



Housing & Growth Committee 23 March 2023

Title	Development Delivery and Procurement Strategy for the Regeneration of Grahame Park North East
Report of	Chair of the Housing & Growth Committee
Wards	Colindale North
Status	Public
Urgent	No
Key	Key
Enclosures	None
Officer Contact Details	Stephen Macdonald, Director of Growth, London Borough of Barnet stephen.macdonald@barnet.gov.uk Derek Rust, Group Director of Growth and Development, Barnet Homes derek.rust@barnethomes.org Susanna Morales, Development Manager, Barnet Homes susanna.morales@barnethomes.org

Summary

In 2003, residents of the Grahame Park Estate in Colindale, NW9, voted in favour of a regeneration masterplan that would see much of the estate redeveloped by a partner Registered Provider, Choices for Grahame Park Limited, which is now owned by Notting Hill Genesis (NHG). The existing masterplan was approved in 2004, securing outline planning consent. The regeneration masterplan has progressed over the last decade with Stage A delivering new homes to the south, east and western parts of the estate. Stage B gained planning consent in July 2020 which encompasses the southern part of the estate, and this has started on site.

Barnet Homes, working as development agent on behalf of Barnet Council, has established a proposal to bring forward the regeneration of the north-eastern part of the estate which would not otherwise see proposals until 2030 at the earliest. NHG are supportive of the

proposal to remove this area from the wider development agreement and discussions are ongoing to vary this agreement accordingly.

The Grahame Park North East (GPNE) scheme is proposed to be split into two phases with the intention being to progress the first stage to Full Business Case and submit a detailed planning application, with the Outline Business Case and detailed planning application for a second phase of the project to follow at a later date.

The Housing & Growth Committee approved the Outline Business Case for the first phase of the scheme in November 2022, including the progression of the design to planning submission stage. The Committee noted that the request for approval of the procurement and development delivery strategy would be presented at a later date.

The Outline Business Case proposed a number of delivery options. This report sets out how these options have been appraised further and recommends the establishment of a Joint Venture to deliver the scheme, with a private sector development partner being selected through a Competitive Dialogue procurement process. This report sets out the principles of a Joint Venture which will be further defined through the procurement process and the final proposal will be presented for approval at a later stage as part of the Full Business Case.

Legal and professional advice costs to deliver the procurement will be met from the £2.55m budget from the Housing Revenue Account approved as part of the Outline Business Case by the Policy & Resources Committee in December 2022.

Work is underway to continue to progress other aspects of the scheme including development of a planning application, further community engagement, development of the decant & acquisition strategy, and discussions with Notting Hill Genesis to vary the existing Principal Development Agreement. The Full Business Case is expected to be presented for approval in spring 2024.

Officers Recommendations

- 1. That the Housing and Growth Committee approves the proposed development delivery and procurement strategy, comprising the establishment of a Joint Venture to deliver Phase 1 of the Grahame Park North East scheme (with the option to deliver additional sites) through a Competitive Dialogue procurement process.**
- 2. That the Housing and Growth Committee notes that the proposal to form a Joint Venture with the preferred partner will be subject to further Committee approval and relevant appointments will be subject to Full Council approval.**

1. Why this report is needed

- 1.1. The Housing & Growth Committee approved the Outline Business Case for Phase 1 of the GPNE scheme in November 2022 and noted that the development delivery and procurement strategy would be brought to the Committee for approval at a later date.

- 1.2. This report sets out the options considered in section 3 and the recommended delivery and procurement strategy in section 2. The scheme will accelerate redevelopment of parts of the estate that would not otherwise see regeneration for a significant period. The delivery of affordable housing through this scheme will help to meet ongoing demand in the borough.
- 1.3. The Greater London Authority has approved a grant allocation of £22.4m from the Affordable Housing Programme 2021-26. This amounts to £160k per social rent home and £60k for London living rent and shared ownership. The grant requires a start on site by March 2026. The proposed development delivery and procurement strategy puts forward a route to meet this funding requirement.

