



BARNET PLAN

The Barnet Plan 2021-25: Clean, Safe and Well Run

*A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe.
Providing good quality, customer friendly services in all that we do*

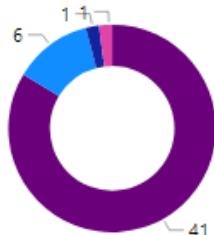
Current Progress Status by Objective

Reporting Period:

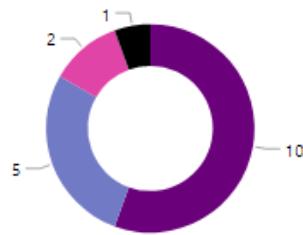
2021-22 Quarter 2

Objective	Status	Direction of Travel on Last Quarter
Improving Customer Service	Good	N/a
Better environmental services and a cleaner borough	Good	N/a
Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking	Good	N/a
Robust Financial Management	Good	N/a
Unlocking the Potential of Parks and Open Spaces	Good	N/a

Status of Year 1 Activities



KPI Performance against Last Year



Objective: Improving Customer Service

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review top 5 processes for both council tax and housing benefit to increase automation (details being scoped) and reduce repeat contact	On track	A joint working group across council tax and housing benefit teams has been established. Through their work, 20 improvement initiatives have been implemented and further improvements over the medium term have been identified. Examples include improvements to web content to provide clearer signposting and guidance, optimising some existing online forms and identifying additional new forms to be developed and reviewing some automation parameters to speed up processing times. These have resulted in a 25% increase in the automation rate for refunds in July and August (an additional 165 refunds) and a reduction in escalated cases of almost 90% from June to August.
Embed continuous improvement plans at a service level that are monitored and aligned to overall objectives: for Year 1, review outbound correspondence for council tax and housing benefit to reduce queries and repeat contact	On track	Customer journey mapping has been carried out and training needs were identified around ensuring all items in a piece of correspondence are addressed and improving clarity in responses, as well as better managing customer expectations. Improvements to the phone menu system have been made, making it easier for customers to speak to someone when they need to: the IVR messaging has been updated to ensure consistency and provide clear routes for more complex enquiries and complaints.
Launch customer standards and principles to drive service led improvement plans and embed in service so each have their own framework	On track	The Re. customer service hub transitioned into the main customer services team in August 2021, improving resilience, processes and overall quality of customer service – new staff and processes in place and early signs of improved performance, will be

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
		monitored. Some initial teething issues with process flows but now largely resolved.
Devise a broader customer service training programme so that all staff understand how to deliver great customer care: a series of courses on Barnet's eLearning Hub (POD) which will be relevant for all staff (those not in contact centre roles) and a course for Members to reduce escalation of Members' enquiries	On track	Launch improved training offer on the POD - Go live is scheduled December 2021. Continue to embed a culture of customer excellence across the organisation – a new post is being recruited and graduate on-boarded. Working with OD. Launch customer principles publicly and re-engage customer leads in service areas on how we can further embed into service plans following launch of training.
Procure and implement a new complaints management system by end of March 2022 to improve recording and reporting processes to drive business improvements and outcomes from the complaints process.	On track	A contract has been signed with Civica icasework to supply the new complaints case management system. The implementation of the project will commence in November with the planned 'go live' date of 1 April 2022.
Develop insight into how our residents interact across council services and tools that allow quicker analysis of trends and behaviours: introduce Power BI for contact centre management information to improve analysis and make better service decisions informed by data	On track	Developing accessible Power BI dashboards for CSG customer service performance data that can be shared with services and more strategically (complete early 2022). Continuous website content review and make accessibility improvements ensuring the website is accessible to all. An external audit has been completed with positive outcome and now working on the recommendations.
Produce an options appraisal to determine whether the technology needs to change	Complete	Completed and agreed a business case to replace the core contact centre technology in Q1/2 2022
Create a portal on the LBB website that provides staff and residents with one place to access resources, support and help on offer for digital enablement both at the council and via its partners	On track	Digital Barnet, www.barnet.gov.uk/digitalbarnet , the one stop place for Barnet's digital skills and support offer for residents and staff, was launched on 18 October 2021 to coincide with the start of Get Online Week. Feedback will be gathered and usage monitoring is being developed in order to understand what impact the resources have had for residents and will be developed iteratively in line with customer principles
Review the role of the face-to-face customer service staff at Colindale reception, with the aim of introducing an alternative model which will deliver support across the borough to our most vulnerable residents and possible adoption of the customer advocacy model through CSG	On track	A review of the small Colindale face to face customer service team has been carried out to enable a better focus on customer advocacy, supporting our digitally excluded residents and those with more complex requirements. A new model has been agreed with CSG to form a customer advocacy and digital inclusion team, which will be based in Colindale but also working with libraries to offer support in other locations across the borough (at certain times). This new team is due to go live in January 2022.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who agree that LBB is improving customer service	2020-21 Q3	Increase	52	No recent data	—
% of residents who report that it is easy to access council services	2020-21 Q3	Increase	59	No recent data	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of customer cases that were closed within agreed timescales	2021-22 Q2	94	100	Same	◆
% of customers who are satisfied overall with customer services (does not include web contacts)	2021-22 Q2	89	93	Improved	▲
% of customers who are satisfied with the service on the web (performance and feedback)	2021-22 Q2	55	68	Improved	▲
% of overall contacts that were made via the web rather than phone	2021-22 Q2	50	70	Improved	▲

