil premium

4.7 The school census (2017) indicates that 51.2% of Barnet's primary school population have English as an additional language, which has steadily increased each year from 2007/08. The Census shows that 182 languages, other than English, spoken as a first language by primary school pupils. Polish and Romanian are the most common languages spoken after English with 1499 and 1184 pupils respectively.

4.8 In Barnet's secondary school -aged population, 38.2% of the pupil population have English as an additional language which has remained stable for the past 5 years: students speak 135 languages spoken other than English. Polish and Tamil are the most common languages spoken after English with 477 and 382 pupils respectively.

- 4.9 Barnet's Education Strategy 2017-2020 set an objective for all schools to be judged to be good or outstanding by Ofsted. In April 2018, 94.3% of Barnet's primary schools and 95.5% of Barnet's secondary schools are rated by Ofsted as good or outstanding which is above the national and London average and an increase from last year.
- 4.10 The Education Strategy also sets an objective for the attainment of children in Barnet's primary and secondary schools to be within the top 10% nationally. In 2017, the attainment of KS2 pupils is in the top 10% of LAs for Reading and Grammar, Punctuation and Spelling, with progress in Reading and Maths in the top 10%. Attainment for Maths was just outside the top 10% (ranked 16th out of 152 LAs). In 2017 the attainment and progress of KS4 pupils is in the top 10% of LAs, Barnet was ranked the 3rd Local Authority in the country for Progress 8 Score.
- 4.11 Barnet monitors the educational outcomes and progress of all pupils, including specific groups (e.g. black and minority ethnic pupils, pupils on free school meals and looked after pupils). Barnet's School Improvement Team monitor and challenge the performance of schools and provides regular meetings to communicate education updates and priorities and disseminate good practice. Effective monitoring and challenge from the Local Authority influences decisions on how schools spend their Pupil Premium, which is additional funding allocated specifically for raising the educational achievement of disadvantaged pupils. Barnet is proud that the educational attainment of most pupil groups is significantly above the national average at the end of both primary and secondary school.

#### **Involving children and young people in Council strategy**

- 4.12 Since 2017 Barnet has worked in partnership with the global children's charity, [UNICEF](#), to embed children's rights approaches across the borough. Barnet is committed to the rights of children and young people and taking into account the voice of the wide and diverse representation of children and young people in the borough, including looked after children, young carers who might be supporting a parent or sibling and children with disabilities.
- 4.13 The Council aim to ensure that young service users have a say in commissioning, reviewing services and decisions which affect their lives. As part of our commitment we provided the opportunity for children, young people and families to participate in developing the Children and Young People plan 2016-2020, covering service provision for children and young people aged 0- 19. The Council supports 6 different Youth Voice Forums to enable children's voices to inform, influence, co-produce and review services. They are the Barnet Youth Board, UK Youth Parliament, Youth Assembly, our SEND Youth Voice Forum, Young Commissioners and our Children in Care Council.

#### **Promoting health, wellbeing and resilience of our residents in the Sports and Physical Activity Project (SPA) and Greenspaces Projects**

##### **Sport and Physical Activity Project**

- 4.14 The Council is working with Greenwich Leisure Ltd (GLL) in an innovative new leisure contract to support a family friendly approach to health improvements and develop leisure services which tackle unhealthy lifestyles, including children's weight. The aim is to offer a cost-effective approach to physical activity and create opportunities that promote wellbeing for the rich diversity of Barnet residents.
- 4.15 A range of new benefits includes the introduction of healthy catering and vending, implementation of the London Living Wage at Barnet Leisure centres, opportunities for volunteering and a commitment to develop the workforce. The following are included amongst the new services for residents:
- A free Barnet residents' card, which provides all Barnet residents with up to 30 per cent discount on all activities and 50 per cent discount for those eligible for concessionary prices.
  - Free general swimming to children under eight years of age who live in Barnet.
  - A new borough-wide Physical Activity Referral Scheme which creates a pathway for exercise referral, diabetes and falls prevention.
  - Delivery of specialist health programmes that include children's weight management, adult weight management and a cancer rehabilitation scheme.
  - Creation of 'health hubs' at each facility to deliver health checks and advice for residents.
  - Barnet Carers Pass which is a free concessionary membership for registered carers, young carers, care leavers and looked after children (includes free swimming).
  - GLL Community Programme that delivers activities in a variety of local settings through working with care homes, women's groups, social clubs, religious organisations and schools.
  - GLL Activate Healthy Lifestyle Schools Programme that engages with a targeted number of schools per annum linked to Change for Life Clubs.
- 4.16 In addition, the council is investing in centre improvements including a new day nursery and all-weather pitch at Burnt Oak Leisure Centre, a face lift for the health and fitness offer at Hendon Leisure Centre, Finchley Lido Leisure Centre and Burnt Oak Leisure Centre. The council has also invested over £41million to build two new leisure centres at Barnet Copthall and New Barnet.

### **Greenspaces Projects**

- 4.17 The Council Greenspaces team have worked to involve residents to ensure that our greenspaces reflect the needs of all our communities and can be enjoyed by everyone. Construction tenders for major improvements at Montrose Recreation Ground and Silkstream Park, are now being finalised. In establishing the design, the project team organised:
- Individual meetings with stakeholder groups
  - Weekend exhibition in the parks with tea and drinks
  - Evening exhibition to include residents not available in the day



- Social media communication through Facebook/twitter
- An Email newsletter to local groups.

4.18 Barnet is also planning significant community consultation in developing master plans for specific sites and a wider vision for our sites and the individual components to be developed within them. The creation of a Sports Hub at Copthall Recreation Ground and improvements to open spaces in Mill Hill have taken on board resident and user views including the provision of non-sports facilities to ensure appeal to the wider community. We will be seeking views on the creation of Sports Hubs at West Hendon Recreation Ground and Barnet Playing Fields.

### **Support for older and vulnerable residents**

4.19 We want our residents to have more control over how they live their lives, with increased resilience and independence. Our corporate priority is to implement strength based practice and to focus on the adult's life including social factors such as friends, family, employment, interests and hobbies.

4.20 The proportion of people with learning disabilities (PWLD) in Barnet is under 0.5% of the overall Barnet population; however over 11% of Adult Social Care service users are PWLD. A 14% growth in the number of residents with moderate to severe learning disabilities is projected over the next decade. Evidence from Public Health England and the Department of Work and Pensions shows that participation in employment and engagement with the local community improve health outcomes and reduce stigma for individuals with learning disabilities. National research also shows the importance of having services that support people with learning disabilities to have a good and meaningful life – through access to activities and services such as education, employment, social and sports/leisure and support to maintain good relationships.

4.21 In 17/18 the council has:

- Recommissioned its Early Intervention and Prevention employment and support service for people with learning disabilities and autism. The service provides employment support; problem solving; community activities and training and awareness raising sessions to ensure local services are accessible and can provide a good service to people with learning disabilities. The service is available for all adults with a learning disability or autism spectrum condition (both Care Act eligible and non Care Act eligible). In 2017 the service supported 31 people with learning disabilities and/or autism spectrum conditions in to employment.
- Launched a new health action plan called 'My Health Matters Book'. A health action plan is a document which says what a person's health needs are and how to help them stay healthy. It is recommended that everyone with a learning disability has a health action plan in place. The book was created by the Council's learning disability service with support from Mencap and people who use services with the aim that

everyone with a learning disability in Barnet will have a My Health Matters Book.

- Restructured mental health services to make them more accessible for people with mental health needs, by working in conjunction with Barnet Clinical Commissioning Group, Barnet Enfield and Haringey Mental Health Trust, the voluntary sector and increasing the enablement service. We have employed 2 people with lived experience of mental health.
- Recommissioned neighbourhood services for older people. The new services will achieve better outcomes for more people from a greater number of locations. These services enable people to remain connected to their communities, reduce isolation and increase health and fitness.
- Refocussed services to ensure the deliver support for people with dual sensory impairment.

### **Equalities for staff**

4.22 Demographic change and change in the way we do business through the development of a range of different service delivery models to achieve different outcomes has also meant changes for staff in how we work and organisational culture. The Council's Equalities Policy focuses on the individual, to recruit, identify, develop, retain and reward talent in the organisation and acknowledge, accept and accommodate difference so that staff give their best. The Council's organisation values were adopted as part of the Corporate Plan 2015 -2020 and were refreshed in late 2016. They are outlined below:

- We embrace innovation and change: We continually ask what we can do better, or differently; we encourage creativity and value ideas; and we will celebrate our success and learn from mistakes.
- We value diversity: We value different perspectives, individuality and treat everyone with respect; and we will always strive to ensure the organisation embraces the richness of our community.
- We work together: We actively listen, respond, collaborate and share ideas, to achieve the best outcomes with residents, businesses and colleagues.
- We can be trusted: We are open, honest, act with integrity and are dependable.
- We care: We care about Barnet, its people and businesses and those we work with.

4.23 The council has set up a forum for staff of all backgrounds to have a voice about equality, inclusion and diversity. The Equalities Allies are a group of staff who are passionate about championing equality in the workplace. The group recognises and celebrates the diverse cultures in our organisation through a programme of staff events throughout the year.