2. Reasons for recommendations

- 1.4. Since the approval of the Outline Business Case, Barnet Homes have continued to assess development delivery options and have obtained further legal and professional advice to help identify the best delivery option for the scheme. This has included consideration of a range of factors including financial viability, market conditions and the objectives of the scheme.

1.5. Development delivery strategy

- 1.5.1. Based on the options appraisal, it is recommended that a Joint Venture (JV) is set up with a private sector development partner to deliver Phase 1 of the GPNE scheme, with the option to deliver additional sites at a later stage.
- 1.5.2. JV delivery is recommended as recent increases in costs, inflation and interest rates mean that the Housing Revenue Account (HRA) will not have sufficient capacity to deliver the scheme directly. In the JV model, development risk, cost and profit will be shared between the partners and will be ringfenced within the JV. JV delivery also offers the benefit of providing external expertise in delivering private tenure homes which will be crucial to the success of this mixed tenure scheme.
- 1.5.3. The proposed JV would also enable delivery of additional sites in the future, on a case-by-case basis, including Phase 2 of GPNE, among other sites. This would provide a tested delivery route for other council sites in future. It is also planned that bidders will be invited to propose additional land opportunities that they could bring to the JV, helping to further support delivery of affordable housing in the borough. The selected private sector partner would not have exclusivity over sites in the borough and the partners could choose not to progress a scheme that has been proposed if it is no longer viable.
- 1.5.4. It is important to set out the objectives for the JV from the outset in order to guide the procurement process and, following establishment of the JV, to ensure that the partners remain strategically aligned. The objectives will be finalised by agreement with the council's Director of Growth and the lead member, ahead of the opportunity being advertised. The final objectives will be confirmed as part of the Full Business Case.
- 1.5.5. The proposed draft objectives for the JV are set out below:
 1. Deliver more housing that is genuinely affordable, to meet local needs.

2. Drive the pace of housing delivery so that local need can be met more quickly.
 3. Provide high quality housing that meets local needs including accessibility needs.
 4. Ensure that estate regeneration benefits existing residents first and foremost and use co-production principles to ensure that regeneration is community led.
 5. Adopt a place-making approach to support thriving communities including providing new or improving existing community facilities and open spaces.
 6. Improve wider connectivity within sites and to the surrounding streets, centres, open spaces, and transport hubs, including upgrading existing routes and creating new routes.
 7. Ensuring that designs are aligned with existing and planned neighbouring developments.
 8. Deliver sustainable developments that are energy and water efficient, reducing carbon emissions and helping to tackle fuel poverty.
 9. Maximise social value contributions including job and training opportunities.
 10. Create a long-term partnership and programme for housing delivery, giving flexibility to both partners on their investment vs return.
 11. Provide the opportunity for the council/Barnet Homes to reinvest returns to deliver further affordable housing, increase social value outputs, or improve the quality of development.
- 1.5.6. To establish a JV, it is proposed that the council and a private sector partner will set up a Limited Liability Partnership (LLP). This would be controlled 50:50, overseen by a board made up of equal representation from the council and the partner. A Members' Agreement will set out the objectives of the JV and the processes and procedures for how the business of the JV is conducted. The JV would be a deadlock partnership, with each partner having a veto on key decisions but neither partner being able to force through a decision without the consent of the other.
- 1.5.7. To deliver schemes through the JV, the council would need to transfer the land into the vehicle for development. This could be by way of freehold disposals or grant of long leases. The affordable housing would ultimately be retained within the HRA and would be managed by Barnet Homes. The detail of the land disposal process and the recommended mechanism for land transfer will be developed in the next phase of work based on further detailed legal and financial advice. This will be presented as part of the final proposal in the Full Business Case.