Objective: Better environmental services and a cleaner borough

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Implement the new area-based model for Street Cleansing by June 2021	Complete	The new area based Street Cleansing Operating model was fully launched on 01 April 2021 increasing its Street Cleansing establishment from 77 to 115 employees.
Invest in additional resource and staff training to support the implementation of the new Street Cleansing model and tackle issues such as fly-tipping and targeted cleansing	On track	The council has increased its Street Cleansing establishment from 77 to 115 employees to facilitate the delivery of the new area based street cleansing model. Specialist teams are now in place, dedicated resource in defined areas is supporting enhanced responsiveness. Recent further investment in service will deliver further improvement e.g. night-time economy cleansing resource. A Fly-tipping Action Group has been established to coordinate increased activity between the relevant service areas to reduce fly tipping. The Fly-tipping Action Group is working on a number of initiatives including: 1. A marketing campaign "love where you live" which is in its first phase of raising awareness and reassuring residents and businesses of the action being taken to clear and take action holding offenders to account; 2. Mobile deployable CCTV in hard to reach locations to target fly tip hotspots; 3. Targeted communications to private landlords and House in Multiple Occupation owners to provide advice and raise awareness of disposal facilities for waste and bulky items when tenancies come to an end; 4. Increased resource under the pleasant parks initiative with additional staff across 7 teams litter picking and cleansing Barnet's parks and green spaces; 5. Pilot project to plant out small grass verge areas on road junctions with hardy shrubs to improve the look and feel of the area and discourage / prevent waste / material from being dumped on these areas; 6. Creation of cross service stakeholder groups to investigate and target fly tipping and environmental crime; 7. A new pilot to consolidate Barnet Homes and Barnet fly tipping resource to provide single approach to tackle issues.
Introduce mechanised cleaning to supplement manual cleansing operations across the borough	Complete	The new service model, live from 1 April 2021, makes use of additional mechanised cleansing schedules including use of various mechanised equipment including HAKO, Karcher, Glutton, Tri-Lo and large Mech sweeper.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Complete implementation of the new works management system to provide a robust and efficient system to manage Street Scene activities	On track	Phase 2 of the Agile project is currently focusing on testing of commercial waste modules and in cab devices both due to be live later in year.
Continue to improve Street scene systems to provide customers with reactive and proactive notifications on their service requests	On track	Proactive and reactive notifications to residents are live and are estimating to have reduced missed bin requests by 250 a month, by providing residents with clear service information and clear feedback.
Continue to develop customer access to services and information online	On track	Street Scene Web pages continue to be reviewed to ensure residents are able to identify key information and access service digitally. There are now c.25,000 items of information made available to customers and help inform service responses through interactive webforms.
Develop internal management information dashboards for street scene to understand demand and inform service decisions	On track	Approximately 20 dashboards are now in place to support monitoring of performance and aid decisions on priorities and resources. The Street Scene suite of Dashboards are currently being reviewed so they can access data in real time via a direct link with the Contender database.
Continue to promote take up for the chargeable garden waste collection service, generating income to support the continued delivery and/or enhancement of other services	On track	Sales figures have exceeded those of year 1 surpassing £3 million, this has been supported by taking a data-led communications campaign, which has also reduced the costs of communications in year 2. The introduction of an Autumn special offer for discounted rates from the remainder of the year has gone live.