- 4.24 Through our Employer Volunteering Scheme, we are encouraging staff to get more involved in the Borough through volunteering in the community. The Ready2Volunteer scheme is an opportunity for staff to achieve a greater understanding of our local communities, increases opportunities for team working and better working relationships with colleagues, increases levels of engagement with Barnet as an employer and allows individuals to develop additional skills.
- 4.25 The Council has invested in improving the Council's learning and development offer with a range of skills development opportunities available to all staff. For example, the evolving manager development programme gives staff the opportunity to learn and develop new skills.
- 4.26 We have embedded fair treatment for all through the Council's approach to pay and rewards and employee benefits package which gives staff more choice. Pay progression decisions are monitored to ensure equality issues are considered at each stage of the process to avoid any unconscious bias.
- 4.27 In 2018 the Council published its Gender Pay statistics which showed that on average female staff earned more than male staff. The Council also committed to undertake a full equal pay audit in 2018 which will include comparisons on all the protected characteristics.
- 4.28 The annual Our Stars Staff Awards ceremony is an opportunity for the council to recognise and reward the contribution of our staff.
- 4.29 The Council undertakes an all staff survey on a bi-annual basis together with regular pulse surveys each year to gain staff views and feedback on their experience of management, supervision, working conditions and training. We will analyse the results of this year's staff survey and involve staff in addressing any areas for improvement. The results of the staff survey alongside a staff survey action plan are published on the intranet.
- 4.30 Through the Way We Work programme we are modernising and consolidating our office space, empowering staff to choose when, where and how they work so that we can deliver the best possible services and outcomes for our residents and customers in Barnet. Staff will be moving out of offices in North London Business Park and Barnet House to a new, purpose built office in Colindale and a number of touchdown points and locality hubs across the borough.
- 4.31 We continue to assess the equality impacts on staff of our proposals to modernise services and transformation projects. Updated staff data is included at Appendix Two to this report.

## **5. Next steps**

- 5.1 The Council will continue to develop its approach to equalities and meeting the Public Sector Equality Duty in delivering services and the Council's priorities in a proportionate way which relates to the needs of residents and

businesses in the borough. A proposed Equalities Action Plan for the Council for 2018/19 is attached at Appendix Three to this report.

5.2 Key elements of the Equalities Action Plan for 2018/19 are:

- A review of the Equalities Audit report and its implications
- Further development of the council's approach to Equalities as the Equality Lead retires and a new peer to peer support function is launched
- An update to the Strategic Equalities Objective and performance measurement as part of the business planning process and update of the Corporate Plan



## **APPENDIX TWO - Barnet Council Equalities Data**

### **Data Sources**

#### **Staff data LBB Human Resources HR Core April 2018**

#### **Barnet Citizen Data Census 2011 (and updated by the GLA's 2015 Round Population Projections (Borough Preferred))**

The following tables summarise the data updated in April 2018 on the make-up of Barnet staff in relation to the protected characteristics. This is broken down by Delivery Unit where possible. Staff were asked to give information about their equality characteristics as part of an online survey in early 2015 with a 72% response rate from staff working directly for the council, and 60% for staff working in schools. Comparative data is also included on the borough of Barnet overall – taken as percentage of working age population (16-64 years old). It compares the percentage of each group represented in the Council with the information we hold about the make-up of Barnet residents from the Census 2011 (and updated by the GLA's 2015 Round Population Projections (Borough Preferred)). The data suggests that in comparison with Barnet population:

#### **1. Gender make up of staff**

Table One shows that women are the majority of Council staff at 59% in comparison with 51.2% in the Barnet Population. There has been a very slight increase in the number of males 41.67%(2018) compared to 41% in 2016. The more significant change has been the increase of women in schools from 90.8% in 2016 to 92.7% in 2018.

**Table One: Gender make up of staff**

Delivery Unit	Female	Male
Adults & Communities	77.02%	22.98%
Commissioning Group	52.97%	47.03%
Education & Skills	61.3%	38.7%
Family Services	79.3%	20.7%
Streetscene	22.22%	77.78%
Total Council	58.33%	41.67%
Schools	92.7%	7.3%
Barnet Population	51.2%	48.8%

## 2. Ethnicity of staff

Table Two shows in alphabetical order the ethnic groups employed in Barnet in comparison with their overall representation in the Barnet population. There are fewer white employees in comparison with their overall representation in the borough (54% compared to 64%). This is also true for Chinese (0.42%), Other Asian (1.38%) and Pakistani (0.84%).

**Table Two: Ethnicity of staff**

Ethnic Group	%in Council employment	% in Barnet Population
Bangladeshi	1.32%	0.6%
Black African	7.78%	5.4%
Black Caribbean	8.13%	1.3%
Black Other	3.47%	2.7%
Chinese	0.42%	2.3%
Indian	5.86%	7.8%
Other Asian	1.38%	7.9%
Other	1.5%	6.3%
Pakistani	0.84%	1.5%
Prefer not to say	15.73%	2.1%
White	53.59%	64.1%

### 3. Sexual orientation of staff

The lack of reliable data on sexual orientation of the UK population makes it difficult to make meaningful comparisons with staff data. 28.23% of Barnet staff prefer not to disclose their sexual orientation in comparison with a London average figure of 8.4%. In the staff survey follow up we will explore this discrepancy between Barnet and the London average for those who prefer not to disclose their sexual orientation.

**Table Three: Sexual orientation of Staff**

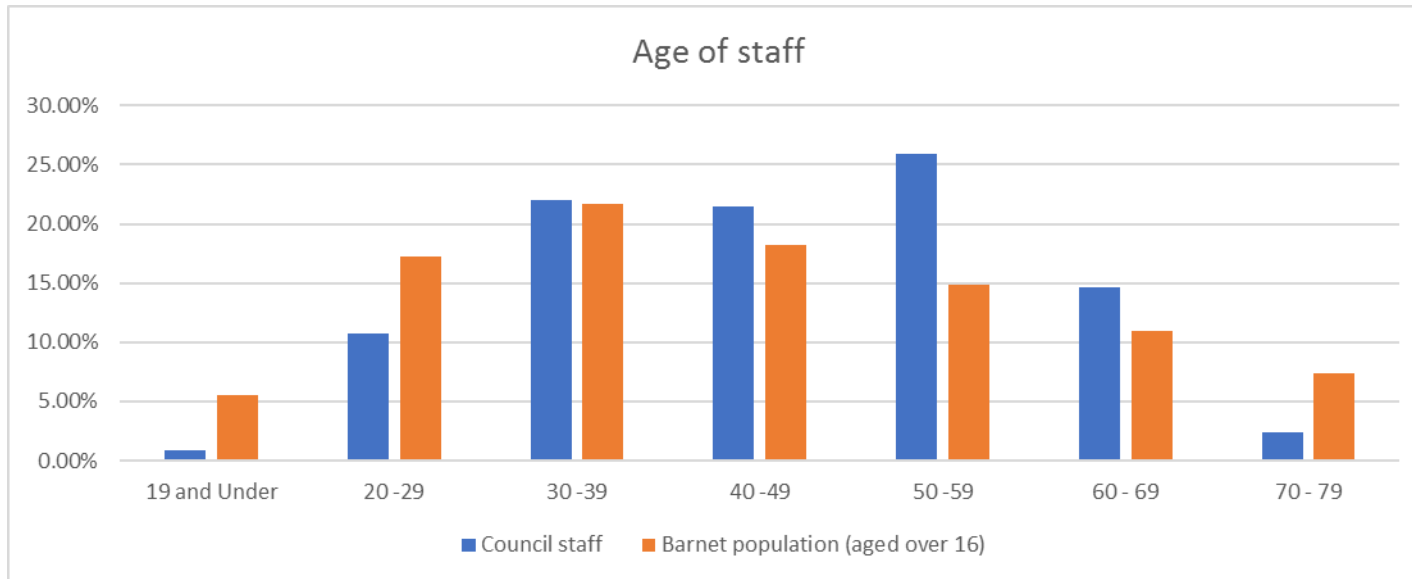
Grouping	Heterosexual	Bisexual	Gay	Lesbian	Prefer not to say
London Average	89.0%	0.7%	1.9%	1.9%	8.4%
Total Council	69.14%	0.9%	0.96%	0.78%	28.23%



#### 4. Age of staff

Table Four below shows there are fewer staff in age groups 19 and under and 20-29 than in comparison with their overall representation in the borough. Staff aged 50 – 59 make up 25.92% of employees in comparison with 14.82% of the Barnet population.

**Table Four Age of staff**



## 5. Staff with disabilities

Table Five below suggests that the disability profile of Barnet employees is less than the representation of People with Disabilities living in Barnet.