1.6. **Procurement strategy**

- 1.6.1. Preliminary soft market testing has been undertaken to ascertain the market appetite for this type of opportunity and to inform the development of the procurement route. Soft market testing has shown that there are a number of developer contractors with extensive experience of delivering mixed tenure estate regeneration projects and knowledge of the local area that could be suitable. Early engagement has indicated market interest in the opportunity.
- 1.6.2. The intention is that the private sector partner will provide development management services and bring with it the construction supply chain to carry out works to deliver the scheme. As these activities fall within the remit of the Public Contracts

Regulations 2015 (PCR), a regulated procurement exercise is required to select the partner.

- 1.6.3. The council is seeking a partner to provide development and construction expertise to further develop the proposals for the scheme including design and the financial model. On this basis, the route to market will need to accommodate some form of dialogue and discussion between the council and bidders to refine the proposals and reach the most appropriate arrangements for delivery of the scheme. A Competitive Dialogue (CD) procedure is therefore recommended as this will enable the development of a bespoke solution for the opportunity.
- 1.6.4. Dialogue with bidders is expected to include the following themes:
 - Design & planning
 - Social value and resident engagement
 - Financial and commercial structure
 - Governance and legal agreements
- 1.6.5. Following the dialogue stage, bidders will submit final tenders. These tenders will be assessed on weighted quality and cost criteria. The quality criteria will be developed further in the next stage of work and are likely to include questions on the following aspects:
 - Design including building safety standards
 - Construction and quality
 - Sustainability standards
 - Resident engagement and communication
 - Social value
- 1.6.6. An evaluation panel will participate in the dialogue process and assess final tenders, with support from external specialist advisors. The panel will be made up of senior staff from the council and Barnet Homes, including participation from representatives from internal finance, procurement, and legal teams.
- 1.6.7. The procurement process will be designed and planned to ensure that it can be concluded as quickly as possible and achieves the objective of securing a suitable partner. Particular attention will be given to planning the dialogue stage to make sure that discussions are constructive and are focused on reaching the final tender stage.

3. Alternative options considered and not recommended

- 1.7. The Outline Business Case set out two alternative delivery options for the scheme: do nothing and council-led direct delivery.
- 1.8. The option to do nothing is not recommended due to the opportunity available to bring forward regeneration to this area of Grahame Park and due to the need to increase affordable housing supply, contributing towards council's target to deliver 1,000 new homes at 50% of market rent or lower by 2026.
- 1.9. Direct delivery is not considered a financially viable option as economic factors including increases in costs, inflation and interest rates have affected the HRA's

capacity to deliver a scheme of this scale. The council would also have to accept significant sales risk on market tenure homes, which is not recommended in the current economic climate.

- 1.10. Procurement options for the scheme were considered based on the council's requirements. Due to the need for dialogue with bidders, Competitive Dialogue (CD) and Competitive Procedure with Negotiation (CPN) were the two available procurement routes. CPN requires relatively defined requirements upfront, compared to CD where these requirements are further defined through dialogue. Due to the current stage of design work and the need to further develop the requirements for the GPNE scheme, CD is the recommended procurement route.

4. Post decision implementation

- 4.1 The contracting authority will be Barnet Council and Barnet Homes will carry out the procurement on the council's behalf.

- 4.2 The table below provides an indicative procurement programme:

Stage	Date
Detailed procurement planning and preparation of tender documentation	Q1 2023/24
Opportunity advertised	Q1 2023/24
Shortlisting	Q2 2023/24
Open dialogue stage	Q2-Q4 2023/24
Final tenders received and evaluation	Q4 2023/24
Preferred bidder provisionally selected, and approval requested to enter into the JV as part of Full Business Case	Q1 2024/25
Legal agreements completed	Q2 2024/25

- 4.3 The formation of the JV with the preferred partner will be subject to further Committee approval as part of the Full Business Case. The agreement of Full Council will be sought for appointments to the proposed Joint Venture body as required.

- 4.4 Due to the target start on site date, design development and preparation of a planning application will be progressed concurrently with the procurement process. Barnet Homes will seek private sector input into the evolving design ahead of planning submission.