Implement a range of activities to support recycling and waste reduction, as part of the council's Reduction & Recycling Plan such as low plastic zones, trialling recycling for flats and introducing new ways of combatting contamination of recycling	On track	A contamination trial of flatted properties has been completed and a summary paper has been written to provide outcomes and proposed next steps. A successful range of communication initiatives was rolled out in September including Recycle Week communications and promotion of Waste from Electrical and Electronic Equipment (WEEE) recycling information. The councils Fly tipping action group continues to meet regularly with progress being made with a multi-agency approach to reducing problems.
Work with the North London Waste Authority to support their initiatives on recycling and waste reduction	On track	A paper proposing the introduction of the North London Waste Authority (NLWA) led projects on low plastic zones has been completed and is due to be shared with members for a decision on next steps. The Council continues to support and endorse NLWA campaigns for reduction and reuse including their "thanks for trying" summer campaign
Implement the 2021/22 Network Recovery Plan Programme	Slightly behind	Work is progressing to complete the agreed NRP programme for 2021-22. Most carriageway resurfacing works have been completed utilising the dryer summer season. Recent national materials and HGV drivers' shortages have had some impact on the footway (pavement) programme. Officers are monitoring progress and working closely with the supply chain to ensure steady progress is made in completing the footway NRP programme.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents satisfied with refuse and recycling services	2020-21 Q3	Increase	70	No recent data	—
% of residents satisfied with street cleansing services	2020-21 Q3	Increase	50	No recent data	—
% of residents satisfied with the quality of pavements	2020-21 Q3	Increase	37	No recent data	—
% of residents satisfied with the repair of roads	2020-21 Q3	Increase	35	No recent data	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Total number of environmental service requests	2021-22 Q2	Monitor	6,343	New measure	—
Number of requests for flytip removal	2021-22 Q2	Monitor	2,238	New measure	—
Number of requests for graffiti removal	2021-22 Q2	Monitor	314	New measure	—
Garden waste income year to date (£)	2021-22 Q2	Monitor	£3,013,820	Improved	▲
% of carriageway resurfacing schemes that have been commenced and completed on time	2021-22 Q2	100	100	Same	◆
% of footway relay schemes that have been commenced and completed on time	2021-22 Q2	65	90	Worsened	▼

Objective: Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review schemes of delegation and legislation to identify commonalities, process improvements and how we can maximise opportunities for joint working	On track	Meetings have taken place with various departments who are required to carry out enforcement functions. Delegated authority has been scrutinised and joint working has been discussed to achieve suitable outcomes. Systems are now being looked at to identify areas where documentation needs to be created or adjusted to allow enforcement to take place.
Review IT arrangements with the aim of adopting a common system to record incidents of non-compliance across teams	On track	IT systems are being reviewed with the aim of adopting ECINS as a central database to record all incidents across various teams.
Increase staffing resources available for specialist Investigation and enforcement work	On track	21 ward-based Investigation and Enforcement officers have been recruited (an increase of 16 officers) to allow increased levels of enforcement for non-compliance incidents such as ASB and fly-tipping. Work is ongoing to introduce a shift pattern arrangement for officers which will provide greater coverage on weekdays, weekends and bank holidays.
Strategic review of CCTV to upgrade software and hardware and ensure cameras are located appropriately	On track	A review paper setting out the Outline Business Case for the strategic review of Barnet's Community Safety CCTV requirements and the procurement for new CCTV contracts was approved at CLL Committee on 6 October.