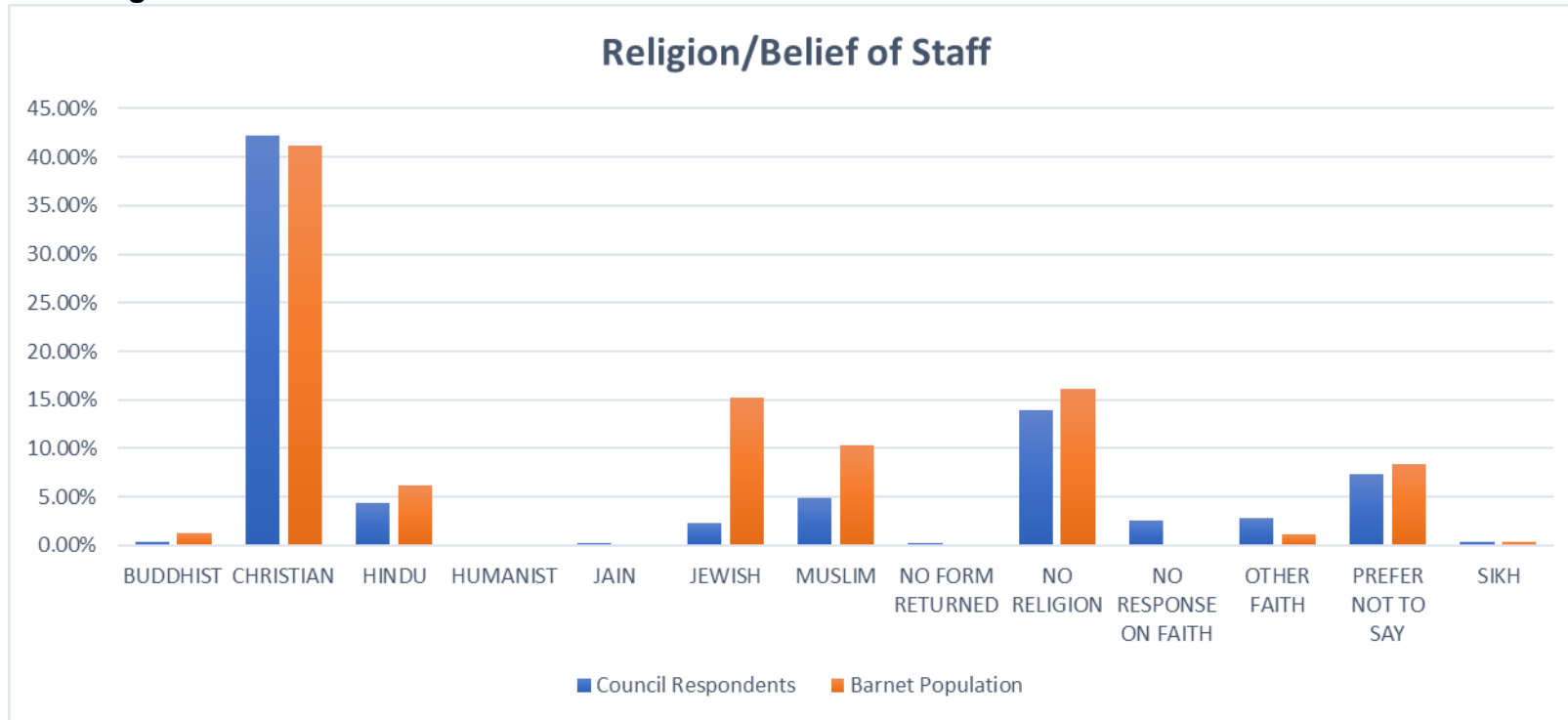
**Table Five: Staff with Disabilities**

<b>Delivery Unit</b>	<b>Percentage Declared Disability</b>
Barnet Population % People whose Day-to-day activities are limited a lot	6.0%
Total Council Staff	4.8%

## 6. Religion/Belief of staff

Table Six below shows that there are fewer Jewish and Muslim employees than in comparison with their overall representation in the borough.

**Table Six: Religion/Belief of Staff**



**APPENDIX THREE: Equalities Action Plan 2018/19**

<b>Equalities Action Plan 2018/19</b>	<b>Lead</b>	<b>Timescale</b>
<b>Mainstream equalities into the business of the organisation</b>		
Monitor existing commitments to incorporate equalities considerations into strategies and decision-making, ensuring due regard is given to the needs of different groups	Deputy Chief Executive Strategic Directors Legal and Governance	On-going via EIAs
Leading on the development and implementation of a fully mainstreamed approach to Equalities within the council following the departure of the Equalities Lead.	Deputy Chief Executive Strategic Directors Strategy Unit	September 2018 onwards
Set-up and develop a network of Equalities Champions to provide peer to peer equalities support across the council.	Strategy Unit Equalities Champions	September 2018
Hold quarterly Equalities Champions Network meeting to monitor the effectiveness and gather feedback on the new approach	Strategy Unit Equalities Champions	Quarterly from September 2018
Produce an Annual Equalities Report setting out the Council's commitment and activities relating to equalities and analysing key equality issues, trends and priorities, and publish this on the council's website	Strategy Unit	To be published in June 2019
Monitor progress against the council's Strategic Equalities Objective and identify any emerging issues shown by the data	Strategy Unit	To be published in June 2019

<b>Equalities Action Plan 2018/19</b>	<b>Lead</b>	<b>Timescale</b>
<b>Incorporate equality considerations into the business planning process</b>		
Review the current integration of equalities into the business planning process and implement any steps needed to improve this, as laid out in the Internal Audit Report	Strategy Unit Legal Services Strategic Directors Corporate Finance and Delivery Units (DUs)	January 2019
Develop analysis of the cumulative impact on specific groups (particularly protected characteristics) of decisions taken to set the Council's budget for 2019-20, and publish this with the 2019-20 budget report.	Strategy Unit	February 2019
An update to the Strategic Equalities Objective and performance measurement as part of the business planning process and update of the Corporate Plan	Strategy Unit Strategic Directors	November 2018- March 2019
<b>Resources, support and capacity-building</b>		
Maintain guidance and support on equalities,	Strategy Unit Legal Services Programmes and Performance Team	On-going
<b>Promote community cohesion and resilience</b>		
Support the Communities Together Network to promote community wellbeing and encourage safe and cohesive communities (facilitating	Strategy Unit	On-going.

Equalities Action Plan 2018/19	Lead	Timescale
three meetings a year; developing and delivering a forward plan)		
<b>Policy and horizon-scanning</b>		
Maintain a horizon-scanning process to identify any relevant policy developments, their impact, and any response needed (such as the upcoming reviews of the Human Rights Act and the Public Sector Equality Duty).	Strategy Unit	On-going
Carry out an annual review of the Council's Equalities Policy to ensure it remains up to date and accessible internally and externally via intranet and internet pages.	Strategy Unit	December 2018
<b>Support a robust and representative corporate consultation and engagement function</b>		
Work with the Council's Local Voluntary and Community Sector (VCS) through CTN and community participation lead to engage with hard to reach groups and communities and understand any key equalities issues.	Strategy Unit Communications	On-going
Use the Communities Together Network where appropriate to support relevant corporate consultation and engagement	Communications Strategy Unit	On-going

## **APPENDIX FOUR: Progress on Action Plan 2017/18**

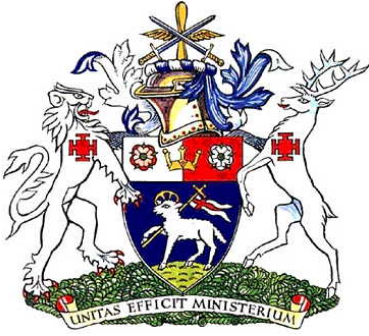
<b>Action</b>	<b>Progress as of March 2018</b>
Monitor existing commitments to incorporate equalities considerations into strategies and decision-making, ensuring due regard is given to the needs of different groups	On-going via EIAs
Review and monitor integration of equalities into our corporate assurance processes	The Equalities Lead attended the Risk Network meeting to advise and support risk managers on how to incorporate equalities into their assurance processes
Monitor integration of equalities considerations into the work of the Council's commercial partners including compliance with relevant contract clauses	On-going by the Commercial Team
Leading on the integration of equalities into our corporate management structures	On-going support via the Equalities Lead to train lead officers on their equalities duties
Produce an annual Equalities Report setting out the Council's commitment and activities relating to equalities and analysing key equality issues, trends and priorities, and publish this on the	This report is the Annual Equalities report for 2017/18
Develop analysis of the cumulative impact on specific groups (particularly protected characteristics) of decisions taken to set the Council's budget for 2017-18, and publish this with the 2017-18 budget report.	A Cumulative Equalities Impact Assessment was published in February 2018
Produce up-to-date guidance and support, and training (including e-learning) available to officers across the Council and, where possible, external partners.	Guidance documents and support have been made available on the Intranet and 121 training and support provided to lead officers.
Maintain a resource of completed Equality Impact Assessments to make sure best practice is	Completed EIAs are published and are available to support the development of new

shared across Delivery Units	EIAs
Develop the Council's capacity to build equalities considerations into the work of all Barnet services	Guidance documents and support have been made available on the Intranet and 121 training and support provided to lead officers.
Support and administer the Communities Together Network to promote community wellbeing and encourage safe and cohesive communities (facilitating three meetings a year; developing and delivering a forward plan)	Three public meeting and steering group meeting took place over 2017/18
Lead a programme of events which promote community cohesion and good relations between different groups, including -Faith Festival, and International Women's Day.	The Equality Lead worked with the Equalities Allies on a series of successful events included Black History Month, inter-faith Festival and International Women's Day.
Maintain a horizon-scanning process to identify any relevant policy developments, their impact, and any response needed (such as the upcoming reviews of the Human Rights Act and the Public Sector Equality Duty).	This was an ongoing piece of work by the Equality Lead and included attendance at the London Equalities Network
Carry out an annual review of the Council's Equalities Policy to ensure it remains up to date and accessible internally and externally via intranet and internet pages.	An annual review took place in August 2017
Work with the Council's Local Voluntary, Community and Faith Sector (VCFS) through CTN and work with the Community Participation Lead to engage with hard to reach groups and communities and understand any key equalities issues.	The Equalities Lead attended all CTN meetings.
Use the Communities Together Network where appropriate to support relevant corporate consultation and engagement	The Equalities Lead ensured that consultation and engagement activities were highlighted via the CTN membership



## Policy and Resources Committee

11 December 2018



<b>Title</b>	<b>Annual Procurement Forward Plan [APFP] 2019/2020</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 - Annual Procurement Forward Plan 2019-20
<b>Officer Contact Details</b>	<p>Duncan Tessier, Commercial Director  <a href="mailto:duncan.tessier@barnet.gov.uk">duncan.tessier@barnet.gov.uk</a></p> <p>Elizabeth Stavreski, Head of Procurement  <a href="mailto:elizabeth.stavreski@barnet.gov.uk">elizabeth.stavreski@barnet.gov.uk</a></p> <p>Susan Lowe, Business Partner, Corporate and Street Scene  <a href="mailto:susan.lowe@barnet.gov.uk">susan.lowe@barnet.gov.uk</a></p> <p>Kevin Bartle Director of Resources  <a href="mailto:kevin.bartle@barnet.gov.uk">kevin.bartle@barnet.gov.uk</a></p>
<b>Summary</b>	
This report sets out the detail of procurement activity for 2019/2020 and where known for 2020/21 for approval	

# Officers Recommendations

**1. That approval be given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan [APFP] 2019/2020 and where known for 2020/21**

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

1.1 Under paragraph 4.1 of the Council's Contract Procedure Rules any Procurement, including extensions and variations to contracts set out in the Annual Procurement Forward Plan and approved by the Policy and Resources Committee, is deemed as authorised irrespective of the Contract value.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 To comply with the Council's Contract Procedure Rules.