5. Implications of decision

1.11. Corporate Priorities and Performance

- 1.11.1. Delivering more affordable homes in the borough is a priority for the council, as set out in the Housing Strategy and the Growth Strategy. Since May 2022, this has become a council priority and work is underway to convert current delivery plans to ensure they contribute to starting on site with 1,000 affordable social rent homes over the next 4 years.

- 1.11.2. The Health and Wellbeing Strategy 2021 to 2025 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities.
- 1.11.3. The 2023-2026 draft Corporate Plan sets out the vision to put caring for people, our places, and the planet at the heart of everything the council does. Under the People priority, it aims to be family friendly, tackle inequality, and support health and independence. Under the Place priority, it aims to ensure safe, attractive neighbourhoods, quality homes, sustainable growth, and thriving town centres and to make Barnet a fun place to visit. Under the Planet priority, it aims to focus on the council's journey to net zero, local environment, and green spaces.
- 1.12. **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 1.12.1. **Finance & Value for Money**
- 1.12.2. The principle of the JV will be that the two partners will make contributions into the JV to deliver the scheme as a partnership, sharing risk and reward. The procurement process to select a private sector development partner will require bidders to submit a financial proposal which will be evaluated by the council and its advisers.
- 1.12.3. In a typical development partnership of this nature, the public sector partner would contribute land and the private sector partner would contribute equity to match the land value. Due to the level of affordable housing proposed in the GPNE scheme, a significant land value is not expected to be generated. A financial contribution from the council for the delivery of the affordable housing will therefore be required. The source of funding for this is likely to be the identified HRA development capacity within the current agreed HRA business plan, subject to further viability testing.
- 1.12.4. Further financial and commercial advice will be obtained during the procurement and contract negotiation process to ensure value for money. The proposals will be presented for approval as part of the Full Business Case.
- 1.12.5. Cost of approximately £400k to carry out the procurement will be met from the £2.55m budget from the Housing Revenue Account approved as part of the Outline Business Case by the Policy & Resources Committee in December 2022.
- 1.12.6. **Procurement**
- 1.12.7. Legal and procurement advice has been obtained to confirm the basis for this procurement and to recommend the most suitable procurement route. The recommendation is to conduct a Competitive Dialogue (CD) procedure (PCR Regulation 30) on the basis that this type of development opportunity requires a bespoke solution and that requirements need to be refined further. CD enables the council to develop solutions through dialogue with bidders.
- 1.12.8. Barnet Homes will act on Barnet Council's behalf in accordance with Barnet Council's contract procedure rules and applicable laws. A Royal Institution of Chartered Surveyors registered practice will be appointed to manage the tender process.
- 1.12.9. **Staffing**

- 1.12.10. Barnet Homes will carry out the procurement on behalf of Barnet Council. Barnet Homes will appoint legal and financial advisers to support the procurement process.
- 1.12.11. Staffing arrangements for the delivery of the JV will be set out in the Full Business Case.

1.13. **Social Value**

- 1.13.1. Increasing the utility of existing assets through mixed use redevelopment will enable the council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.
- 1.13.2. The private sector partner will be required to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate. Social value contributions will be assessed as part of the procurement process.

1.14. **Legal and Constitutional References**

- 1.14.1. Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, and economic development including employment strategy, business support and engagement.
- 1.14.2. The Council Constitution, Article 10 Table A, states that the Housing and Growth Committee is responsible for authorising all acquisitions and disposals over £500K.
- 1.14.3. The Council Constitution, Article 4 (The Full Council), lists the roles and functions reserved for full Council and includes "Approving Member and officer appointments to outside bodies and external organisations ..." Appointment of members and/or council officers to the LLP are decisions reserved for Full Council.
- 1.14.4. The council has a range of powers 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 and 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, subject to any specific restrictions contained in legislation.
- 1.14.5. The general power of competence referred to above, is caveated in Section 4 of the Localism Act 2011, which states that if a local authority intends to do something "for a commercial purpose" then it must do so through a company. It has been clarified over time that the reference to a "company" is to a company limited by shares only, and not any other form of corporate entity (and therefore not an LLP, which is the proposed form of legal entity for the recommended JV structure). It is therefore important to establish the council's purpose for entering into a JV. This was examined in the case of *Peters v London Borough of Haringey*, which examined the proposed establishment by LB Haringey and its partner Lendlease of an LLP to deliver housing and regeneration across the borough. That case established that it is necessary to examine the "dominant purpose" of the local authority in seeking to set up an LLP. The commentary in this report recites the purpose of setting up a JV partnership which is to accelerate, facilitate and de-risk the delivery of affordable