Outcome Performance Indicator

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who see anti-social behaviour as a very or fairly big problem	2020-21 Q3	Reduce	30	No recent data	—

Outcome Performance Indicator - Breakdown

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents who see noisy neighbours as a very or fairly big problem	2020-21 Q3	Reduce	14	No recent data	—
% of residents who see people being drunk or rowdy in public places as a very or fairly big problem	2020-21 Q3	Reduce	18	No recent data	—
% of residents who see people using or dealing drugs as a very or fairly big problem	2020-21 Q3	Reduce	38	No recent data	—
% of residents who see rubbish or litter lying around as a very or fairly big problem	2020-21 Q3	Reduce	49	No recent data	—
% of residents who see teenagers hanging around on the streets as a very or fairly big problem	2020-21 Q3	Reduce	27	No recent data	—
% of residents who see vandalism, graffiti and other deliberate damage to property or vehicles as a very or fairly big problem	2020-21 Q3	Reduce	33	No recent data	—

Work is ongoing to join up and collect all activity across the Enforcement teams on one central system. Once this is established reporting will be available to show the number of ASB and other non-compliant incidents reported and outcomes of these. It is expected this will be included by the beginning of Year 2.

Objective: Robust Financial Management

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Ensure robust financial management processes are in place, to include: <ul style="list-style-type: none"> • setting a balanced revenue budget each year, • monitoring actual financial performance against budget and timely identification of any areas of material variation • setting an appropriate capital budget each year (which allows us to live within our means, led by how much we can afford to repay), • setting a Medium Term Financial Strategy to guide financial decision making 	On track	Scenario planning has been developed outlining possible outcomes. Business Planning Leads appointed and co-ordinating budget outlook by Directorate. Regular reporting of the in-year position to chief officers and committees is in place.
Identify and implement best practice in relation to financial management, both within the finance function and more broadly across the whole organisation	On track	CIPFA FM code reviewed and areas for further improvement being identified. Development of organisation-wide approach to debt management both to improve that process and to develop wider financial management skills
Develop and implement policies for Responsible Procurement and Social Value	On track	Policies have been drafted with underlying measurements in place, being reviewed by senior management.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Review an approach for maximising and realising benefits from investments in strategic property acquisitions	On track	Asset Acquisition Strategy built in 2020-21 with G&CS colleagues; BXs Retail Park acquired February 2021 - generating revenue above business case models at end of Quarter 2; Estate review ongoing around whether we should retain, invest or sell which will provide for the potential of capital receipts to support strategic acquisitions that will maximise benefits further, with work expected to complete for March 2022.
Improvement in Treasury performance (Interest paid and earned minimised/maximised) to provide value for money to the taxpayer.	On track	Improved counterparty listings. Actual income generation forecast to increase by £250k year on year compared to 2020-21
Carry out an external review of Capital Budget to provide assurance that spending is in line with Capital Strategy and is sustainable	On track	<p>Capital Budgets have been reviewed against plans and changes recommended to Policy & Resources Committee to reflect delivery progress. Further in-year reviews take place at quarterly intervals to ensure budgets and financing forecasts remain prudent, appropriate and sustainable. New additions are required to demonstrate funding sources and impact to the General Fund at Capital Strategy Board prior to being recommended for addition at P&R Committee. The funding make-up supporting the Capital Strategy is reviewed quarterly against budgets to determine sustainability of external interest payments and repayment of principal sums through Minimum Revenue Provision (MRP). The council sets out its approach to MRP annually during budget setting and the level of MRP must comply with the Prudential Code for Borrowing.</p> <p>The council, as part of treasury management reporting will publish, in its out-turn report for 2021-22, a liability benchmark. This KPI will form part of future reporting on the Treasury Management Strategy under the revised Treasury Management Code - the council will voluntarily publish this in advance of requirement.</p>
Financial vulnerability: develop a financial vulnerability dashboard with multiple service vulnerability datasets overlaid to match datasets across key revenue and benefits, Adult Social Care and wider service areas to develop “single view” of individuals and their engagement with the council. Explore resulting insights to design a multi-service approach to provide appropriate support to identified residents.	On track	Dashboard is in 5th iteration following multiple sprints to develop. Insight driving response to small cohorts with co-vulnerabilities across welfare, Adults and Housing. Children's data being added to support richer insight