2.2 To avoid presentation of individual requests for approval to procure to various Council committees.

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

3.1 The only alternative action is to present individual requests to Policy and Resources Committee and other thematic committees. This was rejected as being burdensome both to Council officers in preparing such reports and committee members in the time that would be required to consider them.

3.2 There is also a timing issue in that many of these procurements will need to start within weeks and it would be very difficult to schedule individual approvals from relevant theme committees in time.

## **4. POST DECISION IMPLEMENTATION**

4.1 Officers will proceed as appropriate with the procurements listed.

## **5. IMPLICATIONS OF DECISION**

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

5.1.1 The Annual Procurement Forward Plan (APFP) will enable the Council to maintain an accurate oversight of procurement activity across the full range of services and support more commercial and efficient procurement practices. The APFP supports transparency and drives achievement of the Council's strategic objectives as set out in the Corporate Plan 2015-2020. The council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

- 1) of opportunity where people can further their quality of life
- 2) where people are helped to help themselves, recognising that prevention is better than cure

- 3) where responsibility is shared, fairly
- 4) where services are delivered efficiently to get value for money for the taxpayer

5.1.2 The APFP also supports transparency and achievement through the Authority's Entrepreneurial Barnet 2015-2020 commitment which encourages businesses to improve Barnet's wider economic community through targeted activities such as:

- improving Barnet's physical and digital infrastructure
- supporting town centres
- delivering business mentoring schemes
- equipping the workforce with the skills and behaviours it needs to succeed in a competitive and changing world

5.1.3 The Council is a signatory to London Council's Procurement Pledge "to create jobs and training through its supply chain." Typically this will include a requirement of suppliers to:

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

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

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

5.2.2 Any savings proposals within these plans are monitored throughout the financial year by the Procurement Board.

## 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (£181,302) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

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

5.3.2 The Council has extended the Social Value Act's requirements and supports social value and sustainability delivery opportunities through all procurements at the council, not just above threshold services contracts.

5.3.3 Delivery units will be asked to confirm that the development of specifications for all proposed procurements have taken these requirements into consideration. It should be noted that such considerations could compromise the Council's ability to maximise the value for money it can achieve, so a balance will be sought wherever possible

## **5.4 Legal and Constitutional References**

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

'(1) To determine strategic policy, finance including recommending capital and revenue budget to full Council, welfare, corporate plan and local plans, procurement, partnerships, IT, grants and the effective use of resources.'

5.4.2 The Council's Constitution, Article 18 (Contract Procedure Rules) sets out the authorisation process for entering contractual commitments. "Authorisation" is the approval required before quotations or tenders for supplies, services or works may be sought in accordance with Council Constitution Article 10 Table B.

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

- The aim is to speed up the procurement process by removing unnecessary bureaucracy – in this case, a duplication of the authorisation process.
- Any contract, including additions, extensions and variations, which have been included in a directorate or service's Budget and supporting plans and strategies or any other Committee approved plan is deemed as authorised irrespective of value.

## **5.5 Risk Management**

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

## **5.6 Equalities and Diversity**

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

## **5.7 Corporate Parenting**

5.7.1 Identified service area procurements may have direct and/or indirect impact on looked after children and care leavers. Procurement will work with service areas in preparation of requirement to identify the potential for impact a procurement may cause and identify

risks and appropriate mitigations to support successful outcome of the requirement.

## 5.8 Consultation and Engagement

5.8.1 Consultation and engagement will take place within individual procurement projects as appropriate to the product(s) or service(s) required.

## 5.8 Insight

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

5.8.2 Post tender delivery insight data will be used to support contract management.

## 6. BACKGROUND PAPERS

6.1 Policy and Resources Committee 5 December 2017 Agenda item 11 Annual Procurement Forward Plan 2018/19 Appendix 1 Procurement activity by service area for 2018/19

<https://barnetintranet.moderngov.co.uk/documents/s43785/Annual%20Procurement%20Forward%20Plan%20APFP%2020182019.pdf>

6.2 Policy and Resources Committee 13 February 2018 Agenda item 9 Annual Procurement Forward Plan Supplement 2018/19 Appendix 1 Annual Procurement Forward Plan Supplement 2018-19

<https://barnetintranet.moderngov.co.uk/documents/s44913/Annual%20Procurement%20Forward%20Plan%20APFP%20Supplement%2020182019.pdf>

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**Annual Procurement Forward Plan 2019-2020**  
**Procurement Activity 2019-20**

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
<b>Estates</b>						
1	Electricity Meter Operator Agreement	Tender / Framework	£ 40,000	01/10/2018	01/04/2019	N
2	Diesel Transport Fuel - Liquid Fuels Contract	Tender / Framework	£ 2,600,000	01/02/19	01/10/2019	N
3	Heating Oil (Red Diesel) - Liquid Fuels Contract	Tender / Framework	£ 200,000	01/02/2019	01/10/2019	N
4	Electricity Supply Contract	Tender / Framework	£ 23,400,000	01/01/2019	01/10/2020	N
5	Gas Supply Contract	Tender / Framework	£ 13,200,000	01/01/2019	01/10/2020	N
6	Retrospective Utility Audit	New Procurement	£ 619,000	01/03/2019	01/05/2019	N
7	Water & Sewage Contract	Tender / Framework	£ 400,000	01/10/2019	30/04/2020	N
8	Civic Estates	TMC/Frameworks	£ 500,000	01/04/2019	01/04/2019	N
9	School roofs	TMC/Frameworks	£ 800,000	01/04/2019	01/04/2019	N
10	School windows replacement	TMC/Frameworks	£ 500,000	01/04/2019	01/04/2019	N
11	School bulge classes	TMC/Frameworks	£ 3,000,000	01/04/2019	01/04/2019	N
12	Term maintenance contracts	TMC/Frameworks	£ 2,000,000	01/04/2019	01/04/2019	N
13	Surveys	TMC/Frameworks	£ 1,000,000	01/04/2019	01/04/2019	N
14	Kitchen refurbishment	TMC/Frameworks	£ 900,000	01/04/2019	01/04/2019	N
15	School safety and security	TMC/Frameworks	£ 400,000	01/04/2019	01/04/2019	N
16	Asbestos	TMC/Frameworks	£ 1,000,000	01/04/2019	01/04/2019	N
17	School boilers	TMC/Frameworks	£ 800,000	01/04/2019	01/04/2019	N
18	School electrical re-wire	TMC/Frameworks	£ 500,000	01/04/2019	01/04/2019	N
19	Early years provision	TMC/Frameworks	£ 3,000,000	01/04/2019	01/04/2019	N
20	SEN programme	TMC/Frameworks	£ 5,000,000	01/04/2019	01/04/2019	N
21	Libraries	TMC/Frameworks	£ 1,000,000	01/04/2019	01/04/2019	N
22	Meanwhile Use for Void and Vacant Properties	Tender / Framework	£ 23,000	01/04/2019	01/04/2019	N
23	REFIT	OJEU	£ 4,500,000	01/10/2018	01/01/2019	N
24	New Barnet Leisure Centre - FF&E	Tender / Framework	£ 700,000	01/01/2019	01/04/2019	N
25	New Barnet Leisure Centre - ICT	Tender / Framework	£ 150,000	01/01/2019	01/04/2019	N
26	Copthall Leisure Centre - FF&E	Tender / Framework	£ 700,000	01/01/2019	01/04/2019	N
27	Woodside Avenue - Main Home Refurb Works	Tender / Framework	£ 1,100,000	01/01/2019	01/04/2019	N

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
28	Woodside Avenue - FFE	Tender / Framework	£ 150,000	01/01/2019	01/04/2019	N
29	Woodside Avenue - ICT	Tender / Framework	£ 50,000	01/01/2019	01/04/2019	N
30	Woodside Avenue - Intervention Centre	Tender / Framework	£ 400,000	01/01/2019	01/04/2019	N
31	Woodside Enabling Works	TMC/Frameworks	£ 140,000	01/01/2019	01/04/2019	N
32	BDSJ - Decant	Tender / Framework	£ 150,000	01/01/2019	01/04/2019	N
33	BDSJ - FFE	Tender / Framework	£ 305,100	01/01/2019	01/04/2019	N
34	BDSJ - ICT	Tender / Framework	£ 161,000	01/01/2019	01/04/2019	N
35	PRU - Main Build	Tender / Framework	£ 10,400,000	01/01/2019	01/04/2019	N
36	PRU - ICT	Tender / Framework	£ 162,000	01/01/2019	01/04/2019	N
37	PRU - FFE	Tender / Framework	£ 60,000	01/01/2019	01/04/2019	N
38	PRU - Decant Site	Tender / Framework	£ 575,000	01/01/2019	01/04/2019	N
39	Building occupation usage surveys	Quote/Tender	£ 400,000	01/01/2019	01/04/2019	N
40	CBAT Tool	New Procurement	£ 105,000	01/01/2019	01/04/2019	N
41	Short term contractor dilapidations	Framework	£ 500,000	01/01/2019	01/04/2019	N
42	Feasibility Studies	New Procurement	£ 100,000	01/01/2019	01/04/2019	N
43	Marketing & comms buildings unused services	Framework	£ 80,000	01/01/2019	01/04/2019	N
44	PTS - Construction Works	New Procurement	£ 575,000	01/01/2019	01/04/2019	N
45	Specialist M&E contractor for Colindale Office	New Procurement	£ 500,000	01/12/2018	31/01/2019	N
46	Corporate Security Contract	new tender	£ 3,750,000	01/04/2019	01/04/2019	Y
47	Express Vending	Project framework	£ 200,000	01/04/2019	01/03/2019	N
48	Hendon Town Hall Audio Visual Replacement	new tender	£ 85,000	01/04/2019	01/04/2019	N
49	Trade UK Card	Quote	£ 10,000	01/04/2019	01/04/2019	N