housing at Grahame Park North East and potentially elsewhere. The council's dominant purpose can therefore be seen to centre on affordable housing delivery to improve the wellbeing of residents, and not primarily commercially driven. As such, the advice received from the council's external legal advisers is that an LLP is an appropriate legal structure for the proposals set out in this report.

- 1.14.6. 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, and subject to obtaining all appropriate consents and approvals. On any disposal of property, the council is required to observe the requirements of Section 123(2) of the Local Government Act 1972 to ensure that any disposal, other than a short tenancy, is not for a consideration less than the best that can reasonably be obtained, except with the consent of the Secretary of State. Any land held for the purposes of part II of the Housing Act 1985 (which this site is likely to be) can be disposed of under sections 32 to 34 of that Act either in reliance on a general or express consent of the Secretary of State. To cleanse a site of third-party interests, where it is in the public interest to do so and on satisfaction of conditions, land can be appropriated from its current purpose to planning purposes under section 122 of the LGA 1972. Where the land in question is held for housing purposes (as this site is likely to be), the consent of the Secretary of State may be needed for such appropriation. Any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town and Country Planning Act 1990, which requires that it be for the best consideration reasonably obtainable, except with the consent of the Secretary of State.
- 1.14.7. Proposals for any land disposals into the JV will be developed following further legal advice and will be presented for approval as part of the Full Business Case. To the extent that future sites are identified for potential disposal to the JV, appropriate approvals will be sought at the time.
- 1.14.8. The council will need to make the required adjustments between the Housing Revenue Account and the General Fund to account for the value of any housing land appropriated to planning. This will be subject to further specialist advice obtained in the next stage of work and ahead of the Full Business Case.
- 1.14.9. The council will need to consider, comply with, and obtain any statutory and legal requirements/consents to give effect to the preferred option.
- 1.14.10. Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015 (PCR), to include the placing of Find a Tender notices where such contracts are not drawn down from a compliant framework. Any procurement activity undertaken must also be in accordance with the council's Contract Procedure Rules.
- 1.14.11. As the private sector development partner will be required to perform activities that fall within the remit of the PCR, a regulated procurement exercise is required to select the partner. As the competition will require dialogue/discussion with bidders, the only viable options are to select a Competitive Dialogue (CD) procedure or a Competitive Procedure with Negotiation (CPN). Between these two options, external legal advisers have recommended that a CD procedure is adopted, on the basis that Barnet Homes and London Borough of Barnet will finalise their requirements through the procurement process. The CD process will best enable Barnet to develop its requirements through the dialogue phase of the procurement process.

1.14.12. The Public Services (Social Value) Act 2012 requires If a relevant authority proposes to procure or make arrangements for procuring the provision of services, it must consider:

(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; and

(c) it must consider whether to undertake any consultation in relation to such matters.

1.14.13. Any terms required by the Greater London Authority grant will need to be observed.

1.15. **Insight**

1.15.1. The council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery. Barnet has 393,000 residents and this figure is expected to grow by 76,000 over the next 25 years: an increase of 19%.

1.15.2. The delivery of new affordable rented homes will help to meet the objective in the council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation. There are currently more than 2,700 households living in temporary accommodation which presents significant budgetary pressures for the council.