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Carry out a review of internal controls, to include compliance with delegated powers, financial regulations and contract procedures to ensure these all reflect best practise and align to LBB constitution. Clearly communicate roles and responsibilities for compliance, governance and assurance	On track	External audit recommendations are being implemented to ensure that we continually improve compliance with the relevant guidelines. Decision making audit has been completed and reported October 2020. Compliance with Financial Regulations audited as part of Key Financial Systems audits as appropriate. Compliance with Contract Procedure Rules audit completed February 2021 - Limited Assurance. Full follow-up review already agreed for inclusion in Quarter 1 of 2022-23 audit plan. Delegated Powers Reports and Financial Regulations to be considered for inclusion in 2022-23 plan.
Clarify roles and responsibilities for maintaining a strong control environment while delivering a robust internal audit function including planned risk-based audits	Complete	All audit reports include appendix 'Responsibilities of management and internal auditors' which confirms that it is management's responsibility to develop and maintain sound systems of risk management, internal control and governance and for the prevention and detection of irregularities and fraud. This is also stated on the new Internal Audit intranet page here: https://barnetcouncil.sharepoint.com/sites/BWAssuranceGroup/SitePages/Audit-Engagement.aspx
Undertake a light touch check-in to ensure the updated special projects framework, for commissioning Capita works outside of the core contracts with CSG and RE, is working effectively	On track	The check-in included data analysis and feedback from key stakeholders, including client leads. This showed that the updated framework, including process and templates, managed by the new Special Projects Officer post has significantly improved the turnaround time for reviewing/approving SPIRs by 69%. A report outlining the findings and recommending minor changes to further improve governance, including linking to formal decision-making processes within the templates and adding e-signatures, was taken to Commercial and Customer Services SMT in September. These minor changes will be implemented by November and will include a refreshed report in PowerBI to Partnership Operations Board.
Undertake a comprehensive review of strategic and service risks to ensure risks reflect the challenges of the last 18 months; are focused on the delivery of our objectives; and emerging risks are identified	Complete	A risk workshop has been held with senior managers in each Directorate to clarify our approach to risk management and identify the key risks facing services. The workshops were followed-up by one-to-one sessions with each senior manager to assess the new risks and update the risk register (e.g. re-frame risks in the present; close old risks; add new treatment actions). This included any joint risks with strategic contractors (CSG, RE and TBG). The Directorate risk registers were signed off by Executive Directors in October. A report focusing on the strategic and high-level service risks was taken to CMT in October; and the high-level risks will be reported to P&R Committee in December.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year
% of residents who agree that LBB provides good value for money	2020-21 Q3	Increase	43	No recent data —
% of residents who are satisfied with the way LBB runs things	2020-21 Q3	Increase	66	No recent data —

Key Performance Indicators

Indicator	Latest Data Available	Actual
Revenue budget outturn forecast	2021-22 Q2	On track. Spending is currently anticipated to be less than budgeted by £1.523m (0.5%)
Budget savings are delivered on time or substituted appropriately	2021-22 Q2	Mostly on track. The 2021-22 budget includes planned savings of £10.590m. 81% of these are on track to be achieved. Continued disruption to the Leisure industry, a direct consequence of the pandemic, and income generation in Environment (advertising), account for much of the gap in savings delivery.
Council tax collected in year	2021-22 Q2	On track. Although there continues to be an underlying recovery impact from Covid-19, the tax base has improved through additional completions this year so far and Council Tax Support numbers have reduced slightly from previous months.
Business rates collected in year	2021-22 Q2	Not on track. From 1 July 2021 the 100% Expanded Retail Discount ceased, and this means that the council now has more to collect from businesses. In cash terms, the council is £13.8m above the same time last year but £31.6m below the position 24 months ago (pre-pandemic). Mitigations are in place including the funding "safety net" from Government and re-commencing recovery activity from October.
Sundry debt outstanding within 90 days	2021-22 Q2	On track. £18.019 million is outstanding within 90 days which is 52.9% of the overall total.
Progress of agreed critical and high priority audit actions - in arrears	2021-22 Q1	For Q1, there were 8 new critical and high audit findings. Of the previously agreed critical and high priority audit actions that were due within the quarter, 46% were confirmed as implemented and 2 were classified as slippage - not fully implemented when checked on more than 3 occasions.