No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
<b>Corporate/Commissioning</b>						
50	Auditor for HB Subsidy	New Procurement	£ 80,000	01/01/2020	01/04/2020	N/A
51	Office Furniture	New Procurement	£ 1,000,000	01/12/2018	01/04/2019	N/A
52	Office Stationery	New Procurement	£ 240,000	01/01/2019	01/04/2019	N/A
53	Travel Management Contract	New Procurement	£ 320,000	01/01/2019	01/04/2019	N/A
54	Learning and Development	New Procurement	£ 900,000	01/01/2019	01/04/2019	N/A
55	Office Removal/Relocation Service	New Procurement	£ 2,000,000	01/01/2019	01/04/2019	N/A
56	Off-site storage contract	New Procurement	£ 70,000	01/01/2019	01/07/2019	N/A
57	Environment Engagement	New Procurement	£ 50,000	01/04/2018	01/04/2019	N/A
58	Development of Transport Strategy and Consultation	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A
59	Delivery of the Transport Strategy	New Procurement	£ 700,000	01/07/2019	01/04/2019	N/A
60	Winter Service Operations (Including the purchase of any related plant and equipment)	New Procurement	£ 500,000	01/04/2018	01/04/2019	N/A
61	Commission salt barn to be erected, with concrete foundation/plinth and concrete walling to be supplied and installed	New Procurement	£ 175,000	01/12/2018	01/04/2019	N/A
62	Commission the construction works related to establishing a depot for the Highways DLO, including access to site, security fencing, hard standing, building erection and utility services	New Procurement	£ 150,000	01/12/2018	01/04/2019	N/A
63	Purchase of specialist Plant, including Breakers, Compactors, Mixers, Patching machine etc for	New Procurement	£ 175,000	01/12/2018	01/04/2019	N/A
64	Specialist training for DLO	New Procurement	£ 50,000	01/04/2019	01/04/2019	N/A
65	General Highway Consultancy	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A
66	Multi Disciplinary Professional Services	New Procurement	£ 500,000	01/01/2019	01/04/2019	N/A
67	Street Lighting Consultancy Services	New Procurement	£ 50,000	01/01/2019	01/04/2019	N/A
68	Health and Safety App / website development	New Procurement	£ 50,000	01/01/2019	01/04/2019	N/A
69	Health and Safety Consultancy Services	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A
70	Highway Advertising of various types - up to five separate contracts	New Procurement	Up to £1.5 million	01/04/2018	01/04/2019	N/A

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
71	Skips enforcement	New Procurement	£ 1,000,000	01/01/2019	01/04/2019	N/A
72	Intelligent Transport System	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A
73	Electric Vehicles and Electric Vehicle Charging Points implementation	New Procurement	£ 600,000	01/01/2019	01/04/2019	N/A
74	Smart Cities Consultancy	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A
75	Business Insight Consultancy	New Procurement	£ 100,000	01/01/2019	01/04/2019	N/A
76	Supply of Rubber Crumb	New Procurement	£ 500,000	01/01/2019	01/04/2019	N
77	Supply of materials for Footway Repair Service DLO (Tarmac, Kerbs, Slabs, aggregate, Cold Tubs, Guard Rail, various Bollards)	New Procurement	£ 2,100,000	01/01/2019	01/04/2019	N/A
78	Supply of general Civil Engineering operational sundries including items such as Cones, Barriers, Shovels, Picks, General Tools, Safety Equipment (including clothing and boots) etc	New Procurement	£ 75,000	01/4/19 - 31/3/20	01/04/2019	Unknown
79	Supply of Grit Bins	New Procurement	£ 50,000	01/10/2018	01/04/2019	N/A
80	Storage and other facilities that ensure facilities to ensure effective use of space at Depot.	New Procurement	£ 25,000	01/01/2019	01/04/2019	N/A
81	Supply of Signs, Sign materials and Sign Posts	New Procurement	£ 525,000	02/01/2019	01/04/2019	N/A
82	PCN Rebranding - specialist legal advice	New Procurement	£ 30,000	01/04/2019	01/04/2019	N/A
83	Traffic Review Commission	New Procurement	£ 150,000	01/05/2019	01/04/2019	N/A
84	CPZ Expansion and Footway Parking Review	New Procurement	£ 1,000,000	01/07/2019	01/04/2019	N/A
85	Car Park Development Consultancy	New Procurement	£ 50,000	01/08/2019	01/04/2019	N/A
86	Road User Pricing Initiative Consultancy	New Procurement	£ 400,000	01/09/2019	01/04/2019	N/A
87	Emissions Air Quality Congestion Strategy	New Procurement	£ 250,000	01/10/2019	01/04/2019	N/A
88	Workplace Levy Implementation	New Procurement	£ 2,000,000	01/07/2019	01/04/2019	N/A
89	Workplace Parking Levy Administration	New Procurement	£ 5,000,000	01/07/2019	01/04/2019	N/A
90	Parking Policy Review Consultancy	New Procurement	£ 150,000	01/11/2019	01/04/2019	N/A
91	Car Park Commercialisation Consultancy	New Procurement	£ 10,000	01/12/2019	01/04/2019	N/A
92	Parking Transformation Programme - Consultancy and professional services	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A
93	Parking Transformation Programme - Engagement and consultation	New Procurement	£ 50,000	01/01/2019	01/04/2019	N/A
94	Moving Traffic Sites	New Procurement	£ 450,000	01/06/2019	01/04/2019	N/A
95	Blue Badge process review	New Procurement	£ 150,000	01/01/2019	01/04/2019	N/A

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
96	Delivery of Recycling and Waste Strategy - Consultancy and professional services	New Procurement	£ 200,000	01/04/2019	01/04/2019	N/A
97	Delivery of Recycling and Waste Strategy - Engagement	New Procurement	£ 200,000	01/04/2019	01/04/2019	N/A
98	Outlet for household garden waste	New Procurement	£ 3,000,000	01/04/2019	01/04/2019	N/A
99	Sports hub masterplanning - West Hendon Playing Fields	ITQ	£ 75,000	28/09/2018	01/04/2019	N
100	Sports hub masterplanning - West Hendon Playing Fields - Construction	New Procurement	£ 5,000,000	01/04/2019	01/04/2019	N/A
101	Sports hub masterplanning - Barnet Playing Fields	ITQ	£ 85,000	28/09/2018	01/04/2019	N
102	Sports hub masterplanning - Barnet Playing Fields - Construction	New Procurement	£ 5,000,000	01/04/2019	01/04/2019	N/A
103	Delivery of Parks and Open Spaces Strategy - Consultancy and professional services	New Procurement	£ 1,000,000	01/04/2019	01/04/2019	N/A
104	Delivery of Parks and Open Spaces Strategy - Engagement	New Procurement	£ 100,000	01/04/2019	01/04/2019	N/A
105	Parks and Open Spaces Strateg - Marketing	New Procurement	£ 20,000	01/04/2019	01/04/2019	N/A
106	Delivery of Tree Policy - Consultancy and professional services	New Procurement	£ 10,000	01/04/2018	01/04/2019	N/A
107	Delivery of Tree Policy - Engagement	New Procurement	£ 10,000	01/04/2018	01/04/2019	N/A
108	Delivery of Tree Policy - including tree planting	New Procurement	£ 450,000	01/04/2018	01/04/2019	N/A
109	Delivery of Parks and Open Spaces Strategy - Parks Construction and infrastructure	New Procurement	£ 5,000,000	01/04/2019	01/04/2019	N/A
110	Victoria Recreation Ground - Consultancy & professional services	New Procurement	£ 125,000	01/04/2019	01/04/2019	N/A
111	Victoria Recreation Ground - Development	New Procurement	£ 3,000,000	01/04/2019	01/04/2019	N/A
112	Victoria Park - Consultancy and professional services	New Procurement	£ 25,000	01/04/2019	01/04/2019	N/A
113	Victoria Park - Development	New Procurement	£ 600,000	01/04/2019	01/04/2019	N/A
114	Heybourne Park - Consultancy and professional services	New Procurement	£ 125,000	01/04/2019	01/04/2019	N/A
115	Heybourne Park - Development	New Procurement	£ 3,000,000	01/04/2019	01/04/2019	N/A
116	Colindale Parks - Development	New Procurement	£ 3,000,000	01/04/2019	01/04/2019	N/A
117	North west Green Belt sites masterplanning - consultancy and professional services	New Procurement	£ 150,000	01/04/2019	01/04/2019	N/A
118	North west Green Belt sites masterplanning - construction	New Procurement	£ 2,000,000	01/04/2019	01/04/2019	N/A