1.15.3. Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

1.15.4. Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

1.16. **Risk Management**

1.16.1. The main risks associated with the delivery and procurement strategy are set out below.

1.16.2. *Financial viability:*

There is a risk that prevailing economic conditions and increased construction and development costs will impact on the financial viability of a JV. The dialogue stage of the procurement process will consider viability and bidders will also be able to contribute development expertise to improve viability. The council will appoint its own advisers to evaluate bidders' proposals to ensure that a viable proposal can be achieved. Market conditions will be also closely monitored throughout the process. Once established, the JV is a living business, and it is open to the partners to make decisions based upon the economic situation at the time in order to mitigate viability issues.

1.16.3. *Insufficient capacity in the HRA:*

There is a risk that the HRA will not have sufficient capacity to make the required financial contributions to the JV. However, JV delivery is likely to reduce the financial contributions required, compared to other delivery routes. The procurement process will include evaluation of costs in bidders' proposals. Once the JV is established, it will be able to engage with the council with a view to future HRA business planning in order to plan for HRA expenditure over multiple accounting periods: forward planning can assist in smoothing financial requirements over time.

1.16.4. *Procurement challenge:*

There is a potential risk of challenges from the market in relation to the procurement route followed or incorrect application of the PCR. This is mitigated through the legal advice contained to date to establish the basis for the procurement to design a compliant procurement process. The process will be managed in accordance with the PCR.

1.16.5. *Programme risks:*

The nature of the CD process means that dialogue with bidders could potentially become protracted, increasing procurement costs, and potentially even leading to bidders withdrawing from the competition. Significant increases in the procurement period could also cause delays to the progression of the scheme overall. This risk will be mitigated by allowing sufficient time to thoroughly plan the process and develop all the necessary documentation before the opportunity is advertised in order to ensure that the process is efficient and expedient. Particular attention will be given to ensuring that the dialogue stage is focused and constructive. Design development will be progressed concurrently with the procurement process and private sector input into design will be sought so that a planning application can be submitted.

1.17. **Equalities and Diversity**

1.17.1. The council is committed to taking a proportionate approach to equalities and considering which groups with protected characteristics are likely to be affected, whether this is a large or small group and the level of impact: nil, minimal or significant.

1.17.2. An Equalities Impact Assessment (EqIA) has been completed as part of the Outline Business Case. The EqIA concludes that there are minor or no impacts on groups with protected characteristics and there is no negative cumulative impact on all groups.

1.17.3. The proposals developed as part of the dialogue process will be in line with the recommendations of the EqIA.

1.17.4. Under the Equality Act 2010, the council must have due regard to the need to:

- a. eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the 2010 Act;
- b. advance equality of opportunity between those with a protected characteristic and those without; and

- c. promote good relations between those with a protected characteristic and those without.

1.17.5. The 'protected characteristics' referred to are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

1.18. **Corporate Parenting**

1.18.1. Barnet Council have a small number of care leavers in temporary accommodation. Increasing the supply of affordable housing is therefore a corporate parenting issue.

1.19. **Consultation and Engagement**

1.19.1. A summary of consultation and engagement activity on the GPNE scheme to date and the proposed approach during the next stages of the project are set out in Outline Business Case. Formal consultation will take place as part of the planning application process.

1.19.2. The procurement process will include an assessment of bidders' principles and proposals for resident engagement and communication. Proposals will be evaluated against best practice and the council's resident involvement and engagement strategy.

1.20. **Environmental Impact**

1.21. The Outline Business Case sets out the sustainability standards for Phase 1 of the GPNE scheme. The ambition is for the design of Phase 1 of GPNE to achieve an 'exemplary' sustainable design as part of the RIBA 2030 Challenge.

1.22. The procurement process will include an assessment of bidders' proposals for sustainability and emissions reduction. Proposals will be evaluated against best practice and the council's sustainability strategy requirements.

6. **Background papers**

Outline Business Case for the Regeneration of Part of Grahame Park Estate by Barnet Council, Housing and Growth Committee, 16 November 2022

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=11129&Ver=4>

Business Planning for the years 2023-27, Policy & Resources Committee, 13 December 2022.

<https://barnet.moderngov.co.uk/documents/g11138/Public%20reports%20pack%2013th-Dec-2022%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>