Objective: Unlocking the Potential of Parks and Open Spaces

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Progress with design development of West Hendon Playing Fields to planning stage, secure Community Infrastructure Levy funding to deliver programme	On track	Outline Business Case was approved by Policy & Resources Committee in June 2021. Tender pack being drafted to commission technical appointments.
Commencement and delivery of circa £1m investment project at Colindale Park	On track	Play area complete 20 October 2021 and due to be opened to public on 25 October 2021. Remaining park due for completion by mid November 2021.
Complete investment project at Childs Hill Park as part of S106 contributions	Complete	Completed September 2021, opening ceremony was held on 12 September 2021
Achieve planning consent for delivery of Rushgrove Park, subject to award commence with procurement of construction partner	On track	Planning application submitted and pending decision. Outcome expected January 2022.
Complete tennis management pilot at Victoria Recreation Ground, Hendon Park, Montrose Playing Fields and Edgewarbury Park, providing recommendations on the future options	On track	Pilot extended up to December 2021, report due to be presented to Environment Committee with recommendations in Quarter 4 2021-22.

Year 1 Activities (2021-22)	Status as at end of Quarter 2 2021-22	Narrative on Progress as at end of Quarter 2 2021-22
Progress with design development of Heybourne Park to planning stage	On track	Procurement complete to appoint Landscape Architect, with selected appointment. Delegated Powers Report currently in draft.
Progress with design development of Copthall and Mill Hill Open Spaces masterplans	On track	Stakeholder discussions remain ongoing, strategic CIL secured to support development of an Outline Planning Application.
Plant circa 700 trees as part of the Tree Planting Programme	On track	Ongoing - see performance information for progress
Identify a location for a 'Tiny Forest' within the borough and deliver project	On track	Governance and legal process awaiting completion in respect of license / lease arrangements.
In line with the 'Keep Britain Tidy' campaign, co-ordinate litter clearance efforts working with stakeholders (such as the Environment Agency / Canals & River Trust) at strategic locations	On track	Pleasant Parks programme launched in May 2021 - including litter clearance campaign delivered between May and August 2021. Increased street scene resource, appointment of specialist contractor with identified locations (circa 25) complete for clearance.
Support the development of a vision and action plan for the 'Welsh Harp' working in partnership with the Canals & Rivers Trust, Environment Agency and LB Brent.	On track	Ongoing - draft strategy and action plan expected by November 2021. LBB input into stakeholder consultation. Report due on progress to Environment Committee in January 2022.
In partnership with commissioned partner, co-ordinate an Events programme to be delivered within identified park locations	On track	Extension of contract to The Events Umbrella up to December 2022, governance and legal elements being progressed. Winter programme 2021 in draft.
Commence pilot of park patrol service, in consultation with street scene and Enforcement services	On track	Parkguard appointed to deliver patrol service (May to September 2021). Commission complete. Debrief meeting to be hosted in October 2021 with recommendations report due to Environment Committee in Quarter 4 2021-22.
In line with Environment Committee recommendations, install car park charging infrastructure at Mill Hill Park, Old Courthouse Recreation Ground, West Hendon Playing Fields and Scratchwood Open Space	On track	Awaiting Traffic Management Order to be implemented at each site. Infrastructure and signage complete. Go live expected November 2021.
Implementation of the Parks & Green Spaces improvement plan	Not yet due	In development - draft due in Quarter 4 2021-22.

Outcome Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
% of residents satisfied with parks and open spaces	2020-21 Q3	Increase	76	No recent data	—
Total amount of investment secured to support park improvements	2021-22 Q2	Monitor	£26,917,983	New measure	—

Key Performance Indicators

Indicator	Latest Data Available	Target	Actual	DoT on Last Year	
Total trees planted year to date	2021-22 Q2	Monitor	941	Improved	▲
Number of park events delivered year to date	2021-22 Q2	Monitor	1	New measure	—