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
119	3G AGP's & ancillary facilities'	Tender	£ 4,000,000	01/01/2019	01/04/2019	N
120	Road/footway/court surfaces - repairs and installation	Tender	£ 2,000,000	01/06/2019	01/11/2019	N
121	Parking meters for park car parks installation/maintenance	Quote	£ 30,000	01/02/2019	01/04/2019	N
122	Supply of plants, bulbs, grounds maintenance goods and materials	Tender	£ 200,000	01/06/2019	01/09/2019	N
123	Fencing	Tender	£ 450,000	01/07/2019	01/12/2019	N
124	Weed Control Invasive Plant Contract	Reprocurement / Extension	£ 300,000	01/01/2020	01/07/2020	Y
125	Copthall Sports Hub & Mill Hill Open Spaces Masterplan	Open tender	£ 250,000	01/04/2019	01/04/2019	N/A
126	Copthall Sports Hub & Mill Hill Open Spaces Masterplan Construction	Open tender	£ 5,000,000	01/04/2019	01/04/2019	N/A
127	Play	Tender	£ 4,000,000	01/07/2019	01/10/2019	N
128	Locksmith	Tender	£ 180,000	01/07/2019	01/10/2019	N
129	Countryside Operations	Tender	£ 500,000	01/04/2019	01/06/2019	N
130	Inspection and maintenance (asset mgt) database for Greenspaces & Streets	Quote	£ 70,000	01/07/2019	01/10/2019	N
131	Events Booking System	Quotation	£ 25,000	01/05/2019	01/07/2019	N
132	Modular café buildings	Tender	£ 1,000,000	01/07/2019	01/10/2019	N
133	Purchase for access to Dynamic Procurement Systems	quotation	£ 25,000	01/12/2019	20/12/2019	N
134	Performance, Risk and Programmes Reporting Software	Quote/Tender	£ 200,000	01/04/2019	01/07/2019	N
135	Quality Assurance for transformation delivery and special projects	Tender/Framework	£ 300,000	01/04/2019	01/04/2019	N
136	Advisory Services for transformation delivery and special projects	Tender/Framework	£ 300,000	01/04/2019	01/04/2019	N
137	External Project Gateway Reviews- assurance of strategic and critical projects	New Procurement	£ 80,000	01/04/2019	01/06/2019	N
138	Interpretation & Translation services	OJEU/Extension	£ 568,768	01/01/2020	01/04/2020	Y
139	Crowd funding platform partner	New procurement	£ 175,000	01/01/2019	01/04/2019	N
140	Residents' Perception Survey	New Procurement	£ 144,000	01/04/2019	01/08/2019	N

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
141	Young Persons Survey	New Procurement	£ 44,000	01/04/2019	01/08/2019	Y
142	Royal Mail Postage Contract	Tender / Framework	£ 250,000	01/01/2020	01/01/2021	Y
143	Local Plan - Biodiversity Action Plan	Tender / Framework	£ 50,000	01/01/2019	01/04/2019	N
144	Local Plan – Transport Modelling	Tender / Framework	£ 75,000	01/01/2019	01/04/2019	N
145	Local Plan –Evidence Study	Tender / Framework	£ 50,000	01/01/2019	01/04/2019	N
146	Strategic Interims	Tender / Framework	£ 38,500,000	01/01/2019	01/04/2019	Y
	<b>Re</b>					
147	Granville Road NW2 support services - Cost Consultants	Quote	£ 90,000	01/04/2019	01/04/2019	TBC
148	Granville Road NW2 support services - ITA	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
149	Dollis Valley support services - Cost Consultants	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
150	Dollis Valley support services - ITA	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
151	Stonegrove support services - Cost Consultants	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
152	West Hendon ITA	Quote	£ 132,000	01/04/2019	01/07/2019	TBC
153	Dollis Valley - Legal Services	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
154	Granville Road - Legal Services	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
155	West Hendon support services - Cost Consultants	Quote	£ 90,000	01/04/2019	01/07/2019	TBC
156	Upper and Lower Fosters Construction D&B	Framework/OJEU	£ 52,000,000	01/04/2019	01/07/2019	TBC
157	Edgware Town Centre Strategy	Tender	£ 50,000.00	01/01/2019	01/04/2019	TBC
158	Golder's Green Town Centre Public Realm Project	Tender	£ 500,000.00	01/01/2019	01/04/2019	TBC
159	Finchley Church End Town Centre Public Realm Project	Tender	£ 500,000.00	01/01/2019	01/04/2019	TBC
160	North Finchley Town Centre Public Realm Project	Tender	£ 500,000.00	01/01/2019	01/04/2019	TBC
161	West Hendon Town Centre Strategy	Tender	£ 50,000.00	01/01/2019	01/04/2019	TBC
162	Town Centre strategy development and delivery	Tender	up to £2.5million	01/01/2019	01/04/2019	TBC



No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
163	Business support, employment and skills provisions	Tender	up to £1.2 million	01/01/2019	01/04/2019	TBC
164	Consultancy support for the Entrepreneurial Barnet programme	Tender	up to £100,000	01/01/2019	01/04/2019	TBC
165	Burnt Oak Mural	Tender	£ 50,000.00	01/01/2019	01/04/2019	TBC
166	Cricklewood public realm project	Tender	£ 500,000.00	01/01/2019	01/04/2019	TBC
167	Brent Cross employment and skills provisions	Tender	up to £1 million	01/01/2019	01/04/2019	TBC
168	Specialist legal advice to support regeneration and development	Framework/Tender	up to £100,000	01/04/2019	01/07/2019	TBC
169	Professional services to support regeneration and development	Framework/OJEU	up to £300,000	01/04/2019	01/07/2019	TBC
170	Financial services to support regeneration and development	Framework / Tender	up to £100,000	01/04/2019	01/07/2019	N
171	Professional services to support the West of Brent Cross West masterplan	Framework / Tender	£ 250,000	01/04/2019	01/07/2019	N
172	Salt Grit procurement	Re-procurement	£ 360,000	01/04/2019	01/07/2019	Y
173	Weather stations - Weather Stations Maintenance and Bureau Service	Re-procurement	£ 56,000	01/04/2019	01/07/2019	TBC
174	Vehicle activated signs	Re-procurement	£ 75,000	01/04/2019	01/07/2019	TBC
175	Weather Forecast - winter service forecasting service	Re-procurement	£ 20,000	01/04/2019	01/07/2019	TBC
176	Cycle training	Re-procurement	£ 250,000	01/04/2019	01/07/2019	TBC
177	Motorcycle training	Re-procurement	£ 10,000	01/04/2019	01/07/2019	TBC
178	Bridge Inspections	Re-procurement	£ 30,000	01/04/2019	01/07/2019	TBC
179	Network Condition Surveys	Re-procurement	£ 75,000	01/04/2019	01/07/2019	TBC
180	Coring and testing	Re-procurement	£ 150,000	01/04/2019	01/07/2019	TBC
181	Traffic and pedestrian count sensors	Re-procurement	£ 30,000	01/04/2019	01/07/2019	TBC
182	Core Testing Laboratory Service	Re-procurement	£ 240,000	01/04/2019	01/07/2019	TBC
183	Highways street furniture fabrication, width restriction	Re-procurement	£ 80,000	01/04/2019	01/07/2019	N
184	Highways database	Re-procurement	£ 78,000	01/04/2019	01/07/2019	N
185	Highways Hosted System, first line support	Re-procurement	£ 250,000	01/04/2019	01/07/2019	N
186	London Highways Alliance Contract (LoHAC)	Re-procurement	£ 90,000,000	01/11/2019	01/07/2020	Y
	<b>Street Scene</b>					
187	Professional services for implementation of Quality Management System	Quote/Tender	£ 20,000	01/04/2019	01/04/2019	N
188	Transport Parts Supplies Contract	Tender/Framework	£ 1,200,000	01/01/2019	01/01/2019	Y
189	Transport Vehicle Washing Contract	Quote/Tender	£ 150,000	01/07/2018	01/07/2018	Y
190	Transport Workshop Maintenance Services Contract	Quote/Tender	£ 2,400,000	01/04/2018	01/04/2019	Y
191	Transport Vehicle Hire Contract (inc Spot Hire and vehicle lease)	Quote/Tender	£ 2,500,000	01/04/2018	01/04/2019	Y

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
192	Transport Workshop Goods/Services Supplies Contract	Quote	£ 40,000	01/04/2018	01/04/2019	Y
193	Supply and Fitting of Tyres	Tender	£ 320,000	01/10/2018	01/10/2018	N
194	Transport purchase of vehicle/plant/machinery/equipment for Council services	Tender/ Quotation	£ 4,500,000	01/04/2018	01/04/2019	Y
195	Provision of Petrol/Diesel via fuel card payment system	Tender/Framework	£ 700,000	01/04/2018	01/04/2019	Y
196	Fleet IT system	quote	£ 75,000	01/01/2018	01/01/2018	Y
197	Vehicle Tracking system and monitoring equipment	Quote/Tender	£ 75,000	01/04/2018	01/04/2019	Y
198	Workshop staff Overall	Quote	£ 15,000	01/04/2018	01/04/2019	Y
199	Provision of Road Tax and Statutory Services	Quote	£ 140,000	01/04/2018	01/04/2019	Y
200	Workshop Technical Services /Specialist labour	Quote	£ 50,000	01/04/2018	01/04/2019	Y
201	Purchase and maintenance of workshop equipment	Quote	£ 50,000	01/04/2018	01/04/2019	Y
202	Compliance related Services	Quote	£ 50,000	01/04/2018	01/04/2019	Y
203	Subscription and affiliation	Quote	£ 20,000	01/04/2018	01/04/2019	Y
204	Supply of small tools and equipment, machinery	Quote	£ 220,000	01/04/2018	01/04/2019	Y
205	Fuel Management support contract	Quote/Tender	£ 15,000	01/04/2018	01/04/2019	N
206	Workshop equipment maintenance contract	Quote/Tender	£ 15,000	01/04/2018	01/04/2019	N
207	Workshop/ Transport staff training	Quote/Tender	£ 25,000	01/04/2018	01/04/2019	N
208	Supply of bins, containers and sacks	Procurement/Tender	£ 1,600,000	01/04/2018	01/04/2019	N
209	Recycling and waste infrastructure for flats/estates	Tender	£ 410,000	01/04/2018	01/04/2019	N
210	Supply of materials, small plants and chemicals	Quote	£ 150,000	01/05/2018	01/04/2019	Y
211	Consultants to aid specific grant applications, project delivery and community involvement	Quote	£ 300,000	01/04/2018	01/04/2019	N
212	Inspection and maintenance (asset mgt) database for Greenspaces & Streets	Quote	£ 80,000	01/04/2018	01/04/2019	N
213	Supply of play bark	Quote	£ 40,000	01/04/2018	01/04/2019	Y
214	Supply of Street Scene PPE	Tender	£ 50,000	31/03/2020	31/03/2020	Y
215	Optimisation software and consultancy support	Quote	£ 80,000	01/04/2018	01/04/2019	N
216	Quality Management System	Quote	£ 80,000	01/04/2018	01/04/2019	N
217	H&S and other training	Quote/Tender	£ 180,000	01/04/2018	01/04/2019	Y
218	Weed control and invasive plant control	Tender	£ 375,000	01/04/2019	01/04/2019	Y

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
219	Temporary/agency operational worker contract	Quote/Tender	£ 1,000,000	01/04/2018	01/04/2019	N
220	Recycling and waste bulking and haulage	Quote/Tender	£ 1,000,000	01/04/2018	01/04/2019	N
221	Supply of cleansing tools and equipment	Quote/Tender	£ 100,000	01/04/2019	01/04/2019	N
222	In cab and technology and equipment	Quote/Tender	£ 45,000	01/04/2018	01/04/2019	N
223	Bin washing	Quote/Tender	£ 50,000	01/04/2018	01/04/2019	N
224	Clinical waste service	Quote/Tender	£ 100,000	01/04/2018	01/04/2019	N
225	Stray dog collection/management service	Quote/Tender	£ 50,000	01/04/2018	01/04/2019	N
226	Hazardous waste clearance/collection service	Quote/Tender	£ 90,000	01/04/2019	01/04/2019	N
	<b>Adults</b>					
227	Homecare Services	Extensions/OJEU	£ 90,000,000	01/04/2019	01/08/2020	TBC
228	DOLS	Extensions/OJEU	£ 1,200,000	01/04/2019	01/04/2020	TBC
229	Community Advice and Signposting	Extensions/OJEU	£ 1,950,000	01/04/2019	01/05/2020	TBC
230	Day and employment Opportunities Approved list	Extensions/OJEU	£ 40,000,000	01/04/2019	01/04/2020	Y
231	Accommodation & Support for Adults 18+ Approved list	Extensions/OJEU	£ 80,000,000	01/04/2019	01/04/2020	Y
232	Specialist Residential Service (Campus)	Extensions/OJEU	£ 2,700,000	01/04/2019	01/04/2020	N
233	Residential and Nursing Care Placements	Extensions/OJEU	£ 160,000,000	01/04/2019	01/04/2019	Y
234	Enablement Service	Extensions/OJEU	£ 4,601,000	01/04/2019	22/11/2017	Y
235	PA Services	Extensions/OJEU	£ 400,000	01/04/2019	01/04/2019	Y
236	Care Act Advocacy	Extensions/OJEU	£ 1,000,000	01/04/2019	01/04/2020	Y
237	Information and advice	Extensions/OJEU	£ 1,600,000	01/04/2019	01/10/2019	Y
238	Specialist information advice and advocacy	Extensions/OJEU	£ 1,750,000	01/04/2019	01/07/2019	TBC
239	Health watch	Extensions/OJEU	£ 640,000	01/04/2019	01/04/2019	Y
240	Prevention and Wellbeing support	Extensions/OJEU	£ 12,500,000	01/04/2019	01/10/2019	Y
241	Housing related support	Extensions/OJEU	£ 1,500,000	01/04/2019	01/10/2019	Y
242	Discharge to assess nursing and complex care	Extensions/OJEU	£ 3,000,000	01/04/2019	01/04/2019	N
243	Home from Hospital	Extensions/OJEU	£ 250,000	01/04/2019	01/04/2019	N
244	Dementia Community Services	Extensions/OJEU	£ 1,300,000	01/04/2019	01/04/2019	N
245	Carers and Young Carers Support	Extensions/OJEU	£ 1,975,100	01/04/2019	01/10/2019	N
246	Assistive Technology	Extensions/OJEU	£ 5,000,000	01/04/2019	01/10/2019	N
247	Wellbeing and health checks	Extensions/OJEU	£ 2,500,000	01/04/2019	01/10/2019	N
248	Shared Lives	Extensions/OJEU	£ 800,000	01/04/2019	01/04/2020	N
249	Specialist accommodation and support	Extensions/OJEU	£ 10,000,000	01/04/2019	01/04/2020	N
250	Services for people with visual impairments	Extensions/OJEU	£ 130,000	01/04/2019	01/04/2020	N
251	eMarkeplace and supporting self directed support	Extensions/OJEU	£ 1,250,000	01/04/2019	01/10/2019	N

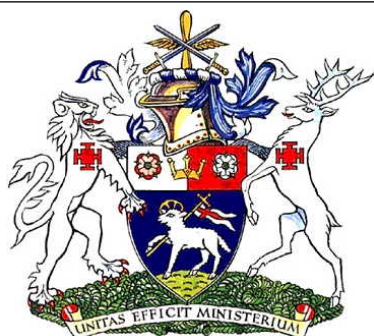


No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
252	Out Of Hours preventative support and triage	Extensions/OJEU	£ 1,250,000	01/04/2019	01/10/2019	N
253	Digital Behaviour Change Intervention - Active Travel	Extensions/OJEU	£ 400,000	01/04/2019	01/04/2019	NA
254	Leisure Monitoring System	Extensions/OJEU/ITQ	£ 30,000	01/04/2019	01/04/2019	NA
255	Pre-paid Cards	Extensions/OJEU	£ 571,649	01/01/2019	01/04/2019	NA
256	Finchley Leisure Masterplan	Quote / Project	£ 250,000	01/01/2019	01/04/2019	NA
257	Finchley Leisure Construction Delivery	Quote / Project	£ 15,000,000	01/01/2019	01/04/2019	NA
258	Specialist LD Practice Development	New Procurement	£ 80,000	01/01/2019	01/04/2019	N
	<b>Childrens &amp; Family Services</b>					
259	Early Intervention: Family Health Coaches	OJEU/Extension	£ 217,500	01/01/2019	01/04/2019	Y
260	Early Intervention: Raising Standards in child care provision	OJEU/Extension	£ 231,100	01/01/2019	01/04/2019	N
261	Family Group conferences	OJEU/Extension	£ 510,000	01/01/2019	01/04/2019	Y
262	The Appropriate Adult Provision	Quote/Extension	£ 60,000	01/01/2019	01/04/2019	N
263	Specialist 1:1 mentoring framework	OJEU/Extension	£ 420,000	01/01/2019	01/04/2019	Y
264	Short breaks (respite for disabled children)	OJEU/Extension	£ 2,520,000	01/01/2019	01/05/2019	N
265	Home and Community Support (Homecare service)	OJEU/Extension	£ 600,000	01/04/2019	01/06/2020	Y
266	Secure Transport / Taxis	Tender/Quote / extension	£ 520,000	01/01/2019	01/06/2019	Y
267	Children's Social Care placements including: Residential homes, Independent Fostering Agency, Semi Independent Supported Lodging	Tender/New Contract/Extension	£ 60,000,000	01/01/2019	01/04/2019	Y
268	Supported Accommodation for young people in Barnet ( Housing management and wraparound support for youth homelessness)	OJEU/Extension	£ 1,150,000	01/01/2019	01/04/2019	Y
269	Family Placements	Tender/Quote	£ 150,000	01/04/2019	01/09/2019	Y
270	Workforce development	Tender/Quote	£ 1,500,000	01/04/2019	31/08/2019	Y
271	Workforce development: Practice Academy	Quote	£ 150,000	01/04/2019	31/08/2019	N
272	Workforce development: Social worker recruitment	OJEU/Extension	£ 400,000	01/04/2019	01/06/2019	N
273	Independent social workers	OJEU/Extension	£ 420,000	01/04/2019	01/04/2019	Y
274	Independent Reviewing Officers	OJEU	£ 600,000	01/01/2019	01/07/2019	N
275	Forensic Assessments	OJEU / Extension	£ 180,000	01/01/2019	01/04/2019	N
276	Transformation	OJEU	£ 1,000,000	01/01/2019	01/04/2019	N
277	Family services Procedures manual	Quote / Extension	£ 45,000	01/01/2019	01/04/2019	Y
278	Hearing the voices of young people	Quote/ Extension	£ 140,000	01/01/2019	01/01/2019	N
279	Community Engagement	Quote	£ 40,000	01/04/2019	01/09/2019	Y
280	Domestic Violence & Abuse Services	Quote/ Extension	£ 322,928	01/01/2019	01/04/2019	Y

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
281	Information & advice Parenting Programmes	OJEU / Extension	£ 300,928	01/01/2019	01/04/2019	Y
282	SEN Placements	New Procurement	£ 40,000,000	01/01/2019	01/04/2019	Y
283	Welfare care attendance children (incl attainment monitoring)	New Procurement	£ 23,000	01/01/2019	01/04/2019	Y
284	Therapic Support and Training for Foster Carers	Quote/ Extension	£ 40,000	01/01/2019	01/02/2019	n
285	Pre-paid Cards	Quote/ Extension / OJEU	£ 136,000	01/01/2019	01/01/2019	
286	Youth Services 0-19	Tender/ Quote/ Extension	£ 645,000	01/01/2019	01/01/2019	Y
287	Research Framework	Quote / Tender	£ 180,000	01/01/2019	01/01/2019	N
288	Family Service IT Contracts	Extension/ Quote / OJEU	£ 2,150,000	01/01/2019	01/01/2019	
289	Advocacy Services	OJEU	£ 400,000	01/04/2019	01/11/2019	N
290	Therapies	Tender/ Quote	£ 320,000	01/04/2019	01/09/2019	n/a
291	Floating support for children and young people	OJEU	£ 1,320,000	01/01/2019	01/04/2019	n/a
292	Library Services	Tender/Quote / Extension	£ 300,000	01/01/2019	Multiple contracts	n/a
293	Supported Housing	Tender/Extension / Quote	£ 260,000	01/01/2019	01/01/2019	n/a
	<b>Public Health</b>					
294	Drug & Alcohol Service (Young People)	OJEU / Contract Extension	£ 590,516.00	01/04/2019	01/04/2019	N
295	Substance Misuse Service (Adults)	OJEU / Contract Extension	£ 7,440,590.00	01/04/2019	01/04/2019	Y
296	Healthy Schools Programme Support	OJEU / Contract Renewal	£ 196,000.00	01/01/2019	01/04/2019	Y
297	Altogether Better	OJEU / Contract Renewal	£20,000	01/04/2018	01/04/2019	
298	Delivery of NHS health checks (40+)	OJEU/Contract Extension	£ 257,000.00	01/04/2018	01/04/2019	Y
299	Delivery of smoking cessation service	OJEU/Contract Extension	£ 150,000.00	01/04/2018	01/04/2019	Y
300	Hypertension Detection	OJEU/Contract Extension	£ 20,000.00	01/04/2018	01/04/2019	TBC
301	Resilience Schools Projects	OJEU/Contract Extension	£ 748,000.00	04/01/2019	01/04/2019	no
302	Sexual Health Outreach programmes for Young People in Barnet	OJEU	£ 180,000.00	01/04/2019	01/04/2019	N/A
303	0-19 Health Visiting School Nursing and Family Nurse Partnership	OJEU/Contract Extension	£ 16,000,000.00	01/04/2019	01/04/2020	TBC
304	MECC	OJEU/Contract Extension	£ 40,000.00	01/01/2019	01/04/2019	TBC
305	Health promotion films	OJEU/Contract Extension	£ 50,000.00	01/01/2019	01/04/2019	TBC
306	Self Care procurement	OJEU/Contract Extension	£ 176,000.00	01/04/2019	01/07/2019	TBC
307	On line alcohol support	OJEU/Contract Extension	£ 160,000.00	01/04/2019	01/07/2019	TBC
308	Targeted HIV Prevention Project	OJEU/Contract Extension	£ 100,000.00	01/04/2019	01/07/2019	TBC
309	Homecare Start	ITQ / OJEU / Extension	£ 50,000.00	01/04/2019	31/03/2019	TBC
310	Integrated GUM and Reproductive health service	Contract/Extension	£ 8,812,695.00	01/12/2018	03/02/2017	Y

No.	Contract Name / description	procurement activity required	Total Contract Value	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2019]	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
<b>Procurement Activity 2020-21</b>						
<b>Corporate/Commissioning</b>						
1	Motor, Property and miscellaneous liability insurance	tender/extension	£ -	01/04/2021	01/09/2021	Y
2	Auditor for HB Subsidy	New Procurement	£ 80,000	01/04/2020	01/04/2021	TBC

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## Policy and Resources Committee

11 December 2018

<b>Title</b>	<b>The Home Group – Deed of Settlement</b>
<b>Report of</b>	Chairman of Policy and Resources Committee
<b>Wards</b>	Underhill
<b>Status</b>	Public with Exempt Report pursuant to the Council's Access to Information Rules, paragraph 6.4, categories 3 and 5 (information relating to the financial or business affairs of any person or body including the authority holding that information, information in respect of which a claim to legal professional privilege could be maintained in legal proceedings), and Category 3 and 5 of Schedule 12A of Part 1 of the Local Government Act 1972 (as amended).
<b>Urgent</b>	
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Cath Shaw, Deputy Chief Executive, 020 8359 4716 Nicola Bird, Regeneration Manager, 020 8359 4862

### Summary

The reports seek authorisation to agree a Deed of Settlement with The Home Group regarding Dollis Valley in relation an Underwriting Agreement signed between the Council and The Home Group on 25 August 2005. The report summarises the Agreement that the Council has reached with the Home Group and seeks permission to make the payment requested.

## **Officers Recommendations**

### **That the Committee:**

- 1. Authorises the Deputy Chief Executive to sign the Deed of Settlement agreed between the Council and The Home Group and to make a payment in accordance with the Deed of Settlement to The Home Group as last and full and final settlement in relation to the Underwriting Agreement signed on 25 August 2005.**
  
- 2. Delegates authority to the Deputy Chief Executive to approve subsequent amendments to the Deed of Settlement.**

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

- 1.1 The Council entered into an Underwriting Agreement with The Home Group in August 2005 in relation to the work the Home Group were to undertake to progress the regeneration of the Dollis Valley Estate.
- 1.2 The regeneration scheme did not proceed to the position where contracts were signed between the parties to undertake and complete the regeneration scheme at Dollis Valley.
- 1.3 In 2010, the Council decided to seek a new partner for the Dollis Valley regeneration and following a competitive procurement process selected Countryside Properties and London and Quadrant Housing Trust to take forward the regeneration. This was approved by Cabinet Resources on 11 November 2011 and the Regeneration Agreement was signed on 1 October 2012.
- 1.4 Further to the appointment of the new partners, The Home Group has submitted a claim to the Council for compensation for the costs incurred in progressing this development in accordance with the Underwriting Agreement.
- 1.5 Negotiations have been ongoing between the Council and the Home Group on the issue of compensation and agreement has been reached and resulted in a Deed of Settlement where the Council makes a payment to The Home Group for an agreed sum.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To resolve the compensation claim from The Home Group.

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

- 3.1 The Council could choose not to agree a settlement figure but this could lead to litigation.

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

- 4.1 The Deputy Chief Executive will instruct the signing and sealing of the Deed of Settlement and arrange for a payment to be made to The Home Group for the Settlement sum.

### **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 This supports the Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognizing that prevention is better than cure;
- Where responsibility is shared, fairly;
- Where services are delivered efficiently to get value for money for the taxpayer.

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

- 5.2.1. The financial considerations are contained in the exempt report.

#### **5.3 Social Value**

- 5.3.1. None in the context of this report.

#### **5.4 Legal and Constitutional Reference**

- 5.4.1. Article 7 of the Council's Constitution sets out the terms of reference of the Policy and Resources Committee which includes responsibility for:
- Strategic policy, finance and corporate risk management including recommending: capital and revenue budgets; MTFs; and Corporate Plan to full Council
  - Strategic partnerships.
  - Finance including treasury management, corporate procurement, investments and effective use of resources.

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

5.4.2. A key decision is defined as one which:

- will result in the council incurring expenditure or savings of £500,000 or more, or
- is significant in terms of its effects on communities living or working in an area comprising two or more Wards

## **5.5 Risk Management**

5.5.1. 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.

5.5.2. These risks were originally identified when a new partner was being sought.

## **5.6 Equalities and Diversity**

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

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

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

5.6.3. To assist in meeting the duty the Council will:

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

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

## **5.7 Corporate Parenting**

5.7.1. None in the context of this report.



## 5.8 Consultation and Engagement

5.8.1. No public consultation or engagement has taken place in respect of this report.

## 5.9 Insight

5.9.1. None in the context of this report.

## 6. BACKGROUND PAPERS

Authority	Details	Decision
Cabinet Resources Committee 4 November 2004	Item 6 Dollis Valley Estate Regeneration Underwriting Agreement	Recommendation approved between the Council and The Home Group that does not exceed £1.3 million
Underwriting Agreement	Underwriting Agreement signed 25th August 2005	
Cabinet Resources Committee 7 November 2011	Item 5 Dollis Valley Estate Regeneration	CRC approved the recommendations of the Report which included the appointment of Countryside / London and Quadrant Consortium as the Councils preferred partner for the regeneration of the Dollis Valley estate
Dollis Valley Regeneration Agreement	Agreement signed and sealed 1 October 2012	Agreement between Countryside Properties (UK) limited London and Quadrant Housing Trust Countryside Properties plc  London Borough of Barnet

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

**2018/19**

Contact: Maria Lugangira, [maria.lugangira@barnet.gov.uk](mailto:maria.lugangira@barnet.gov.uk), 020 8359 2761

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
20 February 2018			
Business Planning	To approve and recommend the Budget and Medium Term Financial Strategy to Full Council on 6 March 2019	Director of Finance (Section 151 Officer and Chief Finance Officer)	Key
Barnet's Local Plan – Preferred Approach (Reg 18 stage)	To agree and approve Barnet's Local Plan (Preferred Approach) for public consultation.	Deputy Chief Executive	Key
Q3 2018/19 Performance Report	To receive a quarterly performance report.	Director of Finance (Section 151 Officer) Commercial Director	Non-key
Colindale Station Supplementary Planning Document (SPD)	To agree and adopt Colindale SPD following public consultation	Deputy Chief Executive	Key
Public Health Nursing 0 - 19	To approve the proposal to bring public health nursing services in house to be delivered by the council.	Strategic Director for Children and Young People	Key
Monitoring the Impact of Brexit on Barnet	To provide the Committee with an annual update	Interim Assistant Director – Strategy and Communications	Non-key
Items to be Allocated			

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (<i>officer</i>)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Deputy Chief Executive	Non-key

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

## AGENDA ITEM 19

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 20

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